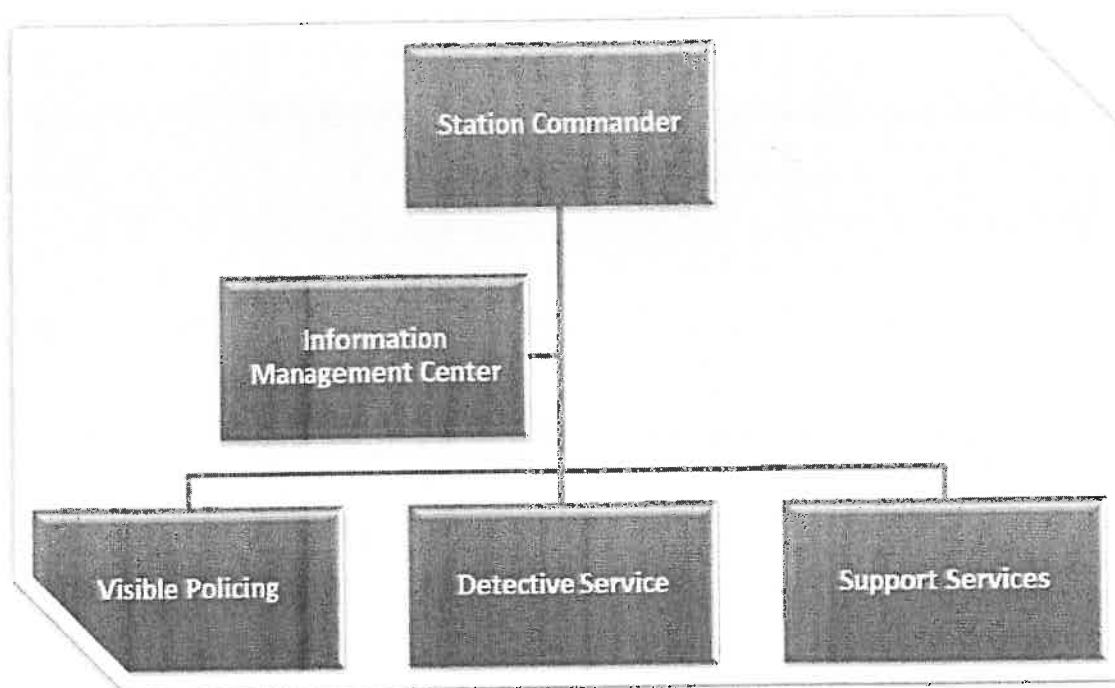




Calculation of Theoretical Human Resources Requirements Clusters, Police Stations, Satellite Police Stations and Contact Points



This guideline was compiled by the Organisational Development Component

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CALCULATION OF THEORETICAL HUMAN RESOURCES REQUIREMENTS

CLUSTERS, POLICE STATIONS, SATELLITE POLICE STATIONS AND

CONTACT POINTS

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1. INTRODUCTION

- 1.1 Since 2004, the South African Police Service has adopted an in-house information technology-based solution for the determination of the number and level of posts for police stations and clusters. This solution-based product, commonly referred to as the Resources Allocation Guide (RAG), is also used in the Medium Term Expenditure Framework (MTEF) to determine the budgetary requirements for clusters and police stations.
- 1.2 The system has been developed to calculate the number of posts per level required to perform the duties associated with police stations. This is commonly referred to as the "ideal" situation or theoretical requirement. In terms of the MTEF, posts are made available in line with the budget allocation to be allocated to all functions in the South African Police Service (SAPS) annually. However, the number of posts allocated is not equal to the "ideal" previously referred to, and consequently allocated posts are equally distributed between all stations commonly referred to as the "granted" posts. Currently the number of "granted" posts is less than the "ideal" requirement for clusters and police stations.
- 1.3 In order to justify this difference, it is essential that the information required to determine personnel requirements is standardized throughout. At the same time, concerns from management and other interested parties relating to the accuracy and shortcomings of the RAG results, especially at station level, must be addressed. This, as well as many other pressing needs and concerns made it imperative to review the current system. The determining of an "ideal/granted" establishment for the SAPS is a dynamic process influenced by various factors (variables), in the internal environment, as well as the external environment. As stated in the Resources Establishment Plan (REP)'s guidelines for 2000, a system was developed whereby ratio analyses and standard times were established for nearly 80% of the activities or tasks performed at police stations. Direct work measurement in the form of time studies and activity sampling, as well as indirect work measurement in the form of analytical estimates, was used to determine standard times for these policing activities or tasks.

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- 1.4 The system includes arithmetic means, weighted averages, ratio analyses, standard times, time percentages, and time estimates (required) of specific elements of tasks or activities performed at the Crime Prevention Units, CSC, Detective Service and Support Services of the police station in question. The total number of tasks or activities that are performed at each police function/unit, 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 total establishment needed to enable police stations to render a service to their customers.

2. TERMS OF REFERENCE

- 2.1 Organisational Development initiated a total review of the current RAG programme and criteria used. The first phase of the project was to evaluate the current norms, standards and criteria used in the determining of posts, and to align the stations' functional structure with the current needs and strategic direction of the SAPS.

3. REGULATORY FRAMEWORK

- 3.1 It is important to note that the grading of posts is strictly regulated and is also subject to auditing. In terms of both the Public Service Regulations, 2001, and the South African Police Service Employment Regulations, 2008, a system or systems must be used for the purpose of job evaluation. The purpose of job evaluation is to ensure that work of equal value is remunerated equally. It is therefore imperative that the approved system or systems be applied consistently as the findings of the system are subject to auditing.
- 3.2 In terms of Information Note 4/3/1 dated 2003-03-19, paragraph 7, and Circular 3/1/9/1/1 dated 2001-09-14, paragraph 5, the "EQUATE" job evaluation system will be used for the grading of all posts in the SAPS, except for police stations where the Resources Allocation Guide (RAG) will be used.
- 3.3 The weight and grading of the post of station commander and the lower-level command structure is based on the evaluation of various factors including crime, environmental factors and policing activities as included in the work study investigation. Splitting a policing area in two or more smaller areas involves restructuring, and will have a definite

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impact on the factors considered. The basis for government excellence is a policy aimed at promoting the welfare of society and funds, and it is therefore essential to implement the policy. The SAPS's budget is a source of information and an instrument of control that is reflected in quantifiable and measurable terms. The managing of resources by government departments is clearly set out in section 195(1) of the Constitution of the RSA, 1996 (Act No 108 of 1996) that requires, among other things, the SAPS to -

- be governed by the democratic values and principles enshrined in the Constitution
- promote the efficient, effective and economic use of resources
- provide services impartially, fairly, equitably and without bias.

3.4 The SAPS's Employment Regulations, 2008, [Regulation 20(2)] prescribes that the National Commissioner must -

- determine the organisational structure of the Service in terms of its core and support functions
- 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
- grade proposed new jobs or newly defined jobs according to the job evaluation system referred to regulation 29 except where the grade of a job has been determined in terms of an OSD
- engage in human resources planning in accordance with regulation 21 with a view to meeting the resulting human resources needs.

3.5 Section 38(1) (B) and 45(B) of the PFMA, 1999, requires among other things that "The **Accounting Officer** and each official in the SAPS use financial and other resources of the SAPS in an effective, efficient, economical and transparent manner". Lastly, Regulation 20(3) of the SAPS's employment regulations, 2008 requires the National Commissioner to -

- promote the effective, efficient and economic use of resources so as to improve the functioning of the Service; and
- to that end, apply working methods such as the reallocation, simplification, purification and coordination of work, and eliminate unnecessary functions.

4. DEFINITIONS AND APPLICABLE STANDARDS

- 4.1 The **Resources Allocation Guide (RAG)** means the system designed to determine the requirements regarding post establishments and physical resources at police stations, units, offices, components or subcomponents (from now on referred to as "station"), and compare the actual situation with the granted situation or the actual situation with an ideal situation in order to identify shortages and/or surpluses.
- 4.2 The **ideal situation** or **theoretical requirement** refers to the number of resources which the SAPS should ideally have at a particular station for a specific period.
- 4.3 The **granted situation** refers to the number of approved and funded resources for a specific year. In other words, it means the resources which the SAPS should allocate to a particular station for a specific period, e.g. a total of 119 000 funded posts of police officer were approved for the 2010/2011 financial year.
- 4.4 **Theoretical personnel** is defined as the minimum number of personnel needed to perform a required function based on the criteria applied.
- 4.5 **Time study** is defined as a work measurement technique that is used to determine the time a trained member/official takes to complete a particular element of a task/activity under specific circumstances, at a defined rate.
- 4.6 An average police **year** consists of 365.25 days.
- 4.7 An average police **month** consists of 21.74 **working days**¹ ($365.25 / 12 = 30.44 - 8.70 = 21.7375 \approx 21.74$).
- 4.8 An average of 21.74 police **working days**² consists of 626 112 seconds (8 hours X 60 minutes = 480 X 21.74 = 10 435.2 X 60 seconds = 626 112).

¹When applicable, if a member works eight-hour shifts it equals 23 days [$365.25 - (89) - (23) = 253.25 \Rightarrow 253 \text{ days} = 2024 \text{ hours}$], and 15 days if a member works twelve-hour shifts [$(365.25 \div 2) - (15) = 167.63 \Rightarrow 168 \text{ days} = 2016 \text{ hours}$].

²When applicable, 23 police working days consists of 662 400 seconds (8hours x 60min = 480 x 23 = 11 040 x 60 seconds = 662400), and 15 police working days consists of 594000 seconds (12 hours x 60 min = 720 x 15 = 10 800 x 60 seconds = 648000).

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- 4.9 Concerning absenteeism among personnel, a **contingency allowance** of 22.12% ($6.67\%^3 + 6.25\%^4 + 9.20\%^5$), is allocated to all functions/units.
- 4.10 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 as well as the unavoidable contingencies of the daily working routine, an acceptable **daily working routine contingency allowance** of 5.00% is allocated.

³Unavoidable contingencies are part of the daily working routine of every member/official. These contingencies will include, for instance, reporting for and off duty, station lectures, meetings, reading/studying governance, instructions and policies, hygiene needs, acquisition/procurement of stationery/materials, interaction or consultation with commanders or peers, preparing for work at the workplace (fetching dockets/registers/forms/stationary from lockers, or ensuring that vehicles are fueled), and tidying up after a day's work (locking dockets away, closing standing advance accounts and registers, switching off computers and lights, etc). These interruptions can also be seen as paid interruptions. An acceptable daily working routine contingency allowance of 6.67% was allocated for all elements of specific tasks or activities, determining the amount of time taken to perform them.

⁴Allowing for personal needs and recovery from fatigue: Two x 15 minutes of tea time and/or smoking: maximum of 60 minutes per day ($8 \times 60 = 480$ minutes $\therefore 30 / 480 \times 100 / 1 = 6.25\%$)

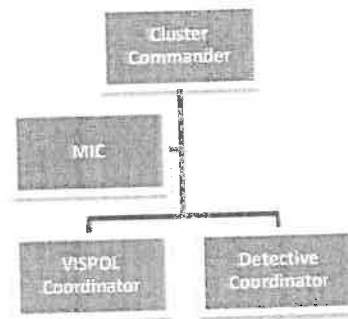
⁵Allowing for compulsory vacation leave: An employee works for an average of 260.88 days per year (21.74 days per month X 12 = 260.88 days). An employee is entitled to an average of 24 days (22 or 26 days) vacation leave. $24 \text{ days leave} / 260.88 \text{ days} = 9.20\%$

5. ORGANISATIONAL STRUCTURES AND ALLOCATION CRITERIA

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5.1 CLUSTER OFFICES

5.1.1 Organisational Structure



5.1.2 Cluster Commander



5.1.2.1 The criteria for determining the ideal post level for the cluster commander are as follows:

POST LEVEL	CRITERIA
Major General	<ul style="list-style-type: none"> • Ideal personnel of stations >1000. • At least one station in the cluster must have a post on the level of brigadier • If the ideal personnel of stations ≤1000, but more than one station has a post at the level of brigadier, the cluster qualifies for a post of major general. • The small provinces namely Northern Cape, Limpopo, Free State, Mpumalanga and North West were allocated two clusters with a post on the level of major general each, and were identified by means of consultation between the previous head of Organisational Development and the relevant provincial commissioners.
Brigadier	<ul style="list-style-type: none"> • Ideal station personnel of 401 to 1000. • At least one station within the cluster must have a post on the level of brigadier or colonel.
Colonel	<ul style="list-style-type: none"> • Ideal station personnel of 201 to 400. • At least one station in the cluster must have a post on the level of lieutenant colonel or colonel.
Lieutenant Colonel	<ul style="list-style-type: none"> • Ideal station personnel of <201. • If the ideal number of personnel at stations is higher than 200 but no stations have a post on the level of lieutenant colonel, the post level of the cluster commander will be that of lieutenant colonel.

5.1.3 VISPOL Coordinator



5.1.3.1 Criteria for determining posts

The fixed allocation depends on the post level determined for the cluster commander.

5.1.3.2 Allocation of posts

Posts are allocated as follows:

RANK LEVEL OF CLUSTER COMMANDER	NUMBER OF THEORETICAL POSTS
Major General	1 x Colonel 1 x Major/Lieutenant Colonel 1 x Lieutenant/Captain
Brigadier	1 x Major/Lieutenant Colonel 1 x Lieutenant/Captain 1 x Warrant Officer
Colonel	1 x Lieutenant/Captain 1 x Warrant Officer
Major/Lieutenant Colonel	1 x Lieutenant/Captain

5.1.4 Detective Coordinator



5.1.4.1 Criteria for determining posts

The fixed allocation depends on the level determined for the cluster commander.

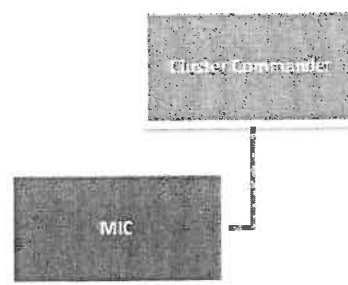
5.1.4.2 Allocation of posts

Posts are allocated as follows:

RANK LEVEL OF CLUSTER COMMANDER	NUMBER OF THEORETICAL POSTS
Major General	1 x Colonel 1 x Major/Lieutenant Colonel 1 x Lieutenant/Captain
Brigadier	1 x Major/Lieutenant Colonel 1 x Lieutenant/Captain 1 x Warrant Officer
Colonel	1 x Lieutenant/Captain 1 x Warrant Officer
Major/Lieutenant Colonel	1 x Lieutenant/Captain

5.1.5 Management Information Centre

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5.1.5.1 Criteria for determining posts

The fixed allocation depends on the level determined for the cluster commander.

5.1.5.2 Allocation of posts

Posts are allocated as follows:

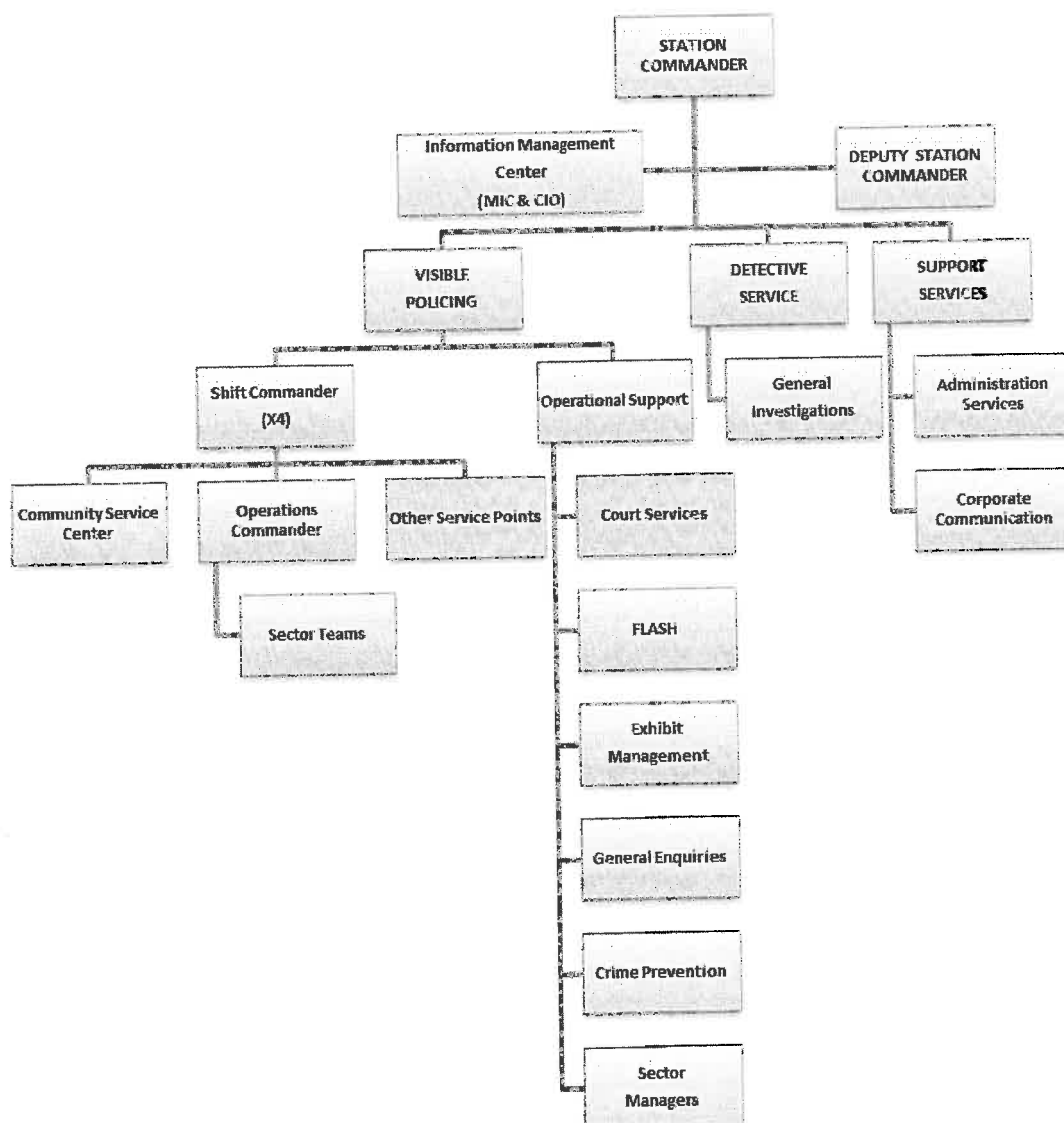
RANK LEVEL OF CLUSTER COMMANDER	NUMBER OF THEORETICAL POSTS
Major General	1 x Major/Lieutenant Colonel 1 x Lieutenant/Captain 2 x Administration Clerk 1 x Secretary 1 x Personal Assistant 1 x AVL Clerk
Brigadier	1 x Lieutenant/Captain 1 x Warrant Officer 2 x Administration Clerk 1 x Secretary 1 x AVL Clerk
Colonel	1 x Lieutenant/Captain 1 x Warrant Officer 3 x Administration Clerk 1 x AVL Clerk
Major/Lieutenant Colonel	1 x Lieutenant/Captain 3 x Administration Clerk 1 x AVL Clerk

5.2 POLICE STATIONS

5.2.1 Organisational structure

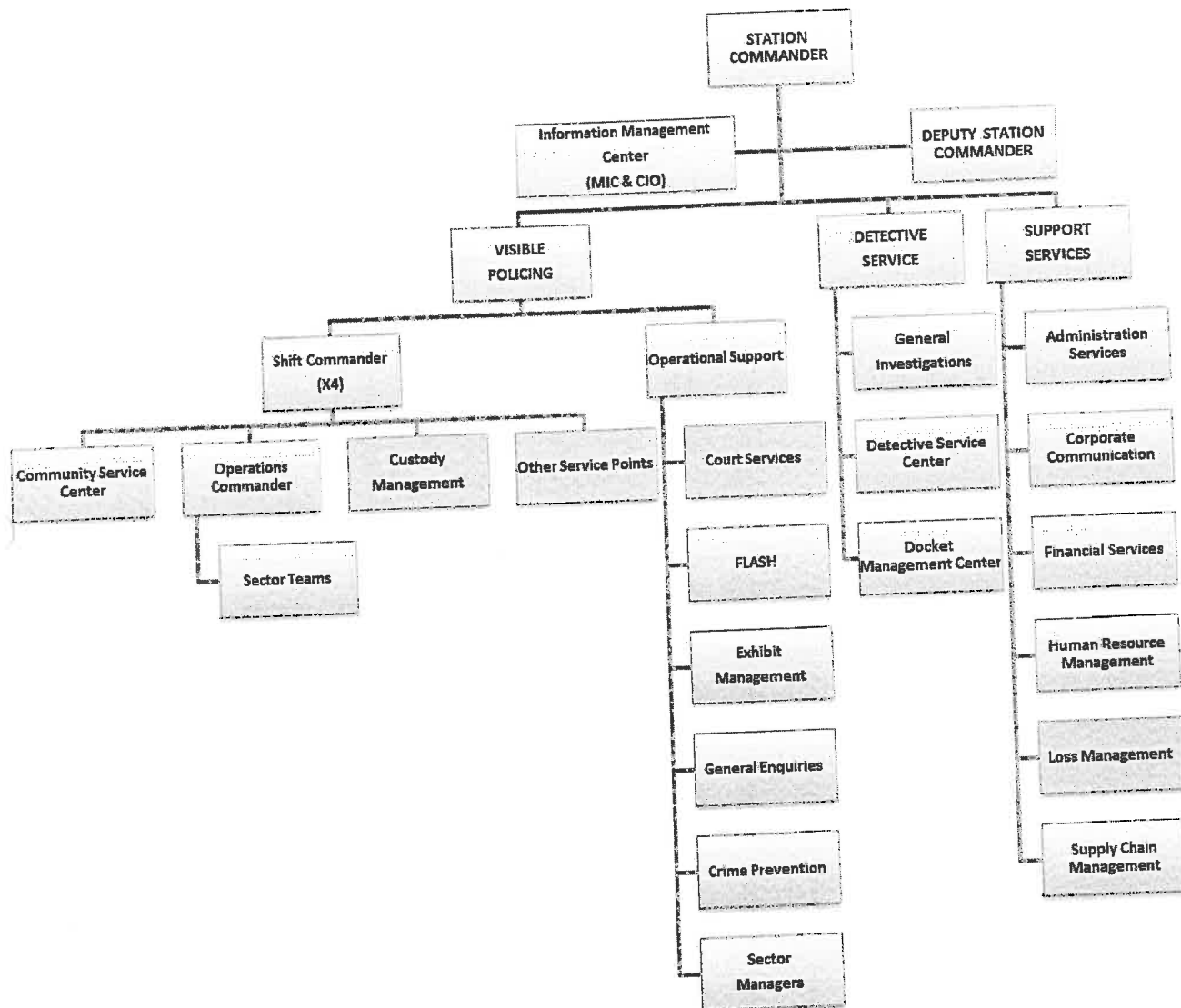
In terms of Head Office's 4/1/5 dated 2012-02-29, the following organisational structure was adopted by the National Management Forum and approved by the former Acting National Commissioner for police stations:

5.2.1.1 Category A Police Stations: Lieutenant/Captain



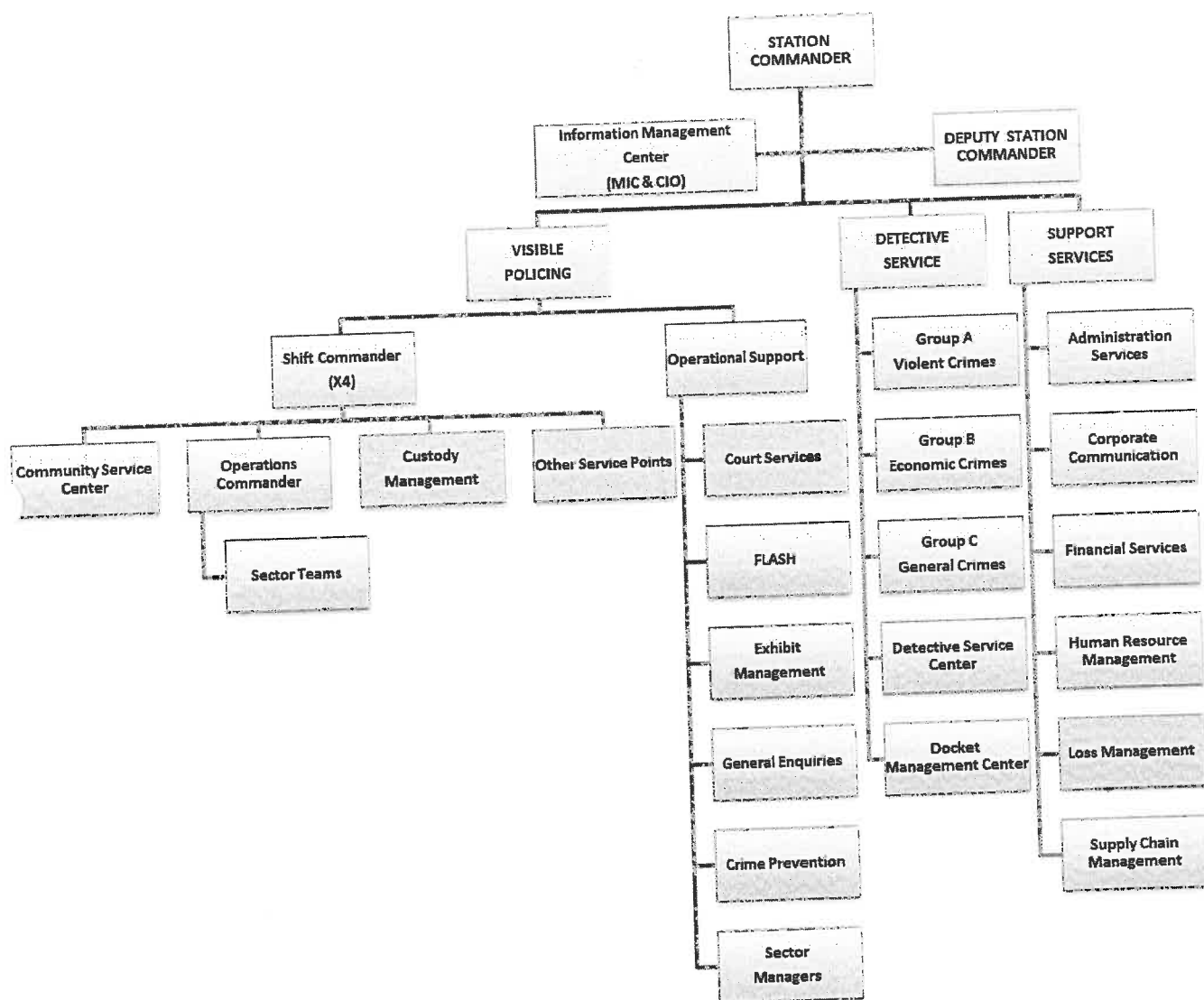
5.2.1.2 Category B Police Stations: Major/Lieutenant Colonel

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5.2.1.3 Category C1 and C2 Police Stations: Colonel (C1) and Brigadier (C2)

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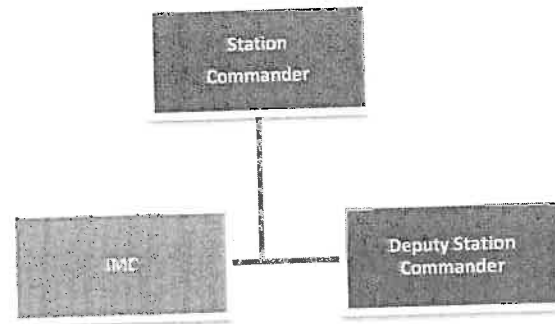


5.2.2 Explanatory notes to the adopted structure

- 5.2.2.1 The appointment of a deputy station commander at Category A stations is not compulsory, and is at the discretion of the provincial commissioner.
- 5.2.2.2 Custody management will only be applicable at stations with large cell complexes.
- 5.2.2.3 Court services will only be applicable at stations with full-time courts.
- 5.2.2.4 Other service points will only be applicable at stations with satellites and/or mobile/fixed contact points.
- 5.2.2.5 Loss management will only be applicable at accounting stations.
- 5.2.2.6 The Information Management Centre (IMC) will include both functions currently associated with the MIC and the Crime Intelligence Office (CIO) (old CIAC at station level). This will include support and crime-related information such as crime patterns and threat analysis. This entails that the Crime Intelligence Office will be integrated with the IMC and will be directly accountable to the station commander.
- 5.2.2.7 The operations commander will be responsible for all operational activities in the station's area during a specific shift, including crime prevention, attending to complaints, crime scene attendance, and special operations.
- 5.2.2.8 The community service centre will have an administrative focus and on interaction with customers.
- 5.2.2.9 Sector teams will focus on all facets of visible policing, including crime prevention, attending to complaints and special operations. Sector managers will liaise with sector teams daily, including briefing and debriefing sector teams.
- 5.2.2.10 The docket management centre will control the flow of dockets to and from the Detective Service and will also be responsible for ensuring optimal data integrity. The docket management centre will interact with the different shifts of the detective service centre and courts continuously to facilitate the flow of dockets.

- 5.2.2.11 The different shifts of the detective service centre will function in cooperation with Visible Policing (operations commander), but will remain directly accountable to the Section Commander: Detective Service.
- 5.2.2.12 The FLASH subsection includes functions relating to firearms, liquor and second-hand goods.
- 5.2.2.13 At accounting stations where the rank of the station commander is at the level of major/lieutenant colonel or higher, the following functions are provided for at Financial Services: Budget and Expenditure Control, Auxiliary Services and Salary Administration and Financial Accounting and Cash Flow.
- 5.2.2.14 At stations where the rank of the station commander is at the level of major/lieutenant colonel or higher, the following functions are provided for at Human Resources Management: Personnel Management, Human Resources Utilization and Human Resources Development.
- 5.2.2.15 At stations where the rank of the Station Commander is on the level of major/lieutenant colonel or higher, the following functions are provided for at Supply Chain Management: Acquisition Management, Immoveable Asset Management and Moveable Government Property Management and Vehicle Fleet Management.
- 5.2.2.16 The Crime Prevention Subsection will cater for functions relating to coordination of reservists, rural safety coordination, victim-friendly facilities, gender-based projects, community policing forums, community partnerships, community policing etc.

5.2.3 Station Commander



5.2.3.1 Criteria for determining posts

The level of the station commander is determined according to the **job weight range** (calculated theoretical ideal number of posts) associated with the post. The station commander is directly accountable to the cluster commander.

The deputy station commander will be one level lower than the station commander (same level as section commanders) and is directly accountable to the station commander.

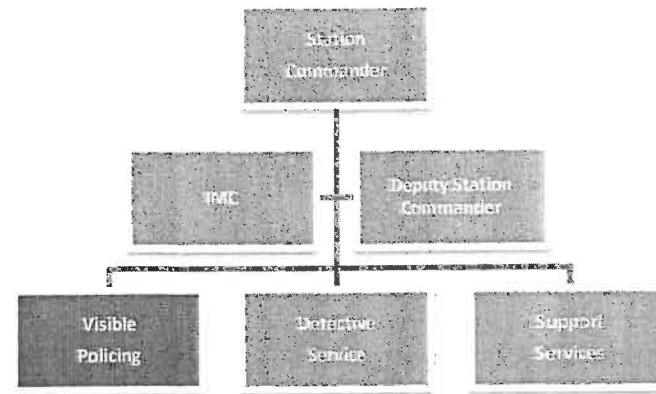
5.2.3.2 Allocation of posts

The level of the post of the station commander is determined according to the **job weight range** (calculated theoretical ideal number of posts) associated with the post:

SALARY RANGE	JOB WEIGHT RANGE	
	LOWER LIMIT	UPPER LIMIT
8 - Lieutenant/Captain	Lower	90
9/10 - Major/Lieutenant Colonel	91	180
11/12 - Colonel	181	360
13 - Brigadier	361	higher

5.2.4 Visible Policing

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5.2.4.1 The Section Commander: Visible Policing is directly accountable to the Station Commander and will be responsible for -

- Four shifts
- Operational support.

5.2.4.2 Criteria to determine the command structure

The following criteria are applicable to determine the level of the various commanders:

- The post level of the post of Section Commander: Visible Policing will be one level lower than the level of the post of the station commander.
- Subsection Commander: Shift A, B, C and D and the Subsection Commander: Operational Support is on a post level that is one level lower than that of the post of the Section Commander: Visible Policing.
 - At satellite police stations the post of commander is on the level of warrant officer, directly accountable to the shift commander.
 - Contact points serve as an extension of the community service centre. At contact points there will be no commanders and these members will be directly accountable to the shift commander.

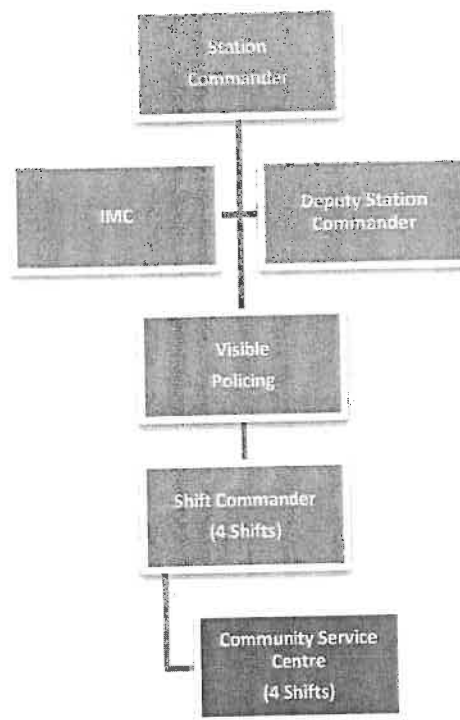
5.2.4.3 Allocation of posts

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The following subsections will form part of Visible Policing and will be discussed below:

- Community Service Centre: Shift A
- Community Service Centre: Shift B
- Community Service Centre: Shift C
- Community Service Centre: Shift D
- Operational Support

5.2.5 Community Service Centre (CSC): Shifts



Four shifts are established in line with the approved structure, and these personnel will report to the Subsection Commander: Shift A, B, C and D

5.2.5.1 Criteria to determine post establishment

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The following activities and standard times are applicable to calculate the CSC's theoretical requirement:

ACTIVITY	STANDARD TIME (MINUTES)
Number of SAPS 441 forms completed (when CAS is offline)	6.11 min
Number of SAPS 297 forms completed (when the CAS is offline)	6.11 min
Number of copies certified	2.44 min
Number of road traffic accidents dealt with	29.06 min
Number of Information Register entries	8.19 min
Number of entries in Bail Condition Register	2.64 min
Number of entries in terms of admission of guilt (J70)	8.03 min
Number of SAPS 10 entries	4.33 min
Number of cases in terms of domestic violence	43.36 min
Number of complaints reported	7.93 min
Number of SAPS 14 entries (custody management)	190.06 min
Number of firearm register entries	2.39 min
Number of A crimes registered (without an accused)	221.57 min
Number of A crimes registered (with an accused)	253.07 min
Number of shift changes	26.93 min
Number of B crimes registered	31.51 min

5.2.5.1.1 The following external environmental determinants were identified and a collective ⁴⁸ cumulative weighted percentage is applied to the CSC functions:

ENVIRONMENTAL FACTORS	PERCENTAGE ADDITIONAL ALLOWED				
	1%	2%	3%	4%	5%
Distance from magistrate/periodic court	0-50km	51 – 100km	101-150km	151-200km	>200km
Distance from Regional Court	0-50km	51-100km	101-150km	151-200km	>200km
Distance from Supreme Court	0-50km	51-100km	101-150km	151-200km	>200km
Distance from place of safety	0-50km	51-100km	101-150km	151-200km	>200km
Distance from Correctional Services facility	0-50km	51-100km	101-150km	151-200km	>200km
Distance from police cell facility (if not available at own station)	0-50km	51-100km	101-150km	151-200km	>200km

5.2.5.1.2 A contingency allowance of 27.12% is catered for.

5.2.5.1.3 A minimum of 17 members will be allocated for CSC activities to ensure the ability to render a 24-hour service. This minimum requirement will be applicable to all stations. It is important to note that a risk is associated with this allocation as some smaller stations record very few activities (including crime) at the CSC.

5.2.5.2 Allocation of posts

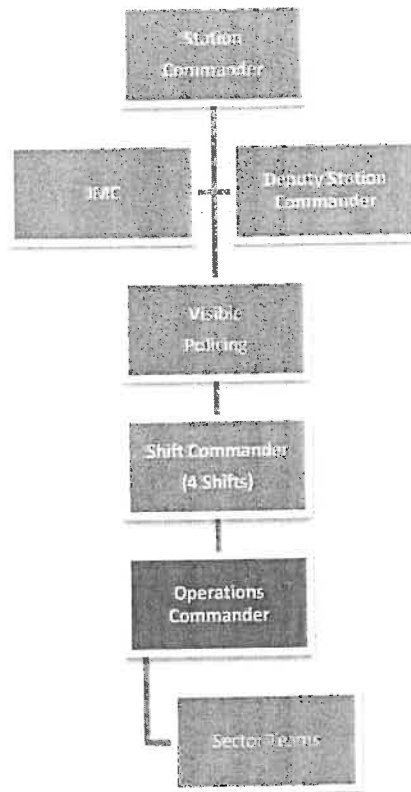
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The posts are allocated as follows, taking into consideration the span of control and minimum requirements as previously discussed:

SALARY LEVEL					
STATION COMMANDER	NUMBER OF IDEAL POSTS PER RANK LEVEL				
	MAJOR / LIEUTENANT COLONEL	LIEUTENANT / CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/ Captain	0	0	0	0	If total CSC personnel equals or less than 9, the 9 posts. If total CSC personnel > 9 (Number of theoretical personnel - 4 shift commanders). The number of calculated personnel will be rounded up to the nearest factor of 4.
Major/Lieutenant- Colonel	0	0	0	Number of theoretical personnel x 40%. The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel x 60%. The number of calculated personnel will be rounded up to the nearest factor of 4.
Colonel	0	0	Number of theoretical personnel x 20%. The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel x 30%. The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel x 50%. The number of calculated personnel will be rounded up to the nearest factor of 4.
Brigadier	0	Number of theoretical personnel / 20. The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel 20%. The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel x 30%. The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel x 50%. The number of calculated personnel will be rounded up to the nearest factor of 4.

5.2.6 Operations Commander

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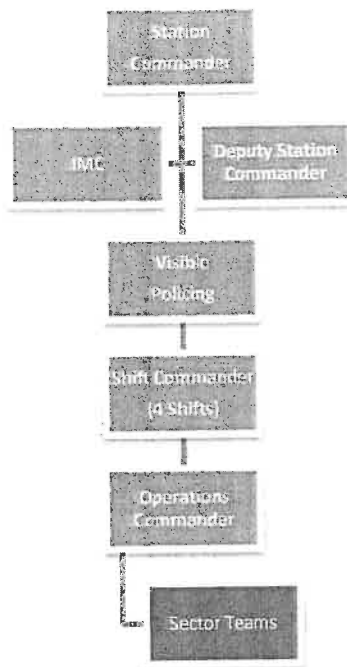
One operations commander is allocated to each shift and these personnel will report to the subsection commander: Shift A, B, C or D.

5.2.6.1 Criteria to determine the command structure

The following criteria will be applicable to determine the level of the operations commander:

- The post level of the post of operations commander is one level lower than the level of the subsection commander: Shift A, B, C or D.

5.2.7 Sector Teams



5.2.7.1 Criteria to determine post establishment

Sector teams will focus on all facets of visible policing including crime prevention, attending to complaints, special operations etc. Sector managers will liaise with sector teams daily, including briefing and debriefing of sector teams. The following determinants were taken into consideration to determine the number of theoretical personnel for crime prevention and sector team activities: Reported crimes, population density, social and economic factors, contingency allowances and environmental factors. 80% of the theoretical personnel will be allocated to sector teams and 20% to crime prevention discussed later in this report.

Eighty per cent of the calculated number of theoretical personnel is allocated for sector policing. A minimum requirement of a sector commander and 16 members (two vehicles per shift) was applied, although this will increase resources requirements significantly. The calculated theoretical number of personnel required for sector policing is divided by 17 to determine the optimal number of sectors allocated per station. The occurrence of crime and the uniqueness of every station's environment will determine the number of sectors allocated. Should circumstances at a station allow for only one vehicle per sector, station management may consider establishing additional sectors, but remaining within the parameters of available resources.

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ACTIVITY	STANDARD TIME (MINUTES)										
Number of visits to farms	36.64 min										
Number of visits to key points	6.11 min										
Number of complaints attended to	39.07 minutes + additional % dependant on the impact of environmental factors as follows: Area size/100 x 1% % informal population <table> <tr> <td>1%</td><td>0.01 to 5%</td></tr> <tr> <td>2%</td><td>5.01% - 10%</td></tr> <tr> <td>3%</td><td>10.01% - 15%</td></tr> <tr> <td>4%</td><td>15.01% - 20%</td></tr> <tr> <td>5%</td><td>>20%</td></tr> </table> Mountainous 1% if applicable Urban 1% if applicable Gravel roads 1% if applicable Tribal allegiance 1% if applicable	1%	0.01 to 5%	2%	5.01% - 10%	3%	10.01% - 15%	4%	15.01% - 20%	5%	>20%
1%	0.01 to 5%										
2%	5.01% - 10%										
3%	10.01% - 15%										
4%	15.01% - 20%										
5%	>20%										

- Crime analysis**

Crime reported over a period of four years is taken into consideration. A four year weighted average (Year 1 = 10%, Year 2 = 20%, Year 3 = 30% and Year 4 = 40%) is calculated for every category of crime to determine the minimum number of theoretical personnel to be allocated to crime prevention:

- | | |
|----------------------------|---|
| ○ Contact crimes | Number of reported crimes divided by 20 |
| ○ Property-related crimes | Number of reported crimes divided by 25 |
| ○ Contact-related crimes | Number of reported crimes divided by 30 |
| ○ All other serious crimes | Number of reported crimes divided by 35 |
| ○ Less serious crimes | Number of reported crimes divided by 50 |

According to the above, contact crimes indicate the dominant violence-related crimes - allocate one post per 20 crimes reported in a month. Property-related crimes - allocate one post per 25 crimes reported in a month. Contact-related crime - allocate one post per 30 crimes reported in a month. All other serious crimes - allocate one post per 35 crimes reported in a month. Less serious crimes - allocate one post per 50 crimes reported in a month. The calculated figures are then added together to determine the number of theoretical personnel to be allocated to crime prevention and sector teams.


- **Environmental, social and economic factors**

The following environmental, social and economic factors that could influence crime prevention efforts are considered, and the theoretical personnel referred to in the previous paragraph are adjusted in terms of the weights as indicated below. The weighted percentages fluctuate between a minimum of 0% to a maximum of 5% per factor:

DETERMINANTS	% LOADING				
	0%	1.25%	2.5%	3.75%	5%
Number of main roads (N), freeways (M) and arterial roads (R)	0	1	2	3	>3
Number of shopping malls (with more than 100 shops)	0	-	-	-	1 & more
Number of registered liquor premises (to consume liquor)	0	1-20	21-40	41-60	>60
Number of registered liquor premises (to sell liquor)	0	1-20	21-40	41-60	>60
Number of registered second-hand goods dealers	0	1-20	21-40	41-60	>60
Number of illegal liquor outlets closed/prosecuted	0	1-20	21-40	41-60	>60
Unemployment rate	0-9.99%	10%-20%	20.01-30%	30.01-40%	>40%
Number of registered students at schools	0	1-2000	2001-4000	4001-6000	>6000
Number of registered students at higher educational facilities	0	1-2000	2001-4000	4001-6000	>6000
Number of small independent settlements	0	-	-	-	1 & more
Number of tribal areas	0	-	-	-	1 & more
Population figure (informal versus formal)	0-2.5%	2.501-5%	5.01-7.5%	7.501-10%	>10%
	0%	0.5%	1%	1.5%	2%
Do the following environmental factors have a negative impact on policing?					
Overnight accommodation	1-10	11-20	21-30	31-40	Higher than 50
Number of Farms/Small holdings	1-10	11-20	21-30	31-40	Higher than 50
Topography – mountains	No	-	-	-	Yes
Topography – desert area	No	-	-	-	Yes
Topography – forest area – natural	No	-	-	-	Yes
Topography – water – dams (Do they have a negative impact on policing?)	No	-	-	-	Yes
Topography – water – rivers (do they have a negative impact on policing?)	No	-	-	-	Yes
Topography – water – sea (does it have a negative impact on policing?)	No	-	-	-	Yes

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DETERMINANTS	% LOADING				
Infrastructure – lack of, for example street lights	No	-	-	-	Yes
Infrastructure – lack of telecommunication /telephones	No	-	-	-	Yes
Infrastructure – lack of housing – provision of electricity/security	No	-	-	-	Yes
Social Degradation	No	-	-	-	Yes
Gangs	No	-	-	-	Yes
Influx of people – number of major sporting events (national/international)	No	-	-	-	Yes
Influx of people – number of religious events	No	-	-	-	Yes
Influx of people – number of festivals	No	-	-	-	Yes
Seasonal influx of people – festive season	No	-	-	-	Yes
Seasonal influx of people – harvest season	No	-	-	-	Yes
Availability of drugs	No	-	-	-	Yes
Undocumented persons	No	-	-	-	Yes
Lack of Public Transport	No	-	-	-	Yes
Transport – number of railway stations	0	-	-	-	1 & more
Transport – number of airports (international/national)	0	-	-	-	1 & more
Transport – number of seaports (international)	0	-	-	-	1 & more
Transport – number of ports of entry (international)	0	-	-	-	1 & more
Transport – number of taxi ranks (registered)	0	-	-	-	1 & more
Transport – Bus Terminals (Registered)	No	-	-	-	Yes
Condition of roads (% tarred roads)	80.01% - 100%	60.01% - 80%	40.01% - 60%	20.01% - 40%	<20%
Number of shopping malls (between 10 and 100 shops)	0	-	-	-	1 & more
Number of casinos	0	-	-	-	1 & more
	0%	0.25%	0.5%	0.75%	1%
Transport – number of airports/airstrips (domestic)	0	-	-	-	1 & more
Transport – number of seaports (domestic)	0	-	-	-	1 & more
Number of shopping malls (0 to 10 shops)	0	-	-	-	1 & more
Number of mines	0	1	2	3	>3
Number of small diggings	0	1	2	3	>3
Number of hospitals	0	1	2	3	>3
Number of clinics	0	1	2	3	>3
Number of schools	0	1	2	3	>3
Number of higher educational facilities	0	1	2	3	>3
Area size (km²)	0-1000	1001-1500	1501-2000	2001-2500	>2500
Mountainous	No = 0%	Yes = 1%			



DETERMINANTS	% LOADING				
	No = 0%	Yes = 1%			
Urban/rural	No = 0%	Yes = 1%			
International border area	No = 0%	Yes = 1%			
Pension Payout	0	-	-	-	1 & more

- **Population**

The calculation provides, with regard to population density, for one post for every 5 000 members of the community. For daily influxes of commuters, one post for every 10 000 commuters is allocated to accommodate the daily influx of commuters. However, to partially address the misrepresented indicators of crime prevention, namely the dark figure of crime, the following additional weighted percentages were created for historically-disadvantaged stations:

- A station qualifies as a “disadvantaged station” if the ratio: informal population divided by the total population equals or is greater than 10%.
- Once a station is identified as disadvantaged (given the above criteria), it receives one post for every 2 500 members of the community instead of one post for every 5 000 members of the community, plus 1 for every 10 000 influx of people.

Therefore, if a station is classified as a “disadvantaged station”, the weights are increased on the following factors, namely population, a lack of housing, unemployment, a lack of street lights, a lack of telecommunication and the condition of the roads.

The above criteria are applied to determine the total theoretical personnel requirement for crime prevention and sector policing. A contingency allowance of 27.12% will be allowed for absenteeism and other activities that cannot be measured. The total theoretical personnel requirement is then divided as follows:

- General Crime Prevention 20% of the theoretical personnel requirement
- Sector Policing 80% of the theoretical personnel requirement

Minimum requirements will be applicable to ensure that general crime prevention functions can be performed.

Sp

5.2.7.2 Allocation of posts

Posts are allocated as follows, taking into consideration the span of control and minimum requirements as previously discussed:

ACTIVITY	CRITERION
Number sectors	One sector manager Two vehicles per sector (four members x four shifts = 16 members)

A minimum of 17 posts are allocated per sector.

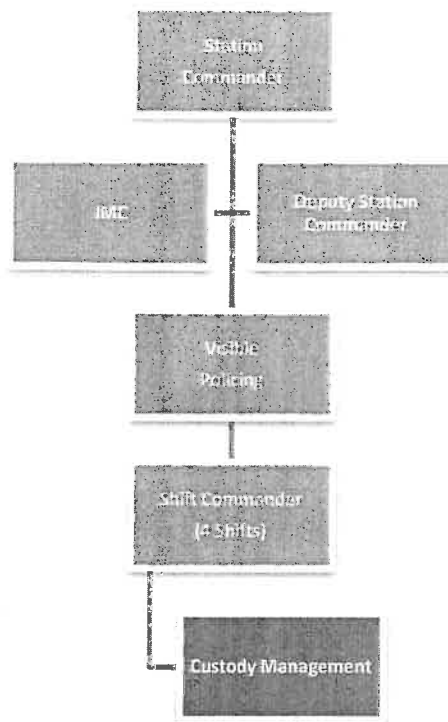
SALARY LEVEL					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR / LIEUTENANT COLONEL	LIEUTENANT / CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/ Captain	0	0	0	0	Minimum requirement of 17 members minimum = 1 sector
Major/Lieutenant Colonel	0	0	0	0	(Number of calculated theoretical personnel) /18x17 minimum = 1 sector The number of calculated personnel will be rounded up to the nearest factor of 4. (100% of posts)
Colonel	0	0	0	(Number of calculated theoretical personnel)/18x17 Minimum = 1 sector The number of calculated personnel will be rounded up to the nearest factor of 4. (40% of posts)	(Number of calculated theoretical personnel) /18x17 minimum = 1 sector The number of calculated personnel will be rounded up to the nearest factor of 4. (60% of posts)

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SALARY LEVEL					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR / LIEUTENANT COLONEL	LIEUTENANT / CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Brigadier	0	0	(Number of calculated theoretical personnel)/18x17 Minimum = 1 sector The number of calculated personnel will be rounded up to the nearest factor of 4. (20% of posts)	(Number of calculated theoretical personnel) /18x17 minimum = 1 sector The number of calculated personnel will be rounded up to the nearest factor of 4. (30% of posts)	(Number of calculated theoretical personnel) /18x17 minimum = 1 sector The number of calculated personnel will be rounded up to the nearest factor of 4. (50% of posts)

5.2.8 Custody management

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A need was identified for a separate Custody Management Subsection that will function separately from the CSC, at larger stations. This will improve command and control at the cell facility in order to ensure the safeguarding of detainees. Custody management will only be applicable at large stations where the calculated theoretical personnel for custody management equal 12 or more.

5.2.8.1 Criteria to determine post establishment

- 5.2.8.1.1 A separate Custody Management Subsection will be created at stations with large cell complexes. This will lead to an additional subsection commander at certain stations. At these stations the number of SAPS 14 entries will not be part of the criteria for the CSC, but will form part of the criteria for custody management. These stations will be allocated fewer members for the CSC and the additional members will be allocated for custody management. This will lead to a slightly increased theoretical personnel allocation.

5.2.8.1.2 The following activities and standard times are used to determine the theoretical establishment for custody management:

ACTIVITY	STANDARD TIME (MINUTES)
Number of SAPS 14 entries	124 minutes

5.2.8.1.3 The number of entries multiplied by the standard time (minutes) divided by 9 114 minutes (number of available working minutes per employee per month) will calculate the theoretical personnel needed to perform custody management.

5.2.8.1.4 In addition to the above, a general contingency allowance of 27.12% is included in the standard times to allow for absenteeism and other activities that cannot be measured.

5.2.8.1.5 A minimum of 17 members will be allocated for custody management activities to ensure the ability to render a 24-hour service. This minimum requirement will only be applicable to stations that qualify for a separate custody management subsection.

5.2.8.2 Allocation of posts

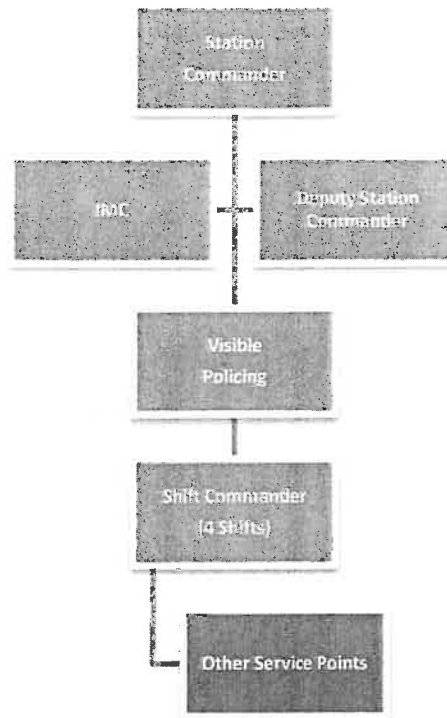
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The posts are allocated as follows, taking into consideration the span of control and minimum requirements, as discussed:

SALARY LEVEL					
STATION COMMANDER	NUMBER OF IDEAL POSTS PER RANK LEVEL				
	MAJOR / LIEUTENANT COLONEL	LIEUTENANT / CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/Captain	0	0	0	0	0
Major/Lieutenant Colonel	0	0	0	0.	0.
Colonel	0	0	1 x Sub-subsection Commander	Number of theoretical personnel x 40% The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel x 60% The number of calculated personnel will be rounded up to the nearest factor of 4.
Brigadier	0	1 x Sub-subsection Commander	Number of theoretical personnel x 20% The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel x 30% The number of calculated personnel will be rounded up to the nearest factor of 4.	Number of theoretical personnel x 50% The number of calculated personnel will be rounded up to the nearest factor of 4.

5.2.9 Other service points (satellite stations and contact points)

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5.2.9.1 Criteria to determine post establishment

Separate subsections must be created to cater for additional service points that will require the allocation of additional posts. The number of posts allocated to the CSC at the main station is calculated to cater for all CSC functions in the station's area. Newly-established service points serve as an extension of the CSC, performing activities previously performed by it. Although a fixed establishment is allocated to newly-established service points, the current CSC allocation must be recalculated to ensure the effective, efficient and economic use of personnel. Note that the minimum requirement of 16 members at the main CSC remains applicable and the main CSC allocation will always cater for rendering a 24-hour service. Before an additional allocation can be made, the service point must be registered on PERSAL.

A risk has been identified that additional service points will be established to secure an increase in personnel allocation that may lead to an upgraded command structure. As an example, small stations will almost double their personnel allocation with the establishment of a satellite police station. The establishment of additional service points must therefore be properly controlled by means of feasibility studies.

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TYPE OF SERVICE POINT	POST ALLOCATION
Satellite police station	24 hours – fixed standard of 18 members 12/8 hours –fixed standard of 10 members Only weekdays/office hours – fixed standard of four members
Contact points	24 hours – fixed standard of eight members 12/8 hours –fixed standard of four members Only weekdays/office hours – fixed standard of two members

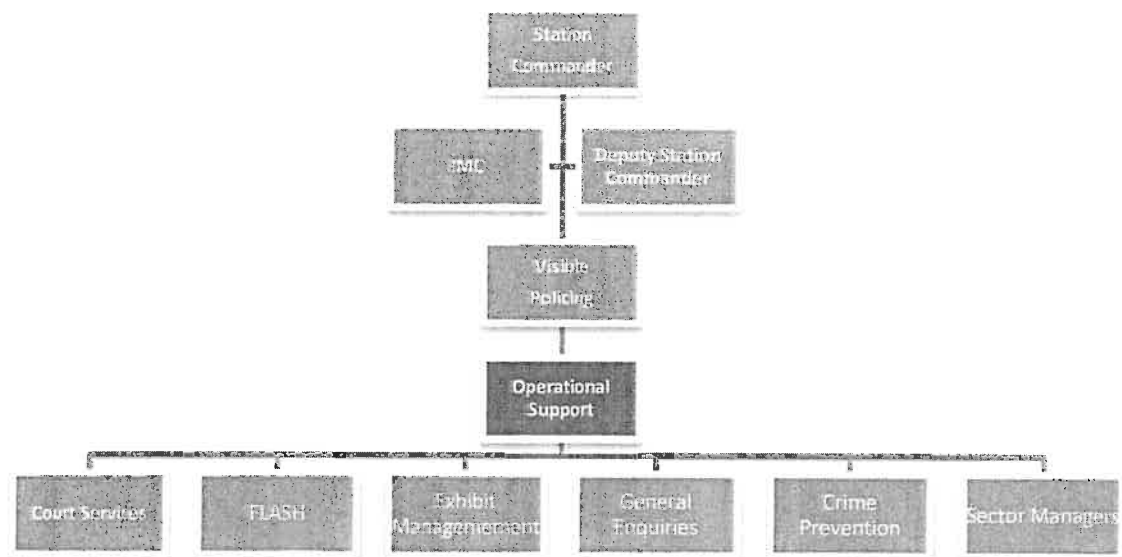
A general contingency allowance of 27.12% is included.

5.2.9.2 Allocation of posts

Posts are allocated as follows, taking the span of control and minimum requirements as previously discussed, into consideration:

SALARY LEVEL					
STATION COMMANDER	NUMBER OF IDEAL POSTS PER RANK LEVEL				
	MAJOR/ LIEUTENANT COLONEL	LIEUTENANT/ CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/ Captain	0	0	0	1 x Subsection Commander only for a satellite police station	Calculated posts x 100%
Major/Lieutenant Colonel	0	0	1 x Sub-subsection Commander only for a satellite police station	Number of calculated personnel x 40%	Number of calculated personnel x 60%
Colonel	0	0	1 x Sub-subsection Commander only for a satellite police station	Number of calculated personnel x 40%	Number of calculated personnel x 60%
Brigadier	0	0	1 x Sub-subsection Commander only for a satellite police station	Number of calculated personnel x 40%	Number of calculated personnel x 60%

5.2.10 Operational support



This subsection will include the following sub-subsections:

- Court Services
- FLASH
- Exhibit Management
- General Enquiries
- Crime Prevention
- Sector Managers

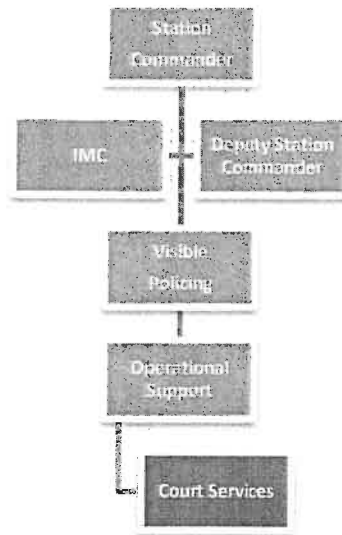
5.2.10.1 Criteria to determine the command structure

The Operational Support Subsection will include the functions as indicated above.

- The post level of the Subsection Commander: Operational Support will be one level lower than that of the Section Commander: Visible Policing.
- Sub-subsection Commanders will be on a level of one lower than the Subsection Commander, except in the following circumstances:
 - If the number of calculated theoretical personnel for Court Services at a station with a brigadier is below 34, the post of Commander: Crime Prevention will be on the level of lieutenant/captain and not major/lieutenant colonel. The same principle applies at a colonel station if the calculated theoretical personnel is below 17.

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- o If the number of calculated theoretical personnel for FLASH, Exhibit Management and General Enquiries is below two, the post of Sub-subsection Commander will be two levels lower.

5.2.11 Court Services



Court Service will only be applicable at stations with full-time courts. An adequate allocation has already been made at the CSC to provide for the transporting of prisoners and temporary court duties at stations without full-time courts.

5.2.11.1 Criteria to determine post establishment

A separate Court Services capacity will be created at stations with full-time courts. The following criteria will be used to determine the theoretical establishment for court duties:

ACTIVITY	CRITERIA
Court orderly	Two members per active court room
Custody management (court cells)	Will be allocated in accordance with the cell capacity (Enabling: two per cell complex)

A general contingency allowance of 27.12% is included. A minimum of two members per

court and cell complex will be allocated.

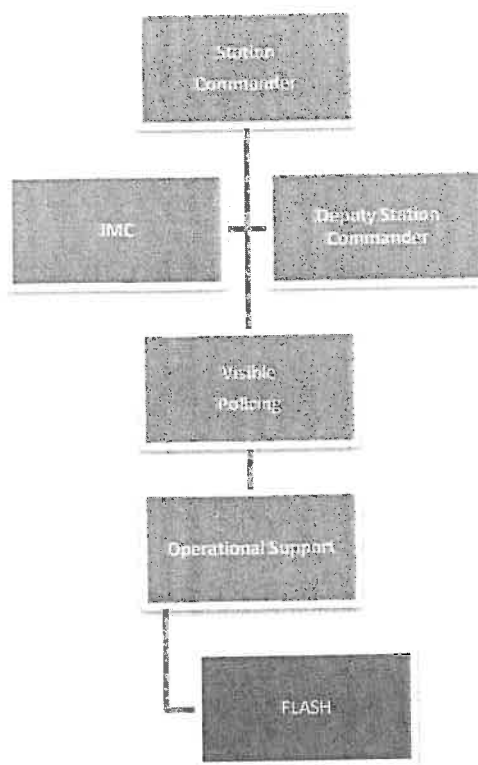
5.2.11.2 Allocation of posts

Posts are allocated as follows, taking into consideration the span of control and minimum requirements as previously discussed:

SALARY LEVEL					
STATION COMMANDER	NUMBER OF IDEAL POSTS PER RANK LEVEL				
	MAJOR/ LIEUTENANT COLONEL	LIEUTENANT/ CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/Captain	0	0	0	0	Number of calculated personnel x 100%
Major/Lieutenant Colonel	0	0	0	1 x Sub-subsection Commander	Number of calculated personnel x 100%
Colonel	0	0	1 x Sub-subsection Commander if the calculated personnel is 17 or higher	If the number of calculated personnel is <17: 1 x Sub-subsection Commander. OR Number of calculated personnel x 40%	Number of calculated personnel x 100% OR Number of calculated personnel x 60%
Brigadier	0	1 x Sub-subsection Commander if the calculated personnel is 34 or higher	If the number of calculated personnel is <34: 1 x Sub-subsection Commander. OR Number of calculated personnel x 20%	Number of calculated personnel x 40% OR Number of calculated personnel x 30%	Number of calculated personnel x 60% OR Number of calculated personnel x 50%

5.2.12 Firearms, Liquor and Second-Hand Goods (FLASH)

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The functions to be performed under this subsection will include liquor, firearm, second-hand goods related functions.

5.2.12.1 Criteria to determine post establishment

Posts associated with these functions must be derived from the workload and not a fixed allocation per station. To determine the establishment of FLASH, the following activities and standard times are used to determine the theoretical personnel establishment:

ACTIVITY	CRITERIA AND STANDARD TIME
Liquor-related functions	Number of illegal liquor outlets closed (80 min) Number of requests for new licences (80 min) Number of requests for transferring of licences (80 min) Number of requests for temporary licences (80 min) Number of premises that sell liquor (80 min) Number of premises where liquor is consumed (80 min)

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ACTIVITY	CRITERIA AND STANDARD TIME
Firearm-related functions	Number of new applications (110 min) Number of renewals (100 min) Number of competency applications (85 min) Number of gunsmiths (22 min) Number of institutions (30 min) Number of dealers (120 min) Section 102 investigations (305 min) Section 103 investigations (3 min)
Second-hand goods	Number of applications (80 min) Number of dealers (registered and not) (180 min)

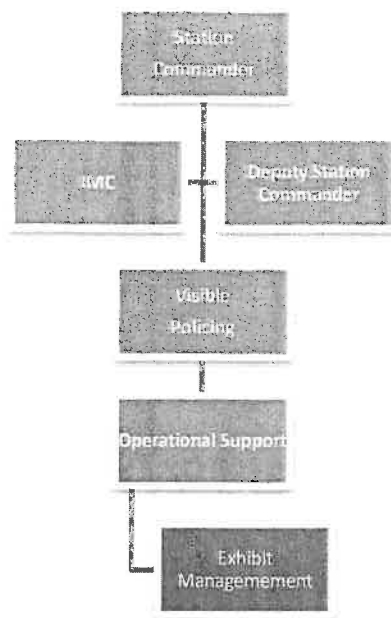
A contingency allowance of 27.12% is included to allow for absenteeism and other activities that cannot be measured.

5.2.12.2 Allocation of posts

Posts are allocated as follows, taking into consideration the span of control and minimum requirements as discussed previously. The allocation for designated police functions (liquor/firearms/second-hand goods) will be allocated as a single group.

FIREARMS, LIQUOR AND SECOND-HAND GOODS (FLASH)					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR/ LIEUTENANT COLONEL	LIEUTENANT/ CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/ Captain	0	0	0	0	Number of calculated theoretical personnel x 100% Minimum x 1
Major/Lieutenant Colonel	0	0	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 100% Minimum x 1
Colonel	0	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 40%	Number of calculated theoretical personnel x 60%
Brigadier	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 20%	Number of calculated theoretical personnel x 30%	Number of calculated theoretical personnel x 50%

5.2.13 Management of exhibits



5.2.13.1 Criteria to determine post establishment

Posts associated with these functions must be derived from the workload and not a fixed allocation per station. To determine the establishment of exhibit management, the following activities and standard times are used to determine the theoretical personnel establishment:

ACTIVITY	CRITERIA AND STANDARD TIME
Exhibit management	Number of SAPS 13 entries (190 min) Number of SAPS 43 entries (To be benchmarked)

A contingency allowance of 27.12% was included in the standard times to allow for absenteeism and other activities that cannot be measured.

5.2.13.2 Allocation of posts

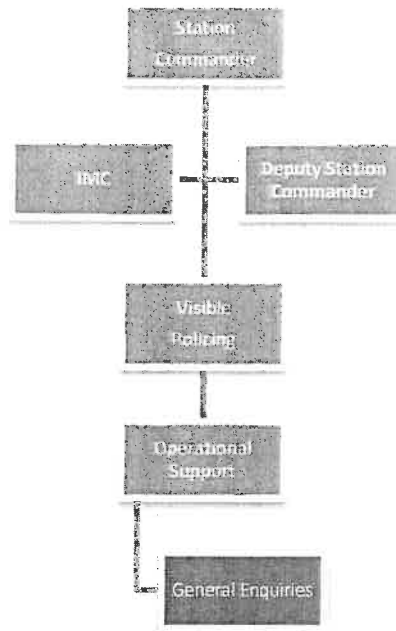
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Posts are allocated as follows, taking into consideration the span of control and minimum requirements as discussed previously:

EXHIBIT MANAGEMENT					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR/ LIEUTENANT COLONEL	LIEUTENANT/ CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/Captain	0	0	0	0	Number of calculated theoretical personnel x 100% Minimum x 1
Major/Lieutenant Colonel	0	0	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 100% Minimum x 1
Colonel	0	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 40%	Number of calculated theoretical personnel x 60%
Brigadier	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 20%	Number of calculated theoretical personnel x 30%	Number of calculated theoretical personnel x 50%

5.2.14 General enquiries

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5.2.14.1 Criteria to determine post establishment

Posts associated with these functions must be derived from the workload and not a fixed allocation per station. To determine the establishment of general enquiries, the following activities and standard times are used to determine the theoretical personnel establishment:

ACTIVITY	CRITERIA AND STANDARD TIME
General enquiries	Number of police clearances issued (to be benchmarked) Number of public driving permits issued (to be benchmarked) Number of enquiries from attorneys dealt with (to be benchmarked) Number of vehicle clearances issued (to be benchmarked) Number of FIC's processed (to be benchmarked) Number of warrants served (to be benchmarked) Number of subpoenas served (to be benchmarked) JCPS (parole boards, DCS-related, NPA-related etc) related enquiries (to be benchmarked) Number of accident reports processed (to be benchmarked) Number of SAPS 55 processed (to be benchmarked)

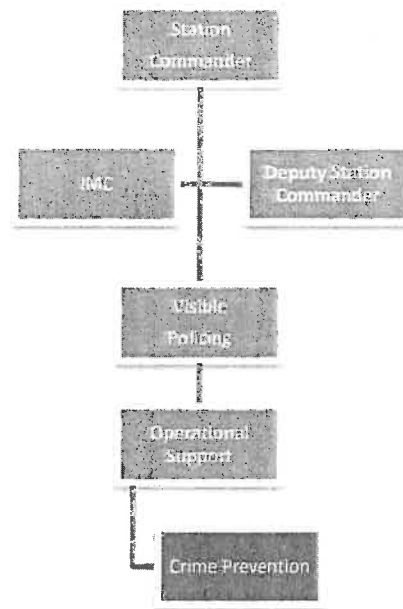
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5.2.14.2 Allocation of posts

Posts are allocated as follows, taking into consideration the span of control and minimum requirements as discussed previously:

EXHIBIT MANAGEMENT					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR/ LIEUTENANT COLONEL	LIEUTENANT/ CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/Captain	0	0	0	0	Number of calculated theoretical personnel x 100% Minimum x 1
Major/Lieutenant Colonel	0	0	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 100% Minimum x 1
Colonel	0	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 40%	Number of calculated theoretical personnel x 60%
Brigadier	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 20%	Number of calculated theoretical personnel x 30%	Number of calculated theoretical personnel x 50%

5.2.15 Crime Prevention



The crime prevention functions to be performed under this subsection will include general crime prevention functions across sector boundaries, tracing of suspects, social crime prevention functions, coordination of rural safety, coordination of crime prevention projects, victim empowerment, reservists etc. It is important to note that sector policing is a separate function on the structure that will influence the allocation of crime prevention. Refer to paragraph 5.2.7 for a detailed discussion on the criteria applied to calculate the theoretical resources requirements. As indicated, 20% of the calculated requirement is allocated to crime prevention.

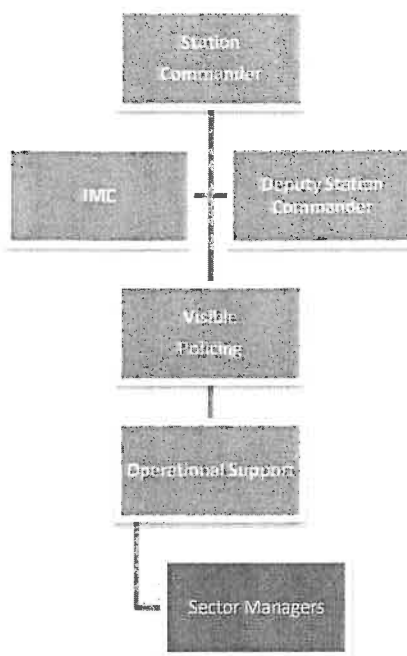
5.2.15.1 Allocation of posts

Posts are allocated as follows, taking into consideration the span of control and minimum requirements as discussed previously:

SALARY LEVEL					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR / LIEUTENANT COLONEL	LIEUTENANT / CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/ Captain	0	0	0	0	Number of calculated theoretical personnel x 100% Minimum 1
Major/ Lieutenant Colonel	0	0	0	1 x Sub-subsection Commander	Number of calculated theoretical personnel x 100% Minimum 5
Colonel	0	0	1 x Sub-subsection Commander	Number of theoretical personnel x 40% (if calculated theoretical personnel >=17) OR 1 x Sub-subsection Commander (if calculated theoretical personnel <17)	Number of theoretical personnel x 60% (if calculated theoretical personnel >=17) OR Number of theoretical personnel x 100% (if calculated theoretical personnel <17) Minimum = 17
Brigadier	0	1 Sub-subsection Commander	Number of theoretical personnel x 20% (if calculated theoretical personnel >=17) OR 1 x Sub-subsection Commander (if calculated theoretical personnel <17)	Number of theoretical personnel x 30% (if calculated theoretical personnel >=17) OR Number of theoretical personnel x 40% (if calculated theoretical personnel <17) Minimum = 7	Number of theoretical personnel x 50% (if calculated theoretical personnel >=17) OR Number of theoretical personnel x 60% (if calculated theoretical personnel <17) Minimum = 10

5.2.16 Sector managers

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5.2.16.1 Criteria to determine post establishment

The following criteria are used to determine the number of theoretical posts for sector managers:

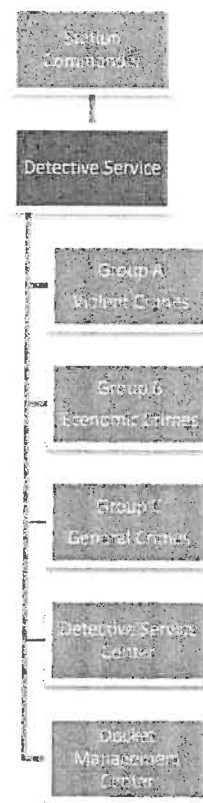
ACTIVITY	CRITERION
Number sectors	One sector manager Two vehicles per sector (four members x four shifts = 16 members)

A minimum of 17 Posts are allocated per sector.

5.2.16.2 Allocation of posts

Posts are allocated as follows, taking into consideration the number of sectors:

SALARY LEVEL					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR / LIEUTENANT COLONEL	LIEUTENANT / CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/ Captain	0	0	0	0	1 x Sub-subsection Commander per sector.
Major/ Lieutenant Colonel	0	0	0	1 x Sub-subsection Commander per sector.	0
Colonel	0	0	1 x Sub-subsection Commander per sector.	0	0
Brigadier	0	1 x Sub-subsection Commander per sector.	0	0	0



Stations with a colonel or brigadier as station commander will function with three investigation groups (A, B and C), a detective service centre and a docket management centre. Stations where the level of the station commander is below the rank of colonel, will function with one group (General Investigation), a detective service centre and a docket management centre. Stations with a lieutenant/captain will not have a detective service centre or a docket management centre.

5.2.17.1 Allocation of posts

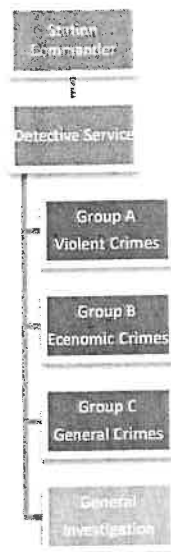
The level of the Section Commander: Detective Service is one level lower than that of the station commander, and the subsection commanders (group leaders) will be on a level that is one level lower than that of the section commander. The following subsections will form part of Detective Service, and will be discussed below:

- Investigation Team - Group A: Violent Crimes
- Investigation Team - Group B: Economic Crimes
- Investigation Team - Group C: General Crimes
- Detective Service Centre

- General Investigation (*Only applicable if the level of rank of the station commander is that of lieutenant colonel or lower.*)
- Docket Management Centre

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5.2.18 Detective Service Investigation Groups



Group A/B/C will only be applicable at stations where the level of rank of the station commander is at the level of colonel or brigadier. Smaller stations will only have one investigation group, namely General Investigation.

5.2.18.1 Criteria to determine post establishment

The following analyses is used to determine the theoretical personnel requirement of the various detective groups. As a result of the application of the reviewed criteria, an increase in the number of theoretical posts is anticipated. The theoretical personnel requirement for the Detective Service is determined according to norms per type of crime, as well as additional environmental factors that have an impact on the functions of the detective services. The following norms received from the Detective Service Division, are applicable and cater for the complete investigation cycle (from reporting to the conclusion in court):

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INVESTIGATION TEAM A - VIOLENT CRIMES	
TYPE OF CRIME	NORM (NUMBER OF CASES PER MEMBER PER MONTH)
(DSSC01) Murder	4
(DSSC02) Attempted murder	5
(DSSC03) Culpable homicide	5
(DSSC04) Robbery aggravated	4
(DSSC05) Public violence	5
*Number of inquests (CAS 8.5.3.5)	10
PCH42 Explosives Act/Bomb threats (except at airports)	10
PCH04 Public violence (including incitement to commit public violence)	5
(DSSC10) Kidnapping	5
PCH22 Extortion (blackmail)	5
PCH02 Intimidation Act	15
(DSSC33) Attempted robbery: Aggravated - with firearm	5
(DSSC34) Common robbery	10
(DSSC35) Attempted common robbery	10
(DSSC46) Robbery with weapon other than firearm	10
(DSSC12) Assault GBH	10
(DSSC21) Arson	10
(DSSC26) Illegal possession of firearms and ammunition + 490	10
INVESTIGATION TEAM B - ECONOMIC CRIMES	
TYPE OF CRIME	NORM (NUMBER OF CASES PER MEMBER PER MONTH)
(DSSC16) Theft of all stock	8
PCH41 Receiving of stolen property	15
(DSSC15) Burglary (at houses)	15
(DSSC19) Theft off/from motor vehicle	20
(DSSC23) Fraud	5
(DSSC18) Theft of motor vehicle and motorcycle	10
PCH37 In possession of property presumed to have been stolen	15
(DSSC14) Burglary (excluding residential premises)	15
(DSSC40) Attempted theft of motor vehicle and motorcycle	20
PCH15 Common law theft linked to statutes	20
(DSSC41) Attempted theft from/of motor vehicle	20
PCH35 Other offences against plants and animals	15
(DSSC38) Attempted burglaries (business)	20
(DSSC39) Attempted burglaries (houses)	20
PCH17 Health services	20
(DSSC47) Other offences related to livestock: Poultry, birds	10
PCH21 Fraud	5
PCH33 Possession of housebreaking instruments	20
PCH29 Gambling	10
PCH34 Endangered species	10

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INVESTIGATION TEAM C - GENERAL CRIMES	
TYPE OF CRIME	NORM (NUMBER OF CASES PER MEMBER PER MONTH)
(DSSC22) Malicious injury to property	15
PCH27 Offence in terms of the regulations of gathering	20
(DSSC17) Shoplifting	35
(DSSC13) Assault common	30
(DSSC42) Attempted theft (other)	20
(DSSC20) Theft (other)	20
(DSSC24) Drug-related crime	15
Number of cases reopened (CAS 8.5.5.6.4)	50
Number of summons dealt with (CAS 8.5.4.1)	75
PCH19 Crimen injuria	25
PCH20 Other offences against the administration of justice	20
Number of warrants dealt with (CAS 8.5.4.1)	75
Number of enquiries (statements on behalf of other stations - CAS 8.5.4.1)	75
PCH23 Pickpocketing	30
PCH25 Offence in terms of the Dangerous Weapons Act	15
PCH26 The Act regulating arms and ammunition	10
PCH38 Aviation Act	10
PCH31 Driving offences in terms of the Road Traffic Act	25
PCH40 Unlawful intrusion on premises	30
PCH43 National Key Point Act	10
Driving under the influence	15

A contingency allowance of 27.12% is added to allow for absenteeism and other activities that cannot be measured.

The following factors that could influence crime investigation efforts are considered and the number of theoretical personnel referred to in the previous paragraph, are adjusted in terms of the weights as indicated below. The weighted percentages fluctuate between a minimum of 1% to a maximum of 5% per factor:

ENVIRONMENTAL FACTORS	1%	2%	3%	4%	5%
Distance from Magistrates'/Periodic Courts (for each Magistrates' Court serving the station)	1-50km	51-100km	101-150km	151-200km	>200km
Distance from Regional Courts (for each Regional Court serving the station)	1-50km	51-100km	101-150km	151-200km	>200km
Distance from Supreme Courts (for each Supreme Court serving the station)	1-50km	51-100km	101-150km	151-200km	>200km
Distance from place of safety	1-50km	51-100km	101-150km	151-200km	>200km
Distance from furthest Correctional Services facility	1-50km	51-100km	101-150km	151-200km	>200km
Distance from furthest police cell facility (if not available at own station)	1-50km	51-100km	101-150km	151-200km	>200km
Population figure (informal vs. formal)	1-2.5%	2.501-5%	5.01-7.5%	7.501-10%	>10%
Size of area (km ²)	1-1000	1001-1500	1501-2000	2001-2500	>2500
Mountainous	No = 0%	Yes = 1%			
Urban/rural	No = 0%	Yes = 1%			
International border area	No = 0%	Yes = 1%			
Distance from Department of Health facility (blood samples)	1-50km	51-100km	101-150km	151-200km	>200km
Distance from Forensic Science Laboratory	1-50km	51-100km	101-150km	151-200km	>200km
Distance from mortuaries	1-50km	51-100km	101-150km	151-200km	>200km

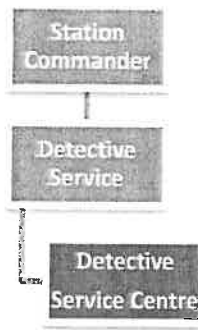
5.2.18.2 Allocation of posts

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Posts are allocated as follows, taking into consideration the span of control and minimum requirements as previously discussed:

INVESTIGATION TEAM - GROUP A, GROUP B AND GROUP C (BRIGADIER AND COLONEL STATIONS)					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR/ LIEUTENANT COLONEL	LIEUTENANT/ CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Colonel	0	1 x Subsection Commander per Group Total = 3	Number of allocated theoretical personnel x 20%	Number of allocated theoretical personnel x 30%	Number of allocated theoretical personnel x 50%
Brigadier	1 x Subsection Commander per Group Total = 3	1 x post for every 12 th Non Commissioned Officer (Theoretical Personnel) Minimum = 1	Number of allocated theoretical personnel x 20%	Number of allocated theoretical personnel x 30%	Number of allocated theoretical personnel x 50%

GENERAL INVESTIGATION (LIEUTENANT COLONEL STATIONS AND LOWER)					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR/ LIEUTENANT COLONEL	LIEUTENANT/ CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Lieutenant/ Captain	0	0	0	Number of theoretical personnel x 40%	Number of theoretical personnel x 60%
Major/Lieutenant Colonel	0	0	Number of theoretical personnel x 20%	Number of theoretical personnel x 30%	Number of theoretical personnel x 50%



Detective Service Centres must function 24 hours. Only stations where the level of rank of the station commander is at that of major/lieutenant colonel, colonel or brigadier, will have a detective service centre.

5.2.19.1 Criteria to determine post establishment

It is recommended that the following criteria be used to determine posts for the Detective Service Centre:

ACTIVITY	CRITERIA
Number of cases received	Number of cases divided by 50

A contingency allowance of 27.12% is added to allow for absenteeism and other activities that cannot be measured.

The following factors are considered and the theoretical number of personnel referred to in the previous paragraph, are adjusted in terms of the weights as indicated below. The weighted percentages fluctuate between a minimum of 0% to a maximum of 5% per factor:

DETERMINANTS	1%	2%	3%	4%	5%
Distance from furthest Magistrates'/Periodic Court	1-50km	51-100km	101-150km	151-200km	>200km
Distance from furthest Regional Court	1-50km	51-100km	101-150km	151-200km	>200km
Distance from furthest Supreme Court	1-50km	51-100km	101-150km	151-200km	>200km
Distance from furthest place of safety	1-50km	51-100km	101-150km	151-200km	>200km
Distance from furthest Correctional Services facility	1-50km	51-100km	101-150km	151-200km	>200km
Distance from furthest police cell facility (if not available at own station)	1-50km	51-100km	101-150km	151-200km	>200km
Population figure (informal vs. formal)	1-2.5%	2.501-5%	5.01-7.5%	7.501-10%	>10%
Size of area (km ²)	1-1000	1001-1500	1501-2000	2001-2500	>2500
Mountainous	No = 0%	Yes = 1%			
Urban/rural	No = 0%	Yes = 1%			
International border area	No = 0%	Yes = 1%			

A minimum requirement of four will be applicable, and the number of allocated theoretical posts will be rounded up to 8/12/16/20/24/28/32 to ensure that a sufficient number of members of personnel is available to render a 24-hour service.

5.2.19.2 Allocation of posts

Posts are allocated as follows, taking into consideration the span of control and minimum requirements as previously discussed:

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SALARY LEVEL					
STATION COMMANDER	NUMBER OF POSTS PER POST LEVEL				
	MAJOR/LIEUTENANT COLONEL	LIEUTENANT/CAPTAIN	WARRANT OFFICER	SERGEANT	CONSTABLE
Major/Lieutenant Colonel	0	0	1 x Subsection Commander	Number of calculated theoretical personnel x 40% Minimum = 1 post	Number of calculated theoretical personnel x 60% Minimum = 1 Post
Colonel	0	1 x Subsection Commander	Number of calculated theoretical personnel x 20% Minimum = 1 post	Number of calculated theoretical personnel x 30% Minimum = 1 Post	Number of calculated theoretical personnel x 50% Minimum = 2 posts
Brigadier	1 x Subsection Commander	Four posts	Number of calculated theoretical personnel x 20% Minimum = 1 post	Number of calculated theoretical personnel x 30% Minimum = 1 Post	Number of calculated theoretical personnel x 50% Minimum = 2 posts



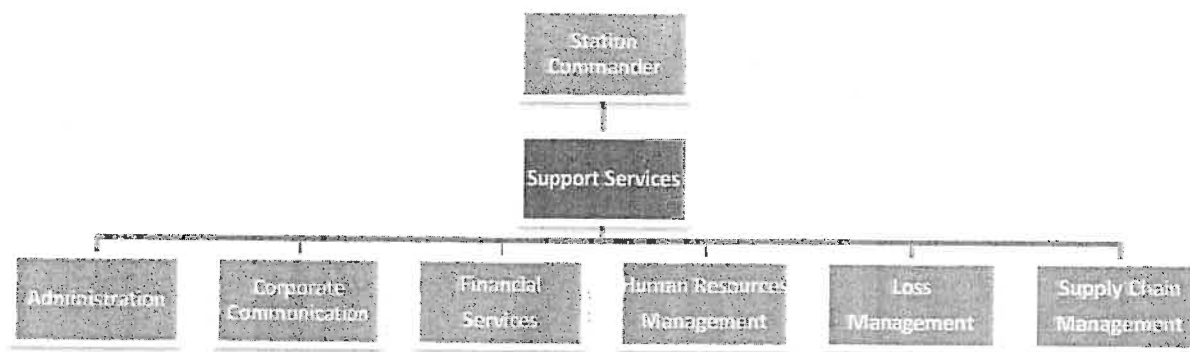
5.2.20.1 Allocation of posts

The following fixed allocation is applicable as enabling criteria:

- Brigadier station: 1 x captain
- Colonel station: 1 x warrant officer
- Lieutenant Colonel station: 1 x sergeant

5.2.21 Support Services

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5.2.21.1 Criteria for the determining of rank levels

The following subsections will form part of the Support Services Section, and will be discussed below:

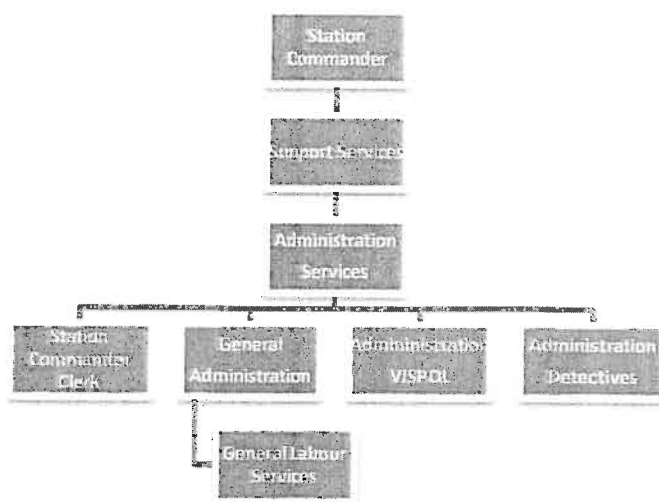
- Administration Services
- Corporate Communication
- Financial Services
- Human Resources Management
- Loss Management
- Supply Chain Management

5.2.21.2 Allocation of posts

The level of the Section Commander: Support Services is one lower than that of the station commander, and the subsection commanders will be one level lower than that of the section commander. The rank level of certain subsection commanders should be reconsidered, considering the functions performed, workload, span of control as well as the theoretical personnel requirement.

5.2.22 Administration Services

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Provision must be made for administrative support for the operational environment. Adequate cleaners and gardeners are also required to ensure a clean and healthy working environment.

5.2.22.1 Criteria to determine post establishment

The total number of theoretical personnel served will be used to calculate the required number of theoretical post for Administration.

At **non-accounting** stations where the rank level of the station commander is that of captain, a minimum requirement of four members will be allocated to general administration. This is to ensure that adequate personnel is available to perform all support functions associated with the station as no separate posts will be allocated for Financial Services, HRM, SCM and Loss Management. A contingency allowance of 27.12% will be added to allow for absenteeism and other activities that cannot be measured.

5.2.22.2 Allocation of posts

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Posts are allocated as follows, taking into consideration the span of control and minimum requirements:

GENERAL ADMINISTRATION						
STATION COMMAN- DER	NUMBER OF POSTS PER SALARY LEVEL					
	10	8	7	6	5	4 AND LOWER
Lieutenant/Captain	0	0	0	Minimum = 1 post	Minimum = 1 post	Number of calculated theoretical personnel / 20 Minimum = 2 posts
Major/Lietenant Colonel	0	0	1	Number of calculated theoretical personnel / 25 x 20% Minimum = 1 post	Number of calculated theoretical personnel / 25 x 30% Minimum = 1 post	Number of calculated theoretical personnel / 25 x 50% Minimum = 2 post
Colonel	0	1	Number of calculated theoretical personnel / 25 x 20% Minimum = 1 post	Number of calculated theoretical personnel / 25 x 30% Minimum = 1 post	Number of calculated theoretical personnel / 25 x 25% Minimum = 1 post	Number of calculated theoretical personnel / 25 x 25% Minimum = 2 post
Brigadier	1	1	Number of calculated theoretical personnel / 25 x 20% Minimum = 1 post	Number of calculated theoretical personnel / 25 x 30% Minimum = 1 post	Number of calculated theoretical personnel / 25 x 25% Minimum = 1 post	Number of calculated theoretical personnel / 25 x 25% Minimum = 2 post

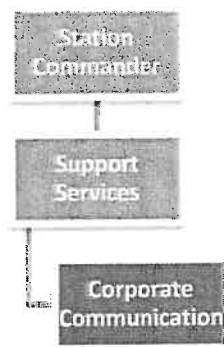
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ADMINISTRATION GENERAL: CLEANERS (SALARY LEVEL 4 AND LOWER)	
POST	CRITERIA
Cleaners	$((\text{Area size} \times 30 \text{ seconds}) + (\text{number urinals} + \text{basins} + \text{showers} + \text{toilets} \times 120 \text{ seconds}) \times 30 \text{ days}) / 9114 + 27.12\%$ (contingency allowance). Minimum of 2
Groundsmen	Area size of grounds/20 000 m ² minimum of 1
Food Services Aids	Criteria to be determined
ADMINISTRATION GENERAL DETECTIVE SERVICE	
POST	CRITERIA
General Administration (post level 6)	Number of theoretical investigators ÷ 50. Minimum of 1
Data typists (post level 5)	Number of reported cases ÷ 300 Minimum of one for stations below the level of colonel Minimum of four for stations with a colonel and brigadier

ADMINISTRATION GENERAL COMMUNITY SERVICES AND PROACTIVE POLICING AND CRIME REDUCTION	
POST	CRITERIA
Data typists – CSC (post level 5)	Warrant Officer = 0 Lieutenant/Captain = 1 post Major/Lieutenant Colonel = 4 posts Colonel/Brigadier: A Crimes ≥ 2000 = 12 posts A Crimes 1000 – 1999 = 8 posts A Crimes < 1000 = 4 posts
General Administration – Liquor / Firearms / Second-Hand Goods	Calculated theoretical personnel for DPO's x 20%
General Administration – Crime Prevention	Calculated theoretical personnel for Crime Prevention / 100. Applicable to station commanders with post level of captain and higher.

5.2.23 Corporate Communication

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5.2.23.1 Criteria to determine post establishment

A minimum standard of one member is allocated.

5.2.23.2 Allocation of posts

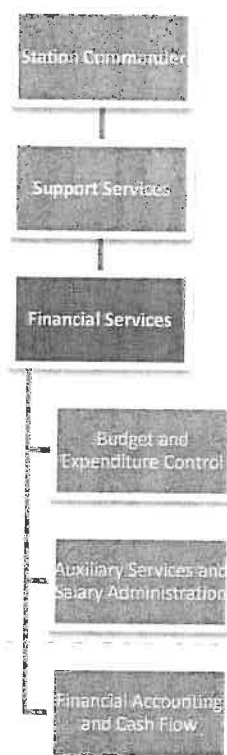
Posts are determined and allocated as follows, taking into consideration the span of control and minimum requirements:

SALARY LEVEL		COMMUNICATION SERVICES			
STATION COMMANDER	HEAD: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL			
		10	8	7	6
Lieutenant/ Captain	Warrant Officer	0	0	0	Accounting 1 post Non-Accounting 1 post
Major/Lieutenant Colonel	Lieutenant/ Captain	0	0	Accounting 1 x Subsection Commander Non-Accounting 1 x Subsection Commander	Accounting 1 post Non-Accounting 0
Colonel	Lieutenant Colonel/Major	0	Accounting 1 x Subsection Commander Non-Accounting 1 x Subsection Commander	Accounting 1 post Non-Accounting 0	0

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SALARY LEVEL		COMMUNICATION SERVICES			
STATION COMMANDER	HEAD: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL			
		10	8	7	6
Brigadier	Colonel	0	Accounting 1 x Subsection Commander Non-Accounting 1 x Subsection Commander	Accounting 1 post Non-Accounting 0	0

5.2.24 Financial Services



At accounting stations where the rank of the station commander is at the level of major/lieutenant colonel or higher, the following functions are provided for: Budget and Expenditure Control, Auxiliary Services and Salary Administration and Financial Accounting and Cash Flow. The workload of small stations does not allow for a specific allocation for finance, but sufficient posts are allocated to general administration to cater for these specialized services.

5.2.24.1 Criteria to determine post establishment

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The workload of Financial Services is based on the number of personnel they serve, including other stations and units. The total number of theoretical personnel served is used to calculate the required number of theoretical posts.

A minimum standard of two members is used, and a contingency allowance of 27.12% will be added to allow for absenteeism and other activities that cannot be measured.

5.2.24.2 Allocation of posts

Posts are determined and allocated as follows, taking into consideration the span of control and minimum requirements as previously discussed:

SALARY LEVEL		SUBSECTION COMMANDER: FINANCIAL SERVICES			
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL			
		10	8	7	6
Major/ Lieutenant Colonel	Lieutenant/ Captain	0	0	1 x Subsection Commander	0
Colonel	Major/ Lieutenant Colonel	0	1 x Subsection Commander	0	0
Brigadier	Colonel	1 x Subsection Commander	0	0	0

5.2.24.3 Accounting stations

SALARY LEVEL		SUB-SUBSECTION: BUDGET AND EXPENDITURE CONTROL					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Major/ Lieutenant Colonel	Lieutenant/ Captain	0	0	0	1	Theoretical personnel served in cluster + 500 (Min = 1 post)	0
Colonel	Major/ Lieutenant Colonel	0	0	1	Theoretical personnel served in cluster + 500 (Min = 1 post)	0	0
Brigadier	Colonel	0	1	Theoretical personnel served in cluster + 500 (Min = 1 post)	0	0	0

SALARY LEVEL		SUB-SUBSECTION: AUXILIARY SERVICES AND SALARY ADMINISTRATION					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Major/ Lieutenant Colonel	Lieutenant/ Captain	0	0	0	1	Theoretical personnel served in cluster + 500 (Min = 1 post)	0
Colonel	Major/ Lieutenant Colonel	0	0	1	Theoretical personnel served in cluster + 500 (Min = 1 post)	0	0

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SALARY LEVEL		SUB-SUBSECTION: AUXILIARY SERVICES AND SALARY ADMINISTRATION					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Brigadier	Colonel	0	1	Theoretical personnel served in cluster ÷ 500 (Min = 1 post)	0	0	0

SALARY LEVEL		SUB-SUBSECTION: FINANCIAL ACCOUNTING AND CASH FLOW					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Major/ Lieutenant Colonel	Lieutenant/ Captain	0	0	0	1	Theoretical personnel served in cluster ÷ 500 (Min = 1 post)	0
Colonel	Major/ Lieutenant Colonel	0	0	1	Theoretical personnel served in cluster ÷ 500 (Min = 1 post)	0	0
Brigadier	Colonel	0	1	Theoretical personnel served in cluster ÷ 500 (Min = 1 post)	0	0	0

5.2.24.4 Non-accounting stations

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SALARY LEVEL	FINANCIAL SERVICES					
STATION COMMANDER	NUMBER OF POSTS PER SALARY LEVEL					
	10	8	7	6	5	4 & LOWER
Major/Lieutenant Colonel	0	0	0	Ideal operational personnel >100 = 1 post	0	0
Colonel	0	0	1 post	0	0	0
Brigadier	0	1 post	Ideal Operational Personnel <500 = 1 post Ideal Operational Personnel >=500 = 2 posts	0	0	0



At stations where the rank of the station commander is at the level of major/lieutenant colonel or higher, the following functions are provided for: Personnel Management, Human Resources Utilization and Human Resources Development.

5.2.25.1 Criteria to determine post establishment

The workload of HRM is based on the number of personnel they serve, including other stations and units. The total number of theoretical personnel served, is used to calculate the required number of theoretical posts.

A minimum standard of two members is used, and a contingency allowance of 27.12% will be added to allow for absenteeism and other activities that cannot be measured.

5.2.25.2 Allocation of posts

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Posts are determined and allocated as follows, taking into consideration the span of control and minimum requirements as previously discussed:

SALARY LEVEL		SUBSECTION COMMANDER: HRM			
STATION COMMANDER	SECTION COMMANDER : SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL			
		10	8	7	6
Major/Lieutenant Colonel	Lieutenant/ Captain	0	0	1 x Subsection Commander	0
Colonel	Major/ Lieutenant Colonel	0	1 x Subsection Commander	0	0
Brigadier	Colonel	1 x Subsection Commander	0	0	0

SALARY LEVEL		SUB-SUBSECTION: HUMAN RESOURCES DEVELOPMENT					
STATION COMMANDER	SECTION COMMANDER : SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Major/Lieutenant Colonel	Lieutenant/ Captain	0	0	0	Accounting 1 post Non - Accounting 0	Accounting 1 post Non - Accounting 1 post	0
Colonel	Major/ Lieutenant Colonel	0	0	Accounting 1 post Non - Accounting 0	Accounting 1 post Non - Accounting 1 post	0	0
Brigadier	Colonel	0	Accounting 1 post Non - Accounting 0	Accounting 1 post Non - Accounting 1 post	0	0	0

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SALARY LEVEL		SUB-SUBSECTION: PERSONNEL MANAGEMENT					
STATION COMMANDER	SECTION COMMAND ER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Major/ Lieutenant Colonel	Lieutenant/ Captain	0	0	0	Accounting 1 Non - Accounting 1	Accounting Theoretical personnel served in cluster + 150 (Min = 1 post) Non - Accounting Theoretical operational personnel (station) + 150 (Min = 1 post)	0
Colonel	Major/ Lieutenant Colonel	0	0	Accounting 1 Non - Accounting 1	Accounting Theoretical personnel served in cluster + 150 (Min = 1 post) Non - Accounting Theoretical Operational Personnel (station) + 150 (Min = 1 post)	0	0
Brigadier	Colonel	0	Accounting 1 Non - Accounting 1	Accounting Theoretical personnel served in cluster + 150 x 50% (Min = 1 post) Non - Accounting Theoretical Operational Personnel (station) + 150 (Min = 1 post)	Accounting Theoretical personnel served in cluster + 150 x 50% (Min = 1 post) Non - Accounting 0	0	0

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SALARY LEVEL		SUB-SUBSECTION: HUMAN RESOURCES UTILISATION					
STATION COMMANDER	HEAD: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Major/Lieutenant Colonel	Lieutenant/ Captain	0	0	0	Accounting 1 post Non - Accounting 1 post	Accounting Theoretical personnel served in cluster + 300 (Min = 1 post)	0
Colonel	Major/ Lieutenant Colonel	0	0	Accounting 1 Non - Accounting 1	Accounting Theoretical personnel served in cluster + 300 (Min = 1 post)	0	0
Brigadier	Colonel	0	Accounting 1 Non - Accounting 1	Accounting Number of actual personnel served in cluster + 300 x 50% (Min = 1 post) Non- Accounting Number of Calculated Operational Personnel (station) + 300 (Min = 1 post)	Accounting Number of actual personnel served in cluster + 300 x 50% (Min = 1 post)	0	0

5.2.26 Loss Management



The function of loss management is only allocated to **accounting** stations.

5.2.26.1 Criteria to determine post establishment

A fixed allocation per rank level of the station commander, will be applicable.

5.2.26.2 Allocation of posts

Posts are determined and allocated as follows, taking into consideration the span of control and minimum requirements:

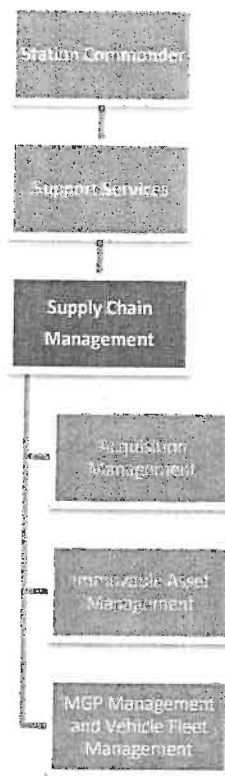
SALARY LEVEL	LOSS MANAGEMENT (ONLY ACCOUNTING STATIONS)					
STATION COMMANDER	NUMBER OF POSTS PER SALARY LEVEL					
	10	8	7	6	5	4 & LOWER
Major/Lieutenant Colonel			1 x Subsection Commander	2	0	0
Colonel		1 x Subsection Commander	2	Theoretical personnel allocated to cluster including specialized units÷250) x 20%	Theoretical personnel allocated to cluster including specialized units÷250) x 30%	Theoretical personnel allocated to cluster including specialized units÷250) x 50%

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SALARY LEVEL	LOSS MANAGEMENT (ONLY ACCOUNTING STATIONS)					
STATION COMMANDER	NUMBER OF POSTS PER SALARY LEVEL					
	10	8	7	6	5	4 & LOWER
Brigadier	1 x Subsection Commander	2	2	Theoretical personnel allocated to cluster including specialized units÷250) x 20%	Theoretical personnel allocated to cluster including specialized units÷250) x 30%	Theoretical personnel allocated to cluster including specialized units÷250) x 50%

5.2.27 Supply Chain Management

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At stations where the rank of the station commander is on the level of major/lieutenant colonel or higher, the following functions are provided for: Acquisition Management, Immoveable Asset Management and Moveable Government Property Management and Vehicle Fleet Management.

5.2.27.1 Criteria to determine post establishment

The workload of SCM is based on the number of personnel they serve, including other stations and units. The total number of theoretical personnel served is used to calculate the required number of theoretical posts.

A minimum standard of two members is used and a contingency allowance of 27.12% will be added to allow for absenteeism and other activities that cannot be measured.

5.2.27.2 Allocation of posts

Posts are determined and allocated as follows, taking into consideration the span of control and minimum requirements as discussed previously:

SALARY LEVEL		SUBSECTION COMMANDER: SUPPLY CHAIN MANAGEMENT			
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL			
		10	8	7	6
Major/ Lieutenant Colonel	Lieutenant/ Captain	0	0	1 x Subsection Commander	0
Colonel	Major/ Lieutenant Colonel	0	1 x Subsection Commander	0	0
Brigadier	Colonel	1 x Subsection Commander	0	0	0

SALARY LEVEL		SUB-SUBSECTION: IMMOVEABLE ASSET MANAGEMENT					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 AND LOWER
Major/ Lieutenant Colonel	Lieutenant/ Captain	0	0	0	Accounting 1 Non - Accounting 1	0	Accounting 2 Handymen
Colonel	Major/ Lieutenant Colonel	0	0	Accounting 1 Non - Accounting 0	Accounting Theoretical personnel served in cluster + 500 (Min = 1 post) Non - Accounting Theoretical Operational Personnel (station) ÷ 500 (Min = 1 post)	0	Accounting 2 Handymen

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SALARY LEVEL		SUB-SUBSECTION: IMMOVEABLE ASSET MANAGEMENT					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 AND LOWER
Brigadier	Colonel	0	Accounting 1 Non- Accounting 0	Accounting Theoretical personnel served in cluster + 500 (Min = 1 post) Non - Accounting Theoretical Operational Personnel (station) + 500 (Min = 1 post)	0	0	Accounting 2 Handymen

SALARY LEVEL		SUB-SUBSECTION: ACQUISITION MANAGEMENT					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Major/ Lieutenant Colonel	Lieutenant/ Captain	0	0	0	Accounting 1 Non - Accounting 1	0	0
Colonel	Major/ Lieutenant Colonel	0	0	Accounting 1 Non - Accounting 0	Accounting Theoretical personnel served in cluster + 500 (Min = 1 post) Non - Accounting Theoretical Operational Personnel (station) + 500 (Min = 1 post)	0	0

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SALARY LEVEL		SUB-SUBSECTION: ACQUISITION MANAGEMENT					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Brigadier	Colonel	0	Accounting 1 Non- Accounting 0	Accounting Theoretical personnel served in cluster ÷ 500 (Min = 1 post) Non - Accounting Theoretical Operational Personnel (station) ÷ 500 (Min = 1 post)	0	0	0

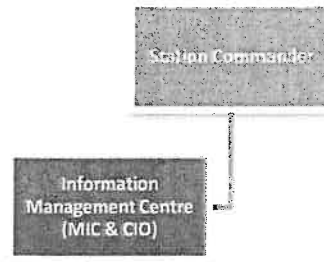
SALARY LEVEL		SUB-SUBSECTION: MGP MANAGEMENT AND VEHICLE FLEET MANAGEMENT					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Major/Lieutenant Colonel	Lieutenant/ Captain	0	0	0	Accounting 1 Non - Accounting	0	0
Colonel	Major/ Lieutenant Colonel	0	0	Accounting 1 Non - Accounting 0	Accounting Theoretical personnel served in cluster ÷ 500 (Min = 1 post) Non - Accounting Theoretical Operational Personnel (station) ÷ 500 (Min = 1 post)	0	0

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SALARY LEVEL		SUB-SUBSECTION: MGP MANAGEMENT AND VEHICLE FLEET MANAGEMENT					
STATION COMMANDER	SECTION COMMANDER: SUPPORT SERVICES	NUMBER OF POSTS PER SALARY LEVEL					
		10	8	7	6	5	4 & LOWER
Brigadier	Colonel	0	Accounting 1 Non-Accounting 0	Accounting Theoretical personnel served in cluster + 500 (Min = 1 post) Non - Accounting Theoretical Operational Personnel (station) + 500 (Min = 1 post)	0	0	0

5.2.28 Information Management Centre

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5.2.28.1 Criteria to determine post establishment

The workload of MIC is based on the number of personnel they serve, including other stations and units. The total number of theoretical personnel served, is used to calculate the required number of theoretical posts.

A minimum standard of two members is used, and a contingency allowance of 27.12% will be added to allow for absenteeism and other activities that cannot be measured.

5.2.28.2 Allocation of posts

Posts are determined and allocated as follows, taking into consideration the span of control and minimum requirements as previously discussed:

SALARY LEVEL	SECTION: MANAGEMENT INFORMATION CENTRE			
STATION COMMANDER	NUMBER OF POSTS PER SALARY LEVEL			
	10	8	7	6
Lieutenant/Captain	0	0	0	2
Major/Lieutenant Colonel	0	0	1 x Section Commander	1
Colonel	0	1 x Section Commander	1	(Number of cases reported + Ideal Personnel ÷ 200)
Brigadier	1 x Section Commander	1	(Number of cases reported + theoretical Personnel ÷ 200 ÷ 2)	(Number of cases reported + theoretical Personnel ÷ 200 ÷ 2)

6. CONCLUSION

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6.1 The SAPS is functioning in a rapidly changing environment, and these environmental changes may have a major impact on the RAG for the SAPS. The SAPS needs to monitor new developments in the environment (e.g. movement of people), and when it does, the SAPS must make appropriate adjustments to one or more steps of the RAG process if it is to achieve its targets. The extent of the required adjustments depends on the range and speed of environmental change.

6.1.1 The RAG should, therefore, be reviewed annually or biannually to enable the SAPS to include environmental changes. This does not prohibit the SAPS from reviewing the RAG more frequently. New developments in the external environment, i.e. the movement of people, large developments that occur in a given year or internal factors such as the closing of a station or establishment of a new station, are the type of causal factors which will determine whether the RAG for a particular station should be reviewed in a specific year. This review may take place subject to approval by the National Head: Organisational Development.

RESOURCE ALLOCATION GUIDE PROCESS

Phase	Deliverable	Key Actions	Regulatory Framework
INITIATION PHASE	To develop relevant and viable organisational/ functional/post structures	Conducting of an environmental/regulatory framework analysis.	<ul style="list-style-type: none"> • Section 195 of the Constitution of the Republic of South Africa, 1996 • Section 38 and 45 of the Public Finance Management Act, 1999 • Section 11 and 12 of the South African Police Service Act, 1995 • Regulation 20(2), 20(3), 21(1), 26 to 30 of the SAPS Employment Regulations, 2008 • Information Note 4/3/1 dated 2003-03-19 • 3/1/9/1/1 dated 2001-09-14 • 4/3/2/4 dated 2012-06-14
		Developing of concept organizational/functional/ post structures	
		Approval of concept organizational/functional/ post structures	
DEVELOPMENT PHASE	To develop criterion for the purpose of calculating theoretical resource requirements (ideal) of approved structures	Conducting of an environmental/regulatory framework analysis	
		Developing of the criterion applicable to the Resource Allocation Guide. (This activity is only performed if amendments to the approved RAG system are required)	
		Testing of the prototype Resource Allocation Guide calculation methodology. (This activity is only performed if amendments to the approved RAG system are required).	
		Informing of all stakeholders on the development of the Resource Allocation Guide (This activity is only performed if amendments to the approved RAG system are required)	
	To calculate the theoretical resource requirements (ideal) associated with approved structures	Gathering of data required for the calculation of the theoretical resource requirements (ideal).	
		Verification of data submitted for the calculation of the theoretical resource requirements (ideal).	
		Processing of data and calculation of the theoretical resource requirements (ideal). This includes the grading of posts as well as the numerical strength.	
	To distribute the funded establishment (granted) in terms of calculated requirements on national level.	Confirming the number of posts funded in terms of the Medium Term Expenditure Framework and available for distribution.	
		Distributing the funded establishment to SAPS business units.	
		Developing business rules to guide business units in the distribution of the funded establishment.	

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IMPLEMENTATION PHASE	To distribute funded posts to individual business units in line with the grading of posts and calculated requirements.	Confirming the number of posts available for distribution to individual business units.	
		Confirming the grading of posts reflected on the approved structure.	
		Developing a methodology to facilitate the granting of posts to individual business units.	
		Granting of posts units in line with the grading of posts and calculated requirements.	
		Submitting of post distribution to Head Office for confirmation and approval.	