

Human Resources Management

1 Service Delivery

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

Table 1.1: Main Service for Service Delivery Improvement Standards

Main Service	Actual / potential customers	Standard of service (The SAPS set the following standards)	Actual achievements in relation to set standards
Preventing crime Combating crime Investigating crime Maintaining public order Protecting and securing the inhabitants of the Republic and their property Upholding and enforcing the law Performing administrative duties	<p>Every individual, group or government department affected by crime and violence.</p> <p>Services include those the SAPS are compelled to render in terms of existing legislation and its mandate as derived from the following Acts:</p> <ul style="list-style-type: none"> • The South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, 2008 (Act No. 57 of 2008) • The Criminal Procedure Act, 1977 (Act No. 51 of 1977) • The Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002 (Act No. 70 of 2002) • The National Strategic Intelligence Act, 1994 (Act No. 39 of 1994) • The Domestic Violence Act, 1998 (Act No. 116 of 1998) • The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) 	<p>Initiatives established at the 169 high-contact crime stations and other priority stations</p>	<ul style="list-style-type: none"> • 183 arrests were made from 1 April 2009 to 31 March 2010 as a result of the partnership between the SAPS and the Primedia Group, which was established in 2007 to encourage the community to blow the whistle on crime by reporting it anonymously. • The partnership with Business against Crime South Africa, one of the key partners of the SAPS in the fight against crime, 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. • The National Community Police Board (NCPB) continued with initiatives to support the objectives of CPF's. 1 114 functioning Community Policing Forums had been established at the 1 116 police stations, including the 169 high-contact crime stations. • The number of Victim Support Rooms (VSRs) in the SAPS increased from 785 in 2008/09 to 806 in 2009/10.

Main Service	Actual / potential customers	Standard of service (The SAPS set the following standards)	Actual achievements in relation to set standards
Preventing crime Combating crime Investigating crime Maintaining public order Protecting and securing the inhabitants of the Republic and their property Upholding and enforcing the law Performing administrative duties	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"> The South African Police Service Act, 1995 (Act No. 68 of 1995) as amended by the South African Police Service Amendment Act, 2008 (Act No. 57 of 2008) The Criminal Procedure Act, 1977 (Act No. 51 of 1977) The Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002 (Act No. 70 of 2002) The National Strategic Intelligence Act, 1994 (Act No. 39 of 1994) The Domestic Violence Act, 1998 (Act No. 116 of 1998) The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) 	Actions undertaken at the 169 high-contact crime stations and other priority stations Recovery of stolen/lost firearms: 85% Recovery of stolen/robbed vehicles: 46% Percentage of all serious crime in respect of: Charges to court: 33% Detection rate: 43% Conviction rate: 15% Percentage of commercial crime charges in respect of: Charges to court: 25% Detection rate: 37% Conviction rate: 35% Percentage of charges to court for sexual offences against Women: 40% Children: 30% Detection rate for sexual offences against Women: 42% Children: 40%	52 233 roadblocks (42 601 roadblocks in 2008/09), 1 542 031 stop-and-search operations (1 006 186 in 2008/09) and various other actions led to 1 361 504 arrests. 44% (596 447) of these arrests were made within the boundaries of the 169 high-contact crime police stations. To address the proliferation of firearms, a total of 21 268 firearms and 295 085 rounds of ammunition were recovered during day-to-day activities and special operations. 7 376 stolen/lost firearms whose serial numbers could be linked to firearm owners in South Africa were recovered. 46% (38 028) vehicles recovered relative to 82 661 vehicles stolen/robbed. 37.08% 46.16% 30.36% 23.79% 36.55% 46.28% 56.81% 51.57% 71.92% 66.27%

Table 1.2: Consultation arrangements with clients

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

Types of arrangement	Clients	Actual achievements
Awareness campaigns	General public, including children, youth and vulnerable groups	Various awareness campaigns were conducted in communities, giving attention to the specific needs regarding crimes prevalent in their area such as gender-based violence, the reduction of violent crimes, drug awareness, and promotion of community involvement in crime prevention.

Types of arrangement	Clients	Actual achievements
Rural Safety	Rural community	The rural safety strategy was developed in conjunction with other stakeholders, namely the SANDF, the Agricultural Unions, and the Department of Agriculture and Land Affairs. The aim of the strategy is to address rural safety as part of an integrated and holistic day-to-day crime prevention approach. The strategy is based on the principles of sector policing, which addresses the needs of the entire rural community, including the farming community.
School Safety	School going children	Guidelines for "School-based crime prevention" were developed for police officials who are involved in youth crime prevention and safer school programmes. A pilot programme was implemented with the aim to demonstrate how for example sports can be used as a tool to engage with learners and build positive relationships between the police and the learners.
Crime Prevention	Victims of crime and the general public	The SAPS/Primedia partnership, Crime Line, continued to make a difference in crime fighting. 183 arrests were made from 1 April 2009 to 31 March 2010 as a result of this partnership. Crime Stop is a SAPS call centre collecting information/intelligence on criminal activity from the public. From 1 April 2009 to 31 March 2010, 299 positive cases led to 392 arrests.
Firearms Control	Businesses dealing in firearms and the general public	Various pamphlets, posters, banners, brochures and promotional items were distributed countrywide to promote and address aspects of the Firearms Control legislation. Radio talks, television, presentations and printed media were used to advise the community on the procedures regarding the amnesty, licencing of firearms, and applications for competency certificates. Open days in conjunction with external role players such as Gun Free South Africa were held in Gauteng Province to create awareness amongst children on gun violence.

Table 1.3: Service Delivery Access Strategies

Strategy	Access
Upgrading and building of police stations to increase communities' access to services (including the disabled)	It is of utmost importance that all members of the community have access to services delivered by the SAPS. In building/upgrading police stations the needs of the disabled are taken into account to ensure access to our Services. <i>New police stations completed in 2009/10</i> <ul style="list-style-type: none"> • Jane Furse (Limpopo) • Matoks [Sekgosese] (Limpopo) • Klipgat [Mabopane] (Gauteng) <i>Re-established police stations completed in 2009/10</i> <ul style="list-style-type: none"> • Inanda (KwaZulu-Natal) • Esikhawini (KwaZulu-Natal)
Victim Support	Dedicated rooms used for statement taking and interviews during the investigation process; providing victims with information, for example, on referrals to other service providers; providing feedback to victims and explaining the situation as far as their cases are concerned; and also for providing a waiting area that is comfortable and private. The number of Victim Support Rooms (VSRs) in the SAPS increased from 785 in 2008/09 to 806 in 2009/10.
Electronic access through the SAPS Website	The SAPS Website can be accessed by internet users and information regarding the SAPS is regularly updated such as events presented by the SAPS, information on crime prevention, community policing, wanted persons, publications, etc. The public can also electronically provide information on criminal activities, lodge general enquiries or comment and praise the SAPS among others.

Strategy	Access
CPF's	CPF structures promote the local accountability of the police and enlist the cooperation of communities with the SAPS, in order to reduce crime and improve service delivery. 1 114 functioning Community Policing Forums had been established at the 1 116 police stations, including the 169 high-contact crime stations.
Sector Policing	Sector policing ensures that members in a specific community have closer contact with the SAPS in their specific sector. Information regarding crime tendencies, crime prevention hints and awareness forms part of sector policing, thereby not only ensuring access to the SAPS but also the opportunity to partake in the prevention of crime in their sector. To regulate the implementation of sector policing, a National Instruction on Sector Policing was approved in July 2009. A guideline on implementation based on the National Instruction was circulated in October 2009.
Service Delivery Charters	Services provided and standards of service delivery by police stations are available at station level on their different Service Delivery Charters. These Service Delivery Charters are placed where it is visible to clients at the police stations.
Contact particulars	The addresses and telephone numbers of the Office of the National Commissioner, Provincial Commissioners and Station Commanders are available. Signage is in place with directions to these offices.

Table 1.4: Complaints mechanism

Complaints Mechanism	
Telephone and postal system (telephone number and addresses of service points and commanders)	The SAPS can be contacted telephonically. Alternatively, letters of complaints can be sent to the commanders of stations and units.
SAPS Website Complaints Mechanism	A link is available on the SAPS Website where the public can electronically complain about SAPS service delivery, corruption and fraud and information concerning missing persons.
Independent Complaints Directorate (ICD)	The ICD is seen as the watchdog of the SAPS and complaints can be made both in writing and telephonically.
SAPS National Complaints Line 0860 13 08 06	The National Complaints Line of the SAPS is managed by the National Inspectorate. Complaints regarding poor service delivery can be made telephonically and is then investigated by members of National Inspectorate.
Presidential Complaints Line 17737	Members of the public can lodge their queries and complaints regarding service delivery where after it is forwarded to the SAPS and attended to.
Anti-Corruption Hotline 0800 701 701	The Anti-Corruption Hotline is an initiative by the Public Service Commission. This toll free number can be used to report corruption in all Government Departments anonymously. Complaints relating to the SAPS are forwarded to the SAPS for investigation.

Table 1.5: Service Information Tool

Types of Information Tools	Information provided
Information products and promotional items	Booklets, leaflets, diaries, posters and promotional items were developed and distributed during projects, Izimbizos and awareness campaigns.
Television and radio broadcasts	When Duty Calls, a weekly programme on National TV, informs the public regarding successes by the SAPS, crime prevention hints, recruitment drives and requests for assistance in the fight against crime.
Projects	Various projects were conducted to address SAPS priorities such as aggravated robberies, firearms, drugs, tourist safety and victim support.

Types of Information Tools	Information provided
National, provincial and station exhibitions	Exhibitions were held at national shows, schools, business centres and shopping malls to communicate key messages to the community relating to illegal drugs and substance abuse, crimes against women and children, firearm safety, careers in the SAPS, etc.
SAPS Museums	SAPS Museums showcase the positive aspects and achievements of policing focusing on education and building partnerships.
Service Delivery Charters and Service Delivery Improvement Plans	Service Delivery Charters are available and visible at police stations indicating the services being delivered and the standards of services. Service Delivery Plans are compiled at all levels, which is cascaded into the Performance Agreements and individual performance plans.
SAPS Strategic Plan 2010 to 2014	The SAPS Strategic Plan directs strategic and operational planning within the Department for a five-year period. The plan was distributed to role players and is available on the SAPS Website.
Annual Performance Plan 2010/11	The Annual Performance Plan, extrapolated from the Strategic Plan, provides a clear indication of the strategic priorities within the context of the prevailing financial year, the measurable objectives and targets associated with the priorities, and guidelines for the implementation of the one-year focus. Performance plans are compiled at all levels within the SAPS which are aligned to and support the Annual Performance Plan. The plan was distributed to role players and is available on the SAPS Website.
Media liaison	Radio talks, television interviews, presentations as well as the printed media were utilized to advise the community e.g. on processes and procedures such as the firearm amnesty, SAPS successes, initiatives, and operations, the policing of special events and tourist safety.
Internal communication	Various internal communication mediums exist such as the SAPS Intranet (e.g. SAPS Strategic Plan, SAPS Annual Performance Plan, SAPS Annual Report, press releases and speeches, careers and vacant posts), PolTV (an in-house broadcast medium which serves as a platform for police management to communicate with its employees and to provide members with information regarding the SAPS priorities), SAPS Journal (an in-house magazine which focuses on police successes and good practices) and monthly salary advices (reflects important messages from top management).

2 Expenditure

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

Table 2.1: Personnel costs by programme, 1 April 2009 to 31 March 2010

Programme	Total Expenditure (R'000)	Compensation of Employees (R'000)	Training Expenditure (R'000)	Compensation of Employees as percent of Total Expenditure	Average Compensation of Employees Cost per Employee (R'000)	Employment
Administration	16 009 520	8 875 815	1 000 648	18,6	265	33518
Visible Policing	19 769 866	15 126 870	0	31,8	154	98522
Detective Service	7 493 634	5 921 018	0	12,4	176	33651
Crime Intelligence	1 658 018	1 412 595	0	3,0	187	7542
Protection & Security Services	2 690 929	2 403 521	0	5,0	142	16966
Total	47 621 967	33 739 819	1 000 648	70,8	177	190199

Table 2.2: Personnel costs by salary bands, 1 April 2009 to 31 March 2010

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)	356 585	1,1	21	17029
Skilled (Levels 3-5)	9 214 836	27,3	105	87710
Highly skilled production (Levels 6-8)	17 375 877	51,5	225	77081
Highly skilled supervision (Levels 9-12)	6 176 924	18,3	802	7705
Senior management (Levels 13-16) and Executive Authority	615 597	1,8	913	674
Total	33 739 819	100	177	190199

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 2009 to 31 March 2010

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	3 906 979	11,6	26 169	0,1	173 295	0,5	583 230	1,7	8 875 815
Visible Policing	10 620 174	31,5	401 427	1,2	515 137	1,5	2 071 969	6,1	15 126 870
Detective Service	4 341 693	12,9	61 893	0,2	168 464	0,5	707 249	2,1	5 921 018
Crime Intelligence	1 040 305	3,1	8 862	0,0	39 524	0,1	151 131	0,4	1 412 595
Protection & Security Services	1 683 603	5,0	72 570	0,2	95 678	0,3	372 525	1,1	2 403 521
Total	21 592 754	64,1	570 921	1,7	992 098	2,9	3 886 104	11,4	33 739 819

Table 2.4: Salaries, overtime, home owners allowance and medical assistance by salary band, 1 April 2009 to 31 March 2010

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)	294 059	0,9	1 032	0,0	32 074	0,1	327 038	1,0	356 585
Skilled (Levels 3-5)	6 563 995	19,5	185 034	0,5	454 549	1,3	1 972 581	5,8	9 214 836
Highly skilled production (Levels 6-8)	12 393 418	36,7	308 140	0,9	420 361	1,2	1 332 240	3,9	17 375 877
Highly skilled supervision (Levels 9-12)	2 150 771	6,4	76 715	0,2	82 735	0,2	241 429	0,7	6 176 924
Senior management (Levels 13-16) and Executive Authority	190 511	0,6	0	0,0	2 379	0,0	12 816	0,0	615 597
Total	21 592 754	64,1	570 921	1,7	992 098	2,9	3 886 104	11,4	33 739 819

3 Employment and Vacancies

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

Table 3.1: Employment and vacancies by programme at end of period, 1 April 2009 to 31 March 2010

Programme	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Administration	33954	33518	1,3	0
Visible Policing	98889	98522	0,4	0
Detective Service	34884	33651	3,5	0
Crime Intelligence	7842	7542	3,8	0
Protection & Security Services	16671	16966	-1,8	0
Total	192240	190199	1,1	0

Table 3.2: Employment and vacancies by salary band at end of period, 1 April 2009 to 31 March 2010

Salary Bands	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Lower skilled (Levels 1-2)	17581	17029	3,1	0
Skilled (Levels 3-5)	88097	87710	0,4	0
Highly skilled production (Levels 6-8)	77922	77081	1,1	0
Highly skilled supervision (Levels 9-12)	7892	7705	2,4	0
Senior management (Levels 13-16)	746	672	9,9	0
Minister and Deputy Minister	2	2	0,0	0
Total	192240	190199	1,1	0

Note: As at 31 March 2010, a total of 1504 positions have been advertised and in process of consideration or review.

Table 3.3 - Employment and vacancies by critical occupations, 1 April 2009 to 31 March 2010

Critical Occupations	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Aircraft pilots & related associate professionals	56	46	17,9	0
Architects town and traffic planners	6	6	0	0
Chemists	997	837	16	0
Engineers and related professionals	142	138	2,8	0
General legal administration & related professionals	185	176	4,9	0
Natural sciences related	9	9	0	0
Police	140926	140036	0,6	0
Psychologists and vocational counsellors	129	117	9,3	0
Total	142450	141365	0,8	0

*Note: The Head of Department/Chief Executive Officer and Senior Managers are, by their very nature, critical occupations, but have not been separately listed. Hence critical occupations have been addressed within the Occupational Classes of Aircraft Pilots; Architects; Chemists (Physical Science, Chemical Science, Pharmacists & Health Science Related); Engineer & related professionals (Electronic & Engineering science); General Legal Administration & Related Professionals (Attorneys, Legal Administration & Legal related); Natural science; Police (Functional Personnel SAPS) and Psychologists & vocational science. The critical occupations (Occupational Classes) do not reflect all the positions filled within SAPS, but only those, which are considered as a priority for the optimal functioning of SAPS's core functions.

4 Filling of SMS posts

Table 4.1: SMS establishment information as on 31 March 2010

SMS Band	Year-end establishment	Total Number of SMS members per Band	% of SMS positions filled per Bands	Total Number of SMS positions vacant per Band	% of SMS positions vacant per Bands
Band A	572	513	90	59	10,3
Band B	143	131	92	12	8,4
Band C	30	27	90	3	10,0
Band D	1	1	100	0	0,0
Total	746	672	90	74	9,9

Table 4.2: SMS establishment information as on 30 September 2009

SMS Band	Mid-end establishment	Total Number of SMS members per Band	% of SMS positions filled per Bands	Total Number of SMS positions vacant per Band	% of SMS positions vacant per Bands
Band A	572	505	88	67	11,7
Band B	143	106	74	37	25,9
Band C	30	26	87	4	13,3
Band D	1	1	100	0	0,0
Total	746	638	86	108	14,5

Table 4.3 - Advertising and filling of SMS positions as on 31 March 2010

SMS Band	Advertising	Filling of positions	
	Number of Vacancies per Band advertised in 6 months of becoming vacant	Number of Vacancies per Band filled in 6 months after becoming vacant	Number of Vacancies not filled in 6 months but filled in 12 months
Band A	111	50	2
Band B	45	32	1
Band C	5	4	1
Band D	0	0	0
Total	161	86	4

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

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

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

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

Not applicable

Note: Positions are funded over a multi-year period according to predetermined targets of the total establishment, taking into account personnel losses. Vacant positions at a certain level or in terms of a specific business unit are therefore planned and regarded as funded only upon the date of advertisement. With reference to table 4.3, a total of 71 positions have been advertised and in process of consideration or review. Also note that the Department is currently busy with phase 2 of the restructuring initiative which mainly focusses on current functions performed at National and Provincial level. The 3 vacancies on Band C are part of this process under review.

5 Job Evaluation

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

Table 5.1 - Job evaluation, 1 April 2009 to 31 March 2010

Salary Bands	Number of Employees	Number of Jobs Evaluated	% of Jobs Evaluated by Salary Bands	Number of positions Upgraded	% of Upgraded positions Evaluated	Number of positions Downgraded	% of Downgraded positions Evaluated
Lower skilled (Levels 1-2)	17029	0	0	0	0	0	0
Skilled (Levels 3-5)	87710	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	77081	7	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	7705	687	8,9	0	0	0	0
Senior management (Levels 13-16)	674	65	9,6	0	0	0	0
Total	190199	759	0,4	0	0	0	0

Table 5.2: Profile of employees whose positions were upgraded due to their jobs being upgraded, 1 April 2009 to 31 March 2010

None

Table 5.3: Employees whose salary level exceed the grade determined by job evaluation, 1 April 2009 to 31 March 2010 [i.t.o PSR 1.V.C.3]

None

Table 5.4: Profile of employees whose salary level exceeded the grade determined by job evaluation, 1 April 2009 to 31 March 2010 [i.t.o. PSR 1.V.C.3]

None

With regard to tables 5.2 to 5.4 vacant newly created positions are evaluated and then filled through the normal advertisement and filling procedure, therefore no individual employees were affected by job evaluations in terms of their salary levels.

6 Employment Changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary bands (Table 6.1) and by critical occupations (Table 6.2).

Table 6.1 - Annual turnover rates by salary bands, 1 April 2009 to 31 March 2010

Salary Bands	*Employment at Beginning of Period (April 2009)	Recruitments	Terminations	Turnover Rate (%)
Lower skilled (Levels 1-2)	7738	9424	133	1,7
Skilled (Levels 3-5)	85683	2984	957	1,1
Highly skilled production (Levels 6-8)	78217	328	1464	1,9
Highly skilled supervision (Levels 9-12)	7879	24	198	2,5
Senior management (Levels 13-16)	638	12	38	6
Total	180155	12772	2790	1,5

*Note: Employment at the end of the previous period, as reported in the Department's Annual Report for 2008/2009, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2009/2010 with a salary effective date prior to 31 March 2009. Significant movements between salary levels are effected as a result of in-year promotions and salary level progressions (Recruits).

Table 6.2: Annual turnover rates by critical occupation, 1 April 2009 to 31 March 2010

Critical Occupations	*Employment at Beginning of Period (April 2009)	Recruitments	Terminations	Turnover Rate (%)
Aircraft pilots & related associate professionals	43	4	1	2,3
Architects town and traffic planners	7	0	1	14,3
Chemists	685	161	9	1,3
Engineers and related professionals	137	2	1	0,7
General legal administration & related professionals	180	0	4	2,2
Natural sciences related	9	0	0	0
Police	132430	9359	1753	1,3
Psychologists and vocational counsellors	119	8	10	8,4
Total	133610	9534	1779	1,3

*Note: Employment at the end of the previous period, as reported in the Department's Annual Report for 2008/2009, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2009/2010 with a salary effective date prior to 31 March 2009. Significant movements between salary levels are effected as a result of in-year promotions and salary level progressions (Recruits).

Table 6.3: Reasons why staff are leaving the department, 1 April 2009 to 31 March 2010

Termination Types	Number	% of Total Resignations	% of Total Employment	Total	Total Employment
Death	514	18,4	0,3	2790	190199
Resignation	1097	39,3	0,6	2790	190199
Expiry of contract	93	3,3	0	2790	190199
Discharged due to ill health	241	8,6	0,1	2790	190199
Dismissal-misconduct	60	2,2	0	2790	190199
Retirement	741	26,6	0,4	2790	190199
Other	44	1,6	0	2790	190199
Total	2790	100	1,5	2790	190199

Table 6.4: Promotions by critical occupation, 1 April 2009 to 31 March 2010

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	46	0	0
Architects town and traffic planners	6	0	0
Chemists	837	14	1,7
Engineers and related professionals	138	2	1,4
General legal administration & related professionals	176	19	10,8
Natural sciences related	9	0	0
Police	140036	4475	3,2
Psychologists and vocational counsellors	117	0	0
Total	141365	4510	3,2

Table 6.5: Promotions by salary band, 1 April 2009 to 31 March 2010

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)	17029	213	1,3
Skilled (Levels 3-5)	87710	2000	2,3
Highly skilled production (Levels 6-8)	77081	5609	7,3
Highly skilled supervision (Levels 9-12)	7705	529	6,9
Senior management (Levels 13-16)	674	78	11,6
Total	190199	8429	4,4

7 Employment Equity

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

Table 7.1: Total number of employees (incl. employees with disabilities) in each of the following occupational category as on 31 March 2010

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	271	47	36	354	152	98	11	9	118	50	674
Professionals	2662	385	269	3316	1617	1758	337	203	2298	1704	8935
Clerks	6650	958	309	7917	611	15156	2988	792	18936	5137	32601
Service and sales workers	84458	11460	3037	98955	11891	23857	3170	481	27508	3033	141387
Craft and related trades workers	419	77	45	541	289	23	0	0	23	7	860
Plant and machine operators and assemblers	120	9	5	134	4	1	0	0	1	0	139
Elementary occupations	2939	475	21	3435	38	1792	296	7	2095	35	5603
Total	97519	13411	3722	114652	14602	42685	6802	1492	50979	9966	190199

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	303	51	23	377	255	94	18	6	118	131	881

** Note: The totals reflected towards employees with disabilities, exclude unconfirmed cases which were identified during a system purification process. The unconfirmed cases are attended to by the Health Risk Manager and will be updated upon confirmation.*

Table 7.2: Total number of employees in each of the following occupational bands as on 31 March 2010

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	16	3	2	21	3	4	0	0	4	2	30
Senior management	255	44	34	333	149	94	11	9	114	48	644
Professionally qualified and experienced	2947	452	358	3757	1667	1244	203	108	1555	726	7705
Skilled technical and academically qualified	40810	5699	2422	48931	11419	7377	1607	785	9769	6962	77081
Semi-skilled and discretionary decision making	43897	6017	775	50689	1248	28597	4458	558	33613	2160	87710
Unskilled and defined decision making	9594	1196	131	10921	116	5369	523	32	5924	68	17029
Total	97519	13411	3722	114652	14602	42685	6802	1492	50979	9966	190199

Table 7.3: Recruitment for the period 1 April 2009 to 31 March 2010

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	1	1
Senior management	6	2	0	8	1	2	0	0	2	0	11
Professionally qualified and experienced	6	0	0	6	4	8	1	1	10	4	24
Skilled technical and academically qualified	114	13	7	134	48	98	12	13	123	23	328
Semi-skilled and discretionary decision making	846	85	25	956	51	1600	258	36	1894	83	2984
Unskilled and defined decision making	5309	608	74	5991	68	3091	235	15	3341	24	9424
Total	6281	708	106	7095	172	4799	506	65	5370	135	12772

Table 7.4: Progression to another salary notch for the period 1 April 2009 to 31 March 2010

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	3	2	20	4	4	0	0	4	1	29
Senior management	234	43	35	312	146	79	8	8	95	43	596
Professionally qualified and experienced	3414	685	512	4611	2474	1234	252	126	1612	1243	9940
Skilled technical and academically qualified	31046	4012	1621	36679	8029	5485	1015	512	7012	5237	56957
Semi-skilled and discretionary decision making	14279	1484	183	15946	421	13491	2368	297	16156	1584	34107
Unskilled and defined decision making	4162	596	53	4811	49	2122	291	15	2428	44	7332
Total	53150	6823	2406	62379	11123	22415	3934	958	27307	8152	108961

Table 7.5: Terminations for the period 1 April 2009 to 31 March 2010

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	4	0	0	4	0	0	0	0	0	0	4
Senior management	12	3	2	17	12	4	1	0	5	0	34
Professionally qualified and experienced	74	7	4	85	69	15	3	1	19	25	198
Skilled technical and academically qualified	779	87	39	905	321	57	14	6	77	161	1464
Semi-skilled and discretionary decision making	449	65	11	525	39	265	62	6	333	60	957
Unskilled and defined decision making	73	9	4	86	10	23	9	0	32	5	133
Total	1391	171	60	1622	451	364	89	13	466	251	2790

Table 7.6: Disciplinary actions for the period 1 April 2009 to 31 March 2010

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	81	37	4	122	7	4	2	0	6	1	136
Demotion	2	0	0	2	0	0	0	0	0	0	2
Dismissal	360	64	19	443	22	24	6	1	31	10	506
Final written warning	141	69	5	215	15	27	6	0	33	0	263
Fine	636	144	31	811	58	25	11	2	38	10	917
Suspended dismissal	434	123	17	574	43	32	9	2	43	10	670
Case withdrawn	607	107	23	737	67	40	12	1	53	12	869
Not guilty	203	30	0	233	20	14	4	1	19	0	272
Suspended without payment	27	4	1	32	0	0	1	0	1	0	33
Verbal warning	37	21	0	58	4	3	2	0	5	0	67
Written warning	256	70	12	338	29	18	11	1	30	4	401
Postponement of sanction	131	16	4	151	11	9	1	0	10	0	172
Total	2915	685	116	3716	276	196	65	8	269	47	4308

Table 7.7: Skills development for the period 1 April 2009 to 31 March 2010

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	218	43	26	287	130	45	13	5	63	24	504
Professionally qualified and experienced	3334	575	480	4389	1447	1222	184	102	1508	533	7877
Skilled technical and academically qualified	34626	7402	4083	46111	12873	5652	1573	747	7972	4163	71119
Semi-skilled and discretionary decision making	42711	7505	777	50993	1660	22473	3677	397	26547	1154	80354
Unskilled and defined decision making	16772	2138	246	19156	17043	6892	747	35	7674	64	43937
Total	97661	17663	5612	120936	33153	36284	6194	1286	43764	5938	203791

*Note: Total number of members declared competent in all training interventions completed during the period 1 April 2009 to 31 March 2010 as per the Training Administration System on 29 April 2010.

8 Performance Rewards

Table 8.1 - Signing of performance agreements by SMS members as on 31 July 2009

SMS Band	Total Number of Funded SMS Posts	Total Number of SMS members per Band	Total Number of Signed Performance Agreements	Signed Performance Agreements as a Percentage of Total Number of SMS Members
Band A	1	1	0	0
Band B	30	25	23	92
Band C	143	109	87	80
Band D	569	496	388	78
Total	743	631	498	79

Note: Due to the national elections in April 2009, all members of the SMS were required to conclude their performance agreements by 31 July 2009. The information regarding compliance to registering of performance agreements excludes senior management in the office of the Minister of Police and the Secretariat of Police. Performance management systems have been updated to include their information in future.

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

In total 133 senior managers did not have signed performance agreements by 31 July 2009:

- The previous HoD was placed on lengthy leave and therefore did not sign a performance agreement. An HoD was appointed on 2009/08/01 and a performance agreement was signed within the prescribed period.
- 2 senior managers have been deployed as part of the African Union peacekeeping initiatives.
- 2 senior managers were on lengthy sick leave.
- 2 of the senior managers were new appointees and were in a process of compiling performance agreements.
- 105 of these senior managers were appointed in the posts of Cluster Commanders, and a generic performance agreement was provided to these senior managers for customization in accordance with their cluster information and for completion only by 31 August 2009.
- A total of 21 senior managers did not have performance agreements as at 31 July 2009.

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

No disciplinary steps were taken, although continuous follow-up from a National level resulted in all senior managers having performance agreements for the 2009/2010 financial year.

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

Table 8.4: Performance rewards by race and gender, 1 April 2009 to 31 March 2010

Demographics	*Number of Beneficiaries	Total Employment	% of Total within Group	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	6939	42685	16,3	38 051	5 484
African, Male	13676	97519	14,0	74 994	5 484
Asian, Female	397	1492	26,6	2 177	5 484
Asian, Male	840	3722	22,6	4 606	5 483
Coloured, Female	1367	6802	20,1	7 496	5 484
Coloured, Male	2271	13411	16,9	12 453	5 483
Total Blacks, Female	8703	50979	17,1	47 724	5 484
Total Blacks, Male	16787	114652	14,6	92 053	5 484
White, Female	3114	9966	31,2	17 076	5 484
White, Male	3543	14602	24,3	19 429	5 484
Total	32147	190199	16,9	176 282	5 484

**Note: Performance Rewards paid in the 2009/2010 financial year were for services rendered in the 2008/2009 financial year.*

Table 8.5: Performance rewards by salary bands for personnel below senior management, 1 April 2009 to 31 March 2010

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)	562	17029	3,3	2 108	3 751
Skilled (Levels 3-5)	14487	87710	16,5	60 401	4 169
Highly skilled production (Levels 6-8)	15499	77081	20,1	92 943	5 997
Highly skilled supervision (Levels 9-12)	1387	7705	18,0	14 968	10 792
Total	31935	189525	16,9	170 420	5 336

**Note: Performance Rewards paid in the 2009/2010 financial year were for services rendered in the 2008/2009 financial year. The classification of beneficiaries were done in accordance with the salary band profile of employees as at 31 March 2010.*

Table 8.6 - 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	7	46	15,2	66	9 429
Architects town and traffic planners	0	6	0	0	0
Chemists	128	837	15,3	859	6 711
Engineers and related professionals	18	138	13,0	122	6 778
General legal administration & related professionals	44	176	25,0	575	13 068
Natural sciences related	0	9	0	0	0
Police	21240	140036	15,2	119 355	5 619
Psychologists and vocational counsellors	27	117	23,1	195	7 222
Total	21464	141365	15,2	121 172	5 645

Table 8.7: Performance rewards by salary bands for senior management, 1 April 2009 to 31 March 2010

SMS Band	*Number of Beneficiaries	Total Employment	% of Total per Band and Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Band A	152	513	29,6	3 952	26 000
Band B	47	131	35,9	1 410	30 000
Band C	13	27	48,1	500	38 462
Band D	0	1	0	0	0
Minister and Deputy Minister	0	2	0	0	0
Total	212	674	31,5	5 862	27 651

*Note: Performance Rewards paid in the 2009/2010 financial year were for services rendered in the 2008/2009 financial year.

9 Foreign Workers

The Department did not employ any foreign workers for the period 1 April 2009 to 31 March 2010.

10 Leave

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 10.1) and disability leave (Table 10.2). In both cases, the estimated cost of the leave is also provided.

Table 10.1: Sick leave for 1 January 2009 to 31 December 2009

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)	14410	88,6	1834	1,6	8	2 645	112690	12762
Skilled (Levels 3-5)	443518	91,3	55528	49,3	8	130 512	112690	405129
Highly skilled production (Levels 6-8)	349124	92,5	44875	39,8	8	184 632	112690	322889
Highly skilled supervision (Levels 9-12)	76045	92	10152	9,0	7	64 514	112690	69982
Senior management (Levels 13-16)	1931	91,8	301	0,3	6	5 170	112690	1772
Total	885028	91,8	112690	100	8	387 473	112690	812534

Table 10.2: Incapacity leave (temporary and permanent) for 1 January 2009 to 31 December 2009

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)	7514	100	219	2,3	34	2 131	7514	9376
Skilled (Levels 3-5)	69680	99,8	2778	29,6	25	19 405	69520	9376
Highly skilled production (Levels 6-8)	203695	99,7	5333	57,0	38	109 102	203159	9376
Highly skilled supervision (Levels 9-12)	38703	99,9	1025	10,9	38	32 052	38672	9376
Senior management (Levels 13-16)	335	100	21	0,2	16	910	335	9376
Total	319927	99,8	9376	100	34	163 600	319200	9376

Table 10.3: Temporary incapacity leave for 1 May 2009 to 31 October 2009

Type of incapacity leave considered	Health Risk Manager		Number of disputes	How were disputes resolved
	Acceptance of advice	Deviation from advice		
Short term incapacity	1868	0	0	Not applicable
Long term incapacity	523	0	0	Not applicable

Types of illness

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

Table 10.4: Ill-health retirement for 1 May 2009 to 31 October 2009

Incapacity leave approved	Health Risk Manager		Number of disputes	How were disputes resolved
	Acceptance of advice	Deviation from advice		
Number of cases referred	359	0	0	Not applicable

Types of illness
Pshycological and medical conditions were the leading cause for ill-health retirement applications.

Table 10.5: Expenditure incurred for Temporary and Ill-health retirements (Health Risk Manager) for the period 1 January 2009 to 31 December 2009

Total expenditure incurred (R'000)	Average timeframe for payments made to service provider
5 289	10 days

Table 10.6: Annual Leave for 1 January 2009 to 31 December 2009

Salary Bands	Total Days Taken	Average days per Employee	Number of Employees who took leave
Lower skilled (Levels 1-2)	50428	20	2545
Skilled (Levels 3-5)	1329117	20	67663
Highly skilled production (Levels 6-8)	1648634	24	67382
Highly skilled supervision (Levels 9-12)	411607	25	16509
Senior management (Levels 13-16)	13281	23	578
Total	3453067	22	154677

Table 10.7: Capped Leave for 1 January 2009 to 31 December 2009

	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 2009
Lower skilled (Levels 1-2)	47	5	10	3547
Skilled (Levels 3-5)	3769	6	684	288493
Highly skilled production (Levels 6-8)	46103	8	5693	5452399
Highly skilled supervision (Levels 9-12)	11015	8	1421	735490
Senior management (Levels 13-16)	196	7	28	71633
Total	61130	8	7836	6551562

11 HIV/AIDS and Health Promotion Programmes

Table 11.1: 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 11.2: 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		Divisional Commissioner JK Phahlane Head: Personnel Services, SAPS Private Bag x 94 Pretoria, 0001 Tel no: 012 393 1504 Fax no: 012 393. 2454
2. Does the department have a dedicated unit or have you designated specific staff members to promote health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		The Employee Health & Wellness consists of social workers, registered psychologists, registered psychometrists and chaplains who are responsible for the well-being of the employees of the SAPS. A section, namely Quality of work life Management was established which includes HIV and AIDS strategy and related policies. An annual budget of R5 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 Component Employee Health and Wellness delivers services of which the key elements are wellness support programmes such as Stress and trauma management, Suicide prevention, Spiritual based programmes, Life Skills, Personal financial management, Colleague Sensitivity, Disability sensitization programs, HIV and AIDS awareness programmes. The wellness support programmes are currently being expanded to include health promotion programmes.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	x		The SAPS National Wellness Strategic Forum comprises of the following delegates: Deputy National Commissioners; Divisional Commissioners: Personnel Services, Training, Legal Services, Career Management; Other key stakeholders: Polmed, GEMS, Qualsa and Organized Labour unions, Health Risk Manager. Similar forums have also been established in the provinces and quarterly meetings are convened.

Question	Yes	No	Details, if Yes
5. Has the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	x		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.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	x		An increased number of SAPS employees partake in the HIV Counseling and Testing (HCT) programme. Mobile Wellness-on wheels services are available in all provinces. The Employee Health and Wellness is responsible for the marketing of and managing the HCT programme. The Health Risk Manager ensures that HIV counseling and testing is taking place during such events. Employees are encouraged to utilize external facilities in order to know their status. Partnerships were formed with Medical Aids such as Polmed and GEMS with the purpose of encouraging employees to register on the relevant Disease management programmes. 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 trained senior managers as peer educators/ wellness champions with the purpose of setting positive examples and pledging care and support to those infected and affected.
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.

12 Labour Relations

Table 12.1: Collective agreements, 1 April 2009 to 31 March 2010

Number	Name of agreement	Date signed
Agreement 0/2009	Memorandum of understanding	14 April 2009
Agreement 1/2009	Review and consolidation of agreements entered into at the National Negotiation Forum and Safety and Security Sectoral Bargaining Council during the period 1994 to 2008.	14 April 2009
Agreement 2/2009	Rules of Engagement	14 April 2009
Agreement 3/2009	Agreement on Remunerative allowances and benefits	14 April 2009
Agreement 4/2009	Special daily overtime allowances Police duties at special events	14 April 2009

Table 12.2: Misconduct and discipline hearings finalised, 1 April 2009 to 31 March 2010

Outcome of Disciplinary Hearings	Number	% of Total
Correctional counseling	136	3,3
Demotion	2	0,0
Dismissal	506	12,2
Final written warning	263	6,4
Fine	917	22,2
Suspended dismissal	670	16,2
Case withdrawn	869	21,0
Not guilty	272	6,6
Suspended without payment	33	0,8
Verbal warning	67	1,6
Written warning	401	9,7
Total	4136	100

Table 12.3: Types of misconduct addressed and disciplinary hearings, 1 April 2009 to 31 March 2010

Regulation 20	Nature	Number Persons Found Guilty	% of Total
(a)	Fails to comply with, or contravenes an Act, regulation or legal obligation	240	9,2
(b)	Wilfully or negligently mismanages the finances of the State.	6	0,2
(c)	Without permission possesses or uses the property of the State, another employee or a visitor.	82	3,2
(d)	Intentionally or negligently damages and or causes loss of State property.	57	2,2
(e)	Endangers the lives of others by disregarding safety rules or regulations.	24	0,9
(f)	Prejudices the administration, discipline or efficiency of a department, office or institution of the State.	118	4,5
(g)	Misuses his or her position in the Service to promote or to prejudice the interest of any political party.	1	0,0
(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.	3	0,1
(i)	Fails to carry out a lawful order or routine instruction without just or reasonable cause.	202	7,8
(j)	Absents himself or herself from work without reason or permission.	353	13,6
(k)	Commits an act of sexual harassment.	11	0,4
(l)	Unfairly discriminates against others on the basis of race, gender, disability, sexuality or other grounds prohibited by the Constitution.	42	1,6
(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.	8	0,3
(n)	Without authorisation, sleeps on duty.	6	0,2
(o)	While on duty, is under the influence of an intoxicating, illegal, unauthorised, habit-forming drugs, including alcohol.	161	6,2
(p)	While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	92	3,5

Regulation 20	Nature	Number Persons Found Guilty	% of Total
(q)	Contravenes any prescribed Code of Conduct for the Service or the Public Service, whichever may be applicable to him or her.	76	2,9
(r)	Incites other employees to unlawful conduct or conduct in conflict with accepted procedure.	2	0,1
(s)	Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	56	2,2
(t)	Intimidates or victimises other employees.	8	0,3
(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 Service.	0	0,0
(w)	Gives a false statement or evidence in the execution of his or her duties.	9	0,3
(x)	Falsifies records or any other documentation.	24	0,9
(y)	Participates in any unlawful labour or industrial action.	1	0,0
(z)	Commits a common law or statutory offence.	1013	39,0
Total		2595	100

Table 12.4: Grievances lodged for the period 1 April 2009 to 31 March 2010

Number of Grievances Addressed	Number	% of Total
Not resolved	243	14,6
Resolved	1421	85,4
Total	1664	100

Table 12.5: Disputes lodged with Councils for the period 1 April 2009 to 31 March 2010

Number of Disputes Lodged	Number	% of total
SSSBC	605	96
PSCBC	28	4
Total	633	100

Table 12.6: Strike actions for the period 1 April 2009 to 31 March 2010

Strike Actions	Total
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

Table 12.7: Precautionary suspensions for the period 1 April 2009 to 31 March 2010

Precautionary Suspensions	Totals/Amount
Number of people suspended	771
Number of people whose suspension exceeded 90 days	32
Average number of days suspended	80
Cost (R'000) of suspensions	8 739

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

13 Skills Development

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

Table 13.1: Members attending training for the period 1 April 2009 to 31 March 2010

Occupational Bands	Gender	Course	Learnerships	Seminar	Skills Programme	Workshop	Total
Top management	Female	0	0	0	0	0	0
	Male	0	0	0	0	0	0
Senior management	Female	94	0	1	1	2	98
	Male	443	0	2	26	4	475
Professionally qualified and experienced	Female	2000	0	7	155	55	2217
	Male	5436	0	14	645	152	6247
Skilled technical and academically qualified	Female	12262	13	2	1268	457	14002
	Male	54982	20	2	12029	1945	68978
Semi-skilled and discretionary decision making	Female	25580	9	4	4120	1640	31353
	Male	47757	6	3	11231	1219	60216
Unskilled and defined decision making	Female	7099	0	0	841	125	8065
	Male	34973	0	0	4166	415	39554
Gender sub totals	Female	47035	22	14	6385	2279	55735
	Male	143591	26	21	28097	3735	175470
Total		190626	48	35	34482	6014	231205

**Note: Total number of members that attended training for the period 1 April 2009 to 31 March 2010 as per the Training Administration System on 29 April 2010.*

Table 13.2: Members found competent in training provided for the period 1 April 2009 to 31 March 2010

Occupational Bands	Gender	Course	Learnerships	Skills Programme	Workshop	Total
Top management	Female	0	0	0	0	0
	Male	0	0	0	0	0
Senior management	Female	84	0	1	2	87
	Male	390	0	23	4	417
Professionally qualified and experienced	Female	1877	0	109	55	2041
	Male	5125	0	559	152	5836
Skilled technical and academically qualified	Female	10754	13	911	457	12135
	Male	46996	20	10023	1945	58984
Semi-skilled and discretionary decision making	Female	23016	9	3036	1640	27701
	Male	42144	6	9284	1219	52653
Unskilled and defined decision making	Female	6946	0	667	125	7738
	Male	32682	0	3102	415	36199
Gender sub totals	Female	42677	22	4724	2279	49702
	Male	127337	26	22991	3735	154089
Total		170014	48	27715	6014	203791

*Note: Total number of members declared competent in all training interventions completed during the period 1 April 2009 to 31 March 2010 as per the Training Administration System on 29 April 2010. Seminars do not incorporate a competency assessment.

14 Injury On Duty

The following table provides basic information on injury on duty.

Table 14.1: Injury on duty reported, 1 April 2009 to 31 March 2010

Nature of injury on duty	Number	% of total
Required medical attention with no temporary disablement	2319	23,6
Required medical attention with temporary disablement	6861	69,9
Permanent disablement	535	5,4
Fatal	107	1,1
Total	9822	

15 Utilization Of Consultants

See page 165 which refers to goods and services, of which “consultants, contractors and agency/outsourced services”.