



## Human Resources Management

**Table 1.1: Main Services and Service Delivery Standards.**

The focus of the services and service standards within the Service Delivery Improvement Plan (SDIP) is to ensure that the SAPS creates an enabling environment in support of its mandate as reflected in Section 205 of the Constitution.

Main Service	Actual / potential beneficiaries	Standard of service	Actual achievements in relation to set standards
Enhancing consultation	Every individual, group or government department affected by crime and violence.	Thorough consultation with beneficiaries and stakeholders.	The SAPS has established a wide range of consultation arrangements with clients, see table 1.2 below.
Improving access		Access to SAPS service delivery points should be within established geographic norms.  A quality policing service provided to beneficiaries.	The development of a coherent strategy to ensure improved access and quality of policing has been initiated, see table 1.3 below.
Ensuring Redress		Ensure effective redress of complaints.	Several redress mechanisms have been developed over time to provide beneficiaries with the means of raising their concerns regarding the service delivery of SAPS, see table 1.4 below.
Providing information		Provide beneficiaries with full, accurate information about the SAPS services and the levels of quality they are entitled to receive.	The SAPS has established several information tools to ensure that information is provided as and when required by beneficiaries, see table 1.5 below.
Ensuring openness and transparency		Information relating to SAPS available.	The SAPS has an Access to Information Manual as required by Section 14 of the Promotion of Access to Information Act, 2000, (Act No. 2 of 2000) (PAIA).  The SAPS' Legal Services Division has ensured that all policies, national instructions, delegation of powers and other directives developed within the SAPS since the promulgation of the PAIA, include the principles set out in the Act.  The SAPS has managed 23 539 PAIA requests of which 20 025 were granted in full.
Providing value for money		The optimal utilization of all resources in the providing of services to SAPS beneficiaries.	The Service Delivery Improvement Plans implemented at all divisions, provinces and stations requires a specific focus on the effective utilization of resources towards the achieving of objectives and priorities.
Improving courtesy		A professional service provided to beneficiaries.	The SAPS has established 925 Victim Friendly Rooms at police stations across the country.

**Table 1.2: Consultation arrangements with clients**

The aim of consultation arrangements is to ensure thorough consultation with beneficiaries and stakeholders.

Type of arrangement	Clients	Actual achievements
Awareness campaigns	The general public, including children, youth and vulnerable groups.	Various awareness campaigns were conducted in communities, giving attention to the specific needs regarding crimes prevalent in their area such as gender-based violence, the reduction of violent crimes, drug awareness, and promotion of community involvement in crime prevention.
Rural Safety	Rural community.	The comprehensive Rural Safety Strategy to enhance safety and security, accessibility to policing and service delivery to the rural community was rolled out to all rural areas during 2011.  A pilot project to assess the operational concept of the strategy was implemented at Harrismith in the Free State and Tsolo in the Eastern Cape where a high tendency of incidents of crime that affect rural communities, such as stock theft occur.
Crime Prevention	The general public.	The SAPS has engaged in community-based partnerships to prevent crime and mobilise communities and specific sectors to address crimes that affect them.  During 2011/12 the SAPS: <ul style="list-style-type: none"> <li>Received 88 985 calls and 845 web tips at its Crime Stop call centre which led to 432 positive cases and 658 arrests.</li> <li>Received 2562 SMS tips and 1063 web tips as a result of the partnership between the Primedia Group and the SAPS which led to 109 positive cases and 182 arrests.</li> </ul>
Community Police Forums	The general public.	Community Police Forums provide the general public with a forum that can be used to engage with the SAPS on its service delivery as well as specific crime tendencies and problems.
SAPS Strategic Plan 2010 to 2014 (revised) and Annual Performance Plan 2012/13	Key stakeholders.	The revised Strategic Plan 2010 to 2014 and the Annual Performance Plan 2013/14 were consulted with a range of key stakeholders, including labour unions, business interests and JCPS Cluster Departments.

**Table 1.3: Service Delivery Access Strategies**

Service Delivery access addresses access to SAPS service delivery points within established geographic norms and the providing of a quality policing service to beneficiaries.

Strategy	Access
Increase access to communities by building/upgrading/improving police stations.	The Accessibility Study to inform the Access Strategy, which will inform the geographic norms and the ideal location of service delivery points, for the SAPS has been completed.  A total of six police facilities were built during 2011/12 thereby improving the SAPS' ability to provide a service to citizens.  Community Service Centers at 1 125 police stations throughout the country can be accessed physically or telephonically to access services provided by the SAPS.



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

**Table 1.4: Complaints mechanism**

The purpose of the SAPS complaints mechanism is to ensure effective redress of complaints.

Complaints mechanism	
Telephone and postal system (telephone number and addresses of service points and commanders)	The SAPS can be contacted telephonically, letters of complaints can be sent to Station, Cluster or Unit Commanders. Contact numbers for all divisions, provincial offices, units, police stations and other contact points are available through the existing telephone and postal system.
SAPS Website Complaints Mechanism	A link is available on the SAPS Website where the public can electronically complain about SAPS service delivery, corruption and fraud.
Independent Police Investigative Directorate (IPIID)	The IPIID operates independently from the SAPS and its mandate is to ensure that independent investigations of gross misconduct and criminality by SAPS members are conducted.
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, which are then investigated by the SAPS.
Presidential Hot Line (PHL) 17737	Members of the public can lodge their queries and complaints regarding service delivery with the PHL. These complaints are directed to the SAPS, which investigates the complaint and provides feedback.
Anti-Corruption Hotline 0800 701 701	The Anti-Corruption Hotline is managed by the Public Service Commission. This toll free number can be used to report corruption in all Government Departments anonymously. Complaints relating to the corruption and fraud by SAPS members are forwarded to the SAPS for investigation.

**Table 1.5: Service Information Tool**

The service information tool must provide beneficiaries with full, accurate information about the SAPS services and the levels of quality they are entitled to receive.

Types of Information Tools	Information provided
Information products and promotional items	Booklets, leaflets, posters and promotional items were developed and distributed during projects, Izimbizo and awareness campaigns.
Television and radio broadcasts including adverts on print and electronic media and outdoor and digital advertising	<p>"When Duty Calls", a weekly programme on national television, informs the public regarding successes by the SAPS, crime prevention hints and requests for assistance in the fight against crime.</p> <p>Radio and television adverts on mainstream media were also run to communicate messages aimed at creating a safe and secure South Africa. Print media adverts also complemented the run on electronic media.</p> <p>Billboard advertising: festive season campaign.</p> <p>Digital advertising: festive season campaign and for supplier information sessions by Division Supply Chain Management.</p>

Types of Information Tools	Information provided
SAPS Internet and social media	The SAPS website provides information on crime and crime prevention in South Africa. Social media (Twitter) is a platform used to interact with the general public on policing issues.
National, provincial and station exhibitions	Exhibitions were held at various community events to communicate key messages to the community relating to the combating of crime.
Service Delivery Charters and Service Delivery Improvement Plans	<p>Service Delivery Charters are visible at all police stations indicating the services and the standard of services provided.</p> <p>Service Delivery Improvement Plans are compiled at all levels to direct the improving of standards of service delivery.</p>
SAPS Strategic Plan 2010 to 2014 (revised)	<p>The SAPS Strategic Plan, which directs strategic and operational planning within the Department for a five-year period was revised to ensure its relevance to the changing environment.</p> <p>The plan was distributed to stakeholders and is available on the SAPS Website.</p>
Annual Performance Plan 2012/13	<p>The Annual Performance Plan 2012/13, 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.</p> <p>The plan was distributed to stakeholders and is available on the SAPS Website.</p>
Media liaison	<p>Radio talk shows and interviews, live or recorded television interviews, media invites/ statements, direct engagements with media houses are utilised to advise, educate and inform both local and international communities on SAPS successes, initiatives, safety hints and operations on policing matters.</p> <p>SAPS Journal on Line with Breaking News articles for use by the internal and external media.</p>
Internal Communication	<p>Various internal communication mediums exist such as:</p> <p>The SAPS Intranet (e.g. SAPS Strategic Plan, SAPS Annual Performance Plan, SAPS Annual Report, press releases and speeches, careers organisational information and vacant posts).</p> <p>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).</p> <p>The SAPS Journal (an in-house magazine which focuses on police successes and good practices).</p> <p>SAPS Twitter Page to submit comment important SAPS issues.</p> <p>SAPS SMS service to all official cell phones – important messages to SAPS employees.</p> <p>Monthly salary advices (reflects important messages from top management).</p> <p>Breaking News Advisory messages via the all email group to react to positive and negative media reports.</p> <p>Office of NATCOM messages on all email user group to make important announcements.</p> <p>Organisational Communication messages via the all email user group to inform SAPS employees on organisational matters.</p> <p>Police Bands – The Police Bands perform at events, imbizo's, etc. They are excellent crowd pullers and also serve as SAPS Ambassadors for information discrimination.</p> <p>Corporate Identity – To enhance accessibility to Police Institutions through current branding in terms of the New Legislation.</p>



## 2. Expenditure

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

**TABLE 2.1 - Personnel costs by programme, 1 April 2011 to 31 March 2012**

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	19 263 922	10 966 150	1 170 146	18,9	305	35 929
Visible Policing	24 761 973	20 225 129		34,9	185	109 053
Detective Service	10 167 669	7 996 169		13,8	205	38 970
Crime Intelligence	2 204 989	1 928 737		3,3	213	9 053
Protection & Security Services	1 534 568	1 311 517		2,3	207	6 340
<b>TOTAL</b>	<b>57 933 121</b>	<b>42 427 702</b>	<b>1 170 146</b>	<b>73,2</b>	<b>213</b>	<b>199 345</b>

**TABLE 2.2 - Personnel costs by salary bands, 1 April 2011 to 31 March 2012**

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)	703 084	1,7	70	9 981
Skilled (Levels 3-5)	15 560 839	36,7	155	100 351
Highly skilled production (Levels 6-8)	18 418 370	43,4	230	79 988
Highly skilled supervision (Levels 9-12)	7 109 946	16,8	861	8 254
Senior management (Levels 13-16) and Executive Authority	635 463	1,5	824	771
<b>TOTAL</b>	<b>42 427 702</b>	<b>100</b>	<b>213</b>	<b>199 345</b>



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 2011 to 31 March 2012**

Programme	Salaries (R'000)	Salaries as % of Compensation of Employees	Overtime (R'000)	Overtime as % of Compensation of Employees	Home Owners Allowance (R'000)	Home Owners Allowance as % of Compensation of Employees	Medical Assistance (R'000)	Medical Assistance as % of Compensation of Employees	Total Compensation of Employees per Programme (R'000)
Administration	4 862 575	44,3	20 293	0,2	283 677	2,6	634 253	5,8	10 966 150
Visible Policing	14 435 327	71,4	272 901	1,3	861 659	4,3	2 830 125	14	20 225 129
Detective Service	5 857 852	73,3	61 901	0,8	318 052	4	965 699	12,1	7 996 169
Crime Intelligence	1 426 524	74	10 855	0,6	72 424	3,8	216 511	11,2	1 928 737
Protection & Security Services	880 304	67,1	101 690	7,8	53 378	4,1	161 140	12,3	1 311 517
<b>TOTAL</b>	<b>27 462 582</b>	<b>64,7</b>	<b>467 640</b>	<b>1,1</b>	<b>1 589 190</b>	<b>3,7</b>	<b>4 807 728</b>	<b>11,3</b>	<b>42 427 702</b>

**TABLE 2.4 - Salaries, overtime, home owners allowance and medical assistance by salary band, 1 April 2011 to 31 March 2012**

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)	467 028	1,1	1 649	0,0	55 086	0,1	296 502	0,7	703 084
Skilled (Levels 3-5)	9 697 663	22,9	189 300	0,4	855 458	2,0	3 705 360	8,7	15 560 839
Highly skilled production (Levels 6-8)	12 055 919	28,4	225 001	0,5	551 369	1,3	800 913	1,9	18 418 370
Highly skilled supervision (Levels 9-12)	4 777 967	11,3	51 690	0,1	125 253	0,3	3 374	0,0	7 109 946
Senior management (Levels 13-16) and Executive Authority	464 005	1,1	0	0,0	2 024	0,0	1 579	0,0	635 463
<b>TOTAL</b>	<b>27 462 582</b>	<b>64,7</b>	<b>467 640</b>	<b>1,1</b>	<b>1 589 190</b>	<b>3,7</b>	<b>4 807 728</b>	<b>11,3</b>	<b>42 427 702</b>

### 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 2011 to 31 March 2012**

Programme	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Administration	34 820	35 929	-3,2	0
Visible Policing	106 606	109 053	-2,3	0
Detective Service	40 212	38 970	3,1	0
Crime Intelligence	10 777	9 053	16	0
Protection & Security Services	5 515	6 340	-15	0
<b>TOTAL</b>	<b>197 930</b>	<b>199 345</b>	<b>-0,7</b>	<b>0</b>

**TABLE 3.2 - Employment and vacancies by salary band at end of period, 1 April 2011 to 31 March 2012**

Salary Bands	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Lower skilled (Levels 1-2)	9 770	9 981	-2,2	0
Skilled (Levels 3-5)	98 233	100 351	-2,2	0
Highly skilled production (Levels 6-8)	78 871	79 988	-1,4	0
Highly skilled supervision (Levels 9-12)	10 142	8 254	18,6	0
Senior management (Levels 13-16)	912	769	15,7	0
Minister and Deputy Minister	2	2	0,0	0
<b>TOTAL</b>	<b>197 930</b>	<b>199 345</b>	<b>-0,7</b>	<b>0</b>

\*Note: As at 31 March 2012, a total of 59 SMS positions have been advertised and in process of consideration or review. The structures for Forensic Services, Crime Intelligence, Protection and Security Services, Strategic Management as well as station structures are under review. Some posts towards the senior management level have been earmarked for the structural review but are still under a Job Evaluation process.



**TABLE 3.3 - Employment and vacancies by critical occupations, 1 April 2011 to 31 March 2012**

Critical Occupations	Year-end establishment	Number of Employees	Vacancy Rate (%)	*Number of Staff Additional to the Establishment
Aircraft pilots & related associate professionals	47	46	2,1	0
Architects town and traffic planners	3	3	0	0
Chemists	1 174	1 173	0,1	0
Engineers and related professionals	130	130	0	0
General legal administration & related professionals	418	418	0	0
Natural sciences related	6	6	0	0
Police	146 018	145 229	0,5	0
Psychologists and vocational counsellors	97	96	1	0
<b>TOTAL</b>	<b>147 893</b>	<b>147 101</b>	<b>0,5</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 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 Posts

**TABLE 4.1 - SMS establishment information as on 31 March 2012**

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	705	570	81	135	19,1
Band B	175	167	95	8	4,6
Band C	31	31	100	0	0,0
Band D	1	1	100	0	0,0
<b>TOTAL</b>	<b>914</b>	<b>769</b>	<b>85</b>	<b>143</b>	<b>15,7</b>

**TABLE 4.2 - SMS establishment information as on 30 September 2011**

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	689	545	79	144	20,9
Band B	175	135	77	40	22,9
Band C	31	28	90	3	9,7
Band D	1	1	100	0	0,0
<b>TOTAL</b>	<b>896</b>	<b>709</b>	<b>79</b>	<b>187</b>	<b>20,9</b>

\*Note: The mid-year establishment as on 30 September 2011 was in accordance with the Department's HR Plan and excluded positions ring fenced for expansions and other organisational demands.

**TABLE 4.3 - Advertising and filling of SMS positions as on 31 March 2012**

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	166	108	10
Band B	69	52	2
Band C	4	4	0
Band D	0	0	0
<b>TOTAL</b>	<b>239</b>	<b>164</b>	<b>12</b>

**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**

A post was evaluated and advertised on SMS Band A. Structural adjustments affecting the specific post were subsequently considered and a job evaluation processes was conducted. The envisaged structural adjustments were however not supported by the job evaluation results. Due to the aforementioned process and the time that has lapsed, the post has been earmarked for re-advertisement.

**TABLE 4.5 - Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS positions within 12 months**

Not applicable

Note: Positions are funded over a multi-year period according to predetermined targets of the total establishment, taking into account personnel losses. Vacant positions at a certain level or in terms of a specific business unit are therefor planned and regarded as funded only upon the date of advertisement. With reference to table 4.3, a total of 59 positions have been advertised and in process of consideration or 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 2011 to 31 March 2012**

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)	9 981	0	0	0	0	0	0
Skilled (Levels 3-5)	100 351	1	0	0	0	0	0
Highly skilled production (Levels 6-8)	79 988	39	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	8 254	747	9,1	0	0	0	0
Senior management (Levels 13-16)	771	282	36,6	0	0	0	0
<b>TOTAL</b>	<b>199 345</b>	<b>1 069</b>	<b>0,5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TABLE 5.2 - Profile of employees whose positions were upgraded due to their jobs being upgraded, 1 April 2011 to 31 March 2012**

None

**TABLE 5.3 - Employees whose salary level exceed the grade determined by job evaluation, 1 April 2011 to 31 March 2012 [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 2011 to 31 March 2012 [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 2011 to 31 March 2012**

Salary Bands	*Employment at Beginning of Period (April 2011)	Recruitments	Terminations	Turnover Rate (%)
Lower skilled (Levels 1-2)	2 517	7 544	80	3,2
Skilled (Levels 3-5)	99 994	1 348	991	1
Highly skilled production (Levels 6-8)	80 857	622	1 491	1,8
Highly skilled supervision (Levels 9-12)	8 392	26	164	2
Senior management (Levels 13-16)	794	10	33	4,2
<b>TOTAL</b>	<b>192 554</b>	<b>9 550</b>	<b>2 759</b>	<b>1,4</b>

\*Note: Employment at the end of the previous period, as reported in the Department's Annual Report for 2010/2011, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2011/2012 with a salary effective date prior to 31 March 2011. 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 2011 to 31 March 2012**

Critical Occupations	*Employment at Beginning of Period (April 2011)	Recruitments	Terminations	Turnover Rate (%)
Aircraft pilots & related associate professionals	48	3	5	10,4
Architects town and traffic planners	6	0	3	50
Chemists	1 021	160	8	0,8
Engineers and related professionals	124	8	2	1,6
General legal administration & related professionals	221	204	7	3,2
Natural sciences related	6	0	0	0
Police	142 205	4 897	1 873	1,3
Psychologists and vocational counsellors	90	11	5	5,6
<b>TOTAL</b>	<b>143 721</b>	<b>5 283</b>	<b>1 903</b>	<b>1,3</b>

\*Note: Employment at the end of the previous period, as reported in the Department's Annual Report for 2010/2011, will differ from employment at the beginning of this period due to service terminations and appointments recorded in 2011/2012 with a salary effective date prior to 31 March 2011. 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 2011 to 31 March 2012**

Termination Types	Number	% of Total Resignations	% of Total Employment	Total	Total Employment
Death	862	31,2	0,4	2 759	199 345
Resignation	1 013	36,7	0,5	2 759	199 345
Expiry of contract	28	1	0	2 759	199 345
Discharged due to ill health	212	7,7	0,1	2 759	199 345
Dismissal-misconduct	116	4,2	0,1	2 759	199 345
Retirement	504	18,3	0,3	2 759	199 345
Other	24	0,9	0	2 759	199 345
<b>TOTAL</b>	<b>2 759</b>	<b>100</b>	<b>1,4</b>	<b>2 759</b>	<b>199 345</b>

**TABLE 6.4 - Section 35 terminations, 1 April 2011 to 31 March 2012**

RANK	Number of Section 35 terminations awarded
Major General	1

\*Note: The amount paid by SAPS to the employee on 2011.10.07 amounted to R1 097 503.91. The payment was in respect of leave gratuity, pro-rata service bonus, severance package and notice period. The additional liability towards the Government Pension Administration Agency (GPAA) as on 2012.03.31 amounts to R2 392 764.80.

**TABLE 6.5 - Promotions by critical occupation, 1 April 2011 to 31 March 2012**

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	3	0	0
Chemists	1 173	0	0
Engineers and related professionals	130	2	1,5
General legal administration & related professionals	418	0	0
Natural sciences related	6	0	0
Police	145 229	9 161	6,3
Psychologists and vocational counsellors	96	1	1
<b>TOTAL</b>	<b>147 101</b>	<b>9 164</b>	<b>6,2</b>

**TABLE 6.6 - Promotions by salary band, 1 April 2011 to 31 March 2012**

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)	9 981	146	1,5
Skilled (Levels 3-5)	100 351	25	0
Highly skilled production (Levels 6-8)	79 988	8 992	11,2
Highly skilled supervision (Levels 9-12)	8 254	537	6,5
Senior management (Levels 13-16)	771	159	20,6
<b>TOTAL</b>	<b>199 345</b>	<b>9 859</b>	<b>4,9</b>

**TABLE 6.7 - Regulation 45 appointments, 1 April 2011 to 31 March 2012**

The following number of members were promoted by the National Commissioner in terms of the provisions of the South African Police Service Employment Regulations, 2008, which provides for the promotion of members without following the advertisement and selection process, due to the specific merits of the cases

RANK	Number of Promotions in terms of Regulation 45
Major General	1
Brigadier	4
Colonel	8
Lieutenant Colonel	3
Captain	1
Lieutenant	2
Warrant Officer	3
Sergeant	4
<b>TOTAL</b>	<b>26</b>

## 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 2012**

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	308	57	36	401	129	158	19	10	187	54	771
Professionals	3 128	436	277	3 841	1 565	2 292	384	227	2 903	1 697	10 006
Clerks	6 735	928	311	7 974	576	15 746	3 063	799	19 608	4 809	32 967
Service and sales workers	86 005	11 714	3 048	100 767	11 458	27 152	3 475	508	31 135	2 971	146 331
Craft and related trades workers	538	113	43	694	306	33	0	0	33	7	1 040
Plant and machine operators and assemblers	196	9	5	210	8	12	0	0	12	0	230
Elementary occupations	3 576	561	20	4 157	43	3 295	469	9	3 773	27	8 000
<b>TOTAL</b>	<b>100 486</b>	<b>13 818</b>	<b>3 740</b>	<b>118 044</b>	<b>14 085</b>	<b>48 688</b>	<b>7 410</b>	<b>1 553</b>	<b>57 651</b>	<b>9 565</b>	<b>199 345</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	509	107	29	645	392	177	40	10	227	206	1 470




**TABLE 7.2 - Total number of employees in each of the following occupational bands as on 31 March 2012**

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	17	3	1	21	2	8	0	0	8	3	34
Senior management	291	54	35	380	127	150	19	10	179	51	737
Professionally qualified and experienced	3 249	484	365	4 098	1 623	1 462	230	121	1 813	720	8 254
Skilled technical and academically qualified	42 009	6 202	2 412	50 623	11 157	8 775	1 874	823	11 472	6 736	79 988
Semi-skilled and discretionary decision making	50 503	6 618	822	57 943	1 090	33 913	4 827	576	39 316	2 002	100 351
Unskilled and defined decision making	4 417	457	105	4 979	86	4 380	460	23	4 863	53	9 981
<b>TOTAL</b>	<b>100 486</b>	<b>13 818</b>	<b>3 740</b>	<b>118 044</b>	<b>14 085</b>	<b>48 688</b>	<b>7 410</b>	<b>1 553</b>	<b>57 651</b>	<b>9 565</b>	<b>199 345</b>

**TABLE 7.3 - Recruitment for the period 1 April 2011 to 31 March 2012**

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	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced	11	0	1	12	4	10	0	0	10	0	26
Skilled technical and academically qualified	235	47	7	289	58	196	20	18	234	41	622
Semi-skilled and discretionary decision making	456	37	14	507	25	670	84	22	776	40	1 348
Unskilled and defined decision making	3 372	282	87	3 741	43	3 431	304	15	3 750	10	7 544
<b>TOTAL</b>	<b>4 074</b>	<b>366</b>	<b>109</b>	<b>4 549</b>	<b>130</b>	<b>4 307</b>	<b>408</b>	<b>55</b>	<b>4 770</b>	<b>91</b>	<b>9 540</b>

**TABLE 7.4 - Progression to another salary notch for the period 1 April 2011 to 31 March 2012**

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	8	1	1	10	2	4	0	0	4	0	16
Senior management	251	53	37	341	130	134	12	7	153	46	670
Professionally qualified and experienced	2 658	342	134	3 134	410	1 382	202	76	1 660	321	5 525
Skilled technical and academically qualified	11 097	2 043	331	13 471	984	5 506	1 313	435	7 254	3 431	25 140
Semi-skilled and discretionary decision making	19 227	2 677	447	22 351	561	19 160	3 119	449	22 728	1 633	47 273
Unskilled and defined decision making	771	127	8	906	22	714	93	5	812	25	1 765
<b>TOTAL</b>	<b>34 012</b>	<b>5 243</b>	<b>958</b>	<b>40 213</b>	<b>2 109</b>	<b>26 900</b>	<b>4 739</b>	<b>972</b>	<b>32 611</b>	<b>5 456</b>	<b>80 389</b>

**TABLE 7.5 - Terminations for the period 1 April 2011 to 31 March 2012**

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	1	5	0	0	0	0	0	0	5
Senior management	10	1	0	11	15	0	0	0	0	2	28
Professionally qualified and experienced	69	5	5	79	47	11	3	0	14	24	164
Skilled technical and academically qualified	804	109	48	961	249	80	8	11	99	182	1 491
Semi-skilled and discretionary decision making	513	79	16	608	21	266	49	4	319	43	991
Unskilled and defined decision making	39	11	0	50	4	21	3	1	25	1	80
<b>TOTAL</b>	<b>1 439</b>	<b>205</b>	<b>70</b>	<b>1 714</b>	<b>336</b>	<b>378</b>	<b>63</b>	<b>16</b>	<b>457</b>	<b>252</b>	<b>2 759</b>


**TABLE 7.6 - Disciplinary actions for the period 1 April 2011 to 31 March 2012**

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	80	29	7	116	12	1	2	0	3	0	131
Demotion	0	0	0	0	0	0	0	0	0	0	0
Dismissal	343	80	5	428	29	19	7	0	26	7	490
Final written warning	188	84	9	281	22	8	1	0	9	3	315
Fine	607	127	24	758	45	24	5	0	29	5	837
Suspended dismissal	487	143	15	645	49	32	7	0	39	6	739
Case withdrawn	429	206	15	650	69	33	15	0	48	10	777
Not guilty	699	228	35	962	84	45	7	2	54	9	1 109
Suspended without payment	18	5	2	25	1	0	0	0	0	0	26
Verbal warning	40	22	1	63	9	3	2	0	5	0	77
Written warning	265	99	18	382	40	16	3	0	19	9	450
Postponement of sanction	95	12	0	107	13	6	1	0	7	0	127
<b>TOTAL</b>	<b>3 251</b>	<b>1 035</b>	<b>131</b>	<b>4 417</b>	<b>373</b>	<b>187</b>	<b>50</b>	<b>2</b>	<b>239</b>	<b>49</b>	<b>5 078</b>

**TABLE 7.7 - Skills development for the period 1 April 2011 to 31 March 2012**

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	1	0	0	1	2	6
Senior management	234	41	34	309	133	141	25	10	176	47	665
Professionally qualified and experienced	3 898	695	454	5 047	1 594	1 765	290	159	2 214	722	9 577
Skilled technical and academically qualified	37 279	8 276	3 083	48 638	11 913	8 036	1 974	719	10 729	4 366	75 646
Semi-skilled and discretionary decision making	43 012	8 088	720	51 820	1 081	23 876	3 810	327	28 013	939	81 853
Unskilled and defined decision making	4 446	1 704	84	6 234	529	5 001	1 276	14	6 291	99	13 153
<b>TOTAL</b>	<b>88 872</b>	<b>18 804</b>	<b>4 375</b>	<b>112 051</b>	<b>15 250</b>	<b>38 820</b>	<b>7 375</b>	<b>1 229</b>	<b>47 424</b>	<b>6 175</b>	<b>180 900</b>

\*Note: Total number of members declared competent in all training interventions completed during the period 1 April 2011 to 31 March 2012 as per the Training Administration System on 15 June 2012.

## 8. Performance Rewards

**TABLE 8.1 - Signing of performance agreements by SMS members as on 31 May 2011**

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	705	570	138	0
Band B	175	167	22	13
Band C	31	31	2	7
Band D	1	1	0	0
<b>TOTAL</b>	<b>914</b>	<b>769</b>	<b>162</b>	<b>21</b>

\*Note: The signing of performance agreements is captured on the SAPS PERSAP system. The information above reflects the total number of senior managers that, according to the system, signed their performance agreement by 31 May 2011. Information of senior managers that were not required to conclude a performance agreement (i.e. external deployment, newly appointed, etc), were excluded from the above.

**TABLE 8.2 - Reasons for not having concluded performance agreements for all SMS members.**

The SAPS Employment Regulations allow for signing of performance agreements by the end of July of each year. This is due to the fact that information from some systems only becomes available by the end of May whereafter senior managers are required to customise their performance agreements in terms of the available information. The verification of some information is for example only completed by the end of May of each year by the Auditor General. By the end of July 2011 (in accordance with SAPS Employment Regulations), 88% of the senior managers had signed performance agreements.

Some senior managers had compiled and signed a performance agreement in time, but the delay in registering the performance agreement was due to the supervisor not signing the performance agreement timeously. The highest compliance rate achieved for signing of performance agreements during 2011/2012 was 96,3%. The figure does however fluctuate through the year due to new appointments, resignations, etc.

**TABLE 8.3 - Disciplinary steps taken against SMS members for not having concluded performance agreements.**

No disciplinary steps have been taken to date. A process has been initiated to exclude non-complying senior managers from receiving of pay progression on 2012/04/01.

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 2011 to 31 March 2012**

Demographics	*Number of Beneficiaries	Total Employment	% of Total within Group	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	9	48 688	0,0	147	16 333
African, Male	8	100 486	0,0	145	18 125
Asian, Female	0	1 553	0,0	0	0
Asian, Male	1	3 740	0,0	62	62 000
Coloured, Female	0	7 410	0,0	0	0
Coloured, Male	0	13 818	0,0	0	0
Total Blacks, Female	9	57 651	0,0	147	16 333
Total Blacks, Male	9	118 044	0,0	207	23 000
White, Female	1	9 565	0,0	17	17 000
White, Male	2	14 085	0,0	34	17 000
<b>TOTAL</b>	<b>21</b>	<b>199 345</b>	<b>0,0</b>	<b>405</b>	<b>19 286</b>

\*Note: Performance Rewards paid in the 2011/2012 financial year were for services rendered in the 2010/2011 financial year.

**TABLE 8.5 - Performance rewards by salary bands for personnel below senior management, 1 April 2011 to 31 March 2012**

Salary Bands	*Number of Beneficiaries	Total Employment	% of Total per Level and Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Lower skilled (Levels 1-2)	0	9 981	0	0	0
Skilled (Levels 3-5)	4	100 351	0	23	5 750
Highly skilled production (Levels 6-8)	5	79 988	0	53	10 600
Highly skilled supervision (Levels 9-12)	7	8 254	0,1	136	19 429
<b>TOTAL</b>	<b>16</b>	<b>198 574</b>	<b>0</b>	<b>212</b>	<b>13 250</b>

\*Note: Performance Rewards paid in the 2011/2012 financial year were for services rendered in the 2010/2011 financial year. The classification of beneficiaries were done in accordance with the salary band profile of employees as at 31 March 2012.

**TABLE 8.6 - Performance Rewards by Critical Occupation, 1 April 2011 to 31 March 2012**

Critical Occupations	Number of Beneficiaries	Total Employment	% of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Aircraft pilots & related associate professionals	0	46	0	0	0
Architects town and traffic planners	0	3	0	0	0
Chemists	0	1 173	0	0	0
Engineers and related professionals	0	130	0	0	0
General legal administration & related professionals	0	418	0	0	0
Natural sciences related	0	6	0	0	0
Police	0	145 229	0	0	0
Psychologists and vocational counsellors	0	96	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>147 101</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TABLE 8.7 - Performance rewards by salary bands for senior management, 1 April 2011 to 31 March 2012**

SMS Band	*Number of Beneficiaries	Total Employment	% of Total per Band and Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Band A	4	570	0,7	170	42 500
Band B	1	167	0,6	21	21 000
Band C	0	31	0	0	0
Band D	0	1	0	0	0
Minister and Deputy Minister	0	2	0	0	0
<b>TOTAL</b>	<b>5</b>	<b>771</b>	<b>0,6</b>	<b>191</b>	<b>38 200</b>

\*Note: Performance Rewards paid in the 2011/2012 financial year were for services rendered in the 2010/2011 financial year.

## 9. Foreign Workers

The Department did not employ any foreign workers for the period 1 April 2011 to 31 March 2012.



## 10. Leave

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

**TABLE 10.1 - Sick leave for 1 January 2011 to 31 December 2011**

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)	20 416	92,4	2 629	1,9	8	4 549	141 736	18 867
Skilled (Levels 3-5)	621 970	93,6	74 069	52,3	8	225 857	141 736	581 906
Highly skilled production (Levels 6-8)	469 536	94	52 494	37	9	298 020	141 736	441 160
Highly skilled supervision (Levels 9-12)	99 850	93,9	12 135	8,6	8	101 161	141 736	93 755
Senior management (Levels 13-16)	3 013	94,6	409	0,3	7	8 681	141 736	2 851
<b>TOTAL</b>	<b>1 214 785</b>	<b>93,7</b>	<b>141 736</b>	<b>100</b>	<b>9</b>	<b>638 268</b>	<b>141 736</b>	<b>1 138 539</b>

**TABLE 10.2 - Incapacity leave (temporary and permanent) for 1 January 2011 to 31 December 2011**

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)	4 088	100	137	2,4	30	925	4 088	5 822
Skilled (Levels 3-5)	61 101	100	1 890	32,5	32	21 000	61 100	5 822
Highly skilled production (Levels 6-8)	138 758	99,4	3 063	52,6	45	90 433	137 986	5 822
Highly skilled supervision (Levels 9-12)	29 376	99,9	714	12,3	41	29 957	29 358	5 822
Senior management (Levels 13-16)	998	100	18	0,3	55	3 001	998	5 822
<b>TOTAL</b>	<b>234 321</b>	<b>99,7</b>	<b>5 822</b>	<b>100</b>	<b>40</b>	<b>145 316</b>	<b>233 530</b>	<b>5 822</b>

**TABLE 10.3 - Temporary incapacity leave for 1 January 2011 to 31 December 2011**

Type of incapacity leave considered	Health Risk Manager		Number of disputes	How were disputes resolved
	Acceptance of advice	Deviation from advice		
Short term incapacity	334	0	0	Not applicable
Long term incapacity	97	0	0	Not applicable

**Types of illness**

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

**TABLE 10.4 - Ill-health retirement for 1 January 2011 to 31 December 2011**

Incapacity leave approved	Health Risk Manager		Number of disputes	How were disputes resolved
	Acceptance of advice	Deviation from advice		
Number of cases referred	255	51	0	N/A

**Types of illness**

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

**TABLE 10.5 - Expenditure incurred for Temporary and Ill-health retirements (Health Risk Manager) for the period 1 January 2011 to 31 December 2011**

Total expenditure incurred (R'000)	Average timeframe for payments made to service provider
R36,263	12 days

**TABLE 10.6 - Annual Leave for 1 January 2011 to 31 December 2011**

Salary Bands	Total Days Taken	Average days per Employee	Number of Employees who took leave
Lower skilled (Levels 1-2)	52 254	16	3 350
Skilled (Levels 3-5)	1 731 408	20	85 771
Highly skilled production (Levels 6-8)	1 721 385	25	69 607
Highly skilled supervision (Levels 9-12)	458 287	25	18 069
Senior management (Levels 13-16)	17 446	23	760
<b>TOTAL</b>	<b>3 980 780</b>	<b>22</b>	<b>177 557</b>

**TABLE 10.7 - Capped Leave for 1 January 2011 to 31 December 2011**

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Number of Employees who took Capped leave	Total number of capped leave (June 2000) available at 31 December 2011
Lower skilled (Levels 1-2)	40	20	2	1 454
Skilled (Levels 3-5)	2 457	6	402	210 153
Highly skilled production (Levels 6-8)	32 006	8	3 854	4 018 285
Highly skilled supervision (Levels 9-12)	9 408	8	1 175	1 576 136
Senior management (Levels 13-16)	140	5	30	72 355
<b>TOTAL</b>	<b>44 051</b>	<b>8</b>	<b>5 463</b>	<b>5 878 383</b>





## 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 Programmes**

Question	Yes	No	Details, if Yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		Divisional Commissioner NNM Mazibuko Head: Personnel Management, SAPS Private Bag X94 Pretoria, 0001 Tel no: 012 393 4472 Fax no: 012 393 2454
2. Does the department have a dedicated unit or have you designated specific staff members to promote health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		The Employee Health & Wellness consists of four sections namely; Social Worker Services, Psychological Services, Spiritual Services and Quality of Work-Life comprising of professionals who are mainly responsible for the psycho-socio and spiritual well-being of all SAPS employees as well as their immediate family members. There is approximately 600 professionals employed within the EHW environment rendering care and support services to SAPS employees nationally. The section Quality of Work-Life (QWL) comprise of HIV&AIDS and Disability Management, which is a budgeted Programme. To date, there has been an annual budget of R5 million and R4 million respectively for both programmes.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of the programme.	x		The component Employee Health and Wellness delivers services of which the key elements are wellness support programmes such as stress and trauma management, suicide prevention, spiritually based programmes, life-skills, personal financial management, colleague sensitivity, HIV&AIDS awareness programmes and disability sensitization programmes. The wellness support programmes are currently being expanded to include health promotion programmes whereby employees are being tested for HIV and other chronic conditions such as high blood pressure, diabetes, cholesterol and body mass index on a voluntary basis.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	x		The Division Personnel Management within SAPS is the custodian of the National Wellness Strategic Forum which is a monitoring vehicle of all aspects related to the health and wellness of SAPS employees including their immediate family members. The forum consists of representatives from various Divisions within SAPS such as Divisional Commissioners of Personnel Management (chairperson), Human Resource Development, Legal Services, Supply Chain Management, Human Resource Utilization as well as and Organized Labour unions (POPCRU and SAPU). There are also key external role-players such as Department of Public Works,

Question	Yes	No	Details, if Yes
4. Continued....			POLMED, QUALSA (administrator to POLMED), Metropolitan Health Group (managed health care provider to POLMED); GEMS and SAPS's Health Risk Manager (PHS). Similar structures have been established in the Provinces. Both the national and provincial wellness fora are being convened on a quarterly basis and strategic reports are being shared amongst all the role-players regarding the health and wellness of employees.
5. Has the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	x		<p>SAPS has recently revised the HIV&amp;AIDS Workplace Policy to include other communicable diseases such as TB, cholera, malaria etc. The draft policy is currently being consulted with various role-players for comments and inputs. It further makes provision for information, education and communication, preventative measures, medical testing as well as care and support structures and services available for employees and their immediate family members. The draft policy also outlines principles of confidentiality counselling and testing of members as well as availability and accessibility of health and wellness services.</p> <p>Currently all interventions relating to HIV&amp;AIDS management in the workplace are being implemented by professionals (social workers, psychologists, psychometrics, and chaplains) as mandated by the latter strategic plan.</p>
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	x		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		<p>An increased number of SAPS employees partake ongoingly in the HIV Counselling and Testing (HCT) programme. Mobile Wellness on Wheels services are available in all Provinces. The Employee Health and Wellness as well as other service providers such as POLMED forged partnership in marketing the Health Weeks campaigns/ drive within SAPS. Furthermore, the Health Risk Manager also ensures that rigorous HIV Counselling and Testing sessions are being conducted on an ongoing basis with increased testing sites. Employees are encouraged to optimally utilize the testing services which have been made available for them in order to know their general health status, manage it accordingly and to register on the relevant Disease Management Programmes if and when necessary.</p> <p>Furthermore, SAPS also provides care and support to all employees in need by means of various Wellness Support Groups. The department is also embarking on an ongoing drive of providing advocacy workshops to senior managers through the Peer Education Programme with the purpose of setting positive examples and pledging care and support to those infected and affected by various health problems including HIV&amp;AIDS.</p>
8. Has the department developed measures/indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators.	x		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 2011 to 31 March 2012**

Number	Name of agreement	Date signed
Agreement 1/2011	Sexual Harassment in the workplace	18-Jan-11
Agreement 2/2011	SAPS Rank Structure, Revised Promotion Policy and matters thereto	05-Apr-11
Agreement 3/2011	Promotion and Grade Progression in the SAPS	28-Sep-11

**TABLE 12.2 - Misconduct and discipline hearings finalised, 1 April 2011 to 31 March 2012**

Outcome of Disciplinary Hearings	Number	% of Total
Correctional counseling	136	2,5
Demotion	0	0,0
Dismissal	532	9,6
Final written warning	337	6,1
Fine	978	17,7
Postponement of sanction	130	2,3
Suspended dismissal	792	14,3
Case withdrawn	864	15,6
Not guilty	1 185	21,4
Suspended without payment	27	0,5
Verbal warning	80	1,4
Written warning	479	8,6
<b>TOTAL</b>	<b>5 540</b>	<b>100</b>

**TABLE 12.3 - Types of misconduct addressed and disciplinary hearings, 1 April 2011 to 31 March 2012**

Regulation 20	Nature	Number Persons Found Guilty	% of Total
(a)	Fails to comply with, or contravenes an Act, regulation or legal obligation	425	14,7
(b)	Wilfully or negligently mismanages the finances of the State.	12	0,4
(c)	Without permission possesses or uses the property of the State, another employee or a visitor.	89	3,1
(d)	Intentionally or negligently damages and or causes loss of State property.	110	3,8
(e)	Endangers the lives of others by disregarding safety rules or regulations.	20	0,7
(f)	Prejudices the administration, discipline or efficiency of a department, office or institution of the State.	109	3,8
(g)	Misuses his or her position in the Service to promote or to prejudice the interest of any political party.	4	0,1
(h)	Accepts any compensation in cash or otherwise from a member of the public or another employee for performing her or his duties without written approval from the employer.	1	0,0
(i)	Fails to carry out a lawful order or routine instruction without just or reasonable cause.	276	9,5
(j)	Absents himself or herself from work without reason or permission.	390	13,4
(k)	Commits an act of sexual harassment.	10	0,3
(l)	Unfairly discriminates against others on the basis of race, gender, disability, sexuality or other grounds prohibited by the Constitution.	12	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.	3	0,1
(n)	Without authorisation, sleeps on duty.	7	0,2
(o)	While on duty, is under the influence of an intoxicating, illegal, unauthorised, habit-forming drugs, including alcohol.	117	4,0
(p)	While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	98	3,4
(q)	Contravenes any prescribed Code of Conduct for the Service or the Public Service, whichever may be applicable to him or her.	47	1,6
(r)	Incites other employees to unlawful conduct or conduct in conflict with accepted procedure.	0	0,0
(s)	Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	49	1,7
(t)	Intimidates or victimises other employees.	2	0,1
(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.	6	0,2
(x)	Falsifies records or any other documentation.	13	0,4
(y)	Participates in any unlawful labour or industrial action.	2	0,1
(z)	Commits a common law or statutory offence.	1 098	37,9
	<b>TOTAL</b>	<b>2 900</b>	<b>100</b>

**TABLE 12.4 - Grievances lodged for the period 1 April 2011 to 31 March 2012**

Number of Grievances Addressed	Number	% of Total
Not resolved	143	9,1
Resolved	1 423	90,9
<b>TOTAL</b>	<b>1 566</b>	<b>100</b>

**TABLE 12.5 - Disputes lodged with Councils for the period 1 April 2011 to 31 March 2012**

Number of Disputes Lodged	Number	% of total
SSSBC	562	82,9
PSCBC	50	7,4
CCMA	43	6,3
Private Arbitrations	23	3,4
<b>TOTAL</b>	<b>678</b>	<b>100</b>

**TABLE 12.6 - Strike actions for the period 1 April 2011 to 31 March 2012**

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 2011 to 31 March 2012**

Precautionary Suspensions	Totals / Amount
Number of people suspended	916
Number of people whose suspension exceeded 90 days	306
Average number of days suspended	91,48
Cost (R'000) of suspensions	R18,581

"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 2011 to 31 March 2012**

Occupational Bands	Gender	Course	Learning Programme	Qualification	Refresher Course	Skills Programme	Workshop	Total
Top management	Female	3	0	0	0	0	0	3
	Male	3	0	0	0	0	0	3
Senior management	Female	213	0	2	0	0	26	241
	Male	416	0	0	0	0	41	457
Professionally qualified and experienced	Female	2 148	43	4	5	409	556	3 165
	Male	4 467	106	9	6	1 178	1 209	6 975
Skilled technical and academically qualified	Female	10 774	172	2	15	2 449	3 042	16 454
	Male	37 758	502	10	35	14 851	13 590	66 746
Semi-skilled and discretionary decision making	Female	20 412	67	5	8	5 947	5 987	32 426
	Male	33 038	85	16	12	16 209	9 887	59 247
Unskilled and defined decision making	Female	6 073	0	0	0	105	1 153	7 331
	Male	6 552	0	0	0	192	865	7 609
Gender sub totals	Female	39 623	282	13	28	8 910	10 764	59 620
	Male	82 234	693	35	53	32 430	25 592	141 037
<b>Total</b>		<b>121 857</b>	<b>975</b>	<b>48</b>	<b>81</b>	<b>41 340</b>	<b>36 356</b>	<b>200 657</b>

\*Note: Total number member attending training for the period 1 April 2011 to 31 March 2012 as per Training Administration System on 15 June 2012.



**TABLE 13.2 - Members found competent in training provided for the period 1 April 2011 to 31 March 2012**

Occupational Bands	Gender	Course	Learning Programme	Qualification	Refresher Course	Skills Programme	Workshop	Total
Top management	Female	3	0	0	0	0	0	3
	Male	3	0	0	0	0	0	3
Senior management	Female	195	0	2	0	0	26	223
	Male	401	0	0	0	0	41	442
Professionally qualified and experienced	Female	2 047	42	4	5	282	556	2 936
	Male	4 331	103	9	6	983	1 209	6 641
Skilled technical and academically qualified	Female	10 230	170	2	15	1 650	3 028	15 095
	Male	35 184	499	10	35	11 415	13 408	60 551
Semi-skilled and discretionary decision making	Female	19 790	66	5	8	3 099	5 984	28 952
	Male	31 815	84	16	12	11 090	9 884	52 901
Unskilled and defined decision making	Female	5 180	0	0	0	57	1 153	6 390
	Male	5 767	0	0	0	131	865	6 763
Gender sub totals	Female	37 445	278	13	28	5 088	10 747	53 599
	Male	77 501	686	35	53	23 619	25 407	127 301
<b>Total</b>		<b>114 946</b>	<b>964</b>	<b>48</b>	<b>81</b>	<b>28 707</b>	<b>36 154</b>	<b>180 900</b>

\*Note: Total number of members declared competent in all training interventions completed during the period 1 April 2011 to 31 March 2012 as per the Training Administration System on 15 June 2012.

## 14. Injury on Duty

The following table provides basic information on injury on duty.

**TABLE 14.1 - Injury on duty reported, 1 April 2011 to 31 March 2012**

Nature of injury on duty	Number	% of total
Required medical attention with no temporary disablement	649	7,3
Required medical attention with temporary disablement	7 537	85,3
Permanent disablement	491	5,6
Fatal	163	1,8
<b>Total</b>	<b>8 840</b>	

## 15. Utilisation of Consultants

See page 173 which refers to goods and services, of which “consultants, contractors and special services” is a sub-classification.

