

HUMAN RESOURCES MANAGEMENT

1. Service Delivery

The following table reflects the outcomes of the implementation of the SAPS Service Delivery Improvement Plan (SDIP).

Table 1.1: Main Service for Service Delivery Improvement Standards

Main Service	Actual/potential customers	Standard of Service	Actual achievements in relation to set standards
Preventing crime Combating crime Investigating crime Maintaining public order Protecting and securing the inhabitants of the Republic and their property Upholding and enforcing the law Performing administrative duties	<p>Every individual, group or government department affected by crime and violence.</p> <p>Services include those the SAPS are compelled to render in terms of existing legislation and its mandate as derived from Section 205 of the Constitution of the Republic of South Africa, 1996 and the following key Acts:</p> <ul style="list-style-type: none"> • South African Police Service Act, 1995 (Act No. 68 of 1995) • The Criminal Procedure Act, 1977 (Act No. 51 of 1977) • The Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002 (Act No. 70 of 2002) • The National Strategic Intelligence Act, 1994 (Act No. 39 of 1994) • The Domestic Violence Act, 1998 (Act No. 116 of 1998) • The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) 	<p>Conduct police actions to combat crime by enhancing police visibility</p> <p>Maintain public order</p> <p>Investigate crime</p>	<ul style="list-style-type: none"> • 29 891 crime prevention operations were conducted. During these operations 65 381 roadblocks, 61 216 cordon and searches, 2 063 923 stop and search operations and various other actions were carried out which led to 1 452 600 arrests. 47.4% or 688 937 of these arrests were made for priority crimes. • 7 888 stolen and lost firearms were recovered. • 19 357 firearms and 255 924 rounds of ammunition were recovered to reduce the proliferation of firearms. • 46 527 firearms were destructed by the SAPS. • 33 638 stolen and robbed vehicles were recovered. • 89 748kg cannabis and 159 681 cannabis plants were seized. <ul style="list-style-type: none"> • 12 651 crowd-related incidents were recorded, including 11 680 peaceful incidents and 971 unrest-related incidents. 3 671 persons were arrested during unrest-related incidents. <ul style="list-style-type: none"> • The detection rate for all serious crime increased by 1.37%, from 50.47% in 2009/10 to 51.84% in 2010/11. • 30.84% court ready case dockets for all serious crime was achieved. • The detection rate for crimes against children (under 18 years) increased by 8.49% to 77.42%. • The detection rate for crimes against women (18 years and older) decreased by -1.88% to 71.20%. • The detection rate for commercial crime-related charges increased from 36.55% in 2009/10 to 68.4% in 2010/11. 25.6% court ready case dockets for commercial crime-related charges were achieved. • 30.3% or 37 of 122 of registered organised crime project investigations (OCPI) were successfully terminated, which includes illegal drugs and substances; smuggling and trading in counterfeit goods; plundering mineral and marine resources; smuggling firearms; human and child trafficking; car and truck hijacking; aggravated robberies; cable theft; money laundering and fraud, to mention a few. • 81.46% (994 020 from a total of 1 220 205) offender's previous conviction reports for crime-related fingerprints were generated within 30 days. • 93.5% (297 955 from a total of 318 665) forensic entries were analysed by forensic analysts within 35 days.

Table 1.2: Consultation arrangements with clients

The aim when creating consultation arrangements with clients is to: deepen partnerships with communities, and promote inter-departmental, national and international events through communication projects.

Type of arrangement	Clients	Actual achievements
Awareness campaigns	General public, including children, youth and vulnerable groups	Various awareness campaigns were conducted in communities, giving attention to the specific needs regarding crimes prevalent in their area such as gender-based violence, the reduction of violent crimes, drug awareness, and promotion of community involvement in crime prevention.
Rural Safety	Rural community	A comprehensive Rural Safety Strategy to enhance safety and security, accessibility to policing and service delivery to the rural community was approved by the Minister of Police. The aim of the strategy is to address rural safety as part of an integrated and holistic day-to-day crime prevention approach based on the principles of sector policing, to addresses the needs of the entire rural community, including the farming community.
School Safety	School-going children	The SAPS engaged in a partnership with the Department of Basic Education to link police stations to schools; establish Safe School Committees, implement joint social crime prevention programmes and to mobilise communities to take ownership. 9 000 public schools established Safe School Committees. 1 001 schools with 174 248 learners were visited to discuss drug and substance abuse, safety when crossing the road and crime-related issues.
Crime Prevention	The general public	Recognising that the Department of Police alone cannot prevent crime, necessitates the engagement of the SAPS in partnerships to prevent crime and in mobilising communities and specific sectors to address crimes that affect them. During 2010/11 the SAPS: <ul style="list-style-type: none"> • Received 168 560 calls and 686 web tips at its Crime Stop call centre which led to 226 positive cases. • Received 1 257 SMS tips and 632 web tips as a result of the partnership between the Primedia group and the SAPS which led to 73 positive cases.
Firearms Control	Businesses dealing in firearms and the general public	<ul style="list-style-type: none"> • 1 936 institutions such as training providers, shooting ranges, hunting associations and sport-shooting organisations were accredited since the implementation of the firearms control legislation (i.e. 107 additional to 1 829 institutions at the end of March 2010). • 268 459 firearm license renewals and 240 422 competency certifications were issued from 1 April 2010 to 31 March 2011. • Some provisions of the Firearms Control Amendment Act were put into operation in order to provide for a mechanism to renew competency certificates in respect of firearms. The Act also provides for the extension of the validity period of some categories of firearms licenses, such as conducting business as a game rancher and conducting business in hunting from five years to ten years and for other business purposes from two years to five years.

Table 1.3: Service Delivery Access Strategies

To ensure the quality and accessibility of services, priority was given by Government specifically to improve the levels of service and the accessibility of services provided by all departments to all people in the country. The SAPS has developed an Access Strategy in terms of which geographic access norms to SAPS' service points will be developed to inform and direct the future placement and construction of the service points. The first phase of the Access Strategy will be completed by the end of 2011/12, well ahead of the schedule indicated on the SAPS by Government, thereby enabling SAPS to commence with a structured plan to address imbalances in the determined geographic access norms ahead of time.

Strategy	Access
Increase access to communities by building/upgrading/improving police stations	<p>The following police facilities were completed in 2010/11:</p> <p><u>6 newly re-established police facilities completed:</u></p> <ul style="list-style-type: none"> • Kuruman LCRC • Pienaar police station • Brakpan (Tsakane) police station • Bloemfontein 10111 centre • Kakamas police station • Hazyview police station <p><u>4 new police facilities completed</u></p> <ul style="list-style-type: none"> • Blue Downs police station • Zamdela police station • Ga Masemola police station • Benoni Training College – Radio Technical Centre <p><u>6 repaired and upgraded police facilities completed</u></p> <ul style="list-style-type: none"> • Mount Road police station • Bergville police station • Chatsworth police station • Hammanskraal Training Institution • Riebeeck West police station • Humewood police station <p><u>3 re-established police facilities completed</u></p> <ul style="list-style-type: none"> • Thokoza police station • Mbuzini police station • Giyani police station.
Increase access to victims of crime by expanding victim support facilities	<p>SAPS Victim Support Rooms (VSRs) are used for the consultation of victims of sexual offences, child abuse and domestic violence, interviews and statement taking. 10 additional VSRs were established at police stations in 2010/11 namely at Jane Furse, Botlhokwa, Zamdela, Pienaar, Brakpan (Tsakane), Thokoza, Mbuzini, Hazyview, Blue Downs and Giyani police stations.</p>
Increase community participation	<ul style="list-style-type: none"> • Sector policing provides for practical policing practices to complement community participation in accordance with policing needs and community requirements, and links up to community structures. Up to the end of March 2011, sector policing has been rolled out to 986 (88%) of the 1 120 police stations countrywide. • Community Police Forum Structures promote the local accountability of the police and enlist the cooperation of communities with the SAPS in order to reduce crime and improve service delivery. 1 118 Community Police Forums have been established at police stations countrywide.
Electronic access through the SAPS Website	<p>The SAPS Website can be accessed by internet users. Information regarding the SAPS is regularly updated such as information on crime prevention, community policing, publications, contact details, publications, etc. Contact details of the National Commissioner, Provincial Commissioners and Station Commanders are also available. The public can also electronically provide information on criminal activities, lodge general enquiries or comment and complement the SAPS, among others.</p>

Strategy	Access
Service Delivery Charters	To ensure commitment of improved service delivery, Service Delivery Charters (SDC), a statement of service beneficiaries' rights, services, service standards, complaints mechanisms and a service commitment statement, are available at all police stations. The SDC informs the service beneficiaries of the levels of service delivery they can expect at the point of service delivery. It also provides information on the costs involved for certain services, processes, as well as contact information.

Table 1.4: Complaints mechanism

Complaints mechanism	
Telephone and postal system (telephone number and addresses of service points and commanders)	The SAPS can be contacted telephonically. Alternatively, letters of complaints can be sent to Station-, Cluster- or Unit Commanders. Contact numbers for all divisions, provincial offices, units, police stations and other contact points such as for ATM crimes, communication officials and rape crisis centres are available on the SAPS Website.
SAPS Website Complaints Mechanism	A link is available on the SAPS Website where the public can electronically complain about SAPS service delivery, corruption and fraud.
Independent Police Investigative Directorate (IPID)	The IPID operates independently from the SAPS and its mandate is to ensure that independent investigations of deaths in police custody and deaths as a result of police action are carried out. The IPID may also investigate allegations of criminal offences and misconduct committed by members of the South African Police Service (SAPS) and Municipal Police Services (MPS). A complaint may be lodged in both writing and telephonically to any IPID office.
SAPS National Complaints Line 0860 13 08 06	The National Complaints Line of the SAPS is managed by the National Inspectorate. Complaints regarding poor service delivery can be made telephonically and is then investigated by members of the National Inspectorate.
Presidential Hot Line (PHL) 17737	Members of the public can lodge their queries and complaints regarding service delivery where after it is forwarded to the SAPS and attended to.
Anti-Corruption Hotline 0800 701 701	The Anti-Corruption Hotline is an initiative by the Public Service Commission. This toll free number can be used to report corruption in all Government Departments anonymously. Complaints relating to the SAPS are forwarded to the SAPS for investigation.

Table 1.5: Service Information Tool

Types of Information Tools	Information provided
Information products and promotional items	Booklets, leaflets, posters and promotional items were developed and distributed during projects, Izimbizo, and awareness campaigns
Television and radio broadcasts	"When Duty Calls", a weekly programme on national television, informs the public regarding successes by the SAPS, crime prevention hints, recruitment drives and requests for assistance in the fight against crime.
SAPS Internet	The SAPS website provides information on crime and crime prevention in South Africa.
Projects	Various projects were conducted to address SAPS priorities such as aggravated robberies, firearms, drugs, tourist safety and victim support. Constant communication was provided to update members and the public on events during the 2010 FIFA World Cup™. Campaigns were conducted on the state of readiness for the General Elections in the Western Cape, KwaZulu-Natal and Gauteng. Festive Season Crime Prevention campaigns were conducted during December 2010 in all provinces.
National, provincial and station exhibitions	Exhibitions were held at national shows, schools, business centres and shopping malls to communicate key messages to the community relating to illegal drugs and substance abuse, crimes against women and children, firearm safety, careers in the SAPS, etc.

Types of Information Tools	Information provided
SAPS Museums	SAPS Museums showcase the positive aspects and achievements of policing, focusing on education and building partnerships.
Service Delivery Charters and Service Delivery Improvement Plans	Service Delivery Charters are available and visible at police stations indicating the services being delivered and the standard of services. Service Delivery Plans are compiled at all levels, which is cascaded into Performance Agreements and individual performance plans.
SAPS Strategic Plan 2010 to 2014	The SAPS Strategic Plan directs strategic and operational planning within the Department for a five-year period. The plan was distributed to role players and is available on the SAPS Website.
Annual Performance Plan 2010/11	The Annual Performance Plan, extrapolated from the Strategic Plan, provides a clear indication of the strategic priorities within the context of the prevailing financial year, the measurable objectives and targets associated with the priorities, and guidelines for the implementation of the one-year focus. Performance plans are compiled at all levels within the SAPS which are aligned to and support the Annual Performance Plan. The plan was distributed to role players and is available on the SAPS Website.
Media liaison	Radio talks, television interviews, presentations as well as the printed media are utilised to advise the community e.g. on processes and procedures, SAPS successes, initiatives and operations, the policing of special events and tourist safety.
Internal communication	Various internal communication mediums exist such as: <ul style="list-style-type: none"> • The SAPS Intranet (e.g. SAPS Strategic Plan, SAPS Annual Performance Plan, SAPS Annual Report, press releases and speeches, careers and vacant posts), • PolTV (an in-house broadcast medium which serves as a platform for police management to communicate with its employees and to provide members with information regarding the SAPS priorities) • The SAPS Journal (an in-house magazine which focuses on police successes and good practices) • Monthly salary advices (reflect important messages from top management).

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 2010 to 31 March 2011

Programme	Total Expenditure (R'000)	Compensation of Employees (R'000)	Training Expenditure (R'000)	Compensation of Employees as percent of Total Expenditure	Average Compensation of Employees Cost per Employee (R'000)	Employment
Administration	17 871 936	9 686 512	1 130 329	18,1	290	33352
Visible Policing	21 702 627	17 241 363		32,2	176	97693
Detective Service	8 868 123	6 941 683		13,0	186	37402
Crime Intelligence	1 947 626	1 680 164		3,1	193	8723
Protection & Security Services	3 139 388	2 865 615		5,4	171	16722
Total	53 529 700	38 415 337	1 130 329	71,8	198	193892

Table 2.2: Personnel costs by salary band, 1 April 2010 to 31 March 2011

Salary Bands	Compensation of Employees Cost (R'000)	Percentage of Total Compensation of Employees	Average Compensation of Employees per Employee (R'000)	Number of Employees
Lower skilled (Levels 1-2)	855 704	2,2	72	11896
Skilled (Levels 3-5)	10 454 975	27,2	109	96356
Highly skilled production (Levels 6-8)	19 263 204	50,1	250	77168
Highly skilled supervision (Levels 9-12)	7 008 218	18,2	901	7777
Senior management (Levels 13-16) and Executive Authority	833 236	2,2	1 199	695
Total	38 415 337	100	198	193892

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 2010 to 31 March 2011

Programme	Salaries (R'000)	Salaries as % of Compensation of Employees	Overtime (R'000)	Overtime as % of Compensation of Employees	Home Owners Allowance (R'000)	Home Owners Allowance as % of Compensation of Employees	Medical Assistance (R'000)	Medical Assistance as % of Compensation of Employees	Total Compensation of Employees per Programme (R'000)
Administration	4 301 207	11,2	20 909	0,1	243 847	0,6	541 783	1,4	9 686 512
Visible Policing	11 901 168	31,0	689 956	1,8	688 851	1,8	2 275 503	5,9	17 241 363
Detective Service	5 092 674	13,3	61 972	0,2	264 004	0,7	837 552	2,2	6 941 683
Crime Intelligence	1 240 395	3,2	10 554	0,0	58 496	0,2	182 934	0,5	1 680 164
Protection & Security Services	2 008 083	5,2	92 349	0,2	124 026	0,3	387 990	1,0	2 865 615
Total	24 543 527	63,9	875 740	2,3	1 379 224	3,6	4 225 762	11,0	38 415 337

Table 2.4: Salaries, overtime, home owners allowance and medical assistance by salary band, 1 April 2010 to 31 March 2011

Salary bands	Salaries (R'000)	Salaries as % of Compensation of Employees	Overtime (R'000)	Overtime as % of Compensation of Employees	Home Owners Allowance (R'000)	Home Owners Allowance as % of Compensation of Employees	Medical Assistance (R'000)	Medical Assistance as % of Compensation of Employees	Total Compensation of Employees per Salary Band (R'000)
Lower skilled (Levels 1-2)	334 244	0,9	1 583	0,0	44 590	0,1	355 622	0,9	855 704
Skilled (Levels 3-5)	7 461 002	19,4	283 825	0,7	631 918	1,6	2 144 991	5,6	10 454 975
Highly skilled production (Levels 6-8)	14 087 049	36,7	472 658	1,2	584 390	1,5	1 448 682	3,8	19 263 204
Highly skilled supervision (Levels 9-12)	2 444 686	6,4	117 674	0,3	115 019	0,3	262 531	0,7	7 008 218
Senior management (Levels 13-16) and Executive Authority	216 546	0,6	0	0,0	3 307	0,0	13 936	0,0	833 236
Total	24 543 527	63,9	875 740	2,3	1 379 224	3,6	4 225 762	11,0	38 415 337

3. Employment and Vacancies

The following tables summarize the year-end 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 at end of period, 1 April 2010 to 31 March 2011

Programme	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Administration	33498	33352	0,4	0
Visible Policing	96237	97693	-1,5	0
Detective Service	37603	37402	0,5	0
Crime Intelligence	10830	8723	19,5	0
Protection & Security Services	17142	16722	2,5	0
Total	195310	193892	0,7	0

Table 3.2: Employment and vacancies by salary band at end of period, 1 April 2010 to 31 March 2011

Salary Bands	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Lower skilled (Levels 1-2)	11625	11896	-2,3	0
Skilled (Levels 3-5)	94174	96356	-2,3	0
Highly skilled production (Levels 6-8)	79638	77168	3,1	0
Highly skilled supervision (Levels 9-12)	9107	7777	14,6	0
Senior management (Levels 13-16)	764	693	9,3	0
Minister and Deputy Minister	2	2	0,0	0
Total	195310	193892	0,7	0

*Note: As at 31 March 2011, a total of 1349 positions have been advertised and in process of consideration or review. Apart from this, a total number of 1248 posts were advertised before 31 March 2011 with a closing date within the new financial year. A new rank structure for the South African Police Service was introduced. With the new rank structure, two (2) additional ranks were introduced namely Lieutenant and Major, which will create additional career opportunities for members. No member was translated to the ranks of Lieutenant and Major. A phase-in approach was adopted to capacitate the ranks of Lieutenant and Major. After successful negotiations during the 2010/11 financial year with the Employee Organisations, an agreement was concluded in the Safety and Security Sectoral Bargaining Council (SSSBC) on 5 April 2011 which inter alia provides for the criteria for promotion to Lieutenant, Captain and Major. In view of the development and negotiations on criteria to populate the ranks of Lieutenant and Major, no post promotion process was embarked upon during the 2010/11 financial year.

Table 3.3: Employment and vacancies by critical occupation, 1 April 2010 to 31 March 2011

Critical Occupations	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Aircraft pilots & related associate professionals	53	48	9,4	0
Architects town and traffic planners	7	5	28,6	0
Chemists	955	955	0	0
Engineers and related professionals	251	133	47	0
General legal administration & related professionals	171	169	1,2	0
Natural sciences related	7	7	0	0
Police	144533	143335	0,8	0
Psychologists and vocational counsellors	119	95	20,2	0
Total	146096	144747	0,9	0

*Note: The 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 Aircraft Pilots; Architects; Chemists (Physical Science, Chemical Science, Pharmacists & Health Science Related); Engineer & related professionals (Electronic & Engineering science); General Legal Administration & Related Professionals (Attorneys, Legal Administration & Legal related); Natural science; Police (Functional Personnel SAPS) and Psychologists & vocational science. The critical occupations (Occupational Classes) do not reflect all the positions filled within SAPS, but only those, which are considered as a priority for the optimal functioning of SAPS's core functions.

4. Filling of SMS Posts

Table 4.1 - SMS establishment information as on 31 March 2011

SMS Bands	Year-end establishment	Total Number of SMS members per Band	% of SMS positions filled per Bands	Total Number of SMS positions vacant per Band	% of SMS positions vacant per Bands
Band A	586	530	90	56	9,6
Band B	146	133	91	13	8,9
Band C	31	29	94	2	6,5
Band D	1	1	100	0	0,0
Total	764	693	91	71	9,3

Table 4.2: SMS establishment information as on 30 September 2010

SMS Bands	Mid-year establishment	Total Number of SMS members per Band	% of SMS positions filled per Bands	Total Number of SMS positions vacant per Band	% of SMS positions vacant per Bands
Band A	586	526	90	60	10,2
Band B	146	134	92	12	8,2
Band C	31	23	74	8	25,8
Band D	1	1	100	0	0,0
Total	764	684	90	80	10,5

Table 4.3: Advertising and filling of SMS positions as on 31 March 2011

SMS Bands	Advertising	Filling of positions	
	Number of Vacancies per Band advertised in 6 months of becoming vacant	Number of Vacancies per Band filled in 6 months after becoming vacant	Number of Vacancies not filled in 6 months but filled in 12 months
Band A	79	58	5
Band B	39	28	1
Band C	10	9	0
Band D	0	0	0
Total	128	95	6

Table 4.4: Reasons for not having complied with the filling of vacant SMS positions - Advertised within 6 months and filled within 12 months after becoming vacant

Reasons for vacancies not advertised within 6 months
In compliance - Please refer to note

Reasons for vacancies not filled within 12 months
In compliance - Please refer to note

Table 4.5: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS positions within 12 months

Not applicable

Note: Positions are funded over a multi-year period according to predetermined targets of the total establishment, taking into account personnel losses. Vacant positions at a certain level or in terms of a specific business unit are therefor planned and regarded as funded only upon the date of advertisement. With reference to table 4.3, a total of 27 positions have been advertised and in process of consideration or review as on 31 March 2011. Apart from this, a total of 81 SMS posts were advertised during May and June 2011 to address senior level vacancies.

5. Job Evaluation

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. With regard to the SAPS, the Equate Job Evaluation System is utilized to determine the salary levels for positions on National and Provincial levels whereas the Resource Allocation Guide (RAG) is utilized to determine salary levels for station positions. Table 5.1 indicates the number of positions evaluated by utilizing the two systems.

Table 5.1: Job evaluation, 1 April 2010 to 31 March 2011

Salary Bands	Number of Employees	Number of Jobs Evaluated	% of Jobs Evaluated by Salary Bands	Number of positions Upgraded	% of Upgraded positions Evaluated	Number of positions Downgraded	% of Downgraded positions Evaluated
Lower skilled (Levels 1-2)	11896	0	0	0	0	0	0
Skilled (Levels 3-5)	96356	0	0	0	0	0	0

Salary Bands	Number of Employees	Number of Jobs Evaluated	% of Jobs Evaluated by Salary Bands	Number of positions Upgraded	% of Upgraded positions Evaluated	Number of positions Downgraded	% of Downgraded positions Evaluated
Highly skilled production (Levels 6-8)	77168	2	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	7777	492	6,3	0	0	0	0
Senior management (Levels 13-16)	695	294	42,3	0	0	0	0
Total	193892	788	0,4	0	0	0	0

Table 5.2: Profile of employees whose positions were upgraded due to their jobs being upgraded, 1 April 2010 to 31 March 2011

None

Table 5.3: Employees whose salary level exceed the grade determined by job evaluation, 1 April 2010 to 31 March 2011 [i.t.o PSR 1.V.C.3]

None

Table 5.4: Profile of employees whose salary level exceeded the grade determined by job evaluation, 1 April 2010 to 31 March 2011 [i.t.o. PSR 1.V.C.3]

None

With regard to tables 4.2 to 4.4 vacant newly created positions 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.

6. 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 bands (Table 6.1) and by critical occupations (Table 6.2).

Table 6.1: Annual turnover rates by salary band, 1 April 2010 to 31 March 2011

Salary Bands	*Employment at Beginning of Period (April 2010)	Recruitments	Terminations	Turnover Rate (%)
Lower skilled (Levels 1-2)	6180	5886	170	2,8
Skilled (Levels 3-5)	95751	1629	1024	1,1
Highly skilled production (Levels 6-8)	77671	632	1135	1,5
Highly skilled supervision (Levels 9-12)	8023	46	292	3,6
Senior management (Levels 13-16)	736	9	50	6,8
Total	188361	8202	2671	1,4

*Note: Employment at the end of the previous period, as reported in the Department's Annual Report for 2009/2010, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2010/2011 with a salary effective date prior to 31 March 2010. Significant movements between salary levels are effected as a result of in-year promotions and salary level progressions (Recruits).

Table 6.2: Annual turnover rates by critical occupation, 1 April 2010 to 31 March 2011

Critical Occupations	*Employment at Beginning of Period (April 2010)	Recruitments	Terminations	Turnover Rate (%)
Aircraft pilots & related associate professionals	49	0	1	2
Architects town and traffic planners	6	0	1	16,7
Chemists	883	95	23	2,6
Engineers and related professionals	135	5	7	5,2
General legal administration & related professionals	172	1	4	2,3
Natural sciences related	7	0	0	0
Police	138724	6255	1644	1,2
Psychologists and vocational counsellors	101	3	9	8,9
Total	140077	6359	1689	1,2

*Note: Employment at the end of the previous period, as reported in the Department's Annual Report for 2009/2010, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2010/2011 with a salary effective date prior to 31 March 2010. Significant movements between salary levels are effected as a result of in-year promotions and salary level progressions (Recruits).

Table 6.3: Reasons why staff are leaving the department, 1 April 2010 to 31 March 2011

Termination Types	Number	% of Total Resignations	% of Total Employment	Total	Total Employment
Death	714	26,7	0,4	2671	193892
Resignation	1161	43,5	0,6	2671	193892
Expiry of contract	72	2,7	0	2671	193892
Discharged due to ill health	131	4,9	0,1	2671	193892
Dismissal-misconduct	81	3	0	2671	193892
Retirement	481	18	0,2	2671	193892
Other	31	1,2	0	2671	193892
Total	2671	100	1,4	2671	193892

Table 6.4: Promotions by critical occupation, 1 April 2010 to 31 March 2011

Critical Occupations	Employment at the End of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment
Aircraft pilots & related associate professionals	48	0	0
Architects town and traffic planners	5	0	0
Chemists	955	0	0
Engineers and related professionals	133	0	0
General legal administration & related professionals	169	0	0
Natural sciences related	7	0	0
Police	143335	1329	0,9
Psychologists and vocational counsellors	95	0	0
Total	144747	1329	0,9

Table 6.5: Promotions by salary band, 1 April 2010 to 31 March 2011

Salary Bands	Employment at the End of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment
Lower skilled (Levels 1-2)	11896	183	1,5
Skilled (Levels 3-5)	96356	25	0
Highly skilled production (Levels 6-8)	77168	1401	1,8
Highly skilled supervision (Levels 9-12)	7777	0	0
Senior management (Levels 13-16)	695	93	13,4
Total	193892	1702	0,9



7. Employment Equity

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

Table 7.1: Total number of employees (incl. employees with disabilities) in each of the following occupational category as on 31 March 2011

Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Legislators, senior officials and managers	280	48	33	361	137	123	17	8	148	49	695
Professionals	2747	384	277	3408	1593	1848	352	208	2408	1702	9111
Clerks	6893	972	311	8176	595	15652	3098	797	19547	4993	33311
Service and sales workers	85399	11784	3045	100228	11786	25370	3314	491	29175	3033	144222
Craft and related trades workers	417	89	43	549	288	25	0	0	25	7	869
Plant and machine operators and assemblers	143	8	5	156	6	2	0	0	2	0	164
Elementary occupations	2869	470	19	3358	47	1777	296	8	2081	34	5520
Total	98748	13755	3733	116236	14452	44797	7077	1512	53386	9818	193892

Occupational Categories	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	418	69	27	514	311	122	23	10	155	160	1140

Table 7.2: Total number of employees in each of the following occupational bands as on 31 March 2011

Occupational Categories	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	17	3	1	21	2	7	0	0	7	3	33
Senior management	262	46	32	340	135	116	17	8	141	46	662
Professionally qualified and experienced	2976	464	358	3798	1649	1289	206	112	1607	723	7777
Skilled technical and academically qualified	41018	5689	2426	49133	11256	7587	1632	794	9963	6816	77168
Semi-skilled and discretionary decision making	48369	6683	842	55894	1288	31668	4758	578	37004	2170	96356
Unskilled and defined decision making	6106	870	74	7050	122	4180	464	20	4664	60	11896
Total	98748	13755	3733	116236	14452	44797	7077	1512	53386	9818	193892

Table 7.3: Recruitment for the period 1 April 2009 to 31 March 2011

Occupational Categories	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	0	0	0	0	0	1	0	0	1	0	1
Senior management	6	0	0	6	1	1	0	0	1	0	8
Professionally qualified and experienced	17	5	1	23	6	7	1	2	10	7	46
Skilled technical and academically qualified	168	32	29	229	191	134	18	16	168	44	632
Semi-skilled and discretionary decision making	478	71	26	575	48	782	139	29	950	56	1629
Unskilled and defined decision making	3052	534	40	3626	83	1912	240	7	2159	18	5886
Total	3721	642	96	4459	329	2837	398	54	3289	125	8202

Table 7.4: Progression to another salary notch for the period 1 April 2010 to 31 March 2011

Occupational Categories	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	14	3	1	18	2	8	0	0	8	2	30
Senior management	249	37	29	315	129	83	12	8	103	46	593
Professionally qualified and experienced	1256	154	88	1498	219	493	80	27	600	131	2448
Skilled technical and academically qualified	3832	392	179	4403	445	1953	462	306	2721	3119	10688
Semi-skilled and discretionary decision making	22893	3279	425	26597	681	17981	2962	403	21346	1668	50292
Unskilled and defined decision making	2947	318	33	3298	39	2221	215	11	2447	35	5819
Total	31191	4183	755	36129	1515	22739	3731	755	27225	5001	69870

Table 7.5: Terminations for the period 1 April 2010 to 31 March 2011

Occupational Categories	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	3	0	1	4	2	1	0	0	1	0	7
Senior management	14	1	2	17	17	2	0	1	3	6	43
Professionally qualified and experienced	107	10	17	134	92	26	0	2	28	38	292
Skilled technical and academically qualified	614	58	23	695	217	78	11	8	97	126	1135
Semi-skilled and discretionary decision making	483	79	11	573	35	309	57	7	373	43	1024
Unskilled and defined decision making	101	13	1	115	7	40	5	1	46	2	170
Total	1322	161	55	1538	370	456	73	19	548	215	2671

Table 7.6: Disciplinary actions for the period 1 April 2010 to 31 March 2011

Disciplinary Actions	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Correctional counseling	105	42	1	148	18	10	2	0	12	1	179
Demotion	0	0	0	0	0	0	0	0	0	0	0
Dismissal	380	74	15	469	28	17	3	0	20	3	520
Final written warning	303	97	4	404	32	22	13	2	37	1	474
Fine	823	205	23	1051	68	23	11	2	36	5	1160
Suspended dismissal	704	178	26	908	70	33	13	2	48	8	1034
Case withdrawn	423	179	12	614	66	21	11	1	33	8	721
Not guilty	509	66	19	594	39	35	7	0	42	10	685
Suspended without payment	19	2	1	22	3	0	2	0	2	1	28
Verbal warning	32	31	0	63	7	3	2	0	5	2	77
Written warning	364	127	13	504	46	24	14	1	39	4	593
Postponement of sanction	0	0	0	0	0	0	0	0	0	0	0
Total	3662	1001	114	4777	377	188	78	8	274	43	5471

Table 7.7: Skills development for the period 1 April 2010 to 31 March 2011

Occupational Categories	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	4	6	2	12	0	1	0	0	1	0	13
Senior management	288	49	36	373	202	137	21	10	168	55	798
Professionally qualified and experienced	3312	544	475	4331	1765	1453	236	112	1801	751	8648
Skilled technical and academically qualified	36438	5892	2850	45180	13025	5841	1308	640	7789	4172	70166
Semi-skilled and discretionary decision making	33343	6019	606	39968	1282	18989	2884	253	22126	877	64253
Unskilled and defined decision making	8135	1480	208	9823	665	5878	935	16	6829	155	17472
Total	81520	13990	4177	99687	16939	32299	5384	1031	38714	6010	161350

*Note: Total number of members declared competent in all training interventions completed during the period 1 April 2010 to 31 March 2011 as per the Training Administration System on 11 April 2011.

8. Performance Rewards

Table 8.1: Signing of performance agreements by SMS members as on 31 May 2010

SMS Bands	Year-end establishment	Total Number of SMS members per Band	Total Number of Signed Performance Agreements	Signed Performance Agreements as a Percentage of Total Number of SMS Members
Band A	586	494	409	83
Band B	146	116	93	80
Band C	31	27	16	59
Band D	1	1	1	100
Total	764	638	519	81

Note: The signing of performance agreements is captured on the SAPS PERSAP system. The information above reflects the total number of senior managers that, according to the system, signed their performance agreement by 31 May 2010. Information of senior managers that were not required to conclude a performance agreement (i.e. external deployment, newly appointed, etc), were excluded from the above.

Table 8.2: Reasons for not having concluded performance agreements for all SMS members.

In total 119 senior managers did not have signed performance agreements by this date. The hosting of the FIFA Soccer World Cup led to a massive deployment of human resources for the duration of the tournament. This in turn impacted on the ability for senior managers to conclude their performance agreements by the given date. It must also be noted that the SAPS Employment Regulations allow four months after the beginning of the financial year to conclude a performance agreement. At the end of July 2010, one month after completion of the FIFA Soccer World Cup, 99.1% of the senior managers had signed their performance agreements.

Table 8.3: Disciplinary steps taken against SMS members for not having concluded performance agreements.

No disciplinary steps were taken.

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

Table 8.4: Performance rewards by race and gender, 1 April 2010 to 31 March 2011

Demographics	*Number of Beneficiaries	Total Employment	% of Total within Group	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	12	44797	0,03	125	10 417
African, Male	10	98748	0,01	163	16 300
Asian, Female	0	1512	0,00	0	0,00
Asian, Male	1	3733	0,03	34	34 000
Coloured, Female	0	7077	0,00	0	0,00
Coloured, Male	0	13755	0,00	0	0,00
Total Blacks, Female	12	53386	0,02	125	10 417
Total Blacks, Male	11	116236	0,01	197	17 909
White, Female	1	9818	0,01	9	9 000
White, Male	2	14452	0,01	24	12 000
Total	26	193892	0,01	355	13 654

*Note: Performance rewards paid in the 2010/2011 financial year were for services rendered in the 2009/2010 financial year. Performance rewards were only paid to employees attached to the Civilian Secretariat for Police. Due to spending pressure experienced in the compensation environment, essentially for the payment of allowances to members with the hosting of the 2010 Soccer World Cup, the Department decided to reprioritize the amount initially reserved for the payment of performance rewards, thus supplementing the provision made for expenses for hosting the Soccer World Cup.

Table 8.5: Performance rewards by salary band for personnel below senior management, 1 April 2010 to 31 March 2011

Salary Bands	*Number of Beneficiaries	Total Employment	% of Total per Level and Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Lower skilled (Levels 1-2)	0	11896	0,00	0	0
Skilled (Levels 3-5)	8	96356	0,00	37	4 625
Highly skilled production (Levels 6-8)	5	77168	0,00	37	7 400
Highly skilled supervision (Levels 9-12)	9	7777	0,10	144	16 000
Total	22	193197	0,00	218	9 909

*Note: Performance rewards paid in the 2010/2011 financial year were for services rendered in the 2009/2010 financial year. The classification of beneficiaries were done in accordance with the salary band profile of employees as at 31 March 2011. Performance rewards were only paid to employees attached to the Civilian Secretariat for Police. Due to spending pressure experienced in the compensation environment, essentially for the payment of allowances to members with the hosting of the 2010 Soccer World Cup, the Department decided to reprioritize the amount initially reserved for the payment of performance rewards, thus supplementing the provision made for expenses for hosting the Soccer World Cup.

Table 8.6: Performance Rewards by Critical Occupation, 1 April 2010 to 31 March 2011

Critical Occupations	Number of Beneficiaries	Total Employment	% of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Aircraft pilots & related associate professionals	0	48	0,00	0	0
Architects town and traffic planners	0	5	0,00	0	0
Chemists	0	955	0,00	0	0
Engineers and related professionals	0	133	0,00	0	0
General legal administration & related professionals	2	169	1,20	48	24 000
Natural sciences related	0	7	0,00	0	0
Police	0	143335	0,00	0	0
Psychologists and vocational counsellors	0	95	0,00	0	0
Total	2	144747	0,00	48	24 000

Table 8.7: Performance rewards by salary band for senior management, 1 April 2010 to 31 March 2011

SMS Bands	*Number of Beneficiaries	Total Employment	% of Total per Band and Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Band A	4	530	0,80	136	34 000
Band B	0	133	0,00	0	0
Band C	0	29	0,00	0	0
Band D	0	1	0,00	0	0
Minister and Deputy Minister	0	2	0,00	0	0
Total	4	695	0,60	136	34 000

*Note: Performance rewards paid in the 2010/2011 financial year were for services rendered in the 2009/2010 financial year. Performance rewards were only paid to employees attached to the Civilian Secretariat for Police. Due to spending pressure experienced in the compensation environment, essentially for the payment of allowances to members with the hosting of the 2010 Soccer World Cup, the Department decided to reprioritize the amount initially reserved for the payment of performance rewards, thus supplementing the provision made for expenses for hosting the Soccer World Cup.

9. Foreign Workers

The Department did not employ any foreign workers for the period 1 April 2010 to 31 March 2011.

10. Leave

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 10.1: Sick leave for 1 January 2010 to 31 December 2010

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 Employees using Sick Leave	Total number of days with medical certification
Lower skilled (Levels 1-2)	24145	92,1	2156	1,6	11	5 144	135624	22245
Skilled (Levels 3-5)	646074	93	68886	50,8	9	212 157	135624	601092
Highly skilled production (Levels 6-8)	570345	94,3	52420	38,7	11	338 039	135624	537949
Highly skilled supervision (Levels 9-12)	108988	94	11813	8,7	9	100 385	135624	102446
Senior management (Levels 13-16)	2741	93,6	349	0,3	8	7 666	135624	2565
Total	1352293	93,6	135624	100	10	663 391	135624	1266297

Table 10.2: Incapacity leave (temporary and permanent) for 1 January 2010 to 31 December 2010

Salary Bands	Total Days	% Days with Medical Certification	Number of Employees using Incapacity Leave	% of Total Employees using Incapacity Leave	Average Days per Employee	Estimated Cost (R'000)	Total number of days with medical certification	Total number of Employees using Incapacity Leave
Lower skilled (Levels 1-2)	3632	100	68	2,1	53	1 009	3632	3215
Skilled (Levels 3-5)	39413	100	877	27,3	45	12 370	39403	3215
Highly skilled production (Levels 6-8)	116811	99,9	1877	58,4	62	71 351	116681	3215
Highly skilled supervision (Levels 9-12)	24269	100	384	11,9	63	22 494	24269	3215
Senior management (Levels 13-16)	270	100	9	0,3	30	814	270	3215
Total	184395	99,9	3215	100	57	108 038	184255	3215

Table 10.3: Temporary incapacity leave for 1 January 2010 to 31 December 2010

Type of incapacity leave considered	Health Risk Manager		Number of disputes	How were disputes resolved
	Acceptance of advice	Deviation from advice		
Short term incapacity	884	0	0	Not applicable
Long term incapacity	234	0	0	Not applicable

Types of illness

For the reporting period the highest number of applications for short term temporary incapacity leave were for respiratory conditions followed by muscular, skeletal, mental and behavioral conditions. For long periods of temporary incapacity leave psychiatric conditions were the leading cause.

Table 10.4: Ill-health retirement for 1 January 2010 to 31 December 2010

Incapacity leave approved	Health Risk Manager		Number of disputes	How were disputes resolved
	Acceptance of advice	Deviation from advice		
Number of cases referred	106	35	0	Not applicable

Types of illness

Psychological and medical conditions were the leading cause for ill-health retirement applications.

Table 10.5: Expenditure incurred for Temporary and Ill-health retirements (Health Risk Manager) for the period 1 January 2010 to 31 December 2010

Total expenditure incurred (R'000)	Average timeframe for payments made to service provider
R5 920	16 days

Table 10.6: Annual Leave for 1 January 2010 to 31 December 2010

Salary Bands	Total Days Taken	Average days per Employee	Number of Employees who took leave
Lower skilled (Levels 1-2)	50017	20	2543
Skilled (Levels 3-5)	1497691	19	78684
Highly skilled production (Levels 6-8)	1522685	23	66284
Highly skilled supervision (Levels 9-12)	419182	24	17499
Senior management (Levels 13-16)	15612	23	692
Total	3505187	21	165702

Table 10.7: Capped Leave for 1 January 2010 to 31 December 2010

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Number of Employees who took Capped leave	Total number of capped leave (June 2000) available at 31 December 2010
Lower skilled (Levels 1-2)	10	3	3	3234
Skilled (Levels 3-5)	2501	6	413	237635
Highly skilled production (Levels 6-8)	20119	6	3143	4314659
Highly skilled supervision (Levels 9-12)	6908	7	1003	1600826
Senior management (Levels 13-16)	57	3	18	70687
Total	29595	6	4580	6227041

11. HIV/AIDS and Health Promotion Programmes

Categories of employees identified to be at high risk of contracting HIV / AIDS and related diseases	Key steps taken to reduce the risk
Detectives	Detective surgical gloves are issued to all functional members, detectives, forensic scientists and fingerprint experts.
Functional police members	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.
Forensic scientists	All members have access to post-exposure prophylactic drugs that are paid for by the SAPS as employer.
Fingerprint experts	All occupational accidents involving body fluids and blood contamination are reported and being dealt with by the Section: SHE Management, Head Office.

Table 11.2: Details of Health Promotion and HIV/AIDS Programmes Programmes

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		Divisional Commissioner NNM Mazibuko Head: Personnel Services, SAPS Private Bag X94 Pretoria, 0001 Tel no: 012 393 1504 Fax no: 012 393 2454
2. Does the department have a dedicated unit or have you designated specific staff members to promote 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 Health & Wellness consists of four sections namely; Social Work Services, Psychological Services, Spiritual Services and Quality of Work-Life comprising of professionals who are mainly responsible for the psycho-socio and spiritual well-being of all SAPS employees as well as their immediate family members. There is approximately 600 professionals employed within the EHW environment rendering care and support services to SAPS employees nationally. The section Quality of Work-Life (QWL) comprise of HIV&AIDS and Disability Management, which is a budgeted Programme. To date, there has been an annual budget of R5 million and R4 million respectively for both programmes.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/ services of the programme.	x		The component Employee Health and Wellness delivers services of which the key elements are wellness support programmes such as stress and trauma management, suicide prevention, spiritually based programmes, life-skills, personal financial management, colleague sensitivity, HIV&AIDS awareness programmes and disability sensitization programmes. The wellness support programmes are currently being expanded to include health promotion programmes whereby employees are being tested for HIV and other chronic conditions such as high blood pressure, diabetes, cholesterol and body mass index on a voluntary basis.
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		The Division Personnel Management within SAPS is the custodian of the National Wellness Strategic Forum which is a monitoring vehicle of all aspects related to the health and wellness of SAPS employees including their immediate family members. The forum consists of representatives from various Divisions within SAPS such as Divisional Commissioners of Personnel Management (chairperson), Human Resource Development, Legal Services, Supply Chain Management, Human Resource Utilization as well as and Organized Labour unions (POPCRU and SAPU). There are also key external role-players such as Department of Public Works, POLMED, QUALSA (administrator to POLMED), Metropolitan Health Group (managed health care provider to POLMED); GEMS and SAPS's Health Risk Manager (PHS). Similar structures have been established in the Provinces. Both the national and provincial wellness fora are being convened on a quarterly basis and strategic reports are being shared amongst all the role-players regarding the health and wellness of employees.

Question	Yes	No	Details, if Yes
5. Has the department reviewed the employment policies and practices of your department 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		<p>SAPS has recently revised the HIV&AIDS Workplace Policy to include other communicable diseases such as TB, cholera, malaria etc. The draft policy is currently being consulted with various role-players for comments and inputs. It further makes provision for information, education and communication, preventative measures, medical testing as well as care and support structures and services available for employees and their immediate family members. The draft policy also outlines principles of confidentiality counselling and testing of members as well as availability and accessibility of health and wellness services.</p> <p>The SAPS 5 year HIV&AIDS Strategic Plan 2007-2011 was developed and aligned to the National Strategic Plan. Currently, all interventions relating to HIV&AIDS management in the workplace are being implemented by professionals (social workers, psychologists, psychometrics, and chaplains) as mandated by the strategic plan.</p>
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 living with HIV/AIDS was approved in August 2001. SAPS also abides by 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? If so, list the results that you have achieved.	x		<p>An increased number of SAPS employees continuously partake in the HIV Counselling and Testing (HCT) programme. Mobile Wellness on Wheels services are available in all Provinces. The Employee Health and Wellness as well as other service providers such as POLMED forged partnership in marketing the Health Weeks campaigns/ drive within SAPS. Furthermore, the Health Risk Manager also ensures that rigorous HIV Counselling and Testing sessions are being conducted on an ongoing basis with increased testing sites. Employees are encouraged to optimally utilize the testing services which have been made available for them in order to know their general health status, manage it accordingly and to register on the relevant Disease Management Programmes if and when necessary.</p> <p>Furthermore, SAPS also provides care and support to all employees in need by means of various Wellness Support Groups. The department is also embarking on an ongoing drive of providing advocacy workshops to senior managers through the Peer Education Programme with the purpose of setting positive examples and pledging care and support to those infected and affected by various health problems including HIV&AIDS.</p>
8. Has the department developed measures/ indicators to monitor & evaluate the impact of your 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>

12. Labour Relations

Table 12.1: Collective agreements, 1 April 2010 to 31 March 2011

Number	Name of agreement	Date signed
Agreement 1/2010	Agreement on a Special Daily Allowance for Policing Duties at Special Events	17-May-10
Agreement 1/2011	Agreement on Sexual Harassment in the Workplace	18-Jan-11

Table 12.2: Misconduct and discipline hearings finalised, 1 April 2010 to 31 March 2011

Outcome of Disciplinary Hearings	Number	% of Total
Correctional counseling	179	3,3
Demotion	0	0,0
Dismissal	520	9,5
Final written warning	474	8,7
Fine	1160	21,2
Suspended dismissal	1034	18,9
Case withdrawn	721	13,2
Not guilty	685	12,5
Suspended without payment	28	0,5
Verbal warning	77	1,4
Written warning	593	10,8
Total	5471	100

Table 12.3: Types of misconduct addressed and disciplinary hearings, 1 April 2010 to 31 March 2011

Regulation 20	Nature	Number Persons Found Guilty	% of Total
(a)	Fails to comply with, or contravenes an Act, regulation or legal obligation.	698	11,5
(b)	Wilfully or negligently mismanages the finances of the State.	23	0,4
(c)	Without permission possesses or uses the property of the State, another employee or a visitor.	112	1,8
(d)	Intentionally or negligently damages and or causes loss of State property.	144	2,4
(e)	Endangers the lives of others by disregarding safety rules or regulations.	56	0,9
(f)	Prejudices the administration, discipline or efficiency of a department, office or institution of the State.	349	5,7
(g)	Misuses his or her position in the Service to promote or to prejudice the interest of any political party.	4	0,1
(h)	Accepts any compensation in cash or otherwise from a member of the public or another employee for performing her or his duties without written approval from the employer.	9	0,1
(i)	Fails to carry out a lawful order or routine instruction without just or reasonable cause.	525	8,6

Regulation 20	Nature	Number Persons Found Guilty	% of Total
(j)	Absents himself or herself from work without reason or permission.	692	11,4
(k)	Commits an act of sexual harassment.	26	0,4
(l)	Unfairly discriminates against others on the basis of race, gender, disability, sexuality or other grounds prohibited by the Constitution.	7	0,1
(m)	Without written approval of the employer performs work for compensation in a private capacity for another person or organisation either during or outside working hours.	9	0,1
(n)	Without authorisation, sleeps on duty.	14	0,2
(o)	While on duty, is under the influence of an intoxicating, illegal, unauthorised, habit-forming drugs, including alcohol.	160	2,6
(p)	While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	245	4,0
(q)	Contravenes any prescribed Code of Conduct for the Service or the Public Service, whichever may be applicable to him or her.	258	4,2
(r)	Incites other employees to unlawful conduct or conduct in conflict with accepted procedure.	8	0,1
(s)	Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	158	2,6
(t)	Intimidates or victimises other employees.	15	0,2
(u)	Prevent other employees from belonging to any trade union.	1	0,0
(v)	Operates any money lending scheme for employees during working hours or from the premises of service.	0	0,0
(w)	Gives a false statement or evidence in the execution of his or her duties.	20	0,3
(x)	Falsifies records or any other documentation.	37	0,6
(y)	Participates in any unlawful labour or industrial action.	23	0,4
(z)	Commits a common law or statutory offence.	2480	40,8
Total		6073	100

Table 12.4: Grievances lodged for the period 1 April 2010 to 31 March 2011

Number of Grievances Addressed	Number	% of Total
Not resolved	94	8
Resolved	1084	92
Total	1178	100

Table 12.5: Disputes lodged with Councils for the period 1 April 2010 to 31 March 2011

Number of Disputes Lodged	Number	% of total
SSSBC	762	97
PSCBC	21	3
Total	783	100

Table 12.6: Strike actions for the period 1 April 2010 to 31 March 2011

Strike Actions	Total
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 12.7: Precautionary suspensions for the period 1 April 2010 to 31 March 2011

Precautionary Suspensions	Totals/Amount
Number of people suspended	869
Number of people whose suspension exceeded 90 days	50
Average number of days suspended	76
Cost (R'000) of suspensions	R 8 055

Note: Precautionary suspensions are Regulation 13 suspensions and exclude the following suspensions:
Section 43 - Imprisonments
Regulation 18 (5) - Fail to appear at disciplinary hearing
Regulation 16 (4) - Appeals

13. Skills Development

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

Table 13.1 - Members attending training for the period 1 April 2010 to 31 March 2011

Occupational Bands	Gender	Course	Learnerships	Learning Programme	Refreshers Course	Seminar	Skills Program	Workshop	Total
Top management	Female	1	0	0	0	0	0	0	1
	Male	11	0	0	0	0	1	0	12
Senior management	Female	205	25	0	0	0	7	9	246
	Male	537	28	0	0	0	28	27	620
Professionally qualified and experienced	Female	2287	17	13	3	0	177	272	2769
	Male	4971	40	28	5	0	701	746	6491
Skilled technical and academically qualified	Female	10530	24	60	12	2	1200	1457	13285
	Male	47674	54	165	28	0	9655	7524	65100
Semi-skilled and discretionary decision making	Female	19599	11	37	6	0	2763	2681	25097
	Male	32141	9	81	20	0	9057	4011	45319
Unskilled and defined decision making	Female	7003	0	0	0	0	793	332	8128
	Male	10212	0	0	0	0	1243	347	11802
Gender sub totals	Female	39625	77	110	21	2	4940	4751	49526
	Male	95546	131	274	53	0	20685	12655	129344
Total		135171	208	384	74	2	25625	17406	178870

*Note: Total number of members attending training for the period 1 April 2010 to 31 March 2011 as per Training Administration System on 11 April 2011.

Table 13.2: Members found competent in training provided for the period 1 April 2010 to 31 March 2011

Occupational Bands	Gender	Course	Learnerships	Learning Programme	Refreshers Course	Skills Program	Workshop	Total
Top management	Female	1	0	0	0	0	0	1
	Male	11	0	0	0	1	0	12
Senior management	Female	182	25	0	0	7	9	223
	Male	493	28	0	0	27	27	575
Professionally qualified and experienced	Female	2128	17	13	3	119	272	2552
	Male	4673	40	28	5	604	746	6096
Skilled technical and academically qualified	Female	9521	24	60	12	893	1451	11961
	Male	42561	54	165	28	7997	7400	58205
Semi-skilled and discretionary decision making	Female	18283	11	37	6	1990	2676	23003
	Male	29664	9	81	20	7482	3994	41250
Unskilled and defined decision making	Female	6284	0	0	0	369	331	6984
	Male	9235	0	0	0	910	343	10488
Gender sub totals	Female	36399	77	110	21	3378	4739	44724
	Male	86637	131	274	53	17021	12510	116626
Total		123036	208	384	74	20399	17249	161350

*Note: Total number of members declared competent in all training interventions completed during the period 1 April 2010 to 31 March 2011 was drawn from the Training Administration System on 11 April 2011. Seminars do not incorporate a competency assessment.

14. Injury On Duty

The following table provides basic information on injury on duty.

Table 14.1: Injury on duty reported, 1 April 2010 to 31 March 2011

Nature of injury on duty	Number	% of total
Required medical attention with no temporary disablement	674	7,4
Required medical attention with temporary disablement	7761	84,7
Permanent disablement	653	7,1
Fatal	76	0,8
Total	9164	100

15. Utilization Of Consultants

See page 164 which refers to Goods and Services of which "Consultants, Contractors and Special Services" is a sub-classification.

