

IPUSA INPUT AND ANALYSIS ON THE MORAL SURVEY OF THE SAPS EXECUTIVE SUMMARY

➤ A CONCLUSION THAT THE DETERMINATION OF LOW MORAL IS DUE TO

- POOR COMMUNICATION
- POOR RECOGNITION AT WORK
- LACK ON MOTIVATION AND JOB SATISFACTION
- LACK OF FEEDBACK
- NOT ENOUGH REWARDS AND BENEFITS
- LACK OF PROMOTION OPPORTUNITIES

ARE INDICATIVE OF POOR HRM POLICY IMPLEMENTATIONS AND RELATIONSHIP BREAK DOWN BETWEEN MANAGERS AND SUBORDINATES. SECONDLY, IT REFLECTS ON MANAGERS' AND SUPERVISORS' INCOMPETENCY ON PEOPLE MANAGEMENT.

FACT IS POLICIES ARE THERE, BUT CONSISTANT APPLICATION BY MANAGERS AND LACK OF KNOWLEDGE BY SUBORDINATES CAN BE CLASSIFIED AS AN ORGANISATIONAL CULTURE DEFICIT.

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CONTEXT OF SAPS MEMBERS

- POLICE MEMBERS APPOINTED IN TERMS OF THE SAPS ACT (CONSTABLE - GENERAL
- SUPPORT STAFF MEMBERS APPOINTED IN TERMS OF THE PUBLIC SERVICE ACT. IT APPEARS THAT THE SURVEY IGNORED THIS MEMBERS TO A GREAT EXTENT. (GENERAL WORKER TO DEPUTY DIRECTOR GENERAL)

A QUANTITATIVE AND QUALITATIVE SURVEY MUST DETERMINE ITS HYPOTHESIS ON EACH OF THE ABOVE AND ALSO DO COMPARITIVE ANALYSIS AND HOW THE OTHER IMPACT ON THE WHOLE. THIS IS NOT CRITISISING THE REPORT BUT FORMS THE BASIS OF OUR ANALYSIS OF THE REPORT FINDINGS AND RECOMMENDATIONS

MORALITY MEASUREMENTS MUST CONSIDER ORGANISATIONAL PRACTICES AND MOST OF WHICH ARE PEOPLE MANAGEMENT ISSUES.

- MORAL COMPASS OF SOUTH AFRICANS IS DOWN GENERALLY SO IS ANY OTHER MEMBER OF THE SAPS.

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POLICE MEMBERS APPOINTED IN TERMS OF THE SAPS ACT:

SENIOR AND TOP MANAGEMENT

IN PRINCIPLE, IPUSA AGREES WITH THE SURVEY FINDINGS OF LOW MORALE IN SAPS ESPECIALLY IN ALL LEVELS OF OPERATIONAL COMMAND STRUCTURES. HOWEVER, FACTORS INFLUENCING SUCH LOW LEVELS DIFFERS.

- AT SENIOR MANAGEMENT LEVEL. FOR THE PAST 14 YEARS THE SAPS TOP MANAGEMENT HAS BEEN UNSTABLE.
- SENIOR MANAGERS CONSTANT RE-DEPLOYMENT AND UNENDING RESTRUCTURING CREATED INCONSISTANCY AND UNCERTAINTY.
- LATERAL APPOINTMENT AT SENIOR POLICE RANK DESIGNATIONS AND PLACEMENT WITHOUT DUE COMPETENCY REQUIREMENTS AFFECTED CONFIDENCE AND PERFORMANCE.
- **CONCENTRATED DELEGATION OF POWER CENTRALISED ESP FOR RESOURCES DEPLOYMENT AND INFRASTRUCTURE CAPACITY.**

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POLICE MEMBERS APPOINTED IN TERMS OF THE SAPS ACT:

MIDDLE MANAGEMENT AND SUPERVISORY

- **LOW MORALITY AS A RESULT OF LACK OF MANAGEMENT DIRECTION, INFIGHTS, INPROPRIETY AND MISCONDUCT.**
- **POLICING MANAGEMENT ENVIRONMENT; SOUTH AFRICAN IS SOCIALLY, POLITICALLY AND ECONOMICALLY UNSTABLE. THEY ARE IN THE MIDDLE TO ISSUE INSTRUCTIONS TO SUBORDINATES AND ALSO TO REPORT TO MANAGEMENT. ALL THIS ENVIRONMENT ARE NOT REPORTABLE.**
- **MOST OF THEM ARE OPERATIONALLY SKILLED BUT HAVE TO CONTENT WITH PEOPLE MANAGEMENT AND OTHER ISSUES WHICH THEY DO NOT APPRECIATE.**

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POLICE MEMBERS APPOINTED IN TERMS OF THE SAPS ACT:

TACTICAL AND OPERATIONAL

- **POLICING ENVIRONMENT IS COMPLICATED BY GENERAL PUBLIC SERVICE DELIVERY ISSUES, PROTESTS, AND POLITICAL CONFLICTS; SOCIO-ECONOMIC AND POLITICAL FAILURES.**
- **OVERWORKED, LOADED, UNDER RESOURCED, CONTESTED POLICING PRACTICES AND LEGAL CHALLENGES.**
- **INSUFFICIENT SKILLS TO WORK SMART, TRAUMATIC AND PUBLIC PREASURE.**
- **SERVICE DELIVERY MODEL AT LOCAL LEVEL IS A MORALE BREAKER OR NONE EXISTANCE. REBUKED BY ALL STRUCTURES AND OVER MONITORED**
- **RARE MOBILITY OPPORTUNITIES**

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SUPPORT STAFF MEMBERS APPOINTED IN TERMS OF THE PUBLIC SERVICE ACT (GENERAL WORKER TO DEPUTY DIRECTOR GENERAL)

- BEHAVIOURAL PRACTICES ARE CONFUSING BETWEEN POLICE ACT AND PUBLIC SERVICE ACT.
- TRAINED POLICE OFFICERS SUPERVISE SUPPORT FUNCTIONS WITHOUT NECESSARY SKILLS AND QUALIFICATIONS. THIS HINDER THEIR MOBILITY OPPORTUNITIES
- LATERAL ENTRANTS BEEN APPOINTED IN POLICE RANKS WITHOUT DUE RECRUITMENT PROCESS. THIS PROCESS MUST BE STOPPED. SOME OF THEM ARE NOW GENERALS WITHOUT ANY FORMAL BASIC POLICE TRAINING.
- CONFUSION OF LABOUR/TRADE UNION MEMBERSHIP.

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REPORT'S CONCLUSIONS AND RECOMMENDATIONS

- THE SURVEY ACHIEVED ITS PURPOSE BY IDENTIFYING ISSUES WHICH CONTRIBUTE TO LOW MORALE OF SAPS MEMBERS.
- HOWEVER, OUR SUBMISSION IS THAT IT IS NOT EXHAUSTIVE AND MORE THAN WHAT THE SURVEY WAS LOOKING AT:
 - CLIMATE SURVEY RESULTS IN ORGANISATION IS DEPENDENT ON Organizational PRACTICES WHICH IN THIS CASE ARE BASIC MANAGEMENT PRINCIPLES THAT ARE NOT PROPERLY DONE: I.E ORGANISATION, COMMAND AND CONTROL, PLANNING, CORDINATION, AND DIRECTING/LEADERSHIP.
 - RECOMMENDATION 1, CAN BE DEFINED AS: INCAPACITY OF SAPS TO COVER ALL ITS AREAS OF HR PRACTICES AND LABOUR NOT FOCUSING ON REAL SERVICE CONDITIONS OF ITS MEMBERS. **MAYBE THE SSSBC IS INEFFECTIVE.**
 - **WHAT IS REFERRED TO AS THE ROOT CAUSE IS BASICALLY THE SYMPTOMS OF INCAPACITY TO MANAGE HRM ISSUES BROADLY. HR MASTER PLAN AND EXTERNAL INTERVENTION IS NEEDED TO REPOSITION AND RE-ENGINEER HR PROCESSES.**

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REPORT'S CONCLUSION AND RECOMMENDATIONS

- **RECOMMENDATION 2: THAT SAPS TOP MANAGEMENT MUST REVIEW CERTAIN STRATEGY IS IMPOSSIBLE. HOWEVER, REALITY IS THAT THE SALARY SCALE PROCESS OF 16 NOTCHES FOR CONSTABLES TO WARRANT OFFICERS IS A PROBLEM;**
- **ISSUES RELATED TO SERVICES CONDITIONS MUST BE DELEGATED TO THE LOWEST LEVEL WHERE MEMBERS ARE. DISTRICT AT THE LEAST.**
- **COMPENSATION BUDGET ALLOCATION MUST BE TRASPARENT AND DEVOLVED TO PROVINCE OR DISTRICT SO THEY CAN DECIDE ON STAFFING SOLUTION.**
- **EACH DISTRICT COMMISSIONER/COMMANDER MUST HAVE INDEPENDENT AUTHORITY ON HR DECISION MAKING GUIDED BY NATIONAL POLICY. CURRENTLY HEAD OFFICE DRAWS POLICY AND IMPLEMENT THE MONITOR AND EVALUATE ITSELF.**