

Human Resources Management

1. Service Delivery

The following tables reflect the outcomes of the implementation of the SAPS Service Delivery Improvement Plan (SDIP):

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. Services include those the SAPS is compelled to render in terms of existing legislation and its mandate as derived from the following Acts. | The SAPS has set the following standards: | |
| Combating crime | | Establish Sector Policing at 169 high-contact crime stations in 2007/2008 | Sector policing has been implemented on a 24-hour basis in 737 (78%) of the 948 sectors at the 169 high-contact crime stations. |
| Investigating crime | <ul style="list-style-type: none"> The South African Police Service Act, 1995 (Act No. 68 of 1995); The Criminal Procedure Act, 1977 (Act No. 51 of 1977) The Interception and Monitoring Prohibition Act, 1992 (Act No. 127 of 1992) 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) | Establish proactive partnerships at 169 priority stations in 2007/2008 | Victim-friendly facilities were increased from 594 to 621, 986 members (police) were trained in victim empowerment. <i>Implementation of partnerships (social crime prevention) including:</i> <ul style="list-style-type: none"> Anti-rape strategy (2 092 awareness campaigns were held during the 16 Days of Activism, which focused on the prevention of violence against women and children, targeted the general public, children, the youth and vulnerable groups). Implementation of the Domestic Violence Act, 1998 (3 014 members trained in the Domestic Violence Learning Programme). Youth Crime Capacity Building programme - 7 campaigns were conducted in support of Child Protection week. Victim Empowerment programme (27 new victim-friendly facilities were established at 16 high-contact crime stations, at 9 other stations in the Eastern Cape and at 2 stations in the Northern Cape). Local Crime Prevention Programme, where various community-based crime prevention projects were established within the ISRDP/URP nodes. |
| Maintaining crime | | | |
| Protecting and securing the inhabitants of the Republic and their property | | | |
| Upholding and enforcing the law | | | |
| Performing administrative duties | | Recover 85% of stolen firearms in 2007/2008 | 12 223 firearms were reported lost/stolen, 12 765 were recovered and a total of 64 408 firearms were destroyed by the SAPS in 2007/2008. |

¹ The SAPS Service Delivery Improvement Programme (SDIP) was developed in accordance with 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 | Standard of service | Actual achievements in relation to set standards |
|--------------|----------------------------|---|--|
| | | Recover 46 % of stolen vehicles in 2007/2008 | Out of 88 941 stolen/robbed vehicles, 38 772 were recovered in 2007/2008 (43.6%). |
| | | Reduction of contact crimes | There was a reduction in all contact crimes. An average decrease of 6.4% was achieved during 2007/2008. Common robbery, rape, attempted murder and robbery with aggravating circumstances were reduced with more than 7% in 2007/2008. |
| | | Maintain or increase the 22% of cases to court in 2007/2008 | Cases to court increased to 34.92%. |
| | | Maintain or increase the 34% priority crime detection rate by 2007/2008 | Detection rate increased to 44.28%. |
| | | Maintain or increase the detection rate for sexual offences and assaults against women (42%) and children (40%) | A detection rate of 67.29% for children and 72.54% for women was achieved. |
| | | Maintain or increase charges to court for sexual offences and assaults against children (30%) and women (40%) | A target of 49.97% for children and 55.91% for women was achieved. |
| | | Maintain or increase the 23% of commercial crime cases to court and 35% detection rate in 2007/2008 | Commercial crime: 26.7% of cases went to court and a 40.4% detection rate was achieved. |

Table 1.2 Consultation arrangements with clients

| Type of arrangements | Clients | Actual achievements |
|----------------------|--|--|
| Firearm Control | Businesses dealing in firearms, the security sector industry, the general public, public museums, game ranches, hunting businesses and theatrical, film and television companies | <p>Various pamphlets and brochures on the implementation of Firearms Control legislation were distributed countrywide to address and promote the implementation of the Firearms Control legislation. Radio talks were also held to advise the community on the procedures for the renewal of firearm licenses.</p> <p>The Electronic Connectivity System was developed for firearms and ammunition manufacturers, gunsmiths and dealers to enable them to submit their firearm and ammunition returns via the Internet.</p> <p>Izimbizos were conducted to inform community members on the Firearms Control Act, 2000. For example, information sessions were held with business forums, villages were visited, security companies addressed and campaigns were conducted at the Duthuni Chief's kraal, Tshisaulu Chief's kraal and the Mulenzhe Chief's kraal in Limpopo.</p> |

| Type of arrangements | Clients | Actual achievements |
|-------------------------|-----------------------|--|
| Imbizo focus week | The general public | <p>Minister Charles Nqakula and Deputy Minister Shabangu conducted a total of 13 Izimbizos with communities on issues pertaining to crime and service delivery in the Eastern Cape at Lady Frere; Somerset East; Graaff-Reinet; Middelburg; Rosemead; in the Northern Cape at Lerato Park and Roodepan; in North West at Brits; in Gauteng at Soweto (Naledi) and Randfontein (Toekomsrus); in Limpopo at Thohoyandou and Tshikombani Stadium; in the Western Cape at Paarl and Worcester and in Ka-Msogwaba in Mpumalanga.</p> <p>An outreach television programme was conducted by the SAPS's Pol TV at the Qokololo Sports Grounds in KwaZulu-Natal.</p> <p>15 Izimbizos were held in the Western Cape during which 10 000 people were reached through the Imbizo/Bambanani approach in the province. Various smaller engagements were held with role-players from the Faith-based sector, SANEF, Black Management Forum, Retail Sector and Banking Industry.</p> |
| Drug-awareness Campaign | School-going children | <p>The South African Police Service hosted a Drug-Awareness Day for 1 200 school children from Mamelodi, Silverton and Eersterust.</p> <p>An exhibition on drugs was held at the POLMUSCA event during August 2007. An interdepartmental workshop on Drug Awareness was held in September 2007 with the departments of Education, Social Development, Health, and the Youth Commission.</p> <p>SAPS participated in the official national launch of the Ke Moja Anti-Drug Campaign at Franshoek in the Western Cape. The campaign is aimed at educating children and training peer educators on the negative and anti-social impact of substance abuse. 700 school children, educators, social workers and correctional services officers attended the launch.</p> <p>In KwaZulu-Natal, Prevention of Drug Abuse campaigns were conducted in Malvern and Chatsworth. All schools in KwaZulu-Natal participated in the International Day Against Substance Abuse and Drug Trafficking, which was facilitated by the SAPS.</p> <p>In the North West presentations on the prevention of drug abuse took place at 13 schools, as well as at Khuma, Bedwang and Klerksdorp.</p> <p>Supported by SANCA, the SAPS visited 43 schools in Limpopo. Children were informed on the dangers of using drugs.</p> <p>A drug awareness campaign was held at the University of the Free State.</p> |

| Type of arrangements | Clients | Actual achievements |
|-----------------------|--|--|
| Child Protection Week | Victims of crime, children and the general public | <p>Child Protection Week (28 May 2007 to 4 June 2007) was celebrated nationwide through awareness activities aimed at mobilising all sectors of society to promote and protect the well-being of children.</p> <p>Public meetings were held in the Free State with communities at Thaba Patshwa, Hertzogville and Jacobsdal. Domestic violence was the main topic of discussion. Other events held included Sports Against Crime initiatives in Parkweg; a campaign in Mangaung where teddy bears were given to HIV-infected children; a community candlelight march in Thabong and Selosesha where children's rights were addressed; and visits to farm schools and crèches. 4 000 children visited a police exhibition on Safety and Security Day arranged by the Premier's office.</p> <p>Various programmes aimed at educating children on their rights were conducted in KwaZulu-Natal. Among others, an event was held at Clare Estate Informal Settlement Daycare Centre and other crèches in the Durban North area.</p> <p>e-TV partnered with the SAPS in Gauteng to address violence in schools.</p> <p>Child Protection Week campaigns were conducted at Bedwang, Klerksdorp and Rustenburg in the North West.</p> <p>In the Northern Cape a Homeless Children Project was launched at Hartswater, while farm school projects started in Boetsap. 24 schools were visited during Child Protection Week.</p> |
| Crime Prevention | Victims of crime and the general public | <p>In the Free State a project was embarked upon whereby houses in Mangaung were marked clearly and cards reflecting emergency telephone numbers were handed to members of the community. The 24-hour Joint Operational Centre was opened at the provincial office to coordinate crime prevention activities.</p> <p>Crime Prevention Awareness Campaigns in the North West took place at the Vryburg Agricultural Show, the Diggers Festival at Christiana, the Gold Pot Festival at Klerksdorp and at Tlhabane. Taverns were visited in Vryburg. A campaign against the theft of copper cable was launched in Phokeng and an anti-hijacking campaign was held in Boitekong.</p> <p>In the Northern Cape various outreach programmes took place in Kakamas, Kuyasa, Nababeep, Galeshewe, Kimberley, Roodepan, Upington and Calvinia.</p> <p>In the 22 crime awareness campaigns held in the Eastern Cape, specific focus was placed on rape in Uitenhage and on moral regeneration in Sulenkama.</p> |
| Compliance operations | Licenced and unlicensed liquor outlets, second-hand dealers and the general public | <p>Operation Thiba (meaning stop/prevent) launched in September 2007 focused on the enforcement of certain provisions of the Liquor, Second-Hand Goods, and Firearm Acts. Various role-players were engaged during these strategic operations, which included the Gauteng Liquor Board Inspectors, the Department of Home Affairs (Immigration Unit), the Tshwane Metropolitan Police Department and the Tshwane Metropolitan City's By-Law Directorate (that deals with Waste Management, Fire Safety, Building Control, Environmental Health and Developmental Compliance-related matters).</p> |

| Type of arrangements | Clients | Actual achievements |
|---|--|---|
| Consultative and informative arrangements | Diplomatic Community/ Interdepartmental personnel working on International Liaison issues | <p>The SAPS Tshwane Jazz Band toured the DRC with great success and performed at the SA embassy in Kinshasa.</p> <p>Communication and Liaison Services sustained inter-departmental interaction with the Department of Foreign Affairs on issues related to New Partnership for Africa's Development (NEPAD) through the following activities:</p> <ul style="list-style-type: none"> • Coordination of inputs for the development of a SAPS advertisement for the Pan African Parliament's magazine <i>One Africa One Voice</i>. • Development and adoption of SAPS NEPAD Strategy. • Posting of the SAPS NEPAD Strategy on the SAPS website. • Coordination of appointment of NEPAD Steering (Implementation) Committee. • Participation in governmental NEPAD-related conferences and forums such as the African Peer Review Mechanism (APRM), African Renaissance Committee (ARC). |

Table 1.3 Service Delivery Access Strategies

| Access Strategy | Actual Achievements |
|---|---|
| Upgrading police stations to increase communities' access to services | <p>A total of 27 Victim-friendly Facilities were established at police stations in the Eastern Cape (25) and in the Northern Cape (2).</p> <p>One police station, Mooifontein (Ditsobotla), was completed and two police stations, Verkykerskop and Sterkspruit were upgraded in order to enhance service delivery to the community.</p> |
| Sector Policing | <p>To enhance service delivery at grass-roots level, sector policing has been implemented in 737 (78%) of the 948 sectors at the 169 high-contact crime police stations. It entails the appointment of a sector commander and the establishment of a Sector Crime Forum with the aim to mobilize the community through practical problem-solving initiatives and/or targeted intervention programmes.</p> |
| Implementing a full-scale language management service | <p>Communication between the public and the SAPS can now take place in any language by means of a centralised translation and interpreting service. This is true for:</p> <ul style="list-style-type: none"> • Complaints by members of the public and responses to such complaints • Statements by members of the public • Information disseminated to the public |

| Access Strategy | Actual Achievements |
|---|---|
| | <p>Internal and external communication was enhanced by means of -</p> <ul style="list-style-type: none"> • a translation, editing and interpreting service; <ul style="list-style-type: none"> - The SAPS translated 1 572 pages of text, edited 5 997 pages and checked 890 pages during the reporting period. These pertained mainly to letters from and to the public, dockets, training manuals and replies to questions in Parliament. - 49 interpreting sessions were held to provide access to information during disciplinary hearings and work-related events, of which 21 sessions were for South African Sign Language. - 41 interpreting sessions were held to take statements from members of the public in languages including Chinese, Bengali, French, Chichewa, Somali, German and several of the official languages. • language-related training; <ul style="list-style-type: none"> - 77 members trained in SA Sign Language - 325 members in Business Writing for police officials - 51 in conversational isiZulu - 41 in conversational Sepedi - 17 in conversational Setswana - 14 in conversational isiXhosa - 28 in French - 17 in Afrikaans - 28 in Portuguese • an advice centre which deals with daily queries on a wide variety of language matters; • language development, including the excerpting, translating, coining and standardising of terminology; • publication of a monthly article on language matters in the SAPS Journal. <p>The SAPS was acknowledged for its implementation of functional multilingualism. It received the award for the best national government department implementing multilingualism over the past decade from the Pan South African Language Board.</p> <p>The SAPS provides a mediation service to deal effectively with complaints pertaining to language rights violations.</p> |
| <p>Upgrading electronic access through the SAPS Website</p> | <p>Contact can now be made with the majority of police stations through the SAPS Internet www.saps.gov.za via email. The public can now electronically:</p> <ul style="list-style-type: none"> • Provide information on criminal activities or suspects involved in crime • Enquire on progress in the investigation of a case • Complain about SAPS Service Delivery • Complain about corruption in the SAPS or activities relating to fraud • Provide information or complaints concerning missing persons • Provide information on 419-scams • Provide firearm-related information • Report on child pornography or child abuse • Enquire about clearance certificates • Apply for police civilian recruitment • Lodge general enquiries, comments and suggestions |

Table 1.4 Complaints mechanism

| Complaints Mechanism | Actual Achievements |
|--|--|
| SAPS Website Complaints Mechanism | Complaints can now either be lodged directly with most police stations or by means of email through the SAPS Internet (www.saps.gov.za). The public can now complain electronically about: <ul style="list-style-type: none"> • Poor service delivery by the SAPS • Corruption and fraud-related activities within the SAPS • Lack of action regarding missing persons |
| National Complaints Line (08600 10111) | All complaints are attended to individually and investigated by personnel dedicated to providing quality, expedient responses to complaints. |
| Telephone and postal system (telephone numbers and addresses of service points and commanders) | All levels of management can be contacted by telephone. Alternatively, letters of complaint can be sent to the commanders of stations or units. |
| Independent Complaints Directorate (ICD) | The ICD acts as the watchdog of the SAPS, and the community can complain directly to the ICD about police misconduct. |
| Suggestion boxes | Suggestion boxes have been placed at the majority of police stations where the public can lodge complaints or provide suggestions for the improvement of the police's services. |

Table 1.5 Service Information Tool

| Type of Information Tools | Actual Achievements |
|---|--|
| Printed information products and promotional items | The public was informed about the renewal of firearm licences, children's rights and safety, preventing domestic violence and sexual offences, drug awareness, vehicle hijacking, house robberies, 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. 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 and include those of ACT- Against Crime Together, Be smart Be safe, Rural Safety and safety hints for the tourist. |
| 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 employee every month. |
| Annual SAPS calendar | Messages related to priorities and objectives of the SAPS are printed on SAPS desk calendars and distributed to all SAPS employees in January. |
| Commercial advertising | The public was informed of the renewal of firearm licences through extensive advertising in the mainstream independent newspapers. An outdoor billboard campaign was flighted nationally to promote the 16 Days of Activism against Woman and Child Abuse. To celebrate National Police Day 2007, a print advertising campaign was placed in 8 national daily newspapers promoting the reporting of crime and the SAPS Crime Stop 08600 10111 number. |

| Type of Information Tools | Actual Achievements |
|---------------------------|---|
| | <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> <p>The Government magazine Vukuzenzele was provided with crime prevention-related material on a monthly basis.</p> <p>The ACT - Against Crime Together campaign aimed at mobilising community partnerships against crime was supported by advertising on the SABC and community radio stations.</p> |
| Projects | <p>The <u>ACT - Against Crime Together Campaign</u> was established in 2007 to mobilise mass support by communities in the fight against crime. This includes mobilising Community Policing Forums, religious leaders, NGOs, business and other structures. The Government Communications and Information System (GCIS) has already embraced the ACT campaign, which originated in the SAPS, to form part of Apex 20 of the Government Priorities. National radio advertising began in January 2008 and led to dramatic increases in people providing information to the SAPS Crime Stop Line.</p> <p>In support of the ACT - Against Crime Together campaign, a <u>Senior Citizens Against Crime project</u> was launched in the Moroka policing precinct of Soweto, Gauteng on 4 May 2007 by Minister Nqakula and Deputy Minister Shabangu.</p> <p><u>Festive Season Campaigns</u>: Community outreach campaigns were conducted during the festive season. During these campaigns crime prevention information and ID bands for children were handed out at garages along the main highways and at tollgates. Focus was also placed on commuters at railway stations.</p> <p>The <u>Prime Media Crime Line Project</u> secured a partnership between the SAPS and the Primedia Group. The initiative allows community members to send anonymous crime tip-offs to the police via the media. For 2007/2008 approximately 400 arrests were made and goods to the value of R20 million were seized.</p> <p><u>National Police Day</u> was celebrated all over the country on 27 January. The focus of the celebrations was the Employee Assistance Services of the SAPS. Events were held at 600 stations and were attended by 44 000 members and 118 000 members of the public participated. Candlelight ceremonies were also conducted in memory of those members who were killed in the line of duty. Police Day events were supported by music festivals, family days, street processions, team building exercises and award ceremonies.</p> |
| SAPS Website | <p>The following can be found on the website:</p> <ul style="list-style-type: none"> • The SAPS Strategic plan • The SAPS Annual report • Annual Crime statistics • Information on organisational structures, geographical information and telephone numbers of police officials and stations • Careers and vacant posts • Newsworthy information • Press releases and speeches • The SAPS Journal • Crime prevention hints |
| PoITV | <p>This is an in-house broadcast medium designed to facilitate internal communication in the SAPS. It serves as a platform for police management to communicate with its employees through interactive media. Programmes are produced weekly on topics such as training, best practices, conditions of service, crime combating challenges. The programme also provides support to community outreach projects. Broadcasting is facilitated through the DStv network and at present there are 600 reception points nationwide.</p> |
| SAPS Bands | <p>SAPS Bands provide valuable support to Youth Day celebrations, Izimbizos, various Embassy Day Celebrations, opening of legislatures, graduation ceremonies of students, opening of police stations, funerals of police members, parades, police open days, at shopping malls, SAPS crime prevention projects and school concerts.</p> |

| Type of Information Tools | Actual Achievements |
|---------------------------|---|
| SAPS Journal Magazine | This is an in-house magazine distributed free of charge to all members of the SAPS, embassies and some schools. Currently, 180 000 copies are distributed per month. The SAPS Journal's focus is mainly police successes, but articles on community policing, personnel issues and reservists are also covered. |
| SAPS Journal online | An independent website designed to publish SAPS successes daily where the community can read about them, was launched in January 2007. The site serves as a medium to demonstrate to the community that crime is being tackled as vigorously as possible and each province publishes its successes daily. The site conveys crime hints and tips as well as topics on community policing. |
| Protocol | The SAPS Protocol section dealt with 76 enquiries and provided relevant services at 13 national events including the Prime Media Anti-Crime launch, National Prestige Awards for SAPS Women and the signing of a Memorandum of Understanding with the Netherlands by the Minister for Safety and Security. |
| Exhibitions | <p>47 exhibitions were held. Four of these were at international shows and 12 were at national shows. The SAPS exhibition at the following national and international events 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 – Commendation award • Musina Show – Gold award • Zululand Show – Gold award • Nelspruit Show – Gold award • Royal Show – Gold award |
| SAPS Museums | The SAPS Museums showcase the positive aspects and achievements of policing. The focus falls on educating and building partnerships. |
| Internal Communication | To enhance internal communication, workshops were conducted in the North West, Northern Cape and Gauteng. The workshops were attended by all communicators in these provinces. Methods to improve internal communication were discussed. |
| Media liaison | <p>All preparatory meetings for securing the FIFA Soccer World Cup 2010 were attended. Interviews were conducted with several foreign media including BBC World, KBS (Korean Broadcasting Services), French Media, SABC Africa (live), Sky News, DW (Deutsche Welle television B Germany), Kyodo News (Japan), and NHK (Japan Broadcasting Corporation B Cairo Bureau) on the operational readiness of the SAPS for securing the FIFA World Cup 2010. A press conference was held with SAPS management during the 2010 Preliminary Draw in Durban. The security provided for the A1 Grand Prix provided further media communication on the security readiness for 2010.</p> <p>The media were invited to cover SAPS outreach programmes, firearm destructions, festive season crime prevention operations, safety hints for tourists, fraud prevention, house robberies, opening of police stations or railway police stations.</p> <p>Media coverage included the BAC donation to further detective training, campaigns for safer taxi ranks in Gauteng, Masibambane anti-crime campaign focus at Metro Rails, the campaign against the killing of police officials and a donation by the European Union of units as victim support centres at 25 precincts in the Eastern Cape.</p> <p>Media inclusion during the Border Control Operational Coordinating Committee (BCOCC) festive season operation assisted in preventing possible congestion at the country's busiest land border posts. Furthermore, extensive media coverage was given to successes at Ports of Entry.</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 2007 to 31 March 2008

| Programme | Total Expenditure | Compensation of Employees | Training Expenditure | Professional and Special Services | Compensation of Employees as % of Total Expenditure | Average Compensation of Employees Cost per Employee | Employment |
|--------------------------------|-------------------|---------------------------|----------------------|-----------------------------------|---|---|---------------|
| | (R'000) | (R'000) | (R'000) | (R'000) | | (R'000) | |
| Administration | 12,063,129 | 6,954,981 | 825,976 | 0 | 19.1 | 216 | 32255 |
| Visible Policing | 15,332,583 | 11,383,543 | 0 | 0 | 31.3 | 126 | 89993 |
| Detective Service | 5,978,782 | 4,672,366 | 0 | 0 | 12.8 | 153 | 30596 |
| Crime Intelligence | 1,299,424 | 1,086,680 | 0 | 0 | 3.0 | 160 | 6806 |
| Protection & Security Services | 1,712,187 | 1,425,077 | 0 | 0 | 3.9 | 105 | 13591 |
| Total | 36,386,105 | 25,522,647 | 825,976 | 0 | 70.1 | 147 | 173241 |

Table 2.2 Personnel costs by salary bands, 1 April 2007 to 31 March 2008

| Salary Bands | Compensation of Employees Cost | Percentage of Total Compensation of Employees | Average Compensation of Employees per Employee | Number of Employees |
|--|--------------------------------|---|--|---------------------|
| | (R'000) | | (R'000) | |
| Lower skilled (Levels 1-2) | 1,054,735 | 4.1 | 72 | 14570 |
| Skilled (Levels 3-5) | 7,309,204 | 28.6 | 101 | 72471 |
| Highly skilled production (Levels 6-8) | 13,714,686 | 53.7 | 175 | 78506 |
| Highly skilled supervision (Levels 9-12) | 3,010,138 | 11.8 | 427 | 7046 |
| Senior management (Levels 13-16) | 433,884 | 1.7 | 670 | 648 |
| Total | 25,522,647 | 100 | 147 | 173241 |

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 2007 to 31 March 2008

| Programme | Salaries | Salaries as % of Compensation of Employees | Overtime | Overtime as % of Compensation of Employees | Home Owners Allowance | Home Owners Allowance as % of Compensation of Employees | Medical Assistance | Medical Assistance as % of Compensation of Employees | Total Compensation of Employees per Programme |
|--------------------------------|-------------------|--|----------------|--|-----------------------|---|--------------------|--|---|
| | (R'000) | | (R'000) | | (R'000) | | (R'000) | | (R'000) |
| Administration | 3,051,812 | 12.0 | 30,703 | 0.1 | 139,521 | 0.5 | 644,262 | 2.5 | 6,954,981 |
| Visible Policing | 8,132,283 | 31.9 | 183,512 | 0.7 | 345,764 | 1.4 | 1,488,997 | 5.8 | 11,383,543 |
| Detective Service | 3,359,133 | 13.2 | 68,659 | 0.3 | 138,275 | 0.5 | 523,214 | 2.0 | 4,672,366 |
| Crime Intelligence | 787,030 | 3.1 | 10,701 | 0.0 | 30,912 | 0.1 | 117,407 | 0.5 | 1,086,680 |
| Protection & Security Services | 1,006,058 | 3.9 | 53,303 | 0.2 | 51,647 | 0.2 | 218,032 | 0.9 | 1,425,077 |
| Total | 16,336,316 | 64.0 | 346,878 | 1.4 | 706,119 | 2.8 | 2,991,912 | 11.7 | 25,522,647 |

Table 2.4 Salaries, overtime, home owners allowance and medical assistance by salary bands, 1 April 2007 to 31 March 2008

| Salary Bands | Salaries | Salaries as % of Compensation of Employees | Overtime | Overtime as % of Compensation of Employees | Home Owners Allowance | Home Owners Allowance as % of Compensation of Employees | Medical Assistance | Medical Assistance as % of Compensation of Employees | Total Compensation of Employees per Salary Band |
|--|-------------------|--|----------------|--|-----------------------|---|--------------------|--|---|
| | (R'000) | | (R'000) | | (R'000) | | (R'000) | | (R'000) |
| Lower skilled (Levels 1-2) | 1,373,925 | 5.4 | 29,173 | 0.1 | 59,386 | 0.2 | 251,627 | 1.0 | 1,054,735 |
| Skilled (Levels 3-5) | 6,833,885 | 26.8 | 145,107 | 0.6 | 297,440 | 1.2 | 1,251,591 | 4.9 | 7,309,204 |
| Salary Bands | Salaries | Salaries as % of Compensation of Employees | Overtime | Overtime as % of Compensation of Employees | Home Owners Allowance | Home Owners Allowance as % of Compensation of Employees | Medical Assistance | Medical Assistance as % of Compensation of Employees | Total Compensation of Employees per Salary Band |
| | (R'000) | | (R'000) | | (R'000) | | (R'000) | | (R'000) |
| Highly skilled production (Levels 6-8) | 7,402,976 | 29.0 | 158,490 | 0.6 | 319,986 | 1.3 | 1,355,817 | 5.3 | 13,714,686 |
| Highly skilled supervision (Levels 9-12) | 664,425 | 2.6 | 14,108 | 0.1 | 28,719 | 0.1 | 121,686 | 0.5 | 3,010,138 |
| Senior management (Levels 13-16) | 61,105 | 0.2 | 0 | 0.0 | 588 | 0.0 | 11,191 | 0.0 | 433,884 |
| Total | 16,336,316 | 64.0 | 346,878 | 1.4 | 706,119 | 2.8 | 2,991,912 | 11.7 | 25,522,647 |

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 bands (Table 3.2) and critical

occupations (Table 3.3).

Table 3.1 Employment and vacancies by programme at end of period, 1 April 2007 to 31 March 2008

| Programme | Number of Posts | Number of Posts Filled | Vacancy Rate (%) | *Number of Posts Filled Additional to the Establishment |
|--------------------------------|-----------------|------------------------|------------------|---|
| Administration | 32480 | 32255 | 0.7 | 0 |
| Visible Policing | 90016 | 89993 | 0.0 | 0 |
| Detective Service | 30598 | 30596 | 0.0 | 0 |
| Crime Intelligence | 6811 | 6806 | 0.1 | 0 |
| Protection & Security Services | 13592 | 13591 | 0.0 | 0 |
| Total | 173497 | 173241 | 0.1 | 0 |

**Note: The SAPS has a growing establishment, with set targets in its HR Plan, which accommodate growth up to the 2010/2011 financial year, in accordance with the MTEF for SAPS.*

Table 3.2 Employment and vacancies by salary bands at end of period, 1 April 2007 to 31 March 2008

| Salary Bands | Number of Posts | Number of Posts Filled | Vacancy Rate (%) | *Number of Posts Filled Additional to the Establishment |
|--|-----------------|------------------------|------------------|---|
| Lower skilled (Levels 1-2) | 14570 | 14570 | 0.0 | 0 |
| Skilled (Levels 3-5) | 72513 | 72471 | 0.1 | 0 |
| Highly skilled production (Levels 6-8) | 78642 | 78506 | 0.2 | 0 |
| Highly skilled supervision (Levels 9-12) | 7107 | 7046 | 0.9 | 0 |
| Senior management (Levels 13-16) | 665 | 648 | 2.6 | 0 |
| Total | 173497 | 173241 | 0.1 | 0 |

**Note: The SAPS has a growing establishment, with set targets in its HR Plan, which accommodate growth up to the 2010/2011 financial year, in accordance with the MTEF for SAPS.*

Table 3.3 - Employment and vacancies by critical occupations, 1 April 2007 to 31 March 2008

| Critical Occupations | Number of Posts | Number of Posts Filled | Vacancy Rate (%) | *Number of Posts Filled Additional to the Establishment |
|--|-----------------|------------------------|------------------|---|
| Aircraft pilots & related associate professionals | 50 | 50 | 0.0 | 0 |
| Architects town and traffic planners | 9 | 6 | 33.3 | 0 |
| Chemists | 521 | 521 | 0.0 | 0 |
| Engineers and related professionals | 14 | 12 | 14.3 | 0 |
| General legal administration & related professionals | 193 | 189 | 2.1 | 0 |
| Natural sciences related | 10 | 10 | 0.0 | 0 |
| Police | 127196 | 127182 | 0.0 | 0 |
| Psychologists and vocational counsellors | 157 | 148 | 5.7 | 0 |
| Total | 128150 | 128118 | 0.0 | 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 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 utilized to determine the salary levels for posts on National and Provincial levels whereas the Resource Allocation Guide (RAG) is 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

| Salary Bands | Number of Posts | Number of Jobs Evaluated | % of Posts Evaluated by Salary Bands | Number of Posts Upgraded | % of Upgraded Posts Evaluated | Number of Posts Downgraded | % of Downgraded Posts Evaluated |
|--|-----------------|--------------------------|--------------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| Lower skilled (Levels 1-2) | 14570 | 0 | 0.0 | 0 | 0 | 0 | 0 |
| Skilled (Levels 3-5) | 72513 | 2 | 0.0 | 0 | 0 | 0 | 0 |
| Highly skilled production (Levels 6-8) | 78642 | 79 | 0.1 | 0 | 0 | 0 | 0 |
| Highly skilled supervision (Levels 9-12) | 7107 | 814 | 11.5 | 0 | 0 | 0 | 0 |
| Senior management (Levels 13-16) | 665 | 86 | 12.9 | 0 | 0 | 0 | 0 |
| Total | 173497 | 981 | 0.6 | 0 | 0 | 0 | 0 |

Table 4.2 Profile of employees whose positions were upgraded due to their posts being upgraded, 1 April 2007 to 31 March 2008

None

Table 4.3 Employees whose salary level exceed the grade determined by job evaluation, 1 April 2007 to 31 March 2008 [i.t.o PSR 1.V.C.3]

None

Table 4.4 Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2007 to 31 March 2008 [i.t.o. 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 bands (Table 5.1) and by critical occupations (Table 5.2).

Table 5.1 Annual Turnover Rates by Salary Bands

| Salary Bands | *Employment at Beginning of Period (April 2007) | Recruitments | Terminations | Turnover Rate (%) |
|--|---|--------------|--------------|-------------------|
| Lower skilled (Levels 1-2) | 3812 | 10924 | 166 | 4.4 |
| Skilled (Levels 3-5) | 70155 | 3333 | 1017 | 1.4 |
| Highly skilled production (Levels 6-8) | 79710 | 374 | 1578 | 2.0 |
| Highly skilled supervision (Levels 9-12) | 7484 | 18 | 456 | 6.1 |
| Senior management (Levels 13-16) | 670 | 1 | 23 | 3.4 |
| Total | 161831 | 14650 | 3240 | 2.0 |

*Note: Employment at the end of the previous period, as reported in the Department's Annual Report for 2006/2007, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2007/2008 with a salary effective date prior to 31 March 2007. Significant movements between salary levels are effected as a result of in-year promotions.

Table 5.2 Annual Turnover Rates by Critical Occupations

| Critical Occupations | *Employment at Beginning of Period (April 2007) | Recruitments | Terminations | Turnover Rate (%) |
|---|---|--------------|--------------|-------------------|
| Aircraft pilots & related associate professionals | 45 | 6 | 1 | 2.2 |
| Architects town and traffic planners | 5 | 1 | 0 | 0.0 |
| Chemists | 468 | 69 | 16 | 3.4 |
| Engineers and related professionals | 10 | 2 | 0 | 0.0 |

| Critical Occupations | *Employment at Beginning of Period (April 2007) | Recruitments | Terminations | Turnover Rate (%) |
|--|---|--------------|--------------|-------------------|
| General legal administration & related professionals | 193 | 0 | 4 | 2.1 |
| Natural sciences related | 12 | 0 | 2 | 16.7 |
| Police | 118274 | 10839 | 1931 | 1.6 |
| Psychologists and vocational counsellors | 143 | 17 | 12 | 8.4 |
| Total | 119150 | 10934 | 1966 | 1.7 |

*Note: Employment at the end of the previous period, as reported in the Department's Annual Report for 2006/2007, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2007/2008 with a salary effective date prior to 31 March 2007. Significant movements between salary levels are effected as a result of in-year promotions.

Table 5.3 Reasons why staff are leaving the department

| Termination Types | Number | % of Total Resignations | % of Total Employment | Total | Total Employment |
|------------------------------|-------------|-------------------------|-----------------------|-------------|------------------|
| Death | 288 | 8.9 | 0.2 | 3240 | 173241 |
| Resignation | 1757 | 54.2 | 1.0 | 3240 | 173241 |
| Expiry of contract | 163 | 5.0 | 0.1 | 3240 | 173241 |
| Discharged due to ill health | 254 | 7.8 | 0.1 | 3240 | 173241 |
| Dismissal-misconduct | 36 | 1.1 | 0.0 | 3240 | 173241 |
| Retirement | 726 | 22.4 | 0.4 | 3240 | 173241 |
| Other | 16 | 0.5 | 0.0 | 3240 | 173241 |
| Total | 3240 | 100 | 1.9 | 3240 | 173241 |

Table 5.4 Promotions by critical occupations

| 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 | 50 | 0 | 0.0 |
| Architects town and traffic planners | 6 | 0 | 0.0 |
| Chemists | 521 | 10 | 1.9 |
| Engineers and related professionals | 12 | 0 | 0.0 |
| General legal administration & related professionals | 189 | 9 | 4.8 |
| Natural sciences related | 10 | 1 | 10.0 |
| Police | 127182 | 4044 | 3.2 |
| Psychologists and vocational counsellors | 148 | 4 | 2.7 |
| Total | 128118 | 4068 | 3.2 |

Table 5.5 Promotions by salary bands

| 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) | 14570 | 77 | 0.5 |
| Skilled (Levels 3-5) | 72471 | 2337 | 3.2 |
| Highly skilled production (Levels 6-8) | 78506 | 5350 | 6.8 |
| Highly skilled supervision (Levels 9-12) | 7046 | 551 | 7.8 |
| Senior management (Levels 13-16) | 648 | 18 | 2.8 |
| Total | 173241 | 8333 | 4.8 |

6. Employment Equity

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

Tables 6.1 Total number of employees (incl. Employees with disabilities) in each of the following occupational categories as on 31 March 2008

| 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 | 179 | 32 | 29 | 240 | 145 | 41 | 3 | 5 | 49 | 32 | 466 |
| Professionals | 2425 | 373 | 264 | 3062 | 1771 | 1521 | 302 | 176 | 1999 | 1779 | 8611 |
| Clerks | 5695 | 921 | 278 | 6894 | 637 | 12490 | 2685 | 742 | 15917 | 5589 | 29037 |
| Service and sales workers | 75895 | 10658 | 3022 | 89575 | 13295 | 18453 | 2802 | 481 | 21736 | 3287 | 127893 |
| Craft and related trades workers | 387 | 73 | 44 | 504 | 349 | 18 | 0 | 0 | 18 | 9 | 880 |
| Plant and machine operators and assemblers | 123 | 7 | 1 | 131 | 5 | 2 | 0 | 0 | 2 | 0 | 138 |
| Elementary occupations | 3213 | 519 | 25 | 3757 | 54 | 1942 | 369 | 6 | 2317 | 53 | 6181 |
| Other, Permanent | 19 | 2 | 0 | 21 | 1 | 12 | 1 | 0 | 13 | 0 | 35 |
| Total | 87936 | 12585 | 3663 | 104184 | 16257 | 34479 | 6162 | 1410 | 42051 | 10749 | 173241 |

| Employees with disabilities | Male, African | Male, Coloured | Male, Indian | Male, Total Blacks | Male, White | Female, African | Female, Coloured | Female, Indian | Female, Total Blacks | Female, White | Total |
|-----------------------------|---------------|----------------|--------------|--------------------|-------------|-----------------|------------------|----------------|----------------------|---------------|-------|
| | 407 | 59 | 17 | 483 | 293 | 96 | 27 | 6 | 129 | 147 | 1052 |

Table 6.2 Total number of employees in each of the following occupational bands as on 31 March 2008

| Occupational Bands | Male, African | Male, Coloured | Male, Indian | Male, Total Blacks | Male, White | Female, African | Female, Coloured | Female, Indian | Female, Total Blacks | Female, White | Total |
|--|---------------|----------------|--------------|--------------------|--------------|-----------------|------------------|----------------|----------------------|---------------|---------------|
| Top management | 15 | 2 | 2 | 19 | 4 | 3 | 0 | 1 | 4 | 1 | 28 |
| Senior management | 248 | 43 | 35 | 326 | 166 | 70 | 6 | 8 | 84 | 44 | 620 |
| Professionally qualified and experienced | 4042 | 805 | 673 | 5520 | 3888 | 1190 | 233 | 158 | 1581 | 1549 | 12538 |
| Skilled technical and academically qualified | 41322 | 5105 | 2107 | 48534 | 10392 | 6520 | 1300 | 656 | 8476 | 6464 | 73866 |
| Semi-skilled and discretionary decision making | 27860 | 5019 | 646 | 33525 | 1647 | 19412 | 3825 | 550 | 23787 | 2571 | 61530 |
| Unskilled and defined decision making | 1314 | 283 | 15 | 1612 | 61 | 1052 | 249 | 10 | 1311 | 73 | 3057 |
| Other occupational bands (e.g. contract) | 13135 | 1328 | 185 | 14648 | 99 | 6232 | 549 | 27 | 6808 | 47 | 21602 |
| Total | 87936 | 12585 | 3663 | 104184 | 16257 | 34479 | 6162 | 1410 | 42051 | 10749 | 173241 |

Table 6.3 Recruitment for the period 1 April 2007 to 31 March 2008

| Occupational Bands | Male, African | Male, Coloured | Male, Indian | Male, Total Blacks | Male, White | Female, African | Female, Coloured | Female, Indian | Female, Total Blacks | Female, White | Total |
|--|---------------|----------------|--------------|--------------------|-------------|-----------------|------------------|----------------|----------------------|---------------|--------------|
| Professionally qualified and experienced | 4 | 1 | 0 | 5 | 2 | 5 | 0 | 0 | 5 | 1 | 13 |
| Skilled technical and academically qualified | 163 | 28 | 7 | 198 | 44 | 94 | 13 | 9 | 116 | 12 | 370 |
| Semi-skilled and discretionary decision making | 882 | 76 | 14 | 972 | 42 | 1947 | 272 | 37 | 2256 | 60 | 3330 |
| Unskilled and defined decision making | 87 | 13 | 0 | 100 | 3 | 59 | 9 | 2 | 70 | 7 | 180 |
| Other occupational bands (e.g. contract) | 6643 | 487 | 64 | 7194 | 42 | 3282 | 208 | 9 | 3499 | 22 | 10757 |
| Total | 7779 | 605 | 85 | 8469 | 133 | 5387 | 502 | 57 | 5946 | 102 | 14650 |

Table 6.4 Progression to another salary notch for the period 1 April 2007 to 31 March 2008

| Occupational Bands | Male, African | Male, Coloured | Male, Indian | Male, Total Blacks | Male, White | Female, African | Female, Coloured | Female, Indian | Female, Total Blacks | Female, White | Total |
|--|---------------|----------------|--------------|--------------------|-------------|-----------------|------------------|----------------|----------------------|---------------|--------------|
| Top management | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Senior management | 31 | 4 | 2 | 37 | 16 | 14 | 0 | 3 | 17 | 8 | 78 |
| Professionally qualified and experienced | 331 | 39 | 23 | 393 | 70 | 149 | 20 | 10 | 179 | 36 | 678 |
| Skilled technical and academically qualified | 2918 | 509 | 167 | 3594 | 408 | 1448 | 393 | 244 | 2085 | 3232 | 9319 |
| Semi-skilled and discretionary decision making | 12986 | 2358 | 312 | 15656 | 708 | 11663 | 2470 | 372 | 14505 | 1954 | 32823 |
| Unskilled and defined decision making | 977 | 234 | 11 | 1222 | 45 | 886 | 207 | 8 | 1101 | 48 | 2416 |
| Other occupational bands (e.g. contract) | 10842 | 1248 | 97 | 12187 | 81 | 5176 | 490 | 18 | 5684 | 37 | 17989 |
| Total | 28086 | 4392 | 612 | 33090 | 1328 | 19336 | 3580 | 655 | 23571 | 5315 | 63304 |

Table 6.5 Terminations for the period 1 April 2007 to 31 March 2008

| Occupational Bands | Male, African | Male, Coloured | Male, Indian | Male, Total Blacks | Male, White | Female, African | Female, Coloured | Female, Indian | Female, Total Blacks | Female, White | Total |
|--|---------------|----------------|--------------|--------------------|-------------|-----------------|------------------|----------------|----------------------|---------------|-------------|
| Top management | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Senior management | 8 | 1 | 2 | 11 | 11 | 0 | 0 | 0 | 0 | 0 | 22 |
| Professionally qualified and experienced | 102 | 21 | 16 | 139 | 232 | 14 | 1 | 2 | 17 | 67 | 455 |
| Skilled technical and academically qualified | 630 | 105 | 33 | 768 | 488 | 37 | 10 | 7 | 54 | 266 | 1576 |
| Semi-skilled and discretionary decision making | 310 | 69 | 10 | 389 | 77 | 249 | 72 | 16 | 337 | 139 | 942 |
| Unskilled and defined decision making | 33 | 6 | 0 | 39 | 4 | 14 | 5 | 0 | 19 | 5 | 67 |
| Other occupational bands (e.g. contract) | 85 | 17 | 3 | 105 | 6 | 57 | 6 | 0 | 63 | 3 | 177 |
| Total | 1168 | 219 | 64 | 1451 | 819 | 371 | 94 | 25 | 490 | 480 | 3240 |

Table 6.6 *Disciplinary actions*

| 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 | 48 | 12 | 1 | 61 | 4 | 4 | 2 | 0 | 6 | 2 | 73 |
| Demotion | 5 | 0 | 0 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 6 |
| Dismissal | 158 | 46 | 3 | 207 | 13 | 6 | 2 | 0 | 8 | 0 | 228 |
| Final written warning | 106 | 34 | 1 | 141 | 12 | 5 | 2 | 0 | 7 | 1 | 161 |
| Fine | 278 | 109 | 19 | 406 | 49 | 22 | 3 | 0 | 25 | 4 | 484 |
| Suspended dismissal | 140 | 48 | 4 | 192 | 18 | 18 | 2 | 0 | 20 | 4 | 234 |
| Case withdrawn | 866 | 41 | 2 | 909 | 51 | 11 | 3 | 0 | 14 | 3 | 977 |
| Not guilty | 468 | 16 | 0 | 484 | 43 | 1 | 0 | 0 | 1 | 1 | 529 |
| Suspended without payment | 19 | 0 | 0 | 19 | 1 | 0 | 0 | 0 | 0 | 0 | 20 |
| Verbal warning | 196 | 19 | 1 | 216 | 19 | 5 | 1 | 0 | 6 | 1 | 242 |
| Written warning | 325 | 79 | 14 | 418 | 48 | 40 | 5 | 3 | 48 | 8 | 522 |
| Total | 2609 | 404 | 45 | 3058 | 259 | 112 | 20 | 3 | 135 | 24 | 3476 |

Table 6.7 *Skills development*

| 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 | 616 | 44 | 52 | 712 | 153 | 304 | 41 | 31 | 376 | 106 | 1347 |
| Professionals | 2885 | 459 | 238 | 3582 | 627 | 1972 | 294 | 111 | 2377 | 540 | 7126 |
| Clerks | 3623 | 498 | 158 | 4279 | 611 | 3269 | 528 | 158 | 3955 | 653 | 9498 |
| Service and sales workers | 44756 | 7166 | 3697 | 55619 | 5763 | 16324 | 3132 | 562 | 20018 | 1903 | 83303 |
| Craft and related trades workers | 57 | 7 | 4 | 68 | 15 | 44 | 10 | 1 | 55 | 4 | 142 |
| Plant and machine operators and assemblers | 50 | 2 | 1 | 53 | 7 | 5 | 0 | 0 | 5 | 1 | 66 |
| Elementary occupations | 675 | 111 | 40 | 826 | 132 | 551 | 81 | 28 | 660 | 133 | 1751 |
| Total | 52662 | 8287 | 4190 | 65139 | 7308 | 22469 | 4086 | 891 | 27446 | 3340 | 103233 |

7. Performance Rewards

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

Table 7.1 Performance rewards by race and gender, 1 April 2007 to 31 March 2008

| Demographics | *Number of Beneficiaries | Total Employment | % of total within group | Cost (R'000) | Average Cost per Beneficiary (R) |
|----------------------|--------------------------|------------------|-------------------------|----------------|----------------------------------|
| African, Female | 8410 | 34479 | 24.4 | 32,963 | 3,920 |
| African, Male | 20844 | 87936 | 23.7 | 92,468 | 4,436 |
| Asian, Female | 567 | 1410 | 40.2 | 2,518 | 4,441 |
| Asian, Male | 1384 | 3663 | 37.8 | 6,674 | 4,822 |
| Coloured, Female | 2109 | 6162 | 34.2 | 8,025 | 3,805 |
| Coloured, Male | 3424 | 12585 | 27.2 | 14,530 | 4,243 |
| Total Blacks, Female | 11086 | 42051 | 26.4 | 43,506 | 3,924 |
| Total Blacks, Male | 25652 | 104184 | 24.6 | 113,672 | 4,431 |
| White, Female | 5098 | 10749 | 47.4 | 23,319 | 4,577 |
| White, Male | 6143 | 16257 | 37.8 | 30,863 | 5,024 |
| Total | 47979 | 173241 | 27.7 | 211,360 | 4,406 |

* Note: Performance Rewards paid in the 2007/2008 financial year were for services rendered in the 2006/2007 financial year.

Table 7.2 Performance rewards by salary bands for personnel below senior management, 1 April 2007 to 31 March 2008

| Salary Bands | *Number of Beneficiaries | Total Employment | % of Total Employment | Cost (R'000) | Average Cost per Beneficiary (R) |
|--|--------------------------|------------------|-----------------------|----------------|----------------------------------|
| Lower skilled (Levels 1-2) | 1091 | 14570 | 7.5 | 3,273 | 3,000 |
| Skilled (Levels 3-5) | 17515 | 72471 | 24.2 | 60,000 | 3,426 |
| Highly skilled production (Levels 6-8) | 26943 | 78506 | 34.3 | 125,125 | 4,644 |
| Highly skilled supervision (Levels 9-12) | 2232 | 7046 | 31.7 | 19,153 | 8,581 |
| Total | 47781 | 172593 | 27.7 | 207,551 | 4,344 |

* Note: Performance Rewards paid in 2007/2008 financial year were for services rendered in the 2006/2007 financial year.

Table 7.3 Performance rewards by critical occupations, 1 April 2007 to 31 March 2008

| Critical Occupations | Number of Beneficiaries | Total Employment | % of Total Employment | Cost (R'000) | Average Cost per Beneficiary (R) |
|--|-------------------------|------------------|-----------------------|----------------|----------------------------------|
| Aircraft pilots & related associate professionals | 11 | 50 | 22.0 | 96 | 8,727 |
| Architects town and traffic planners | 1 | 6 | 16.7 | 5 | 5,000 |
| Chemists | 134 | 521 | 25.7 | 711 | 5,306 |
| Engineers and related professionals | 2 | 12 | 16.7 | 16 | 8,000 |
| General legal administration & related professionals | 58 | 189 | 30.7 | 562 | 9,690 |
| Natural sciences related | 6 | 10 | 60.0 | 74 | 12,333 |
| Police | 31497 | 127182 | 24.8 | 148,241 | 4,707 |
| Psychologists and vocational counsellors | 38 | 148 | 25.7 | 219 | 5,763 |
| Total | 31747 | 128118 | 24.8 | 149,924 | 4,722 |

Table 7.4 Performance rewards by salary bands for senior management, 1 April 2007 to 31 March 2008

| SMS Bands | *Number of Beneficiaries | Total Employment | % of Total Employment | Cost (R'000) | Average Cost per Beneficiary (R) |
|--------------|--------------------------|------------------|-----------------------|--------------|----------------------------------|
| Band A | 173 | 497 | 34.8 | 3,239 | 18,723 |
| Band B | 21 | 123 | 17.1 | 462 | 22,000 |
| Band C | 4 | 27 | 14.8 | 108 | 27,000 |
| Band D | 0 | 1 | 0.0 | 0 | 0 |
| Total | 198 | 648 | 30.6 | 3,809 | 19,237 |

* Note: Performance Rewards paid in 2007/2008 financial year were for services rendered in the 2006/2007 financial year.

8. Leave Utilisation for the period 1 January 2007 to 31 December 2007

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 8.1) and disability leave (Table 8.2). In both cases, the estimated cost of the leave is also provided.

Table 8.1 Sick leave for 1 January 2007 to 31 December 2007

| 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) | 25792 | 88.8 | 2422 | 2.4 | 11 | 4,172 | 102550 | 22915 |
| Skilled (Levels 3-5) | 359629 | 88.7 | 37305 | 36.4 | 10 | 85,409 | 102550 | 319075 |
| Highly skilled production (Levels 6-8) | 607106 | 93.3 | 54530 | 53.2 | 11 | 275,680 | 102550 | 566204 |
| Highly skilled supervision (Levels 9-12) | 76597 | 93.2 | 7962 | 7.8 | 10 | 56,638 | 102550 | 71362 |
| Senior management (Levels 13-16) | 2558 | 93.4 | 331 | 0.3 | 8 | 5,365 | 102550 | 2389 |
| Total | 1071682 | 91.6 | 102550 | 100 | 10 | 427,264 | 102550 | 981945 |

Table 8.2 Incapacity leave (Temporary and Permanent) for 1 January 2007 to 31 December 2007

| 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) | 3664 | 100 | 66 | 2.1 | 56 | 896 | 3664 | 3073 |
| Skilled (Levels 3-5) | 24593 | 100 | 568 | 18.5 | 43 | 5,727 | 24586 | 3073 |
| Highly skilled production (Levels 6-8) | 142518 | 99.9 | 2064 | 67.2 | 69 | 66,271 | 142436 | 3073 |
| Highly skilled supervision (Levels 9-12) | 28585 | 100 | 362 | 11.8 | 79 | 20,781 | 28578 | 3073 |
| Senior management (Levels 13-16) | 824 | 100 | 13 | 0.4 | 63 | 1,784 | 824 | 3073 |
| Total | 200184 | 100 | 3073 | 100 | 65 | 95,459 | 200088 | 3073 |

Table 8.3 Annual leave for 1 January 2007 to 31 December 2007

| Salary Bands | Total Days taken | Average days per Employee | Number of Employees who took leave |
|--|------------------|---------------------------|------------------------------------|
| Lower skilled (Levels 1-2) | 61417 | 20 | 3033 |
| Skilled (Levels 3-5) | 890690 | 20 | 44319 |
| Highly skilled production (Levels 6-8) | 1656062 | 23 | 71040 |
| Highly skilled supervision (Levels 9-12) | 309635 | 25 | 12481 |
| Senior management (Levels 13-16) | 15358 | 24 | 642 |
| Total | 2933162 | 22 | 131515 |

Table 8.4 Capped leave for 1 January 2007 to 31 December 2007

| Salary Bands | Total Days of Capped Leave taken | Average number of days taken per Employee | Average Capped Leave per Employee as at 31 December 2007 | Number of Employees who took Capped Leave | Total number of Capped Leave available at 31 December 2007 | Number of Employees as at 31 December 2007 |
|--|----------------------------------|---|--|---|--|--|
| Lower skilled (Levels 1-2) | 301 | 8 | 5 | 39 | 64258 | 13037 |
| Skilled (Levels 3-5) | 4307 | 5 | 5 | 807 | 323707 | 68111 |
| Highly skilled production (Levels 6-8) | 51896 | 8 | 72 | 6487 | 5677723 | 78929 |
| Highly skilled supervision (Levels 9-12) | 11746 | 9 | 181 | 1287 | 1255295 | 6925 |
| Senior management (Levels 13-16) | 357 | 9 | 119 | 38 | 77377 | 652 |
| Total | 68607 | 8 | 44 | 8658 | 7398360 | 167654 |

Table 8.5 Leave payouts

| Reason | Total Amount (R'000) | Number of Employees | Average Payment per Employee (R) |
|--|----------------------|---------------------|----------------------------------|
| Leave payout for 2007/08 due to non-utilisation of leave for the previous cycle and current leave payments on termination of service | 170 | 830 | 205 |
| Capped leave payouts on termination of service for 2007/08 | 17,345 | 3441 | 5,041 |
| Total | 17,515 | 4271 | 4,101 |

9. HIV/AIDS and Health Promotion Programmes

Table 9.1 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 the risk of infection |
|---|--|
| 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 9.2 Details of Health Promotion and HIV/AIDS Programmes [tick Yes/No and provide 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 Commissioner MM Stander Personnel Management and Organizational Development Private Bag X94, Pretoria, 0001 Tel: 012 393 2148 Fax: 012 393 1033 Assistant Commissioner NC Nomoyi The Head: Employee Assistance Services Tel: 012 393 5469 Fax: 012 393 5162 |
| 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 Assistance Services consists of Social Workers, registered Psychologists, registered psychometrists and Spritual 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 the 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 Regeneration, 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: Deputy National Commissioner MM Stander as the chairperson Divisional Commissioner: Training Divisional Commissioner: Legal Services Divisional Commissioner: Career Management Other key stakeholders (Organizational Labour, Polmed, Qualsa). Similar forums have also been established in the provinces. Meetings are convened on a quarterly basis. |
| 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 | | The Policy on Employees of the SAPS living with HIV/AIDS was implemented. The SAPS HIV/AIDS five year Strategic Plan for 2006-2010 was approved and circulated to all relevant role players for implementation. |
| 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 | | The Policy on Employees of the SAPS living with HIV/AIDS was approved in August 2001. SAPS also abides 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. |
| 7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved. | x | | The VCT programme is still growing and more personnel are making use of testing. Currently SAPS is making use of on-site VCT's at the different work stations in all the provinces. The counselling and testing is being done by the different external service providers whilst the Employee Assistance Services (EAS) personnel manage the site at the different work stations. The EAS personnel are also responsible for the marketing of VCT. The 4 mobile Wellness on Wheels vehicles are being utilized for VCT as well as for other medical testing in the more remote areas. Employees are also being encouraged to utilize outside facilities to get to know their status. Partnerships were formed with POLMED and Qualsa encouraging employees to register on the Disease Management Programme for the full benefit of the programme. GEMS is providing services for the Public Service Act employees. |

| Question | Yes | No | Details, if yes |
|---|-----|----|--|
| 8. Has the department developed measures/indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators. | x | | Organizational indicators, e.g. suicide rates and trends regarding referrals and medical boards, are constantly monitored. |

10. Labour Relations

Table 10.1 Collective agreements, 1 April 2007 to 31 March 2008

| Number | Name of agreement | Date signed |
|--------|------------------------------------|------------------|
| 3/2007 | Release of national office bearers | 10 October 2007 |
| 4/2007 | Overtime | 07 December 2007 |
| 1/2008 | SSSBC Constitution | 28 January 2008 |

Table 10.2 Misconduct and discipline hearings finalised, 1 April 2007 to 31 March 2008

| Outcomes of Disciplinary Hearings | Number | % of Total |
|-----------------------------------|-------------|------------|
| Correctional counseling | 73 | 2.1 |
| Demotion | 6 | 0.2 |
| Dismissal | 228 | 6.6 |
| Final written warning | 161 | 4.6 |
| Fine | 484 | 13.9 |
| Suspended dismissal | 234 | 6.7 |
| Case withdrawn | 977 | 28.1 |
| Not guilty | 529 | 15.2 |
| Suspended without payment | 20 | 0.6 |
| Verbal warning | 242 | 7.0 |
| Written warning | 522 | 15.0 |
| Total | 3476 | 100 |

Table 10.3 *Types of misconduct addressed and disciplinary hearings*

| Regulation 20 | Nature | Number of persons found guilty | % per total |
|---------------|--|--------------------------------|-------------|
| (a) | Fails to comply with, or contravenes an Act, Regulation or legal obligation | 174 | 8.8 |
| (b) | Willfully or negligently mismanages the finances of the State. | 16 | 0.8 |
| (c) | Without permission possesses or uses the property of the State, another employee or a visitor. | 44 | 2.2 |
| (d) | Intentionally or negligently damages and or causes loss of State property. | 76 | 3.9 |
| (e) | Endangers the lives of others by disregarding safety rules or Regulations. | 19 | 1.0 |
| (f) | Prejudices the administration, discipline or efficiency of a department, office or institution of the State. | 85 | 4.3 |
| (g) | Misuses his or her position in the Service to promote or to prejudice the interest of any political party. | 2 | 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. | 11 | 0.6 |
| (i) | Fails to carry out a lawful order or routine instruction without just or reasonable cause. | 220 | 11.2 |
| (j) | Absents himself or herself from work without reason or permission. | 366 | 18.6 |
| (k) | Commits an act of sexual harassment. | 2 | 0.1 |
| (l) | Unfairly discriminates against others on the basis of race, gender, disability, sexuality or other grounds prohibited by the Constitution. | 41 | 2.1 |
| (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. | 5 | 0.3 |
| (n) | Without authorisation, sleeps on duty. | 24 | 1.2 |
| (o) | While on duty, is under the influence of an intoxicating, illegal, unauthorised, habit-forming drugs, including alcohol. | 97 | 4.9 |
| (p) | While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner. | 53 | 2.7 |
| (q) | Contravenes any prescribed Code of Conduct for the Service or the Public Service, whichever may be applicable to him or her. | 40 | 2.0 |
| (r) | Incites other employees to unlawful conduct or conduct in conflict with accepted procedure. | 0 | 0.0 |
| (s) | Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour. | 38 | 1.9 |
| (t) | Intimidates or victimises other employees. | 16 | 0.8 |
| (u) | Prevent other employees from belonging to any trade union. | 0 | 0.0 |
| (v) | Operates any money lending scheme for employees during working hours or from the premises of the Service. | 0 | 0.0 |
| (w) | Gives a false statement or evidence in the execution of his or her duties. | 12 | 0.6 |
| (x) | Falsifies records or any other documentation. | 9 | 0.5 |
| (y) | Participates in any unlawful labour or industrial action. | 0 | 0.0 |
| (z) | Commits a common law or statutory offence. | 620 | 31.5 |
| Total | | 0 | 1970 |
| | | | 100 |

Table 10.4 *Grievances lodged for the period 1 April 2007 to 31 March 2008*

| Number of Grievances addressed | Number | % of Total | Total |
|--------------------------------|-------------|------------|-------------|
| Not resolved | 1166 | 69.9 | 1667 |
| Resolved | 501 | 30.1 | 1667 |
| Total | 1667 | 100 | 1667 |

Table 10.5 Disputes lodged with Councils for the period 1 April 2007 to 31 March 2008

| Number of Disputes lodged | Number | % of Total |
|---------------------------|------------|------------|
| SSSBC | 282 | 93.7 |
| PSCBC | 19 | 6.3 |
| Total | 301 | 100 |

Table 10.6 Strike actions for the period 1 April 2007 to 31 March 2008

| Strike Actions | Total |
|--|-------|
| Total number of 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 10.7 Precautionary suspensions for the period 1 April 2007 to March 2008

| Precautionary Suspensions | Totals / Amount |
|--|-----------------|
| Number of people suspended | 428 |
| Number of people whose suspension exceeded 30 days | 231 |
| Average number of days suspended | 73 |
| Cost (R'000) of suspensions | R 27,724 |

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

11. Skills Development

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

Table 11.1 Training needs identified, 1 April 2007 to 31 March 2008

| Occupational Categories | Gender | Employment | Learnerships | Skills Programmes & other short courses | Other forms of training | Total |
|--|--------|---------------|--------------|---|-------------------------|---------------|
| Legislators, senior officials and managers | Female | 81 | 0 | 514 | 0 | 514 |
| | Male | 385 | 0 | 927 | 0 | 927 |
| Professionals | Female | 3778 | 59 | 3137 | 0 | 3196 |
| | Male | 4833 | 41 | 4519 | 0 | 4560 |
| Clerks | Female | 21506 | 0 | 4985 | 0 | 4985 |
| | Male | 7531 | 0 | 5298 | 0 | 5298 |
| Service and sales workers | Female | 25023 | 0 | 23730 | 0 | 23730 |
| | Male | 102870 | 0 | 66440 | 0 | 66440 |
| Craft and related trades workers | Female | 27 | 0 | 67 | 0 | 67 |
| | Male | 853 | 0 | 89 | 0 | 89 |
| Plant and machine operators and assemblers | Female | 2 | 0 | 8 | 0 | 8 |
| | Male | 136 | 0 | 67 | 0 | 67 |
| Elementary occupations | Female | 2370 | 0 | 860 | 0 | 860 |
| | Male | 3811 | 0 | 1039 | 0 | 1039 |
| Other, Permanent | Female | 13 | 0 | 0 | 0 | 0 |
| | Male | 22 | 0 | 0 | 0 | 0 |
| Gender sub totals | Female | 52800 | 59 | 33301 | 0 | 33360 |
| | Male | 120441 | 41 | 78379 | 0 | 78420 |
| Total | | 173241 | 100 | 111680 | 0 | 111780 |

Table 11.2 Training provided, 1 April 2007 to 31 March 2008

| Occupational Categories | Gender | Employment | Learnerships | Skills Programmes & other short courses | Other forms of training | Total |
|--|--------|------------|--------------|---|-------------------------|-------|
| Legislators, senior officials and managers | Female | 81 | 0 | 482 | 0 | 482 |
| | Male | 385 | 0 | 865 | 0 | 865 |
| Professionals | Female | 3778 | 59 | 2858 | 0 | 2917 |
| | Male | 4833 | 41 | 4168 | 0 | 4209 |
| Clerks | Female | 21506 | 0 | 4608 | 0 | 4608 |
| | Male | 7531 | 0 | 4890 | 0 | 4890 |
| Service and sales workers | Female | 25023 | 0 | 21921 | 0 | 21921 |
| | Male | 102870 | 0 | 61382 | 0 | 61382 |
| Craft and related trades workers | Female | 27 | 0 | 59 | 0 | 59 |
| | Male | 853 | 0 | 83 | 0 | 83 |
| Plant and machine operators and assemblers | Female | 2 | 0 | 6 | 0 | 6 |
| | Male | 136 | 0 | 60 | 0 | 60 |

| Occupational Categories | Gender | Employment | Learnerships | Skills Programmes & other short courses | Other forms of training | Total |
|-------------------------|--------|---------------|--------------|---|-------------------------|---------------|
| Elementary occupations | Female | 2370 | 0 | 793 | 0 | 793 |
| | Male | 3811 | 0 | 958 | 0 | 958 |
| Other, Permanent | Female | 13 | 0 | 0 | 0 | 0 |
| | Male | 22 | 0 | 0 | 0 | 0 |
| Gender sub totals | Female | 52800 | 59 | 30727 | 0 | 30786 |
| | Male | 120441 | 41 | 72406 | 0 | 72447 |
| Total | | 173241 | 100 | 103133 | 0 | 103233 |

12. Injury On Duty

The following table provides basic information on injury on duty.

Table 12.1 Injury on duty reported, 1 April 2007 to 31 March 2008

| Nature of Injuries on Duty | Number of cases | % of Total |
|--|-----------------|------------|
| Required medical attention with no temporary disablement | 6270 | 55.8 |
| Required medical attention with temporary disablement | 4142 | 36.9 |
| Permanent disablement | 708 | 6.3 |
| Fatal | 119 | 1.1 |
| Total | 11239 | 100 |

13. Utilization of Consultants

See page 197 which refers to goods and services, of which "consultants, contractors and special services" are a sub-classification.

Notes

Notes