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**IN THE COMMISSION OF INQUIRY INTO ALLEGATIONS OF POLICE
INEFFICIENCY IN KHAYELITSHA AND A BREAKDOWN IN
RELATIONS BETWEEN THE COMMUNITY AND THE POLICE IN
KHAYELITSHA**

STATEMENT OF LEON RABIE

I, the undersigned,

LEON RABIE

do hereby state under oath that:

1. I am a Brigadier in the South African Police Services and the Section Head: Performance Measurement, Organisational Development, South African Police Service Head Office, Pretoria, residing at Silver Sands No 1, 26 Vergelegen Avenue, Equestria, Pretoria.

2. I serve under the command of the Head: Organisational Development, resorting under the Division: Human Resource Management. In my capacity as the Section Head: Performance Measurement it is my responsibility to develop and maintain a procedure to calculate the human resource requirements of police stations in the South African Police Service

(SAPS). For this purpose the SAPS developed an information technology-based solution for the determination of the number and level of posts for police stations. The system has been developed to calculate the number of posts per level required to perform the duties associated with police stations. This is referred to as the theoretical human resource requirement and represents the ideal number of employees to be placed at a specific station.

3. The system includes weighted averages, ratio analyses, standard times, time percentages, and time estimates (required) of specific elements of tasks or activities performed at police station in question. For example, the total number of tasks or activities that are performed at a specific function, the time required to complete these activities, taking contingency factors (i.e. absence/leave from duty) into account, and external, environmental factors (e.g. size of the station's area and its population density) determine the theoretical human resource requirement for the specific function.
4. In terms of the budget allocated for a specific financial year and the SAPS's Medium Term Expenditure Framework (MTEF), posts are made available to be allocated to business units in the SAPS annually. However, due to budget constraints, the number of posts allocated is not equal to the theoretical human resource requirement previously referred to, and consequently allocated posts are distributed between business units, including head office divisions and provinces, during an allocation process based on the theoretical human resource requirements of the respective business units. Currently the number of posts funded and allocated in terms of the current budget and MTEF is less than the theoretical

requirement of police stations. In order to justify this difference, it is essential that the information required to determine personnel requirements is standardised throughout.

5. A clearly defined process is followed to determine the theoretical human resource requirements of police stations:

5.1. As the calculation of the requirement is not based on a single factor but a number of variables, data is gathered from police stations on a regular basis, as far as possible annually. For this purpose a generic data input sheet is developed and distributed to provinces. The input sheet and associated data requirements are reviewed as required, informed by new or additional requirements. A copy of the 2012/2013 input sheet is attached per **Annexure "A"**. In turn provinces distribute the input sheets to stations where the required data gathering is facilitated by Organisational Development. On submission data input sheets are checked for completeness and corrected where necessary.

5.2. For the purpose of calculating the theoretical human resource requirement of a police station the criteria as attached per **Annexure "B"** is applied using an information technology-based solution. Attached criteria are applied to determine the number of employees required as well supervisory and management requirements per type of function. Concerning absenteeism among personnel, a contingency allowance of 22.12% (6.67%+6.25%+9.20%), is allocated where applicable.

5.3. Aforementioned contingency allowances are discussed in detail in attached Annexure “B”. Detecting all policing activities or tasks performed at a station is nearly impossible, given the high degree of policing intangibility. To accommodate the identified deficiency a further daily working routine contingency allowance of 5.00% is allocated. Where applicable the theoretical requirement is rounded up to allow for shifts systems or to meet minimum requirements.

5.4. Once the theoretical human resource requirements of police stations have been calculated the total requirements is consolidated on national level to determine the national requirements for police stations in terms of numbers and rank levels. Section 11(2)(b) and (c) of the South African Police Service Act, Act 68 of 1995, stipulates that the National Commissioner must determine the fixed establishment of the Service and the number and grading of posts **and** determine the distribution of the numerical strength of the Service after consultation with the board.

5.5. Regulation 20(2) of the SAPS Employment Regulations, 2008, further stipulates that the National Commissioner must define the posts necessary to perform the relevant functions while remaining within the current budget and medium-term expenditure framework of the Service, and the posts so defined, constitute the fixed establishment of the Service. A specific allocation is made to all SAPS primary business units, namely divisions and provinces. The current allocation made to police stations amounts to **117524** posts, constituting approximately **59%** of the total funded fixed establishment of the SAPS for 2013/2014. Approximately **68%** of the calculated

theoretical human resource requirements of police stations could therefore be funded within the 2013/2014 budget and Medium Term Expenditure Framework of the SAPS.

- 5.6. The next step is to allocate posts made available to police stations to the respective provinces taking into account the unique theoretical human resource requirements of the different provinces. Based on aforementioned a percentage of the available posts are allocated to the different provinces, differentiated per province. Section 12(3) of the South African Police Service Act, Act 68 of 1995, stipulates that the Provincial Commissioner shall determine the distribution of the strength of the Service under his or her jurisdiction in the province among the different areas, station areas, offices and units. It is the therefor the responsibility of provincial management to determine the distribution of funded posts allocated to the province.
- 5.7. All police stations are classified according to their theoretical human resource requirements and theoretical thresholds are set not to be exceeded during the distribution process. Guidelines are also set to ensure that the post distribution meet the requirements in terms of rank levels and span of control. Once the distribution is finalised a fixed establishment, previously referred to as a Resource Allocation Guide (RAG), is issued per station. It is important to note that the fixed establishment (or RAG) does not reflect the human resource requirement of the station in question but the posts that could be allocated to the station within the current budget and Medium Term Expenditure Framework.

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BRIGADIER L RABIE

I certify that the above signature is the true signature of the deponent who has acknowledged to me that he knows and understands the contents of this affidavit, which affidavit was signed and sworn to aton thisday of **DECEMBER 2013** in accordance with the provisions of Regulation R128 dated 21 July 1972, as amended by Regulation R1648 dated 19 August 1977, R1428 dated 11 July 1980 and GNR774 of 23 April 1982.