

ETD

STRATEGY

Division Human Resource Development
Presentation to the Portfolio Committee
on Police

ROLE WITHIN THE SOUTH AFRICAN POLICE SERVICE



VISION

TO ENSURE QUALITY
EDUCATION, TRAINING
(ETD) IN SUPPORT OF
CREATING AND
MAINTAINING A SAFE
AND SECURE
ENVIRONMENT FOR ALL
PEOPLE IN SOUTH
AFRICA



MISSION

- The auditing of skills in the SAPS;
- The determining of ETD needs in the SAPS;
- The facilitation of Knowledge Management in the SAPS;
- The research, design and development of outcomes based ETD solutions;
- The setting and assurance of ETD quality standards;
- The provisioning of basic, advanced and specialized ETD solutions;
- The facilitation of mentoring and coaching in the SAPS;
- The facilitation of workplace learning in the SAPS;
- The facilitation of ETD international development assistance;
- The provisioning of tangible ETD management support

VALUES



TRAINING PRIORITIES DETERMINED IN 2004

- Consolidated Training Function
- Ensure Training Provisioning
- Develop and Implement Learnership
- Ensure participation in POSLEC SF
- Revise and conduct Skills Audit
- Development and review outcomes and programmes
- Institutionalize E-Learning
- Institutionalize Recognition of Prior Learning
- Establish and maintain training capacity
- Review the allocation and utilization
- Establish Training Database

Development and review of

Focused training interventions in all areas of training provisioning. Development of training solutions supporting needs of the organization

Learning does not only occur through attendance of training solutions. Learning occur also through workbase experience. RPL has been institutionalized to ensure recognition of

The high demand for training requires more innovative

No training provisioning can be done without the necessary infrastructure and personnel to provide the training

commodity and innovative ways were found to extend the budget to ensure essential interventions area provided.

information regarding training provisioning is essential



NEW STRATEGIC DIRECTION

2008

Life Cycle Curve (Business)

2006

2nd Phase PERFORMING

- Customer care and requirements
- Optimise product
- Streamline processes
- Sound financial practices
- People relations practices
- Leadership/management style
- Profit growth
- Not to be content with status quo

2007

2008

3rd Phase RENEWAL

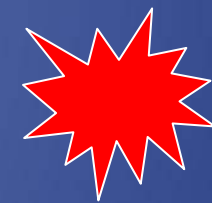
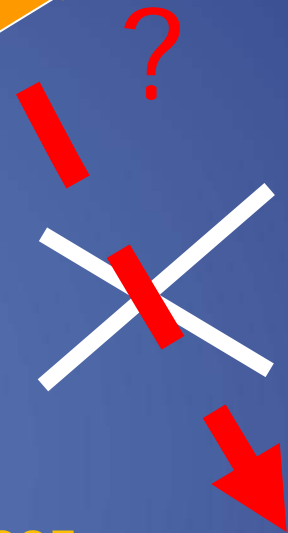
- Sanity check for business renewal
- Establish as market leader
- New product range
- Expand upstream or fall
- Teams to continuously raising the bar
- Change management and value-based leadership

2004

1st Phase STORMING + NORMING

- Target market
- Set product range
- Determine competencies needed
- Establish culture and values
- Set vision strategy and tactics
- Clarify roles

2005



**HEADING FOR
DISASTER !!**

DESIGNING THE
FUTURE OF
POLICING BY
ENABLING A
LEARNING
ORGANIZATION



By Enabling a Learning Organisation



STRATEGIC OBJECTIVES

EMERGING STRATEGIC OBJECTIVES

- To establish a Knowledge Management Capability for Knowledge Assets in accordance with the Learning Disciplines in Policing (Body of Knowledge)
- To Establish a coherently Managed ETD Practitioners Capability.
- To establish ETD Centres of Excellence that promote innovative research, development and learning practices that position them as leaders in specific learning disciplines for policing
- To create a Next Generation of Police Officers through Enhanced ETD Practice & Culture of Learning

EMERGING STRATEGIC OBJECTIVES (CONT)

- To ensure the Return on Investment (ROI) in Human Capital through the Provisioning of appropriate & responsive ETD Solutions
- The establishment of Formal and Purposeful ETD Partnerships to enable or add value to the ETD Practice for Policing,
- The establishment of a ETD Management Practice for Policing
- The development of Responsive ETD Solutions for emerging Operational Policing Priorities

KEY PERFORMANCE AREAS (KPA'S)

2010-2013

- To ensure responsive ETD Research, Design and Development Solutions for Policing.
- To ensure Professional ETD Practice for Policing.
- To ensure ETD Provisioning for Policing.
- To ensure ETD Knowledge Management for Policing.
- To ensure purposeful ETD partnerships for Policing.
- To ensure appropriate International ETD Co-operation for Policing.
- To ensure an adequate and optimally utilized resource establishment for ETD Practice.

RAISING THE BAR THROUGH MAKING HUMAN RESOURCE DEVELOPMENT WORK

TRAINING PRIORITIES
DETERMINED IN 2004

- Develop and Review outcomes and competence based learning programmes



Impact Assessments



Development of Outcome based Learning Programmes



Development Process for ETD Solutions

KEY PERFORMANCE INDICATORS 2010 - 2013

- To ensure responsive ETD Research, Design and Development Solutions for Policing

IMPACT ASSESSMENTS

- Programmes on which Impact assessments have been conducted:
 - Basic Training Learning Programme
 - Middle Management Programme
 - Field Training Officers Learning Programme
 - Junior Management Learning Programme / Internal Administration Efficiency
 - Detective Commander Learning Programme
 - Statement Taking
 - Business Writing Skills

RAISING THE BAR THROUGH MAKING HUMAN RESOURCE DEVELOPMENT WORK

TRAINING PRIORITIES
DETERMINED IN 2004

- Develop and Implement Learnerships
- Establish and maintain training capacity



ETD
Development
Centre



Accreditation



Learnerships

KEY PERFORMANCE
INDICATORS 2010 -
2013

- To ensure Professional ETD Practice for Policing

LEARNERSHIPS: SAPS OD-ETDP

- OD-ETDP Learnership launched and implemented in SAPS during 2004
- Qualification registered on NLRD at SAQA
- Duration: 12 months
- Qualification: National Certificate in ETDP, NQF level 5
- Objectives:
 - To uplift and improve the knowledge, skills and personal attributes and current facilitations skills for trainers that anchors the OBE education and training practices
 - To provide learners with practical – hand on – learning where appropriate and to provide occupational directed and focused learning
 - Ensure that SAPS trainers possess the required competencies for the SAPS to be accredited as a nationally recognized training workplace provider

ACCREDITATION OF TRAINING PROVIDERS

- Number of Basic Training Academy's: 10
- Number of Management and Leadership Academy's: 2
- Number of In-Service Academy's: 5
- Professional Development Centre: 1
- Division: Human Resource Development: 1 (Assessment centre)

Provinces:

- Mpumalanga: 1
- Limpopo: 1
- Northwest: 1
- Northern Cape: 4
- Eastern Cape: 1
- Western Cape: 3
- KwaZulu Natal: 6
- Free State: 1
- Gauteng: 0

THE SAPS ETD PRACTITIONERS DEVELOPMENT CENTRE

- Centre for the development of all ETD Practitioners in the SAPS.
- Implementing an NQF aligned Programme , i.e. ETD Practice Learning Programme, which empowers ETD Practitioners with facilitation skills.
- Also facilitates Assessor and Moderator training for all SAPS ETD Practitioners.
- Ensures institutionalization of new methodologies in training such as Problem-based Training.
- Facilitate training for SARPCCO ETD Practitioners.
- It ensures development of ETD Practitioners in SAPS to meet the required National and International Standards as prescribed by the South African Board for Personnel Practitioners (SABPP)

RAISING THE BAR THROUGH MAKING HUMAN RESOURCE DEVELOPMENT WORK

TRAINING PRIORITIES DETERMINED IN 2004

- Ensure Training Provisioning
- Institutionalize Recognition of Prior Learning
- Establish and maintain training capacity

KEY PERFORMANCE INDICATORS 2010 - 2013

- To ensure ETD Provisioning for Policing



NATIONAL ACADEMIES 2010

- All Saints
- Bishop Lavis
- Bhisho
- Chatsworth
- Graaff Reinet
- Mthatha
- Oudtshoorn
- Phillipi
- Pretoria
- Ulundi

Basic / Entry
Level



- Addo
- Arcadia
- Attridgeville
- Benoni
- Boland
- Hammanskraal
- Moloto
- Potchefstroom
- Pretoria Central
- Rietondale
- Roodeplaat
- Thabazimbi

In-Service



In- Service Training
Provisioning

Provincial

Professional ETD
Practitioner
Development Centre

ETD Standards

- Paarl
- Thabong

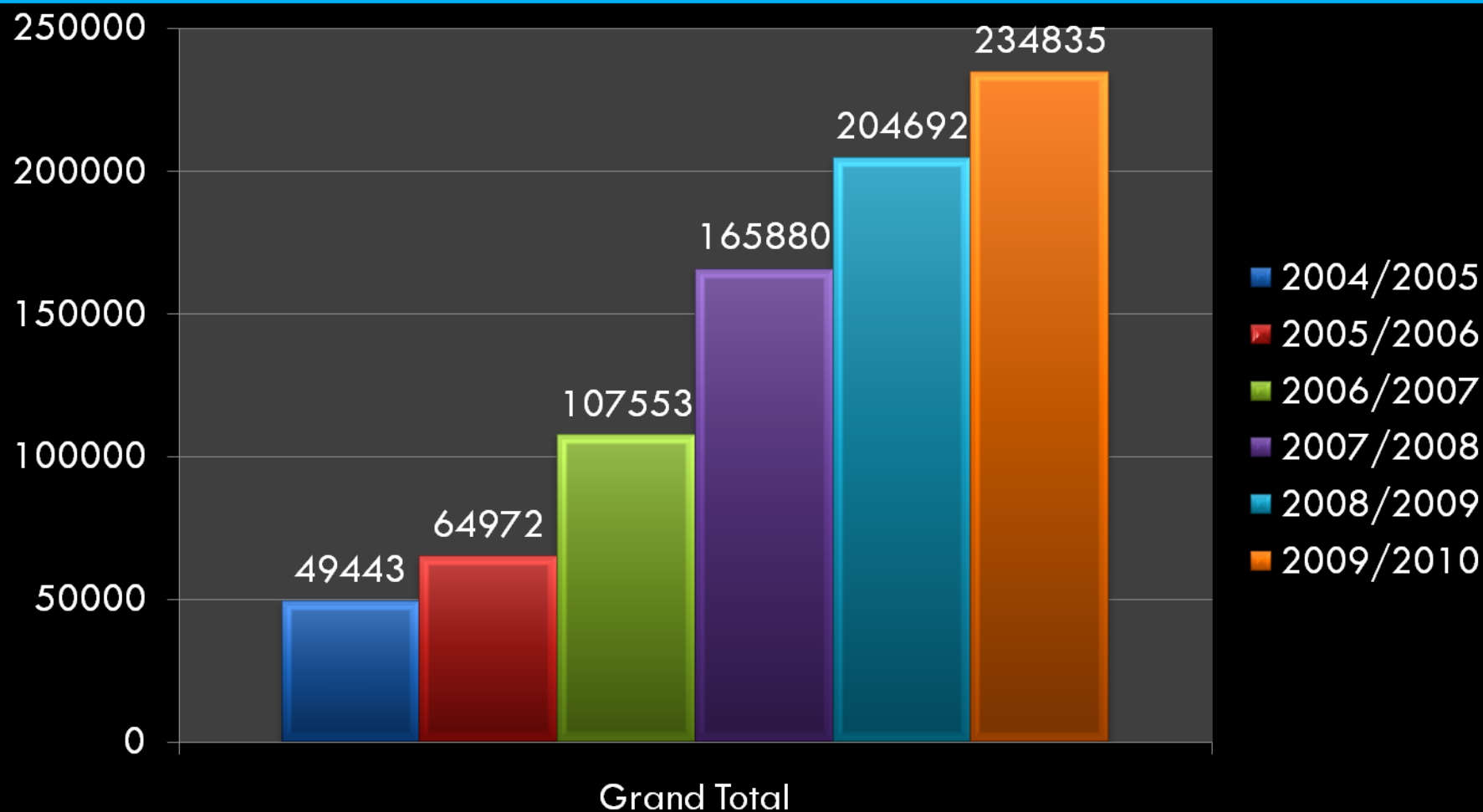
Management
and Leadership



ACADEMIES : KEY RESOURCES

ACADEMY NAME	TRAINING CAPACITY	SLEEPING CAPACITY	GYMNASIUM FACILITY	SWIMMING POOL	SHOOTING RANGE
Addo	150	150	NO	YES	YES
All-Saints	206	206	YES	YES	YES
Arcadia	80	71	YES	YES	NO
Atteridgeville	185	120	YES	YES	NO
Benoni	404	256	YES	YES	NO
Bhisho	850	850	YES	NO	YES
Bishop Lavis	540	540	YES	YES	NO
Boland	75	55	NO	YES	NO
Chatsworth	180	180	YES	NO	NO
Graaff-Reinet	350	350	YES	YES	YES
Hammanskraal	500	350	YES	YES	YES
Moloto	200	180	YES	NO	YES
Mounted School	80	20	YES	NO	NO
Mthatha	216	216	YES	NO	YES
Oudtshoorn	450	450	YES	YES	YES
Paarl	336	336	YES	YES	NO
Philippi	640	640	YES	NO	NO
Pretoria	2050	2050	YES	YES	YES
Pretoria Central	150	0	NO	NO	NO
Rietondale	83	0	YES	NO	NO
Roodeplaat	110	110	YES	YES	NO
Thabazimbi	286	286	YES	YES	YES
Thabong	80	80	YES	YES	NO
Ulundi	144	144	YES	NO	YES
	8345	7640			

TOTAL NUMBER OF MEMBERS COMPLETING TRAINING INTERVENTIONS PER FINANCIAL YEAR FROM 2004 TO 2010



TOTAL NUMBER OF MEMBERS ATTENDING TRAINING PER ANNUAL REPORT CATEGORY SINCE 2004

ANNUAL REPORT CATEGORIES	FIN YEAR						
	04/05	05/06	06/07	07/08	08/09	09/10	Grand Total
BASIC TRAINING SEM 1	4576	9216	9764	9521	10959	10610	54646
BASIC TRAINING SEM 2	1880	7041	9632	7585	10144	10848	47130
LATERAL ENTRY	38	0	482	479	554	512	2065
MANAGEMENT AND LEADERSHIP	1011	1267	3006	3188	6061	9259	23792
OPERATIONAL	31641	35560	67753	108751	145836	174211	563752
RESERVISTS	1244	1657	5730	24193	15090	9303	57217
SUPPORT	9053	10231	11186	12163	16048	20092	78773
Grand Total	49443	64972	107553	165880	204692	234835	827375

DEVELOPMENT OF THE TRAINING PROVISIONING PLAN: OBJECTIVE OF THE PLANNING PROCESS

- One Training Provisioning Plan for the SAPS which will include:
 - Setting of National Training Priorities
 - National guidelines on planning
 - Optimal utilization of resources
 - Directives and monitoring of Training
 - Management Information and Training Outputs

In-service Training Plan

9 Provincial Training Plans

20 Divisions / Component Training Plans

In-service National Co-ordinated Plan

SUPP & GEN

OP & TACT

CR & FSS

PEACH KEEP

CP

CI

DET

PSS

Basic Training Plan

BTLP

RESERVISTS

FTT

LATERAL ENTRANTS

Standards Training Plan

ASSESS & MOD

BURSARIES

SKILLS PROG

ETDP

LEARNERSHIPS

Management & Leadership Plan

M&L

INT TRAINING SUPPORT

Research & Development Training Plan

PILOT PROGRAMMES

TTT PROGRAMMES

Training Needs (Skills Audit & Needs Extraction)

Auditor General Reports and other Inspection Reports

Enablers: Trainers, Facilities, Budget Programmes

Performance Chart Results

Time Frames

Template and Instructions

Emerging Priorities

Strategic priorities & Targets incl. geographical priorities obtained from strategic Management



IMPLEMENTATION OF BASIC TRAINING LEARNING PROGRAMME (NQF LEVEL 5)

2010

EXTENDED BTLP MODEL

24 MONTH CONTRACT PERIOD (MoA)

1ST YEAR AS A TRAINEE

2ND YEAR AS A TRAINEE

Academy-based Basic Training

Field Training

1st Phase
(6 months)

2nd Phase
(6 months)

3rd Phase
(12 months)

LA
1

LA
2

LA
3

LA
6

LA
4

LA
5

LA
6

LA3

LA 4

LA 5

Parade on
completion of
Basic Training

Certification
of
Qualification



IN-SERVICE TRAINING

IN-SERVICE TRAINING

- All training provided after Basic Training is referred to as In-Service Training
 - Crime Prevention / VISPOL
 - Operational and Tactical Training
 - Protection and Security Services
 - Peacekeeping Training
 - Detective Training
 - CRC and Forensic Training
 - Crime Intelligence Training
 - Support and Generic Training

IN-SERVICE TRAINING PROJECTS

- Development of Station Commanders
- Provisioning of Forensic Toolkit (FTK) training to Computer Forensic Investigators
- Development & establishment of Tactical Response Teams (TRT)
- ABET
- K53 Driver Training
- Analyst Notebook (SASSETA Funded)
- Peacekeeping Training

STATION MANAGEMENT DEVELOPMENT

STATION MANAGEMENT LEARNING PROGRAMME

MODULE 1

MODULE 2

MODULE 3

MODULE 4

MODULE 5

MODULE 6

COMPUTER LITERACY

BASIC COMPUTER LITERACY TRAINING

INTERMEDIATE COMPUTER TRAINING

SAPS SYSTEMS LITERACY

OPERATIONAL SYSTEMS

MANAGEMENT INFORMATION SYSTEMS



TACTICAL RESPONSE TEAMS PROJECT

- The Tactical Response Teams project have been implemented to capacitate the Clusters to effectively perform medium risk policing operations.
- The project is designed to equip and develop members to combat crime through intelligence driven operations and to maintain public order and police / major events / incidents / disasters and other policing functions.

THE K53 DRIVER TRAINING PROJECT: CODE EB LICENCES

- One of the critical support skills that members need to have in order to effectively and efficiently perform their duties for improved service delivery.
- Project commenced in 2004 after a decision was taken to procure vehicles and appoint individual contract instructors to conduct the training.
- Through the assistance of donor funding, a two year project plan was compiled, approved and implemented at SAPS Operational Vehicle Academy: Benoni & SAPS Academy Bishop Lavis.
- After the project was completed in 2006, the SAPS HRD Division continued to dedicate a budget for this programme.
- Statistics are usually affected by transfers and promotions.

DETECTIVE COMMANDERS LEARNING PROGRAMME

- **PURPOSE:**

The programme is designed to equip Detective Commanders with the knowledge and skills to effectively manages all aspects of detective branches / units

- **TARGET GROUP:**

All detective / unit commanders

- **DELIVERY METHOD:**

Presented at a National level at the SAPS Detective Academy:
Boland

DETECTIVE COMMANDER LEARNING PROGRAMME OUTLINE

- The course/programme modules can be outlined as follows:
- Management and Leadership
- Communication
- Command and control
- Officers procedure manual
- Pointing out
- Project approach to crime investigation
- Traps and undercover operations
- Management of Informers
- Utilisation of Systems
- Docket Administration



MANAGEMENT AND LEADERSHIP

MANAGEMENT AND LEADERSHIP TRAINING

MANAGEMENT PROGRAMMES IN THE SAPS

Executive Development Programme

20 / 80%

Middle Management Programme

40 / 60%

Junior Management Programme

60 / 40%

Basic Management Programme

80 / 20%

- Executive Development Learning Programme
- Middle Management Learning Programme
- Junior Management Learning Programme
- Basic Management Learning Programme

TOTAL NUMBER OF MEMBERS ATTENDING MANAGEMENT AND LEADERSHIP COURSES

	FIN YEAR						
PROVINCE	04/05	05/06	06/07	07/08	08/09	09/10	Grand Total
HEAD OFFICE	115	81	390	575	846	2385	4392
PC EASTERN CAPE	110	83	415	455	735	1313	3111
PC FREE STATE	90	137	156	244	410	352	1389
PC GAUTENG	231	273	637	540	1077	2068	4826
PC KWAZULU-NATAL	84	124	323	402	814	1028	2775
PC LIMPOPO	56	128	186	180	454	339	1343
PC MPUMALANGA	45	82	168	139	380	265	1079
PC NORTH WEST	125	194	217	323	409	309	1577
PC NORTHERN CAPE	24	56	113	78	317	422	1010
PC WESTERN CAPE	131	109	401	252	619	778	2290
Grand Total	1011	1267	3006	3188	6061	9259	23792

MANAGEMENT AND LEADERSHIP COURSES

BUILDING SKILLS IN SUPERVISION, MENTORING AND COACHING

EXECUTIVE
DEVELOPMENT
LEARNING
PROGRAMME

MIDDLE
MANAGEMENT
DEVELOPMENT
LEARNING
PROGRAMME

JUNIOR
MANAGEMENT
LEARNING
PROGRAMME

BASIC
MANAGEMENT
LEARNING
PROGRAMME

Personal
Mastery

Module 2

Ch 1

Module 1

Supervision

Module 8

Mentoring

Module 5

Ch
2

Ch
5

Ch
3

Ch
1

Ch
6

Module 7

Coaching

RAISING THE BAR THROUGH MAKING HUMAN RESOURCE DEVELOPMENT WORK

TRAINING PRIORITIES DETERMINED IN 2004

- Ensure participation in POSLEC SETA/SASSETA
- Institutionalize Recognition of Prior Learning



Purposeful Partnerships

KEY PERFORMANCE INDICATORS 2010 - 2013

- To ensure purposeful ETD partnerships for Policing



PARTNERSHIPS

PURPOSE OF PARTNERSHIPS

- To develop purposeful relationships with relevant partners who would support our vision of a professional practice for ETD in the SAPS

TERTIARY INSTITUTIONS

- To align Learning Programmes to Qualifications and to institutionalise needs driven Qualifications e.g.. Bachelors in Policing Practice.
 - UNISA, Southern Business College, NMMU, TUT, Durban Technology University.

PARTNERSHIPS WITH OTHER ENTITIES

- Government Departments
 - Transport
 - Education
 - Intelligence
 - Social Development
 - SANDF
- Other Partnerships
 - Seta's
 - Stats SA

RAISING THE BAR THROUGH MAKING HUMAN RESOURCE DEVELOPMENT WORK

TRAINING PRIORITIES DETERMINED IN 2004

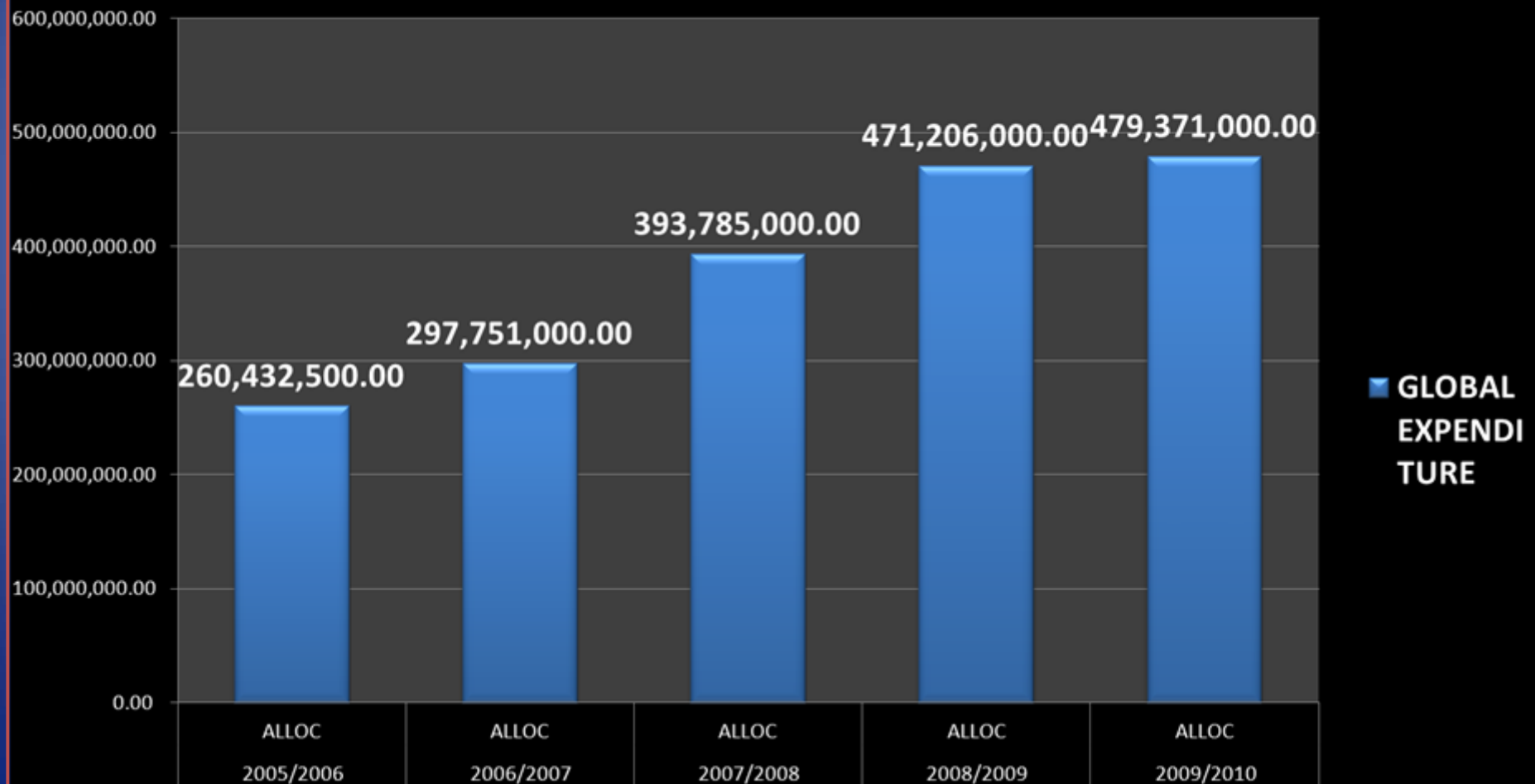
- Review the allocation and utilization of training budget
- Establish Training Database



KEY PERFORMANCE INDICATORS 2010 - 2013

- To ensure an adequate and optimally utilized resource establishment for ETD Practice

GLOBAL EXPENDITURE PER FINANCIAL YEAR FROM 2004/2005 TO 2009/2010 DIVISION HUMAN RESOURCE DEVELOPMENT



BUDGET ALLOCATION FOR 2009/2010 PER LINE ITEM

2009/2010 ALLOC

