

**HUMAN RESOURCE SUPPORT SERVICES (CONTINUED)****Corrective Actions:**➤ **Grievance statistics**

- Grievances lodged since implementation of new grievance procedure: 11
- Grievances lodged with DOD in terms old grievance procedure: 422
- Grievances resolved: 322
- Grievances not resolved: 100

➤ **Corrective Action for grievances:**

- New grievance procedure promulgated 30 June 2010 and implemented 1 July 2010 and can be presented to the PCD.
- Grievance Committees established in each Service and Division.
- Grievance Board established to resolve grievances that cannot be solved by these committees.

**HUMAN RESOURCE SUPPORT SERVICES  
(CONTINUED)****Corrective Actions:****Salary Dispensation: Impact on FY 2010/11:**

Aspect	Required Rm	Received Rm	Shortfall Rm
Financial Impact for 12 months	1,893		
Financial Impact of Back Pay (Jul 09 – Nov 09)	745		
<b>Total Required</b>	<b>2,638</b>		
National Treasury Allocation		600	
Funding from SDA		1,625	
<b>Total Funding</b>		<b>2,225</b>	
<b>Shortfall – Requested from NT</b>		<b>0</b>	<b>413</b>
SDA - Rescheduling of Capital Projects		<b>413</b>	
Financial Impact for Future Years	1,993		

**HUMAN RESOURCE SUPPORT SERVICES (CONTINUED)**

**Corrective Actions (Cont.):**

- DOD established a working relationship with DPSA and National Treasury to have a common understanding of all issues of SANDF prior to submission to Mandating Committee.
- Training and empowerment of all Officers Commanding and Regimental Warrant Officers in the Department of Defence on Labour Relations to be able to address concerns of members on the ground.
- The Department has established the *ad-hoc* Committee where all Military Trade Unions could raise matters of mutual interest outside of the MBC. These meetings take place on monthly bases.
- **MSDS.**
  - Separate intake for Regulars and Reserves from January 2012.
  - Establish partnerships with business and Public Sector for formal appointment of former MSDS members serving in Reserves.
  - Establish SLA with Dept of Labour for SETA training and involve future employers in this concept.
  - Establish the concept of compulsory service when called-up for Reserve service (Defence Amendment Bill in process)



**HUMAN RESOURCE SUPPORT SERVICES (CONTINUED)**

ATTRITION SCARCE SKILLS MUSTERINGS				
MUSTERING	FIN YEAR			TOTAL
	2008/09	2009/10	2010/11 (six-month report)	
AIR SPACE CONTROL	40	18	6	64
AIRCREW	58	33	7	98
ANTI-AIRCRAFT	156	43	9	208
ARTILLIARY	258	79	4	341
COMBAT NAVY	40	16	4	60
ENGINEER	17	10	4	31
MEDICAL PROFESSIONAL	254	204	62	520
NURSING	77	74	13	164
TECHNICAL	356	203	62	621
TECHNICAL AIR	249	95	25	369
<b>TOTAL</b>	<b>1506</b>	<b>775</b>	<b>196</b>	<b>2476</b>
<b>Note</b>				
Attrition decrease from 2008/09 to 2009/10 equals 730 (48,5%)				
Projected decrease from 2009/10 to 2010/11 equals 383 (49,4%)				



**HUMAN RESOURCE SUPPORT SERVICES (CONTINUED)****Corrective Actions (cont.):**

- **Retention of Scarce Skills (Building HR capacity)**
  - Annual intakes continues to address scarce skilled personnel losses.
  - Implementation of remunerative retention incentives.
  - Full implementation of various non-remunerative measures:
    - Improvement of HR Acquisition system and processes.
    - Improvement of career management and succession planning processes.
    - Integration of ETD opportunities with career management.
    - Action Plan to improve the quality of work life.

**HUMAN RESOURCE SUPPORT SERVICES (CONTINUED)****VACANCY RATE: FY2009/10**

- Lower Skilled (Level 1 – 2) (2247)
- MSDS members (8874) – No MSDS posts – MSDS reflected against Lower Skilled production posts.
- Actual vacancy rate for Lower Skilled:
  - Posts 10972 vs No of Employees 11121 : -1.35%

## LEGAL SERVICES

### Achievements:

- **Administration of Military Justice.**
  - Completed 1 562 Military Disciplinary Court cases, 525 Military Disciplinary Hearings and 645 *Nolle Prosequi* cases. A total of 2 732 finalised.
  - All Military court cases set down for review were properly reviewed and 44 cases were finalised by the Court of Military Appeals.
- **Operational Law Support.**
  - Provided law support and legal advice to 69 strategic operations, 6 ongoing external operations, 53 internal operations and 17 exercises including the drafting of 8 MOU's for the DOD.
- **Legal Advice.**
  - 3 310 requests for legal advice were received of which 3 250 were successfully attended to (98%).
  - All litigations that required to be facilitated was attended to.

## LEGAL SERVICES (CONTINUED)

### Achievements:

- The following Bills were drafted and approved by Cabinet: National Defence Force Service Commission Bill, Defence Amendment Bill (to provide for obligatory service of Reserves) and Geneva Convention Bill.
- The following Regulations were finalised and submitted for consideration and approval: Mercenary Regulations, Regulations on the Individual Grievance Procedure within the DOD and two Draft Regulations for Military Police Division and SA Navy respectively.

**LEGAL SERVICES (CONTINUED)****Challenges:**

- DLSD has not managed to reduce the back log of outstanding military court cases by the set target of 30% (only achieved 27%).
- Continued deterioration of infrastructure (court facilities), and equipment.
- Steady decline in the allocated operating budget due to the expansion of the HR budget.
- Continuous loss of scarce skills to private sector due to salary disparity.
- Long delay in the appointment of Reserve Force Military Law Practitioners due to the medical and security vetting processes.

**LEGAL SERVICES (CONTINUED)****Corrective Actions:**

- Performance indicators were formulated to monitor progress in the backlog of cases output on a monthly basis.
- With the limited funds available in operating budget the DLSD upgraded 3 court facilities during the FY 2009/10, the remaining 3 will be upgraded during the FY 2010/11 as planned.
- The challenge of the funding shortfall has been brought to the attention of the CFO and is to be addressed during the MTEF budget allocation.
- The DLSD is managing the medical and security vetting for Res F Military Law Practitioners on a monthly basis with Director Vetting and SA Military Health Services which resulted into a more speedy appointment process.

**PROGRAMME 1: DEFENCE ADMINISTRATION  
(SANDF SUBPROGRAMMES)**

**SANDF COMMAND & CONTROL**

**Achievements:**

- 5 X Peace Support Operations, 2 X General Assistance Operations plus 5 X Internal Operations complied with.
- Military policy advice to the MOD which contributed to the appointment of Interim National Defence Force Service Commission.
- C SANDF initiated the Commander Communication Strategy.
- C SANDF pursued defence diplomacy through engagement with counterparts (Brazil, Ethiopia, Angola, Tanzania, Zambia and Mozambique).
- Regular staff visits to the SANDF contingents externally and internally.

## CORPORATE STAFF OFFICE

### Achievements:

- Team BULISA - Significant progress with the completion of the policy and strategy documents FARDC
- Provided Strategic direction on the establishment of the DOD Works Capability (Project LEBAKA)

### Challenges:

- Team BULISA - translation challenges slow progress but this is a challenge for the FARDC who are improving this capacity
- DOD HQ Unit - Inability of suppliers to deliver.

### Corrective Action:

- Supplier selection criteria are being considered to improve the supply chain management process.

## MILITARY POLICY, STRATEGY AND PLANNING OFFICE

### Achievements:

- Produced the Environmental scan.
- Facilitated the development of the Strategic Business Plan.
- Facilitated the development of policies.
- Provide staff support to C SANDF.

## RELIGIOUS SERVICES

### Achievements:

- South Africa the chair of both international Steering Committee of Chaplain General and SADC Spiritual and moral support work group.
- Special support to Government's Moral Regeneration Programme.
- Support to Department Environmental Affairs in missions to Marion Island, Gough Island and SANAE base.

### Challenge:

- Growing number of religious ministry opportunities in relation to small number of HQ staff who are available for ministering services.

### Corrective Actions:

- Structures will have to be reconsidered.

## COMMUNICATION SERVICES (CORP COM)

### Achievements:

- Good relationship with external media - free airtime from Soweto TV and SABC 2 Morning Live programmes.
- DVD "A Season for Goodwill" produced by Defence TV, won First Prize in the Humanitarian Category at the Polish Film Festival.
- Defence TV also won the first prize in the Humanitarian and Peace Support Operations category at the International Military Film Festival in Italy.
- DOD was awarded the Gold Medal for both indoor and outdoor exhibitions and the best overall exhibition at the Pretoria Show.

### Challenges:

- Lack of skilled communication functionaries.
- Appointment of dedicated Website Content Managers for Services and Divisions.



## COMMUNICATION SERVICES (CORP COM) CONTINUED

### Corrective Actions:

- Focus on training of communication functionaries
- Recruitment of communication functionaries

## DEFENCE RESERVE DIRECTION

### Achievements:

- Number of active Reserves increased by 18%.
- Draft legislation on the Call-up of Reserves in peace times for submission to Cabinet which was subsequently incorporated in the amendment bill.
- General Regulations for Reserves published in Government Gazette.
- Instruction issued and a Steering Committee established to implement the University Reserve Training Programme.

### Challenge:

- Inadequate feeder system to provide the required number of new Reserve members.



## DEFENCE FOREIGN RELATIONS (CONTINUED)

### Corrective Action:

- The number of bi and multilateral obligations will have to be reconsidered in terms of programming and the impact it may have on other agreements. Despite these obligations not being met, cooperation with these countries/organisations has continued.

## PROGRAMME 2: LANDWARD DEFENCE

### Achievements:

- Concluded a ten year long deployment in Burundi.
- Trained members of CAR and DRC defence forces.
- Provided 9 699 members for deployment to the UN and AU Missions, border safeguarding and internal deployment.
- Commissioned GV2 Gun System into Namibian Army Artillery, provided training support of Namibian Field Gunners and project team is advising on establishment of School of Artillery.
- Played a lead role wrt planning & execution as well as provided the bulk of forces and equipment required for the successful execution of Ex GOLFINHO.
- Exercised its major operations capability in Exercise SEBOKA.

## PROGRAMME 2: LANDWARD DEFENCE

### Achievements (Cont.):

- Utilised its Reserve component substantially (infantry and engineer musterings) to augment the Regulars in deployments.
- Declared 2 134 members competent and Infantry Formation shooting ranges fit in terms of the Weapons Control Act.
- Built 3 x Bailey Bridges for communities in need in the Eastern Cape.
- Commissioning of 24 Main Battle Tanks, 13 ZT3 Missiles and 80 Rooikat Armoured Cars.

## PROGRAMME 2: LANDWARD DEFENCE

### Challenges:

- Illegal protest march resulting in three battalions not deployable as homogenous battalions.
- Age and health status of Members.
- Status of the A, B and D vehicle fleets.
- Prime Mission Equipment and potential loss of Major Combat Capabilities.
- Overstretched in deployments.
- Limited rejuvenation of the Reserves.
- Inadequate ammunition.

## PROGRAMME 2: LANDWARD DEFENCE

### Corrective Actions:

- Illegal Protest March - three battalions not deployable as homogenous battalions
  - Members were put on compulsory leave
  - Legal processes to decide on the issue is in process
  - Grievance procedure is in the implementation phase
  - Generals were dispatched to all units to communicate with troops
  - A formal SA Army Discipline Plan is in place

## PROGRAMME 2: LANDWARD DEFENCE

### Corrective Actions:

- Age and health status of Members
  - No clear and credible exit mechanism
  - Works Regt/Capability originally designed for a responsible exit system
  - Has not yet paid dividends (members still on SA Army post structure & HR budget)
  - MSDS system also designed to rejuvenate but has also not paid dividends
  - This is due to the limited size of the intakes as a result of available funding
  - Only breaks even with the natural attrition rate

## PROGRAMME 2: LANDWARD DEFENCE

### Corrective Actions:

- Status of the A, B and D vehicle fleets
  - Presented Policy Option for additional funding from National Treasury
  - Received and spent all the funds (Rm261)
  - Maintained 2579 Operational Vehicles at 40% availability to support the SA Army force preparation effort
  - Augment B Vehs with D Vehs
  - Rm80 has been set aside for D Vehs & procurement is in process
  - A plan to rejuvenate the TSC capability is in place

## PROGRAMME 2: LANDWARD DEFENCE

### Corrective Actions:

- Prime Mission Equipment and loss of Major Combat Capabilities
  - Drafted a Future SA Army Strategy (FSAAS)
  - Enablement of the Landward Defence System which talks to equipment renewal as a subset was also developed and presented at ministerial level
  - Equipment renewal can only be partially realized through the Strategic Capital Acquisition Master Plan (SCAMP)
    - 40 projects are on the SCAMP
      - 17 in concept phase
      - 6 in development phase
      - 17 in production phase
  - Capital acquisition reflects Light, Medium & Heavy equipment procurement

## PROGRAMME 2: LANDWARD DEFENCE

### Corrective Actions:

- Inadequate Ammunition
  - Current allocation of Rm320
  - Additionally:
    - Rm105 (Mortar, small caliber, armour & engineering ammunition)
    - Rm36 to procure small caliber ammunition in the first quarter of 2010 is in process
- Overstretched in Deployments:
  - Other corps tasked (Air Defence Artillery, Artillery & Armour) to provide sub-units in future to be utilised in their secondary roles
  - Greater reliance on Reserves in the ST to MT
  - In 09/10 all the MSDS (2237) were retained in the system

## PROGRAMME 2: LANDWARD DEFENCE

### General:

#### High Spending on Personnel: 59%

- SA Army people-centric organisation
- Future operations will require even more 'boots on the ground'
- SA Army strives towards attaining objective of 55% spending on HR
- 09/10 Service spending ratios on HR as % of total budget spending
  - SA Army – 58,96%
  - SAAF – 52,44%
  - SAN – 52,44%
  - SAMHS – 63,91%
- Remedial action – HR Exit Mechanism to be implemented

#### Restructuring of the SA Army

- Investigation was done according to new Future SA Army Strategy
- External contractors stopped at end of 2009
- SA Army continuing with own investigation with limited resources
- Period of investigation will be extended as a result