

# Human Resources Management

## 1. Service Delivery

The following table reflects the outcomes of the implementation of the SAPS Service Delivery Improvement Plan (SDIP) (See paragraph 8.3 (k)).

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	Every individual, group or government department affected by crime and violence.  Services include those the SAPS are compelled to render in terms of existing legislation and its mandate as derived from the following Acts:  <ul style="list-style-type: none"> <li>• The South African Police Service Act, 1995 (Act No. 68 of 1995);</li> <li>• The Criminal Procedure Act, 1977 (Act No. 51 of 1977)</li> <li>• The Interception and Monitoring Prohibition Act, 1992 (Act No. 127 of 1992)</li> <li>• The National Strategic Intelligence Act, 1994 (Act No. 39 of 1994)</li> <li>• The Domestic Violence Act, 1998 (Act No. 116 of 1998)</li> <li>• The Prevention and Combating of Corrupt Activities Act, 2004 (Act. No 12 of 2004)</li> </ul>	The SAPS has set the following standards:	<ul style="list-style-type: none"> <li>• A partnership between SAPS and the Primedia Group was established in 2007 to encourage the community to blow the whistle on crime by reporting it anonymously. From 2007-06-06 to 2009-05-14, 758 arrests were made as a result of this partnership.</li> <li>• The partnership between SAPS and Business against Crime South Africa continued with the following specific focus areas: the Criminal Justice Review and Improvement Programme; the Violent Organised Crime Reduction Programme; and the Non-Ferrous Metal Theft Reduction Programme.</li> <li>• Various community-based crime prevention projects continued within the Integrated Sustainable Rural Development Programme/ Urban Renewal Programme nodes which includes Crime Prevention through Environmental design, youth crime prevention capacity building programmes and local government initiatives.</li> <li>• Victim Support Rooms were increased from 621 to 795. 1 122 members were trained in the Victim Empowerment Programme during 2008/2009.</li> </ul>
Combatting crime		Initiatives established at the 169 high-contact crime stations and other stations	
Investigating crime		Recovery of 85% stolen/lost firearms	106% firearms recovered (13 675 recovered and 12 883 stolen/lost).
Maintaining crime		Recovery of 46% stolen/robbed vehicles	46% vehicles recovered (39 838 recovered and 86 579 stolen/robbed).
Protecting and securing the inhabitants of the Republic and their property			
Upholding and enforcing the law			
Performing administrative duties			

Main service	Actual/potential customers	Standard of service	Actual achievements in relation to set standards
		Sector Policing implemented at 169 high-contact crime stations	129 stations (76.3%) of the 169 high-contact crime police stations implemented sector policing.
		Percentage of all serious crime in respect of:	
		Charges to court: 32%	A target of 34.13% for cases to court was achieved.
		Detection rate: 42%	A target of 42.82% for the detection rate was achieved.
		Conviction rate: 14%	Conviction rate increased to 30.81%
		Percentage of commercial crime charges in respect of:	
		Charges to court: 24%	A target of 26.68% for charges to court was achieved.
		Detection rate: 36%	A target of 38.69% for the detection rate was achieved.
		Conviction rate: To be benchmarked in 2008/2009	Conviction rate increased to 45.95%
		Percentage of charges to court for sexual offences against women (40%) and children (30%)	A target of 52.35% for women and 58.10% for children was achieved.
		Detection rate for sexual offences against women (42%) and children (40%)	A detection rate of 67.39% for women and 75.79% for children was achieved.

Table 1.2 Consultation arrangements with clients

Type of arrangement	Clients	Actual achievements
<b>Firearms Control</b>	Businesses dealing in firearms, the security sector industry, public museums, game ranchers, hunting businesses and theatrical, film and television companies on the renewal of firearm licences	<p>A radio advertising campaign regarding Firearms Control was transmitted on Community Radio and SABC Radio countrywide and supported by print advertising in the media. Awareness regarding firearms control was created at most SAPS exhibitions.</p> <p>The Electronic Connectivity System is available for firearms and ammunition manufacturers, gunsmiths and dealers, to enable them to submit their firearm and ammunition returns via the Internet.</p>
<b>Drug Awareness Campaign</b>	School going children	<ul style="list-style-type: none"> <li>● 250 000 prevention of drugs leaflets were produced.</li> <li>● Displays, events and exhibitions on drugs were held across SA at schools and shopping centres.</li> <li>● Extensive media coverage was received on drug arrests.</li> <li>● SAPS Museums have permanent displays of all identified illegal drugs.</li> </ul>

Type of arrangement	Clients	Actual achievements
Department Imbizo	The general public	<p>Izimbizo engagements with communities on Safety and Security matters were held at the following places:</p> <ul style="list-style-type: none"> <li>● Orkney, Kanana, Madibeng, Rustenburg and Ganyesa in North West</li> <li>● Danville, Soweto, Moroko, George Coch, Kameeldrift, Laudium and 88 other station Izimbizo in Gauteng</li> <li>● Bisho, Whittlesea and Port St Johns in the Eastern Cape</li> <li>● Lwandle and Mitchells Plain in the Western Cape</li> <li>● Sakhile, Wakkerstroom, KaMhlushwa, Lebombo Kanyamazane, Oshoek, Malelane, Mammetlake, and eMbalenhle in Mpumalanga</li> <li>● Nine imbizos were held in the Northern Cape</li> <li>● Umlazi, Dondotha in Richards Bay and Mtambanana in KwaZulu-Natal.</li> </ul>
Child Protection Week	Victims of crime, children and the general public	<ul style="list-style-type: none"> <li>● Child Protection Week was celebrated nationwide through awareness activities aimed at mobilising all spheres of society to promote and protect the well being of children.</li> <li>● 445 000 leaflets and 23 100 posters on children's rights were distributed at these events.</li> </ul>
Crime Prevention	Victims of crime and the general public	<ul style="list-style-type: none"> <li>● The SAPS/Primedia partnership, Crime Line, continued to make a marked difference in crime fighting. As a direct result of anonymous tip-offs from the community, 749 arrests were made since the launch of Crime Line in June 2007. The value of stolen goods, drugs and counterfeit property seized now stands at R28,1 million. Partners who have now come on board include the SABC, DSTV and Jacaranda.</li> <li>● 200 000 ACT Against Crime Together (ACT) booklets containing crime prevention hints were produced and distributed.</li> <li>● Three million crime prevention leaflets were distributed during the festive season campaign.</li> </ul>
National Police Day	Victims of crime and the general public	<p>As approved by Cabinet, National Police Day events took place across South Africa on 27 January 2009. This year the focus was on improving and establishing partnerships. Along with widespread media support to promote partnerships in the fight against crime, 815 events were conducted at police stations countrywide and 217 000 community members attended.</p>

Table 1.3 Service Delivery Access Strategies

Access Strategy	Actual Achievements
<p><b>Upgrading electronic access through the SAPS Website</b></p>	<p>Contact can now be made with the majority of police stations through the SAPS website at <a href="http://www.saps.gov.za">www.saps.gov.za</a> via email. The public can now electronically:</p> <ul style="list-style-type: none"> <li>● Praise the SAPS</li> <li>● Provide information on criminal activities or suspects involved in crime</li> <li>● Enquire on progress in the investigation of a case</li> <li>● Provide information on 419-scams</li> <li>● Provide firearm-related information</li> <li>● Report on child pornography or child abuse</li> <li>● Enquire about clearance certificates</li> <li>● Apply for police civilian recruitment</li> <li>● Lodge general enquiries, comments and suggestions</li> </ul>
<p><b>Upgrading police stations to increase communities' access to services</b></p>	<p>A total of 174 Victim Support Rooms were established at police stations countrywide.</p> <p>The following police stations were upgraded in order to enhance service delivery to the community:</p> <ul style="list-style-type: none"> <li>● Debenek (Eastern Cape)</li> <li>● Ceza (KwaZulu-Natal)</li> <li>● Kagiso (Gauteng)</li> <li>● Paarl East (Western Cape)</li> <li>● Saldanha (Western Cape)</li> </ul>
<p><b>Implementing a full-scale language management service</b></p>	<ul style="list-style-type: none"> <li>● The SAPS as a multilingual organisation can now communicate with the public in any language, South African or foreign, through a centralised translation and interpreting service. This is relevant for -             <ul style="list-style-type: none"> <li>➢ complaints by members of the public and responses to such complaints</li> <li>➢ statements by members of the public</li> <li>➢ information disseminated to the public.</li> </ul> </li> </ul> <p>Internal and external communication were enhanced by means of -</p> <ul style="list-style-type: none"> <li>● a translation, editing and interpreting service             <ul style="list-style-type: none"> <li>➢ The SAPS translated 4 093 pages of text, edited 14 303 pages and checked 3 972 pages during the reporting period. These pertained mainly to letters from and to the public, dockets, training manuals, replies to questions in Parliament, policy documents, the SAPS' annual report, psychometric tests used by the recruitment section, posters, brochures and other marketing material.</li> <li>➢ Seventy-two interpreting sessions were held to provide access to information at disciplinary hearings and work-related events, of which 11 sessions were for languages used outside South Africa such as Bangladesh, Chinese, Ethiopian, Urdu, Arabic, Bengali, Portuguese, Mandarin, Hebrew and Dutch.</li> <li>➢ Twenty-six South African Sign Language interpreting sessions were held to take statements from hearing impaired members of the public, to facilitate communication at Disability Management conferences, Discipline Management, Mother's Day and Father's Day and candle-lighting memorial functions.</li> <li>➢ One hundred and twenty-three pages of tapes and DVDs were transcribed for use in court cases.</li> </ul> </li> <li>● language-related training             <ul style="list-style-type: none"> <li>➢ Seventeen members were trained in SA Sign Language</li> </ul> </li> </ul>

Access Strategy	Actual Achievements
Implementing a full-scale language management service	<ul style="list-style-type: none"> <li>&gt; Seven Business Writing Skills and Report Writing courses were presented for 111 members and two Language Management Open Days on general errors were presented for police officials.</li> <li>&gt; Thirty members were trained in SAPS Journal Correspondence</li> <li>&gt; Thirteen members attended the Spanish Beginners course</li> <li>● an advice centre which deals with daily queries on a wide variety of language matters.                         <ul style="list-style-type: none"> <li>&gt; 571 internal and external verbal enquiries were attended to.</li> </ul> </li> <li>● language development, including the excerpting, translating, coining and standardising of terminology.                         <ul style="list-style-type: none"> <li>&gt; Five thousand and forty-four terms, equivalents and definitions were compiled in this period.</li> <li>&gt; Twelve monthly articles on language matters were compiled and published in the SAPS Journal. These articles are available on the SAPS Website.</li> <li>&gt; An additional 364 pages were written.</li> </ul> </li> </ul> <p>The SAPS provides a mediation service to deal effectively with complaints pertaining to language rights violations and language policy matters.</p> <p>The SAPS collaborated with language units of other departments such as the SABS TC 37 Committees, the Department of Arts and Culture, and the Department of Defence. The Department of Defence was assisted with the setting up of their language unit.</p>
Sector policing	In order to enhance service delivery to the community, sector policing was implemented at 129 stations of the 169 high-contact crime police stations. Sector policing entails initiatives by station commissioners to mobilize the community through practical problem-solving initiatives and/or targeted intervention programmes.

Table 1.4 Complaints mechanism

Complaints Mechanism	Actual Achievements
SAPS Website Complaints Mechanism	Contact can now be made with the majority of police stations through the SAPS website at <a href="http://www.saps.gov.za">www.saps.gov.za</a> via email. The public can now electronically: <ul style="list-style-type: none"> <li>● Complain about SAPS Service Delivery</li> <li>● Complain about corruption in the SAPS or activities relating to fraud</li> <li>● Provide information or complaints concerning missing persons</li> <li>● Most stations in Gauteng for example, have a "Feedback Box" in the Community Service Cencte. Many stations also have, via their CPF, a website that contains a link to provide feedback on the SAPS' service delivery.</li> </ul>
National Complaints Line (0860010111)	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 for the improvement of the police's services.

Table 1.5 Service Information Tool

Types of Information Tools	Actual Achievements
<b>Printed information products and promotional items</b>	An excess of 4 million products were distributed countrywide. Products initiated, written, translated, designed and developed for 2008/2009 included: <ul style="list-style-type: none"> <li>● 120 page crime prevention booklet</li> <li>● Child Protection posters and leaflets</li> <li>● Domestic Violence leaflets</li> <li>● Prevention of Sexual Offences</li> <li>● Victims Charter booklets</li> <li>● ACT Crime Hints leaflets</li> <li>● Drugs leaflets</li> <li>● SAPS School Diaries for high-contact crime precinct scholars</li> <li>● A variety of promotional items</li> </ul>
<b>Monthly salary advices and envelopes for SAPS personnel</b>	Important messages to all SAPS personnel are printed on salary advices and envelopes and reach each employee every month.
<b>Annual SAPS calendar</b>	All members received desk calendars depicting policing objectives and priorities for 2009/2010 and the FIFA World Cup.
<b>Commercial advertising</b>	<ul style="list-style-type: none"> <li>● Adverts addressing SAPS priorities were placed in the Sowetan, Daily Sun and Independent Newspapers.</li> <li>● The ACT Against Crime Together campaign, which forms part of the Government Apex 18 priorities, namely the Anti-Crime Mobilisation Campaign, resulted in advertising on all SABC radio stations and billboards.</li> <li>● Recruitment advertisements were placed in local print media to recruit new members.</li> </ul>
<b>Outside television and radio broadcasts</b>	Police File content produced by SAPS for broadcasting by SABC 2 provided strategic communication support for the following SAPS Priorities: <ul style="list-style-type: none"> <li>● Crimes Against Women and Children</li> <li>● Crime Prevention: Most of the provincial policing successes are highlighted in a special section "Provincial Focus", as well as hints and tips on various issues.</li> <li>● Every week at least six wanted and five missing persons are featured in the programme.</li> <li>● Firearms Control Act firearm licence renewal deadlines and the destruction of firearms.</li> <li>● All successes, initiatives or projects that include police participation, including achievements by the Women's Network and Primedia's Crimeline.</li> <li>● Police killings and the fact that police members are targets for criminals.</li> <li>● Additional footage on all priority issues supplied to ABSA TV and Soweto TV every week.</li> </ul>

Types of Information Tools	Actual Achievements
<p><b>Projects</b></p>	<ul style="list-style-type: none"> <li>● More than 7 000 projects addressing SAPS priorities took place regarding matters such as contact crimes, trio crimes, drugs, firearms, crimes against women and children, tourist safety, border safety, victim support and employee assistance.</li> <li>● SAPS participated in the National Communication Campaign of 16 Days of Activism for no violence against women and children.</li> <li>● A nationwide crime awareness and prevention festive season campaign was launched.</li> <li>● A commemoration day was held at the Union Buildings, Pretoria to commemorate the members that died in the performance of their duties.</li> <li>● Hallelujah Day was held at the Union Buildings, Pretoria to create unity amongst all people.</li> <li>● Africa Aerospace and defence Expo in Ysterplaat, Western Cape.</li> <li>● Targeted Recruitment Campaign: Recruitment at schools and engaged all education provincial subject advisors. SAPS careers were included in student curriculum. Recruitment posters, pamphlets, SAPS career DVDs, career leaflets and advertising were displayed in the media.</li> <li>● Articles published and posters developed on civil claims.</li> <li>● "Angels in Blue" Project in Gauteng for widows and orphans.</li> <li>● Learner Cop Project in Mpumalanga.</li> </ul>
<p><b>SAPS Website</b></p>	<p>The following can be found on the website:</p> <ul style="list-style-type: none"> <li>● SAPS Strategic plan</li> <li>● SAPS Annual Performance Plan</li> <li>● SAPS Annual report</li> <li>● Annual Crime statistics</li> <li>● Information on organisational structures, geographical information and telephone numbers of police stations</li> <li>● Children's corner</li> <li>● Careers and vacant posts</li> <li>● Newsworthy information</li> <li>● Press releases and speeches</li> <li>● SAPS Journal</li> <li>● Crime prevention hints</li> </ul>
<p><b>PoITV</b></p>	<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. PoITV provided strategic communication support for the following SAPS Priorities:</p> <ul style="list-style-type: none"> <li>● Sexual offences and related matters.</li> <li>● ACT, Against Crime Together campaign, educating police officers on how to police the crimes contained in the ACT campaign, and the implication and interpretation of the ACT campaign for police officers.</li> <li>● Support for the programmes focusing on Crimes Against the Youth.</li> </ul>
<p><b>SAPS Bands</b></p>	<p>SAPS Bands provided 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. In excess of 1 000 performances were conducted by provincial bands.</p>
<p><b>SAPS Journal online</b></p>	<p>To allow more access by local and international media and public to police successes, the SAPS Journal online was launched in March 2007. To date, 4.6 million users visited the site. Not less than 40 articles are published on the site per day.</p>
<p><b>SAPS Journal</b></p>	<p>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 on police successes, but articles on community policing, personnel issues and reservists are also covered.</p>



Types of Information Tools	Actual Achievements
<p><b>Exhibitions</b></p>	<ul style="list-style-type: none"> <li>● More than 60 major exhibitions were held. Through these exhibitions millions of members of the public were reached by communicating key messages, crime prevention and awareness information. 12 of the 60 exhibitions were national shows. The SAPS received gold awards at the following shows:                     <ul style="list-style-type: none"> <li>&gt; Bloemfontein Show</li> <li>&gt; Rand Easter Show</li> <li>&gt; Upington Show</li> <li>&gt; Vredendal</li> <li>&gt; Zululand Show</li> <li>&gt; Royal Show</li> <li>&gt; Polokwane</li> <li>&gt; Sasolburg Career show</li> </ul> </li> <li>● Exhibitions were held throughout 2008/2009 at schools, business centres, churches, taxi ranks where focus was placed on the reduction of contact crimes, trio crimes, illegal drugs and substance abuse, firearm safety and responsibility, crimes committed against women and children and the promotion of various careers in the SAPS.</li> <li>● Exhibition displays at major shopping centres during school holidays and peak season periods were successful in providing crime prevention and related information to the community. Exhibitions at the following shopping malls were successful:                     <ul style="list-style-type: none"> <li>&gt; Ratanda Village, Heidelberg</li> <li>&gt; Vaalgate Mall, Vanderbijlpark</li> <li>&gt; Boksburg Mall</li> <li>&gt; Sontanga Mall, Katlehong</li> <li>&gt; Soshanguve</li> <li>&gt; Mamelodi</li> <li>&gt; Bronkhorstspuit</li> <li>&gt; Garankuwa</li> <li>&gt; Jabulani Mall, Soweto</li> <li>&gt; Zambezi Kolonade</li> </ul> </li> </ul>
<p><b>Protocol</b></p>	<p>The SAPS Protocol Section dealt with 100 enquires and provided relevant services at 29 events, including the Interpol Conference on Fugitives, the signing of a MOU between the Minister for Safety and Security and the Ambassador of France, Annual Commemoration Day, and the Annual Prestige Award for Women in the SAPS.</p>
<p><b>SAPS Museums</b></p>	<p>The SAPS Museums showcase the positive aspects and achievements of policing. The focus falls on education and building partnerships.</p>
<p><b>Media Liaison</b></p>	<ul style="list-style-type: none"> <li>● During the period under review more than 7 000 security-related nationally printed media reports were monitored and 3 000 video recordings of SAPS-related events were made for television.</li> <li>● International and Local Media were hosted at security readiness displays for the FIFA Soccer World Cup 2010.</li> <li>● Media activities gave rise to 156 TV interviews, 12 050 radio interviews and 9 638 media releases nationwide.</li> <li>● Solving It (SABC 3) depicted forensic successes and received a Golden Horn Award (has 3 million viewers). It is also used during SAPS training.</li> <li>● Interrogation Room (SABC 2) – 1.3 million viewers.</li> </ul>
<p><b>Internal Communication</b></p>	<ul style="list-style-type: none"> <li>● A "Policing Booklet Box" concept was distributed to all SAPS staff through the salary envelope. Booklets on how to improve service delivery in various areas are now distributed to members, for example, booklets on the policing of victims' rights and sexual offences.</li> <li>● SMS Messages were sent by Management to employees during the festive season and National Police Day internally to 120 000 users.</li> <li>● Developing a guideline document to facilitate internal communication in the SAPS.</li> <li>● Developing a service charter for Communication and Liaison Services.</li> </ul>



## 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 2008 to 31 March 2009

Programme	Total Expenditure (R'000)	Compensation of Employees (R'000)	Training Expenditure (R'000)	Compensation of Employees as % of Total Expenditure	Average Compensation of Employees Cost per Employee (R'000)	Employment
Administration	13,958,877	7,851,566	939,203	18.9	238	32928
Visible Policing	17,095,597	12,986,076	0	31.3	135	96095
Detective Service	6,786,741	5,141,365	0	12.4	167	30753
Crime Intelligence	1,440,204	1,193,597	0	2.9	167	7142
Protection & Security Services	2,210,890	1,873,624	0	4.5	118	15836
<b>Total</b>	<b>41,492,309</b>	<b>29,046,228</b>	<b>939,203</b>	<b>70.0</b>	<b>159</b>	<b>182754</b>

Table 2.2 Personnel costs by salary band, 1 April 2008 to 31 March 2009

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)	215,988	0.7	16	13261
Skilled (Levels 3-5)	8,566,049	29.5	102	84178
Highly skilled production (Levels 6-8)	15,129,425	52.1	196	77335
Highly skilled supervision (Levels 9-12)	4,632,222	15.9	631	7336
Senior management (Levels 13-16)	502,544	1.7	780	644
<b>Total</b>	<b>29,046,228</b>	<b>100</b>	<b>159</b>	<b>182754</b>

The following tables provide a summary per programme (Table 2.3) and salary band (Table 2.4), of expenditure incurred as a result of salaries, overtime, home owners 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 2008 to 31 March 2009

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	3,412,157	11.7	27,880	0.1	167,439	0.6	729,177	2.5	7,851,566
Visible Policing	9,179,958	31.6	164,367	0.6	447,410	1.5	1,703,106	5.9	12,986,076
Detective Service	3,710,188	12.8	65,461	0.2	159,746	0.5	571,066	2.0	5,141,365
Crime Intelligence	867,354	3.0	11,295	0	34,900	0.1	133,818	0.5	1,193,597
Protection & Security Services	1,310,332	4.5	67,741	0.2	75,198	0.3	281,654	1.0	1,873,624
<b>Total</b>	<b>18,479,989</b>	<b>63.6</b>	<b>336,744</b>	<b>1.2</b>	<b>884,693</b>	<b>3.0</b>	<b>3,418,821</b>	<b>11.8</b>	<b>29,046,228</b>

Table 2.4 Salaries, overtime, home owners allowance and medical assistance by salary band, 1 April 2008 to 31 March 2009

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)	115,988	0.4	891	0	23,279	0.1	259,778	0.9	215,988
Skilled (Levels 3-5)	5,445,868	18.7	101,307	0.3	440,580	1.5	1,631,426	5.6	8,566,049
Highly skilled production (Levels 6-8)	9,869,114	34.0	191,814	0.7	360,315	1.2	1,273,124	4.4	15,129,425
Highly skilled supervision (Levels 9-12)	2,886,685	9.9	42,732	0.1	59,525	0.2	243,285	0.8	4,632,222
Senior management (Levels 13-16)	162,334	0.6	0	0	994	0	11,208	0	502,544
<b>Total</b>	<b>18,479,989</b>	<b>63.6</b>	<b>336,744</b>	<b>1.2</b>	<b>884,693</b>	<b>3.0</b>	<b>3,418,821</b>	<b>11.8</b>	<b>29,046,228</b>

### 3. Employment and Vacancies

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

Table 3.1 *Employment and vacancies by programme at end of period, 1 April 2008 to 31 March 2009*

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate (%)	*Number of Posts Filled Additional to the Establishment
Administration	33138	32928	0.6	0
Visible Policing	96226	96095	0.1	0
Detective Service	30772	30753	0.1	0
Crime Intelligence	7162	7142	0.3	0
Protection & Security Services	15882	15836	0.3	0
<b>Total</b>	<b>183180</b>	<b>182754</b>	<b>0.2</b>	<b>0</b>

\*Note: The SAPS has a growing establishment, with set targets in its HR Plan, which accommodate growth up to the 2011/2012 financial year, in accordance with the MTEF for SAPS.

Table 3.2 *Employment and vacancies by salary band at end of period, 1 April 2008 to 31 March 2009*

Salary Bands	Number of Posts	Number of Posts Filled	Vacancy Rate (%)	*Number of Posts Filled Additional to the Establishment
Lower skilled (Levels 1-2)	13267	13261	0	0
Skilled (Levels 3-5)	84222	84178	0.1	0
Highly skilled production (Levels 6-8)	77534	77335	0.3	0
Highly skilled supervision (Levels 9-12)	7451	7336	1.5	0
Senior management (Levels 13-16)	706	644	8.8	0
<b>Total</b>	<b>183180</b>	<b>182754</b>	<b>0.2</b>	<b>0</b>

\*Note: The SAPS has a growing establishment, with set targets in its HR Plan, which accommodate growth up to the 2011/2012 financial year, in accordance with the MTEF for SAPS.

Table 3.3 Employment and vacancies by critical occupation, 1 April 2008 to 31 March 2009

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate (%)	*Number of Posts Filled Additional to the Establishment
Aircraft pilots & related associate professionals	53	42	20.8	0
Architects town and traffic planners	9	8	11.1	0
Chemists	681	654	4.0	0
Engineers and related professionals	133	125	6.0	0
General legal administration & related professionals	197	189	4.1	0
Natural sciences related	8	8	0	0
Police	134676	134545	0.1	0
Psychologists and vocational counsellors	163	140	14.1	0
<b>Total</b>	<b>135920</b>	<b>135711</b>	<b>0.2</b>	<b>0</b>

*\*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 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.



Table 4.1 Job evaluation, 1 April 2008 to 31 March 2009

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)	13267	0	0	0	0	0	0
Skilled (Levels 3-5)	84222	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	77534	10	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	7451	753	10.1	0	0	0	0
Senior management (Levels 13-16)	706	19	2.7	0	0	0	0
<b>Total</b>	<b>183180</b>	<b>782</b>	<b>0.4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Table 4.2 Profile of employees whose positions were upgraded due to their posts being upgraded, 1 April 2008 to 31 March 2009

None

Table 4.3 Employees whose salary level exceed the grade determined by job evaluation, 1 April 2008 to 31 March 2009 [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 2008 to 31 March 2009 [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 band (Table 5.1) and by critical occupation (Table 5.2).

Table 5.1 Annual turnover rates by salary band, 1 April 2008 to 31 March 2009

Salary Bands	*Employment at Beginning of Period (April 2008)	Recruitments	Terminations	Turnover Rate (%)
Lower skilled (Levels 1-2)	2773	10626	138	5.0
Skilled (Levels 3-5)	81545	3728	1095	1.3
Highly skilled production (Levels 6-8)	78731	224	1620	2.1
Highly skilled supervision (Levels 9-12)	7735	28	427	5.5
Senior management (Levels 13-16)	669	5	30	4.5
<b>Total</b>	<b>171453</b>	<b>14611</b>	<b>3310</b>	<b>1.9</b>

\*Note: Employment at the end of the previous period, as reported in the department's Annual Report for 2007/2008, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2008/2009 with a salary effective date prior to 31 March 2008. Significant movements between salary levels are effected as a result of in-year promotions and salary level progressions (Recruits).

Table 5.2 Annual turnover rates by critical occupation, 1 April 2008 to 31 March 2009

Critical Occupations	*Employment at Beginning of Period (April 2008)	Recruitments	Terminations	Turnover Rate (%)
Aircraft pilots & related associate professionals	48	1	7	14.6
Architects town and traffic planners	8	0	0	0
Chemists	540	126	12	2.2
Engineers and related professionals	129	1	5	3.9
General legal administration & related professionals	191	0	2	1.0
Natural sciences related	9	0	1	11.1
Police	126074	10462	1991	1.6
Psychologists and vocational counsellors	140	12	12	8.6
<b>Total</b>	<b>127139</b>	<b>10602</b>	<b>2030</b>	<b>1.6</b>

\*Note: Employment at the end of the previous period, as reported in the department's Annual Report for 2007/2008, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2008/2009 with a salary effective date prior to 31 March 2008. Significant movements between salary levels are effected as a result of in-year promotions and salary level progressions (Recruits).

Table 5.3 Reasons why staff are leaving the department, 1 April 2008 to 31 March 2009

Termination Types	Number	% of Total Resignations	% of Total Employment	Total	Total Employment
Death	336	10.2	0.2	3310	182754
Resignation	1680	50.8	0.9	3310	182754
Expiry of contract	106	3.2	0.1	3310	182754
Discharged due to ill health	323	9.8	0.2	3310	182754
Dismissal-misconduct	48	1.5	0	3310	182754
Retirement	794	24.0	0.4	3310	182754
Other	23	0.7	0	3310	182754
<b>Total</b>	<b>3310</b>	<b>100</b>	<b>1.8</b>	<b>3310</b>	<b>182754</b>

Table 5.4 Promotions by critical occupation, 1 April 2008 to 31 March 2009

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	42	0	0
Architects town and traffic planners	8	0	0
Chemists	654	55	8.4
Engineers and related professionals	125	13	10.4
General legal administration & related professionals	189	10	5.3
Natural sciences related	8	0	0
Police	134545	4170	3.1
Psychologists and vocational counsellors	140	8	5.7
<b>Total</b>	<b>135711</b>	<b>4256</b>	<b>3.1</b>

Table 5.5 Promotions by salary band, 1 April 2008 to 31 March 2009

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)	13261	131	1.0
Skilled (Levels 3-5)	84178	3306	3.9
Highly skilled production (Levels 6-8)	77335	5375	7.0
Highly skilled supervision (Levels 9-12)	7336	611	8.3
Senior management (Levels 13-16)	644	17	2.6
<b>Total</b>	<b>182754</b>	<b>9440</b>	<b>5.2</b>

## 6. Employment Equity

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

*Table 6.1 Total number of employees (incl. employees with disabilities) in each of the following occupational categories as on 31 March 2009*

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	177	31	28	236	137	45	4	4	53	32	458
Professionals	2444	371	263	3078	1653	1618	310	184	2112	1713	8556
Clerks	6164	919	300	7383	604	13879	2791	773	17443	5302	30732
Service and sales workers	81565	11084	3048	95697	12448	21033	2985	483	24501	3137	135783
Craft and related trades workers	398	75	45	518	309	21	0	0	21	6	854
Plant and machine operators and assemblers	136	8	3	147	5	2	0	0	2	0	154
Elementary occupations	3119	508	25	3652	51	1927	353	4	2284	49	6036
Other, Permanent	61	10	4	75	9	74	6	9	89	8	181
<b>Total</b>	<b>94064</b>	<b>13006</b>	<b>3716</b>	<b>110786</b>	<b>15216</b>	<b>38599</b>	<b>6449</b>	<b>1457</b>	<b>46505</b>	<b>10247</b>	<b>182754</b>

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	420	66	20	506	313	105	29	8	142	156	1117



Table 6.2 Total number of employees in each of the following occupational bands as on 31 March 2009

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	3	4	0	0	4	1	27
Senior management	246	42	34	322	158	76	7	8	91	45	616
Professionally qualified and experienced	4931	907	692	6530	3725	1813	324	171	2308	1578	14141
Skilled technical and academically qualified	39802	5103	2085	46990	9743	6242	1308	660	8210	6098	71041
Semi-skilled and discretionary decision making	32255	5224	730	38209	1423	22476	4012	577	27065	2417	69114
Unskilled and defined decision making	1251	273	20	1544	66	1098	237	19	1354	75	3039
Other occupational bands (e.g. contract: semi- & unskilled)	15564	1455	153	17172	98	6890	561	22	7473	33	24776
<b>Total</b>	<b>94064</b>	<b>13006</b>	<b>3716</b>	<b>110786</b>	<b>15216</b>	<b>38599</b>	<b>6449</b>	<b>1457</b>	<b>46505</b>	<b>10247</b>	<b>182754</b>

Table 6.3 Recruitment for the period 1 April 2008 to 31 March 2009

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	1	0	0	1	1	2	0	0	2	0	4
Professionally qualified and experienced	9	1	0	10	3	9	0	0	9	6	28
Skilled technical and academically qualified	72	1	6	79	27	84	9	7	100	18	224
Semi-skilled and discretionary decision making	1172	101	79	1352	59	1938	217	77	2232	82	3725
Unskilled and defined decision making	95	18	4	117	5	105	11	1	117	5	244
Other occupational bands (e.g. contract: semi- & unskilled)	6808	653	73	7534	40	2593	203	9	2805	6	10385
<b>Total</b>	<b>8158</b>	<b>774</b>	<b>162</b>	<b>9094</b>	<b>135</b>	<b>4731</b>	<b>440</b>	<b>94</b>	<b>5265</b>	<b>117</b>	<b>14611</b>

Table 6.4 Progression to another salary notch for the period 1 April 2008 to 31 March 2009

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	0	0	0	0	0	0	0
Senior management	106	17	9	132	25	51	4	3	58	14	229
Professionally qualified and experienced	2234	317	124	2675	339	1193	185	51	1429	298	4741
Skilled technical and academically qualified	3419	707	228	4354	597	2353	582	330	3265	3402	11618
Semi-skilled and discretionary decision making	10080	1872	241	12193	549	11312	2420	439	14171	1860	28773
Unskilled and defined decision making	965	220	12	1197	39	878	200	5	1083	46	2365
Other occupational bands (e.g. contract: semi- & unskilled)	18702	1463	164	20329	99	8294	577	29	8900	39	29367
<b>Total</b>	<b>35506</b>	<b>4596</b>	<b>778</b>	<b>40880</b>	<b>1648</b>	<b>24081</b>	<b>3968</b>	<b>857</b>	<b>28906</b>	<b>5659</b>	<b>77093</b>

Table 6.5 Terminations for the period 1 April 2008 to 31 March 2009

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	3	0	0	3	0	0	0	1	1	0	4
Senior management	10	1	2	13	12	1	0	0	1	0	26
Professionally qualified and experienced	109	26	8	143	205	13	5	3	21	58	427
Skilled technical and academically qualified	729	90	34	853	433	78	10	6	94	240	1620
Semi-skilled and discretionary decision making	418	73	15	506	70	312	58	14	384	89	1049
Unskilled and defined decision making	20	11	0	31	4	8	6	1	15	2	52
Other occupational bands (e.g. contract: semi- & unskilled)	80	16	2	98	2	25	6	0	31	1	132
<b>Total</b>	<b>1369</b>	<b>217</b>	<b>61</b>	<b>1647</b>	<b>726</b>	<b>437</b>	<b>85</b>	<b>25</b>	<b>547</b>	<b>390</b>	<b>3310</b>

Table 6.6 Disciplinary actions for the period 1 April 2008 to 31 March 2009

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	79	31	1	111	12	1	2	0	3	0	126
Demotion	1	0	0	1	1	0	0	0	0	0	2
Dismissal	274	37	3	314	31	15	2	0	17	4	366
Final written warning	111	39	1	151	19	11	8	0	19	2	191
Fine	417	155	9	581	59	8	5	1	14	4	658
Suspended dismissal	253	124	5	382	49	55	12	1	68	8	507
Case withdrawn	292	52	14	358	65	11	3	1	15	8	446
Not guilty	579	105	9	693	99	30	12	2	44	13	849
Suspended without payment	9	4	0	13	0	1	0	0	1	1	15
Verbal warning	33	9	0	42	6	2	1	0	3	1	52
Written warning	170	45	5	220	30	6	6	1	13	4	267
Postponement of sanction	107	11	1	119	22	4	0	1	5	1	147
<b>Total</b>	<b>2325</b>	<b>612</b>	<b>48</b>	<b>2985</b>	<b>393</b>	<b>144</b>	<b>51</b>	<b>7</b>	<b>202</b>	<b>45</b>	<b>3626</b>

Table 6.7 Skills development for the period 1 April 2008 to 31 March 2009

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	183	51	18	252	66	119	34	14	167	40	525
Professionals	6090	979	176	7245	1276	2667	417	57	3141	519	12181
Clerks	2527	589	100	3216	445	3170	727	118	4015	788	8464
Service and sales workers	79375	12550	4964	96889	12109	30567	4726	734	36027	3365	148390
Craft and related trades workers	139	12	2	153	34	31	4	0	35	9	231
Plant and machine operators and assemblers	256	28	24	308	135	88	12	7	107	52	602
Elementary occupations	761	399	29	1189	210	487	231	19	737	125	2261
Other, Permanent	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>89331</b>	<b>14608</b>	<b>5313</b>	<b>109252</b>	<b>14275</b>	<b>37129</b>	<b>6151</b>	<b>949</b>	<b>44229</b>	<b>4898</b>	<b>172654</b>

## 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 2008 to 31 March 2009

Demographics	*Number of Beneficiaries	Total Employment	% of Total within Group	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	7394	38599	19.2	38,448	5,200
African, Male	17305	94064	18.4	105,352	6,089
Asian, Female	476	1457	32.7	3,162	6,644
Asian, Male	1003	3716	27.0	7,472	7,453
Coloured, Female	1702	6449	26.4	8,666	5,091
Coloured, Male	2973	13006	22.9	17,405	5,855
Total Blacks, Female	9572	46505	20.6	50,276	5,252
Total Blacks, Male	21281	110786	19.2	130,229	6,121
White, Female	3997	10247	39.0	26,424	6,612
White, Male	4753	15216	31.2	35,870	7,550
<b>Total</b>	<b>39603</b>	<b>182754</b>	<b>21.7</b>	<b>242,799</b>	<b>6,132</b>

\*Note: Performance Rewards paid in the 2008/2009 financial year were for services rendered in the 2007/2008 financial year.

Table 7.2 Performance rewards by salary bands for personnel below senior management, 1 April 2008 to 31 March 2009

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)	733	13261	5.5	2,820	3,847
Skilled (Levels 3-5)	14642	84178	17.4	65,608	4,481
Highly skilled production (Levels 6-8)	19854	77335	25.7	128,696	6,482
Highly skilled supervision (Levels 9-12)	4167	7336	56.8	39,063	9,374
<b>Total</b>	<b>39396</b>	<b>182110</b>	<b>21.6</b>	<b>236,187</b>	<b>5,995</b>

\*Note: Performance Rewards paid in the 2008/2009 financial year were for services rendered in the 2007/2008 financial year. The classification of beneficiaries were done in accordance with the salary band profile of employees as at 31 March 2009.

Table 7.3 Performance rewards by critical occupation

Critical Occupations	Number of Beneficiaries	Total Employment	% of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Aircraft pilots & related associate professionals	8	42	19.0	94	11,750
Architects town and traffic planners	1	8	12.5	8	8,000
Chemists	91	654	13.9	722	7,934
Engineers and related professionals	17	125	13.6	116	6,824
General legal administration & related professionals	52	189	27.5	601	11,558
Natural sciences related	4	8	50.0	95	23,750
Police	26823	134545	19.9	168,935	6,298
Psychologists and vocational counsellors	37	140	26.4	249	6,730
<b>Total</b>	<b>27033</b>	<b>135711</b>	<b>19.9</b>	<b>170,820</b>	<b>6,319</b>

Table 7.4 Performance rewards by salary band for senior management, 1 April 2008 to 31 March 2009

SMS Band	*Number of Beneficiaries	Total Employment	% of Total per Band and Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Band A	148	503	29.4	4,334	29,284
Band B	44	114	38.6	1,586	36,045
Band C	15	24	62.5	692	46,133
Band D	0	1	0	0	0
Minister and Deputy Minister	0	2	0	0	0
<b>Total</b>	<b>207</b>	<b>644</b>	<b>32.1</b>	<b>6,612</b>	<b>31,942</b>

\*Note: Performance Rewards paid in the 2008/2009 financial year were for services rendered in the 2007/2008 financial year.

## 8. Foreign Workers

The Department did not employ any foreign workers for the period 1 April 2008 to 31 March 2009.

## 9. 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 9.1 Sick leave for 1 January 2008 to 31 December 2008

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)	19801	87.5	2229	2.1	9	3,401	108580	17331
Skilled (Levels 3-5)	378565	90	47321	43.6	8	101,578	108580	340639
Highly skilled production (Levels 6-8)	441198	92.8	49853	45.9	9	219,191	108580	409299
Highly skilled supervision (Levels 9-12)	72029	92.3	8825	8.1	8	57,635	108580	66473
Senior management (Levels 13-16)	2608	94.3	352	0.3	7	5,906	108580	2459
<b>Total</b>	<b>914201</b>	<b>91.5</b>	<b>108580</b>	<b>100</b>	<b>8</b>	<b>387,711</b>	<b>108580</b>	<b>836201</b>

Table 9.2 Incapacity leave (temporary and permanent) for 1 January 2008 to 31 December 2008

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)	5673	98.9	145	2.3	39	1,451	5612	6392
Skilled (Levels 3-5)	52223	100	1669	26.1	31	13,493	52198	6392
Highly skilled production (Levels 6-8)	204532	100	3931	61.5	52	103,466	204448	6392
Highly skilled supervision (Levels 9-12)	34755	99.9	628	9.8	55	27,687	34714	6392
Senior management (Levels 13-16)	1136	100	19	0.3	60	2,594	1136	6392
<b>Total</b>	<b>298319</b>	<b>99.9</b>	<b>6392</b>	<b>100</b>	<b>47</b>	<b>148,691</b>	<b>298108</b>	<b>6392</b>

Table 9.3 Annual Leave for 1 January 2008 to 31 December 2008

Salary Bands	Total Days Taken	Average Days per Employee	Number of Employees who took leave
Lower skilled (Levels 1-2)	58199	21	2826
Skilled (Levels 3-5)	1131831	20	57566
Highly skilled production (Levels 6-8)	1700986	24	69447
Highly skilled supervision (Levels 9-12)	361196	25	14216
Senior management (Levels 13-16)	16434	25	656
<b>Total</b>	<b>3268646</b>	<b>23</b>	<b>144711</b>

Table 9.4 Capped Leave for 1 January 2008 to 31 December 2008

	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 2008
Lower skilled (Levels 1-2)	79	5	15	4024
Skilled (Levels 3-5)	4404	6	743	303592
Highly skilled production (Levels 6-8)	51087	9	5958	5129975
Highly skilled supervision (Levels 9-12)	12502	9	1345	1358456
Senior management (Levels 13-16)	359	7	55	73613
<b>Total</b>	<b>68431</b>	<b>8</b>	<b>8116</b>	<b>6869660</b>

## 10. HIV/AIDS and Health Promotion Programmes

Table 10.1 Steps taken to reduce the risk of occupational exposure

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 10.2 Details of Health Promotion and HIV/AIDS 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		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 N C Nomoyi The Head: Employee Assistance Services  Tel: 012 - 393 5469 Fax: 012 - 393 5162 E-mail: nomoyic@saps.org.za
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 R7 million was allocated to 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 delivers these services of which 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: <ul style="list-style-type: none"> <li>● Deputy National Commissioner Stander as the chairperson</li> <li>● Divisional Commissioner: Training</li> <li>● Divisional Commissioner: Legal Services</li> <li>● Divisional Commissioner: Personnel Services</li> <li>● Divisional Commissioner: Career Management</li> </ul> Other key stakeholders (Organizational Labour, Polmed, Qualsa, Health Risk Manager). 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 SAPS HIV/AIDS five year Strategic Plan 2007-2010 was approved and circulated.
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.

Question	Yes	No	Details, if Yes
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 personnel is making use of the VCT program.</p> <p>The SAPS implemented VCT-on-site at the different work stations in all the provinces. The counseling 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.</p> <p>The 4 mobile Wellness-on-Wheels vehicles are being utilized for VCT as well as for other medical testing in the more remote areas. Another 6 vehicles were procured and the process of adapting the vehicles as VCT stations are in process.</p> <p>Employees are also being encouraged to utilize outside facilities to get to know their status. Partnerships were formed with POLMED, Qualsa and the Health Risk Manager encouraging employees to register on the Disease Management Program for the full benefit of the program. GEMS is providing services to the Public Service Act employees.</p> <p>Furthermore, the department is providing care and support by means of conducting Wellness Support groups and employees are responding positively to this endeavor. The department also embarked on training senior managers as peer educators. One of the motivational factors of this initiative is for them to motivate employees to actively participate in the department's VCT program.</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>

## 11. Labour Relations

Table 11.1 Collective agreements, 1 April 2008 to 31 March 2009

Number	Name of agreement	Date signed
1/2008	Amendments to the SSSBC Constitution	28 January 2008
3/2008	Amendments to the SSSBC Constitution	6 November 2008

Table 11.2 *Misconduct and disciplinary hearings finalised, 1 April 2008 to 31 March 2009*

Outcome of Disciplinary Hearings	Number	% of Total
Correctional counseling	126	3.6
Demotion	2	0.1
Dismissal	366	10.5
Final written warning	191	5.5
Fine	658	18.9
Suspended dismissal	507	14.6
Case withdrawn	446	12.8
Not guilty	849	24.4
Suspended without payment	15	0.4
Verbal warning	52	1.5
Written warning	267	7.7
<b>Total</b>	<b>3479</b>	<b>100</b>

Table 11.3 *Types of misconduct addressed, 1 April 2008 to 31 March 2009*

Regulation 20	Nature	Number Persons Found Guilty	% of Total
(a)	Fails to comply with, or contravenes an Act, regulation or legal obligation.	161	8.6
(b)	Wilfully or negligently mismanages the finances of the State.	12	0.6
(c)	Without permission possesses or uses the property of the State, another employee or a visitor.	51	2.7
(d)	Intentionally or negligently damages and or causes loss of State property.	78	4.1
(e)	Endangers the lives of others by disregarding safety rules or regulations.	5	0.3
(f)	Prejudices the administration, discipline or efficiency of a department, office or institution of the State.	77	4.1
(g)	Misuses his or her position in the Service to promote or to prejudice the interest of any political party.	3	0.2
(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.	2	0.1
(i)	Fails to carry out a lawful order or routine instruction without just or reasonable cause.	139	7.4
(j)	Absents himself or herself from work without reason or permission.	244	13.0
(k)	Commits an act of sexual harassment.	7	0.4
(l)	Unfairly discriminates against others on the basis of race, gender, disability, sexuality or other grounds prohibited by the Constitution.	8	0.4
(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.	2	0.1

Regulation 20	Nature	Number Persons Found Guilty	% of Total
(n)	Without authorisation, sleeps on duty.	7	0.4
(o)	While on duty, is under the influence of an intoxicating, illegal, unauthorised, habit-forming drugs, including alcohol.	125	6.6
(p)	While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	47	2.5
(q)	Contravenes any prescribed Code of Conduct for the Service or the Public Service, whichever may be applicable to him or her.	36	1.9
(r)	Incites other employees to unlawful conduct or conduct in conflict with accepted procedure.	0	0
(s)	Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	33	1.8
(t)	Intimidates or victimises other employees.	4	0.2
(u)	Prevent other employees from belonging to any trade union.	0	0
(v)	Operates any money lending scheme for employees during working hours or from the premises of the Service.	0	0
(w)	Gives a false statement or evidence in the execution of his or her duties.	4	0.2
(x)	Falsifies records or any other documentation.	9	0.5
(y)	Participates in any unlawful labour or industrial action.	1	0.1
(z)	Commits a common law or statutory offence.	826	43.9
<b>Total</b>		<b>1881</b>	<b>100</b>

Table 11.4 Grievances lodged for the period 1 April 2008 to 31 March 2009

Grievances Addressed	Number	% of Total
Not resolved	418	26
Resolved	1189	74
<b>Total</b>	<b>1607</b>	<b>100</b>

Table 11.5 Disputes lodged with Councils for the period 1 April 2008 to 31 March 2009

Disputes Lodged	Number	% of total
SSSBC	603	90
PSCBC	65	10
<b>Total</b>	<b>668</b>	<b>100</b>

Table 11.6 Strike actions for the period 1 April 2008 to 31 March 2009

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 11.7 Precautionary suspensions for the period 1 April 2008 to 31 March 2009

Precautionary Suspensions	Totals/Amount
Number of people suspended	650
Number of people whose suspension exceeded 30 days	42
Average number of days suspended	86
Cost (R'000) of suspensions	5,417

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

## 12. Skills Development

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

Table 12.1 Training needs identified, 1 April 2008 to 31 March 2009

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other Short Courses	Other forms of Training	Total
Legislators, senior officials and managers	Female	85	0	373	0	373
	Male	373	0	450	0	450
Professionals	Female	3825	94	3921	0	4015
	Male	4731	112	9395	0	9507
Clerks	Female	22745	0	5139	0	5139
	Male	7987	0	3993	0	3993
Service and sales workers	Female	27638	0	48750	0	48750
	Male	108145	0	129140	0	129140
Craft and related trades workers	Female	27	0	45	0	45
	Male	827	0	202	0	202
Plant and machine operators and assemblers	Female	2	0	164	0	164
	Male	152	0	471	0	471
Elementary occupations	Female	2333	0	934	0	934
	Male	3703	0	1478	0	1478
Other, Permanent	Female	97	0	0	0	0
	Male	84	0	0	0	0
Gender sub totals	Female	56752	94	59326	0	59420
	Male	126002	112	145129	0	145241
<b>Total</b>		<b>182754</b>	<b>206</b>	<b>204455</b>	<b>0</b>	<b>204661</b>

Table 12.2 Training provided, 1 April 2008 to 31 March 2009

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other Short Courses	Other forms of Training	Total
Legislators, senior officials and managers	Female	85	0	207	0	207
	Male	373	0	318	0	318
Professionals	Female	3825	94	3566	0	3660
	Male	4731	112	8409	0	8521
Clerks	Female	22745	0	4803	0	4803
	Male	7987	0	3661	0	3661
Service and sales workers	Female	27638	0	39392	0	39392
	Male	108145	0	108998	0	108998
Craft and related trades workers	Female	27	0	44	0	44
	Male	827	0	187	0	187
Plant and machine operators and assemblers	Female	2	0	159	0	159
	Male	152	0	443	0	443
Elementary occupations	Female	2333	0	862	0	862
	Male	3703	0	1399	0	1399
Other, Permanent	Female	97	0	0	0	0
	Male	84	0	0	0	0
Gender sub totals	Female	56752	94	49033	0	49127
	Male	126002	112	123415	0	123527
<b>Total</b>		<b>182754</b>	<b>206</b>	<b>172448</b>	<b>0</b>	<b>172654</b>

### 13. Injury On Duty

The following table provides basic information on injury on duty.

Table 13.1 Injury on duty reported, 1 April 2008 to 31 March 2009

Nature of injury on duty	Number	% of total
Required medical attention with no temporary disablement	9594	61.5
Required medical attention with temporary disablement	5375	34.4
Permanent disablement	524	3.4
Fatal	110	0.7
<b>Total</b>	<b>15603</b>	<b>100</b>

### 14. Utilization of Consultants

See page 191 which refers to goods and services, of which "consultants, contractors and agencies/outsourced services" is a sub-classification.