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GENERAL NOTICE

NOTICE 1 OF 2014

NOTICE IN TERMS 32 (3) OF THE ROAD TRAFFIC MANAGEMENT CORPORATION ACT, 20 OF 1999

- (1) The Road traffic Management Corporation ("RTMC") hereby gives notice in terms of section 32(3) of the Road Traffic Management Corporation Act, 20 of 1999 ("the Act") on the Draft Road Traffic Law Enforcement Code (NRTLEC)
- (2) Interested persons and/or parties are invited to submit written representations on the draft National Road Traffic Law Enforcement Code within 30 days after date of publication of this code, by post, hand delivery or e-mail (all in Microsoft Word) as follows:

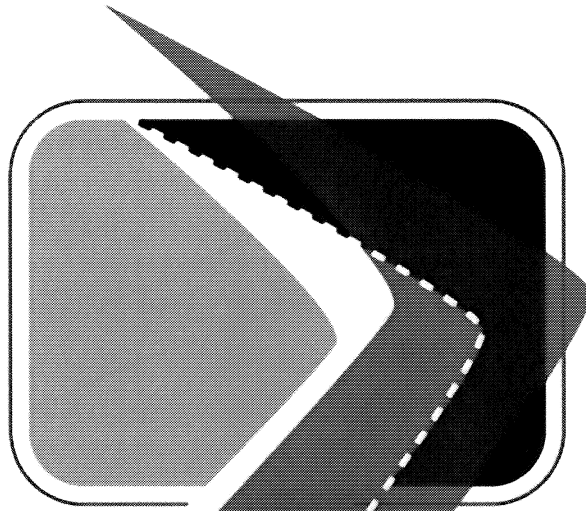
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Telephone: 012 999 5200/ 5335/ 5337
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- (3) Parties and/or persons making written representations are notified that no public hearings will be held with respect to the draft Code



Road Traffic Management Corporation

NATIONAL ROAD TRAFFIC LAW ENFORCEMENT CODE (NRTLEC)

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code



DRAFT PROVISIONS
Of the
National Road Traffic Law Enforcement Code
(NRTLEC)

October 2013

Road Traffic Management Corporation
October 2013

Draft National Road Traffic Law Enforcement Code

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FOREWORD BY SHAREHOLDERS COMMITTEE

These National Standards and Targets have been prepared as a basis for road traffic law enforcement service providers (authorities) to implement government's policies relating to road traffic management and road traffic law enforcement. They apply subject to all legislation in force and, in particular, the Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999) and the National Road Traffic Act, 1996 (Act No. 93 of 1996).

The standards described in this document represent a collective input of stakeholders at national, provincial and local spheres of government and must be appropriated by all road traffic law enforcement service providers.

The standards are a basis through which authorities can also ensure satisfactory delivery of services. This document also aims to provide a strategic direction in addressing issues relating to road traffic law enforcement management and service provision.

The standards are issued as a controlled document which will be updated as new information becomes available. Users should ensure that they are operating with the latest version

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PREAMBLE

WE, the Shareholders Committee of the Road Traffic Management Corporation and all road traffic law enforcers and law enforcement authorities:

ACKNOWLEDGE that road traffic law enforcement is an essential community service, the effectiveness of which impacts on the quality of life of all South African citizens;

ACKNOWLEDGE that multiple service providers across the national, provincial and local spheres of government currently undertake road traffic law enforcement in terms of the Constitution, national and provincial legislation and municipal by-laws;

ACKNOWLEDGE that wide disparities exist in the management, administrative and operational guidelines applied by such road traffic law enforcement service providers in the execution of their law enforcement mandates;

AND NOTE that the Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999) has mandated the preparation of a national road traffic law enforcement code to set minimum goals, objectives, standards and procedures for the provision of road traffic law enforcement services;

AND NOTE that the Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999) wishes to enhance voluntary compliance with its provisions by meaningfully involving road traffic law enforcers in its development;

WISH to establish goals, objectives, standards and procedures for road traffic law enforcement that will significantly improve safety on public roads and enhance the quality of life of all South African citizens;

WISH to promote road traffic law enforcement as an essential community service and not, primarily, as a generator of revenues;

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WISH to adopt a holistic approach to road traffic law enforcement that focuses on administration, information, financial, human resource and operational matters;

WISH to promote efficient and streamlined administrative systems that adequately support the activities of all road traffic law enforcement personnel;

WISH to institute reliable information systems to ensure the accurate collection, preservation and retrieval of information needed to support road traffic law enforcement activities;

WISH to introduce transparent financial management systems that ensure accountability and the reinvestment of traffic revenues into enforcement efforts;

WISH to promote fair human resource practices that enable road traffic law enforcement personnel to know what is expected of them and to particularly maximise career opportunities and empower the previously disadvantaged;

WISH to develop a professional corps of road traffic law enforcers who take professional pride in their work, conform to high ethical and moral standards, are adequately trained and competitively recruited;

WISH to establish streamlined and effective operational procedures that incorporate utilisation of state-of-the-art technology;

WISH to maximise road traffic law enforcement's potential impact on overall crime reduction through the rendering of ancillary support to general policing initiatives;

AND WISH to pro-actively shape driver perceptions and behaviour through improved awareness, communication and an open-door policy to public concerns;

Now therefore adopt this

National road traffic law enforcement code

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October 2013*

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INTRODUCTION

Application of the Code

1. The Code applies to:

- 1.1. Provincial authorities and local government bodies irrespective of whether they perform road traffic services under a contract or not;
- 1.2. Statutory transport institutions vested with powers to execute road traffic law enforcement functions;
- 1.3. Persons employed by the institutions mentioned in 1.1 and 1.2;
- 1.4. Every police officer, upon the approval of the Minister for Safety and Security; and
- 1.5. Every road traffic officer employed by the Road Traffic Management Corporation (RTMC) to undertake road traffic law enforcement.

2. Status of the Code

- 2.1. The provisions of this Code apply to the extent that they are not in conflict with the Constitution or any provision of national legislation.
- 2.2. The national standards in this Code:
 - (a) are mandatory and must be complied with where the mandatory verbs must, shall, will, and may only have been used;
 - (b) are directory and must be complied with unless there is adequate justification for acting otherwise where the verb should has been used; and
 - (c) are permissive and may be complied with where the verb may has been used.
- 2.3. The performance targets in this Code are mandatory.
- 2.4. The Code is published in terms of sections 32 and 33 of the Act, quoted as follows:

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32. National Road Traffic Law Enforcement Code

- (1) *For the purpose of executing the road traffic law enforcement function, the chief executive officer, in consultation with the National Commissioner and the national organisation recognised in terms of section 2(a) of the Organised Local Government Act, 1997 (Act No. 52 of 1997), must develop a National Road Traffic Law Enforcement Code.*
- (2) *The code must, taking into account local developmental needs, capacity and available resources, provide a national framework that sets out in respect of road traffic law enforcement—*
 - (a) *minimum requirements for training and appointment of road traffic law enforcement officers;*
 - (b) *strategic direction and goals to be achieved;*
 - (c) *management practices and human resource practices to be followed;*
 - (d) *operating principles to be applied;*
 - (e) *performance levels to be achieved;*
 - (f) *supporting management information systems to be implemented; and*
 - (g) *actions which constitute a failure to comply with the code as contemplated in section 33.*
- (3) *A draft code must be published by notice in the Gazette and every Provincial Gazette and the notices must specify the time available to interested parties to comment.*
- (4) *The chief executive officer, the National Commissioner and the national organisation recognised in terms of section 2(a) of the Organised Local Government Act, 1997, must consider all comments before completing the code and submitting it to the Shareholders Committee for approval.*
- (5) *The code, once approved by the Shareholders Committee, becomes binding on—*
 - (a) *provincial authorities and local government bodies irrespective of whether they perform road traffic law enforcement services under a contract: Provided that the chief executive officer may not force a local government body that does not provide road traffic services, to provide those services; and*

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- (b) *any statutory transport institution vested with powers to execute road traffic law enforcement functions for the duration of a contract concluded with the Corporation to provide road traffic law enforcement: Provided that the code may only bind the SAPS and a municipal police service established in terms of section 64A of the South African Police Service Act, 1995 (Act No. 68 of 1995), upon approval thereof by the Minister for Safety and Security.*
- (6) *Every three years the code must, on the recommendation of the Shareholders Committee, be revised.*
- (7) *Any revision of the code must be published in the Gazette and every Provincial Gazette for interested parties to comment on, whereupon subsection (4) applies with the necessary changes.*

33. Non-compliance with National Road Traffic Law Enforcement Code

- (1) *The Shareholders Committee may, where it reasonably suspects that any provincial authority or local government body has failed to comply with the national road traffic law enforcement code—*
 - (a) *request and obtain information and documents pertaining to the execution of road traffic law enforcement under the control of the provincial authority or local government body in question; and*
 - (b) *authorise a person to enter any building or premises under the control of the provincial authority or local government body in question for the purpose of obtaining the information and documents referred to in paragraph (a), and is entitled to all reasonable assistance by any member or employee of the provincial authority or local government body in question.*
- (2) *For the purposes of subsection (1), where the Shareholders Committee establishes that—*
 - (a) *a provincial authority or local government body, the SAPS or another statutory institution vested with the powers to perform road traffic law enforcement, with which the Corporation has contracted to provide road traffic law enforcement, has failed to comply with the national road traffic law enforcement code, the Shareholders Committee may*

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- terminate the contract and appoint an alternative service provider which may include the Corporation; and*
- (b) *a provincial authority or local government body, which has not been contracted by the Corporation to provide road traffic law enforcement, has failed to comply with the national road traffic law enforcement code, the Shareholders Committee must—*
- (i) *in the case of a provincial authority, notify the Minister; and*
- (ii) *in the case of a local government body, notify the Minister and the MEC concerned.*
- (3) *If the Minister pursuant to a notification in terms of subsection (2)(b)(i), is satisfied that a provincial authority has failed to comply with the national road traffic law enforcement code as contemplated in subsection (2)(b)(i), he or she must notify the provincial authority of such failure in writing and request compliance with that code within a period specified in the notice.*
- (4) *The Minister may, on the request of the provincial authority extend the period contemplated in subsection (3).*
- (5) *The Minister may, where a provincial authority fails to comply with the national road traffic law enforcement code within the period specified in the notice or the extended period contemplated in subsection (4), and after consultation with the Minister for Provincial Affairs and Constitutional Development—*
- (a) *appoint a person to administer and supervise the provision of road traffic law enforcement by the provincial authority in question and charge such person with the responsibility to ensure that the provision of road traffic law enforcement by such provincial authority complies with the national road traffic law enforcement code; and*
- (b) *take such other steps as he or she considers necessary to ensure compliance with the national road traffic law enforcement code.*
- (6) *A person appointed in terms of subsection (5)(a) may, subject to section 100(2) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), exercise all the powers and must perform all the duties of the executive head of the provincial authority concerned.*

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- (7) *If the Minister is satisfied that a provincial authority complies with the national road traffic law enforcement code, he or she may terminate the appointment of the person referred to in subsection (5)(a).*
- (8) *Upon receipt of a notification contemplated in subsection (2)(b)(ii), the Minister may request the MEC concerned to intervene after a decision by the provincial executive as contemplated in section 139 of the Constitution of the Republic of South Africa, 1996, and must provide the MEC with a copy of the notification.*
- (9) (a) *If the MEC fails to intervene as requested, the Minister after a decision by the provincial executive may intervene as contemplated in section 100 of the Constitution of the Republic of South Africa, 1996, in which case subsections (12) to (16) apply with the necessary changes.*
- (b) *For the purpose of this subsection, any reference in subsections (12) to (16) to—*
- (i) *the MEC, shall be deemed to be a reference to the Minister;*
 - (ii) *the MEC responsible for local government, shall be deemed to be a reference to the Minister for Provincial Affairs and Constitutional Development;*
 - (iii) *the Premier, shall be deemed to be a reference to the President;*
 - (iv) *section 139(2) of the Constitution of the Republic of South Africa, 1996, shall be deemed to be a reference to section 100(2) of the Constitution.*
- (10) *If the MEC is satisfied that a local government body has failed to comply with the national road traffic law enforcement code, he or she must notify the local government body of such failure in writing and if the Shareholders Committee does not decide to exempt the local government body from compliance with the code, request compliance with that code within a period specified in the notice.*
- (11) *The MEC may, on the request of the provincial authority, extend the period contemplated in subsection (10).*

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- (12) *The MEC may, where a local government body fails to comply with the national road traffic law enforcement code within the period specified in the notice or the extended period contemplated in subsection (11), and after consultation with—*
- (a) *the MEC responsible for local government in the province concerned, or where no such MEC has been appointed, the Premier or the MEC to whom the responsibilities have been assigned by the Premier; and*
 - (b) *the MEC for Safety and Security in the case where road traffic law enforcement is provided by a municipal police service—*
 - (i) *appoint a person to administer the provision of road traffic law enforcement by the local government body in question and charge such person with the responsibility to ensure that the provision of road traffic law enforcement services by such local government body complies with the national road traffic law enforcement code; and*
 - (ii) *take such other steps as he or she considers necessary to ensure compliance with the national road traffic law enforcement code.*
- (13) *Where an administrator is appointed in terms of section 64N(4)(a) of the South African Police Service Act, 1995 (Act No. 68 of 1995), that administrator must perform the functions contemplated in subsection (12)(b)(i).*
- (14) *A person appointed in terms of subsection (12)(b)(i) may, subject to section 139(2) of the Constitution of the Republic of South Africa, 1996, exercise all the powers and must perform all the duties of the executive head of the local government body concerned.*
- (15) *If the MEC is satisfied that a local government body complies with the national road traffic law enforcement code, he or she may terminate the appointment of the person referred to in subsection (13)(b)(i).*
- (16) *All expenditure incurred by or in connection with the intervention of the MEC, in the provision of road traffic law enforcement as contemplated in this section, must be in accordance with the contract between the Corporation and the local government body in question.*

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3. Definitions

“Act” means the Road Traffic Management Corporation Act, 1999 (Act 20 of 1999);

“Anniversary date” means the date of hire of an employee by the road traffic law enforcement authority;

“Civilian” means a non-sworn employee, part or full time;

“Critical injury” means an injury which is life threatening and likely to cause death or serious permanent disability;

“Discretion” means power of free decision or latitude of choice within certain legal bounds;

“Enforcement action” means a road traffic law enforcement action involving arrest, citation or warning of any person alleged to have violated a road traffic law;

“Evidence custodian” means an employee designated at a road traffic law enforcement authority to administer and operate the evidence, and found and recovered property system, including the evidence storage facilities, and to monitor and provide functional supervision over the evidence program;

“Extreme ratings” means less than acceptable performance or superior to acceptable performance;

“Impropriety” means an act or acts involving misuse of authority by an employee;

“Internal affairs division” means the office that receives and investigates complaints against road traffic law enforcement employees in order to combat misconduct;

“Lawful order” means any direction, guidance, assistance or command from a senior officer to a subordinate officer, whether given verbally or in writing, that is not unlawful;

“Mutual aid” means an oral or written request for assistance for law enforcement services;

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“Pacing” means the positioning of a law enforcement vehicle at a stable, fixed distance behind a speeding vehicle at a constant speed to measure its speed;

“Policy” means a broad statement of departmental principles;

“Procedure” means a guideline for carrying out road traffic law enforcement services;

“Pursuit” means the operation or use of a patrol vehicle in the emergency mode so as to pursue a felon who wilfully or knowingly uses illegal or evasive driving tactics in an effort to avoid detention, apprehension or arrest;

“Roadblock” means any method, restriction, or obstruction utilised or intended to prevent free passage of motor vehicles on a roadway in order to apprehend the driver or passengers in a particular motor vehicle;

“Road traffic law enforcement authority” means a provincial authority, a local government body, a statutory transport institution vested with the power to undertake road traffic law enforcement, or the SAPS, providing road traffic law enforcement services in terms of road traffic legislation;

“Road traffic law enforcement department” means department, directorate, section or similar designation within a provincial or local government responsible for road traffic law enforcement;

“SABS” means the South African Bureau of Standards;

“Strip search” means having an arrested person remove or arrange some or all of his or her clothing so as to permit a visual inspection of the genitals, buttocks, anus, female breasts or undergarments of such persons;

“Supervisor” means both sworn and non-sworn employees assigned to a position having a day-to-day responsibility for management and oversight of subordinates and those persons who are responsible for commanding work elements;

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"Sworn officer" means a commissioned law enforcement officer who has taken the oath of office;

"Traffic enforcement" means the assignment of personnel to traffic enforcement activities at times and locations where hazardous or congested conditions exist.

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PART A: NATIONAL STANDARDS

PART A1: ROAD TRAFFIC LAW ENFORCEMENT AUTHORITIES: MANAGEMENT STANDARDS

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CHAPTER 1: AUTHORITY ORGANISATION AND ADMINISTRATION

Purpose

- (a) Outlines the organisational structure of a road traffic law enforcement authority and defines the general responsibilities and duties of road traffic law enforcement authority personnel.
- (b) Establishes road traffic law enforcement authority operational guidelines, the chain of command, and duties attached to positions in the road traffic law enforcement authority.
- (c) Establishes rules and procedure for internal investigations.

Policy statement

The Corporation wishes to create uniform organisations and methods of management for all authorities. Standard operating procedures must be used to improve the fair and equal treatment of all traffic officers, managers and staff.

NATIONAL STANDARDS

AUTHORITY ORGANISATION

NS 1.1

Authority structure

1. The road traffic law enforcement authority should be organised in the following divisions:
 - (a) law enforcement division, to address patrol services, motorcycle squad services, tow-away service, investigations and general traffic services;
 - (b) administrative support services division, to address human resources and personnel, information (records and reports), stores and equipment, and penalties and fines; and

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- (c) professional services division, to address professional standards, internal affairs, planning, research, community relations, communication, vehicle servicing, emergency services and a legal advice section for court-related work.

The structure of the divisions will be as described in chapter 26 of the Code.

NS 1.2

Rank

1. Rank structure should cover:
 - (a) sworn personnel, namely:
 - Chief of Traffic;
 - Deputy Chief of Traffic;
 - Assistant Chief of Traffic
 - Chief Superintendent;
 - Senior Superintendent;
 - Superintendent;
 - Assistant Superintendent;
 - Senior Inspector;
 - Inspector;
 - Traffic Officers: (Grade iii, Grade ii, Grade i); and
 - Trainee Traffic Officer; and
 - (b) non-sworn personnel, namely:
 - Administration;
 - Professional services;
 - Finances;
 - Human Resources; and
 - Stores; and
 - (c) may include voluntary personnel if required at times.
2. The rank structure and insignia as prescribed in the Code is included in chapter 9.
3. All functions and duties of sworn and non-sworn personnel are included in chapter 26.

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CHAIN OF COMMAND AND CONTROL SPAN

NS 1.3 Internal affairs division

1. The internal affairs office must report directly to the Chief of Traffic.
2. The functions of the internal affairs office are to:
 - (a) receive complaints of misconduct by an employee of the road traffic law enforcement authority;
 - (b) register the complaint by assigning a case number;
 - (c) advise the person making the complaint of the complaint number assigned;
 - (d) acknowledge the complaint by mailing a letter with the complaint number to the complainant;
 - (e) investigate the complaint if it is a serious allegation, or assign the investigation to a division supervisor if it is a less serious allegation;
 - (f) investigate cases at the direction of the Chief of Traffic;
 - (g) review instance of injury or death of a person involving alleged action of an employee and conduct an independent investigation, when warranted;
 - (h) establish and maintain liaison with the:
 - (i) office of state attorney(s);
 - (ii) other law enforcement authorities; and
 - (iii) community groups;
 - (i) represent the Chief of Traffic in internal affairs or other matters as directed;
 - (j) prepare and present disciplinary cases to the Chief of Traffic;
 - (k) maintain files of on-going and completed investigations, indices of complaint register numbers and other data; and
 - (l) maintain discipline records.

NS 1.4 Chain of command and control span

The chain of command and span of control must refer to:

- (a) the role of the supervisor and functional supervisor;
- (b) communication of orders;
- (c) unlawful orders;

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- (d) conflicting orders;
- (e) by-passing the chain of command;
- (f) lateral communications;
- (g) the number of subordinates that supervisors may effectively supervise; and
- (h) saluting.

The chain of command and control span is further described in NS 26.3.

NS 1.5 Part-time officers

1. The road traffic law enforcement authority may employ part-time officers, who have previously met the standards and requirements laid down by law and this Code.
2. Part-time officers are bound by all the rules and regulations that bind full-time officers, including this Code.
3. A part-time officer must:
 - (a) be 18 years of age upon date of application for employment;
 - (b) be a South African Citizen;
 - (c) be certified by the training academy to have completed the appropriate training course; and
 - (d) have completed the mandatory firearms training course.
4. All part-time officers are subject to annual reappointment.
5. All part-time officers are bound and required to adhere to every policy, procedure, rule and regulation, general and special order or any other written or verbal order from the Chief of Traffic or his designee.
6. Part-time officers may be assigned any duty that may be performed by a full-time officer and are expected to perform effectively when on duty.

NS 1.6 Firearms

1. Part-time officers may only carry a firearm with the express consent of the Chief of Traffic and then only when in the prescribed uniform of the day and while engaged in the performance of law enforcement duties.

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2. Part-time officers are expressly prohibited from carrying or possessing firearms while off duty, unless in a capacity that is otherwise allowed by law as a private citizen.

ADMINISTRATION

NS 1.7 Rules and regulations for supervisory personnel

1. Supervisors must provide guidance and assistance to their subordinates.
2. Supervisory personnel are responsible for subordinates' adherence to road traffic law enforcement authority rules, regulations, policy, orders, directives and procedures and must take reasonable action to ensure compliance.
3. Supervisors are reasonably accountable for the maintenance of discipline and must provide leadership, supervision and example to ensure the efficiency of the road traffic law enforcement authority.
4. Supervisors are responsible for monitoring the job performance of all subordinates under them.
5. Authority and functions may be delegated to subordinates but responsibility remains with the supervisor who made the assignment.
6. Supervisory personnel are responsible for all job-related failures on the part of their subordinates when the supervisor was aware or should reasonably have been aware of the failure or the potential for failure and did not take the appropriate action to correct the deficiency.

NS 1.8 Written directives

1. The authority to issue, delete, modify and approve all written directives is vested with the Chief of Traffic.
2. The Chief of Traffic may delegate authority for issuing written directives to the Deputy Chief of Traffic Service or a head of a division.
3. Directives must not conflict with established policy or procedures unless the directive constitutes a revision or replacement of an existing policy or procedure.
4. Replacement directives must indicate which directives are replaced by it.

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NS 1.9 Types of written directives

General order

1. General orders are permanent orders concerned with policy, rules and procedures usually affecting more than one division.
2. General orders are issued and must be signed by the Chief of Traffic.
3. The format for general orders must be:
 - (a) on the initial page of order the heading which includes:
 - (i) order number;
 - (ii) subject;
 - (iii) effective date; and
 - (iv) information on deleted orders (when applicable); and
 - (b) elements of the body, being:
 - (i) policy statement;
 - (ii) definition statement (optional);
 - (iii) procedures; and
 - (iv) rules and regulations (optional).

Standard operating procedure

1. Standard operating procedure is a standardised procedure too lengthy or detailed to be included in the general order or procedure directed to a limited number of personnel, that provides written order direction to employees.
2. Standard operating procedure is issued and must be signed by the Chief of Traffic.
3. The format for standard operating procedure is:
 - (a) the initial page with a heading including:
 - (i) the name of the road traffic law enforcement authority;
 - (ii) subject;
 - (iii) date;
 - (iv) prepared by; and
 - (v) approved by, and initials of Chief of Traffic; and

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- (b) elements of the body, being:
 - (i) purpose of statement;
 - (ii) procedures;
 - (iii) statement that the standard will remain in effect until amended or rescinded by the Chief of Traffic;
 - (iv) review date; and
 - (v) listing of dissemination.

Special order

1. Special orders are orders affecting only a specific division or a statement of policy or procedure regarding a specific circumstance or event that is of a changing or temporary nature.
2. Special orders are issued and must be signed by the Chief of Traffic or head of a division.
3. Special orders are self-cancelling after no more than 90 days, unless otherwise specified.
4. The format for special orders is:
 - (a) the initial page with a heading including:
 - (i) the name of the issuing division;
 - (ii) the subject;
 - (iii) order number;
 - (iv) effective date; and
 - (v) cancellation date; and
 - (b) elements of the body including:
 - (i) purpose of statement;
 - (ii) procedures;
 - (iii) statement that the standard will remain in effect until amended or rescinded by the Chief of Traffic; and
 - (iv) listing of dissemination.

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Memorandum

1. A memorandum is an informal document that may or may not convey an order.
2. A memorandum is used, generally, to clarify, inform or inquire.
3. A memorandum for the purpose of directing compliance or conveying an order, must be issued by the officer who has authority in that functional area.
4. Memoranda must be prepared in the format prescribed by the Chief of Traffic and are not indexed.

NS 1.10

Review of directives

1. Proposed policies, procedures, rules or changes to written directives must be co-ordinated and distributed by the head of administration division.
2. All proposals must be reviewed for the purpose of gauging the directive's impact on existing policy or procedure.
3. The directives should be reviewed by command staff as well as affected staff.
4. The Chief of Traffic may revoke a directive after a review of that directive.
5. Revocation may be effected by stamping or writing the directive in each book in red ink, letters must be at least 5 cm high with the word "**REVOKED**".
6. The revoked order must be disseminated in the same manner as the initial directive to inform employees of such revocation.
7. The directive number must not be reissued after revocation.
8. All proposals creating new policies, procedures or rules, or the changing of existing policies, procedures or rules, must be directed to the Chief Executive Officer of the Corporation for purposes of review of the Code.

NS 1.11

Record of directives

1. The head of the administration division must maintain an independent set of master files on all issued directives and revocations.
2. The files must contain the original signed copy of the directive, copies of previous directives replaced by the current directive and materials relevant to the development of the directive.

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NS 1.14 Division staff meeting

1. Division staff meetings should be called at the discretion of the individual heads of divisions and may or may not include all division supervisors and/or division employees.
2. Supervisors may call such other meetings of their personnel as may be required to ensure effective and efficient management.
3. Each division must conduct monthly reports of their activities and meetings.
4. The format of the reports of activities and meetings are discussed in Part C of the code.

INTERNAL INVESTIGATIONS

NS 1.15 Conduct of investigation

1. The head of internal affairs must immediately designate personnel to conduct the investigation.
2. The investigation may include:
 - (a) formal statements from all parties concerned, when necessary and pertinent;
 - (b) the gathering and preservation of physical evidence pertaining to the case; and
 - (c) all other information bearing on the matter.
3. The designated internal affairs officer must submit a monthly report summarising the status of each open case to the Chief of Traffic.

NS 1.16 Internal investigative rules

1. Allegations of misconduct by an employee must be investigated in a fair and thorough manner.
2. The road traffic law enforcement authority must respect the rights of the employee so long as its responsibility to conduct a complete investigation in search of facts is not jeopardised.

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3. Employees must not discuss or attempt to solicit any details of a matter under investigation.
4. Internal investigations must be treated in strict confidence.
5. Information regarding internal investigations must be disseminated and used on a need to know basis only or in cases where dissemination would be for the benefit of the road traffic law enforcement authority.

NS 1.17 Notification of investigation

1. A letter of notification must be issued to the accused employee and his or her head of division prior to a formal interview if the investigator is not within the accused employee's chain of command.
2. The letter must contain, unless it is a confidential investigation, the following information:
 - (a) the name of the complainant;
 - (b) the date of the alleged incident;
 - (c) any possible violation(s);
 - (d) any report numbers, summons; or
 - (e) a brief summary of the allegations.

NS 1.18 Interview by investigating officer

1. Interviews must be narrowly and directly related to the matter under investigation or in reference to a performance of duty issue.
2. The procedure for disciplinary hearings, as set out in the Labour Relations Act, must be followed.
3. Employees must be interviewed on duty whenever possible and a log of employees interviewed during off-duty hours must be maintained.
4. Officers involved in off-duty hours interviews must be compensated after the completion of the investigation.
5. An employee suspended without pay prior to an investigation, and found in violation as accused, will not be entitled to overtime compensation.

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6. The investigator must immediately suspend the investigation and advise the Chief of Traffic if criminal violations are apparent.

NS 1.19

Searches during investigation

1. The investigating officer may at any time order a sworn employee to submit to a blood test, urine test, line-up, breath test, voice print, handwriting exam, taking of photos or other non-testimonial evidence test.
2. Refusal to submit may result in disciplinary action and dismissal.
3. An employee's personal property must not be subject to search and seizure without probable cause and a warrant where required by law.
4. Office property such as vehicles, work areas, stations or lockers, may be searched without consent at any time, even if assigned to or used exclusively by a single employee.
5. The Corporation may monitor office communication facilities at any time, under conditions permitted by law.
6. Additional acts of misconduct on the part of the employee determined in the cause of the investigation and not included in the original complaint must be included as part of the investigation.

NS 1.20

Conclusion of investigation

1. Internal investigations must be completed within 21 working days, excluding any review period, unless exigent circumstances exist.
2. The circumstances mentioned in 1 above must be determined by the Chief of Traffic.
3. The head of internal affairs must notify the Chief of Traffic upon conclusion of an internal investigation and the Chief of Traffic must take a decision on the matter.
4. The head of internal affairs must notify accused members in writing at the conclusion of the investigation and the document must include the following:
 - (a) the findings on each allegation;

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- (b) a brief statement summarising the allegations as they relate to policy violation; and
 - (c) intent of disciplinary action, if any.
5. The decision of the Chief of Traffic referred to in 3 above must be carried out promptly by the internal affairs division.
6. The complainant must be notified in writing upon conclusion of the investigation.

NS 1.21

Closure of files

Files must be closed when:

- (a) the employee is exonerated;
- (b) the complaint is determined to be unfounded or not sustainable; or
- (c) the employee discharges the imposed disciplinary order.

NS 1.22

Records

1. Internal affairs investigations must be confidential.
2. Employees are not permitted to review records on internal affairs investigations.
3. An active employee may request information concerning his or her own internal affairs history and must be provided with the following:
 - (a) date of the investigation;
 - (b) case number;
 - (c) allegations;
 - (d) findings of the investigation; and
 - (e) disciplinary action imposed, if any.
4. Records of ongoing and completed investigations must be maintained separately and securely by internal affairs officers.
5. All files involving allegations of a serious criminal nature must be kept indefinitely until their disposal is authorised by the Chief of Traffic.
6. All files of sustained investigations must be retained indefinitely.
7. All other files must be reviewed by the Chief of Traffic 24 months following conclusion of the investigation to determine if the files should be retained.

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NS 1.23**False reporting**

1. The recipient of a complaint must ensure that the complainant understands the consequences of false reporting to state authorities.
2. The investigator must pursue the filing of a case report against a citizen if it is determined that a citizen has knowingly made a false report against an officer.
3. Any information determined from the investigation that there are additional acts of criminality on the part of the complainant must be forwarded to the relevant police station to lay a charge.

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CHAPTER 2

HUMAN RESOURCE MANAGEMENT

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CHAPTER 2: HUMAN RESOURCE MANAGEMENT

Purpose

- (a) Establishes the human resource management regarding:
 - classification of positions by description of work performed and task analysis entailing the essential elements of each position;
 - requirements for appointment of road traffic law enforcement officers; and
 - a procedure for evaluation of work performance by road traffic law enforcement authority employees.
- (b) Establishes human resource practice standards by providing for procedure for:
 - transfers;
 - dealing with harassment and discrimination, and complaints; and
 - recognition of outstanding performance.

Policy statement

The Corporation wishes to strive to promote good labour relations. Fair, humane, and acceptable labour practices, workers' rights, job creation and security, sound working conditions, health and safety, and welfare benefits of employees are regulated where appropriate.

NATIONAL STANDARDS

HUMAN RESOURCE MANAGEMENT

NS 2.1

Adherence to policy

1. The human resource management and practice of the road traffic law enforcement authority must be in accordance with national law and must be sensitive to maximising career opportunities of and empowering the previously disadvantaged.

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2. The human resource management and practice of the road traffic law enforcement authority must at least comply with the policies contained in:
 - (a) Labour Relations Act, 1995 (Act No. 66 of 1995);
 - (b) Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);
 - (c) Public Service Act, 1994 (Act No. 103 of 1994);
 - (d) Public Service Staff Code;
 - (e) Skills Development Act, 1998 (Act No. 97 of 1998); and
 - (f) Employment Equity Act, 1998 (Act No. 55 of 1998).

NS 2.2

Classification and assignment

1. The human resource section must maintain a written classification plan which must comprise positions with similar duties, responsibilities, required knowledge, skills and training.
2. The positions must be grouped into classification for salary and benefit purposes.
3. All positions must have written descriptions of the duties, responsibilities and physical demands associated with the position.
4. The personnel section must make job descriptions available to all members of the road traffic law enforcement authority.
5. A written job description must be maintained for every position and must include:
 - (a) duties, responsibilities and tasks;
 - (b) the frequency with which each task is performed; and
 - (c) minimum qualifications or level of proficiency necessary in the job related skills, knowledge, ability and behaviour.
6. The job description serves as the basis for job classification and provides guidance to employees and their supervisors concerning essential functions and physical demands of the individual positions and in performance evaluation.
7. The job descriptions for all sworn and non-sworn personnel are included in annexure 12 of part F of this Code.
8. Selection of personnel for assignments within a given classification must be based on the following criteria:
 - (a) skills, knowledge, and abilities required for the specialised assignment;
 - (b) formal education requirements;

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- (c) length of experience; and
- (d) past performance.

NS 2.3 Recruitment, hiring and selection procedures

1. Recruitment, hiring, retaining, promotion and dismissal of employees, termination of employment, and disciplinary actions must be fair and in accordance with national labour law as mentioned in NS 2.1.
2. Salary and benefits in accordance with national law as determined by the central bargaining chamber for road traffic law enforcement authorities must be used by authorities.

NS 2.4 Allocation and distribution of personnel

1. The road traffic law enforcement authority must assign personnel in accordance with workload assessments.
2. Workload assessments must take place annually and must be undertaken by the heads of divisions and the Chief of Traffic.
3. The workload assessment and personnel allocation must be done according to the method set out in the Police Allocation Manual (PAM) included in annexure 13 of Part F of the code.

PERFORMANCE EVALUATION

NS 2.5 Evaluation

1. The road traffic law enforcement authority must evaluate the performance of all employees.
2. The evaluation system must foster fair and impartial personnel decisions and provide a medium for career development.
3. The rater must use the performance evaluation to facilitate proper decisions regarding probationary employees, provide objective and fair means for measurement of individual performance and identify training needs.

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4. The head of administration division is responsible for ensuring that the evaluations are submitted timeously and that proper procedures are followed in the evaluation process.
5. The evaluation process is described in part C of the Code.

NS 2.6

Raters

1. Raters must be fair, impartial and uniform in the application of the performance appraisal.
2. Employees who conduct performance evaluations on subordinates must receive periodic training in the following areas:
 - (a) general subordinate counselling and evaluation;
 - (b) skills, knowledge and abilities assessment; and
 - (c) office evaluation forms.

NS 2.7

Procedure for evaluation

1. The road traffic law enforcement authority must formally evaluate every employee's performance annually, which evaluation must take place at the end of the quarter in which their anniversary date falls.
2. Probationary employees must be rated monthly for the first three months and then bi-monthly thereafter until completion of the probationary period.
3. The employee must be further advised of the job description for the position occupied and evaluation rating criteria after successful completion of the probationary period.
4. The employee signs his or her original evaluation form and receives a copy, which acknowledges goals, standards of performance and any other written comments by the supervisor.
5. The signed form must be forwarded to the personnel section for filing in the employee's personnel file.
6. The immediate supervisor must, at the end of each evaluation period, review the previous evaluation form as related to the previously established goals and complete an evaluation based on the performance of the previous year.

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7. No time period other than the previous evaluation period must be considered.
8. The evaluation must cover that specific job function and/or rank the employee has held for that evaluation period, but may refer to future potential.

NS 2.8 Comments upon evaluation

1. The immediate supervisor must write specific comments about how the employee has met or failed to meet the performance standards of each criterion, and comment on strong and weak points.
2. Comments by the rater are required when performance is outstanding or unsatisfactory.

NS 2.9 Notification upon unsatisfactory performance

1. The supervisor must forthwith notify the employees if they perform unsatisfactorily at any time during the year.
2. Written notification mentioned must be made with the knowledge and approval of all the subordinate supervisors, up to and including the head of the division.
3. Written notification must be signed by the employee and attached to the employee's current evaluation form, which lists current goals.

NS 2.10 Presentation of an evaluation

1. Prior to presenting an evaluation to an employee, the rater supervisors, up to and including the head of division, must:
 - (a) ensure that the rater remained fair and impartial;
 - (b) ensure that the rater applies ratings uniformly and has counselled the employee concerning low productivity in performance areas, if any; and
 - (c) approve the evaluation.
2. The evaluation must be presented to the employee by the rater and reviewed by the employee and the rater together.
3. The employee must be given a copy of the evaluation.

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4. The employee must have the opportunity to sign the completed evaluation indicating that he or she has read and received a copy.
5. The rater must note "refused" in the space provided if the employee refuses to sign the evaluation.
6. An employee who wishes to contest an evaluation believed to be inaccurate may request an additional review in writing.
7. The review process must follow the chain of command to the Chief of Traffic.
8. The review may be concluded at any point of the chain of command if a satisfactory conclusion is reached.
9. The employee may, at any time, after being presented with the evaluation and throughout the appeal process, place comments on a separate page and attach it to the evaluation, which is retained by the personnel section.

NS 2.11 Supervisory review and approval

1. Each performance evaluation report must be reviewed and signed by the rater's supervisor, appropriate head of division and the Chief of Traffic.
2. In the event of disagreement with the rating, the rater's supervisor must not change an evaluation, but rather attach a memorandum explaining where he or she disagrees with the rating.
3. Supervisors are evaluated by heads of divisions on their ability to rate subordinates as part of their annual evaluation.

NS 2.12 Filing of evaluations

1. The supervisor must forward the evaluation form to the personnel section for inclusion in the employee's permanent personnel file after the evaluation process is completed and reviewed by the employee.
2. A supervisor may review the employee evaluation forms in the personnel files for the following reasons:
 - (a) determining suitability for a future assignment;
 - (b) employee training needs and further career development opportunities;
 - (c) determining ability to accept additional responsibility; and

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- (d) effectiveness in the assigned position.
- 3. The supervisor must not obtain a personnel file or past evaluation forms for personal use or any reason other than provable professional job-related use.
- 4. The human resource section must review the evaluation process and procedures at least annually for the continuous improvement of the system and make appropriate recommendations to the CEO. Such recommendations may be to:
 - (a) leave the evaluation system as is;
 - (b) modify, in some form, the current system and make recommendations for such modifications; or
 - (c) do away with the current system and make recommendations for a new system.
- 5. The objectives of the annual review are to:
 - (a) identify instances of extreme ratings and reasons for such ratings; and
 - (b) determine the number of contested evaluations and the reasons therefore.

NS 2.13

Promotion or demotion

The evaluation must be used in the determination of:

- (a) potential of employees for promotion;
- (b) potential of employees for demotion; and
- (c) promotional eligibility for vacancies where lateral entry is permitted.

HARASSMENT OR DISCRIMINATION

NS 2.14

Harassment or discrimination in the workplace

- 1. No employee may explicitly or implicitly ridicule, mock, deride or belittle any person.
- 2. Employees may not make offensive or derogatory comments based on race, sex, religion, or national origin either directly or indirectly to another employee or person.
- 3. Sexual harassment may include, but is not limited to:
 - (a) verbal:
 - (i) making sexual comments about a person's body;
 - (ii) turning work discussions into sexual topics;
 - (iii) making sexual comments or innuendoes or telling sexual jokes;

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- (iv) asking questions about sexual preferences, history, fantasies, or personal questions about one's sexual life;
- (v) making sexual comments about a person's clothing, anatomy or looks;
- (vi) repeatedly asking a person out who has declined the invitation;
- (vii) making kissing sounds, whistling or howling;
- (viii) telling lies or spreading rumours about a person's personal sex life; or
- (ix) referring to an adult as a hunk, doll, babe, honey or other such term;
- (b) non-verbal:
 - (i) displaying sexually suggestive visuals;
 - (ii) making facial expressions such as throwing kisses or licking lips; or
 - (iii) making sexual gestures with hands or through body movements; or
- (c) physical:
 - (i) giving an unwelcome or unwanted massage around the neck or shoulders;
 - (ii) touching a person's clothing, hair or body;
 - (iii) the unwelcome stalking of another person;
 - (iv) hugging, kissing, patting or stroking of another person;
 - (v) touching or rubbing against another person; or
 - (vi) standing close or brushing up against a person intentionally.

NS 2.15

Supervisor responsibility

1. Each supervisor is responsible for preventing acts of harassment or discrimination, including:
 - (a) monitoring the unit's work environment on a daily basis for signs that harassment or discrimination may be occurring;
 - (b) counselling employees on the types of behaviour that is prohibited and communicating the road traffic law enforcement authority procedures for reporting and resolving complaints of harassment or discrimination;
 - (c) putting a stop to any observed acts that may be considered harassment, and taking appropriate steps to intervene, whether or not the employees involved are within his or her chain of command; and

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- (d) taking immediate action to limit the work contact between two employees where there has been a complaint of harassment or discrimination, pending an investigation.
- 2. Each supervisor has the responsibility to assist any employee of the road traffic law enforcement authority, who comes to that supervisor with a complaint of harassment or discrimination, in documenting and filing a complaint.

NS 2.16 Employee responsibility

- 1. Each employee is responsible for assisting in the prevention of harassment or discrimination through:
 - (a) refraining from participating in, or encouraging of, actions that could be perceived as harassment or discrimination;
 - (b) reporting acts of harassment or discrimination to a supervisor; and
 - (c) encouraging any employee, who confides that he or she is being harassed, to report these acts to a supervisor.
- 2. Any reprisal, coercion or intimidation, direct or indirect, against a complainant, his or her representative or other witness(es) is prohibited and will serve as the basis for disciplinary action up to and including termination.

NS 2.17 Non-compliance

- 1. Failure to take action to stop known harassment or discrimination is a ground for disciplinary action to be taken.
- 2. Any employee determined after an investigation to have engaged in sexual harassment or discrimination in violation of this Code will be subject to disciplinary action and his or her employment may be terminated.
- 3. Any false accusations regarding sexual harassment will likewise result in disciplinary action up to and including termination.

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NS 2.18 Complaints procedure for sexual harassment or discrimination

1. Employees must tell the person who makes sexual advances that his or her actions are unwelcome and offensive.
2. Any employee who believes that he or she is being harassed or discriminated against must place the offender on notice of the unwelcome behaviour and report the incident to his or her supervisor immediately to allow steps to be taken to protect the employee from further harassment, and investigative and disciplinary measures to be taken.
3. The employee or the supervisor must notify the Chief of Traffic if the objectionable behaviour has not ceased after an employee has complained to a supervisor.
4. The supervisor receiving the complaint must meet with the employee and document the incidents complained of and, without delay, hand the complaint through the chain of command.
5. This procedure does not preclude any employee from filing a complaint or grievance with an appropriate outside road traffic law enforcement authority.

GENERAL COMPLAINTS

NS 2.19 General complaint handling

1. Internal and external complaints may be lodged.
2. Upon receipt of a complaint, a supervisor must complete a complaint form.
3. The receiving supervisor must conduct a preliminary investigation.
4. The supervisor must forward the complaint and any information gathered to the accused employee's head of division through the chain of command.
5. The head of division must review the information and determine if further investigation is necessary.
6. The head of division must forward all information to internal affairs division for filing if no further investigation is necessary.
7. The head of division must forward the information to the accused employee's immediate supervisor or internal affairs division, depending on the seriousness of the allegations, if further investigation is necessary.

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8. Records of all sexual harassment complaints must be:
 - (a) maintained by the internal affairs;
 - (b) kept in strict confidence; and
 - (c) secured and kept separate from general administrative files.

NS 2.20 Complaint investigation procedure

1. Serious policy violations must be accepted indefinitely, and these include but are not limited to:
 - (a) discrimination;
 - (b) sexual harassment;
 - (c) violation of laws;
 - (d) use of force; and
 - (e) employee against employee complaints.
2. Policy violations must be accepted up to one year after the date of occurrence, and these include but are not limited to:
 - (a) disobedience to orders;
 - (b) performance of duty; and
 - (c) wilful misconduct and repeated offences mentioned in 3 below.
3. Courtesy complaints must be accepted up to six months after the date of occurrence, and these include but are not limited to:
 - (a) rudeness;
 - (b) disrespect;
 - (c) impartiality;
 - (d) complaints of procedures specifically related to the employees' duty assignments, handcuffing, traffic stops; and
 - (e) supervisory issues like tardiness, minor procedural errors, traffic accidents, failure to show up for court, minor sick time abuses.
4. Complaints may be investigated by the employee's immediate supervisor.
5. Repeated complaints must be investigated as serious policy violations.
6. An investigation file must be opened and all the information pertaining to the investigation must be filed therein and be held by the internal affairs division.

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7. The employee's internal affairs history must be obtained and used in the investigation.
8. The employee must be accorded an opportunity to respond to the allegations in writing.
9. After completion of the investigation and obtaining all the necessary information the supervisor must send the complete information through the accused employee's chain of command.
10. Each member in the chain of command must submit a memorandum substantiating their finding and recommended disciplinary actions, if applicable.
11. The following are the dispositions:
 - (a) sustained: the allegation is substantiated, the misconduct did occur;
 - (b) unfounded: the allegation is false, or not factual; no misconduct; the incident did not occur or involve the accused employee;
 - (c) exonerated: the incident occurred but the accused employee acted lawfully and properly; or
 - (d) misconduct not based on complaint: substantiated misconduct, not alleged in the complaint, but disclosed by the investigation.
12. Upon review by the accused employee's chain of command, the investigation must be forwarded to the internal affairs division who must present it to the Chief of Traffic for final action.
13. The Chief of Traffic may approve or disapprove any recommendation put forward through the chain of command and take a final decision.
14. The complainant must be notified of the results of the investigation in writing upon completion of the investigation.
15. The notice must be made by the investigating official and a copy thereof must be placed in the investigation file.

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LIGHT DUTY

NS 2.21 Temporary duty assignments

The road traffic law enforcement authority must provide and assist employees who are recovering from a non-duty-related injury or illness with temporary duty assignments.

NS 2.22 Light duty assignment involving position or duty change

1. The appropriate head of division may designate a position authorised on the road traffic law enforcement authority's staffing document temporarily not filled by a full time employee or vacated temporarily by leave, as a light duty position.
2. In situations where there is no vacancy, but the workload of an authorised position is excessive, a head of division may temporarily declare a light duty position.
3. The road traffic law enforcement authority is under no obligation to accommodate an employee with a continuing light duty position if the injury is determined to have a permanent limitation.

NS 2.23 Criteria for light duty assignment involving position or duty change

Light duty assignments involving position or duty change should be approved under the following criteria:

- (a) a vacancy in an authorised or declared position must exist;
- (b) employees requesting light duty must be recovering from an extended illness or a non-duty-related injury, verified by a competent medical authority;
- (c) light duty requests are not considered until adequate time has elapsed to accommodate recovery and such time must be a minimum of three consecutive working days, and the employee must use accrued sick, vacation or, compensatory leave, or sick bank for the adequate recovery period if applicable;
- (d) prior to being considered for a light duty position, the employee must be expected to be released to full duty within four weeks and a medical

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statement from the employee's provider confirming the anticipated release must be required;

- (e) light duty is limited to four work weeks with the possibility of a one time basis one week extension as may be authorised by the affected employees of the head of division;
- (f) personnel on light duty are paid at their normal basic salary;
- (g) personnel on light duty are not eligible to work overtime or extra duty;
- (h) the head of division is responsible for placement of light duty personnel within his or her division and if a position does not exist within the division or there is insufficient work to declare a position, the request must be submitted to the head of personnel for consideration of placement to another division;
- (i) employees requesting light duty must meet the minimum requirements of the position based on the job description;
- (j) light duty does not create a right for the employee to occupy that or any other position on a permanent basis;
- (k) personnel with a work-related injury or illness must receive first consideration for available positions;
- (l) employees assigned to light duty must meet dress requirements as specified for the type of position assigned;
- (m) the employee must notify his or her section supervisor, as soon as possible, following an off-duty injury or illness and must provide an estimated recovery period;
- (n) once the employee has used the required leave time, he or she may contact his or her supervisor and request, in writing, a light duty status;
- (o) the employee requesting light duty must provide his or her supervisor with a list of physical limitations provided by the employee's medical provider;
- (p) the supervisor must forward the request with a recommendation for the approval or disapproval and position assignment through the chain of command to the head of the division;
- (q) upon placement of the employee in a light duty position, the assigning head of division must complete a personnel action request having information regarding the light duty assignment, starting date and ending date and submit it to the personnel division; and

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- (r) the employee's temporary supervisor is responsible for payroll and attendance records.

NS 2.24 Criteria for light duty assignment without position or duty change

1. A head of a division may authorise employees to work light duty in their permanently assigned positions on occasion that employees sustain non-work-related injuries or illness that may involve minor restrictions but do not prohibit the employees from performing the duties and responsibilities associated with their regularly assigned position.
2. Light duty should be authorised based on the following criteria:
 - (a) the affected head of division must determine the employee's ability to perform his or her duties and responsibilities based on the restrictions set by the employee's medical provider;
 - (b) the head of division may end the light duty at any time on reasonable ground;
 - (c) the affected employee must follow the restrictions placed by the head of division or his or her medical provider;
 - (d) employee granted light duty in his or her assigned position may be granted light duty for a period not exceeding eight weeks; and
 - (e) a one time only four week extension may be granted by the affected employee's head of division.

NS 2.25 Inter-office transfers

1. The road traffic law enforcement authority may apply cross-divisional transfers to satisfy the personnel needs of particular divisions and to enhance individual career development.
2. Transfer of an employee from any assignment may be directed by a head of division:
 - (a) as a result of:
 - (i) promotion;
 - (ii) disciplinary action; or
 - (iii) unsatisfactory performance; or

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- (b) when it is deemed to be in:
 - (i) the public interest;
 - (ii) the interest of the enforcement authority; or
 - (iii) the best interests of the employee.

NS 2.26

Incident management

1. An incident is an unusual occurrence that results from natural or man-made disasters or from civil disturbances and results in a reduction in road capacity, or creates a hazard for road users for a sustained period of time, including but not limited to:
 - (a) floods;
 - (b) earthquakes;
 - (c) tornadoes;
 - (d) explosions;
 - (e) riots;
 - (f) disorders;
 - (g) music concerts;
 - (h) political conventions;
 - (i) mass gatherings and marches;
 - (j) labour disputes;
 - (k) construction zones;
 - (l) a shoulder or lane blockage; and
 - (m) minor accidents.
2. The road traffic law enforcement authority must maintain an incident management plan and all command personnel are expected to have a working knowledge of the road traffic law enforcement authority's plan.
3. The road traffic law enforcement authority must co-ordinate and co-operate with other services sharing responsibility in responding to incident management in the development of an incident management system.
4. In the event of an unusual occurrence the head of patrol division must be notified immediately and must take charge of the situation.

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5. The road traffic law enforcement authority may be required to undertake traffic control during unusual occurrences.
6. Duties of establishing traffic control points include:
 - (a) keeping roadways and intersections clear for emergency vehicles; or
 - (b) preventing unnecessary traffic from entering the affected area.

AWARDS

NS 2.27

Awards programme

1. The road traffic law enforcement authority must maintain an internal awards programme to recognise those deserving individuals or groups of individuals.
2. Official commendations may be presented to officers who frequently perform their duties in a manner exceeding the highest expectation of the road traffic law enforcement authority.
3. Letters of commendation must become a permanent part of the recipient's personnel file.

NS 2.28

Type of awards and description

Types of awards that can be presented to officers are:

- (a) medal, for an act of heroism at the risk of his or her own life considered beyond the call of duty or for an act of heroism at the risk of his or her own life in the line of duty;
- (b) merit award, for highly credible accomplishment bringing public acclaim to themselves, the road traffic law enforcement authority or to the law enforcement profession as a result of devotion to duty or service to the public;
- (c) meritorious conduct award, for highly unusual accomplishment in law enforcement reflecting devotion to duty or service to the public under adverse conditions;
- (d) life saving award, for an act performed and resulting in the saving of a human life;

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- (e) unit citation award, for exhibition of exceptional professional skill and conduct during a co-ordinated action or displaying consistent excellence in carrying out the unit's mission;
- (f) community service award, for acts of humanity beyond the call of duty, which provided aid and comfort to those in need; and
- (g) letter of commendation awarded by the Chief of Traffic to employees to acknowledge exceptional performance or receipt of praise from a citizen.

NS 2.29

Nomination for awards

1. Any employee may nominate another by submitting an inter-office memorandum setting forth specific actions that make the nominee eligible for the particular award for which he or she is nominated.
2. The nomination must be submitted to the head of human resources division who must keep nominations for future meetings of the awards committee.
3. The Chief of Traffic must approve final nominations.
4. The awards committee comprises the heads of all divisions of the road traffic law enforcement authority and is responsible for evaluating and classifying commendation reports and for recommending the appropriate action to the Chief of Traffic.

NS 2.30

Presentation and recording

1. Awards should be presented by the Chief of Traffic at the road traffic law enforcement authority's main hall.
2. All awards must be accompanied by written documentation detailing the action resulting in the presentation of the award.
3. The original of such documentation must be given to the recipient of the award and a copy must be placed on the employee's personnel file permanently.
4. Persons receiving an award must have their names placed at a conspicuous place at the road traffic law enforcement authority's main building, where it would be seen by all employees, for a period of one month.

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CHAPTER 3

TRAINING AND APPOINTMENT REQUIREMENTS

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CHAPTER 3: MINIMUM REQUIREMENTS FOR TRAINING AND APPOINTMENT

Purpose

- (a) Specifies the compulsory education requirements prior to appointment as a law enforcement officer.
- (b) Establishes minimum legal requirements for appointment as a law enforcement officer.
- (c) Specifies the training that should take place during the career of a law enforcement officer.

Policy statement:

The Corporation assumes some responsibility for capacity enhancement and improving the human resource pool in the transport sector and this will be done in accordance with the National Qualifications Framework.

Where training takes place, the training policy must be followed in terms of the registration status of the provider and the accreditation status of the courses attended.

NATIONAL STANDARDS

TRAINING REQUIREMENTS

NS 3.1 Minimum appointment requirements prior to training of law enforcement officers

Requirements must include:

- (a) South African citizenship;
- (b) formal secondary qualifications, i.e. Grade 12 or the equivalent;
- (c) code EB driver's licence; and

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- (d) clean criminal history and driving record.

NS 3.2 Minimum training requirements for appointment as law enforcement officer

Please note that the Traffic SGB (Standards Generating Body) is currently working on a new curriculum/qualification for traffic officers, which will replace the existing one. This will be included once it has been registered by SAQA (South African Qualifications Authority).

- The training of traffic officers will be done in terms of the SAQA registered qualification for traffic officers. The qualification currently comprises of a total of 172 credits. To ensure that the Specific Outcomes of the Unit Standards within the registered qualification are met, the qualification has been divided into seven modules. These modules currently comprise the following:

NUMBER	MODULE 1: PERSONAL ORIENTATION LEARNING MATERIAL
1	Orientation to training and course rules
2	Communication - diversity, cultural awareness
3	Discipline, code of conduct and moral issues
4	Interpersonal relations
5	Compliments and saluting
6	Note-taking and study habits
7	History of law enforcement
8	Traffic policing concepts and safety
9	Police and the public
10	Conflict and conflict management
11	Occupational ethics

NUMBER	MODULE 2: LEGISLATION AND PEOPLE
1	Stress management
2	Interpretation of statutes
3	Constitution and South African law

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NUMBER	MODULE 2: LEGISLATION AND PEOPLE
4	Law of criminal procedure
5	Appointment and powers
6	Criminal law
7	Law of evidence
8	Animal Protection Act
9	Dealing with juveniles
10	Firearms Control Act
11	Use of force in affecting an arrest
12	Methods of arrest, restraint and control
13	Defensive tactics
14	Physical education
15	Crowd control and civil disorder

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1	NRTA: Definitions
2	NRTA: Powers and duties
3	NRTA: Registration and licensing
4	NRTA: Fitness of drivers
5	NRTA: Fitness of vehicles
6	NRTA: Operator fitness
7	NRTA: Dangerous goods
8	NRTA: Road traffic signs
9	NRTA: Accident and accident reports
10	NRTA: Presumptions
11	Administrative and discontinue notices
12	The traffic patrol function
13	NRTA: SANRAL ACT
14	K78: Roadblocks
15	Principles and operation of alcohol enforcement
16	Principles and operation of speed enforcement
17	Incident management

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NUMBER	MODULE 3: LEGISLATION AND TRAFFIC
18	Inform road users
19	RTMC
20	AARTO

NUMBER	MODULE 4: LEGISLATION AND VEHICLE COMPLIANCE
1	NLTTA (National Land Transport Transitional Act)
2	Cross Border Act
3	Establish and maintain information in a national traffic information system
4	Stop and approach
5	Systematic examination of vehicles
6	Credit card verification device (CVD)

NUMBER	MODULE 5: LEGISLATION AND TRAFFIC HAZARDS
1	Basic first aid
2	Basic accident and incident recording
3	Basic fire fighting

NUMBER	MODULE 6: LOADS COMPLIANCE
1	Loads
2	Abnormal loads
3	Transportation of dangerous goods by road
4	Establish and maintain information in a national traffic information system

NUMBER	MODULE 7: COMMUNICATION WITH CUSTOMERS
1	Conflict and conflict management
2	Communication - diversity, cultural awareness
3	Radio procedures and protocol

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Additional requirements should include training in at least one specialised field, such as:

- (a) motorcycle patrol;
- (b) investigator;
- (c) evidence custodian;
- (d) crash reconstruction officer; and
- (e) breath alcohol instrument operator.

NS 3.3 Minimum training requirements per level of employment

LEVEL OF EMPLOYMENT	REQUIREMENTS
SENIOR MANAGEMENT	MANAGEMENT QUALIFICATION AT NQF LEVEL 6 OR EQUIVALENT OR DEPENDENT ON YEARS OF RELEVANT EXPERIENCE
MIDDLE MANAGEMENT	MANAGEMENT QUALIFICATION AT NQF LEVEL 5 OR EQUIVALENT OR DEPENDENT ON YEARS OF RELEVANT EXPERIENCE
SUPERVISORY	MANAGEMENT QUALIFICATION AT NQF LEVEL 4 OR EQUIVALENT OR SUPERVISORY QUALIFICATION AT NQF LEVEL 5 OR EQUIVALENT
SUPERVISORY/FUNCTIONAL	SUPERVISORY QUALIFICATION AT NQF LEVEL 4 OR EQUIVALENT
FUNCTIONAL	TRAFFIC OFFICER QUALIFICATION
TRAINEE	MATRIC, GRADE 12 OR EQUIVALENT

NS 3.4 Future training requirements

LEVEL OF EMPLOYMENT	REQUIREMENTS
Senior management	Advanced public relations Public management Business studies

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LEVEL OF EMPLOYMENT	REQUIREMENTS
Middle management	Strategic management Financial management People management Project management Knowledge management
Supervisory	People management Leadership Project implementation Public relations
Supervisory/Functional	Leadership Knowledge of Road Traffic Act Criminal Procedure Act Public Service Act Traffic-related policies Research Communication Investigation Negotiating Presentation Decision making
Functional	Examiner of motor vehicles Examiner of drivers' licences Computer literacy Training on the applicable traffic computer system used by the authority (if applicable) Basic ambulance assistance course Hazardous chemicals course
Trainee	Traffic officer qualification

NS 3.5 Compulsory refresher courses

The following refresher courses apply across all levels of employment, and should be attended at least every two years:

- (a) updates when amendments are made to Acts and Regulations;
- (b) changes to relevant traffic systems;

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- (c) first aid courses: these should be attended every two years or the certificate is no longer valid;
- (d) firearm refresher courses;
- (e) speed timing equipment; and
- (f) drug and alcohol testing.

NS 3.6 Recommended refresher courses

The following generic recommended refresher courses apply across all levels of employment:

- (a) customer services;
- (b) examiner of vehicles;
- (c) examiner of driving licences;
- (d) stress management workshops;
- (e) how to handle trauma;
- (f) radio procedures and protocol;
- (g) procedure for escorting hazardous goods; and
- (h) court etiquette and how to give testimony/evidence.

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CHAPTER 4

MANAGEMENT AND SPECIALISED LAW ENFORCEMENT EQUIPMENT

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MANAGEMENT AND SPECIALISED LAW ENFORCEMENT
EQUIPMENT

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CHAPTER 4: MANAGEMENT OF SPECIALISED LAW ENFORCEMENT EQUIPMENT

Purpose

- (a) To identify specialised law enforcement equipment with which a road traffic law enforcement authority should be equipped.
- (b) To establish principles for management of such equipment.

Policy statement

The Corporation aims to ensure adequate and continuing minimum standards of law enforcement equipment capability by road traffic law enforcement authorities to enable them to satisfactorily perform their functions.

NATIONAL STANDARDS

INFRASTRUCTURE

NS 4.1

Infrastructure

A road traffic law enforcement authority shall possess and maintain infrastructure:

- (a) large enough to:
 - (i) house all its employees in a suitable manner;
 - (ii) store all its specialised law enforcement equipment;
 - (iii) enable the carrying out of its functions; and
 - (iv) store impounded and seized property, and evidentiary property; and
- (b) that conforms to national environmental standards.

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INVENTORY, MAINTENANCE AND DISPOSAL

NS 4.2 Specialised law enforcement equipment inventory

1. All items of specialised law enforcement equipment owned or in the possession of the road traffic law enforcement authority shall be inventoried annually.
2. The head of administration shall conduct the inventory with the assistance of other employees as may be necessary to conduct the inventory.
3. The head of administration shall keep the inventory after its completion.
4. The inventory procedure shall be:
 - (a) the head of administration shall issue inventory sheets to specified employees who will be assisting in conducting the inventory on or about 28 February each year;
 - (b) the inventory sheets shall include fields for the description of the item, state of repair or utility of the item, serial number of the item and the location of or employee to whom it is assigned;
 - (c) employees receiving inventory sheets shall enter the required information for the items for which they are responsible;
 - (d) completed inventory sheets shall be returned to the head on or before 1 April of each calendar year;
 - (e) the head shall consolidate the inventories into one road traffic law enforcement authority inventory in the prescribed format, which he or she shall update and retain; and
 - (f) the head shall forward a copy of the consolidated inventory to the Corporation on or before 1 May of each calendar year.
5. The head of administration shall prepare an annual reconciliation which notes any discrepancies in the inventory.
6. When an item is disposed of according to the road traffic law enforcement authority's policy and procedures, it shall be removed from the inventory.
7. The head of administration shall oversee the acquisition, receiving and issuing of specialised law enforcement equipment to authorised users.

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8. The head of administration may delegate these and other functions hereinafter mentioned to an assigned maintenance officer, in which case the head of administration shall ensure that such functions are duly carried out.

NS 4.3 Storage of specialised law enforcement equipment

1. The head of administration shall provide secure storage for specialised law enforcement equipment not assigned to a specified unit or individual.
2. The head of administration shall maintain a register in the prescribed format in which shall be recorded the issue or return of specialised law enforcement equipment to a division or individual, or the forwarding or return of such equipment to any other party.
3. The register shall include the date and time of issue/return, the type and serial number of the equipment issued or returned, the name of the individual or division head receiving/returning the equipment and the signature of the individual or division head assuming responsibility for the equipment in the event of issue or the signature of the head of administration in the event of the return of equipment.
4. The head of administration shall also certify in the register that the equipment was or was not in good working order when returned.
5. The head of administration shall ensure that individuals and heads of division maintain registers of operational use of equipment as required by the Technical Committee for Standards and Procedures for Traffic Control and Traffic Control Equipment (TCSP).
6. Heads of division shall ensure that equipment assigned to their specific division or employees under their command is securely stored and maintained in good working order.

NS 4.4 Maintenance of specialised law enforcement equipment

1. The head of administration shall schedule and maintain records in the prescribed format of the maintenance and service of such equipment in his authority.
2. The register to be used for maintenance and repairs of equipment is included in annexure 1 of part F of the Code.

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3. A separate register must be completed and maintained for every piece of specialised law enforcement equipment.
4. Calibration of equipment must also be recorded on the register.
5. Any employee of the authority detecting a malfunction or failure of any such equipment shall report the problem to his/her supervisor without unnecessary delay.
6. All requests for maintenance work to be done on road traffic law enforcement authority equipment must be documented on a form and in a manner prescribed by the assigned maintenance officer.

NS 4.5

Vehicle maintenance

1. While a traffic law enforcement authority vehicle is under warranty all services and preventative maintenance shall be performed only by the dealer providing the warranty.
2. An alternative dealer may be utilised for vehicles no longer under warranty.
3. All maintenance shall be scheduled through the head of administration.
4. Employees assigned vehicles shall report malfunctions or mechanical problems to their supervisor who shall, in turn, report to the head of administration.
5. Any employee experiencing difficulties with any road traffic law enforcement authority vehicle where continued use of the vehicle would cause additional damage shall discontinue its use and immediately inform his or her supervisor.
6. The supervisor shall upon such notification evaluate the problem with the vehicle and determine the appropriate course of action for the vehicle.
7. All requests for maintenance work on road traffic law enforcement authority vehicles must be documented on a form and in a manner prescribed by the head of administration.
8. No employee shall alter, or authorise the alteration of, any vehicle without the written approval of the head of administration.

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NS 4.6 Breath analysis instruments

1. Evidentiary breath analysis instruments shall be calibrated at intervals not exceeding six months as required by the TCSP Prosecuting Guidelines for Evidentiary Breath Testing equipment.
2. The head of administration shall maintain a register in the prescribed format in respect of breath analysis instruments which shall record calibration, repair, allocation and inspection of each item of such equipment in terms of the TCSP Prosecuting Guidelines for Evidentiary Breath Testing equipment.
3. The head of administration shall forward a copy of this register to the Corporation by the end of each calendar year.

NS 4.7 Speed measurement instruments

1. Speed measurement instruments shall be calibrated at intervals not exceeding six months as required by the TCSP Prosecuting Guidelines for Speed Measuring Equipment (SME) and Traffic Light Violation Monitoring Equipment (TLVME).
2. The head of administration shall maintain a register in the prescribed format in respect of speed measurement instruments which shall record calibration, repair, allocation and inspection of each item of such equipment in terms of the TCSP Prosecuting Guidelines for Speed Measuring Equipment (SME) and Traffic Light Violation Monitoring Equipment (TLVME).
3. The head of administration shall forward a copy of this register to the Corporation by the end of each calendar year.

NS 4.8 Camera equipment

1. Camera equipment shall be calibrated at intervals not exceeding six months as required by the TCSP Prosecuting Guidelines for Speed Measuring Equipment (SME) and Traffic Light Violation Monitoring Equipment (TLVME).
2. The head of administration shall maintain a register in respect of camera equipment which shall record calibration, repair, allocation and inspection of each item of such

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equipment in terms of the TCSP Prosecuting Guidelines for Speed Measuring Equipment (SME) and Traffic Light Violation Monitoring Equipment (TLVME).

3. The head of administration shall forward a copy of this register to the Corporation by the end of each calendar year.

NS 4.9 Mass measuring equipment

1. Mass measuring equipment shall be calibrated at intervals not exceeding six months as required by the TCSP Prosecution Guideline for Vehicle Mass Measuring.
2. The head of administration shall maintain a register in the prescribed format in respect of mass measuring equipment which shall record calibration, repair, allocation and inspection of each item of such equipment in terms of the TCSP Prosecution Guideline for Vehicle Mass Measuring.
3. The head of administration shall forward a copy of this register to the Corporation by the end of each calendar year.

NS 4.10 Disposal of specialised law enforcement equipment

1. The head of administration shall oversee the disposition of all property on the inventory in accordance with the rules and procedures of the road traffic law enforcement authority.
2. Specialised law enforcement equipment shall be disposed of only by authorisation of the head of administration.
3. Employees shall refer requests to dispose of property through the chain of command to the head of administration, including the following:
 - (a) description of the item;
 - (b) current state of repair and potential utility;
 - (c) current location; and
 - (d) recommended method of disposal.
4. The head of administration shall submit the recommendation to the Chief of Traffic for approval to proceed with the disposal.

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5. The head of administration shall notify the Corporation of such disposal within one calendar month.

NS 4.11 Administrative equipment

The road traffic law enforcement authority shall possess equipment sufficient for the smooth running of its administration, including but not limited to:

- (a) vehicles;
- (b) office equipment, including computers, printers and fax machines, telephones;
- (c) office furniture;
- (d) stationery; and
- (e) a safe.

LAW ENFORCEMENT EQUIPMENT

NS 4.12 Firearms and ammunition

Authorised firearms

The types of firearms authorised to be carried and used by road traffic law enforcement officers while on duty shall be in accordance with the recommendations of the responsible training co-ordinator and appropriate training having been received by the authorised officers.

Registration of firearms

1. All officers shall register any firearms they have in their possession, whether on their person or in their residence.
2. All officers shall maintain a current registration in accordance with the Fire Arms Control Act, 2000 (Act No. 60 of 2000) as amended.

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Ammunition

1. Ammunition for authorised primary firearms shall be furnished by the road traffic law enforcement authority.
2. The ammunition furnished by the road traffic law enforcement authority shall be returned when an officer resigns, retires or his or her employment is terminated.
3. The type and quantity of ammunition issued shall be factory loaded rounds determined by the Chief of Traffic services, based upon annual recommendations provided by the responsible training co-ordinator.
4. The head of administration shall establish and maintain an inventory control system for firearms and ammunition, including purchase, distribution, secure storage and accounting for returned ammunition.

NS 4.13

Operating equipment

The road traffic law enforcement authority shall possess sufficient equipment for the execution of road traffic law enforcement functions, including but not limited to:

- (a) vehicles;
- (b) speed measuring equipment;
- (c) road block equipment and signage;
- (d) control devices, including moveable barriers, portable signs, traffic cones and torches;
- (e) breath analysis instruments;
- (f) radios;
- (g) fire-arms and ammunition;
- (h) specialised equipment, (when appropriate, including bicycles and horses);
- (i) uniforms;
- (j) reflective vests and cross-belts;
- (k) bullet proof vests;
- (l) measuring tapes;
- (m) petrol;
- (n) prosecution documentation;
- (o) loudspeakers;

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- (p) batteries and holders;
- (q) first aid kits;
- (r) blankets, plastic sheets;
- (s) clipboards;
- (t) fire extinguishers; and
- (u) spray paints and/or crayons.

NS 4.14

Vehicles

Road traffic law enforcement authority vehicles and equipment

1. The road traffic law enforcement authority shall possess a sufficient number of motor vehicles, which should have a minimum engine capacity of 1600cc, to allow efficient operation.
2. A traffic patrol vehicle shall have the following minimum scale of equipment:
 - (a) police identification lamp;
 - (b) police warning device;
 - (c) radio transceiver;
 - (d) first aid kit; and
 - (e) road marking chalk or spray paint.
3. Traffic patrol vehicles specialising in freeways and patrol of national roads in rural areas shall have at least the following equipment additional to the above:
 - (a) public address system;
 - (b) measuring tape;
 - (c) spot lamp;
 - (d) traffic cones;
 - (e) fire extinguisher;
 - (f) collapsible traffic signs;
 - (g) heavy duty gloves;
 - (h) broom;
 - (i) spade;
 - (j) crowbar; and
 - (k) flashing beacons.

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4. A traffic law enforcement authority shall also have available the following, whether in support vehicles or at its premises:
 - (a) barriers;
 - (b) barrier tape;
 - (c) a selection of appropriate portable traffic signs;
 - (d) empty drums;
 - (e) sandbags; and
 - (f) floodlight.
5. Where equipment is allocated to a vehicle as opposed to an officer, the head of operations shall institute a checklist for each such vehicle's equipment.
 - (a) Where a vehicle is permanently allocated to one officer, his supervisor shall inspect the vehicle once a week and check the equipment against the prescribed checklist as well as checking the condition of the equipment.
 - (b) Whenever a vehicle is handed from one officer to another, the supervisor shall in the presence of the receiving officer check the equipment as per (a) above.

Vehicle markings

1. Vehicles, with the exception of command vehicles and intentionally unmarked vehicles, shall be conspicuously marked as road traffic law enforcement authority vehicles in order to provide a highly visible presence within the community.
2. Markings on the vehicles shall be of a distinct colour and include:
 - (a) the name of the road traffic law enforcement authority in large, reflective, highly visible letters;
 - (b) emergency telephone number;
 - (c) the unit number on the sides, rear and on the roof; and
 - (d) a highly visible striping on each side.

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Vehicle damage

1. Whenever a vehicle is damaged or found to be damaged, the officer discovering the damage shall notify his or her supervisor and document the damage on the vehicle inspection form.
2. The supervisor, after being notified of the damage, shall confirm that the damage was not reported previously.
3. The officer shall complete a vehicle inspection form for damage not previously reported and submit it to the supervisor.
4. The supervisor shall conduct an investigation and submit the findings to the head of administration.
5. The head of administration shall determine whether:
 - (a) the damage was caused by neglect or abuse and if any road traffic law enforcement authority orders were violated; and
 - (b) disciplinary action is warranted.

NS 4.14

Radios

The road traffic law enforcement authority shall have a number of radios sufficient for the efficient operation of its law enforcement officers as determined by the Corporation.

NS 4.15

Speed measurement equipment

1. The road traffic law enforcement authority shall possess sufficient speed measurement equipment to undertake law enforcement effectively as determined by the Corporation.
2. Operating manuals of all speed measurement equipment shall be kept on file so that personnel can stay familiar with the equipment.
3. Speed measurement equipment shall be used in accordance with the prescriptions of the TCSP Prosecuting Guidelines for Speed Measuring Equipment (SME) and Traffic Light Violation Monitoring Equipment (TLVME).

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NS 4.15 Breath analysis instruments (screening and evidentiary)

1. The road traffic law enforcement authority shall possess sufficient breath analysis instruments to undertake efficient law enforcement as determined by the Corporation.
2. Operating manuals of all breath analysis equipment shall be kept on file so that personnel can stay familiar with the equipment.
3. Breath analysis equipment shall be used in accordance with the prescriptions of the TCSP Prosecuting Guidelines for Evidentiary Breath Testing equipment.

NS 4.16 Mass-measuring equipment

1. A road traffic law enforcement authority shall possess the following types of scales for the efficient enforcement of overloading if so determined by the Corporation:
 - (a) the weigh-in-motion screening mass-measuring device (WIM); and/or
 - (b) permanently installed weighing equipment (weighbridge).
2. Operating manuals of all mass-measuring equipment shall be kept on file so that personnel can stay familiar with the equipment.
3. Mass-measuring equipment shall be used in accordance with the prescriptions of the TCSP Prosecution Guideline for Vehicle Mass Measuring.

NS 4.17 Uniform

1. The road traffic law enforcement authority must purchase uniform items and issue every officer required to wear a uniform with all the necessary items.
2. The applicable support unit/directorate is responsible for issuing uniforms to members of his or her division.
3. The unit/directorate must maintain an inventory of the uniform with the following details:
 - (a) total of uniform items in the ownership of the road traffic law enforcement authority;
 - (b) total items issued to officers;

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- (c) total items left in the possession of the road traffic law enforcement authority after issue to officers;
 - (d) name of officer and date of issue of uniform;
 - (e) an attachment form detailing:
 - (i) where all the items issued and sizes, if applicable, are noted;
 - (ii) a page for return of uniform; and
 - (iii) a page for report of loss or damage of uniform;
 - (f) replaced uniform item; and
 - (g) payment in the event of loss or damage.
4. Any report regarding the loss or damage to an item must be in the form of a memorandum giving details as to how the item was damaged.
 5. A new item must be ordered from the designated supplier if the damage to any item of the uniform is irreparable.
 6. The item must be sent to the designated supplier for repairs if the damage is repairable.
 7. Any replacement or repair of an item damaged in the line of duty must involve no expense on the part of the officer, unless negligence is involved.
 8. The amount of compensation is the replacement price of the item.
 9. Negligent or intentional loss of an item may initiate disciplinary action.
 10. The road traffic law enforcement authority must collect all the items of the uniform issued to an officer upon resignation or termination.
 11. The road traffic law enforcement authority must issue final payment to an officer who has resigned or been terminated when the uniform is returned.
 12. The road traffic law enforcement authority must look after the uniform in its possession and prevent loss or damage thereof.

NS 4.18 Prosecution documentation

1. The supervisor of road traffic law enforcement division must keep a register of prosecution documentation books and every issue of a prosecution documentation book must be documented in that register.
2. Upon issue of a new prosecution documentation book the issuing officer and the receiving officer must sign the register in the presence of each other.

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3. Officers must not remove documents that are cancelled from prosecution documentation books.
4. An officer must report the loss of a prosecution documentation book to the supervisor by sworn affidavit within eight hours after its loss was noted.

INSPECTIONS

NS 4.19 Inspection of weapons

1. Service weapons must be inspected for wear and cleanliness weekly by the individual officers to whom they are assigned.
2. Shotguns must be inspected by the issuing officer upon issuance and return.
3. Weapons qualification records must be inspected by the road traffic law enforcement authority range officer at least annually.
4. Each firearm brought to a range for qualification must be inspected by the range officer for wear, safety and appropriate maintenance and:
 - (a) weapons the range officer designates as unsafe must not be permitted to be used by the officer until they are repaired or replaced;
 - (b) the range officer must provide written notice of an unsafe firearm to the officer and to the officer's supervisor;
 - (c) when it is apparent that a firearm is not being maintained properly, he or she must provide written notice to the officer;
 - (d) the officer must have two days to correct the deficiencies to the satisfaction of the range officer; and
 - (e) if the problem re-occurs, or is not satisfactorily addressed, the officer's supervisor must be advised.

NS 4.20 Inspection of uniform

Inspection may include:

- (a) every morning inspection;
- (b) once a week parade; or

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- (c) once a month parade.

NS 4.21 Inspection of vehicles

- (a) Officers shall inspect their allocated vehicles at the beginning and end of their shift.
- (b) Supervisors, superior rank officers shall inspect all vehicles under their command weekly where vehicles are allocated to an individual officer and/or upon handing over of a vehicle from one officer to another. This should be done on the Vehicle and Equipment Check List provided in annexure 2 of part F of the Code.

NS 4.22 Inspection of building and grounds

The administration manager or his or her designee must make a monthly inspection of the building and grounds and, at least weekly, of all exterior lights attached to, and surrounding the building.

NS 4.23 Inspection of evidence facility

The administration manager or his or her designee must hold, at least, semi-annual inspection of evidence storage facilities, handling procedures, records and disposition.

NS 4.24 Inspection of communication centre

The administration manager or his or her designee must inspect the communications back-up power source weekly.

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CHAPTER 5

FINANCIAL MANAGEMENT

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CHAPTER 5: FINANCIAL MANAGEMENT

Purpose

- (a) Establishes sound policies of fiscal management and resource control.
- (b) Establishes accounting principles and fiscal management techniques.

Policy statement

Good financial management and planning principles must be standardised throughout all authorities. The completion of standard strategic and business plans will encourage sufficient planning and budgeting in all law enforcement authorities.

NATIONAL STANDARDS

ACCOUNTING PRINCIPLES

NS 5.1 Banking account

The road traffic law enforcement authority must open and maintain one or more accounts with a bank registered finally as a bank in terms of the Banks Act, 1990 (Act No. 94 of 1990), in which must be deposited the monies received by the road traffic law enforcement authority and from which payment for it or on its behalf must be made.

NS 5.2 Bookkeeping and auditing

1. The road traffic law enforcement authority must, in accordance with the Public Finance Management Act (Act 1 of 1999) as amended, keep such accounting and related records as are necessary to represent the state of affairs and business of the road traffic law enforcement authority fairly and to explain its transactions and financial position.

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2. The Chief of Traffic or the rank appointed in command is the accounting officer of the road traffic law enforcement department and is charged with the responsibility of accounting for all monies received and payments made by the road traffic law enforcement authority.
3. The accounting and related records of the road traffic law enforcement authority must be audited annually by the auditor general.

FISCAL MANAGEMENT AND RESOURCE CONTROL

NS 5.3 Fiscal management

1. The Chief of Traffic is responsible for the fiscal management of the road traffic law enforcement authority and must:
 - (a) prepare an annual budget;
 - (b) supervise internal expenditures; and
 - (c) co-ordinate fiscal activities of the road traffic law enforcement authority with appropriate entities.
2. The head of administration division must oversee activities related to the fiscal management of the road traffic law enforcement authority.
3. The road traffic law enforcement authority must use only those accounting principles and fiscal management techniques that ensure the effective and efficient use of resources in all department operations.

NS 5.4 Signature control

1. The budget section must maintain an updated list of road traffic law enforcement authority bank accounts and the authorised signatures on each account.
2. The budget section must be notified of any addition or deletion to authorised signatures within three working days.
3. The budget section must revise the signature control sheet to reflect the changes in accordance with any notice in terms of sub-standard 2.

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NS 5.5 Preparation of annual budget

1. Heads of divisions within the road traffic law enforcement authority must annually prepare written budget recommendations based on functional goals and objectives.
2. The heads of divisions may consult with supervisors, officers and civilian employees to assist in preparing written recommendations for the budget through handing out budget preparation requests to them.
3. Written recommendations must be submitted to the appropriate head of division for review within the period stipulated in the budget preparation requests.
4. Heads of divisions must review budget requests for functions under their command for completeness before such requests are assimilated into the road traffic law enforcement authority budget, if appropriate.
5. The various budgets must be submitted to the head of administration division within six weeks after the period stipulated in the budget preparation request.
6. The head of administration must prepare a proposed budget and submit it to the Chief of Traffic four months before the end of each financial year.
7. The Chief of Traffic must review and finalise the road traffic law enforcement authority budget three months before the end of each financial year and submit to the corporation with the business and strategic plan described in NS 5.15 and 5.16.

NS 5.6 Purchasing

1. The head of administration division must ensure that personnel adhere to the road traffic law enforcement authority's purchasing procedures.
2. The head of administration division must approve all purchases.
3. The person requesting the item or service must forward a written request to the head of administrative division.
4. The head of administration division must issue a purchase order number upon approving the request.
5. The original invoice must be signed and date stamped by the person who actually takes receipt of the item or service, indicating that the service or item has been received.

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6. The original invoice, with the voucher placed on top, must be presented to the head of administrative division.

NS 5.7 **Accounting system**

The road traffic law enforcement authority must use an accounting system that includes approval of each account and provides monthly status reports showing:

- (a) initial appropriation for each amount;
- (b) balances at the commencement of the monthly period;
- (c) expenditures and encumbrances made during the period;
- (d) unencumbered balances; and
- (e) receive, reconcile and account for fine, penalty and fee payments.

NS 5.8 Cash funds and accounts

1. Employees must document the receipt and disbursement of money with a written receipt and/or other written documentation of the transaction.
2. Only cashiers authorised to receive money may issue receipts.

NS 5.9 Petty cash

1. The head of administrative division or his or her designee must maintain petty cash funds and records.
2. Petty cash funds must be disbursed for the purchase supplies not exceeding R100 in value.
3. In case of emergency situations or extenuating circumstances the head may approve any amount which exceeds the maximum, with proper justification.
4. Any purchases out of the ordinary from petty cash must be pre-approved by the head of administration.
5. The recipient of funds from petty cash must return any excess money and submit receipts to the head soon after a purchase.

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6. In the event that the purchase price exceeds the money from petty cash funds the recipient may use his or her own money and claim a reimbursement from the head of administration by submitting a receipt and a petty cash form.

NS 5.10

Report copy fees

1. Upon charging fees for services an employee must:
 - (a) document such fees and complete a receipt form;
 - (b) issue the payer with a copy of the receipt; and
 - (c) keep the original receipt in the cash drawer or box.
2. Cheques received must also be kept in the cash drawer or box along with the receipt issued upon receiving the cheque.
3. Receipts must include the following information:
 - (a) date of the transaction;
 - (b) name and signature of the employee receiving the payment;
 - (c) name of the person requiring a service;
 - (d) amount received; and
 - (e) purpose of the payment.

NS 5.11

Accounting and transfer

1. At the end of each day, a designated employee other than the person(s) who receives cash and cheques must remove all cash and cheques from the cash box, enter the receipts in a receipt ledger, and reconcile the ledger, receipts, cash and cheques.
2. The receipts for the day must be sealed in an envelope, with the following information written on the outside:
 - (a) date;
 - (b) employee's name; and
 - (c) amount.
3. The sealed envelope must be placed in a locked, secure place.
4. If the receipts, ledger, cash and cheques do not reconcile:

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- (a) the day's receipts, cash and cheques must be sealed in an envelope with the information required above noted, along with a notation of the amount over or under;
 - (b) the head of administration must be notified; and
 - (c) the head of administration may refer shortage problems to internal affairs.
5. The money received must be transferred to the banking account of the road traffic law enforcement authority.

NS 5.12

Credit cards

1. The road traffic law enforcement authority may issue credit cards to its employees under certain approved circumstances.
2. The credit cards must be used for official business only.
3. All receipts from credit card purchases must be turned into the budget section accompanied by a completed purchase order as soon as possible.
4. Abuse of credit cards will lead to disciplinary proceedings.

NS 5.13

Audits

1. The head of administration division must advise internal affairs of shortages, and internal affairs must investigate shortages at the direction of the head.
2. The head of administration division must conduct a monthly review and reconciliation.
3. The Chief of Traffic, or his designee must conduct an audit at least once every six months.
4. The Chief of Traffic may request, in writing, the audit of funds under the control of any supervisor.

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TRAVEL REGULATIONS

NS 5.14

Employee travel

1. All official travel by employees must be for the benefit of the road traffic law enforcement authority and must be completed at the most economical and reasonable cost.
2. The responsibility of an employee when travelling on road traffic law enforcement authority business is to obtain and keep all necessary receipts, return any excess money and submit it to the budget section within three working days.
3. Management and professional employees may attend and participate in appropriate professional seminars and technical meetings.
4. Employees may attend and participate in meetings, seminars, training programmes or short courses for enhancing performance of the duties of their position or as a refresher of skills.
5. Employees may need to travel on behalf of the road traffic law enforcement authority in order to represent the interests of the road traffic law enforcement authority at meetings, conventions and professional associations.

NS 5.15

Expenses for approved travel

1. Employees authorised to attend required training sessions, conferences, seminars, professional or technical meetings, or any other travel on road traffic law enforcement authority business, must have associated expenses covered.
2. The coverage may take any of the following forms:
 - (a) use of a department credit card or account;
 - (a) reimbursement; or
 - (b) cash advance.
3. Reimbursement for authorised expenditures will be made upon satisfaction of the following conditions:
 - (a) the expense is an ordinary, reasonable and necessary travelling expense;
 - (b) the expense was incurred while away from the employee's principal area of assignment or requires overnight lodging; and

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- (c) the expense was incurred while the employee was attending a seminar, conference or other meeting to the benefit of the road traffic law enforcement authority.
- 4. Road traffic law enforcement authority vehicles may be used for travel when so approved by the Chief of Traffic or his designee.
- 5. Fees and estimated expenses must be submitted in writing through the employee's chain of command, for prior approval by the head of administration, unless the conference or meeting is a routine item and is included in the budget.
- 6. All sessions must receive prior authorisation unless prior authorisation is not possible under the circumstances upon which employees must provide satisfactory proof that it was not possible to gain the required authorisation.
- 7. Authorised expenses are those for the employee only and cannot cover the expenses of a spouse or other person accompanying the employee.
- 8. The following expenses are permitted:
 - (a) registration fees, which are paid in full with the employee making every reasonable effort to qualify for early registration discounts;
 - (b) transportation, including direct economy airfare and cost for baggage handling and airport or hotel transportation;
 - (c) mileage reimbursement for user of a private vehicle, which must be at the current rate of mileage. Whenever possible, multiple attendees driving to a site must use the same vehicle;
 - (d) lodging, which is for the cost of a single room that is not a deluxe accommodation;
 - (e) per diem allowance, which is for travel involving overnight stay;
 - (f) actual meal expense allowed for travel less than overnight, at the established per meal rate;
 - (g) meals provided by conference or training session as part of the registration fee must be deducted from the per diem rate; and
 - (h) incidental expenses, such as official telephone calls, faxes, parking fees, conference material, are eligible for reimbursement.
- 9. Employees submitting travel vouchers and travel requests are responsible for their accuracy.
- 10. Any fraudulent representation is cause for disciplinary and/or legal action.

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11. Travel guidelines and reimbursement rates for road traffic law enforcement authority personnel must be applied uniformly to all personnel.
12. Employees must submit expense statements and original receipts to the budget section upon their return from an official trip.
13. Any employee who seeks reimbursement must submit an expense statement and the original receipt to the budget section within three working days of such expense.

STRATEGIC AND BUSINESS PLAN

NS 5.16

Strategic plan

1. A strategic plan has to be developed by the Chief of Traffic of an authority for a three-year period to be revised annually.
2. The plan must be submitted to the Corporation three months before the start of the authority's financial year (e.g. provinces submit in January and metropolitan departments submit in April).
3. A pro forma for the strategic and business plan is included in annexure 3 in part F of the Code and guidelines for completion are included in annexure 4.

NS 5.17

Business plan

1. A business plan has to be developed by the Chief of Traffic of an authority every year.
2. The plan must be submitted to the Corporation three months before the start of the authority's financial year (e.g. provinces submit in January and metropolitan departments submit in April).
3. A pro forma for the strategic and business plan is included in annexure 3 in part F of the Code and guidelines for completion are included in annexure 4.

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PART A: NATIONAL STANDARDS

PART A2: TRAFFIC OFFICERS: STANDARDS OF CONDUCT, EQUIPMENT AND APPEARANCE

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CHAPTER 7

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CHAPTER 7

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CHAPTER 7: CODE OF ETHICS

Purpose

- (a) Establishes standards towards professional, high quality and effective law enforcement service.
- (b) Encourages and recognises exemplary behaviour.
- (c) Promotes adherence to limitation of authority and standards of integrity and ethics.
- (d) Establishes pro-active procedures to prevent impropriety.

Policy statement

The traffic officer should project the image of a preserver of law and order. All employees of the road traffic law enforcement authority have an obligation to the administration of the road traffic law enforcement authority and they are responsible to act lawfully and in accordance with road traffic law enforcement authority policy, which conforms to public service policy.

NATIONAL STANDARDS

CODE OF ETHICS

NS 7.1

Status of code of ethics

1. This code of ethics constitutes the official ethics policy to which all personnel must conform.
2. All personnel are responsible for knowing, understanding and conforming to this code of ethics.

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NS 7.2 Discharge of duties

1. All officers must carry appointment certificates on their person when on duty and must show appointment certificates to any member of the public who requests to see them.
2. Officers must perform all their duties with respect, impartiality and without regard to status, gender, race, religion, political belief or aspiration.
3. Employees must not utter any disrespectful, mutinous, insolent, or abusive language toward another employee, supervisor, subordinate, staff officer or citizen.
4. Officers in their official capacity must not intimidate any person for personal reasons.
5. Employees must use resources to the maximum benefit of the public.
6. Employees must accept personal accountability for their acts and omissions.
7. Employees must refrain from favouring relatives and friends in work-related activities, abusing their authority or influencing another employee, or being influenced to abuse their authority.
8. Officers must assist and protect each other in the enforcement of the law and in the performance of all of their duties.
9. An employee must support all colleagues and oppose and report any malpractice or violations by other officers to their supervisor upon observing or becoming aware thereof.
10. Officers and employees of the road traffic law enforcement authority who may have questions concerning the performance of their duties must direct such questions to their immediate supervisor.

NS 7.3 Professional image

1. Employees must perform duties with diligence to maintain a professional image.
2. Officers must display self control, tolerance, understanding and courtesy appropriate to the circumstances.
3. Officers must treat supervisors, command personnel and other employees with due respect and courtesy.

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4. Any behaviour that would reflect negatively on the road traffic law enforcement authority or would violate the public trust is prohibited.
5. Employees are responsible for their own standard of professional performance and must take every reasonable opportunity to enhance and improve their level of knowledge and competence.

NS 7.4 Confidential information

1. Employees must not discuss confidential operations with persons outside the road traffic law enforcement authority's organisation without the permission of their supervisor.
2. For purposes of this sub-standard, all road traffic law enforcement authority documents and orders must be considered confidential unless otherwise directed by a supervisor.
3. This sub-standard does not apply to orders that must by law, rule or regulation be communicated to others.

NS 7.5 Discretion

1. Officers must use the discretion vested in their positions responsibly and exercise it within the law.
2. In exercising discretion, an officer must be guided by the principle of reasonableness and all surrounding circumstances must be utilised in determining whether any legal action must be taken.

NS 7.6 Violation of law

1. The violation or attempted violation by an employee of a road traffic law enforcement authority is prohibited.
2. Officers must uphold fundamental human rights, treat every person as an individual and display respect and compassion towards him or her.

NS 7.7 Insubordination

1. A lawful order is any order of a superior officer requiring the performance of a certain duty by an officer, provided it is not prohibited by law or the road traffic law enforcement authority's rules and regulations.
2. An officer's failure or refusal to obey a lawful order issued by a superior officer is prohibited.
3. Insubordination includes:
 - (a) being insubordinate by word, act or demeanour; or
 - (b) without lawful excuse, disobeying, omitting or neglecting to carry out any lawful order.
4. When an officer receives a conflicting order from a superior, the officer must inform the superior officer of the conflict.
5. The superior officer must clarify the order made in 4 above for the officer.
6. Officers must not obey any order which they know or should know would require them to commit any illegal act.
7. Officers in doubt as to the legality of an order must request the issuing officer to clarify the order or confer with a higher authority.

NS 7.8 Abandonment of duty assignment

Employees must not leave their duty assignments unless properly relieved or dismissed by a superior officer.

NS 7.9 Giving names and other information

Employees must politely give their name and other pertinent identifying information to road traffic law violators or any other person requesting it, unless such action may jeopardise enforcement of road traffic legislation.

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NS 7.10 Leaving jurisdictional limits

Officers must not go beyond jurisdictional limits while on duty, unless in the performance of their duties or upon the direct order or permission of a superior.

NS 7.11 Altering records

1. Stealing, altering, forging or tampering with any law enforcement record, report or citation is prohibited.
2. The removal of any record, card, report, letter, document, or other official file from the road traffic law enforcement authority, except by process of law or as directed by the Chief of Traffic or a supervisor, is prohibited.
3. Unless properly authorised, the obtaining or duplicating or attempting to obtain or duplicate information from road traffic law enforcement authority files, sources or reports is prohibited.

NS 7.12 False reports

1. Employees must not make false reports, either oral or written.
2. Employees must not wilfully or knowingly depart from the truth in any manner, including giving testimony or in connection with official duties except in the lawful performance of their assigned duties.

NS 7.13 Unauthorised persons in vehicles

Persons who are not road traffic law enforcement authority personnel, detainees, or on authorised official business are not permitted to ride in road traffic law enforcement authority vehicles.

NS 7.14 Absence from work

1. Absence from work without permission is prohibited.

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2. Employees claiming physical or mental incapacity relating to their employment may be requested to submit to an examination by a district surgeon.
3. Failure to honour a request in 2 should result in disciplinary action.

NS 7.15

Reporting sick leave

1. Whenever an officer becomes ill and cannot report for work he or she must notify his or her employer in terms of his or her conditions of service.
2. The use of sick leave without just cause, or the furnishing of any false information regarding an officer's physical condition, should result in disciplinary action.

NS 7.16

Public criticism

1. Complaints regarding the road traffic law enforcement authority operations must be resolved through internal grievance procedures.
2. Under no circumstances must an employee publicly criticise the road traffic law enforcement authority's policies, operations, or staff in a defamatory, obscene, unlawful, or untruthful manner.
3. Criticism that tends to impair the operation of the road traffic law enforcement authority by reducing organisational efficiency and discipline is prohibited.

NS 7.17

Political use of official position

1. Employees must neither use their official position for political purposes nor engage in political activities while on duty or in uniform.
2. When expressing views, an employee must not associate his or her position as an employee of the road traffic law enforcement authority or represent the views as those of the road traffic law enforcement authority.
3. This sub-standard does not prohibit employees from exercising their constitutional rights as citizens to vote, expressing opinions privately, being a delegate or member of a political caucus, or taking part in political polls.

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NS 7.18 Political involvement

1. An employee who is not on duty and who is not in uniform may engage in political activities other than:
 - (c) soliciting or receiving funds; or
 - (d) political activity that places or is likely to place the police officer in a position of conflict of interest.
2. Prior to becoming a candidate for political office, an employee must request a leave of absence without pay from the road traffic law enforcement authority.
3. During his or her campaign, an employee must not represent himself or herself as a member of the road traffic law enforcement authority.
4. An employee who is elected to a political office must resign as an employee before serving in the office to which he or she was elected.

NS 7.19 On- and off-duty ethics

Engaging in ethics, on or off duty, that tend to bring the road traffic law enforcement authority into disrepute or impair the operation or efficiency of the road traffic law enforcement authority is prohibited.

NS 7.20 Possession or use of alcohol

1. Employees must not possess or use alcoholic beverages while on duty other than with the authorisation of the Chief of Traffic.
2. When called, an off duty officer that has consumed alcoholic beverages must inform the superior officer who called him or her of such consumption.
3. When an officer has consumed alcoholic beverages while off duty, he or she must be given a sobriety test before he or she is allowed to assume law enforcement duties.
4. The sobriety test must be recorded on the "Alcohol Test Recordal Form" included in annexure 5 of Part F of the code.

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NS 7.21 Possession or use of controlled substances

1. The possession or use of controlled substances by an employee while on or off duty is prohibited.
2. Other than in the performance of their duties, officers may possess and ingest prescribed controlled medications under the guidance of a licensed medical doctor or dentist and with the knowledge of their immediate supervisor.
4. While on duty, an employee must not use or be under the influence of any medication that impairs or compromises his or her ability.
5. If an officer is using a medication that impairs or compromises his or her ability to perform his or her regularly assigned duties and responsibilities, the officer may be assigned, at the supervisor's discretion, to a light duty assignment.
6. If reasonable suspicion exists for believing an employee is in violation of this rule, he or she should be ordered to submit to blood and/or urine testing.
7. Failure of an employee to submit to a blood and/or urine test should result in an action being taken for insubordination.

NS 7.22 Gifts and gratuities

1. Employees must not solicit or accept any gifts or gratuities.
2. Employees must immediately report to the Chief of Traffic or a supervisor any solicitation or acceptance of gifts, gratuities, or bribes by other employees of the road traffic law enforcement authority.

NS 7.23 Job-related gains

1. Buying, receiving, or selling anything of value from or to any suspect, witness, defendant, detainee, or other person involved in any road traffic law enforcement case is prohibited, except as may be specifically authorised by the Chief of Traffic or a supervisor.
2. An employee must recuse himself or herself from any official action or decision-making process which may result in improper personal gain, and this must be properly declared by the employee.

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NS 7.24 Solicitation of favourable acts

Employees must not solicit anyone to intercede with officials regarding law enforcement promotions, assignments or disciplinary proceedings.

NS 7.25 Payment of debts

1. Employees are expected to meet their civil monetary obligations.
2. Employees must not establish any financial relationships that present a conflict of interest or compromise the image of the road traffic law enforcement authority.

NS 7.26 Prohibited association, frequenting

1. Employees are prohibited from frequenting places that may compromise the road traffic law enforcement authority's image, except as required in the performance of their duties.
2. Officers must not associate with persons or organisations which would be detrimental to the image of the road traffic law enforcement authority, including persons who are under criminal investigation or indictment, or who have an open and notorious reputation in the community for felonious activity.
3. Employees must refrain from joining or affiliating with any organisation, association, or group, whose constitution or by-laws in any matter exacts allegiance which would prevent a full performance of their law enforcement duty.

NS 7.27 Internal investigations

Employees must co-operate with all internal investigations by answering questions, responding to lawful orders, presenting materials and making statements.

NS 7.28 Residence telephone and address

1. Any officer performing a standby service must be reachable at all times by radio or telephone.

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2. The personnel division must maintain a listing of each employee's address and telephone number.
3. Each officer must maintain a phone at his or her residence and notify the road traffic law enforcement authority of any changes in address or phone number.

NS 7.29

Non-compliance

1. Violation of the code of ethics by an officer or employee initiates the application of disciplinary process.
2. The Chief of Traffic must ensure that the code of ethics is adhered to and discipline transgressors.

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CHAPTER 8

USE OF EQUIPMENT

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CHAPTER 8: USE OF EQUIPMENT

Purpose

- (a) Establishes accountability for equipment and the use thereof.
- (b) Establishes the road traffic law enforcement authority's rights to property and equipment.

Policy statement

Equipment should be in a good condition and free from dirt. The appearance of equipment should indicate that it is cared for and ready for use if necessary.

NATIONAL STANDARDS

USE OF EQUIPMENT

NS 8.1 Duty of care by road traffic law enforcement authority

The road traffic law enforcement authority must:

- (a) assign to its employees the necessary equipment to enable them to carry out law enforcement functions;
- (b) keep an inventory of all equipment assigned to employees;
- (c) ensure that employees are trained to use the equipment assigned to them;
- (d) keep an updated report on waste of, damages to or losses of equipment and property;
- (e) keep an account of equipment handed back on termination of employment, dismissal or retirement;
- (f) keep track of log books for vehicles on a daily basis;
- (g) ensure repairs of equipment reported to be malfunctioning, have defects or hazardous conditions existing in them; and

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- (h) take disciplinary action against employees failing to exercise their duty of care.

NS 8.2 Duty of care by employees

1. Officers must exercise due care when operating equipment, with due regard to the safety of others.
2. Officers are responsible for the proper care of property and equipment assigned to them by the road traffic law enforcement authority.
3. Every officer must be familiar with his or her assigned vehicle, its capabilities, limitations, and daily operational status.
4. Officers must complete log books on a daily basis.
5. All equipment must be clean, in good working condition and conform to the road traffic law enforcement authority's specifications.
6. Employees must take reasonable steps to protect equipment from waste, damage, or loss.
7. Officers must immediately report to their superior any damage to, loss of, malfunction, defect or hazardous condition existing in any property or equipment assigned to them.
8. Officers must use equipment properly while on duty or for authorised occasions.
9. Officers must not use road traffic law enforcement authority equipment for personal or private affairs unless the use is approved by the supervisor or the head of division.
10. All equipment must be available for inspection at all times and no equipment may be loaned out to another person.
11. It is an offence for an employee to:
 - (a) wilfully or carelessly cause waste, loss or damage to any article of clothing or equipment, or to any book, document or other property of the road traffic law enforcement authority;
 - (b) use equipment for matters outside the scope of employment without authorisation;
 - (c) allow a person who is not an employee to use the road traffic law enforcement authority's equipment without prior authorisation; or
 - (d) fail to report loss of or damage to property however caused; and disciplinary action may be taken.

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NS 8.3 Care and maintenance of firearms

1. Officers must inspect all firearms assigned to or carried by them for residue, corrosion or deterioration on a weekly basis, and must keep them clean and in good operating condition at all times.
2. Officers must maintain their primary and secondary firearms in a clean and serviceable condition at all times.
3. Officers must refrain from displaying a firearm to anyone except upon demand of a superior or inspecting officer or in the performance of their official duties.
4. Discharge of any firearm, except for practice, training, qualification or authorised competition, must be reported immediately to the supervisor in command.
5. The report mentioned in 4 above must be forwarded through the chain of command to the head of division, with a copy to the training officer.
6. The training officer must review each report and may make a written recommendation to the head of division for further study, evaluation or modification of training policy.

NS 8.4 Vehicle crash and incident reporting

1. A vehicle crash involving a road traffic law enforcement authority vehicle must be reported to the supervisor regardless of:
 - (a) injury;
 - (b) property damage;
 - (c) where it occurred;
 - (d) who was responsible; or
 - (e) whether or not the road traffic law enforcement authority vehicle was occupied.
2. Other events which result in damage to road traffic law enforcement authority vehicles must be reported, including but not limited to:
 - (a) damage from material which falls, drops or is propelled by the movement of a vehicle;
 - (b) vandalism;
 - (c) storm damage; or
 - (d) damage of an undetermined nature.
3. The employee involved in a crash must stop immediately, and unless incapacitated:

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- (a) provide whatever assistance can reasonably be rendered;
 - (b) ensure that the vehicles involved are not moved, unless a traffic hazard exists or the potential for injury would be increased;
 - (c) promptly notify dispatch to advise the supervisor of any crash with a road traffic law enforcement authority vehicle operated by him or her or in his or her charge, and provide the following information:
 - (i) the crash location;
 - (ii) the involved employee's name and assignment; and
 - (iii) any other pertinent information; and
- if the involved employee(s) is unable to make the notification, the first road traffic law enforcement authority employee arriving at the scene must ensure notification is made;
- (d) make no verbal comment or written statement regarding the vehicle crash or liability to anyone other than law enforcement officers handling or investigating the crash;
 - (e) co-operate with all facets of the investigation and any subsequent investigations and proceedings which do not jeopardise his or her employee rights;
 - (f) complete a typewritten memorandum by the end of the shift detailing the events surrounding the vehicle crash;
 - (g) complete the accident report form;
 - (h) complete a detailed memorandum if any issued equipment other than the vehicle is lost or damaged, or when any employee is injured;
 - (i) review the completed traffic accident report and:
 - (i) the involved employee must sign the investigating officer's report acknowledging the employee has had the opportunity to review the report; and
 - (ii) any discrepancies must be noted and reported by memorandum; and
 - (j) complete any applicable injury report form, if injured, and submit them through the chain of command.
4. The supervisor should investigate the circumstances of the crash or designate another officer to do so.
5. The Chief of Traffic, at his or her discretion, may request the assistance of an outside road traffic law enforcement authority in conducting any aspect of the investigation.

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6. The supervisor must notify the head of division who must review the investigation, the cause of the crash and if negligence or violation of law or road traffic law enforcement authority rules and regulations is evident on the part of the employee, the same must be promptly reported to the Chief of Traffic.
7. Disciplinary action should be taken if the driver of the road traffic law enforcement authority vehicle is determined to be at fault.
8. The decision regarding the crash must be taken at a staff meeting in accordance with rules for disciplinary procedure.
9. The staff meeting must thereafter make recommendations to the Chief of Traffic.
10. The Chief of Traffic is not bound by the recommendations of the staff meeting.
11. The Chief of Traffic must review the staff meeting's recommendations and determine whether any disciplinary action should be taken.
12. All staff meeting findings regarding vehicle crashes must be treated as confidential information.
13. The employee must be informed in writing of the outcome of the investigation.

NS 8.5 Special equipment

1. Special equipment, including but not limited to special purpose vehicles and horses, must be used for authorised purposes only.
2. Officers who operate special equipment must be qualified and trained to operate and maintain such equipment or to control and care for such an animal.

NS 8.6 Property rights

1. All equipment assigned by the road traffic law enforcement authority to an employee shall remain the property of the road traffic law enforcement authority and must be turned in to the custodian road traffic law enforcement authority upon that employee's resignation or termination of employment.
2. Employees must turn in the equipment before the issuance of a final pay check.

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CHAPTER 9: DRESS CODE

Purpose

- (a) Establishes standard uniform and appearance of sworn officers on and off duty.
- (b) Establishes standards of appearance of all employees on and off duty.

Policy statement

As traffic officers are always in the public eye, it is important for them to make a continuous and special effort to present the road traffic law enforcement authority in the most favourable light possible by projecting a well-groomed, professional and disciplined image. This chapter does not apply to metropolitan police officers or South African Police Service officers.

NATIONAL STANDARDS

DRESS CODE

NS 9.1

General

1. Law enforcement officers must wear the designated uniform when reporting for duty, while on duty, and during any authorised special assignment.
2. Law enforcement officers shall not wear the uniform for a period longer than half an hour before commencing and half an hour after ending duty.
3. When the uniform is worn, care must be taken that it fits well, is neat, clean, properly pressed, and that all leather and metal items are polished and in presentable order.
4. Officers must be neat in appearance and well-groomed.
5. Officers must maintain a professional appearance while wearing the uniform.
6. Under no conditions must part of the official uniform be intermixed with the wearing of civilian clothes.

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NS 9.2

Uniform shirt

1. The uniform shirt must be long or short sleeved according to the season.
2. Shirts must be clean and pressed and must not be defrayed or torn.
3. The date for changing shirts must be at the discretion of the chief executive officer or a superior.
4. Uniform shirts for all officers must be khaki in colour.
5. The style and type of material for uniform shirts must conform to the prescribed standards.
6. All buttons, except the collar button on short sleeved shirts, must be buttoned.
7. Personal items must not be carried in the pockets of the shirt. Official credentials and pens are permitted.
8. Undershirts or vests must be v-neck or crew neck in white colour and must not be visible when worn with the uniform shirt.
9. Non-uniform articles must not show above the uniform collar or protrude from the pockets.

NS 9.3

Rank insignia and accessories

1. The logo of the traffic law enforcement authority must appear on the open spaces on the shoulder flashes.
2. The accessories should include:
 - (a) collar insignia/georgettes as prescribed in the rank insignia;
 - (b) epaulettes as prescribed in the rank insignia;
 - (c) shoulder flashes as prescribed in the rank insignia;
 - (d) star, nameplate and flag all formed into one shield – display of the shield at all times that the officer is on duty is compulsory;
 - (e) the officer's rank, initials and surname must be reflected on the name plate; and
 - (f) the shield must be worn on the left hand side of the chest.

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NS 9.4 Uniform trousers and skirts

1. Uniform trousers must be khaki in colour.
2. Trousers, slacks or skirts must be clean, pressed and tailored.
3. Trousers must not be too wide or too narrow and must be long enough to cover shoelace holes.
4. Bulky objects must not be carried in pockets and no objects must protrude from the pockets.
5. The length of skirts must be one handwidth below the knee.
6. When a skirt is worn the female officer must wear pantyhose or stockings in a nude colour.

NS 9.5 Uniform belt

The belt worn with the trousers must be brown leather, and one and one-half inch wide, with the appropriate finish buckle.

NS 9.6 Uniform headgear

1. The designated uniform hat must be worn at all times except when inside a light motor vehicle.
2. Hats must be worn squarely on the head with the lower edge of the sweatband located one inch above the eyebrows.
3. Hat bands and hat badges of appropriate colour and type must be worn on the hat.
4. The uniform hat brim must not be altered.

NS 9.7 Uniform footwear

1. Shoes or boots must be plain toe, either vinyl or leather and brown in colour.
2. Footwear with buckles must not be worn with the uniform.
3. Shoes must be clean and highly polished, and must be kept in good repair.
4. The heels of the shoes and boots must not be over one inch in height. Shoes without heels must not be worn with the uniform.

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5. Boots may be worn by officers assigned to special assignments upon approval of the Chief of Traffic or a superior.
6. Brown socks must be worn.

NS 9.8 Uniform leather gear

1. All uniformed personnel must wear a brown gun belt with an appropriate buckle.
2. The gun belt may have upon it the following items:
 - (a) security style holder – one holster is to be worn on the right or left trouser seam. The butt of the firearm must be to the rear;
 - (b) ammunition case – to be worn on the forward portion of the belt, between the holster and the buckle;
 - (c) handcuff case with handcuffs inserted properly for immediate use, to be worn opposite the holster and the belt buckle to the rear of the side seam of the trousers;
 - (d) walkie-talkie holders must be fastened to the gun belt;
 - (e) keys and key holder, when worn, must be worn so that the keys may be tucked into the back pocket; and
 - (f) no other accessories are permitted on the gun belt without the approval of the Chief of Traffic or a superior.

NS 9.9 Uniform gloves

Working traffic gloves must be white.

NS 9.10 Uniform inclement weather gear

1. The gear is optional according to weather conditions.
2. Rain gear must consist of a yellow raincoat to be worn with all but the top button snapped, and black rubber boots (optional).
3. During foul weather, the proper rain cover must be worn over the uniform hat to prevent water damage.
4. The winter jacket is khaki and must not be worn with summer uniform.

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5. When not working, gloves, if worn, must be brown leather or brown fabric.

NS 9.11 Special uniform

Uniform specifications for special ceremonies and tactical sections must be announced by the Chief of Traffic.

NS 9.12 Excluded items

1. No dangling earrings or any type of ornament must be affixed to the ear, while in uniform.
2. Females with pierced ears may wear small post earrings.
3. Personal ornaments or excessive jewellery must not be worn while in uniform nor must be affixed to any part of the uniform, unless authorised by the Chief of Traffic or a superior.
4. Wedding rings may be worn.
5. No political material or any type of flag other than that designated in NS 9.3 may be worn with the uniform.
6. A female officer may not carry any handbags with her during the execution of official tasks or duties such as stopping or checking vehicles, roadblocks or other interaction with the public.

NS 9.13 Court dress

The following attire will be appropriate in court:

- (a) formal uniform or coat and tie with dress slacks for males; and
- (b) appropriate business-like dress for females.

NS 9.14 Civilian personnel

1. Office personnel assigned to law enforcement division should dress in a business-like manner.

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2. There must be no blue jeans, bare feet, halter tops, shorts, tank tops, or tennis shoes worn while on duty.

NS 9.15

Hair

1. The hair must always be neatly groomed and no hair must be allowed to extend over the collar.
2. Female officers may wear their hair pinned up during duty hours.
3. Beards and ponytails are not permitted.
4. Wigs or hair pieces may be worn only to cover natural baldness or to cover physical disfiguration and when worn, wigs must conform to hair regulations.
5. A moustache is permitted but should not cover or touch the ears or extend below the corners of the upper lip, nor turn upward or be worn in a twisted manner.
6. Exemption from the above rules requires prior written authorisation from the Chief of Traffic or a superior.

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PART A: NATIONAL STANDARDS

PART A3: PUBLIC RELATIONS

Contents

CHAPTER 10: COURT ACTIVITIES

CHAPTER 11: CONSULTATIVE NETWORKS

CHAPTER 12: COMMUNICATION AND PUBLIC OUTREACH

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CHAPTER 10 COURT ACTIVITIES

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CHAPTER 10: COURT ACTIVITIES

Purpose

- (a) Establishes co-operation with the justice system.
- (b) Establishes accountability for the promotion of justice.

Policy statement

All traffic law enforcement officers must be able to give sufficient and usable evidence in a court of law. The appearance of an officer in a court of law is a serious matter and influences the credibility and image of traffic law enforcement on a national basis.

NATIONAL STANDARDS

COURT ACTIVITIES

NS 10.1

Appearance in court

1. Employees appearing in court for testimony or for other official purposes must wear the prescribed uniform in the prescribed manner, or attire themselves in acceptable business attire as described in Chapter 9.
2. Employees must conduct themselves in a professional manner as not to bring discredit upon the road traffic law enforcement authority.
3. Weapons must not be displayed unless wearing the uniform.
4. An officer subpoenaed to testify for the defence in any trial or hearing, or against the road traffic law enforcement authority in any proceedings must notify his or her supervisor upon receipt of the subpoena, notice or request to do so.
5. Officers must remain in attendance of court proceedings until properly released by the responsible court officer.

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6. An officer must notify his or her supervisor in the event where he or she has to appear in more than one court proceeding on any given day.
7. The responsible court officials must be duly notified of any clash referred to in 6 above and a suitable arrangement must be made between the officer and the court official.
8. Officers who cannot attend court due to illness must make arrangements with the responsible court official.
9. Officers subpoenaed or warned to appear in court on a certain date must not take vacation on that date.
10. Disciplinary action will be taken against officers who fail to appear in court without making the required arrangements.

NS 10.2 Participation in civil matters

1. Employees must not give any deposition, affidavit or appear as a witness in a civil matter stemming from their official duties without a proper judicial summons and the knowledge of the Chief of Traffic or a supervisor.
2. Whenever an officer is subpoenaed to testify in a civil or criminal proceeding, other than road traffic law enforcement authority related, the officer must appear and testify on his or her own time and must provide his or her own transportation.
3. The appearance in 2 must be made in appropriate civilian attire.

NS 10.3 Participation in criminal matters

1. Employees must, at all times when so required, upon judicial notice and the knowledge of the Chief of Traffic or a supervisor, appear as witnesses in a criminal matter stemming from their official duties.
2. Failure by an employee to appear as required in 1 above should lead to disciplinary proceedings.
3. An officer must submit written notification to his or her supervisor immediately following any arrest, indictment or conviction, except minor traffic offences.

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NS 10.4 Evidence gathering: road traffic officer's notebook

1. All law enforcement officers assigned to patrol or investigative functions shall keep sufficient notes of their activities and observations to assist them to give satisfactory evidence in the prosecution of persons charged with offenses and to satisfactorily account for their daily activities.
2. Notes shall be taken immediately at the scene of incident and must, where applicable, include the following information:
 - (a) time and date;
 - (b) location;
 - (c) observation or activity, with details describing:
 - (i) the incident or offence;
 - (ii) registration, names and colours of motor vehicle(s) (or any other mode of transport) involved;
 - (iii) occupants of the vehicle or any person(s) involved and their personal details;
 - (iv) speed recorded by a speed measurement device;
 - (v) vehicle mass and dimensions as recorded on a weigh bridge;
 - (vi) alcohol reading recorded by an alcohol testing device;
 - (vii) in case of an accident:
 - 1) whether there was any injury, damage or event of death;
 - 2) extent of damage or injury;
 - 3) accident plan;
 - 4) visibility and weather conditions;
 - 5) any property seized and its description;
 - 6) number of receipt given to the owner;
 - 7) driving licence number of the driver(s);
 - 8) any eye witness and personal details;
 - 9) colleagues on duty with officer;
 - 10) any piece of evidence collected and its description; and
 - 11) any other relevant information.
3. Notes shall be reviewed and initialled regularly by the supervisor.
4. No personal or unofficial information shall be recorded in an officer's notebook.

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5. When an officer's notebook is full, he shall return it to the authority and draw a new one.
6. The authority shall store used notebooks in a safe location and in a manner to facilitate retrieval for purposes of attending court.
7. An officer's notebook is the property of the road traffic law enforcement authority and shall be surrendered to the authority upon request, resignation or retirement.

NS 10.5 Filing of records

1. All records and forms completed by the law enforcement officers in relation to the evidence gathered in terms of NS 10.4 must be submitted to the supervisor within three days or filed timeously according to the road traffic law enforcement authority's system.
2. The supervisor must forward the forms and records to the officers responsible for processing and storing.
3. Information that should be included in the national information systems must be so processed or forwarded to the division or person responsible for collection and forwarding of information to the road traffic information systems division.

NS 10.6 Court proceedings

1. Law enforcement officers must, when so requested, assist the prosecution in preparation of court cases.
2. Law enforcement officers must revise notes in their notebook prior to giving evidence in court stemming from official duties to refresh their memory.
3. Officers must give true testimony of their observation or expert opinion in court.

NS 10.7 Evidential matters

1. Evidence required in court for prosecutorial purposes must be released for presentation in court.
2. The evidence must be returned to the evidence custodian in the original tagged packages immediately after all legal proceedings have been completed.

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3. The presenting officer must notify the evidence custodian if any of the evidence is retained by the court so the records can reflect the status of evidence.
4. Employees must not appropriate any lost, found or evidential property for their own use.
5. Employees must not destroy evidence unless lawfully ordered to do so by their supervisor or the court having jurisdiction.

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CHAPTER 11

CONSULTATIVE NETWORKS

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CHAPTER 11: CONSULTATIVE NETWORKS

Purpose

- (a) Establishes the accountability for communication and co-operation function externally.
- (b) Establishes the procedure for initiation and maintenance of relations and co-operation with the public and other road traffic law enforcement authorities and other institutions.

Policy statement

The needs of the community and customers will be determined and provided for by a transparent, consultative, co-ordinated and accountable process, based on comprehensive information.

NATIONAL STANDARDS

CONSULTATIVE NETWORKS

NS 11.1

Mutual aid

- 1. Road traffic law enforcement authorities may provide mutual assistance to one another.
- 2. Request for mutual aid must be made by the Chief of Traffic of the requesting road traffic law enforcement authority or his or her designee.
- 3. Request for mutual aid must include:
 - (a) the name and rank or position of the person requesting mutual aid;
 - (b) nature of emergency;
 - (c) location;
 - (d) duties to be performed;
 - (e) personnel needed;

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- (f) reporting authority;
 - (g) estimated duration of the need; and
 - (h) type of clothing or protective equipment necessary.
4. Upon receipt of a request for mutual aid, the supervisor must immediately determine whether the road traffic law enforcement authority has the available personnel and equipment necessary to respond to the request.
 5. The supervisor should be authorised to release personnel and equipment to the requesting road traffic law enforcement authority if the necessary personnel and equipment are available.
 6. Approval of mutual aid request must be made by the Chief of Traffic, his or her designee or a supervisor.
 7. Approval for mutual aid requests may be verbal or in writing.
 8. A supervisor must co-ordinate approved mutual aid activities with the requesting road traffic law enforcement authority.

NS 11.2

Consultation

1. The Chief of Traffic or his or her designee should consult, as the need arises, with other interested stakeholders including, but not limited to:
 - (a) other law enforcement authorities;
 - (b) RTMC functional units;
 - (c) other business groups;
 - (d) interested government departments;
 - (e) hospitals, ambulances and other medical services;
 - (f) institutions receiving fees on behalf of the Corporation;
 - (g) provinces and local governments;
 - (h) companies;
 - (i) authorities;
 - (j) international authorities;
 - (k) private business; and
 - (l) road transport service providers;

and may develop and maintain appropriate liaison or stakeholder consultative networks.

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2. The Chief of Traffic must maintain a record of all the stakeholder consultative networks, minutes of their meetings and any correspondence entered into between them.
3. The information mentioned in 2 above must be retained by the road traffic law enforcement authority and may only be disposed of after a period of three years.
4. Matters that may form the subjects of such forums may include:
 - (a) cost sharing;
 - (b) joint planning and preparation;
 - (c) sharing of responsibilities;
 - (d) conclusion of written documents for co-operation; and
 - (e) information sharing.
5. The road traffic law enforcement authority may conclude an inter-jurisdictional pursuit agreement with other authorities wherein they agree on the procedure to be followed when a pursuit involves both authorities or during inter/intra jurisdictional pursuit.
6. The road traffic law enforcement authority must maintain a close working relationship with those authorities that share responsibility for coping with adverse road and weather conditions affecting traffic safety.
7. The road traffic law enforcement authority must co-operate with authorities mentioned in 6 above in developing and carrying out mutual assistance policies, procedures and programs to serve the public as effectively as possible when such adverse conditions exist.
8. Upon discovering an adverse road or weather condition, road traffic law enforcement authority personnel must notify appropriate authorities and persons for the purpose of dealing with the condition.

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CHAPTER 12

COMMUNICATION AND PUBLIC OUTREACH

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CHAPTER 12: COMMUNICATION AND PUBLIC OUTREACH

Purpose

- (a) Establishes the accountability for communications function, internally and externally.
- (b) Establishes road traffic law enforcement authority co-operation with the public and the media.

Policy statement

A key focus of the policy is on meeting customer needs. Responsive to inputs from customers, key customer groups will be identified and assessment made of their individual needs and how these can best be met.

NATIONAL STANDARDS

INTERNAL COMMUNICATION: RADIO, TELEPHONE AND AUTOMATED

NS 12.1

Radio

- 1. All officers engaged in field assignments must have continuous, uninterrupted access to two-way radio communication.
- 2. There must be adequate radio coverage, including the ability to reach officers at all times when on duty.
- 3. The radio operations must conform to the Radio Act, 1952 (Act No. 3 of 1952) and employees must be aware of the requirements of this Act.
- 4. All radio operations must be in accordance with the radio Ten code as included in training for security purposes.
- 5. Circumstances which require radio communications by field officers are emergency situations, including but not limited to:
 - (a) calling for assistance at accident scenes;

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- (b) requesting assistance for a pursuit;
- (c) requesting assistance from medical rescue services; and
- (d) requesting information necessary for road traffic law enforcement operations.

NS 12.2 Telephone

1. The road traffic law enforcement authority must maintain a switchboard which has access to all the telephone extensions within the infrastructure.
2. Employees must have access to extensions and the switchboard operator must have an internal directory with names and extension numbers of all personnel.
3. Employees must exercise courtesy and patience on telephone calls and must identify themselves at all times at the start of the communication.
4. Employees must keep private calls, whether made or received, to the minimum and as short as possible.

NS 12.3 Teletype and automated data

1. The road traffic law enforcement authority must attain a number or address for the purpose of communication by fax or e-mail and the employees must be aware of such number or address.
2. The road traffic law enforcement authority must designate a person(s) to handle this kind of communication and disseminate information to the relevant divisions or persons appropriately.
3. Significant information must be recorded and filed accordingly.

NS 12.4 Emergency communication

- (a) When calling for assistance during an emergency, an employee must:
- (b) use call-signal of the receiver; and
- (c) identify himself or herself and state:
 - (i) the emergency prevailing;
 - (ii) the location where it prevails;
 - (iii) sufficient details to enable proper action to be taken; and

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- (iv) any recommendations regarding action to be taken.

NS 12.5 Access by communications personnel

1. Communications personnel must have access to at least the following departmental resources:
 - (a) officer in charge;
 - (b) duty roster of all personnel;
 - (c) residential telephone number of every employee;
 - (d) visual maps detailing the road traffic law enforcement authority's service area;
 - (e) officer status information; and
 - (f) written procedures and telephone numbers for procuring emergency and necessary external services for the road traffic law enforcement authority.
2. Communication personnel must pass messages to the supervisor of traffic division upon receipt of messages for road traffic operations.
3. Security measures for the communications centre should be:
 - (a) limiting access;
 - (b) protecting equipment; and
 - (c) providing for back-up resources.

EXTERNAL COMMUNICATION

NS 12.6 Media relations

1. The road traffic law enforcement authority may designate a media liaison officer.
2. The designated media liaison officer should be the person to communicate with the media.
3. The media liaison officer must maintain ongoing liaison with the media and be available for on-call responses to news media whenever reasonable.
4. In the media liaison officer's absence the Chief of Traffic, a supervisor or a person designated by the Chief of Traffic or superior should liaise with the media.

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5. The media liaison officer or a person designated in terms of 4 above must co-ordinate information and after approval by the Chief of Traffic or a supervisor, release information pertaining to:
 - (a) on-going investigations and operations; and
 - (b) victims, suspects, and witnesses.
6. When other road traffic law enforcement authorities are involved in a mutual effort, the media liaison officer must release information after clearance and approval by the superior of the other road traffic law enforcement authority.
7. When releasing information, cognisance must be taken of the right to privacy and the public interest.
8. The media liaison officer or the officer in charge of an incident may assist the media personnel in covering news stories at the scene of incident.
9. Officers must not address public gatherings, appear on radio or television, prepare any articles for publication, act as correspondents to a newspaper or a periodical, release or divulge information, or any other matters of the road traffic law enforcement authority while holding themselves as representing the road traffic law enforcement authority in such matters without a supervisor's authority.

NS 12.7 Access of news media representatives to scene of incident

Provisions should include legal requirements or restrictions to limit obstruction of road traffic law enforcement or jeopardise investigations.

NS 12.8 Public access

1. There must be adequate public access for calling in complaints and request for service and such access must include a well-published or generally-known number.
2. The road traffic law enforcement authority must provide 24-hour (toll free) telephone access for emergency calls for service.
3. A specific person must be named as the communications supervisor of the area to respond to the public.
4. The communications supervisor or his or her assistant must be available for control and supervision during emergency situations.

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5. The procedure for obtaining, recording, maintaining, and purging relevant information of each request of service should include:
- (a) control number;
 - (b) date and time of request;
 - (c) name and address of complainant;
 - (d) type of incident;
 - (e) location of incident reported;
 - (f) identification of officer(s) assigned as primary and backup;
 - (g) time of dispatch;
 - (h) time of officer arrival;
 - (i) time of officer return to service; and
 - (j) disposition or status of reported incident.

NS 12.9 Enquiries

1. Employees should receive general enquiries received in person or telephonically and if it is not possible to provide an immediate response, submit the enquiry to the information officer or to a supervisor.
2. Written enquiries, including those received by fax or electronic data transfer, must be forwarded to the information officer or a supervisor.
3. Enquiries relating to restricted information must be referred to the information officer or a supervisor.

NS 12.10 Assistance from civilians

Officers may request assistance from civilians on condition that the civilian's life must not be endangered by the rendering of such assistance.

NS 12.11 **Next of kin notification**

1. In the event of an injury or death the road traffic law enforcement authority must make notification to next of kin in a prompt manner and present an image of concern and compassion when making notification.

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2. The accident investigating officer must ensure that notifications are made without delay.
3. The officer may request the assistance of other appropriate persons, such as close friends of the family, the hospital or clergy, in making the notification.
4. The officer must make all notifications involving critical injuries and/or death in person.
5. Officers must verify that all the information is correct prior to notification.
6. In instances where the next of kin resides in an area that makes notification in person by an official of the road traffic law enforcement authority impractical, a directed message must be sent to the road traffic law enforcement authority having jurisdiction in the area where the next of kin resides.
7. The message must include sufficient particulars of the next of kin and the incident for the road traffic law enforcement authority receiving it to convey it and a request that once notification is completed, the road traffic law enforcement authority must be provided with confirmation.
8. The details to be provided in the message to be sent as described above are as follows:
 - (a) Name and surname of victim;
 - (b) ID number of victim;
 - (c) Registration number of vehicle;
 - (d) Place, time and date of accident;
 - (e) Description of accident;
 - (f) Details of who to contact for further information;
 - (g) Location of hospital where injured person(s) are kept; and
 - (h) Location of mortuary, if applicable.

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PART A4: OPERATIONAL PROCEDURES

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CHAPTER 13

ENFORCEMENT ACTION/OPERATION

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CHAPTER 13: ENFORCEMENT ACTION

Purpose

- (a) Establishes standard operating procedure for specific road traffic law enforcement actions and operations.
- (b) Establishes limitations of authority upon road traffic law enforcement officers to ensure safety of the public and law enforcement officers.

Policy statement

Section 89 of the National Road Traffic Act (Act No. 93 of 1996) establishes offences and penalties for failure to comply with the provisions of the Act and offenders are liable for a fine or imprisonment.

NATIONAL STANDARDS

ENFORCEMENT OPERATION/ACTION

NS 13.1

Enforcement action

1. Officers have a discretionary authority as to which form of enforcement is to be taken by them, which includes but is not limited to:
 - (c) verbal warning, used when it is obvious that the violation was unintentional and that the infringer will now comply with the law due to the officer's warning;
 - (d) compliance citation, used for minor equipment violations;
 - (e) traffic citation, used in the case of hazardous traffic violations, flagrant violations and serious equipment violations; or minor traffic violations where the officer believes the violation was intentional or where the officer believes that a verbal warning will not ensure the infringer's compliance with the law; and

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- (f) physical arrest, used in the case of a major hazard.

NS 13.2

Citations

1. Officers issuing traffic citations must ensure that the citation is filled out correctly, completely and in a neat readable handwriting.
2. Citations should be issued by an officer in the following format:
 - (a) copies;
 - (b) ticket;
 - (c) court appearance; and
 - (d) inform offenders of appearance in court if necessary and particulars of appearance.
3. Officers must keep citation books in a safe place at all times.
4. After implementation of the Administrative Adjudication of Road Traffic Offences Act, 1998 (AARTO Act, No. 46 of 1998) all citations will be replaced with the applicable AARTO infringement notices.

NS 13.3

Officer conduct with traffic offenders

1. Traffic enforcement staff shall acquaint themselves with current traffic safety issues and basic statistics so as to be in a position to communicate these to the public when the need arises. Care shall be taken, however, not to *preach* to an offender.
2. In dealing with an offender an officer shall:
 - (a) be alert at all times for the unexpected;
 - (b) ensure that he witnessed accurately all the elements of the offence;
 - (c) when dealing with a motorist, endeavour where possible to stop the traffic vehicle a few metres behind the offending vehicle and in such a position as to provide some protection for the officer from other traffic;
 - (d) instruct the driver of the stopped vehicle to switch off his engine;
 - (e) keep an eye on any passengers as well as the driver of the stopped vehicle;
 - (f) observe the driver for signs of emotional stress which may alert the officer to an increased possibility of confrontation, infirmity, alcohol or drug use which

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- may cause the officer to consider alternative action to what he or she originally intended;
- (g) be prepared to be flexible in the event that the situation is different from what the officer anticipated;
 - (h) present a professional image in dress, grooming, language, bearing and emotional stability;
 - (i) have the necessary forms available;
 - (j) decide on the appropriate enforcement action based on the offence;
 - (k) stand in a way that an offender may not be able to use the door to hit him or her;
 - (l) greet the offender in a courteous manner;
 - (m) inform the offender of the reason for the stop, the law that has been broken and the intended enforcement action;
 - (n) should the driver have to exit the vehicle, make sure he or she does not stand behind the officer;
 - (o) obtain the offender's driving licence;
 - (p) obtain other identification if the driver has no driving licence;
 - (q) allow the driver reasonable discussion of the offence;
 - (r) ensure he is facing the offender while completing any documentation;
 - (s) not lean on the stopped vehicle or use it in lieu of a desk;
 - (t) where he or she has issued a written notice, explain to the offender when and where he may pay the admission of guilt or, if the offender so chooses, when and where he should appear in court;
 - (u) if necessary, assist the offender to re-enter the traffic flow;
 - (v) wait for the offender to re-enter the traffic flow before getting back into the patrol vehicle.

NS 13.4 Inspection prior to enforcement

1. An officer may effect an enforcement action against any violation of road traffic legislation:
 - (a) In respect of a stationary/parked vehicle;
 - (b) after observation of a violation while the vehicle was driven;

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- (c) after stopping the vehicle and systematically examining such vehicle; or
 - (d) after stopping a vehicle and inspecting documentation and tokens.
2. Inspection of a vehicle and its driver should be undertaken in terms of the roadside vehicle inspection sheet included in annexure 7 of Part F of the code.
3. Documentation and tokens that may be inspected include, but are not limited to:
- (a) driving licence;
 - (b) Licence disc;
 - (c) Licence plates;
 - (d) professional driving permit;
 - (e) roadworthy certificate;
 - (f) operator card;
 - (g) permit for abnormal load; and
 - (h) information plates.

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CHAPTER 14

TRAFFIC PATROLS

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CHAPTER 14: TRAFFIC PATROLS

Purpose

Establishes objectives and procedure for regulating and controlling traffic.

Policy statement

Section 11 (g) of the Road Traffic Act (Act No. 29 of 1989) and section 3(j) of the National Road Traffic Act (Act No. 93 of 1996) empowers traffic officers to regulate and control traffic upon any public road, and give such direction as may, in the officer's opinion, be necessary for the safe and efficient regulation of traffic.

NATIONAL STANDARDS

TRAFFIC PATROLS

NS 14.1 Objectives of traffic patrols

The objectives of traffic patrol should be to:

- (a) prevent the occurrence of road traffic offences through preventative patrol;
- (b) reduce traffic congestion and accident hazards through systematic enforcement of traffic laws;
- (c) respond to and investigate motor vehicle accidents;
- (d) aid victims of accidents; and
- (e) improve community relations by increasing the quality and quantity of contact between citizens and law enforcement.

NS 14.2 Preventative patrol

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To make productive use of the available time, officers must plan their patrol to focus on specific problems within the area of assignment.

NS 14.3 Knowledge of area

Patrol officers should know the geography of their area of assignments as well as the current problems in those areas.

NS 14.4 Patrol equipment

1. Officers must use countermeasures that are effective for specific enforcement problems.
2. The measures should include, but are not limited to:
 - (a) marked vehicles;
 - (b) unmarked vehicles;
 - (c) other specialty-type vehicles, equipment or manner, including:
 - (i) motorcycles;
 - (ii) bicycles;
 - (iii) speed measuring units;
 - (iv) horses; and
 - (v) on-foot.

NS 14.5 Operation vehicles

1. Vehicles used in routine or general patrol service must be conspicuously marked and equipped with emergency blue lights, siren and mobile radio trans-receiver.
2. Officers must routinely test the equipment to verify that it is in proper working order.
3. Unmarked vehicles must not normally be utilised for traffic enforcement activity.
4. Unmarked vehicles used for law enforcement must be equipped with an emergency light and siren.
5. Sworn personnel operating unmarked vehicles must use discretion when stopping traffic infringers and are discouraged from enforcing minor violations.
6. Private vehicles must not be used for traffic enforcement.

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NS 14.6

Safety rules

1. When operating an emergency vehicle, an officer must have the vehicle under control and be prepared to yield the right of way.
2. When an officer receives information indicating the existence of an emergency, his or her primary duty is to arrive at the site of the emergency as safely as conditions permit.
3. Seatbelts must be fastened when operating a law enforcement vehicle.
4. An officer must not drive immediately behind another vehicle and sound the siren, which factor may induce the motorist to stop.
5. An officer must not pass to the left of a vehicle in traffic, unless absolutely necessary.
6. An officer may fluctuate the sound of the siren so that the emergency vehicle can be heard.
7. An officer must always maintain adequate radio volume and remain aware that the communication division may wish to relay additional information while the vehicle is being operated in an emergency status.
8. When an officer approaches an intersection extreme caution must be used, and:
 - (a) the vehicle must be slowed to a normal speed when approaching an intersection, and it must be crossed with the traffic light;
 - (b) when it is necessary to enter an intersection against the light, all emergency vehicles must come to a complete stop to ensure all traffic has seen the vehicle before crossing the intersection; and
 - (c) the same caution referred to in (a) and (b) above must be applied when approaching a stop sign.

NS 14.7

Traffic enforcement techniques

1. Road traffic law enforcement techniques must include:
 - (a) open and visible traffic patrol, which has the tendency of deterring motorists to knowingly violate traffic laws; and

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- (b) stationary observation, which may be undertaken where there is an unusual or continuing enforcement problem at a particular location through parking in a conspicuous location and observing traffic.
- 2. Officers must drive in accordance with local conditions and at a speed that is best classed as business-like.
- 3. Officers must not unnecessarily violate any section relating to driving of vehicles in this Code or any other law.
- 4. The speed of a traffic patrol vehicle must be adjusted to the emergencies of a day's work.
- 5. Excessive speed and failure to signal changes of direction or other violations of the rules of the road are not allowed unless during a high speed chase, as such action may endanger an officer's life.

NS 14.8

Traffic direction and control

- 1. Officers must manually direct traffic under the following circumstances:
 - (a) during periods of traffic or pedestrian congestion where traffic control signals are malfunctioning;
 - (b) sudden volume of emergencies and disasters;
 - (c) during special events, where notification has been given in advance of any planned special event; and
 - (d) before and after school at crossing zones that do not have guards assigned.
- 2. Officers assigned to intersection control or point duty must:
 - (a) be able to expedite traffic flow by directing traffic units in when and how to move whenever congestion or other hazard makes traffic movement dangerous or difficult;
 - (b) be ready to meet unusual or unexpected conditions upon emergency direction of traffic and
 - (i) give authorised emergency vehicles the right-of-way; and
 - (ii) keep lanes open for such vehicles at the scene; and
 - (c) answer any questions courteously and rapidly but not block traffic for this purpose.



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2. When possible, officers may provide assistance at intersections.

NS 14.11

Road hazards

1. A road hazard is anything which actually causes or which may potentially cause danger to the motoring public and which does or may interfere with the free flow of traffic. Hazards can range from the minor, which are rectified by reporting to the authority which repairs an item needs, to serious, which require major operations to handle.
2. The following should be considered road hazards:
 - (a) damaged or malfunctioning traffic control devices;
 - (b) defective roadway lighting;
 - (c) visually obscured intersections;
 - (d) roadway defects;
 - (e) lack of, damaged or missing roadway signs or safety devices; and
 - (f) incidents involving hazardous substances.
3. A hazard may be encountered by an officer or may be reported by another authority or a member of the public:
 - (a) an officer encountering a hazard shall report it to the radio control or to a supervisor;
 - (b) a supervisor or traffic authority receiving a report of a hazard from another authority or a member of the public shall despatch an officer to the scene.
4. The first officer at the scene shall:
 - (a) confirm the report as true or false;
 - (b) assess and report the severity;
 - (c) request such assistance as he or she judges necessary in terms of human resources, equipment or other authorities;
 - (d) secure the scene as best he can pending the arrival of assistance; and
 - (e) in the event of a major incident requiring the presence of more than one emergency service, set up a forward control point.
5. A forward control point should be:
 - (a) clearly identifiable to other emergency services (standard practise is a cone on the roof);

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- (b) in communication with the appropriate communications centre; and
 - (c) a reporting point for each emergency service arriving at the scene.
6. An authority receiving a report from the officer at the scene shall, if the situation requires it:
- (a) deploy additional human resources;
 - (b) inform other authorities whose assistance may be required; and/or
 - (c) inform the public via the media;
- in order to restore the normal flow of traffic as soon as possible.
7. If the hazard involves dangerous goods as envisaged in the National Road Traffic Act the incident should be handled in terms of Chapter 3.3 of the Road Incident Management System.
8. If the nature of the hazard requires it, the incident should be handled in accordance with the prescriptions of the Disaster Management Act, 2002 (Act No. 57 of 2002).
9. Authorities should maintain incident management plans for hazards and contact details of other authorities or organisations affected to expedite response to road hazards.

NS 14.12 Adverse road and weather conditions

1. Adverse road and weather conditions fall into three general types of events:
 - (a) impaired visibility (rain, fog, smoke, etc);
 - (b) obstruction (blockage/collapse/deterioration of part or all of roadway); and
 - (c) catastrophic (e.g. plane crash).
2. The function of traffic authorities in such cases (with the exception of the catastrophic, where the Police take charge of the immediate scene) is to save lives, prevent loss of life, prevent aggravation of the situation, facilitate access for emergency vehicles, and take steps to restore the normal flow of traffic.
3. Adverse road and weather conditions may be classified into two categories:
 - (a) predictable events, which can be prepared for with a specific planned response; and
 - (b) unpredictable events, which have to be dealt with on an ad hoc basis according to operational guidelines but which can not be specifically pre-planned.

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4. Plans for predictable events shall be reviewed by traffic authorities once every twelve months for possible updates as a result of changed circumstances and that at the same time equipment levels must be physically checked or confirmed (if the source is outside the traffic authority itself).
5. A traffic authority shall draw up a set of operational guidelines for non-predictable events in the form of operational priorities and a check list of possible actions which might be taken depending on the specific circumstances.
6. A traffic authority having jurisdiction over part of a national road shall have the relevant parts of the guideline plans drawn up by the SA National Roads Authority.
7. A traffic authority shall maintain the aforementioned plans and guidelines in conjunction with the disaster management department of the municipal or provincial structure.

NS 14.13

Abandoned vehicles

1. Officers must report any vehicle suspected to be abandoned on a public road and observe it for 7 days.
2. An officer may cautiously approach the vehicle to verify if there is a person inside or inspect its state.
3. A vehicle abandoned for a period as stipulated in the National Road Traffic Act (Act No. 93 of 1996) may be removed and towed to a secure place approved by the road traffic law enforcement authority for storing of abandoned vehicles.
4. A vehicle can be removed immediately if it is obstructing traffic to a government facility.
5. The towing officer must, upon removal and towing of a vehicle to a place mentioned in 3, record in the appropriate records:
 - (a) details of the vehicle including make, model, colour and licence;
 - (b) time of removal and towing;
 - (c) location of abandonment and removal;
 - (d) name of officer directing the removal and towing; and
 - (e) reasons for removal and towing of the vehicle.
6. The administration division must maintain a record of all vehicles removed, stored or towed at the direction of an officer.

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CHAPTER 15

TRAFFIC STOPS

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CHAPTER 15: TRAFFIC STOPS

Purpose

- (a) Establishes standard operating procedure for stopping vehicles during law enforcement operations.
- (b) Establishes limitations of authority upon road traffic law enforcement officers to stop vehicles and obstruct traffic flow.

Policy statement

Section 11 of the Road Traffic Act, 1989 (Act No. 29 of 1989) empowers traffic officers to stop vehicles and ascertain compliance with the road traffic rules and regulations.

NATIONAL STANDARDS

TRAFFIC STOPS

NS 15.1 Significance of stops

- 1. An officer may stop a vehicle on reasonable belief that road traffic law has been violated.
- 2. Officers may stop vehicles at random while undertaking stationary observation or open and visible patrol.
- 3. Traffic stops must not interfere with commuter rush hour traffic.

NS 15.2 Manner of stopping

- 1. When stopping a vehicle an officer must position himself or herself for effective communication to the offender and may, to that end:
 - (a) flash the emergency light;

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- (b) use the siren; or
- (c) use hand signals to stop the driver.
- 2. The site designated for stopping must be as close as possible to the scene of violation to avoid potential conflict between the officer and the offender.
- 3. The stopping site must be of the officer's choosing and if the offender does not stop at the place selected by the officer, the officer must make an attempt to inform the offender to move his or her vehicle to the selected site.
- 4. The stopping site must be so as not to disturb traffic. The shoulder of the road, should it be of sufficient width, is a possible site.
- 5. The available warning and caution lights of the traffic vehicle must be turned on and left in operation to warn approaching motorists.
- 6. At night, the headlights and spotlights of the traffic vehicle must fully illuminate the offending vehicle and its occupants.
- 7. During a vehicle stop an officer may take reasonable steps to protect him or herself and may, at his/her own discretion, direct the driver to step out of the vehicle.

NS 15.3 Basic signals for stopping, starting and turning traffic

Officers must use lawful signals set out in the road traffic regulations when stopping, starting and turning traffic.

NS 15.4 Pacing

- 1. Officers may pace a traffic offender to stop him or her.
- 2. Pacing is not an emergency operation.
- 3. All patrol vehicles must have a calibrated speedometer when pacing a vehicle.
- 4. The officer must use the radar unit in the vehicle to calibrate the speedometer each day before the beginning of shift and after.
- 5. When pacing a traffic offender, an officer may operate without emergency equipment engaged.

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6. When pacing, the officer must keep an equal distance from the offender for a minimum distance of two blocks to make an accurate determination of the offender's speed.
7. Officers may exceed the speed limit to establish a pace while pacing a traffic offender, but must do so with due regard to the safety of others.

NS 15.5 Roadside safety checks

1. Roadside checks may be used to check for:
 - (a) driver fitness – licensing, influence of liquor/drugs, fatigue etc.;
 - (b) vehicle fitness – licensing, roadworthiness etc.;
 - (c) other traffic offences – seatbelts, loads etc.;
 - (d) outstanding warrants of arrest;
 - (e) stolen vehicles; and
 - (f) other crimes – drug smuggling, illegal firearms, illegal aliens, etc.
2. The checking procedure must be thorough, causing minimum delay to motorists, and:
 - (a) a driving licence that appears valid shall be considered as prima facie proof that the driver is in compliance with the driver licensing law;
 - (b) a check of driving licence files shall not be made unless the officer has sufficient grounds to believe that a violation has been or is being committed;
 - (c) if the officer has reasonable belief that a driver is in breach of the law, the driver shall be directed to a secondary screening area and appropriate enforcement action taken;
 - (d) if the officer detects an offence, reasonably believes that an offence has been committed or observes contraband in plain sight, enforcement action shall be taken;
 - (e) the officer shall listen for speech difficulties and look for any signs that might indicate intoxication;
 - (f) the officer or an assisting officer shall check the vehicle for roadworthiness; and
 - (g) the officer shall not allow traffic to accumulate.

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- (h) Traffic stops and roadblocks shall be conducted in accordance with the procedures described in the "Roadside Driver and Vehicle Fitness Inspection Manual"¹.
 - (i) An officer shall complete a "Roadside vehicle inspection sheet" for all vehicles stopped and inspected. The sheet is included in annexure 7 in part F of the Code.
3. One of the primary functions during a traffic stop is to identify persons that are flouting the law by failing to pay a traffic fine or alternatively appearing in court. The execution of a warrant of arrest is a drastic measure requiring caution and sound discretion on the part of an officer. It can have far-reaching consequences which, in the past, have resulted in claims for compensation following wrongful arrests. In view of this it is a task that should only be performed with due consideration of the applicable legislation.
- (a) During traffic stops the drivers of all vehicles stopped shall be checked for outstanding warrants of arrest.
 - (b) Whilst inspecting the driving license of the driver, a check for outstanding warrants shall be done either by radio, onboard computer or computer printout.
 - (c) When such a check confirms that there is an outstanding warrant of arrest for the driver, the officer shall inform the driver accordingly. The officer shall also request the Warrants Office to draw the warrant and confirm its availability, as well as whether the originating document was a Section 56 notice or a Section 54 summons as well as the service method if it originates from a Section 54 summons.
 - (d) The driver shall be given an opportunity to explain the circumstances and upon request be furnished with a copy of the warrant of arrest.

¹ The Roadside Driver and Vehicle Fitness Inspection Manual was published by the Department of Transport in November 2003 as part of the "Road to Safety Strategy 2001 – 2005". The manual can be obtained from the Corporation

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- (e) The officer executing the warrant of arrest shall then consider the provisions of section 55(2)(a) and (b) of the Criminal Procedure Act. No. 51 of 1977 which reads as follows:

"Provided that where a warrant is issued for the arrest of an accused who has failed to appear in answer to the summons, the person executing the warrant -

(a) MAY, where it appears to him that the accused received the summons in question and that the accused will appear in court in accordance with a warning under Section 72; or

(b) SHALL, where it appears to him that the accused did NOT receive the summons in question or that the accused HAS PAID an admission of guilt fine in terms of Section 57 or that there are other grounds on which it appears that the failure of the accused to appear on the summons was not due to any fault on the part of the accused, for which purpose he may require the accused to furnish an affidavit or affirmation,

release the accused on warning under Section 72 in respect of the offence of failing to appear in answer to the summons, whereupon the provisions of that section shall mutatis mutandis apply with reference to the said offence."

- (f) If the officer has reason to believe that the arrested person WILL NOT APPEAR IN COURT or that the arrested person DID RECEIVE THE ORIGINAL SUMMONS or DID NOT PAY THE ADMISSION OF GUILT the officer shall arrest the offender and, after explaining his rights in terms of the Constitution, take him without any delay to the designated Court as specified on the warrant together with the executed warrant or, if the arrest takes place outside the Court's hours, to the nearest Police Station.

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- (g) When the arrested person is released on warning under Section 72, the Release on Warning attached to the warrant shall be completed and the original thereof handed to the arrested person.
- (h) Should a motorist insist on seeing the warrant before submitting to arrest, the officer shall request the Warrants Office to arrange for the warrant to be conveyed to him by an officer whilst continuing with the roadside safety check of the vehicle. Depending on circumstances the warrant can also be faxed or emailed to the officer by a peace officer stationed at the Warrants Office. Section 39(2) of the Criminal Procedure Act requires the person effecting an arrest by virtue of a warrant to hand the arrested person, upon demand, a copy of the warrant.
- (i) Following the arrest the officer shall arrange for the removal of the vehicle. Prior to having it removed the officer should enquire from the accused whether there are any valuables in the vehicle and record what is said in his pocket book.
- (j) The officer must perform a motor vehicle inventory, and record whatever damage is present and also whatever is found in the vehicle, e.g. type of radio, tools, jack, etc. A tow report, if the vehicle is to be towed to a station lock-up in accordance with this Code or any other national legislation, shall be completed.
- (k) Upon handing over the warrant and prisoner to the court orderly or the police, the officer shall make a pocket book entry and have the entry countersigned and stamped by the court orderly/police officer on duty

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CHAPTER 16

ROAD SAFETY CHECKPOINTS AND ROADBLOCKS

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CHAPTER 16: ROAD TRAFFIC CHECKPOINTS AND ROADBLOCKS

Purpose

Establishes procedure for creating and operating road traffic checkpoints and roadblocks.

Policy statement

Section 11 of Road Traffic Act, 1989 (Act No. 29 of 1989) empowers traffic officers to stop and inspect, test or cause to be inspected and tested any part of a vehicle and the equipment thereof, inspect documentation relating to the vehicle and to the driver of a vehicle, and to regulate and control traffic on a public road.

NATIONAL STANDARDS

ROAD SAFETY CHECKPOINTS AND ROADBLOCKS

NS 16.1

Assignment

1. General roadblocks which serve legitimate law enforcement purposes may be undertaken, including but not limited to:
 - (a) road side safety checks;
 - (b) accident scenes;
 - (c) natural disasters or fires; and
 - (d) parade routes.
2. Road traffic checkpoints and roadblocks must be authorised and assigned by the unit supervisor.
3. The human resources at road traffic checkpoints and roadblocks must include sufficient personnel to undertake pursuit should it be necessary.
4. Law enforcement units with less than four officers should not be assigned to major roadblocks.

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5. Units mentioned in 4 above may be assigned to roadblocks where the unit has a co-operative relationship with another law enforcement unit and the roadblock is conducted in co-operation.
6. In heavy traffic areas and where traffic going in both directions must be stopped, it is necessary to assign two units to stop the traffic.
7. All radio communication about the location of a road traffic checkpoint and roadblock must be in code.

NS 16.2

Blockades

1. In planning the location of the blockade the supervisor must have regard to the safety and convenience of the public.
2. A road traffic checkpoint or roadblock on a frequently travelled roadway, which may cause great concern, must be avoided if possible.
3. When establishing a road traffic checkpoint or roadblock on a freeway, a location where traffic can be diverted off the main roadway onto an off-ramp for stop point inspection and then back onto the main roadway via an on-ramp must be selected.
4. In the event of a road traffic checkpoint or roadblock as mentioned in 3, there must be traffic control where the off-ramp and on-ramp intersect with the roadway from which the traffic diverted.
5. In selecting the blockade point, if the choice is optional, a place where the area adjacent to the roadway is restricted, such as a bridge, culvert, or cut through hill, should be selected.
6. The location must be selected with emphasis on good visibility in both directions.
7. The blockade at road traffic checkpoints or roadblocks must consist of appropriate warning, speed and stop signs or devices, and one or more traffic vehicles parked to partially block the roadway to identify the operation as a roadblock.
8. Any side streets adjacent to the roadblock must be closed off with cones or flares and an officer must be there to control that closure and allow vehicles through if necessary.

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NS 16.3

Warning

1. Warning signs must be in letters of sufficient size and luminosity to be readable at a distance of not less than 150 metres either in daylight or darkness.
2. At night, sufficient illumination must be provided.
3. Flares or cones of acceptable type must be used to mark the approach, and the patrol cars used in the roadblock must be placed in a position where traffic insignia can be illuminated sufficiently so as to be recognisable.
4. At the stop point, a sign should be placed on the approximate centre line of the roadway displaying the word "STOP" in letters of sufficient size and luminosity to be readable at a distance of not less than 150 metres either in daylight or darkness.
5. At the same point as in 4 above, at least one lighted red light must be placed at the side of the roadway clearly visible to the oncoming traffic at a distance of not less than 300 metres.
6. Officers should stop vehicles by means of hand signals or a torch with a translucent orange extension-piece.
7. All signs must conform to the requirements of the Road Traffic Ordinances and Regulations, and the "South African Road Traffic Signs Manual"¹.

NS 16.4

Assistance and protection

1. As few as possible officers must expose themselves during a roadblock.
2. At least one officer must stop vehicles and he or she must stand opposite the stop sign and bring the vehicles to a halt one by one.
3. There must be an officer at every numbered flare or cone to show vehicles where to stop and other officers must make an inspection of vehicles and their occupants.
4. When some officers make an inspection of vehicles and their occupants, other officers must take advantage of any cover, keeping their fellow officer and the vehicles stopped under constant observation.

¹ The "South African Road Traffic Signs Manual" was published by the Department of Transport in 2003 and can be obtained from the Department of Transport or from the South African National Roads Agency Limited (SANRAL).

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5. While the inspecting officer checks the stopped vehicle, other officers must take cover with a firearm and keep the entire scene covered.
6. At least one officer must be in a position to be as close to the vehicle's radio set as possible while keeping the entire scene covered.
7. All officers, and particularly the inspecting officer, must use apparatus in the weak hand to leave their gun hands free at all times.
8. There must be an officer to escort or direct inspected vehicles back to their original route without them having to make a major detour.
9. There must be at least one officer on duty in a pursuit vehicle watching traffic and reporting any suspicious behaviour.

NS 16.5

Adult school crossing guards

1. Uniformed traffic officers may be called upon to assist at school crossings and must be aware of the following crossing guard rules:
 - (a) the crossing guard has full authority and responsibility for directing pedestrian traffic at the intersection or crossing;
 - (b) all crossing guards must conduct themselves in a courteous and efficient manner which will reflect favourably on the road traffic law enforcement authority; and
 - (c) dangerous traffic law violations observed by the crossing guard while on a school crossing and any activity or emergency situation in the immediate area of the crossing point must be reported to the road traffic law enforcement authority.
2. Crossing guards must wear cross belts while on duty.
3. All pedestrians must be instructed to walk at the crossing point and running while crossing must be prohibited.
4. Halted traffic must not be released until the last pedestrian is safely on the opposite side of the crossing.
5. The crossing guard must work with the traffic light at controlled intersections.
6. Motorists and pedestrians who fail to obey the orders and directions of a crossing guard must be reported to the road traffic law enforcement authority.

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CHAPTER 17

PURSUIT

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CHAPTER 17: PURSUIT

Purpose

Establishes operating procedure and responsibilities for the safe operation of patrol vehicles during pursuit situations.

Policy statement

The primary purpose of a pursuit is to apprehend a suspect with the least amount of force necessary and to minimise the risk of harm to persons and property.

NATIONAL STANDARDS

PURSUIT

NS 17.1

Initiation of pursuit

1. The road traffic law enforcement authority recognises that the objective of a motor vehicle pursuit is to maintain law enforcement officer contact with a fleeing driver, without unnecessary danger to life and property, until the individual can be apprehended.
2. The road traffic law enforcement authority must make every effort to ensure the safety of the public as well as employees at all times, and authorise emergency use of road traffic law enforcement authority vehicles when the necessity of immediate response or apprehension of offenders outweighs the level of inherent danger.
3. An officer must initiate or continue with a pursuit after weighing the factors set out in NS 17.2.8 and any other relevant factor.
4. All officers in a pursuit must, at all times, be able to justify their reasons for the pursuit.
5. An officer, on being aware when the act of the pursuit itself may be causing evasive behaviour, must discontinue the pursuit if, in the officer's or supervisor's judgement,

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discontinuation of the pursuit will probably result in a cessation of the evasive behaviour.

NS 17.2 Emergency operation of law enforcement vehicles

1. Only marked vehicles with roof-mounted emergency light systems should engage in a pursuit.
2. Marked vehicles without roof-mounted emergency light systems must discontinue the pursuit when a marked vehicle with roof mounted lights assumes the pursuit.
3. Unmarked vehicles must not become involved in any pursuit unless it involves a serious offence and the unmarked vehicle is the initiating vehicle.
4. Special vehicles must not engage in pursuit, unless authorised to undertake pursuit action because of their special purpose.
5. Vehicles transporting suspects or passenger officers must not engage in pursuit.
6. Motorcycles should not engage in pursuit if the conditions of the pursuit will endanger the life of the officer on the motorcycle excessively.
7. Motorcycles may continue the pursuit when a marked patrol vehicle joins the pursuit.
8. Before engaging in the emergency use of a vehicle an officer must weigh several factors in addition to vehicle control, due regard to safety and emergency considerations, including but not limited to:
 - (a) the type and condition of the vehicle being operated;
 - (b) the type and condition of the roadway to be travelled and the officer's familiarity with it;
 - (c) obstacles, both present and potential that must be avoided (e.g. foreign objects on the roadway, construction, gravel, standing water, etc.);
 - (d) experience and the training of the officer in a high speed vehicle operation;
 - (e) the nature of the offence and the circumstances known concerning the manner in which the call was relayed to the communication division;
 - (f) the time of day, amount and type of traffic encountered, and the potential danger to the officer and other drivers operating at a high speed;
 - (g) visibility and illumination available to the officer in the area being travelled; and

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- (h) existing weather conditions and roadway surfaces.

NS 17.3 Emergency use of vehicles

1. The driver of any law enforcement vehicle responding to an emergency call must use the blue light and siren.
2. The siren may be disengaged upon approaching within audible range if the siren would warn of the officer's approach and aid in an offender's escape or endanger the life of other persons.
3. Upon embarking on the process mentioned in 2, the officer must cease emergency vehicle operation status by slowing speed to normal and disengaging emergency equipment.

NS 17.4 Emergency vehicle speed and safety during pursuits

During pursuits, excessive speed and carelessness are not permitted as they do not warrant the risk involved.

NS 17.5 Communication during pursuit

1. Upon embarking on pursuit the officer may communicate the action to the communication centre and request assistance, if necessary.
2. Pursuit radio procedure should be:
 - (a) initial radio broadcast by an officer embarking on pursuit, referring to:
 - (i) officer call sign;
 - (ii) present location;
 - (iii) direction of travel;
 - (iv) reason for pursuit, including offence;
 - (v) speed;
 - (vi) description of vehicle and registration number when known; and
 - (vii) number and description of occupants, if possible;
 - (b) dispatcher or communication centre responsibilities should be to:
 - (i) clear frequencies;
 - (ii) notify all units of pursuit information; and

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- (iii) ensure that the shift supervisor and the supervisor of the patrol unit office are notified; and
- (c) the shift supervisor must:
 - (i) monitor the pursuit; and
 - (ii) approve the continuation of the pursuit.
- 3. Officers must report the status of the pursuit to the communication centre.
- 4. The dispatcher must relay information concerning the pursuit to support pursuit vehicles and alert other area authorities when appropriate.

NS 17.6 Intra/inter-jurisdictional pursuits

1. Procedures agreed to in an inter-jurisdictional pursuit agreement entered into in terms of NS 11.2.5 must be followed.
2. The officer engaged in a pursuit must notify the communication centre when the pursuit leads to another jurisdictional area.
3. The communication supervisor must inform the supervisor of the jurisdictional area to be entered about the pursuit and request mutual aid.
4. The communication officer must keep the officer in pursuit informed of the arrangement regarding mutual aid with the other jurisdictional area.

NS 17.7 Assistance during pursuit

1. The officer initiating pursuit may request assistance from the communication centre.
2. The supervisor may assign a secondary pursuit vehicle to assist in the pursuit.
3. The secondary pursuit vehicle must trail the primary pursuit vehicle at a safe distance and be immediately available to assume the primary role or assist when the fleeing vehicle stops.

NS 17.8 Law enforcement involved pursuit investigation

The supervisor must initiate an internal investigation of all law enforcement officers who are involved in vehicle pursuits in addition to normal reporting procedures.

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NS 17.9 Termination of pursuit

Pursuit should be terminated:

- (a) when the pursuit is successful;
- (b) when the pursuit enters a congested area and an unreasonable hazard to the general public exists;
- (c) when the visibility, weather conditions or road conditions limit the probability of a safe and successful end to the pursuit;
- (d) when the offender can be identified to the point where later apprehension can be accomplished and the offender is not a threat to the public; or
- (e) at the discretion of the primary pursuit officer, supervisor or commanding officer by notifying the dispatcher of such decision and there must be articulable reasons for terminating a pursuit.

NS 17.10 Reporting

1. All pursuits must be reported by completing a pursuit report form even if the pursuit was terminated prior to apprehension of the pursued subject.
2. Copies of all pursuit report forms must be forwarded through the chain of command of the primary officer, up to and including the Chief of Traffic and the training officer at the training academy.
3. Upon completion of a pursuit the shift supervisor must interview involved officers and prepare a summary from the initial notification of a fleeing suspect through the termination of the pursuit.
4. The training officer must conduct bi-annual analyses of all pursuits to determine if there are any trends requiring training needs or directive changes.
5. The training officer's analysis must be submitted to the head of law enforcement division and through the chain of command to the Chief of Traffic.
6. The analysis may be utilised to make recommendations to the Chief Executive Officer upon revision of this Code.

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CHAPTER 18

SPEED MEASUREMENT AND TRAFFIC LIGHT EQUIPMENT

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CHAPTER 18: SPEED MEASUREMENT AND TRAFFIC LIGHT ENFORCEMENT EQUIPMENT

Purpose

- (a) Establishes the procedure for measuring speed of vehicles.
- (b) Improves the safety of traffic officers during speed measuring.

Policy statement

Section 59 (4) of the National Road Traffic Act, 1996 (Act No. 93 of 1996) prohibits persons to drive over the general speed limits allowed in terms of Regulations 426 and 427 and traffic officers are empowered to stop vehicles and regulate traffic in terms of section 11 of the Road Traffic Act, 1989 (Act No. 29 of 1989).

NATIONAL STANDARDS

SPEED MEASURING

NS 18.1 Speed measuring equipment

- 1. Only equipment approved by TCSP may be used for speed measurement and traffic light enforcement.
- 2. All such equipment is to be used in accordance with both TCSP guidelines and the manufacturer's manual.

NS 18.2 Equipment operation

- 1. In selecting a location to operate a speed measuring device, officers must position their patrol vehicles so as not to impede traffic or cause a traffic hazard.
- 2. Officers must ensure that the equipment used is functioning properly by testing it before and after any enforcement contacts.

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3. Each unit must, at all times, be operated and handled with great care.
4. Speed measuring equipment must not be left on when not in use.
5. Traffic officers should make use of permanent installations for speed measuring devices in instances where speed checks are repeatedly conducted at certain sites.

NS 18.3 Setting up and removal of speed measuring equipment

Officers must take reasonable precautions when setting up or removing speed measuring equipment, and must:

- (a) place a flashing blue light alongside the roadway in line with the officers laying or removing cables;
- (b) ensure that the blue light is visible by day;
- (c) have a traffic officer stand and control traffic in the lane in which his or her colleagues are busy laying or removing cables; and
- (d) the officers must co-operate to ensure that they work in a lane that is protected.

NS 18.4 Stopping vehicles

1. The stand with the blue light must be placed beside the travelled way near the officers stopping traffic to assist in stopping vehicles.
2. The stopping officer must switch on the blue light as soon as a vehicle has to be stopped.
3. After switching on the blue light the officer must step forward holding up a stop board and use his free hand to signal to the offending motorist to stop and show the motorist where to stop.
4. The officer may switch off the light after the offender has safely come to a stop.
5. Each vehicle that has been stopped should be helped to return safely into the traffic stream.

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CHAPTER 19 ALCOHOL TESTING

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CHAPTER 19: ALCOHOL TESTING

Purpose

Establishes standard operating procedure for ensuring that drivers adhere to the minimum standards set for driving under the influence.

Policy statement

The National Road Traffic Act, 1996 (Act No. 93 of 1996) prohibits driving while under the influence of intoxicating liquor or drugs having narcotic effect, or with excessive alcohol in the blood or breath. Traffic officers as enforcers of road traffic law are empowered to ensure that motorists do not contravene this rule.

NATIONAL STANDARDS

ALCOHOL TESTING

NS 19.1 Breath analysis instrument

1. A breathalyser instrument conforming to SANS standards must be utilised for breath analysis.
2. Officers who use breath analysis instruments must be trained to use such instruments and must have a certificate indicating that they may operate the equipment.

NS 19.2 Enforcement

1. The officer must, on observation leading to the suspicion that the driver may be impaired, request the driver to exit the vehicle for further investigation.
2. The officer must request the driver to take a pre-arrest breath test and notify him of his right to refuse the test.

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3. The officer must administer the test to obtain on-the-spot estimates of the subject's breath alcohol level if the subject consents.
4. Officers must conduct a thorough and complete investigation to obtain all possible evidence concerning the subject's impairment. Only for charge of driving under the influence. Offences of section 65(2) or (5) do not require evidence of impairment.
5. Officers must complete the "Alcohol Observation Check sheet" for evidential purposes prior to arrest. The sheet is included in annexure 8 of Part F of the code.
6. The officer must formulate the arrest decision based on the evidence accumulated in the testing and completion of the above-mentioned sheet.

NS 19.3 Arrest and processing

1. The officer must arrest the subject if all elements of the driving under influence violation have been clearly established. Only for charge of driving under the influence. Offences of section 65(2) or (5) do not require evidence of impairment.
2. The officer may handcuff and search the subject.
3. The officer must, with the subject's permission, release the vehicle to a sober passenger if the vehicle contained sober passengers.
4. The officer must perform a motor vehicle inventory, complete a tow report and tow the vehicle to a station lock-up in accordance with this Code or any other national legislation if the subject was alone in the vehicle or if the passengers in that vehicle were also impaired.

NS 19.4 Tests

1. To assist an officer in forming a reasonable suspicion to justify making an arrest there are four commonly used screening tests which do not constitute proof of intoxication for court purposes:
 - (a) breath testing by non-evidentiary breath analysis equipment
 - (b) "walk and turn" divided attention test;
 - (c) "one leg stand" divided attention test; and
 - (d) nystagmus (HGN) test.

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2. The only evidentiary test which an officer can perform at the time of stopping the suspect is a breath test by evidentiary breath analysis equipment.
3. No officer shall administer any of the foregoing tests unless suitably trained and qualified in that testing procedure.
4. Breath analysis equipment shall only be used in accordance with the manufacturer's manual.
5. For the purpose of evidentiary breath testing, only equipment approved by the TCSP shall be used.
6. Evidentiary breath analysis equipment must be used in accordance with the TCSP Prosecuting Guidelines for Evidentiary Breath Testing Equipment.

NS 19.5 Breath test and conducting

1. Submission to breath test must be requested unless:
 - (a) transporting the arrested subject to the station is impractical due to the subject's physical condition; or
 - (b) at the time of the arrest, there is no reason to believe that the arrested subject is under the influence of drugs or a combination of drugs and alcohol.
2. All information recorded on the test record form must be entered by the breath analysis instrument operator.

NS 19.6 Blood test and conducting

1. Submission to a blood test must be requested:
 - (a) when a submission to a breath test is not requested for reasons as stated in NS 19.4.1 above; or
 - (b) in addition to the completion of a breath test, when the results obtained lead to the presumption that the arrested subject is under the influence of drugs or a combination of drugs and alcohol.
2. Blood samples must be collected in accordance with the rules and regulations on public health.

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NS 19.7 Urine test and conducting

1. Submission to a urine test must be requested:
 - (a) in addition to a blood test if drugs are suspected; or
 - (b) when a breath or blood test is not possible.
2. Urine samples must be collected under the same environmental conditions as blood samples, in accordance with rules and regulations on public health.
3. Medical personnel may be appointed by the arresting officer, as the representative of the arresting officer to be present when the sample is collected.

NS 19.8 Additional tests

1. Persons requesting an additional chemical test, at their own expense, must be assisted in locating a nearby facility providing such test.
2. Transportation must be provided to obtain an additional test at a nearby facility.
3. The provision of sub-paragraphs 1 and 2 must be applicable only if the request for an additional test is made prior to incarceration or release on bail.

NS 19.9 Refusal to submit to test

1. The officer must complete appropriate forms to invoke the implied consent sanctions if the subject refuses to submit to the evidential test.
2. An officer must complete the arrest report and required forms thoroughly documenting all evidence gathered during the investigation and indicating the result of any sobriety or chemical test administered.
3. The officer must decide whether to incarcerate or release the subject basing such decision on:
 - (a) specific statutory requirements;
 - (b) level of intoxication; and
 - (c) location or availability of a responsible party to assume custody of the subject.
4. The officer must submit the citation and all reports and supporting documents to his or her supervisor for review and transmission to record section for filing.

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CHAPTER 20 OVERLOADING CONTROL

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CHAPTER 20: OVERLOADING CONTROL

Purpose

- (a) Establishes the operating procedure for overloading control.
- (b) Establishes limitation on the actions of officers for overloading control.

Policy statement

Section 11 (d) of the Road Traffic Act, 1989 (Act No. 29 of 1989) empowers traffic officers to ascertain the dimensions of, the load on, or the mass, axle mass load or axle unit mass load of, any vehicle, or the mass of any combination of vehicles, laden or unladen, and if necessary for the purpose of ascertaining such mass, require any vehicle or combination of vehicles to proceed to a mass meter or mass-measuring device.

NATIONAL STANDARDS

OVERLOADING CONTROL

NS 20.1 Overloading measuring devices

1. The load-mass-measuring devices that must be used are:
 - (a) the weigh-in-motion screening mass-measuring device (WIM);
 - (b) the static legal scale.
2. The static legal scale must be utilised for the final accurate weighing of a vehicle.
3. The result of the static legal scale is the final result that is acceptable in court, and must be obtained as proof of load mass for prosecution purposes.

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NS 20.2

Screening

1. A dynamic scale (WIM) screening mass-measuring device may be used to screen vehicles.
2. Vehicles must be directed onto the screening area and be weighed in motion and the legality of the load mass must be evaluated.
3. An officer must take into account the overloading tolerance when screening a vehicle, by making adjustments manually by remote control.
4. A vehicle suspected to be in excess of the legal load limit must be directed to the static legal scale.

NS 20.3

Weighing

1. The vehicle must be weighed on the static legal scale to ascertain the mass of the load.
2. The officer in charge of the weighing may print a weighing certificate if requested and give one copy to the driver of the overloaded vehicle.
3. The weighing certificate must be filed according to the record filing system of the road traffic law enforcement authority, electronically if applicable.
4. Vehicles that carry loads in excess of the legal load limit must not be cleared and must be referred to the temporary parking hold.

NS 20.4

Prosecution processing

1. An officer must gather information regarding the overloaded vehicle, its driver and the offence.
2. The information must be captured on computer and may be forwarded for recording on NaTIS or other road traffic information systems.
3. The officer must impose the relevant fine upon the driver of the overloaded vehicle by issuing a ticket or warning.
4. A vehicle should be cleared:
 - (a) after off-loading excess load;
 - (b) after an appropriate warning;

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- (c) upon payment of fine;
- (d) upon undertaking to pay the fine within a certain period in accordance with road traffic regulations; or
- (e) upon undertaking to appear in court.

NS 20.5

Impounding

1. An officer may impound a vehicle and prohibit it from continuing with its journey until a certain fault is rectified, including but not limited to:
 - (a) load in excess of the legal load limit;
 - (b) wrongly loaded cargoes;
 - (c) unroadworthiness of the vehicle after being suspended; or
 - (d) other transgressions against the driver, vehicle or cargo.
2. An officer must clear a vehicle upon the rectification of the fault for which it was impounded.

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CHAPTER 21

SEARCH ON PREMISES AND PERSONS

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CHAPTER 21: SEARCH ON PREMISES AND PERSONS

Purpose

- (a) Establishes the procedure for conducting search on persons and premises.
- (b) Establishes limitation on the authority of traffic officers to conduct a search.

Policy statement:

Section 11 (l) and (m) of the Road Traffic Act, 1989 (Act No. 29 of 1989) empowers traffic officers to at any time enter any motor vehicle of an operator and inspect it or enter any premises on which he or she has reason to believe a motor vehicle of an operator is kept and inspect such vehicle or documentation. As peace officers, traffic officers are further authorised by section 23 of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) to search persons and premises.

NATIONAL STANDARDS

SEARCH ON PREMISES AND PERSONS

NS 21.1

Search conduct

1. Officers must have regard to legitimate expectation (e.g. the right to privacy).
2. A search must be lawful and officers must preserve human dignity when conducting searches.
3. A search must be conducted in a decent and orderly manner, preferably, a female officer must search a female and a male officer must search a male.
4. An officer may search more extensively when an object is felt.
5. An officer may use such force as may be reasonably necessary to overcome any resistance against a search or entry on the premises sought to be searched.

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NS 21.2 Search of persons without a warrant

1. An officer may search an individual without a warrant as authorised by law.
2. A search without a warrant may be conducted upon the individual's consent given freely and voluntarily.
3. An officer may frisk an individual without a warrant on reasonable belief that the individual is armed and dangerous.

NS 21.3 Search on persons

1. Officers must effect a lawful search which must be reasonable in the light of circumstances, e.g. when the person is armed and dangerous.
2. People may be searched for the purpose of effecting an arrest.
3. A search on the body surface, including swabbing, taking hair samples, bodily fluids and organs, must be made pursuant to a warrant.
4. A strip search must be conducted only if it is reasonable in the light of circumstances.
5. An unconditional strip search of suspect or detainee is prohibited.

NS 21.4 Search of persons after arrest

1. A search after an arrest may be conducted to:
 - (a) protect the officer from attack;
 - (b) prevent the arrested person from escaping;
 - (c) discover and seize fruits of a crime for which the person has been arrested;or
 - (d) discover and seize any instruments, articles, or things which may have been used in the commission of the crime for which the person has been arrested.
2. For the search after an arrest to be legal, the arrest must be legal.
3. The search must be conducted at the time of arrest and be limited to the arrestee's person and the area within his immediate control.
4. Once the arrest has occurred the officer may conduct a search without additional cause.

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NS 21.5 Search techniques

1. To minimise dangers to officers the following search methods may be used:
 - (a) kneeling method;
 - (b) lying on the ground method; or
 - (c) while handcuffed.
2. A suspect must be uncuffed after a search where such suspect is not found to be in violation of the law.
3. While searching an individual, officers must safeguard their weapons and not turn their back on the suspect.
4. An officer must cover his or her partner while he or she searches a suspect.
5. Officers must search systematically by grasping and squeezing and not patting.
6. An officer must inform his or her partner immediately if he or she finds a weapon and inform the partner what and where the weapon is.
7. An officer must maintain control of the suspect's weapon if found.

NS 21.6 Degree of search

Officers must take into consideration the following factors when selecting the type and degree of search to use:

- (a) degree of influence or control necessary to take a subject safely into custody;
- (b) number of subjects;
- (c) location of contact;
- (d) suspect's criminal record, if known;
- (e) the type of offence suspected to have been committed;
- (f) degree of apprehension; and
- (g) degree of confidence.

NS 21.7 Search of premises

1. An officer may enter and search any premises which he or she has reason to believe that a motor vehicle of an operator is kept at and inspect such vehicle or documentation.

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2. An officer must first audibly demand entry to premises and notify the purpose for which he or she seeks entry.
3. An officer may break open and enter and search premises for the purpose of effecting an arrest if he or she is denied entry after an audible request mentioned in 2 above.
4. Officers must have due regard to the public's right to privacy upon search of premises.

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CHAPTER 22

USE OF FORCE

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CHAPTER 22: USE OF FORCE

Purpose

- (a) Establishes the procedure for the application of force during law enforcement operations.
- (b) Establishes limitations on the application of force by traffic officers.

Policy statement

Section 49 of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) authorises peace officers to apply force under specified circumstances and section 49 (2) permits preventing a person from fleeing by means of killing.

NATIONAL STANDARDS

USE OF FORCE

NS 22.1

Use of force

1. Use of force must be in line or accordance with the provisions of section 9 of the Constitution Act, 1996 (Act No. 108 of 1996), which relates to the right to life.
2. When applying the use of force traffic officers must have regard for the value of life.
3. Officers must use the minimum force necessary to resolve potentially dangerous situations.
4. Use of force must only be applicable to justifiable grounds (e.g. in instances where there is imminent threat to society or government, or when acting in self defence).
5. Strict measures must be applied to avoid abuse of the use of force.

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NS 22.2 Administrative measures

1. The following administrative measures must be applied when using force in the line of duty:
 - (a) only road traffic law enforcement authority authorised firearms must be used when applying the use of force in the line of duty;
 - (b) all weapons must be loaded with road traffic law enforcement authority issued ammunition;
 - (c) officers who apply the use of force must have attended proper training on the use of firearms;
 - (d) officers applying the use of force must have successfully completed proper training on the use of force;
 - (e) officers must use a wide range of force options which permit the safe resolution of many types of incidents while at the same time ensuring or maximising public safety;
 - (f) officers must have response action to gain control of a subject which is resistant, assaultative or displaying life threatening measures;
 - (g) use of force must be practised with diligent care and control;
 - (h) use of force must be avoided at places where it could endanger human lives; and
 - (i) use of force must be practised as a last resort after all avenues have been exhausted.
2. The Chief of Traffic must ensure strict adherence to these rules by employees.
3. The Chief of Traffic may designate supervisors to ensure strict adherence to these rules.
4. The supervisors must draft reports on adherence to administrative measures and report to the Chief of Traffic bi-monthly.

NS 22.3 Procedural measures

1. Officers who apply the use of force must write reports after an incident of use of force occurs.
2. The report contemplated in 1 above must detail the following:

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- (a) date, time and location of the incident;
 - (b) particulars and identification of persons involved in the incident of the use of force;
 - (c) particulars on the mode of transport used (e.g. colour, registration numbers);
 - (d) extent of injuries sustained by persons involved in the incident of use of force;
 - (e) if death occurs also indicate:
 - (i) the extent used to maximise public safety; and
 - (ii) if there are any eyewitnesses involved and their particulars.
3. The report referred to in 1 must be forwarded to the supervisor.
 4. Where use of force results in loss of life the internal affairs division must hold an inquiry.
 5. An inquiry with regard to death or injury relating to use of force by an officer may be handled by the internal affairs division in accordance with this Code.
 6. Internal affairs division must compile a report on their findings and forward it to the Chief of Traffic for a decision.
 7. Reports on the use of force may be used to compile learning guides or video programmes that can be used as aid material.

NS 22.4

Non-compliance

Failure to comply with the law, administrative measures or procedural rules referred to above is an offence and leads to disciplinary action.

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CHAPTER 23

IMPOUNDMENT

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CHAPTER 23: IMPOUNDMENT

Purpose

- (a) Establishes the procedure for impoundment of articles from owners or possessors.
- (b) Establishes limitation on the authority to impound articles.

Policy statement

Section 11 of Road Traffic Act, 1989 (Act No. 29 of 1989) confers powers on officers to seize documentation from operators or prohibit motorists from continuing with their journey under specified circumstances.

NATIONAL STANDARDS

IMPOUNDMENT

NS 23.1

Authority

An officer must impound only items authorised by road traffic law to be impounded.

NS 23.2

Impoundment without a warrant

Officers may impound, without a warrant, property required or allowed to be impounded in terms of road traffic law, except:

- (a) where limitation is set by national law; or
- (b) where grounds of diplomatic immunity exist.

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NS 23.3 Impounded property

1. The road traffic law enforcement authority must have a proper recording system and storing of impounded articles with the record listing the following:
 - (a) identification of the property;
 - (b) ground for impoundment;
 - (c) particulars of the owner or the person in whose possession the article was found;
 - (d) time frames for keeping impounded properties; and
 - (e) control officer.
2. An officer must, after impounding property, compile an inventory in accordance with this Code, complete a recording in terms of 1 above and attach a name tag to the article.
3. Impounded property must be turned over to the evidence custodian and treated as evidence.

NS 23.4 Exceptions to impounding property

Officers must not impound privileged documents (e.g. legally privileged documents, medical reports).

NS 23.5 Treatment of impounded property

Impounded property must be treated as evidence and be handled, stored and released in the same manner as evidence.

NS 23.6 Fees on impounded vehicles

1. Vehicles impounded by officers under any law must be stored at the road traffic law enforcement authority facility.
2. The authority may charge tow fees as applicable to recover the costs of paying private contractors for the towing of vehicles.

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3. The authority may charge fees for towing and storing of a vehicle as may be required to recover the costs of executing these tasks.
4. Differentiation may be made for the fees charged for light and heavy motor vehicles.

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CHAPTER 24

ARREST

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CHAPTER 24: ARREST

Purpose

- (a) Establishes the procedure for arrest of offenders.
- (b) Establishes limitations on the authority of traffic officers to make arrests.

Policy statement

Section 39 of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) confers powers on peace officers to arrest individuals upon violation of the law.

NATIONAL STANDARDS

ARREST

NS 24.1 Arresting an offender

- 1. An officer must ensure that an arrest is lawful under the circumstances.
- 2. An officer must evaluate a suspect before making an arrest.
- 3. Reasonable force may be used by the officer in order to make a lawful arrest.
- 4. An officer should handcuff a person immediately after an arrest.

NS 24.2 Transporting detainees

- 1. An officer must search each detainee prior to transporting them.
- 2. A female detainee must be searched by a female officer and male detainees by male officers.
- 3. An officer must confiscate any article that can be used as a weapon.
- 4. Any detainee should be handcuffed when transported.
- 5. Officers must take care and observe a detainee constantly during transportation.

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6. Officers should have gender and other considerations prior to transporting detainees and:
- (a) separate males from females unless they were involved in the same incident;
 - (b) detainees violent to each other should be handcuffed and transported separately;
 - (c) not transport juveniles in the back of a van; and
 - (d) not transport an adult and a juvenile together.

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CHAPTER 25

ACCIDENT RESPONSE AND RESPONSIBILITIES

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CHAPTER 25: ACCIDENT RESPONSE

Purpose

- (a) Establishes the procedure for management of traffic incidents.
- (a) Improves on-scene safety for emergency personnel.
- (b) Establishes efficient use of limited resources.

Policy statement:

Existing guidelines on the content of an incident management plan should be used by road traffic authorities. Government will implement an incident management system on all national roads.

NATIONAL STANDARDS

ACCIDENT RESPONSES

NS 25.1

Preparation and reporting

1. Officers must report all accidents that meet or exceed the state--specified requirements for reporting.
2. The supervisor must notify the appropriate jurisdiction of an accident reported erroneously to a road traffic law enforcement authority while having occurred outside that road traffic law enforcement authority's jurisdiction.
3. If an accident is reported to an authority by a party involved in the accident, they must be assisted to complete the AR form properly.
4. Only adequately trained police/traffic officers shall be used to respond to, attend, record and conduct the on-site crime scene investigation of a road accident.
5. The country's official AR form comprises 6 pages. Pages 1a and 1b are General information, Instructions for completion of the form, and Operational procedures for police/traffic officers, and these shall be complied with.

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6. The patrol/response vehicle to be used to respond to a road accident shall be clearly visible and audible to all road-users.
7. Colours, markings, flashing lights and sirens on response vehicles shall be in the best interests of road safety for the police/traffic officers and other road users.
8. The patrol/response vehicle shall be equipped with relevant road safety equipment, and accident attendance and on-site crime scene investigation equipment.

NS 25.2

Officer response

1. Officers must follow the provisions of the incident management plan or system in place at the road traffic law enforcement authority when responding to traffic accidents.
2. Traffic accidents requiring officer response are those involving:
 - (a) death;
 - (b) injury;
 - (c) hit and run;
 - (d) damage to public vehicles or property;
 - (e) driver impairment due to alcohol or drugs;
 - (f) hazardous materials;
 - (g) disturbance between principals;
 - (h) major traffic congestion as a result of the accident; and
 - (i) damage to vehicles to the extent that towing is necessary.
3. In response to a serious or complex investigation officers must:
 - (a) provide required emergency services;
 - (b) investigate the accident;
 - (c) record short-lived evidence, including marking off relevant points on the road surface and sketch plan; and
 - (d) restore normal traffic flow.
4. In less serious cases, officer involvement may be influenced by the availability of officers and the immediate workload and:
 - (a) at the discretion of the field supervisor, property damage only reports may be taken by directing the principals to road traffic law enforcement authority headquarters where a report must be made; and

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- (b) the field supervisor may the implement process due to severe weather, manpower shortage, or extenuating circumstances.

TRAFFIC ACCIDENT SCENE RESPONSIBILITIES

NS 25.3 Dispatch of officers to the scene of accident

1. When directed to respond to a traffic accident, the officer must be informed of (if available):
 - (a) the exact location;
 - (b) the severity of the accident;
 - (c) whether traffic is blocked; and
 - (d) other assigned units, such as:
 - (i) officers;
 - (ii) ambulances;
 - (iii) fire apparatus;
 - (iv) air rescue; and
 - (v) public works or utility.
2. Officers directed to a scene of an accident must choose the best possible approach route, considering traffic flow and congestion problems, based on their knowledge of the conditions normally existing in the vicinity.
3. Officers must drive safely to the scene, consistent with the need for a prompt response.
4. While on the route to the scene, officers must be alert for vehicles, which exhibit indications of involvement in a crash, leaving the vicinity.
5. It is essential for the response vehicle to arrive at the scene of a road accident as quickly as possible. Reasons for this include the following:
 - (a) vehicles and accident victims are invariably in abnormal positions, and the risk of a secondary road accident with death or injury is high;
 - (b) the lives of accident victims may be in danger, and help is urgently needed. An accurate situation report has to be given in order for other emergency services to be activated;
 - (c) accident victims can be raped or robbed;

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- (d) vital evidence can be destroyed, damaged, moved or removed; and
 - (e) accident victims can be exploited by unethical towing services, third-party 'touts', private ambulance services, private accident investigators, etc.
6. When a police/traffic officer responds to a scene, it is essential that he or she drives with due regard for the safety of other road-users.
 7. He or she shall be calm and collected at all times.
 8. The speaker of a siren should not be mounted on the roof of the patrol/response vehicle.
 9. The officer shall be aware that not all road-users can hear a siren clearly, and shall always be ready to take sudden measures to prevent being involved in a road accident or causing a road accident.
 10. A driver of a vehicle who fails to give way to an emergency vehicle emitting a prescribed sound can be criminally charged (police docket, issued with a Section 56 Notice, or a J534 Written Notice to Appear in Court).
 11. When responding to a scene, all police/traffic officer occupants of a vehicle shall be on full alert for suspect vehicles or pedestrians fleeing the scene.

NS 25.4 Notification by officers upon accidents encountered

1. As soon as possible upon encountering unreported traffic accidents, officers must notify the communication centre of the following:
 - (a) the exact location;
 - (b) registration number(s);
 - (c) the severity of the crash;
 - (d) the need for other emergency or support units;
 - (e) whether traffic is blocked; and
 - (f) any other pertinent information.

NS 25.5 Approach to and arrival at accident scenes

1. When approaching an accident, officers must be alert for, and avoid obliterating or destroying, evidence.

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2. During the approach to the scene, and upon arrival, officers must be cognisant of any specific conditions or factors that may have contributed to the accident, which may include, but are not limited to:
 - (a) visibility or view obstructions;
 - (b) inoperative or missing traffic control devices; and
 - (c) other hazards.
3. Upon arrival at the scene, officers must park their vehicle(s) in such a manner as to provide maximum protection to the scene.
4. In order to safeguard the scene of an accident, the officer must:
 - (a) use the blue, blue and amber, blue and red, or blue, amber and red flashing emergency lights;
 - (b) wear high-visibility road safety clothing;
 - (c) assess the scene;
 - (d) identifying any threats, hazards or dangers;
 - (e) use hand signals to direct traffic;
 - (f) place road safety equipment (like traffic cones, portable road signs, etc) on the road to safeguard the scene and warn approaching vehicles;
 - (g) move traffic cones, portable road signs, etc, further back to warn approaching vehicles (if the traffic is congested);
 - (h) circulate information via police/traffic radio channels and radio channels of other emergency services and towing services about any wanted 'hit and run' vehicles which failed to stop at the scene;
 - (i) comply with the principles of accident incident management;
 - (j) arrange for the area to be evacuated if there is the danger of a dangerous goods spillage;
 - (k) cordon off the immediate vicinity with barrier tape, traffic cones, etc.;
 - (l) prevent any potential crime at the scene;
 - (m) control crowds and bystanders; and
 - (n) prevent people from smoking.
5. Officers must assess the scene to determine the need to summon assistance for:
 - (a) emergency medical services;
 - (b) fire-fighting vehicles;
 - (c) protection of the scene;

- (d) control of traffic; and
- (e) additional investigative skills.

NS 25.6 Dangerous Goods

1. Officers must resist rushing in at accidents involving hazardous material and must approach the incident from upwind and stay clear of spills, vapours, fumes and smoke.
2. Officers must identify the material by finding any one of the following:
 - (a) the identity UN number on a placard or orange panel; or
 - (b) the identity number on a shipping document or package.
3. Officers must immediately notify the hazardous response team.
4. The officer may offer aid to a victim by:
 - (a) moving the victim to fresh air;
 - (b) calling emergency medical care; and
 - (c) applying artificial respiration if the victim is not breathing. Refrain from using mouth-to-mouth method if the victim ingested or inhaled the substance. Rather use the aid of a pocket mask or other proper respiratory medical device.
5. Officers must deviate traffic should potential danger prevail.

NS 25.7 **Victim support**

1. Officers must identify those most seriously injured if there are injuries at a scene of an accident and administer appropriate medical aid to injured persons should it be within their capabilities.
2. Officers must summon appropriate medical assistance to the scene and assist getting injured persons removed to medical facilities as soon as possible.
3. Officers must not transport injured persons in road traffic law enforcement authority vehicles.
4. At accident scenes where there is personal injury or the imminent threat of injury, actions to deal with the injury must take precedence over investigative or reporting activities.

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5. Persons obviously deceased must be kept at the scene until their removal is authorised by a medical examiner.
6. Victims directly involved in the accident should be treated with understanding and empathy.
7. People related to the victim (relatives, friends or colleagues) should also be treated with understanding and empathy of indirect victims.
8. Victims should not be interviewed unnecessarily by other disciplines/services/persons, since this is traumatising.
9. Seriously and slightly injured victims must be located and identified, and the injuries must be categorised.
10. If an officer is adequately trained, first aid should be given to victims.
11. All injured victims must be interviewed to determine whether they were a driver, passenger or pedestrian, and all their particulars must be taken down.
12. Injured victims should be asked about the of ambulance service to be used.
13. The vehicle and personal belongings of injured victims should be checked for any sticker/card, etc, stating which ambulance service should be used.
14. Ambulance services should be called.
15. Particulars of private persons who gave first-aid support to injured victims and/or moved them must be taken down of.
16. The next-of-kin of seriously injured victims must be determined.
17. The property of victims must be located, identified and safeguarded.
18. The particulars of ambulance service companies and drivers, case reference numbers and names of hospitals to where injured will be taken must be recorded.
19. Deceased victim(s) must be located.
20. Deceased victim(s) must be covered with a blanket, body-bag, etc.
21. The identity of deceased victim(s) must be determined.
22. The deceased must be declared 'dead' (not certified), at scene by a suitably trained medical person.
23. The next-of-kin of deceased must be determined.
24. The victims must be guarding to prevent further injuries.
25. The deceased must be handed over to relevant officials, and signatures must be obtained for receipt.

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26. The names of the hospital/mortuary where deceased is to be conveyed must be taken down.
27. The vehicles involved must be located, identified and their details taken down.
28. The driver or owner of vehicles involved must be determined and their particulars taken down.
29. The drivers or owners of vehicles must be asked about the choice of towing service to be used.
30. Vehicles must be checked for any sticker/card, etc, stating which towing service should be used.
31. The use of a towing service, which is member of a recognised towing association, must be authorised and it must be in the best interests of the drivers or owners of the involved vehicles (only if the above two conditions cannot be complied with).
32. A towing service must be arranged.
33. The particulars of the towing service and driver must be taken down.
34. The towing service driver or other service provider must clear up accident debris.
35. Officers at the scene must ensure that property belonging to victims is protected from theft or pilferage, and is removed to a place of safekeeping if the owner is unable to care for it.
36. The property of injured/deceased victims must be handed over to families/friends at scene.
37. Items of significant value that could easily be stolen must not be left with the vehicle.
38. In situations where officers find it necessary to handle a victim's personal property, whenever possible, it must be done in the presence of witnesses.
39. The officer must conduct an inventory search when a vehicle must be towed.
40. Property belonging to the victim taken into custody must be turned over to the evidence custodian after completion of proper forms.
41. Transport must be arranged for accident victims (who are not transported by ambulance, towing service, families/ friends, etc.) to leave the scene.
42. The 'death message/message of serious injury' must be delivered to the next-of-kin or other authorised person. The message must not be delivered over the telephone.

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43. The officer must proceed to the hospital where injured victims were conveyed before police/traffic officer arrival at the accident scene.
44. The injured victims must be located at hospital, where their injuries must be identified and categorised, the victims must be interviewed, it must be determined whether they were a driver, passenger or pedestrian, and their particulars must be taken down.
45. Police/traffic officers who attended a traumatic road accident must be debriefed.

NS 25.8 Serious road accidents (road-related crime)

Determining if an accident is serious or minor

1. It must be determined if the accident is part of a murder, attempted murder, suicide, attempted suicide, fraud, road-related crime, or is a minor road traffic criminal offence accident.
2. Criteria must be complied with to conduct an on-site crime scene investigation to register a case docket (CAS/CR) for a road-related crime, if a person is killed or seriously injured, if a serious road traffic criminal offence has been committed, if a government vehicle is involved, and/or if there is a written complaint.
3. It must be determined if the vehicles and/or persons had been involved with crime just before or during the accident.
4. Suspects must be identified and lawfully arrested for crime and/or road-related crime (CAS/CR).
5. Forensic and other evidence must be located, identified and protected (CAS/CR).
6. Important and relevant information must be obtained from emergency services personnel, towing services, etc, who were on the scene before police/traffic officer arrival. The information must be written down.
7. The particulars of emergency services personnel, towing services, etc, who were on the scene before police/traffic officer arrival must be recorded.
8. The Road Accident Fund (RAF) must be liaised with on scene.
9. The media on scene must be liaised with (in conjunction with police/traffic department communication officials).

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Serious road accidents

1. Detailed observations must be made regarding human factors of drivers/pedestrians/passengers to determine and prove the elements of the crime.
2. Screening observations and tests of/on suspected intoxicated/drugged drivers, pedestrians, and passengers must be conducted to determine and prove the elements of crime.
3. Suspects must be medically examined, blood-tested for intoxicated liquor and/or breath-sampled with an evidential breathalyser to determine and prove the elements of the crime.
4. The suspect must be conveyed for medical examination, blood and/or evidential breathalyser testing.
5. Detailed observations of vehicle factors at a scene must be made, preferably by a trained mechanical vehicle examiner/investigator, to determine and prove the elements of the crime.
6. Vehicles must be arranged to be further examined/investigated away from the scene.
7. Detailed observations must be made of the following to determine and prove the elements of the crime:
 - (a) road factors;
 - (b) environmental and weather conditions; and
 - (c) physical evidence and exhibits.
8. Forensic and other evidence must be located, identified and protected.
9. Various alleged point(s) of impact must be determined on the road surface according to the parties involved, the officer's own observations, etc.
10. All forensic and physical evidence, and indicated accident-related points (corners of vehicles, points of impact, tyre marks, etc.) must be marked on the road surface with dark blue spray-paint/yellow road-marking crayon.
11. Exhibits must be seized.
12. Possible legal defences to refute allegations must be identified and investigated.
13. Photographs and/or video recordings must be taken at the scene and elsewhere, like from on top of a vehicle, from a building, aircraft, etc.
14. An accurate rough sketch of the crime scene must be drawn.

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15. Measurements must be taken using an accurate measuring device.
16. The scenes of accidents which occurred at night must be revisited during the daytime for further observations and taking measurements.
17. A case docket must be opened at the police station in whose jurisdiction the accident occurred immediately after the accident is attended or before the on-site crime scene investigator goes off duty.
18. The correct criminal charges and alternative charges must be entered on the front page of the case docket.
19. Information recorded at the scene must be transferred to an AR form, and correctly the form must be completed correctly and signed.
20. The CAS/CR number must be written on the completed AR form.
21. The completed AR form must be inspected and signed.
22. A comprehensive A1 statement containing particulars of the parties involved, elements of the crime, etc. must be compiled.
23. An accurate sketch plan must be drawn and a key must be compiled for it.
24. Relevant documents must be filed in 'A' and 'B' clips of the case docket.
25. The Investigation Diary (SAPS 5) must be completed.
26. A key must be compiled for the photographs, and both must be submitted to the SAPS investigating officer.
27. Any video-recording must be submitted to the SAPS investigating officer.
28. The need for specialised investigation and/or accident reconstruction must be identified, and these should be conducted, if necessary.
29. Subject knowledge expertise advice and assistance in high-profile inter-departmental accident investigations (SAPS Accident Units) must be provided.
30. Evidence must be presented in criminal and civil court proceedings, and at inquests.
31. Inquiries from victims, the Road Accident Fund (RAF), insurance companies, etc. must be dealt with.

NS 25.9 Independent eye witnesses and passenger witnesses

1. Enquiries must be made to involved drivers, passengers and pedestrians to locate independent eye-witnesses and passenger witnesses.

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2. Enquiries must be made to other emergency services, towing services, etc. on scene.
3. Enquiries must be made of bystanders on the scene by walking around, using public address system on the vehicle, etc.
4. Independent eye witnesses and passenger witnesses must be identified.
5. Independent eye witnesses and passenger witnesses must be interviewed briefly and their particulars must be taken down.
6. The time of accident must be determined.
7. The relevant indicated points on the road surface must be marked according to independent eye witnesses, for inclusion in an accurate rough sketch of the scene (CAS/CR). A passenger witness may be in a state of shock and therefore not in their sound senses.
8. A sworn affidavit from independent eye witnesses must be taken down if they live or work in another city or town (CAS/CR case).
9. The media must be requested to ask for eye witnesses to contact the police/traffic department.
10. Witnesses must be located from telephone calls made by the informant to the police/traffic departments, various emergency services call centres, towing services, etc., informing them of the accident.
11. Stake-out operations to observe witnesses must be planned and co-ordinated.

NS 25.10 Protecting the scene and clearing the roadway

1. Officers must use their road traffic law enforcement authority vehicle emergency lighting, flares, and any other warning devices necessary to protect the scene and alert approaching traffic to potential danger.
2. The officer must clear the roadway as rapidly as possible if there are no injuries requiring immediate attention.
3. Officers must direct vehicles at the scene of an emergency or otherwise be parked safely off the roadway as soon as possible, to prevent congestion and to permit emergency vehicles to move freely and safely.

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4. Officers must be alert for actual or potential dangers (flammable fluids, hazardous material) at accident scenes and initiate appropriate preventative actions and summon additional services when such actual or potential dangers are noted.
5. Officers must conduct accident scene traffic direction and control activities as necessary to protect the scene, clear the roadway, promote the safe and efficient movement of traffic in the vicinity, and prevent additional collisions.
6. Officers must use reflective vests or other items to increase their visibility when required to be in the roadway.

NS 25.11 Prohibition regarding towing service

1. Officers shall not call, inform, or instruct a private towing service to:
 - (a) attend the scene of an accident; or
 - (b) tow a vehicle from a scene of accident.
2. Officers must call a supervisor or superior officer or radio the control room who will call a breakdown service if required.

NS 25.12 Verifying personal and motor vehicle particulars

1. Number plates, vehicle licence discs, driving licences and relevant permits must be inspected for legal compliance.
2. The number plate on the front of the vehicle must correspond with the number plate on the rear of the vehicle, and on the vehicle licence disc.
3. Counterfeit, forged or false driving licences, vehicle licence discs and permits must be detected.
4. Missing, illegal and/or false number plates must be detected.
5. Vehicles, licences, identity documents, other documents must be checked for possible crime involvement.
6. The relevant criminal charges must be instituted, if necessary.
7. Exhibits (documents, number plates, etc.) must be seized.

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NS 25.13 Investigative and reporting services

1. Officers should conduct on-scene accident investigative and reporting activities as necessary and appropriate, given the nature and circumstances of the accident and complete an accident report form.
2. Officers must take enforcement action, as and when appropriate, based on the evidence obtained from their investigation and reporting activities.
3. An officer must not investigate an accident where:
 - (a) he or she is an eye witness; or
 - (b) he or she is involved directly or indirectly.
4. The following elements must be observed and included in the accident report:
 - (a) driver, pedestrian and cyclist;
 - (b) vehicle;
 - (c) road; and
 - (d) environmental and weather conditions.
5. Insecure loads on vehicles must be identified.
6. It must be determined if the vehicle was overloaded at the time of the accident.
7. The vehicle must be suspended, if necessary.
8. Fixed property which is damaged must be located and identified.
9. The owner of fixed property must be determined, and their particulars taken down.
10. The owner of damaged property must be notified.
11. It must be ensured that damages are repaired if danger exists.
12. Deceased, injured and/or uninjured animals must be located.
13. The owner of the animal(s) must be determined, and their particulars taken down.
14. The owner of the animal(s) must be informed.
15. The animals must be arranged to be moved/removed.
16. The relevant road traffic criminal offence charges must be instituted against the owner of the vehicle, fixed property and/or animals.
17. The AR form must be completed.

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NS 25.14 Basic traffic accident information

1. Information should be marked on the roadway and recorded by an officer after taking the measurements, including:
 - (a) tyre marks;
 - (a) road scars;
 - (b) debris;
 - (c) point of impact or first contact point;
 - (d) final positions of involved vehicles; and
 - (e) road environment and conditions.
2. Officers should take photographs or have photographs of the scene of the accident taken prior to clearing the scene.

NS 25.15 Measures and rough sketch plan

1. Traffic officers should take measurements at the scene of an accident in accordance with the following three phases:
 - (a) marking the positions of the vehicles and any other objects on the road;
 - (b) measuring the road; and
 - (c) measuring the other points at the scene of the accident, such as the point of the accident, the position of vehicles, traffic lights, pavements, and white lines.
2. An officer should sketch a rough plan upon arrival at the scene of an accident where there was an injury or death and must keep with accident report forms.
3. The sketch must indicate any observations made by the officer.
4. A final sketch plan must be prepared at a later stage and filed with the case docket.

NS 25.16 Clearing the scene and terminating on-scene activities

1. Officers must arrange for the prompt removal of vehicles and debris from the scene of a traffic accident consistent with the need to deal with injuries and hazardous conditions, and preserve and collect evidence.
2. Officers must assist drivers, as necessary, in entering the traffic flow when vehicles are to be driven away from the scene.

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3. Officers must arrange for the prompt removal of flares and/or warning devices used to protect the scene once the scene has been cleared of vehicles, debris and other things.

NS 25.17 Traffic accident investigation follow-up

1. The supervisor may assign an officer to undertake follow-up accident investigation services in support of on-going or anticipated criminal prosecution when appropriate.
2. Specially trained officers may be consulted, or assigned to carry out follow-up investigations, when appropriate.
3. Follow-up investigations should include:
 - (a) collecting off-scene data; and
 - (b) obtaining and recording formal statements from witnesses.
4. The investigating officer must prepare formal reports to support criminal charges arising from the accident.

NS 25.18 Traffic control at accident scenes

1. Uniformed officers must undertake traffic control at accident scenes whenever possible.
2. Officers must set up perimeter traffic control points to:
 - (a) allow for the ingress/egress of road traffic law enforcement authority, fire and rescue equipment;
 - (b) halt or divert approaching traffic away from or around the scene; and
 - (c) provide for a system of alternate routes to move traffic around the accident.
3. Flashlights may be used to halt traffic and after the driver has stopped. Arm signals may be given in the usual manner with the vehicle headlights providing illumination.

NS 25.19 Fire scenes

1. Officers must support fire rescue operations at the scene of a fire.
2. The assistance of the officer includes:

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- (a) consulting with the ranking official in charge of the scene to determine their needs;
- (b) providing protection for the fire scene and for fire and rescue equipment; and
- (c) setting up perimeter traffic control points to allow the ingress/egress of fire and rescue equipment and personnel authorised to be at the scene.

NS 25.20

Air rescue operations

1. Officers directing or assisting air rescue services must be knowledgeable about general guidelines in respect of co-operation with aircraft and helicopter crews.
2. Officers must stop traffic to clear the roadway before landing and take-off of the aircraft or helicopter.
3. The aircraft or helicopter should be cordoned off.
4. Officers must not allow persons near the aircraft or helicopter while the engine is running.
5. Officers must always approach a helicopter from the front and never from the back.
6. Officers must be aware of dust and strong wind which may create hazardous situations.

NS 25.21

Release of information

Investigating officers and/or commanders must ensure that proper and complete notification has been made to next of kin prior to releasing information to the media or to any other person or entity.

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PART B: NATIONAL PERFORMANCE TARGETS
PART B1: AUTHORITY ORGANISATION, EQUIPMENT AND FINANCING

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CHAPTER 26: AUTHORITY ORGANISATION

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CHAPTER 26

AUTHORITY ORGANISATION

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CHAPTER 26: AUTHORITY ORGANISATION

Purpose

- (a) Establishes consistency and uniformity for the road traffic law enforcement organisational capacity for municipal, metropolitan and provincial authorities.
- (b) Establishes the alignment of the national road traffic law enforcement organisational capacity, which supports optimal utilisation and the effective/efficient implementation of the Corporation's strategy.
- (c) Establishes consistency in the assignment of human and other resources for the achievement of targets.
- (d) Clarifies and establishes uniformity as far as the officers' ranking, chain of command, control span and functions or duties are concerned.

Policy statement

The Corporation strives to establish a uniform traffic law enforcement structure and levels of command throughout all authorities to promote seamless integration of service delivery within the Corporation.

NATIONAL TARGETS

AUTHORITY ORGANISATION

NT 26.1

Authority structure

1. The success of the road traffic law enforcement authorities in the country will be dependent largely on how work or tasks are organised and allocated. Therefore, the authority structure that has to be implemented must ensure that the co-ordination of the road traffic law enforcement activities and the degree to which these activities are broken up or differentiated within the organisation contribute to effective road traffic law enforcement.

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2. The road traffic law enforcement authorities should be flexible around the establishment and implementation of the authority organisational structure at various levels of authority within the organisation.
3. A functional structure model would be used throughout all authority levels to establish uniformity in terms of functions and duties of traffic law enforcement officers within the organisation. A generic organisational structure is included in annexure 9 in part F of the Code.
4. Traffic officers should be scheduled to serve in special units such as Traffic Patrol and Moving Offence Units, Traffic Patrol and Traffic Stop Units, Overload Control Units and Incident and Special Task Units.
5. Officers should be rotated to different units on a regular basis.
6. The establishment of these traffic control units is important for enforcement tasks on a daily basis.
7. These units could be categorised as follows;
 - (a) Traffic Patrol and Moving Offence Units;
 - (b) Traffic Patrol and Traffic Stop (mini roadblock) Units;
 - (c) Overload Control Units;
 - (d) Incident and Special Task Units; and
 - (e) Others as may be required by the authority.
8. The special enforcement units will reside within the authority of the second level of traffic management (mid-management) staff.
9. The main purpose of Traffic Control and Moving Offence Units is to:
 - (a) Patrol roads on which enforcement must be undertaken on reckless, negligent and inconsiderate driver behaviour;
 - (b) When patrol vehicles are stationary during a shift, enforce moving violations such as overtaking, jumping red traffic signals, ignoring traffic signs and speeding at locations with speeding restrictions; and
 - (c) Execute the enforcement tasks in such a way that during an eight hour shift, three to four hours of patrolling and four to five hours of enforcement on moving violations will be undertaken.
10. The main purpose of the Traffic Patrol and Traffic Stop Units is to:

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- (a) Conduct traffic stops during which vehicles are stopped selectively and the fitness of both driver and vehicle are checked, e.g. driving licence, PrDP, alcohol, seatbelts, tyres, lights, brakes, etc.
 - (b) Execute the enforcement tasks on reckless, negligent and inconsiderate driver behaviour; and
 - (c) Execute the enforcement tasks in such a way that during an eight hour shift, three to four hours of patrolling and four to five hours of stopping will be undertaken.
11. The main purpose of the Overload Control Units is to:
- (a) Control overloads at permanent traffic control centres (weighing stations) as well as roving teams doing overload control on escape or alternative routes around the permanent centres.
12. The main purpose of the Incident and Special Task Units is to undertake daily incident management and execute special tasks such as:
- (a) attending to road accidents;
 - (b) clearing-up after accidents;
 - (c) attending to traffic congestion;
 - (d) attending to stranded motorists and abandoned vehicles, animals and debris on the road;
 - (e) escorting VIP's, abnormal loads, funeral and strike processions;
 - (f) point duty at sport events, schools and out-of-order traffic signals; and
 - (g) providing road safety education at schools, etc.
13. It should be noted, however, that the traffic personnel should not be allocated to such units on a permanent basis but, for various reasons, be rotated on a weekly or monthly basis from unit to unit.

NT 26.2

Ranking and support personnel

1. As discussed under NS 1.2 Rank, only sworn road traffic law enforcement personnel are eligible for ranking, e.g. Chief of Traffic, Deputy Chief of Traffic, Assistant Chief of Traffic, Superintendent, etc.

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2. Their task is to make decisions and take actions that will guide the behaviour of their subordinates towards an effective and efficient implementation of the road traffic law enforcement machinery.
3. A standard ranking structure will be applicable to all traffic officers and is expected to contribute to an improved visibility and image of traffic law enforcement in the country.
4. It is also used to form organisational structures of various authorities and, further, to determine layers of work, unit and span of control, integrate job design variables, complete job profiles and post establishments.
5. Support personnel are the non-sworn road traffic law enforcement group of employees, whose function is to offer an effective and efficient support to the road traffic law enforcement organisation's machinery.
6. The non-sworn personnel include the following functions:
 - (a) Administration
 - (b) Professional Services
 - (c) Finances
 - (d) Human Resources
 - (e) Any other voluntary personnel deemed necessary
7. The prescribed rank structure for sworn and support personnel is included in annexure 10 in part F of the Code.
8. The rank structure is based on the following guiding principles:
 - (a) A completely new designation and insignia scheme should be considered to prevent the perception of demotion that may be experienced with a reassignment of the existing rank insignia.
 - (b) Use of same designation for both a rank and general description of function should be avoided (eg Inspector as a rank vs Traffic Inspector as a general description within all ranks as can currently be found in the provincial ranking structure)
 - (c) If rank designations similar to SAPS and Metro Police are used, such designations should refer to the same levels to avoid confusion. Likewise, if insignia of a similar configuration than that of the SAPS and Metro Police are used, such insignia should depict the same levels to avoid confusion.
 - (d) The criteria that will determine the rank that an officer holds or may be appointed to depend on the following factors:

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- (i) Functions performed, eg specialised, technical, etc
 - (ii) Duties assigned e.g. functional/operational or supervisory/management.
 - (iii) Area of jurisdiction (including kilometres of roads in the network), density of population and vehicle population, Size or Grade of Authority (including number of staff).
 - (iv) Compulsory Qualifications/ Training
 - (v) Supplementary Qualifications/ Training
 - (vi) Experience
 - (vii) Years of service in relevant environment
- (e) Criteria that will determine the promotion from one level to the next must be set for all authorities, particularly at the lower levels in the structure, inter alia based on the qualifications achieved, experience and years of service.
9. The rank structure was shaped by the following constraints:
- (a) The SAPS advised that the use of Commissioner and Captain rank designations should be avoided.
 - (b) Within Municipal Structures, the post of Director is a higher level than that of the Chief Traffic Officer and its incorporation as rank designation within lower structures should be avoided.

NT 26.3 Chain of command and control span

1. As a link in the chain of command, a senior officer with line authority has the right to direct the work of subordinates and to make certain decisions without consulting others.
2. In the chain of command, every senior officer is also subject to the direction of his or her superior.
3. The purpose of the control span principle in the road traffic law enforcement is to allocate a certain number of traffic officers reporting directly to one senior officer, based on the functional target.
4. The strength of applying both the chain of command and control span principles should not be overlooked, as it delivers a tremendous capacity to manage efficiently the routine and predictable events that the authority may confront.

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5. These principles, if correctly applied, can result in balancing the accountability, responsibility and decision making load across all levels of the corporation.
6. A number of confusing issues, such as lines of communication, responsibility and accountability, may arise in practice if this matter is not dealt with adequately; and
7. As in NS 1.4, chain of command and control span may refer to bringing clarity to the following:
 - (a) The role of the supervisor and functional supervisor;
 - (b) Communication of orders;
 - (c) Unlawful orders;
 - (d) Conflicting orders;
 - (e) By-passing the chain of command;
 - (f) Lateral communication;
 - (g) The number of subordinates that a supervisor may effectively supervise; and
 - (h) Saluting.
8. The chain of command and control span is illustrated in annexure 11 of part F of the Code.

NT 26.4 Functions and duties of ranks and support personnel

1. A job profile must accurately portray job content, environment and conditions of employment. It states the minimum acceptable qualifications needed to perform a given job successfully. It further identifies the knowledge, skills and abilities needed to do the job effectively.
2. To ensure that time and energy is spent on issues that are most important to the Corporation, job profiles will be aligned with the organisation's strategy, uniform rank structure and performance management system to be used by municipal and provincial traffic officers.
3. The job profile format that will be used throughout the organisation (municipal and provincial departments) will comprise the following factors:
 - (a) Job title;
 - (b) Incumbent's name;
 - (c) Job grade;
 - (d) Job code;

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- (e) Category/function;
 - (f) Department;
 - (g) Area of jurisdiction;
 - (h) Reporting structure/chain of command;
 - (i) Primary purpose of job;
 - (j) Key outputs;
 - (k) Key competencies;
 - (l) Learning indicators; and
 - (m) Statutory requirements.
4. A separate title, including responsibilities and functions, is awarded to a traffic officer managing a smaller authority. The title Commander is of an independent nature and is used for this purpose.
5. The commander of a station or Authority will still hold a rank as determined by the factors described in Chapter 9.
6. Standard job descriptions in the format discussed above are attached under annexure 12 in part F of the Code.

NT 26.5 Determining the required number of traffic officers

1. The required number of traffic officers has to be determined according to the amount of work that has to be completed by the authority.
2. The Corporation must assist authorities in determining the required number of officers using the prescribed model.
3. The Police Allocation Manual that must be used to determine the required number of officers is included in annexure 13 in part F of the Code.
4. A pro forma of the mathematical model is included in annexure 14 in part F of the Code.
5. The data required to complete the model must be collected or determined as accurately as possible by the authority.
6. The completed model has to be submitted to the Corporation for evaluation and any results obtained from the model can be used as a recommendation for the required number of officers.

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CHAPTER 27

VEHICLE AND EQUIPMENT NEEDS OF AUTHORITIES

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CHAPTER 27: VEHICLE AND EQUIPMENT NEEDS OF AUTHORITIES

Purpose

Establishes minimum vehicle and equipment levels for traffic law enforcement authorities.

Policy statement

A traffic law enforcement authority should possess certain minimum levels of vehicles and equipment to enable it to carry out its statutory functions adequately.

NATIONAL TARGETS

VEHICLE AND EQUIPMENT NEEDS OF AUTHORITIES

NT 27.1

Vehicles

A traffic law enforcement authority shall possess:

- (a) one operational vehicle for every two officers on law enforcement duty; and
- (b) Such vehicle shall be equipped and maintained in terms of chapter 4.

NT 27.2

Officer's equipment

A law enforcement officer shall be in possession of:

- (a) a complete uniform as specified in Chapter 9;
- (b) a reflective vest;
- (c) a torch (for night shift);
- (d) prosecution documentation; and
- (e) a 2-way radio (except if his or her vehicle is radio-equipped).

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NT 27.3 Specialised enforcement equipment

A traffic law enforcement authority shall possess:

- (a) one operational speed measuring device as specified in chapter 4
- (i) breath analysis instruments in accordance with guidelines published by the RTMC from time to time.

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CHAPTER 28

FINANCING OF AUTHORITIES

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CHAPTER 28: FINANCING OF AUTHORITIES

Purpose

Determines the financial support required by authorities to deliver a service at the required level of performance.

Policy statement

The Corporation will review and evaluate the financial status and needs of authorities to determine the total funds required to meet the expected level of service.

NATIONAL TARGETS

FINANCING OF AUTHORITIES

NT 28.1

General

1. Law enforcement authorities must submit their financial year budget as prepared for their own council to the Corporation in conjunction with the submission of the required strategic and business plan.
2. The financial information must be completed accurately in the budget as well as in the strategic and business plans.
3. Upon submission of these plans the Corporation will determine the financial requirements of authorities and take the required action.

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PART B: NATIONAL PERFORMANCE TARGETS

PART B2: AUTHORITY PERFORMANCE

Contents

CHAPTER 29: PLANNING LAW ENFORCEMENT ACTIONS AND OPERATIONS

CHAPTER 30: SCHEDULING LAW ENFORCEMENT ACTIONS AND OPERATIONS

CHAPTER 31: SETTING ENFORCEMENT TARGETS

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CHAPTER 29

PLANNING LAW ENFORCEMENT ACTIONS AND OPERATIONS

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CHAPTER 29: PLANNING LAW ENFORCEMENT ACTIONS AND OPERATIONS

Purpose

Establishes uniform operational methods for achieving effective, goal-oriented traffic law enforcement.

Policy statement

Given the limited number of traffic law enforcement staff as well as the vast area of responsibility, optimum utilisation of resources through proper planning and scheduling of law enforcement activities is essential.

NATIONAL TARGETS

PLANNING LAW ENFORCEMENT ACTIONS AND OPERATIONS

NT 29.1

Information requirements

1. A traffic law enforcement authority shall utilise the following information in planning law enforcement action:
 - (a) accident data – historic data;
 - (b) offence trends – data obtained from spot checks;
 - (c) enforcement data such as number of prosecutions instituted and roadside vehicle check reports and warning notices issued;
 - (d) staff data such as hours worked, time spent on patrol, as well as kilometres travelled, etc.;
 - (e) other information such as public complaints, major traffic incidents, road infrastructure reports, etc.; and
 - (f) staff and resources available.

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NT 29.2 Analysis and planning

1. A traffic law enforcement authority shall use the above information to identify and prioritise the need for law enforcement action.
2. Analysis and planning shall be performed in terms of the prescribed process as per annexure 15 in part F of this Code.

NT 29.3 Submission of plans to the Corporation

A traffic law enforcement authority shall submit to the Corporation:

1. Strategic and business plans annually as specified.
2. Operational plans at least one month before the commencement date of the plan.

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CHAPTER 30

SCHEDULING LAW ENFORCEMENT ACTIONS AND OPERATIONS

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CHAPTER 30: SCHEDULING LAW ENFORCEMENT ACTIONS AND OPERATIONS

Purpose

Obtains optimum operational effectiveness by scheduling law enforcement activities where and when most needed.

Policy statement

Scheduling of traffic law enforcement staff should be aimed at maximising the effectiveness of law enforcement resources.

NATIONAL TARGETS

SCHEDULING LAW ENFORCEMENT ACTIONS AND OPERATIONS

NT 30.1 Information requirements

1. The road traffic law enforcement authority shall use the information gathered as per chapter 29 in order to:
 - (a) deploy staff in identified problem locations;
 - (b) deploy staff at identified problem times of day and days of week; and
 - (c) focus on identified problem behaviour.

NT 30.2 Time allocation

1. The road traffic law enforcement authority shall endeavour so far as possible to allocate resources as follows:
 - (a) patrol time 50% (including unforeseen activities e.g. calls for service, accidents etc.);
 - (b) manned speed 10%;

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- (c) road blocks 30%; and
- (d) administration 10%.

NT 30.3

Operational schedules

1. The road traffic law enforcement authority shall draw up operational schedules specifying:
 - (a) number of personnel;
 - (b) equipment;
 - (c) hours of duty; and
 - (d) location.
2. Operational schedules shall be prepared in advance on a weekly basis in the prescribed format.

NT 30.4

Submission of operational schedules

1. The road traffic law enforcement authority shall submit to the Corporation all operational schedules pertaining to a given plan, together with a feedback report.

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CHAPTER 31

SETTING ENFORCEMENT TARGETS

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CHAPTER 31: SETTING ENFORCEMENT TARGETS

Purpose

Establishes performance targets for officers and authorities.

Policy statement

The Corporation aims to assist authorities in evaluating the performance of individual employees by setting specific targets to measure performance. These targets will be adapted to set a performance target for the authority according to the number of officers.

NATIONAL TARGETS

SETTING ENFORCEMENT TARGETS

NT 31.1

Principles for setting targets

1. The targets must be perceived by road users as being fair and in the interest of creating safer conditions on the road.
2. The targets must be equitable to traffic officers, in terms of the variety of law enforcement activities. Duties which take more time have a higher allocation of points.
3. Not all duties are quantifiable (like escorting an abnormal load), and time spent on such duties is taken into consideration.
4. Bonus points are allocated as incentives to encourage officers to enhance the public perception of the traffic law enforcement profession.
5. Emphasis is placed on:
 - (a) checking drivers, for valid driving licences, PrDPs, breath alcohol content etc.;
 - (b) checking vehicles, for roadworthiness, overloading, etc.;
 - (c) checking speed;

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- (d) patrolling identified dangerous roads/routes at the times when dangerous conditions are prevalent or dangerous behaviour is known to occur; and
 - (e) policing moving violations.
6. A record must be kept of the actual inspections performed by an officer, either by using an inspection sheet, or by capturing the information on a hand-held computer (such as the Traffic Officer Pocket Computer (TOPC)).
 7. Unless identified as part of a specific campaign, higher points are not allocated to certain vehicle types, as it could result in those vehicles being targeted whilst the same or more serious offences by other vehicles are overlooked.
 8. Negative points are allocated for serious failures by an officer, such as failure to appear in court as a witness.
 9. The targets and performance management system are designed for simplicity of administration, especially in the inception stage.
 10. Officers who perform well will be recognised on a municipal, provincial and national forum.

NT 31.2

Constraints

1. Targets may not be set in terms of the number of notices or fine/penalty values issued.
2. Unless identified as part of a specific campaign, higher points are not allocated for certain serious offences¹.

NT 31.3

Targets for individuals

NT 31.3.1

Identification of duties and allocation of time

1. Law enforcement and non-law enforcement duties are differentiated between when evaluating an officer's performance.

¹ It may provide the defence with an argument in the case of a single-witness statement that the officer had an incentive to falsely accuse the offender of a more serious offence.

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2. It is not feasible that this allocation of time be applied on a shift basis or even to the weekly schedule of individual officers, but from the perspective of the Corporation, rather to the entire capacity of the municipal or provincial department from month to month. In respect of individual officers, this allocation may materialise on an annual basis.
3. The following break-down specifies the amount of time to be allocated to the designated duties for traffic officers:
 - (a) patrol: 40%, of which the patrol vehicle is stationary 40% of the time to stop vehicles to issue a notice to the driver when a moving violation was committed, or to stop vehicles and inspect both vehicles and drivers for fitness
 - (b) manned speed: 10%
 - (c) road blocks: 30%
 - (d) calls for service: 5%
 - (e) attend to accidents: 5%
 - (f) administration: 10%
4. The following break-down specifies the amount of time to be allocated to the designated duties for supervisors:
 - (a) patrol: 40%, of which the patrol vehicle is stationary 40% of the time to stop vehicles to issue a notice to the driver when a moving violation was committed, or to stop vehicles and inspect both vehicles and drivers for fitness
 - (b) manned speed: 0%
 - (c) road blocks: 30%
 - (d) calls for service: 5%
 - (e) attend to accidents: 5%
 - (f) administration: 20%
5. Performance targets related to time are not assigned to the remainder of the command structure above the immediate level of supervision of traffic officers. Their performance targets relate to the management process, to ensure that the targets set for the officers in a functional capacity materialise and that the authority achieves its cumulative target.

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NT 31.3.2

Determining performance standards

1. With regard to the principles documented above, all law enforcement tasks and the average time that it takes to perform each task have been determined in the schedule below.
2. It is more efficient to perform the inspections using a TOPC than an inspection sheet as it reduces the amount of writing to be performed by an officer substantially. Since it is unlikely that all officers will at all times have a TOPC available (conditions of flat batteries may in any event be encountered), this schedule differentiates between performing the task with and without a TOPC (using an inspection sheet).
3. The expected performance standard to be achieved in terms of average time in respect of each task is as follows:

TASK ²	TIME TO PERFORM TASK IN MINUTES ³			
	WITH TOPC		WITHOUT TOPC	
	LIGHT MOTOR VEHICLE	HEAVY MOTOR VEHICLE	LIGHT MOTOR VEHICLE	HEAVY MOTOR VEHICLE
Level one driver & vehicle inspection	3	7	6	10
Level two driver & vehicle inspection	5	9	8	12
Level three driver & vehicle inspection	9	11	12	15
Issuing a Written Warning				

² Should the time to issue a Written Warning, Infringement Notice or S56 Summons for a roadworthy or expired document offence be significantly different than issuing the same for a moving violation or another offence, then the task description in the above table will have to differentiate between such tasks (instead of the single task currently shown) and record the appropriate time for each task.

³ The times described are estimations only. Empirical evidence is required to complete the rest of the standards accurately.

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TASK ²	TIME TO PERFORM TASK IN MINUTES ³			
	WITH TOPC		WITHOUT TOPC	
	LIGHT MOTOR VEHICLE	HEAVY MOTOR VEHICLE	LIGHT MOTOR VEHICLE	HEAVY MOTOR VEHICLE
Issuing a notice to discontinue use of vehicle				
Issuing an Infringement Notice				
Issuing an S341 Notice				
Issuing an S56 Summons				
Arresting a driver				
Impounding a vehicle				
Completing an accident report form (damage only)				
Completing an accident report form (fatal or injury)				
Serving an S54 Summons				
Serving a warrant of arrest				
Speed check (manned laser/digital camera)				

4. Data collection will be performed on the forms included in annexure 16 in part F of the Code.

NT 31.3.3

Allocation of points

1. In accordance with the principles and constraints described in NT 31.1 and NT 31.2, the following points have been determined from the performance standards in NT 31.4.2:

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TASK ⁴	PERFORMANCE TARGET POINTS ALLOCATED ⁵			
	WITH TOPC		WITHOUT TOPC	
	LIGHT MOTOR VEHICLE	HEAVY MOTOR VEHICLE	LIGHT MOTOR VEHICLE	HEAVY MOTOR VEHICLE
Level one driver & vehicle inspection	6	14	12	20
Level two driver & vehicle inspection	10	18	16	24
Level three driver & vehicle inspection	18	22	24	30
Issuing a Written Warning	5	5	8	8
Issuing a notice to discontinue use of vehicle	5	5	8	8
Issuing an S341 Notice				
Issuing an Infringement Notice	8	8	12	12
Issuing an S56 Summons	8	8	12	12
Arresting a driver				
Impounding a vehicle				
Completing an accident report form (damage only)	10	10	15	15
Completing an accident report form (fatal or injury)	20	20	30	30
Serving an S54 Summons				

⁴ Should the number of points allocated to issue a Written Warning, Infringement Notice or S56 Summons for a roadworthy or expired document offence be significantly different than issuing the same for a moving violation or another offence, then the task description in the above table will have to differentiate between such tasks (instead of the single task currently shown) and the appropriate number of points for each task must be recorded.

⁵ The values in the above table are illustrative only and real values still need to be determined in accordance with NT 31.1 and NT 31.2, once the performance standards in NT 31.4.2 have been empirically determined.

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TASK ⁴	PERFORMANCE TARGET POINTS ALLOCATED ⁵			
	WITH TOPC		WITHOUT TOPC	
	LIGHT MOTOR VEHICLE	HEAVY MOTOR VEHICLE	LIGHT MOTOR VEHICLE	HEAVY MOTOR VEHICLE
Serving a warrant of arrest				
Speed check (manned laser/digital camera)	3	3	3	3

2. The points achieved by an individual officer are determined from the data recorded on the form included in annexure 17 in part F of the Code.

NT 31.4

Setting the performance target

1. The performance target expected from an individual officer is determined by:
 - (a) the time to be spent on the identified law enforcement activities;
 - (b) the average performance standards; and
 - (c) the allocated points.
2. Based on the duties and allocation of time in NT 31.3.1, the average performance standards in NT 31.3.2 and the points allocated in NT 31.3.3, the performance target for an individual officer is:
 - (a) ?? points per month, and
 - (b) ?? points per annum.
3. The performance of the individual officers must be monitored on a daily basis. This information will result in a monthly total, from which the annual performance is determined.
4. The performance of an individual officer is determined from the data recorded on the form included in annexure 17 in part F of the Code.

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NT 31.5

Targets for authorities

1. The Corporation will only enter into a Service Level Agreement (SLA) with the authority, without prescribing the performance contract between the employer (municipality or provincial government) and its employee (individual officer).
2. The SLA will reflect the expectations derived from the cumulative capacity of the number of officers available to the authority (municipality or provincial government) involved. The performance target set by the Corporation for the authority in terms of the SLA will be determined by:
 - (a) the available resource capacity;
 - (b) the time to be spent on the identified law enforcement activities;
 - (c) the performance standards; and
 - (d) the allocated points.
3. The Corporation will detail such expectations to ensure consistency and conformance country-wide.
4. Each employer is likely to base its employment contract with its employees on the same principles.
5. The authority must report honestly to the Corporation on performance achieved during a specified time period.

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**PART C: RECORDING, MEASURING AND EVALUATING
PERFORMANCE**

PART C1: RESPONSIBILITIES OF AUTHORITIES

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CHAPTER 32: RESPONSIBILITIES OF INDIVIDUAL OFFICERS

CHAPTER 33: RESPONSIBILITIES OF LAW ENFORCEMENT AUTHORITIES

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CHAPTER 32

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CHAPTER 32: RESPONSIBILITIES OF INDIVIDUAL OFFICERS

Purpose

Establishes uniform operational methods for achieving effective, goal-oriented traffic law enforcement.

Policy statement

All officers in the employ of a road traffic law enforcement authority must take responsibility for effective service delivery and adequate performance.

NATIONAL TARGETS

RESPONSIBILITIES OF INDIVIDUAL OFFICERS

NT 32.1

General aims and objectives

1. Information must be collected by traffic officers regarding their daily activities and time spent on these activities.
2. The collected information will be used to evaluate the performance of the officer as well as the performance of the authority.
3. The officer must submit the collected information in a timely fashion to his supervisor.

NT 32.2

Recording procedures and methods

1. A traffic officer must record his daily activities on the back and front of the form provided in annexure 16 of part F of the Code.
2. The form must be completed on a per shift basis and signed off by the officer and supervisor at the end of every shift.
3. The supervisors must collate the reports on a monthly basis and indicate the officer's performance on the form provided in annexure 17 of part F of the Code.

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4. The supervisor will be required to calculate the number of points scored by the officer with the aid of the form provided in annexure 18 of part F of the Code.

NT 32.3 What to record

1. Traffic officers must record data on their daily activities as required on the form supplied in annexure 16 of part F of the Code.
2. Traffic officers may be requested to record additional data as required by a superior officer.

NT 32.4 Recording format

1. Data must be recorded on the forms provided, as this is a format used by all authorities and officers.
2. The format will be used to determine the collated performance of the authority and performance on a provincial and national basis.

NT 32.5 Submission of records to the authority

1. A traffic officer must submit the information collected to the authority after every shift.
2. The information must be signed off by a supervisor and the traffic officer at the end of the shift.

NT 32.6 Time frames for preparation and submission of records

1. Supervisors must collate the reports submitted by an officer on a monthly basis and submit the reports to management.

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CHAPTER 33

RESPONSIBILITIES OF LAW ENFORCEMENT AUTHORITIES

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CHAPTER 33: RESPONSIBILITIES OF LAW ENFORCEMENT AUTHORITIES

Purpose

Collects and collates performance reports of individual officers to submit to the Corporation as proof of performance.

Policy statement

The performance report submitted by an authority will be reviewed by the Corporation to determine the possible awards for exceptional performance as well as possible sanctions for below par performance.

NATIONAL TARGETS

RESPONSIBILITIES OF LAW ENFORCEMENT AUTHORITIES

NT 33.1

General aims and objectives

1. The road traffic law enforcement authority will collate all reports for data collection submitted by their officers to determine the performance of the whole authority.
2. Reports have to be submitted to the Corporation.

NT 33.2

Recording procedures and methods

1. The road traffic law enforcement authority must record all information submitted by officers on the form provided in annexure 16 of part F of the Code and collate them in a document of a similar format.

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NT 33.3

What to record

1. The road traffic law enforcement authority must record data as provided by officers, as well as the following items:
 - (a) number of law enforcement personnel;
 - (b) hours of duty; and
 - (c) opinion of the Chief of Traffic regarding the performance of the authority.

NT 33.4

Recording format

1. The road traffic law enforcement authority must submit collated data for all officers in a similar format as the format of the forms supplied and submit the forms to the Corporation.
2. A report must be submitted by the authority to the Corporation on a quarterly basis detailing all results required to motivate performance, including factors that may influence performance.

NT 33.5

Evaluation of performance of individual officers

1. The road traffic law enforcement authority is responsible for evaluating the performance of all officers.
2. Performance evaluation must be conducted informally on a monthly basis with the collation of the officer reports by the supervisors.
3. Officer performance must be evaluated formally on a quarterly basis by reviewing the reports from their monthly performance along with additional career pathing and long-term performance concerns.

NT 33.6

Evaluation of performance of the authority

1. The road traffic law enforcement authority must evaluate their own performance on a quarterly basis by collating all officer performance reports.
2. Factors influencing the performance must be investigated and documented.

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NT 33.7 Evaluation of issues influencing performance

1. The road traffic law enforcement authority must evaluate all issues that influenced the performance of the authority and include such issues in the performance report to be submitted to the Corporation.
2. Attention must be afforded to issues that negatively influenced performance and solutions to these issues must be developed and included in the report.

NT 33.8 Preparation of performance report

1. The road traffic law enforcement authority must include all performance data and issues that influenced performance as well as all other information as required in a performance report.
2. The authority must submit the report to the council or provincial head of department when it is completed.

NT 33.9 Content and format of performance report

1. The performance report indicating the performance data must be in a similar format as that of the forms used for recording the data.
2. The data must be included in the performance report.
3. A report must be created in a similar format as the individual performance data forms, indicating the average performance of an officer at the authority.
4. All the performance data as well as issues influencing performance, along with other data required, must be included in the report.

NT 33.10 Submission of reports to the Corporation

1. The performance reports must be submitted to the Corporation for evaluation of authority, provincial and national performance.

NT 33.11 Time frames for submission of reports

1. The performance reports must be submitted to the Corporation on a quarterly basis.

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PART C: RECORDING, MEASURING AND EVALUATING PERFORMANCE

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CHAPTER 34

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CHAPTER 34: RESPONSIBILITIES OF THE CORPORATION

Purpose

Evaluates authority, provincial and national performance of law enforcement activities.

Policy statement

The Corporation must collate and publish performance results of traffic law enforcement activities as recorded by the traffic officers and authorities.

NATIONAL TARGETS

COLLECTION, COLLATION AND EVALUATION OF REPORTS

NT 34.1 Collect and collate reports

1. The Corporation must collect and collate performance reports on a quarterly basis from all traffic authorities.

NT 34.2 Collect additional information

1. Additional information regarding accident and other enforcement data must be collected from the relevant sources as required.
2. The collected information must be included and considered in all performance evaluations.
3. The information collected must be included in a final report as applicable.

NT 34.3 Evaluate individual, provincial and national performance

1. The performance of the following entities must be evaluated on the data collected from authorities:

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- (a) average individual officer performance from every authority;
 - (b) performance by an authority compared to expected performance;
 - (c) performance on a provincial basis; and
 - (d) performance on a national basis.
- 2. Issues of non-performance must be communicated to the individual authorities and the necessary sanctions taken.

NT 34.4 Preparation of a national performance report

- 1. A national performance report must be prepared by the Corporation by collating all reports submitted by the authorities.
- 2. The national report must be published annually and reflect results on a quarterly basis, as submitted by authorities.

NT 34.5 Content and format of national performance report

- 1. The format of performance data in the national report must be in the same format as that of the forms used for initial collection of the data.
- 2. The national report must also contain results on a provincial basis.
- 3. Comparisons between the data submitted in the different quarters must be made to determine the improvement or decline in performance.

NT 34.6 Submission of the report to the Board and shareholders

- 1. National reports must be submitted to the Board and shareholders of the Corporation for approval before they are submitted to the National Department of Transport or publicised.

NT 34.7 Time frames for submission of national reports

- 1. National reports must be submitted to the Corporation Board on an annual basis at the beginning of every financial year.

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**PART D: NON-COMPLIANCE WITH NATIONAL STANDARDS
AND TARGETS**

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CHAPTER 35

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CHAPTER 35: RESPONSIBILITIES OF AUTHORITIES

Purpose

- (a) Establishes a common and uniform procedure for the management of all road traffic law enforcement officers.
- (b) Defines the disciplinary process and the rights and obligations of management and employees.

Policy statement

Discipline is to be effected fairly, consistently, progressively and promptly. The maintenance of discipline is the responsibility of management and falls within the control function of any supervisory position. The principle of natural justice and fair procedure must be adhered to notwithstanding any criminal and/or civil action having been instituted. Subject to the requirements of substantive and procedural fairness, the tribunal has the right to determine the sanction to be applied, having regard to the seriousness of the offence and provided that the sanction is consistent with the provisions set out herein. The procedure must be published and issued to all employees so that they are made aware, explicitly, of the standard of conduct at the workplace.

NATIONAL TARGETS

PROCEDURES TO BE FOLLOWED AND STEPS TO BE TAKEN

NT 35.1 Guidelines in the application of discipline

1. Any disciplinary action must be applied in accordance with the provisions of the Labour Relations Act, 1995 (Act No. 66 of 1995) and the South African Local Government Association (SALGA).

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2. The application of discipline may take one of two forms, depending on the nature of the offence, namely:
 - (a) minor offences (poor performance or minor misconduct) – disciplinary action on a progressive basis, where appropriate, from informal to formal; or
 - (b) serious offences – immediate formal action.

NT 35.2 Fairness in the application of discipline

Procedurally fair

1. This allows the employee a fair opportunity as follows:
 - (a) employee to know the nature of the alleged offence or transgression;
 - (b) given adequate notice of an inquiry;
 - (c) be disciplined timeously;
 - (d) chairperson must be impartial;
 - (e) employee must be given the right to be represented;
 - (f) assisted by an interpreter, if required;
 - (g) allowed to state his or her case to defend himself or herself;
 - (h) allowed to examine evidence against him or her;
 - (i) allowed to speak in mitigation of sentence;
 - (j) previous service record taken into account;
 - (k) employee must be informed of penalty; and
 - (l) must have the right to appeal.

Substantively fair

1. There must be sufficiently just and valid cause for applying the disciplinary action, as follows:
 - (a) consistency – is the penalty consistent with penalties applied in similar circumstances before?
 - (b) mitigating circumstances – is a lesser penalty justified because of mitigating factors?

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- (c) awareness of consequences – was the employee aware of the possible consequences of his or her action?
- (d) disciplinary rules – does the penalty fit the offence?
- (e) previous disciplinary record – are there any warnings that are still current or valid?
- (f) other factors – the effect that the employment contract, job description, established road traffic practices, legislation, industrial court ruling and precedents may have on the substance of the case.

NT 35.3

Discipline procedure

1. A charge of misconduct against an officer shall be brought in writing before the authorised representatives for investigation. If the representatives are satisfied that there is prima facie cause to believe that an act of misconduct has been committed, he/she may institute disciplinary proceedings. The organisation shall proceed forthwith or as soon as reasonably possible with a disciplinary enquiry.
2. The authorised representatives shall, within five working days, formulate and present charges to be brought against the employee. The charge(s) is (are) to be set out in a notice of misconduct detailing:
 - (a) the alleged misconduct (offence) as is contemplated;
 - (b) the time, date and venue at which the enquiry will be conducted;
 - (c) the name of the presiding officer and the addresses at which notices and correspondence may be served;
 - (d) the fact that the employee may appoint a representative of his or her choice, who may be a fellow employee, shop steward, union official and, if this is not possible or desirable, any suitably qualified person; and
 - (e) the fact that if the employee or his or her representative fails to attend the enquiry, it may be conducted in absentia.
 - (f) The employee should, whenever possible, acknowledge receipt of the notice.
 - (g) The disciplinary enquiry should commence on a date not less than five working days or more than fifteen working days calculated from the date of serving of the notice of misconduct on the employee.

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- (h) The period referred to above may be varied by agreement and failing which, either party may apply to the authorised representative for an extension or the period.
 - (i) The authorised representatives, on submission of good reason(s), may extend any period of time that will be communicated to all parties.
3. A suitably qualified presiding officer (chairperson) shall be appointed. In all cases, a person appointed as the presiding officer should be a senior person in the employ of the organisation. However, if this is not possible or desirable, any other suitably qualified person may be appointed

NT 35.4 Conduct of the enquiry

1. The hearing shall be conducted by the presiding officer, who may determine the procedure to be followed subject to the following:
 - (a) the rules of natural justice must be observed in the conduct of the proceedings;
 - (b) unless otherwise agreed by the parties, the hearing must be adversarial in nature and character; and
 - (c) the presiding officer, in discharging this obligation, is to exercise care, proceed diligently and act impartially.
 - (d) The presiding officer shall bear the duty to commence and the burden to decide each and every allegation(s) on a balance of probability set out in the notice of misconduct.
 - (e) In discharging these duties, the presiding officer shall be entitled to call before the disciplinary tribunal any witnesses and produce any evidence; and
 - (f) subject to legal objection, in order to clarify pose questions to any witness called to testify on behalf of the employee and inspect any evidence presented; and
 - (g) present an argument based on the evidence in support of any submission.
2. The officer summoned before the disciplinary tribunal shall have the right to:
 - (a) be heard in person or through a representative and call before the hearing any witness and produce any evidence; and cross-examine any witness,

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- subject to legal objection, called to testify on behalf of the organisation and to inspect any evidence presented; and
- (b) present arguments based on the evidence in support of any submission.
3. The presiding officer shall have the power to:
- (a) determine the procedure to be followed for the conduct of the enquiry that he or she deems appropriate with the minimum of legal formalities, provided that the rules of natural justice shall not be broken;
- (b) put questions, without cross-examining, to the parties or their witnesses on any matter relevant to issues;
- (c) proceed with the enquiry in the absence of a party who is in wilful default or fails to attend any meeting despite the expiry of a notice to attend;
- (d) make such interim determinations or rulings as he/she deems necessary;
- (e) propose that the parties compromise settlements in disposal of the whole or portion of the issues;
- (f) make a finding of fact after having considered the evidence;
- (g) invite and hear any plea in mitigation, aggravation or extenuation prior to deciding on a sanction to impose; and
- (h) impose, inter alia, any of the following sanctions:
- (i) written warning;
- (ii) final written warning;
- (iii) transfer to another position either with or without financial loss;
- (iv) suspension without pay for a maximum period of ten working days or any period decided upon by the presiding officer;
- (v) the withholding of any salary increment for a period not exceeding twelve months;
- (vi) demotion to another post with or without financial loss; or dismissal.
4. The presiding officer shall, within ten working days of the last day of the hearing confirm in writing the findings of fact, sanction imposed and the reasons in support thereof and provide a copy of the determination to the authorised representatives and to the employee or his or her representative.

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NT 35.5 Summary procedure

1. If the organisation and the employee so agree in writing, the summary procedure as set out hereunder may apply to the proceedings. The presiding officer shall, at such meeting(s) with the parties, as he/she deems necessary:
 - (a) confirm that the matter is ready for adjudication;
 - (b) ascertain and record in writing, signed by himself/herself and the parties, the facts on which the parties agree and those on which they disagree, herein called "issues";
 - (c) receive from the parties such documents or copies thereof as they consider relevant to the determination of the issues;
 - (d) receive evidence or submissions, orally or in writing, sworn or not sworn at joint meetings with the parties or, if the parties so agree, by the interchange of written statements or submissions, between the parties with copies to the presiding officer, provided that each party shall be given reasonable opportunities to those of the other; and
 - (e) deliver a determination, in writing, within ten working days of the last day of the hearing or submission of the last document to the presiding officer, if there was no hearing.

NT 35.6 Right of resignation

1. An officer who receives a notice of misconduct shall be entitled to resign from employment or to retire, if eligible, in terms of the retirement fund rules, provided that:
 - (a) the officer does so prior to the handing down of a determination; and
 - (b) the officer consents in writing to the deductions of all and any amounts owing by him or her to the organisation from any monies payable to him or her by the organisation (including but not limited to retirement fund monies) arising out of or in connection with his or her resignation or retirement.
2. In such an event, the disciplinary enquiry shall not proceed.

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NT 35.7 **Disciplinary tribunal**

1. In general, a person appointed to serve as the presiding officer should be a senior officer of the organisation. However, if this is not possible or desirable, any other suitably qualified person may be appointed.
2. During the conduct of the enquiry, the officer may make application on good cause shown for the recusal of the presiding officer.
3. The presiding officer shall not consult, confer or have casual contact with any of the parties or their representatives while handling a matter without the presence or consent of the other party.
4. The determination of the disciplinary tribunal shall be final and binding to the organisation save that the officer may lodge an appeal thereto.

NT 35.8 **Recording**

1. The proceedings of the disciplinary tribunal shall be recorded by means of a mechanical device.
2. The record of the proceedings shall be kept in safe custody by the organisation and, upon request, a copy will be provided to the officer or his or her representatives.

NT 35.9 **Non-attendance**

In the event of the failure by an officer, or a duly appointed representative, to attend an enquiry or appeal without good cause and after proper serving of the notice of misconduct was effected, the enquiry may be conducted in absentia and discipline effected.

NT 35.10 **Right of representation**

1. An officer shall be entitled to representation at any enquiry by another officer, a shop steward or union official who is willing and able to represent the officer.

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NT 35.11

Suspension

1. The organisation may, at any time before or after an officer has been charged with misconduct, suspend the officer or utilise him or her temporarily in another capacity should the authorised representatives be of the opinion that it would be detrimental to the interests of the organisation if the officer remained in active service.
2. If the authorised representatives intend to suspend an officer, they shall give notice of such intention and afford the officer with an opportunity to make representation as to why he or she should not be suspended. The enquiry shall be done by means of the summary procedure as provided for herein.
3. The suspension or utilisation in another capacity shall be for a fixed and pre-determined period and shall not exceed a period of three months. Any suspension effected shall be on full remuneration.

NT 35.12

Appeal

1. The employee has the right to appeal against any disciplinary sanction, which has been given at a disciplinary enquiry.
2. An appeal must be lodged on the prescribed form within five working days of receipt of written notification of the disciplinary decision and the grounds of appeal must be clearly set out, provided that the failure by a party to raise a ground of appeal shall not preclude that party from subsequently raising it before the disciplinary appeal tribunal.
3. Appeals shall be heard by a management level above that of the presiding officer of the enquiry in the case of final written warnings and by a higher level of management which does not exercise direct management control over the affected employee, in the case of dismissals and suspensions without pay.
4. By agreement, an appeal may be heard by an impartial arbitrator appointed by the parties to the appeal.
5. The appeal will only be heard on the grounds of an appeal submitted by the officer and any amendment thereto and by having regard to the record of the proceedings and submissions based thereon. The appeal should not entail any rehearing.

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6. The presiding officer of the disciplinary appeal tribunal shall have the power to confirm or set aside any decision, determination or finding and to confirm, set aside or reduce any sanction imposed.
7. The presiding officer of the disciplinary appeal tribunal shall fix the time and date of the hearing which will take place within ten working days of the date of the appointment. In consultation with the parties, the presiding officer may vary the time and date and order a mutually convenient time, date and place.
8. The appeal hearing will be conducted by the presiding officer in whatever manner and procedure, including the summary procedure as set out in clause 35.7 above, that will produce the most expeditious hearing of the matter.
9. The disciplinary appeal tribunal is to consider whether the disciplinary enquiry and sanction was fair. The presiding officer shall be entitled to make whatever order he or she deems reasonable in the circumstances.
10. The disciplinary appeal tribunal shall make its determination, in writing, within ten working days from the last day of the hearing and provide a copy of the determination to the authorised representatives and the officer or his or her representative.

NT 35.13

Conduct and sanctions

Standard and conduct

1. All officers are expected to comply in every respect with the conditions of employment and collective agreements and any related regulation, order, policy and practice, and to refrain from any conduct which would give just cause for discipline.
2. In particular, officers should:
 - (a) attend work regularly and punctually;
 - (b) conform to the reasonable dress and uniform requirements of the organisation;
 - (c) perform their tasks and job responsibilities diligently, carefully and to the best of their ability;
 - (d) obey all lawful and reasonable instructions given by a person having authority to do so;

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- (e) conduct themselves with honesty and integrity;
- (f) request permission in advance for any leave of absence whenever possible;
- (g) refrain from being absent from duty without leave or permission, except on good cause;
- (h) refrain from accepting any other employment outside normal working hours without prior permission of the senior officer, which permission shall not be reasonably withheld;
- (i) refrain from any rude, abusive, insolent, provocative, intimidatory or aggressive behaviour to a fellow officer or member of the public;
- (j) refrain from wilful or negligent behaviour, which may result in the damage of the organisation's property, material and equipment;
- (k) refrain from participating, either individually or with others, in any form of action, which will have the effect of disrupting the operations and procedures of the organisation, other than actions contemplated by the Labour Relations Act;
- (l) refrain from wrongfully disclosing privileged information; and
- (m) refrain from consuming alcohol or using any intoxicating substances or drugs whilst on duty.

Sanctions for misconduct

1. In accordance with the disciplinary policy, any sanction that is imposed for misconduct will be intended to deter future repetition of that behaviour. The sanction imposed must be based on the seriousness of the offence and considering the officer's disciplinary record.
2. The imposition of discipline is progressive in that sanctions are to be applied with increasing severity with the repetition of the offence. Sanctions will generally be applied by first issuing a written warning and then a final warning, except in cases of misconduct which would constitute grounds for immediate dismissal or suspension without pay or the immediate imposition of a final written warning.
3. All written warnings and suspensions are to be recorded in the officer's file.
4. A written warning will remain valid on the record of an officer for a period of six months from the date imposition.

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5. The organisation may impose, as a sanction, a suspension without pay having regard either to the serious nature of the misconduct or the fact that there has been a previous warning or warnings for the same behaviour in which event:
 - (a) the maximum period will be ten working days;
 - (b) the period of suspension will run consecutively;
 - (c) in the event of a suspension in excess of five working days, the suspension without pay shall be spread over three monthly pay periods; and
 - (d) a suspension without pay shall be regarded as a sanction more serious than a final written warning.
6. As a guideline, an officer may be dismissed on the first occasion for, inter alia:
 - (a) intimidation, fighting and/or assault;
 - (b) theft, unauthorised possession of or malicious damage to the organisation's property and equipment;
 - (c) being under the influence of alcohol or any intoxicating drugs or substances, whilst on duty, such that performance is seriously impaired or diminished;
 - (d) any act of gross dishonesty;
 - (e) any act of gross negligence;
 - (f) gross insubordination;
 - (g) wrongful disclosure of privileged information;
 - (h) any act of bribery or corruption; and
 - (i) any other act of misconduct which would constitute a just cause for dismissal.

NT 35.14

Grievance process

1. A grievance is any dissatisfaction or sense of injustice that an officer may have in connection with:
 - (a) his or her job;
 - (b) his or her work environment;
 - (c) employment practices; or
 - (d) management practices.
2. The grievance process is intended to:

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- (a) provide an officer with a credible channel for expressing and resolving any grievances that he/she may have; and
 - (b) provide management with a guide for resolving an officer's grievances fairly, objectively and expediently.
3. It is important to maintain a positive climate by resolving grievances as speedily as possible, protecting officers against any victimisation and by applying sound interpersonal relationship skills, whilst handling grievances.

Grievance procedure - informal open talk procedure

1. The officer approaches his or her superior and requests an appointment, stating the issue or concern to be discussed.
2. At the meeting, the officer explains his or her situation to the superior and asks the superior for his or her views and assistance on the issue or concern.
3. The officer and the superior discuss the issue or concern with a view to reaching a solution.
4. During the discussion, the superior should encourage discussion directed specifically towards gaining an understanding of the officer's views.
5. If the issue or concern is not resolved by means of the open talk procedure, and the officer(s) wish to take the matter further, the formal grievance procedure may be started by completing a formal grievance form.

Grievance procedure - formal grievance procedure

1. A formal grievance form must be completed and handed to the direct superior of the aggrieved officer(s).
2. The immediate superior must submit the form within two working days to the next level of management, who will arrange a formal grievance hearing no later than three working days after receiving the form.
3. The grievance hearing is attended by a senior officer who will chair the meeting, the officer(s) and their representative and the direct superior of the officer(s).
4. The grievance proceeds to increasingly higher levels of management until the level of the Chief of Traffic is reached.

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5. If the grievance is not resolved to the satisfaction of the aggrieved officer(s), the dispute procedure may be invoked.

NT 35.15

Disciplinary reports

1. When an officer is suspended or dismissed, the Corporation has to be notified immediately so as to change or adjust the status of that particular officer on the national personnel database. Such reporting must be submitted to Human Resources for filing.

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**PART D: NON-COMPLIANCE WITH NATIONAL STANDARDS
AND TARGETS**

PART D2: RESPONSIBILITIES OF THE CORPORATION

Contents

CHAPTER 36: PROCEDURES TO BE FOLLOWED AND STEPS TO BE TAKEN

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CHAPTER 36

RESPONSIBILITIES OF THE CORPORATION

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NT 36.1 Service level agreement	262
NT 36.2 Sanctions.....	263

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CHAPTER 36: RESPONSIBILITIES OF THE CORPORATION

Purpose

Indicates the disciplinary sanctions that can be taken against an authority for non-compliance with the code or performance targets.

Policy statement

The Corporation is dedicated to an improvement in traffic law enforcement and any non-compliance or non-performance will be sanctioned as may be required.

NATIONAL TARGETS

RESPONSIBILITIES OF THE CORPORATION

NT 36.1

Service level agreement

1. The Corporation aims to enter into a service level agreement with all road traffic law enforcement authorities.
2. The service level agreement will detail expected levels of performance.
3. The Corporation will aim to provide assistance to authorities in terms of the service level agreement between the Corporation and the authority.
4. The assistance or remuneration by the Corporation will not necessarily be in financial aid but may also be in the form of human resources, vehicles and/or equipment.
5. An example of the service level agreement is included in annexure 20 of part F of the Code.

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NT 36.2

Sanctions

1. In instances of non-compliance to the code and the service level agreement the Corporation will impose disciplinary sanctions against the authority.
2. The sanctions can include removal of any rewards in terms of the service level agreement or in extreme cases the replacement of traffic law enforcement services by services employed by the Corporations.
3. Counselling and assistance will be provided to authorities before any disciplinary sanctions are imposed.

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PART E: SMART MANAGEMENT AND ENFORCEMENT

Contents

CHAPTER 37: PRACTICAL TIPS AND GUIDELINES FOR TRAFFIC CHIEFS

CHAPTER 38: PRACTICAL TIPS AND GUIDELINES FOR SUPERVISORS

CHAPTER 39: PRACTICAL TIPS AND GUIDELINES FOR TRAFFIC OFFICERS

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CHAPTER 37
PRACTICAL TIPS AND GUIDELINES FOR TRAFFIC CHIEFS
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CHAPTER 37: PRACTICAL TIPS AND GUIDELINES FOR TRAFFIC CHIEFS

Purpose

Provides assistance to Chiefs of Traffic and other top management staff to provide an effective service.

Policy statement

The Corporation aims to improve the level of road traffic law enforcement and aims to provide assistance and help in this matter to all authority staff members.

NATIONAL TARGETS

PRACTICAL TIPS AND GUIDELINES FOR TRAFFIC CHIEFS

NT 37.1

Tips for Chiefs

1. Know and understand your conditions and level of service.
2. Chiefs must have basic traffic training.
3. Chiefs must have a tertiary or management qualification.
4. Ensure that the structure is able to perform optimally and be in charge of all sections/divisions that are necessary for the success of the authority.
5. Commitment.
6. Develop and train officers and supervisors.
7. Openness and transparency.
8. Ensure implementation of strategic plans.
9. Plan in accordance with accidents, statistics and traffic volumes.
10. Empower subordinates.
11. Ensure understanding of business and strategic plans.
12. Get input from stakeholders and employees.
13. Evaluate performance regularly.

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CHAPTER 38

PRACTICAL TIPS AND GUIDELINES FOR SUPERVISORS

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NT 38.1 Tips for supervisors	268

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CHAPTER 38: PRACTICAL TIPS AND GUIDELINES FOR SUPERVISORS

Purpose

Provides assistance to supervisors and other mid-management staff to provide an effective service.

Policy statement

The Corporation aims to improve the level of road traffic law enforcement and aims to provide assistance and help in this matter to all authority staff members.

NATIONAL TARGETS

PRACTICAL TIPS AND GUIDELINES FOR SUPERVISORS

NT 38.1

Tips for supervisors

1. Take supervisor courses.
2. Develop and maintain an administration manual.
3. Hold debriefing sessions with officers after certain critical operations.
4. Know the developments in the field of traffic control and safety.
5. Learn management skills.
6. Team building, performance monitoring, coaching and mentoring.
7. Daily inspections of and visits to patrol teams.
8. Build leaders and encourage officers to develop themselves.
9. Develop yourself, experience is not enough.
10. Commitment.
11. Co-operate with and show respect for colleagues.
12. Lead by example.
13. Prioritise.

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14. Build confidence by being prepared.
15. Communicate assertively.
16. Set long-term goals.
17. Learn how to manage your time more effectively.
18. Vary your routine.
19. Learn how to deal with criticism objectively.
20. Expect the unexpected.

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CHAPTER 39
PRACTICAL TIPS AND GUIDELINES FOR TRAFFIC OFFICERS
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NT 39.1 Tips for officers.....	271

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CHAPTER 39: PRACTICAL TIPS AND GUIDELINES FOR TRAFFIC OFFICERS

Purpose

Provides assistance to traffic officers to provide an effective service.

Policy statement

The Corporation aims to improve the level of road traffic law enforcement and aims to provide assistance and help in this matter to all authority staff members.

NATIONAL TARGETS

PRACTICAL TIPS AND GUIDELINES FOR TRAFFIC OFFICERS

NT 39.1

Tips for officers

1. Ensure compliance with legislation.
2. Always meet or surpass the set targets.
3. Do not take bribes.
4. Study and develop yourself.
5. Know what is expected from you and why.
6. Take the initiative, master your area of operation.
7. Report all corruption and set the example.
8. Respect the profession and the public.
9. Execute plans.
10. Zero tolerance to be applied.
11. Have a professional approach.
12. Complete documents correctly.
13. Emphasise results, not activities.
14. Have stress-free relationships with colleagues.

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15. Have stress-free relationships with superiors.

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PART F: ANNEXURES

Contents

ANNEXURE 1: EQUIPMENT REGISTER

ANNEXURE 2: VEHICLE INSPECTION SHEET

ANNEXURE 3: PRO FORMA STRATEGIC AND BUSINESS PLAN

ANNEXURE 4: GUIDELINES FOR COMPLETION OF PRO FORMA PLANS

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ANNEXURE 6: RANK INSIGNIA

ANNEXURE 7: ROAD SIDE INSPECTION SHEET

ANNEXURE 8: ALCOHOL OBSERVATION CHECK SHEET

ANNEXURE 9: ORGANISATIONAL STRUCTURE

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ANNEXURE 11: CHAIN OF COMMAND

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ANNEXURE 15: ANALYSIS AND PLANNING

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ANNEXURE 19: PRO FORMA FOR DISCIPLINARY PROCESS

ANNEXURE 20: SERVICE LEVEL AGREEMENT

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**ANNEXURE 1
EQUIPMENT REGISTER**

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ANNEXURE 2 VEHICLE INSPECTION SHEET

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Vehicle & Equipment Check Sheet								
Vehicle Details Licence # : Fleet # : Make : Model : Procurement Date :				Month : Instructions This form should be completed by the supervisor on a weekly basis or whenever the vehicle is handed to another officer. Completed forms should be archived in order to preserve records of the equipment on each vehicle.				
Date	dd-mm	dd-mm	dd-mm	dd-mm	dd-mm	dd-mm	dd-mm	dd-mm
Odometer Reading								
EQUIPMENT								
First Aid Kit								
Emergency Triangle[S]								
Cones - Total								
Tow Rope								
Cordoning Tape								
Jumper Cables								
Fire Extinguisher								
Road Flares								
Portable Warning Light								
Warning Lights [Fitted]								
Siren/PA (Fitted)								
Spade								
Broom								
Jack								
Wheel spanner								
Spare wheel								
Other								
Other								
Other								
Other								
Other								
Other								
Other								
Other								
OPERATIONAL CHECK								
Warning Lights (Operation)								
Siren/PA (Operation)								
Tyres								
Clearance Certificate								
Roadworthiness [Lights etc.]								
Oil Level								
Wheel Covers								
Log Book								
COMMENTS								
Defects								
Defects								
Defects								
Damage								
Damage								
Damage								
Vehicle Neatness %								
INSPECTION								
INSPECTED BY [PRINT]								
INSPECTED BY [SIGN]								
DRIVERS NAME PRINT								
DRIVERS SIGNATURE								

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**ANNEXURE 3
PRO FORMA STRATEGIC AND BUSINESS PLAN**

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NAME OF AUTHORITY

LOGO

***INTEGRATED STRATEGIC PLAN 2007 – 2010
AND BUSINESS PLAN 2007/08***

DATE:

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NAME OF AUTHORITY

STRATEGIC PLAN (2007 – 2010) AND BUSINESS PLAN (2007/08)

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PART ONE: STRATEGIC PLAN

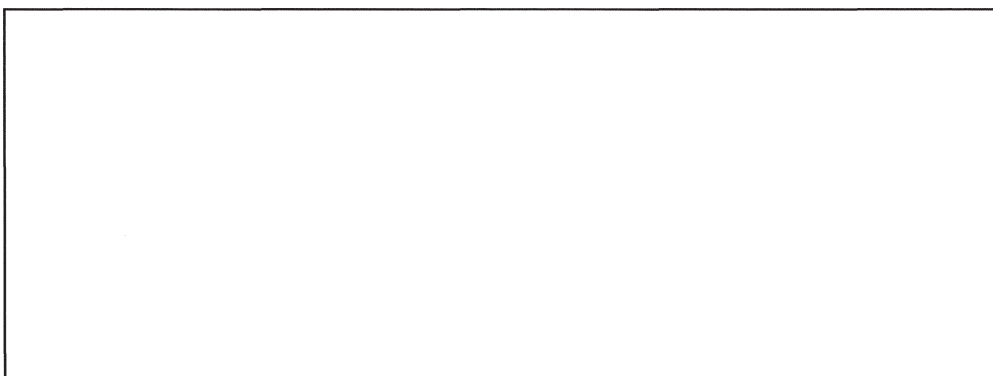
FRAMEWORK

1. INTRODUCTION
2. INTERNAL CONTEXT OF THE STRATEGIC PLAN
3. EXTERNAL CONTEXT DEFINING / INFLUENCING THE STRATEGIC PLAN
4. REVIEW OF PREVIOUS' YEARS ACHIEVEMENTS WITH STRATEGIC PLAN
5. VISION, MISSION AND VALUES
6. KEY PERFORMANCE AREAS AND STRATEGIC PRIORITIES
7. HUMAN CAPITAL PLAN
8. FINANCIAL PLAN
9. MONITORING, EVALUATION AND REPORTING
10. GENERAL

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1 INTRODUCTION



2 INTERNAL CONTEXT OF THE STRATEGIC PLAN

2.1 APPROVED ORGANOGRAM



2.2 POST AND STAFF ESTABLISHMENT

POST CLASSES	SALARY LEVELS	NUMBER APPROVED	NUMBER FILLED	NUMBER VACANT

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GAP/NEEDS/CHALLENGES:

2.3 FINANCE

MAIN ITEM	PREVIOUS YEAR 2006/07	CURRENT YEAR 2007/08	DIFFERENCE YEAR
INCOME:			
TOTAL INCOME			
OPERATING EXPENDITURE (OPEX):			
TOTAL OPEX			
CAPITAL EXPENDITURE (CAPEX):			
TOTAL CAPEX			
TOTAL OPEX + CAPEX			

GAP/NEEDS/CHALLENGES:

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2.4 ASSETS

2.4.1 ROAD TRAFFIC MANAGEMENT VEHICLES

VEHICLE CATEGORIES	NUMBER IN USE

GAP/NEEDS/CHALLENGES:

2.4.2 ROAD TRAFFIC MANAGEMENT EQUIPMENT

EQUIPMENT CATEGORIES	NUMBER IN USE

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GAP/NEEDS/CHALLENGES:

2.5 INTEGRATED PROGRAMMES DEFINING/INFLUENCING THE STRATEGIC PLAN

TABLE OF IMPORTANT PROGRAMMES
1
2
3
4
5
6
7
8

2.6 GOVERNANCE STRUCTURES

ROAD TRAFFIC MANAGEMENT COMMITTEES	BRIEF MANDATE OF EACH COMMITTEE

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3 EXTERNAL CONTEXT DEFINING / INFLUENCING THE STRATEGIC PLAN

3.1 ROAD SAFETY PROFILE

YEAR	NUMBER OF FATAL ACCIDENTS	NUMBER OF FATALITIES	NUMBER OF INJURIES	NUMBER OF ACCIDENTS
2000				
2001				
2002				
2003				
2004				
2005				
2006				
2007				
MAXIMUM				
MINIMUM				
AVERAGE				

3.2 REGISTERED VEHICLES PROFILE IN AREA OF JURISDICTION

VEHICLE CATEGORY	NUMBER REGISTERED 2005	NUMBER REGISTERED 2006	NUMBER % DIFFERENCE
Light passenger vehicle <12 people			
Heavy passenger vehicle >12 people			
Light load vehicle <3 500kg			
Heavy load vehicle >3 500kg			
Motorcycles			
Special vehicles			

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Other / unknown			
TOTAL			

3.3 LEGISLATURE CONTEXT

--

3.4 POLICY CONTEXT

--

3.5 POLITICAL, ECONOMIC AND SOCIAL CONTEXT

--

4 REVIEW OF PREVIOUS YEARS' ACHIEVEMENTS WITH STRATEGIC PLAN

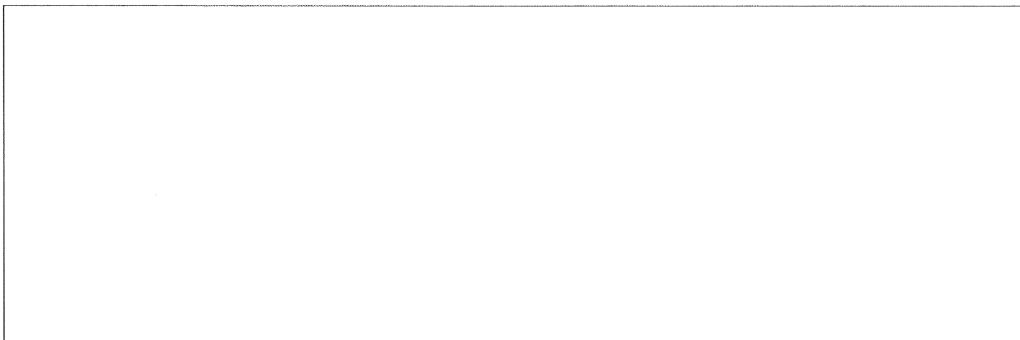
KEY PERFORMANCE AREA	KEY PRIORITIES	ACHIEVEMENTS	REMAINING CHALLENGES

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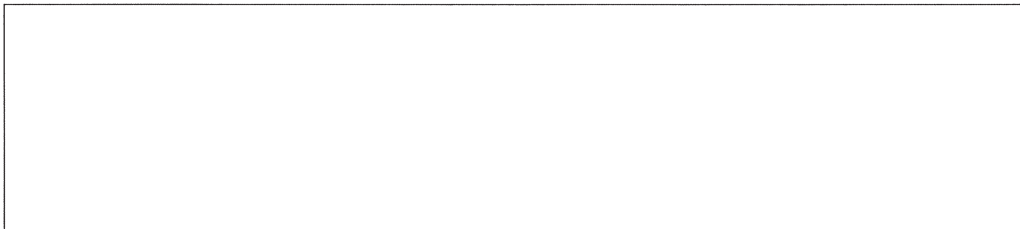
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5 VISION, MISSION AND VALUES

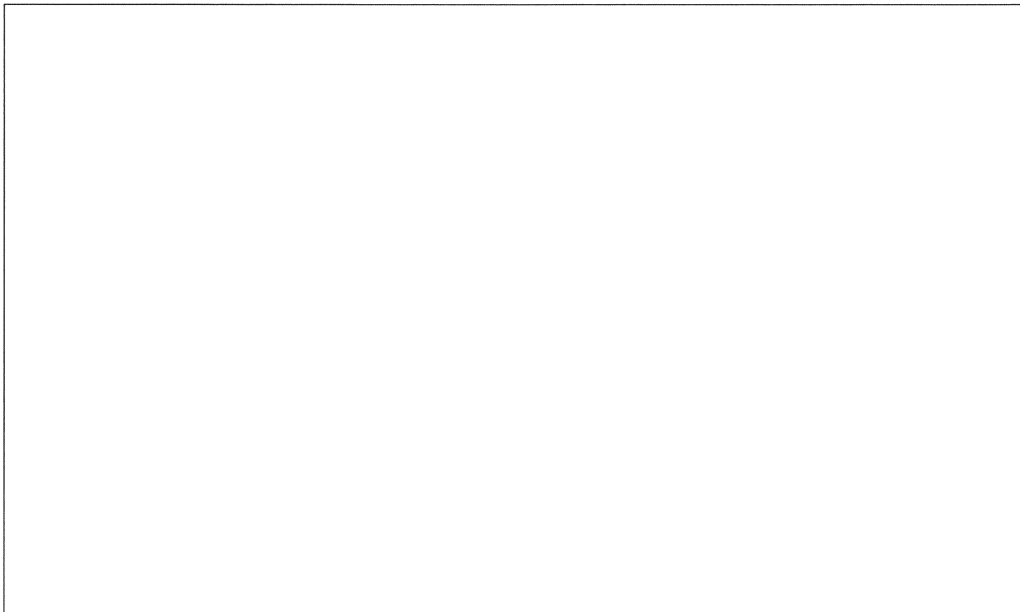
5.1 VISION



5.2 MISSION



5.3 VALUES



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6 KEY PERFORMANCE AREAS AND STRATEGIC PRIORITIES

KEY PERFORMANCE AREAS	KEY PRIORITIES		TIME FRAME	
		2007/08	2008/09	2009/10

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7 HUMAN CAPITAL PLAN

7.1 THREE (3) YEAR POST AND STAFF ESTABLISHMENT PLAN

POST CLASSES	SALARY LEVELS	CURRENT POSTS FILLED	2007/08 POSTS FILLED	2008/09 POSTS FILLED	2009/10 POSTS FILLED

7.2 HUMAN CAPITAL PRIORITIES AND CHALLENGES

--

8 FINANCIAL PLAN

8.1 THREE (3) YEAR BUDGET

MAIN ITEM	PREVIOUS YEAR 2006/07	CURRENT YEAR 2007/08	DIFFERENCE YEAR
INCOME			
TOTAL INCOME			
OPERATING EXPENDITURE (OPEX)			
TOTAL OPEX			
CAPITAL EXPENDITURE (CAPEX)			
TOTAL CAPEX			

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MAIN ITEM	PREVIOUS YEAR 2006/07	CURRENT YEAR 2007/08	DIFFERENCE YEAR
TOTAL OPEX + CAPEX			

8.2 FINANCIAL PRIORITIES AND CHALLENGES

--

9 MONITORING, EVALUATION AND REPORTING

--

10 GENERAL

--

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PART TWO: BUSINESS PLAN FOR 2007/08

FRAMEWORK

1. SERVICE DELIVERY PLAN FOR 2007/08
2. HUMAN CAPITAL PLAN FOR 2007/08
3. FINANCIAL PLAN FOR 2007/08
4. ASSETS AND EQUIPMENT PLAN FOR 2007/08
5. MONITORING, EVALUATION AND REPORTING
6. GENERAL



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A. KEY PERFORMANCE AREAS	B. KEY PRIORITIES	C. OUTPUTS	D. OUTCOMES	TARGET DATES

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2 HUMAN CAPITAL PLAN FOR 2007/08

2.1 POSTS AND STAFF ESTABLISHMENT

POST CLASS	SALARY LEVELS	NUMBER POSTS CURRENTLY FILLED	ADDITIONAL POSTS TO BE FILLED 2007/08

2.2 HUMAN CAPITAL PRIORITIES FOR 2007/08

HUMAN CAPITAL PRIORITIES	TARGET DATES

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3 FINANCIAL PLAN

3.1 BUDGET FOR 2007/08

MAIN ITEM	2007/08 BUDGET
INCOME:	
TOTAL INCOME	
OPERATING EXPENDITURE (OPEX):	
TOTAL OPEX	
CAPITAL EXPENDITURE (CAPEX):	
TOTAL CAPEX	
TOTAL OPEX + CAPEX	

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3.2 FINANCIAL PRIORITIES FOR 2007/08

FINANCIAL PRIORITIES	TARGET DATES

4 ASSETS AND EQUIPMENT PLAN FOR 2007/08

4.1 VEHICLE PLAN

VEHICLE CATEGORIES	CURRENT NUMBER IN USE	ADDITIONAL NUMBER FOR 2007/08

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4.2 EQUIPMENT PLAN

EQUIPMENT CATEGORIES	CURRENT NUMBER IN USE	ADDITIONAL NUMBER FOR 2007/08

5 MONITORING, EVALUATION AND REPORTING

5.1 MONITORING AND EVALUATION MECHANISMS

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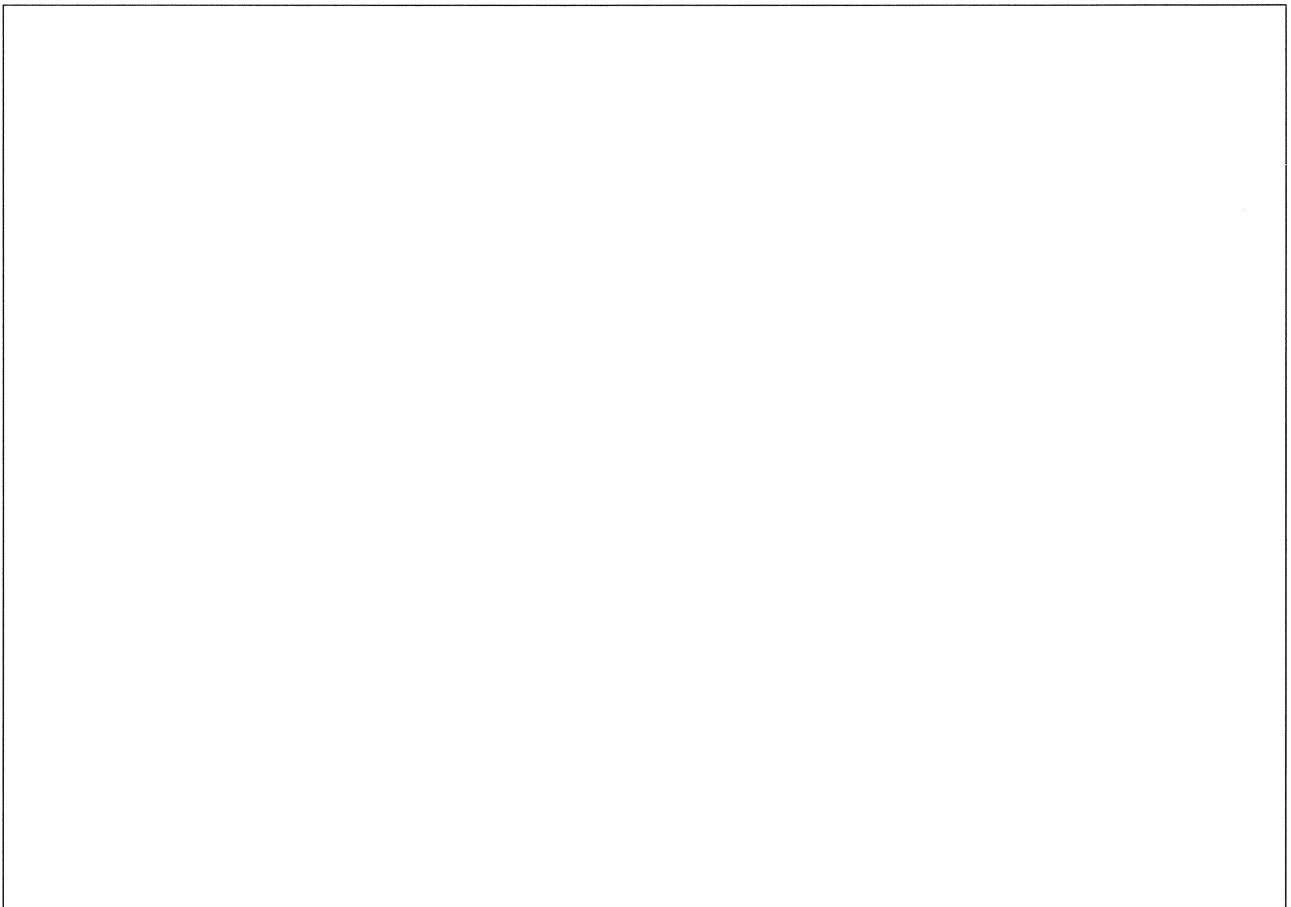
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5.2 REPORTING MECHANISMS



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**ANNEXURE 4
GUIDELINES FOR COMPLETION OF PRO FORMA**

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GUIDELINES TO COMPLETE THE PRO FORMA STRATEGIC AND BUSINESS PLAN

PART ONE: STRATEGIC PLAN

FRAMEWORK

1. INTRODUCTION
2. INTERNAL CONTEXT OF THE STRATEGIC PLAN
3. EXTERNAL CONTEXT DEFINING / INFLUENCING THE STRATEGIC PLAN
4. REVIEW OF PREVIOUS' YEARS ACHIEVEMENTS WITH STRATEGIC PLAN
5. VISION, MISSION AND VALUES
6. KEY PERFORMANCE AREAS AND STRATEGIC PRIORITIES
7. HUMAN CAPITAL PLAN
8. FINANCIAL PLAN
9. MONITORING, EVALUATION AND REPORTING
10. GENERAL

1 INTRODUCTION

- A. Describe the Authority in terms of locations, geographics, demographics.
- B. Refer to demarcated geographical area within District, Metro and Provincial structures where applicable.
- C. Provide any important background information.
- D. Provide particulars (Rank, Postal address, Office address, e-mail, fax, office telephone and cellular phone numbers) of Executive Officer in charge of Road Traffic Management of the Authority.
- E. Provide any other background information to introduce the Authority.

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2 INTERNAL CONTEXT OF THE STRATEGIC PLAN

2.1 APPROVED ORGANOGRAM

Include in the Strategic Plan or as attachment, the approved organizational and post establishment summarized on Top five (5) levels.

2.2 POST AND STAFF ESTABLISHMENT

List all approved post classes from highest to lowest salary levels and complete the columns for number of posts approved, number vacant and number filled. Indicate the gaps, needs or challenges currently experienced regarding staff capacity, competencies and any other important human capital matter that influence the performance of the Authority.

2.3 FINANCE

Complete the table by indicating the various sources of income and the amounts for current and previous year as well as the difference in total and percentage. Similarly, complete the table for Main Items of Operating and Capital Expenditure Budgets. Indicate the gaps or needs or challenges that must be addressed.

2.4 ASSETS

2.4.1 ROAD TRAFFIC MANAGEMENT VEHICLES

Complete the table by listing the different vehicle categories and the number of vehicles currently used. Identify the current gaps of needs or challenges that must be addressed.

2.4.2 ROAD TRAFFIC MANAGEMENT EQUIPMENT

Complete the table by listing the different equipment categories and the number of equipment currently used. Identify the current gaps of needs or challenges that must be addressed.

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2.5 IMPORTANT PROGRAMMES DEFINING / INFLUENCING THE STRATEGIC PLAN

Complete the table by listing all the important programmes implemented by the Authority that define or influence the Strategic Plan (e.g. Integrated Development Plan, Moratorium on filling of posts, etc.)

2.6 GOVERNANCE STRUCTURE

Complete the table by listing and briefly describing the mandate or role of the various Committees involved in the Road Traffic Management functions (e.g. Consultation, Co-ordination, Approval Committees/Structures).

3 EXTERNAL CONTEXT DEFINING / INFLUENCING THE STRATEGIC PLAN

3.1 ROAD SAFETY PROFILE

Complete the table as indicated for the recent number of years for which reliable statistics is available. Calculate the maximum, minimum and average for each of the (4) four categories over the number of years reflected.

3.2 REGISTERED VEHICLE PROFILE

Complete the table for Registered Vehicles in the Authorities' area of jurisdiction (e.g. Metro, Province, etc.) for at least the (7) seven categories and for as least the past (2) two years. Calculate the difference in the (2) two years both in numbers and percentages.

3.3 LEGISLATIVE CONTEXT

Complete the table by listing the important Legislative and Regulatory Frameworks (e.g. Acts, By-Laws, etc.) that defines or influences the Strategic Plan.

3.4 POLICY CONTEXT

Complete the table by listing the important Policy Frameworks that defines or influences the Strategic Plan.

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3.5 POLITICAL, ECONOMICAL AND SOCIAL CONTEXT

List or describe the political, economical or social factors that define or influence the Strategic Plan (e.g. Quality of Political Support, profile of road users at hazardous locations, role of pedestrians in road safety, industrial areas and overloaded heavy vehicles, public transport issues, schools participation in Road Safety, etc.).

4 REVIEW OF PREVIOUS YEAR'S ACHIEVEMENTS

Complete the table by listing the:

- A. Key Performance Areas (Important functional, operational or management areas such as Road Traffic Law Enforcement, Road Traffic Education, Road Traffic Engineering, etc.).
- B. Key Priorities (Important initiatives, programmes, projects and activities that will ensure best performance in the particular key performance area – e.g. Road Traffic Education, Community Road Safety Forums and programmes, etc.).
- C. Achievements are positive results attained for the key result area.
- D. Remaining challenges, problems or issues that still requires attention.

5 VISION, MISSION AND VALUES

5.1 VISION

Complete the Vision for the Road Traffic Law Enforcement Department of the Authority by detailing the long term overall Road Traffic Management results to be achieved by all the efforts of the Authority and its Role Players.

5.2 MISSION

Complete the Mission of the Road Traffic Law Management Department of the Authority by indicating its enduring commitment towards attaining Road Traffic Management results.

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5.3 VALUES

Complete the values statement by listing the most important values or guiding principles that will guide the decisions and behaviour of staff and management of the Road Traffic Management Department of the Authority.

6 KEY PERFORMANCE AREAS OF THE STRATEGIC PRIORITIES

Complete the table by listing the Key Performance Areas (e.g. functional, operational or management areas), Key Priorities (e.g. key initiatives, programmes, projects or activities) and time frames within the applicable year.

7 HUMAN CAPITAL PLAN

7.1 THREE (3) YEAR POST AND STAFF ESTABLISHMENT PLAN

Complete the table by listing the post classes from highest to lowest salary levels and outlining the number of posts to be filled in each of the (3) three respective years.

7.2 HUMAN CAPITAL PRIORITIES AND CHALLENGES

List the Human Capital priorities and challenges that will receive attention over the (3) three year period.

8 FINANCIAL PLAN

8.1 THREE (3) YEAR BUDGET

Complete the table for the (3) three-year budget by listing the Main Income Items, Main Operational Expenditure Items and Main Capital Expenditure Items and indicating the estimated budgets for the (3) three respective years.

8.2 FINANCIAL PRIORITIES AND CHALLENGES

List the Financial priorities and challenges that will receive attention over the (3) three-year period.

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9 MONITORING, EVALUATION AND REPORTING

Record the mechanisms and procedures that will be applied to ensure the monitoring, evaluation and reporting on progress, results and challenges during the implementation of the Strategic Plan.

10 GENERAL

Record under General any information that is relevant to the Strategic Plan but that is not mentioned elsewhere.

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PART TWO: BUSINESS PLAN FOR 2007/08

FRAMEWORK

1. Service Delivery Plan for 2007/08
2. Human Capital Plan for 2007/08
3. Financial Plan for 2007/08
4. Assets and Equipment Plan for 2007/08
5. Monitoring Evaluation and Reporting
6. General

1 SERVICE DELIVERY PLAN FOR 2007/08

Complete the table by listing the:

- A. Key Performance Areas (functional, operational and management areas).
- B. Key Priorities (key initiatives, programmes, projects and activities).
- C. Outputs (planned activities to address the key priorities).
- D. Outcomes (planned results to be achieved when outputs have been implemented).
- E. Target Dates (specific dates for completion of the outputs during the year)

2 HUMAN CAPITAL PLAN FOR 2007/08

2.1 POSTS AND STAFF ESTABLISHMENT

Complete the table by listing the relevant post classes from highest salary levels and indicating the number of posts currently filled and the additional number of posts to be filled during 2007/08.

2.2 HUMAN CAPITAL PRIORITIES FOR 2007/08

Complete the table by listing the Human Capital Priorities for 2007/08 and indicating the target dates during 2007/08 when the priorities should have been addressed.

3 FINANCIAL PLAN FOR 2007/08

3.1 BUDGET FOR 2007/08

Complete the budget for 2007/08 by listing the main items for income budget, operational expenditure budget and capital expenditure budget and by indicating the budget amounts for 2007/08 financial year.

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3.2 FINANCIAL PRIORITIES FOR 2007/08

Complete the table by listing the Financial Priorities for 2007/08 and indicating the target dates during 2007/08 when the priorities should have been addressed.

4 ASSETS AND EQUIPMENT PLAN FOR 2007/08

4.1 VEHICLE PLAN

Complete the table by listing the various vehicle categories in your fleet and indicate the number in use currently and the additional number to be used during 2007/08.

4.2 EQUIPMENT PLAN

Complete the table by listing the main categories of equipment utilized and indicate the number currently in use and the additional number to be used during 2007/08.

5 MONITORING, EVALUATION AND REPORTING MECHANISMS

Complete the table by recording the mechanisms to be applied to execute effective monitoring, evaluation and reporting of the results achieved with the implementation of the Business Plan.

6 GENERAL

Record under General any information that is relevant to the Business Plan but that is not mentioned elsewhere.

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**ANNEXURE 5
ALCOHOL TEST RECORDAL FORM**

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ALCOHOL RECORDAL FORM

A. BREATHALYZER TEST:

1. Name of employee
2. Department
3. Date of Breathalyzer Test
4. Time of Breathalyzer Test
5. Place of Breathalyzer Test
6. Reading produced by Breathalyzer Test
7. Witnesses to Breathalyzer Test:

It is certified that the above details are correct as recorded.

- a. Official administering the test: Name:Signature:.....
- b. Supervisor of employee: Name:Signature:.....
- c. Accused employee: Name:Signature:.....
- d. Independent Witness(If possible or union rep/colleague): Name:Signature:.....
- e. Independent Witness(If possible or union rep/colleague): Name:Signature:.....

B. OBSERVANCE TEST:

a. Smell of alcohol				Details:
b. Speech				Details:
c. Eyes				Details:
d. Movement				Details:
e. Behaviour				Details:

Witnesses to Observance Test:

It is certified that the above details are correct as recorded.

- a. Supervisor of employee: Name:Signature:.....
- b. Independent Witness(If possible or union rep/colleague): Name:Signature:.....
- b. Independent Witness(If possible or union rep/colleague): Name:Signature:.....











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ANNEXURE 6 RANK INSIGNIA


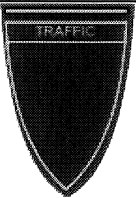








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	DESIGNATION	EPAULETTE	SHOULDER FLASH	GEORGETTES	CAP
1	Chief of Traffic			5 Leaves	9 leaves and royal blue band
2	Deputy Chief of Traffic			5 Leaves	9 leaves and royal blue band
3	Assistant Chief of Traffic			4 Leaves	7 leaves and royal blue band
4	Chief Superintendent			4 Leaves	7 leaves and royal blue band
5	Senior Superintendent			3 Leaves	7 leaves and royal blue band


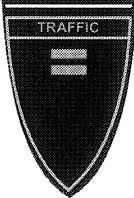

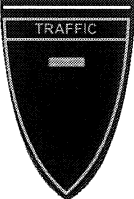
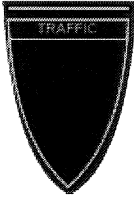
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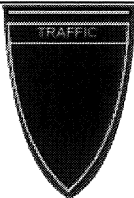
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	DESIGNATION	EPAULETTE	SHOULDER FLASH	GEORGETTES	CAP
6	Superintendent			2 Leaves	5 leaves and royal blue band
7	Assistant Superintendent			1 Leaf	3 leaves and royal blue band
8	Senior Inspector			None	Royal blue band
9	Inspector			None	Brown band
10	Traffic Officer Grade 3			None	Brown band

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	DESIGNATION	EPAULETTE	SHOULDER FLASH	GEORGETTES	CAP
11	Traffic Officer Grade 2			None	Brown band
12	Traffic Officer Grade 1			None	Brown band
13	Trainee	No epaulette, only shoulder flash with crest of authority		None	Brown band

	DESIGNATION	EPAULETTE	SHOULDER FLASH	GEORGETTES	CAP
1	Traffic Warden			None	Brown band

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**ANNEXURE 7
ROAD SIDE INSPECTION SHEET**

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October 2013

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Roadside Vehicle Inspection Sheet

Roadblock Details

Authority :
Officer : Number
Location :
Date :
Time :

Vehicle Details

Licence # :
Operator Card # :
Make :
Model :
Licence Disc # :
Expiry Date :
Chassis # :
Engine # :
Seating Capacity :
Description :

Driver Details

Name :
Driving Licence # : PRDP Y/N
Driving Licence Code : PrDP Code :
Expiry Date :
Breath Test : Y/N Result :

Seatbelts

Driver Y/N Passenger Y/N Rear Left Y/N Rear Right Y/N Child Restraint Where applicable Y/N/NA

Action Taken

No Action required / Written Warning / Notification / Arrest / Vehicle Suspended

Details :

Item	Faulty	Description
Head Lamps		
Stop Lamps		
Indicator Lamps		
Rear Lamps		
Windscreen		
Rear view mirrors		
Registration Plates		
Brakes		
Handbrake		
Tyres		
Information Plate		
Overload		
Steering		
Exhaust System		
Oil Leaks		
Doors (operation)		
Fire extinguisher		
Warning Triangles		
Warning Signs Chevron Reflective Tape		
Unsafe Load		

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ANNEXURE 8 ALCOHOL OBSERVATION CHECK SHEET

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ALCOHOL OBSERVATION CHECK SHEET

Accused's Name:		ID Number:	
Licence No.:		Other Information	
Date:	Time:	Place:	
Officer's Name:		Number:	

Suspect's Breath

☐ Odour of alcohol

Face

☐ Flushed

☐ Pale

General Appearance

☐ Untidy Clothes

☐ Bloody

☐ Vomit Present

☐ Open Fly

General Behaviour

☐ Swearing

☐ Argumentative

☐ Disinterested

☐ Aggressive

☐ Impulsive

☐ Laughing/Euphoria

☐ Confused

☐ Loss of Memory

☐ Drowsy

☐ Stuporous

☐ Insulting

☐ Fumbling

Speech

☐ Talkative

☐ Thick/Slurred

☐ Incoherent

☐ Rapid

☐ Slow

☐ Repetitive/Stuttering

☐ Non-communicative

Eyes

☐ Watery

☐ Bloodshot

Gait

☐ Wide Based

☐ Stumbling

Other Drugs

☐ Smelling of: _____

☐ Drug Equipment: _____

☐ Droopy Eyes

☐ Grinding Teeth

☐ Body Shakes/Tremors

☐ Runny Nose

☐ Dilated Pupils

☐ Constricted Pupils

Level of Intoxication

<input type="checkbox"/>	Slightly Intoxicated	Has a flushed face, dilated pupils & is euphoric with loss of inhibitions.
<input type="checkbox"/>	Moderately Intoxicated	Has above plus delayed eye/papillary reactions, in coordination of movements, thick speech, can't keep balance with eyes closed (Rhombergism) a tendency to stumble when turning.
<input type="checkbox"/>	Strongly under influence	Also have dilated pupils with very slow reactions, side flicking of eyes (nystagmus), in coordination of movements, stumbling gait/movements with exaggerated reactions when required to do unexpected movements.
<input type="checkbox"/>	Very strongly under influence	Above, plus face flushed or pale, pupils pinpoint or dilated, apathetic, shows intellectual clouding and disorientation. Pronounced incoordination, can't balance with eyes closed (Rhombergism), vomiting may occur.

Tests Performed	Successful	Unsuccessful
Ask Time, Day or Date		
Ask where he/she is		
Walk Straight Line "Toes against heels"		
Walk Straight Line Turn Around		
Eyes watching finger moving side to side		
Touch nose with finger/eyes open		
Touch nose with finger/eyes closed		
Take off Watch and put back on		
Stand on one leg arms against side		
Stand on one leg eyes closed		
Subtract 7 from 100 (descending 5x's)		

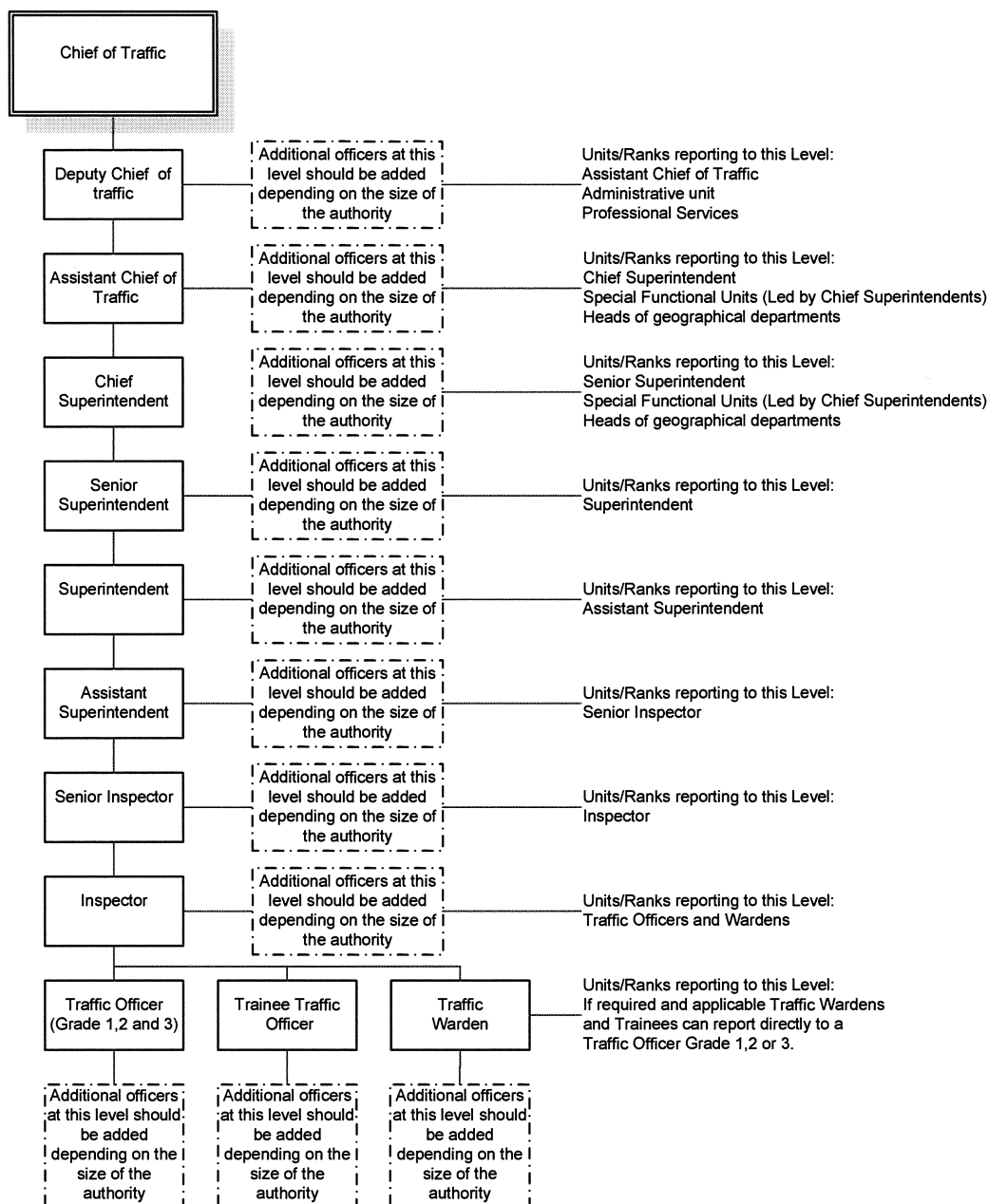
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ANNEXURE 9 ORGANISATIONAL STRUCTURE

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ANNEXURE 10 RANK STRUCTURE

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Standard Rank Structure

LEVEL OF EMPLOYMENT	MUNICIPAL TRAFFIC	PROVINCIAL TRAFFIC
Senior Management	Chief of Traffic	Chief of Traffic
	Deputy Chief of Traffic	Deputy Chief of Traffic
Middle Management	Assistant Chief of Traffic	Assistant Chief of Traffic
	Chief Superintendent	Chief Superintendent
	Senior Superintendent	Senior Superintendent
Supervisory	Superintendent	Superintendent
	Assistant Superintendent	Assistant Superintendent
Supervisory/Functional	Senior Inspector	Senior Inspector
	Inspector	Inspector
Functional	Traffic Officer Grade 3	Traffic Officer Grade 3
	Traffic Officer Grade 2	Traffic Officer Grade 2
	Traffic Officer Grade 1	Traffic Officer Grade 1
Trainee	Trainee	Trainee

Standard Support Personnel Structure

OCCUPATIONAL CATEGORIES	MUNICIPAL TRAFFIC	PROVINCIAL TRAFFIC
Legislators, Senior Officials & Managers	Chief Director, Chief Operating Officer, General Manager	Chief Director, Chief Operating Officer, General Manager
Professionals	Director, Senior Manager	Director, Senior Manager
Technicians & Associate Professionals	Senior Specialist, Deputy Director, Deputy Manager	Senior Specialist, Deputy Director, Deputy Manager
Administrative & Financial	Assistant Director, Assistant	Assistant Director, Assistant

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OCCUPATIONAL CATEGORIES	MUNICIPAL TRAFFIC	PROVINCIAL TRAFFIC
Officers	Manager, Chief Officer, Specialist	Manager, Chief Officer, Specialist
Clerks	Senior Clerk, Chief Clerk	Senior Clerk, Chief Clerk
Service & Sales Workers		
Skilled Agricultural & Fishery Workers		
Craft & Related Trades Workers		
Plant & Machine Operators & Assemblers		
Elementary occupations	Practitioner, Officer	Practitioner, Officer
Non-permanent Employees		

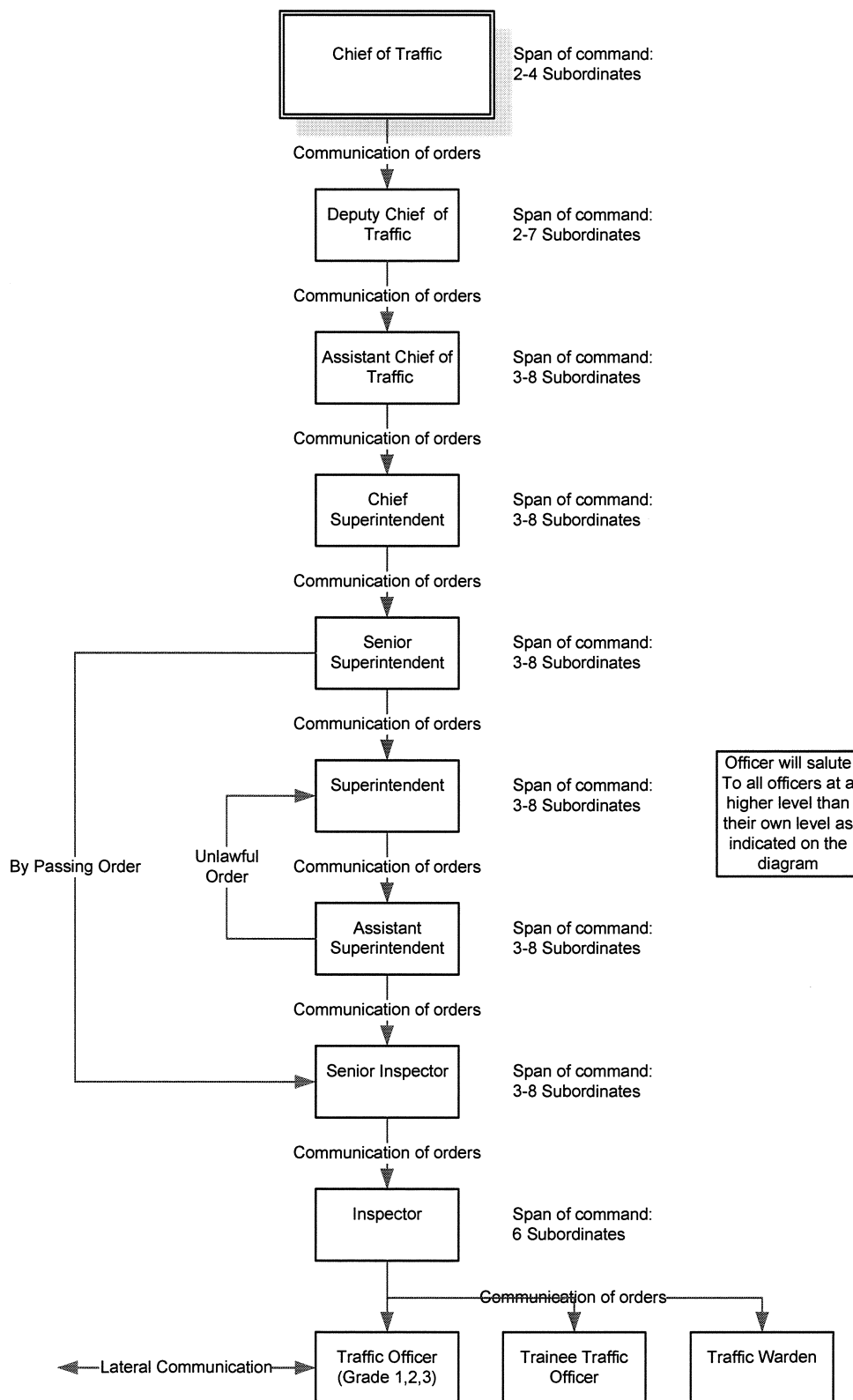
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ANNEXURE 11 CHAIN OF COMMAND

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ANNEXURE 12 JOB DESCRIPTIONS

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JOB PROFILES

JOB PROFILE

(Chief of Traffic)

Job Title:

Chief of Traffic

Incumbent/s Name:

Job/Role

Job Code:

Grade:

Category/Function:

Senior Management

Department:

Area of Jurisdiction:

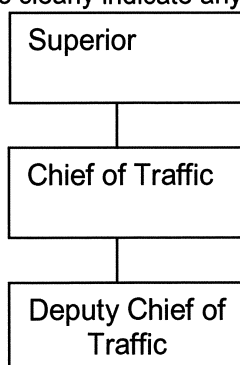
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Senior management functions with complex work content, including policy development and the determination of direction or strategy.

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October 2013

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ Determines direction/strategy and develops policy for the organization; ▪ Determines the financial strategy and provides the financial management framework, e.g. compile budgets, etc.; ▪ Ensures effective utilization of equipment and machinery, e.g. computers, furnisher, vehicles, etc.; ▪ Manages stores supplies, e.g. stationary and maintenance supplies; ▪ Overall responsibility for land and buildings which requires effective property management; ▪ Provides solutions to organizational problems; ▪ Takes decisions on matters relating to organizational strategy and direction; ▪ Plans the organization's work flow to support the strategy; ▪ Liaises and interacts with key stakeholders in the quest to achieve the departmental/provincial strategy; and ▪ Manages all departmental/provincial personnel programmes and systems in order to increase their commitment and achievement of qualitative deliverables, e.g. performance management, learning and development, discipline, etc. 	<p>Knowledge</p> <ul style="list-style-type: none"> ▪ Advanced Computer Literacy ▪ General Management ▪ Advanced Human Resources Management ▪ Advanced Financial Management ▪ Advanced Planning and Organizing ▪ Change and Diversity Management ▪ Coaching and Mentoring ▪ Communication ▪ Strategy Development ▪ Basic Information Technology (IT) ▪ Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> ▪ Policy formulation ▪ Analytical thinking ▪ Research ▪ People Management ▪ Financial Management ▪ Leadership ▪ Assertiveness ▪ Negotiations <p>Communication</p> <ul style="list-style-type: none"> ▪ Provide/obtain sensitive information 	<p>Qualifications</p> <ul style="list-style-type: none"> ▪ Grade 12 ▪ Tertiary qualification or NQF 6 ▪ Extensive road traffic law enforcement training <p>Experience</p> <ul style="list-style-type: none"> ▪ More than 10 years in road traffic law enforcement ▪ 3 years experience in senior management position 	<ul style="list-style-type: none"> ▪ Valid EB driver's license ▪ Registration as Traffic Officer

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
	requiring tact and diplomacy <ul style="list-style-type: none"> ▪ Sensitive press statements ▪ Reading and understanding cabinet memoranda ▪ Handling and dealing with complex legal documents ▪ Handling and dealing with complex notes, memoranda and letters ▪ Effective public appearances Creativity <ul style="list-style-type: none"> ▪ Exceptional creativity is required to develop strategies, policies and new road traffic law enforcement methods ▪ Understanding of law enforcement 		

As indicated in the Code, disciplinary action will be taken against any persistent non-performance, non-achievement of targets and non-compliance with the Code in general.

SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

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October 2013*

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JOB PROFILE

(Deputy Chief of Traffic)

Job Title:
Deputy Chief of Traffic

Incumbent/s Name:

Job/Role Job Code:
Grade:

Category/Function:
Senior Management

Department:

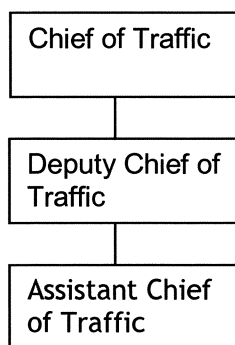
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Senior management functions with complex work content, including policy development and the determination of direction or strategy.

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October 2013*

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ Determines direction/strategy and develops policy for the organization; ▪ Determines the financial strategy and provides the financial management framework, e.g. compile budgets, etc.; ▪ Ensures effective utilization of equipment and machinery, e.g. computers, furnisher, vehicles, etc.; ▪ Manages stores supplies, e.g. stationary and maintenance supplies; ▪ Overall responsibility for land and buildings which requires effective property management; ▪ Provides solutions to organizational problems; ▪ Takes decisions on matters relating to organizational strategy and direction; ▪ Plans the organization's work flow to support the strategy; ▪ Liaises and interacts with key stakeholders in the quest to achieve the departmental/provincial strategy; and ▪ Manages all departmental/provincial personnel programmes and systems in order to increase their commitment and achievement of qualitative deliverables, e.g. performance management, learning and development, discipline, etc. 	<p>Knowledge</p> <ul style="list-style-type: none"> ▪ Advanced Computer Literacy ▪ General Management ▪ Advanced Human Resources Management ▪ Advanced Financial Management ▪ Advanced Planning and Organizing ▪ Change and Diversity Management ▪ Coaching and Mentoring <p>Communication</p> <ul style="list-style-type: none"> ▪ Strategy Development ▪ Basic Information Technology (IT) ▪ Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> ▪ Policy formulation ▪ Analytical thinking ▪ Research ▪ People Management ▪ Financial Management ▪ Leadership ▪ Assertiveness ▪ Negotiations ▪ Communication 	<p>Qualifications</p> <ul style="list-style-type: none"> ▪ Grade 12 ▪ Tertiary qualification or NQF 6 ▪ Extensive road traffic law enforcement training <p>Experience</p> <ul style="list-style-type: none"> ▪ More than 10 years in road traffic law enforcement ▪ 10 years in middle management position or ▪ 3 years experience in senior management position 	<ul style="list-style-type: none"> ▪ Valid EB driver's license ▪ Registration as Traffic Officer

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October 2013*

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
	<ul style="list-style-type: none"> ▪ Provide/obtain sensitive information requiring tact and diplomacy ▪ Sensitive press statements ▪ Reading and understanding cabinet memoranda ▪ Handling and dealing with complex legal documents ▪ Handling and dealing with complex notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Exceptional creativity is required to develop strategies, policies and new road traffic law enforcement methods ▪ Understanding of law enforcement 		

As indicated in the Code, disciplinary action will be taken against any persistent non-performance, non-achievement of targets and non-compliance with the Code in general.

SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

*Road Traffic Management Corporation
October 2013*

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JOB PROFILE

(Assistant Chief of Traffic)

Job Title:
Assistant Chief of Traffic

Incumbent/s Name:

Job/Role Grade: **Job Code:**

Category/Function:
Middle Management

Department:

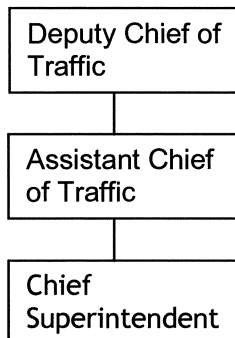
Area of Jurisdiction:
Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Senior management functions with complex work content, including policy development and the determination of direction or strategy.

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October 2013

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ Determines direction/strategy and develops policy for the organization; ▪ Determines the financial strategy and provides the financial management framework, e.g. compile budgets, etc.; ▪ Ensures effective utilization of equipment and machinery, e.g. computers, furnisher, vehicles, etc.; ▪ Manages stores supplies, e.g. stationary and maintenance supplies; ▪ Overall responsibility for land and buildings which requires effective property management; ▪ Provides solutions to organizational problems; ▪ Takes decisions on matters relating to organizational strategy and direction; ▪ Plans the organization's work flow to support the strategy; ▪ Liaises and interacts with key stakeholders in the quest to achieve the departmental/provincial strategy; and ▪ Manages all departmental/provincial personnel programmes and systems in order to increase their commitment and achievement of qualitative deliverables, e.g. performance 	<p>Knowledge</p> <ul style="list-style-type: none"> ▪ Advanced Computer Literacy ▪ General Management ▪ Advanced Human Resources Management ▪ Advanced Financial Management ▪ Advanced Planning and Organizing ▪ Change and Diversity Management ▪ Coaching and Mentoring <p>Communication</p> <ul style="list-style-type: none"> ▪ Strategy Development ▪ Basic Information Technology (IT) ▪ Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> ▪ Policy formulation ▪ Analytical thinking ▪ Research ▪ People Management ▪ Financial Management ▪ Leadership ▪ Assertiveness ▪ Negotiations ▪ Communication 	<p>Qualifications</p> <ul style="list-style-type: none"> ▪ Grade 12 ▪ Relevant Traffic Law Enforcement Qualification ▪ Appropriate 3 years management tertiary qualification at NQF Level 5 <p>Experience</p> <ul style="list-style-type: none"> ▪ More than 10 years in road traffic law enforcement ▪ 10 years in supervisory position or 5 years experience in middle management position 	<ul style="list-style-type: none"> ▪ Valid EB driver's license ▪ Registration as Traffic Officer ▪ Professional Driver's permit

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
management, learning and development, discipline, etc.	<ul style="list-style-type: none"> ▪ Provide/obtain sensitive information requiring tact and diplomacy ▪ Sensitive press statements ▪ Reading and understanding cabinet memoranda ▪ Handling and dealing with complex legal documents ▪ Handling and dealing with complex notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Exceptional creativity is required to develop strategies, policies and new road traffic law enforcement methods ▪ Understanding of law enforcement 		

As indicated in the Code, disciplinary action will be taken against any persistent non-performance, non-achievement of targets and non-compliance with the Code in general.

SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

*Road Traffic Management Corporation
October 2013*

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JOB PROFILE

(Chief Superintendent)

Job Title:
Chief Superintendent

Incumbent/s Name:

Job/Role **Job Code:**
Grade:

Category/Function:
Middle Management

Department:

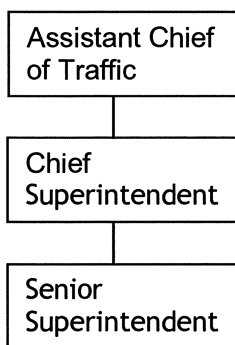
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Middle management functions with complex work content requiring frequent interpretation within an established framework.

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October 2013*

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ Responsible for a variety of equipment, which may include office equipment, machinery and vehicles; ▪ Manages and authorizes expenditure within budgetary constraints; ▪ Advises on specialized departmental/provincial administration policy/strategy; ▪ Interprets departmental/provincial administration policy/strategy on wide range of subjects within an established framework, which may require in-depth analysis and interpretation before action can be taken; ▪ Responsible for decision making in resolving job-related problems, controlling projects, minor changes in policy, actions requiring additional resources for effective road traffic law enforcement; ▪ Responsible for planning the departmental/divisional work and the allocation of required resources; ▪ High level interacts with all stakeholders on departmental/provincial administration policies/strategies; and ▪ Manages and administers all matters related to the department/province. 	<p>Knowledge</p> <ul style="list-style-type: none"> ▪ Basic Computer Literacy ▪ Basic General Management ▪ Introduction to Human Resources Management ▪ Basic Financial Management ▪ Planning and Organizing ▪ Change and Diversity Management ▪ Coaching and Mentoring <p>Communication</p> <ul style="list-style-type: none"> ▪ Understanding of Information Technology (IT) ▪ Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> ▪ Policy formulation ▪ Analytical thinking ▪ Research ▪ Project Management ▪ Financial Management ▪ Leadership ▪ Assertiveness ▪ Conflict Resolution 	<p>Qualifications</p> <ul style="list-style-type: none"> ▪ Grade 12 ▪ Relevant Traffic Law Enforcement Qualification ▪ Appropriate 3 years management tertiary qualification at NQF Level 5 <p>Experience</p> <ul style="list-style-type: none"> ▪ More than 10 years in road traffic law enforcement ▪ 8 years in supervisory position or ▪ 8 years experience in middle management position 	<ul style="list-style-type: none"> ▪ Valid EB driver's license ▪ Registration as Traffic Officer ▪ Professional Driver's Permit

Road Traffic Management Corporation Draft National Road Traffic Law Enforcement Code
October 2013

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
	<p>Communication</p> <ul style="list-style-type: none"> ▪ Provide or obtain required information and the ability to motivate personnel ▪ Written financial and project reports ▪ Negotiations ▪ Presentations ▪ Handling and dealing with notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Development of new ideas that impact on existing methods, policies and programmes ▪ Understanding of law enforcement environment 		

As indicated in the Code, disciplinary action will be taken against any persistent non-performance, non-achievement of targets and non-compliance with the Code in general.

SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Senior Superintendent)

Job Title:
Senior Superintendent

Incumbent/s Name:

Job/Role **Job Code:**
Grade:

Category/Function:
Middle Management

Department:

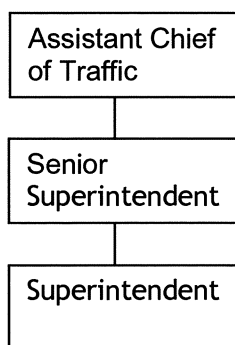
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Middle management functions with complex work content requiring frequent interpretation within an established framework.

*Road Traffic Management Corporation Draft National Road Traffic Law Enforcement Code
October 2013*

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Responsible for a variety of equipment, which may include office equipment, machinery and vehicles; Manages and authorizes expenditure within budgetary constraints; Advices on specialized departmental/provincial administration policy/strategy; Interprets departmental/provincial administration policy/strategy on wide range of subjects within an established framework, which may require in-depth analysis and interpretation before action can be taken; Responsible for decision making in resolving job-related problems, controlling projects, minor changes in policy, actions requiring additional resources for effective road traffic law enforcement; Responsible for planning the departmental/divisional work and the allocation of required resources; High level interacts with all stakeholders on departmental/provincial administration policies/strategies; and Manages and administers all matters related to the department/province. 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic General Management Introduction to Human Resources Management Basic Financial Management Planning and Organizing Change and Diversity Management Coaching and Mentoring <p>Communication</p> <ul style="list-style-type: none"> Understanding of Information Technology (IT) Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Policy formulation Analytical thinking Research Project Management Financial Management Leadership Assertiveness Conflict Resolution 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 Relevant Traffic Law Enforcement Qualification Appropriate 3 years management tertiary qualification at NQF Level 5 <p>Experience</p> <ul style="list-style-type: none"> More than 10 years in road traffic law enforcement 8 years in supervisory position or 8 years experience in middle management position 	<ul style="list-style-type: none"> Valid EB driver's license Registration as Traffic Officer Professional Driver's Permit

Road Traffic Management Corporation Draft National Road Traffic Law Enforcement Code
October 2013

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
	<p>Communication</p> <ul style="list-style-type: none"> ▪ Provide or obtain required information and the ability to motivate personnel ▪ Written financial and project reports ▪ Negotiations ▪ Presentations ▪ Handling and dealing with notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Development of new ideas that impact on existing methods, policies and programmes ▪ Understanding of law enforcement environment 		

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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Superintendent)

Job Title:
Superintendent

Incumbent/s Name:

Job/Role **Job Code:**
Grade:

Category/Function:
Supervisory

Department:

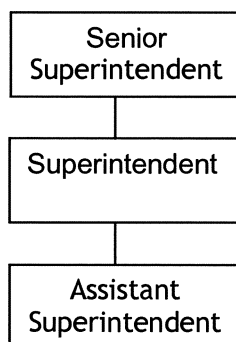
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Middle management functions with complex work content requiring frequent interpretation within an established framework.

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October 2013*

Draft National Road Traffic Law Enforcement Code

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Responsible for a variety of equipment, which may include office equipment, machinery and vehicles; Manages and authorizes expenditure within budgetary constraints; Advices on specialized departmental/provincial administration policy/strategy; Interprets departmental/provincial administration policy/strategy on wide range of subjects within an established framework, which may require in-depth analysis and interpretation before action can be taken; Responsible for decision making in resolving job-related problems, controlling projects, minor changes in policy, actions requiring additional resources for effective road traffic law enforcement; Responsible for planning the departmental/divisional work and the allocation of required resources; High level interacts with all stakeholders on departmental/provincial administration policies/strategies; and Manages and administers all matters related to the department/province. 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic General Management Introduction to Human Resources Management Basic Financial Management Planning and Organizing Change and Diversity Management Coaching and Mentoring <p>Communication</p> <ul style="list-style-type: none"> Understanding of Information Technology (IT) Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Policy formulation Analytical thinking Research Project Management Financial Management Leadership Assertiveness Conflict Resolution 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 Relevant Traffic Law Enforcement Qualification Appropriate 3 years management tertiary qualification at NQF Level 5 <p>Experience</p> <ul style="list-style-type: none"> More than 10 years in road traffic law enforcement 3 years in supervisory position or 2 years experience in middle management position 	<ul style="list-style-type: none"> Valid EB driver's license Registration as Traffic Officer Professional Driver's Permit

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

	<p>Communication</p> <ul style="list-style-type: none"> ▪ Provide or obtain required information and the ability to motivate personnel ▪ Written financial and project reports ▪ Negotiations ▪ Presentations ▪ Handling and dealing with notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Development of new ideas that impact on existing methods, policies and programmes ▪ Understanding of law enforcement 		
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As indicated in the Code, disciplinary action will be taken against any persistent non-performance, non-achievement of targets and non-compliance with the Code in general.

SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

Road Traffic Management Corporation
October 2013

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Assistant Superintendent)

Job Title:

Assistant Superintendent

Incumbent/s Name:**Job/Role****Job Code:**

Grade:

Category/Function:

Supervisory

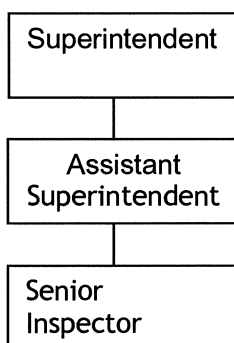
Department:**Area of Jurisdiction:**

Municipal/Provincial

Date:**Interviewer:**

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.

**What is the primary purpose of your job?****What does this job do to add value to its customers?**

Middle management functions with complex work content requiring frequent interpretation within an established framework.

Road Traffic Management Corporation *Draft National Road Traffic Law Enforcement Code*
October 2013

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<ul style="list-style-type: none"> Oversees the usage of equipment and vehicles and technical advice on the usage thereof; Authorizes limited expenditure and supply inputs on budget levels; Gives advice of a more specialized nature when required; Provides technical/administrative information often unfamiliar to direct report, which may require in-depth analysis; Resolves job-related problems with a moderate level of autonomy; Plans projects and allocate financial and other resources within own area of operation; Interacts with direct reports on matters relating to learning and development and discipline; and Manages/administer all matters within own area of operation. 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic General Management Introduction to Human Resources Management Basic Financial Management Planning and Organizing Change and Diversity Management Coaching and Mentoring <p>Communication</p> <ul style="list-style-type: none"> Understanding of Information Technology (IT) Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Policy formulation Analytical thinking Research Project Management Financial Management Leadership Assertiveness Conflict Resolution Advance operation of equipment 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 Relevant Traffic Law Enforcement Qualification Appropriate 3 years management tertiary qualification at NQF Level 5 <p>Experience</p> <ul style="list-style-type: none"> More than 10 years in road traffic law enforcement 3 years in supervisory position 	<ul style="list-style-type: none"> Valid EB driver's license Registration as Traffic Officer Professional Driver's Permit

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

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	<ul style="list-style-type: none"> ▪ Investigation Communication ▪ Provide or obtain required information and the ability to motivate personnel ▪ Written financial and project reports ▪ Negotiations ▪ Presentations ▪ Handling and dealing with notes, memoranda and letters ▪ Effective public appearances Creativity ▪ Development of new ideas that impact on existing methods, policies and programmes ▪ Understanding of law enforcement environment 		

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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Senior Inspector)

Job Title:

Senior Inspector

Incumbent/s Name:

Job/Role

Grade:

Job Code:

Category/Function:

Supervisory/Functional

Department:

Area of Jurisdiction:

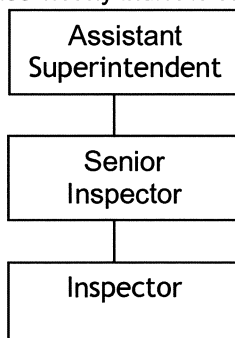
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Junior management functions with complex work content requiring a few well defined tasks such as clerical/administrative to production functions, which are straightforward but requires some interpretation.

Road Traffic Management Corporation *Draft National Road Traffic Law Enforcement Code*
October 2013

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<ul style="list-style-type: none"> Responsible for a variety of equipment, which may include office equipment, machinery and vehicles; Responsible for: Maintaining records and registers; Controlling reservation list; Applying provincial legislation; Administer inspection services; Institute prosecution; Compiles reports; Provide training; Gives evidence in court for any transgression, when required; Performs inspection functions; Identifies and eliminates traffic problems; and Patrols roads and investigate roadworthiness of vehicles. Receives instruction/guidance on several closely related subjects areas which are normally straightforward; Solves problems through standing instructions and reach conclusion through the application of, mainly, job procedures; Decision making is mostly confined to own work, but could also influence work of others; 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic General Management Basic Human Resources Management Basic Planning and Organizing Basic Safety Principles Knowledge of applicable regulating Act/measures Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Policy formulation Analytical thinking Research Project Management Financial Management Leadership Assertiveness Conflict Resolution <p>Communication</p> <ul style="list-style-type: none"> Provide or obtain required information and the ability to motivate personnel Written financial and project reports 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 Traffic Diploma Tertiary Management course at NQF Level 4 <p>Training</p> <ul style="list-style-type: none"> Relevant Traffic Diploma Departmental training courses Course in the Interpretation of Law and Court Procedures <p>Experience</p> <ul style="list-style-type: none"> 10 years experience as a Grade 10 Traffic Official 6 years as a Grade 12 Traffic Official 	<ul style="list-style-type: none"> Valid EC driver's license Registration as Traffic Officer Professional Driver's Permit

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ Plans own work, but such planning may influence work of others; and ▪ Interacts with clients mostly on standard issues such as procedures/work technicalities and basic policy matters. 	<ul style="list-style-type: none"> ▪ Negotiations ▪ Presentations ▪ Handling and dealing with notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Development of new ideas that impact on existing methods, policies and programmes ▪ Understanding of law enforcement environment 		

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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

Road Traffic Management Corporation
October 2013

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Inspector)

Job Title:
Inspector

Incumbent/s Name:

Job/Role **Job Code:**
Grade:

Category/Function:
Supervisory/Functional

Department:

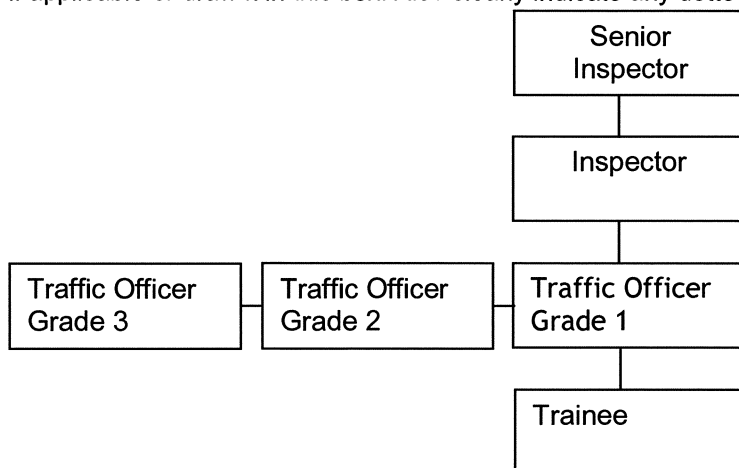
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Junior management functions with complex work content requiring a few well defined tasks such as clerical/administrative to production functions, which are straightforward but requires some interpretation.

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October 2013

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<ul style="list-style-type: none"> ▪ Uses a variety of equipment, which may include light vehicles (cars, vans, etc.) office equipment such as computer photocopier, etc.; ▪ Responsible for: ▪ Compiles reports and keep records; ▪ Checks data regarding investigation/inspection ▪ Provide training; ▪ Gives evidence in court for any transgression, when required; ▪ Performs specific inspection and investigate problem areas; and ▪ Investigate roadworthiness of vehicles. ▪ Controls the expenditure of others; ▪ Gives advice on policy/technical matters to direct reports and the public; ▪ Provides/conveys information on a wide range but related subjects, familiar to post holder and requiring some interpretation within an established framework ▪ Solves problems by occasionally comparing possible courses of action using mainly standard information; ▪ Plans and prioritizes the work of others and decides on issues that might have impact on others; 	<p>Knowledge</p> <ul style="list-style-type: none"> ▪ Basic Computer Literacy ▪ Basic General Management ▪ Basic Human Resources Management ▪ Basic Planning and Organizing ▪ Basic Safety Principles ▪ Knowledge of applicable regulating Act/measures ▪ Basic knowledge of Constitution Machinery ▪ Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> ▪ Planning skills ▪ Conflict Resolution ▪ Administrative skills ▪ Data analysis ▪ Organizing ▪ Ability to provide training ▪ Interpersonal relationship ▪ Communication ▪ Provide or obtain required information requiring difficult information ▪ Routine written reports, letters and 	<p>Qualifications</p> <ul style="list-style-type: none"> ▪ Grade 12 ▪ Relevant Traffic Law Enforcement Diploma ▪ Tertiary Management course at NQF Level 4 <p>Training</p> <ul style="list-style-type: none"> ▪ Relevant Traffic Diploma ▪ Departmental training courses ▪ Course in the Interpretation of Law and Court Procedures <p>Experience</p> <ul style="list-style-type: none"> ▪ 10 years experience as a Grade 10 Traffic Official ▪ 6 years as a Grade 12 Traffic Official 	<ul style="list-style-type: none"> ▪ Valid EC driver's license ▪ Registration as Traffic Officer ▪ Professional Driver's Permit

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ Plans the application of technical/policy matters and procedures and allocates resources within area of operation; ▪ Interacts with clients at high level on technical, policy and procedural matters; and ▪ Supervises and renders advice and guidance on matters such as quality control, discipline, control/planning, learning and development, performance management, allocation of tasks and general management systems. 	<p>memoranda with notes, memoranda</p> <p>Creativity</p> <ul style="list-style-type: none"> ▪ Development of new ideas that impact on existing methods, policies and programmes ▪ Understanding of law enforcement environment 		

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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

Road Traffic Management Corporation
October 2013

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Traffic Officer Grade 3)

Job Title:

Traffic Officer Grade 3

Incumbent/s Name:

**Job/Role
Grade:**

Job Code:

Category/Function:

Functional

Department:

Area of Jurisdiction:

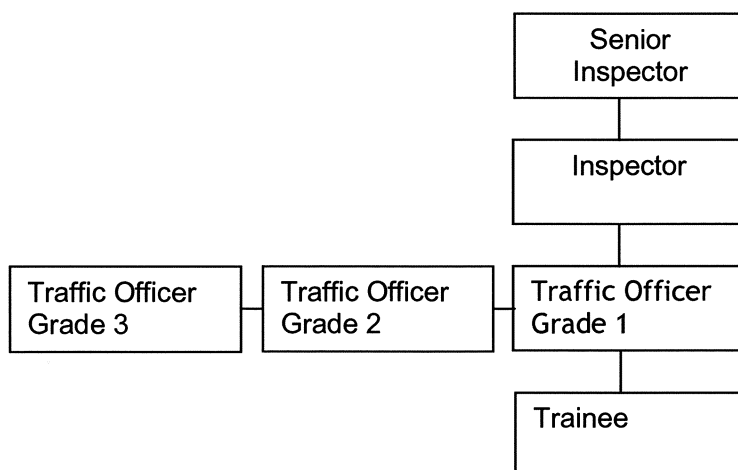
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Junior management functions with complex work content requiring a few well defined tasks such as clerical/administrative to production functions, which are straightforward but requires some interpretation.

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October 2013*

Draft National Road Traffic Law Enforcement Code

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Uses a variety of equipment, which may include light vehicles (cars, vans, etc.) office equipment such as computer photocopier, etc.; Responsible for: Compiles reports and keep records; Checks data regarding investigation/inspection Provide training; Gives evidence in court for any transgression, when required; Performs specific inspection and investigate problem areas; and Investigate roadworthiness of vehicles. Controls the expenditure of others; Gives advice on policy/technical matters to direct reports and the public; Provides/conveys information on a wide range but related subjects, familiar to post holder and requiring some interpretation within an established framework Solves problems by occasionally comparing possible courses of action using mainly standard information; Plans and prioritizes the work of others and decides on issues that might have impact on others; 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic General Management Basic Human Resources Management Basic Planning and Organizing Basic Safety Principles Knowledge of applicable regulating Act/measures Basic knowledge of Constitution Machinery Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Planning skills Conflict Resolution Administrative skills Data analysis Organizing Ability to provide training Interpersonal relationship Communication Provide or obtain required information requiring difficult information 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 Relevant Traffic Law Enforcement Diploma Tertiary Management course at NQF Level 4 <p>Training</p> <ul style="list-style-type: none"> Relevant Traffic Diploma Departmental training courses Course in the Interpretation of Law and Court Procedures <p>Experience</p> <ul style="list-style-type: none"> 10 years experience as a Grade 10 Traffic Official 6 years as a Grade 12 Traffic Official 	<ul style="list-style-type: none"> Valid EC driver's license Registration as Traffic Officer Professional Driver's Permit

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

<ul style="list-style-type: none"> ▪ Plans the application of technical/policy matters and procedures and allocates resources within area of operation; ▪ Interacts with clients at high level on technical, policy and procedural matters; and ▪ Supervises and renders advice and guidance on matters such as quality control, discipline, control/planning, learning and development, performance management, allocation of tasks and general management systems. 	<ul style="list-style-type: none"> ▪ Routine written reports, letters and memoranda with notes, memoranda <p style="text-align: center;">Creativity</p> <ul style="list-style-type: none"> ▪ Development of new ideas that impact on existing methods, policies and programmes ▪ Understanding of law enforcement environment 		
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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

Road Traffic Management Corporation
October 2013

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Traffic Officer Grade 2)

Job Title:

Traffic Officer Grade 2

Incumbent/s Name:

Job/Role

Grade:

Job Code:

Category/Function:

Functional

Department:

Area of Jurisdiction:

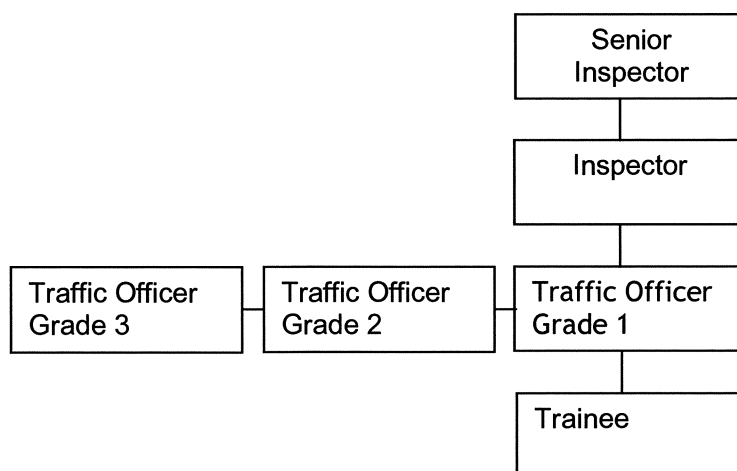
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Performs structured work which may include a few defined tasks such as clerical/administrative to production functions which are straightforward but requires some interpretation.

*Road Traffic Management Corporation Draft National Road Traffic Law Enforcement Code
October 2013*

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Uses a variety of equipment, which may include light vehicles (cars, vans, etc.) office equipment such as computer photocopier, etc.; Responsible for: Maintain records and registers; Control reservation list; Apply provincial legislation; Administer inspection services; Institute prosecution; Provide training; Compiles reports and keep records; Gives evidence in court for any transgression, when required; Identifies and eliminates traffic problems Performs specific inspection and investigate problem areas; and Patrols roads and Investigates roadworthiness of vehicles. Receives instruction/guidance on several closely related subjects areas which are straightforward; Solves problems through standing instructions and reach conclusion through the application of job procedures; Decision making is confined to job 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic General Management Basic Human Resources Management Basic Planning and Organizing Basic Safety Principles Knowledge of applicable regulating Act/measures Basic knowledge of Constitution Machinery Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Ability to compile reports Interpretation Training Conflict Resolution Ability to operate equipment and machinery Interpersonal relationship Communication Provide or obtain required information requiring simple information Routine written reports, letters and, 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 Relevant Traffic Law Enforcement Diploma <p>Training</p> <ul style="list-style-type: none"> Relevant Traffic Diploma Departmental training courses Course in the Interpretation of Law and Court Procedures <p>Experience</p> <ul style="list-style-type: none"> 5 years experience as a Traffic Law Officer 	<ul style="list-style-type: none"> Valid EC driver's license Registration as Traffic Officer Professional Driver's Permit

*Road Traffic Management Corporation Draft National Road Traffic Law Enforcement Code
October 2013*

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS/ EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ holder, but could influence others; ▪ Plans in respect of own work and may influence work of others; and ▪ Standard interaction with clients on procedures and basic policy matters. 	<p>memoranda</p> <p>Creativity</p> <ul style="list-style-type: none"> ▪ Procedures and policies are well established and little innovation is required. 		

As indicated in the Code, disciplinary action will be taken against any persistent non-performance, non-achievement of targets and non-compliance with the Code in general.

SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

Road Traffic Management Corporation
October 2013

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Traffic Officer Grade 1)

Job Title:

Traffic Officer Grade 1

Incumbent/s Name:

Job/Role

Job Code:

Grade:

Category/Function:

Functional

Department:

Area of Jurisdiction:

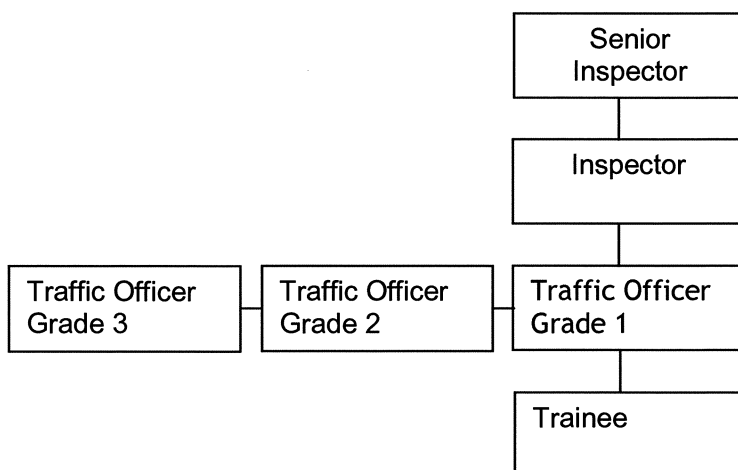
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Performs structured work which may include a few well defined tasks which a Grade 2 Traffic Officer is responsible for.

*Road Traffic Management Corporation Draft National Road Traffic Law Enforcement Code
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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Uses a variety of equipment, which may include light vehicles (cars, vans, etc.) office equipment such as computer photocopier, etc.; Responsible for: Performs inspection functions; Investigation of possible amendments of relevant legislation; Collect statistical data; Administer inspection services; Institute prosecution; Compiles reports and keep records; Gives evidence in court for any transgression, when required; Identifies and eliminates traffic problems; and Patrols roads and Investigates roadworthiness of vehicles. Receives instruction/guidance on several closely related subjects areas which are straightforward; Solves problems through the application of standing instructions or procedures; Decision making is confined to job holder, but could influence others; Plans in respect of own work and may influence work of others; and 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic General Management Basic Human Resources Management Basic Planning and Organizing Basic Safety Principles Knowledge of applicable regulating Act/measures Basic knowledge of Constitution Machinery Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Ability to conduct inspections and investigations Issuing of summonses Basic application of the Criminal Procedure Act Conflict Resolution Ability to operate equipment and machinery Interpersonal relationship <p>Communication</p> <ul style="list-style-type: none"> Provide or obtain required 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 Basic Traffic Training <p>Training</p> <ul style="list-style-type: none"> Relevant Traffic Diploma Departmental training courses Course in the Interpretation of Law and Court Procedures <p>Experience</p> <ul style="list-style-type: none"> 4 years experience as a Traffic Law Officer 	<ul style="list-style-type: none"> Valid EC driver's license Registration as Traffic Officer Professional Driver's Permit

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October 2013*

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Standard interaction with clients on procedures and basic policy matters. 	<ul style="list-style-type: none"> information requiring simple information <ul style="list-style-type: none"> Routine written reports, letters and memoranda Creativity <ul style="list-style-type: none"> Procedures and policies are well established and little innovation is required 		

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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

Road Traffic Management Corporation
October 2013

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Trainee Traffic Officer)

Job Title:
Trainee Traffic Officer

Incumbent/s Name:

Job/Role **Job Code:**
Grade:

Category/Function:
Trainee

Department:

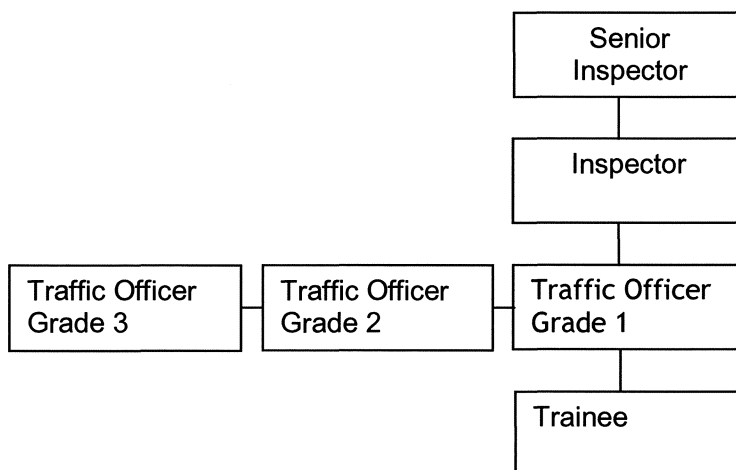
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Personnel receives basic traffic law enforcement training and performs simple routine tasks that requires portfolio of evidence during the probationary period/contract of 2 years with the traffic authority/authority.

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Uses a variety of equipment, which may include light vehicles (cars, vans, etc.) office equipment such as computer photocopier, etc.; Assists on the following: Execution of inspections and investigations of vehicles and drivers; and Issuing summons and executing arrests. Performs inspection functions; Assists with collection of statistical data; Issues summons; Compiles reports and keep records and registers; Gives evidence in court for any transgression, when required; and Patrols roads and Investigates roadworthiness of vehicles. Receives instruction/guidance on several closely related subjects areas which are straightforward; Solves problems through the application of standing instructions or procedures; Decision making is confined to job holder, but could influence others; Plans in respect of own work and 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic Safety Principles Knowledge of applicable regulating Act/measures Basic knowledge of prosecuting procedures. <p>Skills</p> <ul style="list-style-type: none"> Ability to perform routine tasks Numeracy Literacy Ability to operate equipments Basic application of the National Road Traffic Act, Road Traffic Management Corporation Act Criminal Procedure Act Basic issuing of summonses <p>Communication</p> <ul style="list-style-type: none"> Routine and verbal exchange of information which require helpfulness and politeness Enforcement of NRTA and CPA, which requires assertiveness and fairness 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 EB Drivers Licence Security Clearance Medical Certificate <p>Training</p> <ul style="list-style-type: none"> None <p>Experience</p> <ul style="list-style-type: none"> 1 year driving experience 	<ul style="list-style-type: none"> Valid EB driver's license Clean criminal record

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> may influence work of others; and Standard interaction with clients on procedures and basic policy matters. 			

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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

JOB COMPETENCIES

Commander

This document describes the additional competencies required by an officer to head a regional station and earn the title of Commander in addition to his current rank.

Title:

Commander

Incumbent/s Name:

Job/Role

Job Code:

Grade:

Category/Function:

Head of regional station

Department:

Area of Jurisdiction:

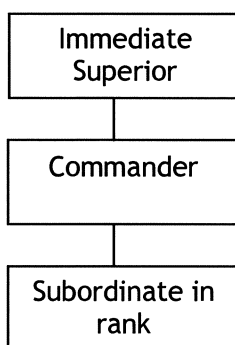
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of the additional title?

It is an additional title given to the head or commander of regional or sub station to give recognition to a position that will not hold a top management rank but may require some or all of the competencies to be implemented at a smaller scale.

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WHAT ARE THE KEY OUTPUTS OF THIS TITLE – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED FOR THIS TITLE?	WHAT ARE THE LEARNING INDICATORS REQUIRED FOR THIS TITLE? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED FOR THIS TITLE?
<ul style="list-style-type: none"> Responsible for a variety of equipment, which may include office equipment, machinery and vehicles; Determines the financial strategy and provides the financial management framework, e.g. compile budgets for the station; Manages and authorizes expenditure within budgetary constraints; Advises on specialized departmental/provincial administration policy/strategy; Responsibility for regional station land and buildings which requires effective property management; Interprets departmental/provincial administration policy/strategy on wide range of subjects within an established framework, which may require in-depth analysis and interpretation before action can be taken; Responsible for decision making in resolving job-related problems, controlling projects, minor changes in policy, actions requiring additional resources for effective road traffic law enforcement; Responsible for planning the departmental/divisional work and the allocation of required resources; 	<p>Knowledge</p> <ul style="list-style-type: none"> Basic Computer Literacy Basic General Management Introduction to Human Resources Management Basic Financial Management Planning and Organizing Change and Diversity Management Coaching and Mentoring <p>Communication</p> <ul style="list-style-type: none"> Understanding of Information Technology (IT) Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Policy formulation Analytical thinking Research Project Management Financial Management Leadership Assertiveness Conflict Resolution Communication 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 Relevant Traffic Law Enforcement Qualification Appropriate 3 years management tertiary qualification at NQF Level 5 <p>Experience</p> <ul style="list-style-type: none"> More than 10 years in road traffic law enforcement 8 years in supervisory position or 8 years experience in middle management position 	<ul style="list-style-type: none"> Valid EB driver's license Registration as Traffic Officer Professional Driver's Permit

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WHAT ARE THE KEY OUTPUTS OF THIS TITLE – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED FOR THIS TITLE?	WHAT ARE THE LEARNING INDICATORS REQUIRED FOR THIS TITLE? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED FOR THIS TITLE?
<ul style="list-style-type: none"> ▪ High level interacts with all stakeholders on departmental/provincial administration policies/strategies; and ▪ Manages and administers all matters related to the department/province. 	<ul style="list-style-type: none"> ▪ Provide or obtain required information and the ability to motivate personnel ▪ Written financial and project reports ▪ Negotiations ▪ Presentations ▪ Handling and dealing with notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Development of new ideas that impact on existing methods, policies and programmes ▪ Understanding of law enforcement environment 		

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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

*Road Traffic Management Corporation
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Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Human Resources)

Job Title:

Human Resources Manager

Incumbent/s Name:**Job/Role**

Grade:

Job Code:**Category/Function:**

Human Resources

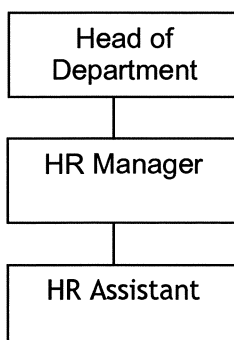
Department:**Area of Jurisdiction:**

Municipal/Provincial

Date:**Interviewer:**

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Personnel provides a sound human resource governance advice and direction.

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Development of an HR structure, policies and procedures Recruitment and selection, including advertising, reference checks, etc. Induction of all employees Forecasting future resource and competency requirements of the organization Analysis of the external supply and demand in the labour market Provide advice on best practices for organizational design Job description and competency profile development Management of employee performance and development Performing and assisting management in performance evaluations to identify performance discrepancies and setting objectives/targets Career development and success planning Providing career counselling at all times Development of organizational transformation strategies to address the vast differences in organizational cultures, terms and conditions of employment, remuneration levels and 	<p>Knowledge</p> <ul style="list-style-type: none"> Advanced Computer Literacy General Management Advanced Human Resources Management Advanced Financial Management Advanced Planning and Organizing Change and Diversity Management Coaching and Mentoring <p>Communication</p> <ul style="list-style-type: none"> Strategy Development Basic Information Technology (IT) Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Policy formulation Analytical thinking Research People Management Financial Management Leadership Assertiveness Negotiations 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 B.Comm (Industrial Psychology) Advanced Diploma in Labour Law <p>Training</p> <ul style="list-style-type: none"> Project Management Labour Relations Facilitation and Training Skills Employee Assistant Programme Performance and Talent Management Interpersonal Skills Coaching and mentoring Transformation Leadership <p>Experience</p> <ul style="list-style-type: none"> 10 years in HR management position Strategic HR management at a senior level HR consulting 	<ul style="list-style-type: none"> Valid EB driver's license Clean criminal record

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October 2013

<p>normal operating procedures</p> <ul style="list-style-type: none"> ▪ Management of labour relations and environment ▪ Wage negotiations and substantive conditions of employment ▪ Management of all human resources administration reports and records ▪ Management and motivation of direct reports, e.g. HR Assistant, IR Coordinator, Training and Development Coordinator, etc. 	<p>Communication</p> <ul style="list-style-type: none"> ▪ Provide/obtain sensitive information requiring tact and diplomacy ▪ Sensitive press statements ▪ Reading and understanding cabinet memoranda ▪ Handling and dealing with complex legal documents ▪ Handling and dealing with complex notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Exceptional creativity is required to develop strategies, policies and new HR approaches ▪ Basic understanding of law enforcement 	
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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

Road Traffic Management Corporation
October 2013

Draft National Road Traffic Law Enforcement Code

JOB PROFILE

(Finance)

Job Title:
Financial Manager

Incumbent/s Name:

Job/Role **Job Code:**
Grade:

Category/Function:
Finances

Department:

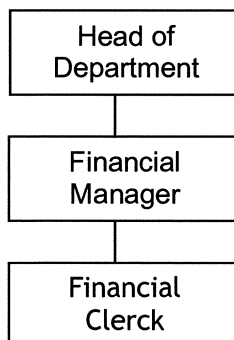
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Personnel provides a sound financial governance advice and direction .

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October 2013*

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ Oversees payroll ▪ Ensures monthly reconciliations ▪ Compiling financial statements ▪ Monitoring budgets ▪ Analyse budgets to maintain expenditure control ▪ Prepare budget reports ▪ Consulting with management to ensure budget adjustments are done in compliance with PFMA & MFMA Act ▪ Cash management ▪ Receiving payment ▪ Banking ▪ Assisting stations with balancing and reconciliation ▪ Handling contracts ▪ Managing and coaching staff 	<p>Knowledge</p> <ul style="list-style-type: none"> ▪ Advanced Computer Literacy ▪ General Management ▪ Advanced Financial Management ▪ Advanced Planning and Organizing ▪ Coaching and Mentoring ▪ Communication ▪ Strategy Development ▪ Basic Information Technology (IT) ▪ Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> ▪ Policy formulation ▪ Analytical thinking ▪ Research ▪ People Management ▪ Financial Management ▪ Leadership ▪ Assertiveness ▪ Negotiations <p>Communication</p> <ul style="list-style-type: none"> ▪ Provide/obtain sensitive information requiring tact and diplomacy ▪ Sensitive press statements 	<p>Qualifications</p> <ul style="list-style-type: none"> ▪ Grade 12 ▪ B.Comm (Finance/Acc) ▪ Advanced Diploma in Labour Law <p>Training</p> <ul style="list-style-type: none"> ▪ Project Management ▪ Interpersonal Skills ▪ Coaching and mentoring ▪ Transformation ▪ Leadership <p>Experience</p> <ul style="list-style-type: none"> ▪ Strategic Finance management at a senior level ▪ 10 years in finance management position 	<ul style="list-style-type: none"> ▪ Valid EB driver's license ▪ Clean criminal record

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
	<ul style="list-style-type: none"> ▪ Reading and understanding cabinet memoranda ▪ Handling and dealing with complex legal documents ▪ Handling and dealing with complex notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Exceptional creativity is required to develop strategies, policies and new Finance approaches ▪ Basic understanding of law enforcement 		

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SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

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JOB PROFILE

(Administration)

Job Title:
Administration Manager

Incumbent/s Name:

Job/Role **Job Code:**
Grade:

Category/Function:
Administration

Department:

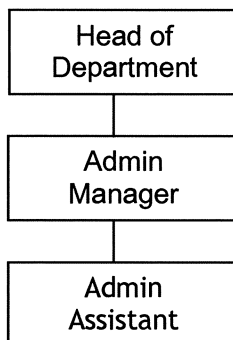
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Personnel provides a sound administration governance advice and direction.

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October 2013*

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> Develop administration policies and systems Ensures proper record keeping of the organization's assets (fixed and movable) Taking stock of assets Continuously evaluating and maintaining administration systems Responsible for material and equipment movement Inventory management 	<p>Knowledge</p> <ul style="list-style-type: none"> Advanced Computer Literacy General Management Advanced Financial Management (PFMA & MFMA) Advanced Planning and Organizing Coaching and Mentoring Communication Strategy Development Basic Information Technology (IT) Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> Policy formulation Analytical thinking Research People Management Financial Management Leadership Assertiveness Negotiations <p>Communication</p> <ul style="list-style-type: none"> Provide/obtain sensitive information requiring tact and diplomacy 	<p>Qualifications</p> <ul style="list-style-type: none"> Grade 12 B.Comm (Finance/Acc) <p>Training</p> <ul style="list-style-type: none"> Project Management Interpersonal Skills Coaching and mentoring Transformation Leadership <p>Experience</p> <ul style="list-style-type: none"> Strategic Administration management at a senior level 10 years in administration management position 	<ul style="list-style-type: none"> Valid EB driver's license Clean criminal record

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October 2013*

WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
	<ul style="list-style-type: none"> ▪ Sensitive press statements ▪ Reading and understanding cabinet memoranda ▪ Handling and dealing with complex legal documents ▪ Handling and dealing with complex notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Exceptional creativity is required to develop strategies, policies and new Administration approaches ▪ Basic understanding of law enforcement ▪ 		

As indicated in the Code, disciplinary action will be taken against any persistent non-performance, non-achievement of targets and non-compliance with the Code in general.

SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

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JOB PROFILE

(Stores)

Job Title:
Stores Manager

Incumbent/s Name:

Job/Role **Job Code:**
Grade:

Category/Function:
Stores

Department:

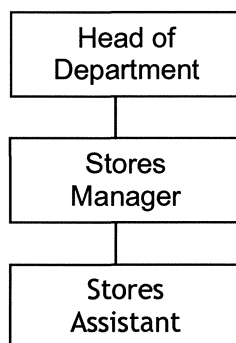
Area of Jurisdiction:
Municipal/Provincial

Date:

Interviewer:

Reporting Structure/Chain of Command

Please attach organogram indicating your position and the one supervisor/manager above you and the one level below you if applicable or draw it in this box. Also clearly indicate any dotted line relationship.



What is the primary purpose of your job?

What does this job do to add value to its customers?

Personnel provides a sound stores governance advice and direction.

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
<ul style="list-style-type: none"> ▪ Implement and manage supply chain function of the organization ▪ Development of the organization's supply chain policies, systems and procedures ▪ Guide procurement process during implementation of supply chain ▪ Conduct supplier evaluation to ensure uninterrupted service delivery ▪ Provide regular status reports, highlighting trends and risks, deviations, delays and appropriate recommendations 	<p>Knowledge</p> <ul style="list-style-type: none"> ▪ Advanced Computer Literacy ▪ General Management ▪ Advanced Financial Management (PFMA & MFMA) ▪ Knowledge of Preferential Procurement Policy Framework Act ▪ Advanced Planning and Organizing ▪ Coaching and Mentoring ▪ Communication ▪ Strategy Development ▪ Basic Information Technology (IT) ▪ Clear understanding and application of National Road Traffic Act, Road Traffic Management Corporation Act and the Criminal Procedure Act <p>Skills</p> <ul style="list-style-type: none"> ▪ Policy formulation ▪ Analytical thinking ▪ Research ▪ People Management ▪ Financial Management ▪ Leadership ▪ Assertiveness ▪ Negotiations <p>Communication</p> <ul style="list-style-type: none"> ▪ Provide/obtain sensitive information 	<p>Qualifications</p> <ul style="list-style-type: none"> ▪ Grade 12 ▪ B.Comm (Finance/Acc) <p>Training</p> <ul style="list-style-type: none"> ▪ Project Management ▪ Interpersonal Skills ▪ Coaching and mentoring ▪ Transformation ▪ Leadership ▪ Purchasing Management ▪ Stores Control and Materials Handling ▪ Receiving, storing and issuing of material and equipment <p>Experience</p> <ul style="list-style-type: none"> ▪ Strategic Warehouse/Storage Management at a senior level ▪ 10 years warehouse/storage management position ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Valid EB driver's license ▪ Clean criminal record

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WHAT ARE THE KEY OUTPUTS OF YOUR JOB – ROLES AND RESPONSIBILITIES? (WHAT RESULTS DO YOU HAVE TO ACHIEVE)	WHAT ARE THE KEY COMPETENCIES REQUIRED IN YOUR JOB?	WHAT ARE THE LEARNING INDICATORS REQUIRED IN YOUR JOB? (LIST MINIMUM QUALIFICATIONS /EXPERIENCES REQUIRED WHEN RECRUITING NEW AND EXTERNAL CANDIDATES)	WHAT ARE THE STATUTORY REQUIREMENTS REQUIRED IN YOUR JOB?
	<p>requiring tact and diplomacy</p> <ul style="list-style-type: none"> ▪ Sensitive press statements ▪ Reading and understanding cabinet memoranda ▪ Handling and dealing with complex legal documents ▪ Handling and dealing with complex notes, memoranda and letters ▪ Effective public appearances <p>Creativity</p> <ul style="list-style-type: none"> ▪ Exceptional creativity is required to develop strategies, policies and new Supply Chain approaches ▪ Basic understanding of law enforcement 		

As indicated in the Code, disciplinary action will be taken against any persistent non-performance, non-achievement of targets and non-compliance with the Code in general.

SIGNATURE OF INCUMBENT

SIGNATURE OF MANAGER

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**ANNEXURE 13
POLICE ALLOCATION MANUAL**

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Police Allocation Manual

Determination of the Number and allocation of personnel
For Traffic Authorities

Prepared by

The Traffic Institute
Northwestern University, USA

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October 2013

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CHAPTER 1: Introduction

Purpose of the Manual

The Police Allocation Manual (PAM) is designed to be used by state police authorities, or divisions within those authorities, whose mission includes the delivery of police traffic services. The Manual is designed to help such authorities address two key resource allocation questions:

1. What is the total number of officers (i.e., officers, field supervisors, and staff and command personnel) that are required to provide an acceptable level of service? and
2. How should a specified total number of officers be allocated by geographic regions or time periods to maximize authority productivity?

This version of the Manual is derived from earlier editions that were based on a review of procedures currently used by state, provincial and county authorities throughout the United States and Canada. The framework and rationale presented in the Manual are the result of a distillation process that identified

the "best" procedures, and then modified and blended those procedures into a comprehensive model for determining appropriate staffing levels and deployment patterns.

It is anticipated that the Manual will provide both immediate and long-range benefits. The procedures in PAM will provide authorities with a logical and explicit format in which to frame requests for additional personnel and/or staff allocation. In addition, it is anticipated that the Manual will serve as a catalyst for stimulating further discussion and research in the area of staffing and allocation for law enforcement authorities.

How To Use the Manual

This "Special Version" of the Police Allocation Manual consists of four chapters and two appendixes. Chapter 1 provides a brief introduction to the purposes and uses of the Manual. Chapter 2 describes the PAM staffing and allocation model.

Chapter 3 contains eight worksheets, each with instructions that provide a step-by-step process for determining staffing levels. For the first-time user of the Manual, the following procedure is recommended:

1. Read Chapter 2 - Chapter 2 can be used to gain an initial understanding of the overall logic of the model and its major components. It is not imperative for the user to understand every detail at first reading. The primary objective of Chapter 2 is to

provide readers with sufficient information to assess how the model can best be used to assist their authority.

2. Review Chapter 3 - Chapter 3 contain all the worksheets and instructions for the PAM model. The purpose of this step is to enhance understanding of the model, to resolve questions about the procedures that are used, and to help the user assess the effort required to use the model.
3. Determine the Data Collection Effort - After reading chapters 2 and 3 the user should estimate the data collection effort that will be required to use the model. The following steps are recommended for this assessment:
 - Review the worksheets in chapter 3 to identify which model options will be used.
 - Compile a list of the input data requirements for the authority. This list will include all the data items in Worksheet 1 plus additional data items from worksheets 2 - 9 depending on the particular options selected.
 - For each data item on the list, determine its availability, its accessibility, and the effort that will be required to obtain it. It is important to recognize that no authority is likely to have all the data required; it is probable that every authority will have to estimate some of the data items, at least initially.
4. Assess the Benefits of the Model to the Authority – Before proceeding further, the user should weigh the benefits to be gained from using the model versus the data collection effort that will be required. This tradeoff can be used to help decide whether to use the model or not.
5. Collect the Required Data - If a decision is made to use the model, initial activities should focus on data collection. The actual time required to collect the data will vary considerably by authority and will depend on the size of the authority, the degree of automation within the records section, and the scope of existing records. Initial data collection efforts may require time that will not be necessary for later uses of the model because some input data items are not likely to change (e.g., the number of roadway miles, the size of the patrol areas, etc.).
6. Complete the Worksheets - Once the input data items have been collected, the nine worksheets in chapters 3 and 4 can be used to determine the staffing and allocation levels required for each patrol area. Once the data are available, actual completion of the worksheets themselves will require relatively little time (i.e., only a few hours) compared to the days or weeks that may be required to collect the data.

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7. Review and Adjust the Results - After the model has been used to determine staffing and allocation levels, the results should be carefully reviewed. The purpose of this review is to:

- explicitly identify the rationale for each model option that is used,
- explicitly identify the rationale for each performance objective value that is used,
- verify that the authority data used is both comprehensive (e.g., that all patrol workload is accounted for) and consistent with model data definitions, and
- identify and understand differences between current staffing levels and those specified by the model.

The Role of Resource Allocation Models

It is important for PAM users to remember that the Manual is based on a "model" of staffing and deployment. All models are limited by the assumptions on which they are built and by the data that are used. (See Chapter 2 for additional discussion concerning the limitations of the PAM model.) The user must guard against the temptation to believe that the model provides "the answer." All models, including the one described in the Manual, use a variety of assumptions about the "real" world to assemble data into rational patterns that can be used by decision-makers. (Traffic Chiefs do not suffer from a lack of data, but rather from a scarcity of tools for effectively using that data.) The decision-maker, in turn, must weigh the merits of the recommendations of the model against other factors (e.g., political, economic, operational, etc.) in arriving at a final course of action. Perhaps John Schuiteman said it best when he wrote:

"Adequate police protection, like beauty, lies in the eye of the beholder. The optimal or appropriate ratio of officers to population, traffic volumes, reported crimes or accidents, etc., is not a matter of mathematics or statistics. It is a matter of human judgment and community resources."

"Allocating State Officers: The Virginia Experience," The Police Chief, July 1985.

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CHAPTER 2: Overview of the Police Allocation Manual Methodology Time-Based Model

The procedures used in the PAM model to determine the total staff requirements for the delivery of traffic officer patrol services are based on an analysis of patrol workload requirements, performance objectives, and personnel policies, all measured in time. All officer time, both on and off-duty, is divided into two categories: patrol and non-patrol. Non-patrol time, determined largely by the personnel policies of the authority, is reflected in the "shift relief factor" determined in Worksheet 8 of the Manual. All patrol time is divided into four time components:

1. Reactive time (calls-for-service),
2. Proactive (self-initiated) time,
3. Proactive (uncommitted patrol) time, and
4. Administrative time.

Reactive Time

Reactive time refers to patrol time spent on activities that can be described as service-on-demand. These are usually calls for service (CFS) that are assigned by radio dispatch. For some authorities, the most important CFS activities are requests for police assistance at traffic accidents. Since most authorities also provide services beyond traffic-related activities, the PAM model classifies all CFS as either "accidents" or "other CFS." The total time spent answering CFS is referred to as "obligated time."

Proactive (Self-Initiated) Time

Proactive (self-initiated) time refers to patrol time spent on non-CFS activities. In the PAM model, self-initiated activities include the issuance of citations and warnings for driving violations, assisting motorists, providing traffic direction and control, and conducting field interrogations.

Proactive (Uncommitted Patrol) Time

Proactive (uncommitted patrol) time refers to the time spent patrolling the roadway system in the jurisdiction (i.e., time not spent on reactive, self-initiated, or administrative activities). Uncommitted patrol provides two benefits: "visibility" for the general deterrence of traffic and criminal violators, and "availability" for self-initiated activities and for the timely response to CFS. Uncommitted patrol time includes time spent on both moving and stationary patrol.

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Administrative Time

Administrative time refers to patrol activities that do not fall into the reactive, self-initiated, or uncommitted patrol time categories. Typical administrative activities include on duty court time, personal time (e.g., for meals), patrol car maintenance, training, and authority administrative duties. On-duty time spent on non-patrol activities such as extended training or special assignments are accounted for in the calculation of the shift relief factor for the authority.

Autonomous Patrol or Jurisdictional Area

The PAM procedures are designed to determine total staffing requirements for "autonomous patrol areas"; that is, geographic areas that exhibit the following characteristics:

- Virtually all of the CFS that originate in the area are handled by officers assigned to the area (or conversely, few CFS in the area are handled by officers assigned to other areas);
- Officers assigned to the area are rarely assigned to CFS outside of the area; and
- Although officers may be assigned to specific geographic subdivisions within the area for patrol, an officer may be dispatched, if required, to a CFS anywhere within the area.

In some authorities, their jurisdictional area operates as an autonomous patrol area (APA). In others, with larger geographic areas such as provincial authorities, one jurisdictional area may consist of several APAs.

Total Staff Requirements

To determine the total staff requirement for an authority, the PAM model is used in the following way:

1. The entire jurisdiction is used as single autonomous patrol area (APA) or is subdivided into a number of autonomous patrol areas (APAs). The APAs should cover the entire jurisdiction and should not overlap one another.
2. The PAM procedures are used to determine the total staffing requirement for each APA.
3. The staffing requirement for the entire jurisdiction is obtained by adding the staffing numbers for all the APAs. (The resulting total may need to be supplemented with additional personnel assigned to the central or regional headquarters of the authority.)

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The PAM model uses the following steps to determine the total staffing requirement for each APA:

1. Determine the average daily on-duty staff requirement (i.e., the number of officers required to meet the administrative, reactive, self-initiated, and uncommitted patrol requirements). The resulting number of officers is then adjusted for the use of two-officer patrol units, specialized units, and, if applicable, minimum staffing requirements.
2. Determine the average number of on-duty field supervisors required to support the average daily on-duty officer requirement. The number of officers is then adjusted to account for patrol workload performed by field supervisors.
3. Determine the total staff requirement (i.e., the total number of personnel needed, both on and off-duty, to support the required on-duty patrol presence) for the APA. The total staff requirement will include officers, field supervisors, and staff and command personnel.

Average Daily On-Duty Officer Requirement

The PAM model determines the average number of on-duty officers that will be required each day (i.e., within each 24-hour period) based on the following formula:

$$N = \frac{N_r + N_p}{1 - \frac{m_a}{60} - \frac{m_s}{60}}$$

where:

N - The average number of on-duty officers required per day (i.e., per 24-hour period),

N_r - the average number of on-duty officers required per day to service all CFS and accidents in the APA,

N_p - the average number of on-duty officers required per day to provide the specified level of uncommitted patrol in the APA,

m_a - the average number of minutes per hour spent on administrative activities by each on-duty officer,

m_s - the average number of minutes per hour spent on self-initiated activities by each on-duty officer.

Much of the effort required to use the PAM model is spent determining appropriate values for N_r , N_p , m_s , and m_a based on the workload level, operational policies, and roadway and traffic characteristics of the authority and patrol area. The basis for deriving each of these values is outlined below.

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Number of officers for reactive time workload (N_r)

The average number of officers required per day to provide service for all accidents and other CFS in the patrol area is based on the average total obligated time per day required for all accidents and other CFS, and the shift length used by the authority.

Number of officers for uncommitted patrol time (N_p).

The average number of officers required per day to provide uncommitted patrol is based on:

- The number of officers required to provide an adequate level of uncommitted patrol visibility as measured by the "patrol interval" (i.e., the average time between trips past any given point on the roadway); and
- The number of officers required to insure a timely response to obligated time activities.

The number of officers required for visibility is based on the length of roadway to be patrolled, the hours of coverage per week, the average uncommitted patrol speed, the shift length, and the desired patrol interval by roadway type. As an example, a patrol interval of eight hours indicates that a officer will be observed on uncommitted patrol on a given roadway segment about once every eight hours or three times per day.

Two criteria are available in the PAM model for determining the number of officers required for a timely response to CFS. The number can be determined based on either:

- The percent of obligated time activities for which a officer is immediately "available" (i.e., a officer not currently involved in a CFS, self-initiated, or administrative activity), or
- The average travel time to each obligated time activity.

The number of officers required for immediate response is based on the average number of officers required per shift for reactive time activities and the immediate response percent set by the authority. Travel time values are based on the size of the patrol area (and/or roadway length if line patrol is used), the hours of coverage per week, the average response speed, the shift length, and the average travel time objective set by the authority.

Self-initiated time per hour per officer (m_s)

The PAM model does not attempt to directly determine the total number of officers that are necessary for all self-initiated activities. To produce such a value would require an accurate measure of the total self initiated workload for the authority (i.e., the total time that an authority should spend on these activities within the patrol area). To avoid the difficulties associated with determining this value, the PAM model focuses on the number

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of minutes per hour spent on self-initiated activities by each officer (m_s). The PAM model allows the user either to specify a value for m_s or to derive a value based on self-initiated data for the authority from previous years.

Administrative time per hour per officer (m_a)

Paralleling the rationale given above for determining m_s , the PAM model does not attempt to determine the total administrative workload of the patrol force, but rather focuses on the amount of administrative time required per hour per officer (m_a). The PAM model permits the user either to specify a value for m_a or to estimate it based on authority experience.

Adjustments to the Average Daily Number of On-Duty Officers

The initial value for the average number of on-duty officers required per day is examined to determine whether additional or fewer officers are needed because of:

- The use of two-officer patrol units,
- Patrol provided by officers assigned to specialized units (e.g., hazardous materials or accident investigations), and
- Minimum staffing levels.

Average Daily Number of On-Duty Field Supervisors

The average number of on-duty officers required per day serves as the basis for calculating the number of on-duty field supervisors required. Two factors are used to determine the final number of on-duty officers and supervisors:

1. The average number of officers supervised by each field supervisor (set by authority policy), and
2. The fraction of each field supervisor's time spent on patrol (i.e., non-supervisory) activities.

Total Staff Requirements

Worksheet 8 of the PAM model is used to determine the total number of personnel, both on- and off-duty, required to support the average number of on-duty officers and field supervisors required per day. The total number of personnel consists of officers, field supervisors, and staff and command personnel. The total number of officers and field supervisors is determined using the shift relief factor for the authority. This factor indicates the average number of officers required to staff one shift position every day, and is based on the shift length, the average work week, and the average number of on-duty patrol hours expected from each officer per year. The number of staff and command personnel required is specified as a policy decision by the user.

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Limitations of the PAM Model

The PAM model, as presented in this document, should be viewed as a generic procedure that must be adapted to fit the mission, physical environment, roadway system, and operational idiosyncrasies of each authority. State police departments in the United States, as in South Africa exhibit a wide range of missions: from extended service police authorities such as the metropolitan police departments to municipal traffic departments with limited responsibilities. The varieties of authority missions, in turn, exist within a wide range of environmental and roadway settings.

In addition, there are a number of issues which, although addressed in a general sense in the PAM model, represent relationships and circumstances for which additional research and operational experience are needed. Some of these areas include:

- The relationship between the amount of self-initiated work and various roadway and traffic characteristics;
- The determination of travel time for large non-urban areas with sparse roadway systems; and
- The determination of staffing requirements for high volume, high-density, urban interstate and expressway systems.

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CHAPTER 3: PAM Instructions and Worksheets for Determining Total Staff Requirements

Introduction

This chapter provides a systematic format and process for determining the total staff requirements for traffic departments providing patrol services in autonomous patrol areas. The process is presented in a series of eight worksheets entitled:

Worksheet 1: Operations, Workload, and Roadway Data

Worksheet 2: Administrative Time

Worksheet 3: Reactive Time

Worksheet 4: Proactive Time - Self-initiated

Worksheet 5: Proactive Time - Uncommitted Patrol

Worksheet 6: Average Daily Number of On-Duty Officers

Worksheet 7: Special Assignments and Field Supervision

Worksheet 8: Total Staff Requirements

Worksheet Format

The same format for each data entry and calculation step is used in all eight worksheets. Each worksheet is divided into a number of sections. Each section consists of a series of individual steps. For each step, a numeric value is obtained and recorded in a box on the right-hand side of the worksheet. Each box is labeled with a numeric identifier to facilitate reference to values that are used in later steps, sections, or worksheets. The numeric value that is recorded for each step is obtained in one of four ways:

- data collection,
- policy decision,
- referenced from an earlier step, or
- calculated using the method or formula given in the worksheet based on numeric quantities from previous steps.

Preceding each worksheet is a brief description of its purpose followed by instructions for individual steps and the anticipated source of required data items; that is: data collection (D), policy decision or current authority practice (P), referenced value (R), or calculation (C).

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For some procedures, more than one method is available for obtaining a particular data item. When two or more options are presented, they are separated with the word "OR" between them.

Terminology, Notation, and Key Assumptions

Within the Manual, the term "patrol" refers to the activities associated with all four time categories used in the PAM model (i.e., reactive, self-initiated, administrative, and uncommitted). "Non-patrol" refers either to off-duty time or to on-duty time spent on temporary special assignments that do not include activities in any of the four time categories. (A more detailed discussion of non-patrol time is presented in the instructions for Worksheet 1.) The term "uncommitted patrol" refers to one of the four time categories and represents patrol time spent in the field while not engaged in reactive, self-initiated, or administrative activities. This definition of patrol is sometimes referred to as "preventive patrol" or "uncommitted time." The total uncommitted patrol time per hour equals the time left over when the average number of minutes per hour spent on reactive, self-initiated, and administrative activities is subtracted from 60 minutes. The appropriate meaning of "patrol" in the Manual is indicated by the context in which it is used.

The PAM model is based on a number of assumptions that are identified in the instructions preceding each worksheet. Two key assumptions that should be kept in mind are:

1. The total staff requirement determined with the worksheets is only applicable to autonomous patrol areas (APA). If a district or zone consists of more than one APA, the total staffing requirement for the district or zone is obtained by determining the staffing requirement for each APA and adding the results together.
2. The procedures used in worksheets 1-5 and Section 6.1 of Worksheet 6 assume the use of only one officer for each patrol unit. As a result, the phrases "number of officers" and "number of patrol units" are used interchangeably.

An adjustment for the use of two-officer patrol units is presented in Section 6.2 in Worksheet 6.

Instructions for Worksheet 1: Operations, Workload, and Roadway Data

Worksheet 1 is used to identify most of the data items that will be used in worksheets 2 - 8. Worksheet 1 is not a complete list of all the data items that may be needed since several of the worksheets permit the use of optional procedures, each requiring a slightly different set of data items.

Some procedures in the worksheets use the number of roadway miles in the APA as part of the calculation process. The worksheets in this version of the Manual are designed to accommodate up to three categories or types of roadways. (More than three can be easily

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accommodated if necessary). Each PAM user is free to determine how many types will be used and what the definition of each category will be. How many types to use and what the definition of each should be is related to the variety and extent of roadways in an APA and the nature of the data collection system used by the authority. Possible roadway categories that can be used are freeway, highway, primary roadway, secondary roadway, rural roadway, municipal, and residential streets.

Regardless of how many roadway types and what definitions are used, all roadways in the APA regularly patrolled by the authority must be included in one of the roadway types.

Instructions for Individual Steps

1.1 Name of the autonomous patrol area (usually a province or municipal area) (D).

1.2 Operations Data for the APA

1.2.1 Shift length is the number of hours each officer is on duty for one tour or watch or shift (P). If shift length varies by officer or assignment, an average value should be used.

1.2.2 The average number of on-duty hours on patrol per year per officer refers to the actual number of hours that a officer appears for regular patrol duty each year (D). This number should include both regularly scheduled on-duty time and paid overtime. (See discussion below about "non-patrol" time.) The average number of actual on-duty hours spent on patrol may be determined in a number of ways. The authority may have a system that keeps track of the number of on-duty patrol hours for each officer. If this system is used, the average number of hours is obtained by adding all the on-duty patrol hours and dividing by the number of officers. In some authorities, it may be easier to determine the average on-duty hours per year on patrol per officer by assuming that each officer works one shift on patrol every day and then subtracting the average number of non-patrol hours, both on and off-duty, per year per officer.

"Non-patrol" time consists of:

- (1) Regular days off - unpaid time off. The number of regularly-scheduled days off is determined by the shift length and the average work week (e.g., an 8-hour shift length and a 40-hour work week produces an average of 2 days off per week).
- (2) Benefit days off - paid days off. Benefit days off usually include vacation leave, sick leave, holiday leave, compensatory time off, and a variety of other kinds of days off that vary by authority and region.

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(3) Temporary special assignments - on-duty assignments that remove an officer from patrol operations (e.g., attendance at a training course, assignment to duty at the county fair, limited duty status, etc.). It is recommended that only assignments that last one or more shifts at a time be included in this category. Activities that require less than one shift (e.g., roll-call training and desk duty for one or two hours) should be included as administrative time when estimating m_a in Worksheet 2.

1.2.2.1 Average work week (P). The average number of hours an officer is paid for each week. Most authorities use 40 hours per week, although it is not uncommon to find values that are slightly above or below this.

1.2.2.2 Average number of benefit hours off per year per officer (P). The average number of paid off-duty hours an officer uses per year for vacation, holidays, illness, compensatory time off, etc. It is important to note that this value is benefit time taken which may be less than benefit time earned per year. Since this value reflects the specific benefit time-off policies and experience of an authority, it can only be estimated by collecting data on the benefit time off history of the authority.

1.2.2.3 Average number of on-duty hours spent on temporary (non-patrol) special assignments per year per officer. Paid on-duty time that is not spent on regular patrol operations.

1.2.3 Average number of officers to be supervised by one field supervisor (P).

1.2.4 Percent of field supervisor on-duty time spent on patrol activities (D).

"Patrol activity" refers to any activity that would be performed by a officer if the field supervisor was not present. Alternatively, patrol activities for field supervisors can be thought of as all non-supervisory activities. The percentage is a number between 0 and 100. A value of 0 indicates that each field supervisor spends no (zero) time on patrol activities. A value of 50 indicates that each field supervisor spends an average of 50% of his/her time on patrol activities.

1.2.5 Patrol operations - roadway category 1

1.2.5.1 Name or type of roadway used for category 1.

1.2.5.2 Coverage per week (P)(D). The number of hours that category 1 roadways in the patrol area are covered per week. A roadway is considered "covered" during a shift if at least one officer has patrol responsibility for the roadway. Note that a "covered" roadway does not imply that the patrol level is adequate; merely that at least one unit has patrol responsibility for it whether it can provide adequate coverage or not. Coverage is expressed in hours per week (i.e., a number

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between 0 hours (no coverage) and 168 hours (coverage 24 hours per day, seven days a week). Coverage in shifts per week can be easily converted to hours; e.g.

PATROL COVERAGE, NUMBER OF 8 HOUR SHIFTS PER WEEK	PATROL COVERAGE, NUMBER OF HOURS PER WEEK
▪ 21	▪ 168
▪ 14	▪ 112
▪ 5	▪ 40

1.2.5.3 Average patrol speed (D). The average speed (MPH) of units while on "uncommitted patrol" on category 1 roadways (i.e., it does not include the average speed during travel to an accident or other CFS or travel while performing administrative or self-initiated activities or while on uncommitted patrol on non-category 1 roadways). This value can be determined by dividing the miles driven while on uncommitted patrol (on category 1 roadways) per shift by the time spent on uncommitted patrol (on category 1 roadways) during the shift. The uncommitted patrol time spent on a particular roadway type equals the shift length minus time spent on accidents, other CFS, self-initiated, administrative activities, and uncommitted time spent on other roadway types. Note that uncommitted patrol time includes time spent on both stationary and moving patrol even when speeds are reduced because of traffic volumes or control devices.

1.2.5.4 Patrol interval performance objective (P). The patrol interval indicates the frequency with which a officer will pass a given point on a category 1 roadway. Measured in hours, it is the average time a stranded motorist would have to wait for a officer to come by on uncommitted patrol. As the patrol interval objective is lowered, the number of officers required increases. As examples, consider the table below (based on 8-hour shifts):

PATROL (HOURS)	INTERVAL	PATROL FREQUENCY (TIMES PAST FIXED LOCATION)
2		4 times per shift

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PATROL (HOURS)	INTERVAL	PATROL FREQUENCY (TIMES PAST FIXED LOCATION)
4		2 times per shift
8		Once a shift
24		Once per Day
168		Once per week

Note that "patrol interval" and "patrol coverage" are not directly related. Patrol coverage merely indicates responsibility for patrolling a roadway segment. The patrol interval determines the extent or intensity of the coverage.

1.2.6 Patrol operations - roadway category 2. See instructions for steps 1.2.5.1 - 1.2.5.4.

1.2.7 Patrol operations - roadways category 3 See instructions for steps 1.2.5.1 - 1.2.5.4.

1.3 Workload Data for the APA

1.3.1 Total number of days in the sample period (D). Collect accident and other CFS data for the previous 1, 2, or 3 years.

1.3.2 Total number of accidents during the sample period (D). Total number of accidents handled or investigated by the authority during the sample period. The number should include accidents in which the authority only provides backup services.

1.3.3 Average service time (hours) per accident (D). The average time required to handle one accident. The average time can be determined on the basis of a sample of 100 or more accidents. The average service time for an accident includes:

- travel time to the accident,
- on-scene time,
- report writing time,
- follow-up investigation time, and
- time charged by all authority units assigned to the accident.

Note that the average service time for accidents does not include dispatching time.

1.3.4 Total number of other CFS during the sample period (D). Total number of other CFS handled by the authority during the sample period. The number should include CFS for which the authority only provides backup support.

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1.3.5 Average service time(hours) per other CFS (D). The average time required to process one CFS. The average time can be determined on the basis of a sample of 100 or more other CFS. The average service time for a CFS includes:

- travel time to the CFS,
- on-scene time,
- report writing time,
- follow-up investigation time, and
- time charged by all authority units assigned to the CFS.

Note that the average service time for other CFS does not include dispatching time.

1.4 Roadway Data for the APA

For steps 1.4.1 - 1.4.3, enter the number of miles in the patrol area for category 1, 2, and 3 type roadways based on the roadway category definitions determined by the authority.

The total miles determined should be based on roadways in the jurisdiction of the authority that are routinely patrolled by authority personnel. Roadway miles within a municipality that are considered within the jurisdiction of the state authority, but are not usually patrolled by officers would not be included. Note that if visibility or access to opposing lanes is limited (e.g., on some highways and freeways), each direction of travel can be considered as a separate roadway in determining total length.

See the pro Forma for worksheet 1 in Annexure 12 of Part F of the Code.

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Instructions for Worksheet 2: Administrative Time

Worksheet 2 is used to determine the average number of minutes per hour per officer spent on administrative activities (e.g., on-duty court time, range training, etc.). Either of two procedures can be used to obtain a value for the administrative time (m_a). In Section 2.1, the user specifies the value directly. In

Section 2.2, the user determines the value based on authority administrative workload information for the APA. Care must be taken in defining what authority activities will be included as administrative time to insure that all non-patrol time is included and that no activities are counted more than once. (See the instructions for operations data in Worksheet 1 above)

Instruction for Individual Steps

User specifies average number of minutes per hour per officer spent on administrative time (P).

Determine m_a based on the historical experience of the authority within the APA (D).

Select a sample period (e.g., one year) and collect data that indicates the total amount of time (hours) spent by the patrol force on administrative activities during the sample period within the APA.

Determine the total number of on-duty hours on patrol provided in the APA during the sample period used for Step 2.2.1.

Administrative Time User selects a value for m_a based on either section 2.1 or 2.2.

Note that the value selected for m_a (Step 2.3) must satisfy the following condition: $0 \leq m_a < 60$.

This condition requires that the total administrative time per hour for administrative activities must be greater than or equal to zero minutes and less than 60 minutes. In practice, administrative time per officer is usually less than 20 minutes per hour.

See the pro forma for worksheet 2 in Appendix 12 of Part F of the Code.

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Instructions for Worksheet 3: Reactive Time

Worksheet 3 is used to determine the average number of on-duty officers (N_r) that are needed each day to handle accidents and other CFS within an APA. The average number of on-duty officers required per day is determined with the formula:

$$N_r = \frac{\text{AverageTotalObligatedTime(hours) perDayforAccidentsandOtherCFS}}{\text{ShiftLenght(Hours)}}$$

Sections 3.1 and 3.2 are used to determine the average obligated time per day for accidents and other CFS respectively. If desired, the "other CFS" category can be divided into subcategories (e.g., other authority assists, criminal calls, etc.) for informational purposes. The total average obligated time per day is obtained in Step 3.3.1, and the number of on-duty officers is calculated in Step 3.3.3.

Authorities that are using computer-aided dispatching (CAD) systems may be able to obtain the total obligated time data required for steps 3.1.3 and 3.2.3 directly. Authorities that use this approach should insure that the total time reported by the CAD system includes all of the elements of obligated time; i.e.

- travel time to the scene,
- on-scene time,
- report writing time,
- follow-up investigation time, and
- time consumed by all units involved with the incident.

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Instructions for Worksheet 4: Proactive Time - Self-initiated

Worksheet 4 is used to determine the average number of minutes per hour (m_s) each officer spends on self-initiated activities within the APA. Three alternative procedures are available to determine m_s . The user can either:

- (1) select the value directly based on authority policy (Section 4.1),
- (2) determine the value indirectly by specifying a number of self-initiated contacts per shift per officer, the shift length of the authority, and the average time per contact (based on authority experience within the APA) (Section 4.2), or
- (3) determine the value based on authority workload experience within the APA (Section 4.3).

Instructions for Individual Steps

User selects the average number of minutes per hour per officer to be spent on self-initiated activities within the APA (P).

User selects m_s based on a performance objective for the average number of self-initiated contacts (i.e., warnings, citations, assists, etc.) per shift, the authority shift length, and the average time per contact within the APA (P) (D).

Collect data to determine the total number of self-initiated contacts within the APA during a specified sample period (e.g., one year).

Determine the total time (hours) spent on self-initiated activities by the patrol force within the APA during the same sample period used for Step 4.2.1.

Determine m_s based on authority experience within the APA (D).

Determine the total time (hours) spent on self-initiated activities within the APA during a sample period (e.g., one year). Note: the total hours indicate the time actually spent handling self-initiated activities; i.e., issuing violations, assisting disabled motorists, etc. It does not include the time spent in looking for these activities.

Determine the total on-duty hours on patrol within the APA during the sample period used for Step 4.3.1.

Proactive Time (Self-initiated) User selects a value for m_s based on either section 4.1, 4.2, or 4.3.

Note that the values selected for m_a (Section 2.3) and m_s (Section 4.4) must satisfy the following conditions:

$$0 \leq m_a < 60,$$

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$0 \leq m_s < 60$, and

$0 \leq m_a + m_s < 60$.

These conditions require that the total time per hour for administrative activities, self-initiated activities, and for administrative and self-initiated activities combined must be greater than or equal to zero minutes and must be less than 60 minutes. In practice, self-initiated time per hour is usually less than 15 minutes.

The PAM field test results suggest that the combined times for administrative and self-initiated activities (i.e., $m_a + m_s$) for most authorities falls in the range: 15 - 30 minutes per hour; i.e.,

$15 \leq m_a + m_s \leq 30$.

It should be noted that the general structure of the PAM model is predicated on the assumption that administrative and self initiated activities together do not consume a majority of available patrol time (i.e., that $m_a + m_s \leq 30$ minutes). The use of a combined time for administrative and self-initiated activities that is greater than 30 minutes is not recommended.

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Instructions for Worksheet 5: Proactive Time - Uncommitted Patrol

Worksheet 5 is used to determine the number of officers (**N_p**) that are required for an adequate level of uncommitted patrol to provide visibility for general deterrence and availability for the timely response to accidents and other CFS within the APA.

Section 5.1 is used to determine the number of officers that are required to meet the patrol interval level specified by the user for each roadway type within the APA. The formula for the number of officers (used in steps 5.1.2.6, 5.1.3.6, and 5.1.4.6) is based on:

- the number of roadway miles,
- the hours of patrol coverage per week,
- the average patrol speed (MPH),
- the shift length (hours), and
- the patrol interval (hours) set by authority policy.

The total number of officers required for uncommitted patrol equals the sum of the number of officers needed for each roadway type (Step 5.1.5).

The number of officers required for rapid response is determined using either section 5.2 or 5.3. Section 5.2 determines the number of officers that must be available during the hours of coverage to insure that at least one officer will be available in the APA for immediate dispatch or action for a user-specified percentage of all accidents, CFS, and self-initiated activities.

The number of required officers is based on the number of officers required for reactive activities, the immediate response percent set by the authority, the hours of patrol coverage per week, and the values determined for m_a and m_s in worksheets 2 and 4.

Section 5.3 determines the number of officers that must be available in the APA to provide a specified average travel time. Steps (5.3.1) through (5.3.6) are used for patrol over a designated geographic area. The value obtained from the supplemental worksheet is entered in Step (5.3.7) and the total number of officers required to meet the travel time requirement is determined in Step (5.3.8). The formula for the number of officers required for area patrol (Step 5.3.6) is based on:

- shift length (hours),
- area (square miles) of the APA,
- patrol coverage per week (hours),
- average response speed (MPH), and

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- average travel time specified by the authority.

Whether response time is based on area or line patrol or both, the average response speed that is used should be equal to or greater than the average patrol speed used in Section 5.1.

The average number of officers per day for uncommitted patrol (N_p) is determined by calculating the number of officers required for visibility (Step 5.1.5) and the number of officers required for timely response (Step 5.4) and using the larger of the two values (Step 5.5).

Instructions for Individual Steps

5.1 Uncommitted Patrol Visibility

- 5.1.2.4 The average patrol speed (MPH) is defined as the average speed while on "uncommitted patrol" on category 1 roadways only. Uncommitted patrol is defined as the total shift time minus time spent on reactive (i.e., accidents and CFS), self-initiated, and administrative activities, and uncommitted time on non-category 1 roadways. Some authorities make a distinction between "moving" and "stationary" patrol. The PAM model does not make this distinction and the average patrol speed used in the PAM model should be based on both moving and stationary patrol time while on category 1 roadways. If the average patrol speed is known for moving patrol time only, it is possible to estimate the overall patrol speed with the formula given below.

$$\text{AveragePatrolSpeed} = \text{AveragePatrolSpeed}(\text{Moving}) \times \text{FractionOfTimeOnMovingPatrol}$$

As an example, if the average speed during moving patrol is estimated to be 40 MPH and moving patrol time represents approximately 50% of total uncommitted patrol time, then the average patrol speed that should be used in the PAM model is 20 MPH (i.e., $20 = 40 \times .50$). The fraction of time on moving patrol (a number between 0 and 1) is obtained by dividing the percent of time by 100. Notice that if all uncommitted patrol time is spent on moving patrol, the average speed patrol for the PAM model equals the average speed for moving patrol.

- 5.1.3.4 Average patrol speed on uncommitted time on category 2 roadways. See discussion above for Step 5.1.2.3.
- 5.1.4.4 Average patrol speed on uncommitted time on category 3 roadways. See discussion above for Step 5.1.2.3.

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5.2 Uncommitted Patrol Availability - Immediate Response Determination of the number of officers needed for immediate response in Section 5.2 is based on three simplifying assumptions:

1. staffing is uniform over all shifts,
2. the values for m_a (Step 2.3) and m_s (Step 4.4) are approximately 15 and 9 minutes per hour per officer respectively, and
3. the same user-specified immediate response performance objective is used for each shift.

As all these assumptions are not true 5.2 will not be used readily and are therefore not discussed in detail.

5.3 Uncommitted Patrol Availability - Travel Time for Area Patrol and/or Line Patrol

This section is used to determine the average number of officers required for uncommitted patrol within the APA during the hours of coverage to provide a user-specified average travel time response to CFS for area and/or line patrols. Steps 5.3.1 - 5.3.6 are used for area patrol.

5.3.4 Average response speed (MPH) (D). The average speed of a patrol unit while responding to a CFS. The average speed is usually lower than anticipated due to factors that may delay or impede a responding unit (e.g., heavy traffic, cornering, etc.)

5.3.5 Average travel time performance objective (minutes) (P). The user-specified average travel time performance objective for patrol unit response to accidents and other CFS within the APA. It is important to note that this procedure is based on the average travel time. The number of officers determined in Step (5.3.6) will provide a level of availability that will produce travel times that collectively will equal the travel time objective value. For individual responses, however, some travel times will be lower than the objective value and some will be higher. The number of officers obtained in Step (5.3.6) does not guarantee that the travel time to every incident will be less than the authority-specified objective value.

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Instructions for Worksheet 6: Average Daily Number of On-Duty Officers

Worksheet 6 uses information from worksheets 2, 3, 4, and 5 to determine the average number of on-duty officers that are needed per day within the APA. The formula for the average number of on-duty officers (Step 6.1.5) is based on:

- the average number of on-duty officers needed for reactive activities (**Nr**),
- the average number of on-duty officers needed for uncommitted patrol (**Np**),
- the average number of minutes per hour per officer spent on administrative activities (**ma**), and
- the average number of minutes per hour per officer spent on self-initiated activities (**ms**).

Sections 6.2 and 6.3 are used to add officers to account for the use of two-officer patrol units and the presence of minimum staffing requirements set by the authority.

Instructions for Individual Steps

6.1 Number of On-Duty Officers per Day - All One-Officer Patrols (C) With the completion of Step 6.1.5, it is possible to determine how much time each officer, on the average, will spend on each of the four work categories: reactive, self-initiated, uncommitted patrol, and administrative.

The four times will sum to 60 minutes. The time (in hours) spent on each activity for an entire shift can be determined by dividing each time by 60 and multiplying by the shift length (in hours).

6.2 Adjustment for Two-Officer Patrol Units (P).

6.2.1 The percentage of time that patrol units are staffed with two officers. A value of 0 indicates that no patrol units within the APA are staffed with two officers while a value of 100 indicates that every patrol unit has two officers.

6.2.2 The adjustment factor is a number between 1 and 2 that is derived from the percentage entered for (6.2.1). The factor indicates the average number of officers per unit. A value of 1 indicates an average of one officer per unit (i.e., no two-officer units are used). A value of 2 indicates that every unit has two officers.

6.3 Minimum Staffing Level The minimum number of on-duty officers that must be available each day in the APA as determined by authority policy.

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Instructions for Worksheet 7: Special Assignments and Field Supervision

Worksheet 7 is used to determine the impact of special assignment units (e.g., inspections, K9, accident investigation, etc.) on total patrol staffing and the number of field supervisors required in the APA.

The impact of special assignment personnel is based on the number of on-duty officers required for each type of specialized unit (specified by the authority) and the percentage of patrol work, if any, performed by the specialists. The procedure assumes that the number of officers on special assignments is permanent (i.e., that they will continue on the assignment for an indefinite period of time). Additional staffing for non-permanent or temporary assignments such as traffic and crowd control at special events (e.g., a county fair) is considered in the derivation of the shift relief factor in Worksheet 8.

The number of field supervisors is based on the span of supervision (i.e., the average number of officers that report to each field supervisor) set by authority policy and the amount of patrol work done by each field supervisor.

Instructions for Individual Steps

Since field supervisors, and officers assigned to special assignments, may spend part of their time performing patrol activities, the addition of field supervisors and special assignment personnel to the patrol force may reduce the number of full-time (i.e., non-supervisory and non-special assignment) officers that are needed. The number of on-duty officers determined in sections 7.1 and 7.2 consists of an adjusted number of full-time officers and the number of officers used for special assignments.

- 7.1 Number of full-time, on-duty officers required per day, adjusted for field supervisors (P,D,C) The adjusted number of full-time, on-duty officers (N_{ao}) is based on the number of officers (N_o) derived in Step 6.3.2, the average number of officers supervised by each field supervisor (Step 7.1.1), and the percentage of on-duty time field supervisors spend on patrol activities (i.e., time spent on reactive, self-initiated, uncommitted patrol, and non-supervisory administrative work) (Step 7.1.2). If field supervisors spend no time on patrol activities, then the adjusted number of fulltime, on-duty officers required is unchanged (i.e., $N_{ao} = N_o$).
- 7.2 Number of on-duty officers required per day, adjusted for special assignment personnel (D,C) If special assignment personnel are used, Section 7.2 can be used for up to three types of special assignments, and can be easily modified by the user if more than three are needed. The adjustment is based on the adjusted number of full-time, on duty officers (N_{ao}) derived in Step 7.1.6; the number of on-duty officers required for special assignments (i.e., $Ns1$, $Ns2$, and $Ns3$ in steps 7.2.1.1, 7.2.2.1,

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and 7.2.3.1); and the percentage of time special assignment personnel spent on patrol activities (i.e., time spent on reactive, self-initiated, uncommitted patrol, and patrol-related administrative work) (steps 7.2.1.2, 7.2.2.2, and 7.2.3.2). The final adjusted value for the number of on-duty officers required per day (**N_{ot}**) is determined in Step 7.2.4 and includes both full-time patrol officers and officers who spend all or part of their time on special assignments.

- 7.3 Total number of on-duty field supervisors (**N_{os}**) required per day for the adjusted number of on-duty officers (**N_{ot}**) (C) The number of on-duty field supervisors (**N_{os}**) is based on the adjusted number of on-duty officers (**N_{ot}**) from Step 7.2.4 and the number of officers assigned to each field supervisor (Step 7.1.1). The value determined for **N_{os}** in Step 7.3.1 includes supervisors for both full-time patrol officers and officers assigned to special units.

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Instructions for Worksheet 8: Total Staff Requirements

Worksheet 8 is used to determine the total staff needed to support the on-duty officer and field supervisor requirements determined in worksheets 6 and 7. The total staff requirements for the APA are derived using the following procedure:

- Sections 8.1, 8.2, and 8.3 are used to determine the total number of officers and field supervisors, both on and off-duty, that are needed.
- Section 8.4 is used to indicate the total number of staff and command personnel that are required.
- Section 8.5 is used to collect the results into a final tabulation of the total staff requirements for the APA.

The total number of officers and field supervisors required is determined based on the shift relief factor for the APA. The shift relief factor is defined as the average number of persons required to staff one shift position per day, 365 days a year.

The average number of actual on-duty hours on patrol per person per year is determined by the average work week, the shift length, the benefit time policies (i.e., vacation time, holiday leave, sick leave, etc.) of the authority, and the extent to which officers are used for non-patrol activities. For authorities with eight-hour shifts, shift relief factors usually fall between 1.60 and 1.90.

To indicate the number of staff and command personnel, the user must specify the number directly in Section 8.4.

Instructions for Individual Steps

8.2 Shift Relief Factor

8.2.7 Average number of on-duty hours on patrol per officer per year This value is obtained by taking the total hours that an officer is paid per year (Step 8.2.4) and subtracting the total hours for benefit time (Step 8.2.5) and temporary assignments (Step 8.2.6).

8.4 The Number of Staff and Command Personnel - Authority Policy (P). This category should include all command personnel (e.g., lieutenants, captains, majors, etc.) and other staff personnel (i.e., administrative, technical, etc.) that are needed for the supervision and support of the patrol force within the APA.

The specific kinds of personnel included in this category will vary from authority to authority.

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**ANNEXURE 14
PAM MODEL PRO FORMA**

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WORKSHEET 1: Operations, Workload and roadway data

OBJECTIVE:	Identify data items to be used for determining the number of patrol personnel within a jurisdictional area.
METHOD:	Data is identified as either operations, workload or roadway
1.1	Jurisdictional Area Name
1.2	Operations data for the Jurisdictional Area
1.2.1	Shift Length (Hours)
1.2.2	Average Number of on-duty hours on patrol per year per officer
1.2.2.1	Average Work Week (average number of paid hours per week per officer)
1.2.2.2	Average number of benefit (paid) off duty hours per year per officer
1.2.2.3	Average number of on-duty hours spent on non-patrol temporary assignments per year per officer
1.2.3	Average number of officers to be supervised by each operational supervisor
1.2.4	Percentage of operational supervisor on-duty time spent on uncommitted patrol, reactive and self initiated activities
1.2.5	Patrol Operations - Category 1
1.2.5.1	Roadway Type
1.2.5.2	Coverage per week (hours) (maximum value = 168)
1.2.5.3	Average uncommitted patrol speed (km/h)
1.2.5.4	Patrol interval performance objective (hours)
1.2.6	Patrol Operations - Category 2
1.2.6.1	Roadway Type
1.2.6.2	Coverage per week (hours) (maximum value = 168)
1.2.6.3	Average uncommitted patrol speed (km/h)
1.2.6.4	Patrol interval performance objective (hours)

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- 1.3 Workload data for the Jurisdictional Area**
- 1.3.1 Total number of days in the sample period
 - 1.3.2 Total number of accidents
 - 1.3.3 Average service time per accident (hours)
 - 1.3.4 Total number of other calls for service handled by the authority during the sample period
 - 1.3.5 Average service time per other calls for service (hours)
- 1.4 Roadway Data for the jurisdictional area**
- 1.4.1 Roadway: Freeways
 - 1.4.2 Roadway: strategic provincial roads

Worksheet 2: Administrative time

OBJECTIVE: Determine the average number of minutes per hour per officer to be spent on administrative activities within the Jurisdictional area

METHOD: Based either on policy decision or historical experience

2.1 Average number of minutes per hour per trooper - Policy decision

2.1.1 Select administrative time performance objective in minutes per hour per officer

Continue with section 2.3

OR

2.2 Average number of minutes per hour per officer - historical experience

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2.2.1 Total time (hours) spent on administrative activities within the authority during the sample period

2.2.2 Total on-duty hours on patrol within the jurisdictional area during the sample period

2.2.3 Fraction of time spent on administrative duties (2.2.1/2.2.2)

2.2.4 Average number of minutes per hour per officer (2.2.3 x 60)

2.3 Administrative time

2.3.1 Minutes per hour per officer, select either 2.1.1 or 2.2.4, $0 \leq 2.3.1 \leq 60$

Worksheet 3: Reactive Time

OBJECTIVE: Determine the number of officers required to handle accidents and other calls for service within a jurisdictional area

METHOD: Based on the total time required to handle all accidents and other calls for service, and the shift length

3.1 Daily service time requirements for accidents

3.1.1 Total number of accidents within the jurisdictional area during the sample period

3.1.2 Average service time (hours) for each accident

3.1.3 Total obligated time for accidents within the jurisdictional area during the sample period (3.1.1 x 3.1.2 or enter directly)

3.1.4 Total number of days in the sample period

3.1.5 Average workload per day for accidents (Hours) (3.1.3 / 3.1.4)

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- 3.2 Daily service time requirement for other calls for service**
- 3.2.1 Total number of other calls for service within the jurisdictional area during the sample period
- 3.2.2 Average service time (hours) for every call for service
- 3.2.3 Total obligated time for other calls for service within the jurisdictional area during the sampling period
- 3.2.4 Total number of days in the sampling period
- 3.2.5 Average workload per day for other calls for service (Hours) (3.2.3 / 3.2.4)

- 3.3 Total number of officers required per day for reactive time**
- 3.3.1 Total average workload per day within the jurisdictional area (3.1.5 + 3.2.5)
- 3.3.2 Shift length (hours)
- 3.3.3 Average number of officers required within the jurisdictional area per day to meet the average daily workload

Worksheet 4: Proactive time - Self initiated

- OBJECTIVE** Determine the average number of minutes per hour per officer to be spent on self initiated activities within the jurisdictional area
- METHOD:** Based either on policy decision or historical experience within the jurisdictional area

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4.1 Average number of minutes per hour per officer - policy decision

4.1.1 Select self initiated performance objective for the
jurisdictional area, minutes per hour per officer

Continue with section 4.4

OR

4.2 Average number of minutes per hour per officer - policy decision (indirect)

4.2.1 Total number of self initiated contacts within the
jurisdictional area during the sample period

4.2.2 Total time (hours) spent on self initiated contact
within the jurisdictional area by all officers on
patrol during the sample period

4.2.3 Average time (hours) per self initiated contact
within the jurisdictional area during the sample
period ($4.2.1 / 4.2.2$)

4.2.4 Select number of self initiated contacts per shift
per officer performance objective

4.2.5 Shift length (hours)

4.2.6 Number of self initiated contacts per hour per
officer ($4.2.4 / 4.2.5$)

4.2.7 Self initiated performance objective for the
jurisdictional area in minutes per hour per officer
($60 * 4.2.3 * 4.2.6$)

Continue with section 4.4

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4.3 Average number of minutes per hour per officer - historical experience

4.3.1 Total number of hours spent on self initiated contacts within the jurisdictional area by all officers on patrol during the sample period

4.3.2 Total on-duty hours by officers on patrol within the jurisdictional area during the sample period

4.3.3 Fraction of time spent on self-initiated activities within the jurisdictional area during the sample period ($4.3.1 / 4.3.2$)

4.3.4 Average number of minutes per hour per trooper to be spent on self-initiated activities within the jurisdictional area. ($60 * 4.3.3$)

4.4 Proactive Time (Self Initiated)

4.4.1 Minutes per hour per officer (4.1 or 4.2.7 or 4.3.4)

Worksheet 5: Proactive Time - Uncommitted patrol

OBJECTIVE: Determine the number of officers required within the jurisdictional area to provide an adequate level of visibility and availability

METHOD: Based on: (1) the patrol interval, and (2) the probability of immediate response to accidents and other calls for service or the average travel time to accidents and other call for service.

5.1 Uncommitted patrol visibility

5.1.1 Shift Length (Hours)

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	Number of officers required per day for uncommitted patrol on category 1 roadways in the jurisdictional area
5.1.2	
5.1.2.1	Roadway Type
5.1.2.2	Length of roadway
5.1.2.3	Hours of coverage per week
5.1.2.4	Average patrol speed (km/h)
5.1.2.5	Performance objective patrol interval (hours)
	Number of officers required per day to meet the patrol interval performance objective for category 1 roadways in the jurisdictional area
5.1.2.6	$(5.1.2.2 \times 5.1.2.3) / (7 \times 5.1.2.4 \times 5.1.1 \times 5.1.2.5)$
	Number of officers required per day for uncommitted patrol on category 2 roadways in the jurisdictional area
5.1.3	
5.1.3.1	Roadway Type
5.1.3.2	Length of roadway
5.1.3.3	Hours of coverage per week
5.1.3.4	Average patrol speed (km/h)
5.1.3.5	Performance objective patrol interval (hours)
	Number of officers required per day to meet the patrol interval performance objective for category 1 roadways in the jurisdictional area
5.1.3.6	$(5.1.3.2 \times 5.1.3.3) / (7 \times 5.1.3.4 \times 5.1.1 \times 5.1.3.5)$
	Total number of officer required per day to meet patrol interval performance objective within the Jurisdictional area
5.1.4	

Option: Complete Section 5.2 OR Supplemental worksheet OR Section 5.3

5.2	Uncommitted patrol availability - Immediate response
5.2.1	Shift Length (Hours)
5.2.2	Coverage per week (hours)
5.2.3	Effective number of shifts per day $(5.2.2 / (7 \times 5.2.1))$
5.2.4	Average number of on duty officers for reactive time (3.3.3)
5.2.5	Average daily number of on-duty officers per shift $(5.2.4/5.2.3)$

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5.2.6 Performance objective, percentage of accidents, call for service and self initiated activities immediate response (between 50 and 90)

5.2.7 Number of officers required per shift (use 5.2.5, 5.2.6 and table 3_1)

5.2.8 Total number of uncommitted patrol officers required per day within the jurisdictional area to provide immediate response to performance objective percentage of accidents and calls for service. $(5.2.3 \times 5.2.7)$ or enter value from supplemental worksheet 1)

Continue with section 5.4 OR

5.3 Uncommitted patrol availability - Travel Time for area patrol (5.3.1 - 5.3.6) or line patrol (5.3.7)

5.3.1 shift length (hours)

5.3.2 Coverage per week (hours)

5.3.3 Area (sq km) of the jurisdictional area

5.3.4 Average response speed (km/h) equal to or greater than average patrol speed

5.3.5 Average travel time performance objective (min)

5.3.6 Number of officers required within the jurisdictional area to meet the average travel time performance objective for area patrol

5.3.6.1 Calculate K ($K = 40 / (5.3.4 \times 5.3.5)$)

5.3.6.2 Calculate K x K

5.3.6.3 Number of officers required for area patrol $(5.3.6.2 \times 5.3.3 \times 5.3.2) / (7 \times 5.3.1)$

5.3.7 Number of troopers required within the jurisdictional area for line patrol (enter value of zero or value from supplemental worksheet 2)

5.3.8 Total number of officers required within the jurisdictional area for area and line patrol $(5.3.6.3 + 5.3.7)$

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5.4 Uncommitted patrol availability

5.4.1 Total officers required within the jurisdictional area (5.2.8 OR 5.3.8)

5.5 Total number of officers required for uncommitted patrol

5.5.1 Average number of officers required per day for uncommitted patrol within the jurisdictional area, select the larger of 5.1.4 or 5.4.1

Worksheet 6: Average daily number of on-duty officers

OBJECTIVE: Determine the average total number of officers required per day within the jurisdictional area

METHOD: Combine the total number of officers required for reactive and patrol activities with the per officer time requirement for self-initiated and administrative activities. Adjust the number of officers based on the percentage of two officer patrols and, if applicable, minimum staffing levels.

6.1 Number of on-duty officers per day - all one-officer patrols

6.1.1 Administrative time (minutes per hour per officer, 2.3.1)

6.1.2 Average number of officers required per day to meet reactive time workload (3.3.3)

6.1.3 Self initiated time - minutes per hour per officer (4.4)

6.1.4 Average number of officers required per day to meet patrol time requirements (5.5)

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6.1.5 Average total number of on-duty officers required per day for all patrol activities within the jurisdictional area, one officer per unit $((6.1.2 + 6.1.4)/(1 - 6.1.1/60 - 6.1.3/60))$

6.2 Adjustment for two trooper patrols

Note If two officer patrols are not used enter 6.1.5 into 6.2.4 and continue with section 6.3

6.2.1 Percentage of time patrol units within the jurisdictional area are staffed with two officers

6.2.2 Fraction of time patrol units within the jurisdictional area are staffed with two officers $(6.2.1/100)$

6.2.3 Adjustment factor: average number of officers per unit $(1 + 6.2.2)$

6.2.4 Average total number of on-duty officers required per day for all patrol activities $(6.1.5 \times 6.2.3)$

6.3 Adjustment for minimum staffing levels

Note If minimum staffing levels are not used enter 6.2.4 into 6.3.2 and continue with Worksheet 7

6.3.1 Average minimum number of on-duty troopers required per day for all activities based on authority policy

6.3.2 Average daily number of patrol officers required for all patrol activities, select the larger of 6.2.4 and 6.3.1

Worksheet 7: Special Assignments and field supervision

OBJECTIVE: Determine (1) the revised number of on-duty officers needed per day because of troopers on special assignments and (2) the number of field supervisors required

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METHOD: The number of officers for special assignments is based on the number of specialists assigned by the authority and the percentage of time each spends on field patrol activities. The number of field supervisors is based on the span of supervision (set by authority policy) and the percentage of field supervisors on-duty time spent on patrol activities.

7.1 Number of full time, on-duty officers required per day adjusted for field supervisors

7.1.1 Average number of officers to be supervised by every field supervisor

7.1.2 Percentage of field supervisor time spent on patrol activities (between 0 and 100)

7.1.3 Fraction of field supervisor on-duty time spent on patrol activities

7.1.4 Total number of on-duty officers required per day within the jurisdictional area for all patrol activities (6.3.2)

7.1.5 Adjustment factor $(7.1.1 / (7.1.1 + 7.1.3))$

7.1.6 Adjusted daily number of full time on-duty officers required $(7.1.5 \times 7.1.4)$

Note If no special assignments personnel are included enter 7.1.6 into 7.2.4 and continue with section 7.3. If they are included continue with 7.2

7.2 Number of on-duty officers required per day adjusted for special assignment personnel

7.2.1 Special assignment 1

7.2.1.1 Special Assignment name

7.2.1.2 Average number of on-duty troopers per day on specialized assignment 1

7.2.1.3 Percentage of on-duty time spent on patrol activities by officers assigned to special

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- assignment 1 (between 0 and 100)
- 7.2.1.4 Percentage of on-duty time spent on non-patrol activities by officers assigned to special assignment 1. $(100 - 7.2.1.3)$
- 7.2.1.5 Fraction of on-duty time spent on nonpatrol activities by officers assigned to special assignment 1. $(7.2.1.4 / 100)$
- 7.2.1.6 Adjusted daily number of on-duty officers assigned to special assignment 1, $(7.2.1.2 \times 7.2.1.5 \times 7.1.5)$
- Note If personnel for a second and third special assignment is to be included simply repeat 7.2.1 for subsequent assignments or continue with step 7.2.2
- 7.2.2 Adjusted total daily number of officers required per day. $(7.1.6 + 7.2.1.6)$
- 7.3 Total number of field supervisors required for the adjusted number of on-duty officers**
- 7.3.1 Total number of on-duty field supervisors required per day $(7.2.2 / 7.1.1)$

Worksheet 8: Total staff requirements

OBJECTIVE: Determine total staff needed to support the required daily on-duty field personnel

METHOD: Use the shift relief factor, daily on-duty staff requirements and the number of staff and command positions based on authority policy

8.1 On duty officers and field supervisors required per day

8.1.1 Total number of on-duty officers per day within the jurisdictional area (7.2.4)

8.1.2 Total number of on-duty field supervisors required in the field per day (7.3.1)

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8.2 Shift relief factor

8.2.1 Shift length

8.2.2 Total hours on one shift during one year ($365 \times 8.2.1$)

8.2.3 Average work week (average number of paid hours per week per officer, 1.2.2.1)

8.2.4 Average number of paid hours per year per officer ($365 \times 8.2.3$)/7

8.2.5 Average number of benefit (paid) hours off per year per officer (1.2.2.2)

8.2.6 Average number of on-duty hours on temporary assignments (non-patrol) per officer per year. (1.2.2.3)

8.2.7 Average number of on-duty hours on patrol per year per officer ($8.2.4 - 8.2.5 - 8.2.6$)

8.2.8 Shift Relief Factor ($8.2.2 / 8.2.7$)

8.3 Total number of required officers and field supervisors within the jurisdictional area

8.3.1 Total number of officers ($8.1.1 \times 8.2.8$)

8.3.2 Total number of field supervisors ($8.1.2 \times 8.2.8$)

8.3.3 Total number of officers and field supervisors ($8.3.1 + 8.3.2$)

8.4 Number of staff and command personnel

8.4.1 Select number of staff and command personnel required for the number of officers and field supervisors

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- 8.5** **Total staff requirements for the jurisdictional area**
- 8.5.1 Number of officers
- 8.5.2 number of supervisors
- 8.5.3 Number of staff and command personnel
- 8.5.4 Total required staff

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**ANNEXURE 15
ANALYSIS AND PLANNING**

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PLANNING LAW ENFORCEMENT ACTIONS AND OPERATIONS

Introduction

Solving conflict in the traffic environment requires a multidimensional approach. This requires proper planning and resource utilisation which in turn depends on information. The critical staff shortages experienced by traffic authorities increases the need for efficiency.

Without reliable information managers of traffic authorities often waste the efforts of staff in non-deserving areas or sometimes in the correct areas but at incorrect time slots, whilst concentrating on incorrect road user groups and/or behavioural patterns.

All of the above result in limited or no results leading to frustration amongst staff and apathy and even disdain amongst road users and communities.

To ensure success, a traffic manager should follow a systematic approach by gathering and analysing information before planning and embarking on law enforcement activities.

Required information

- (a) Accident data – historic data;
- (b) Offence trends – data obtained from spot checks;
- (c) Other information such as public complaints, major traffic incidents, road infrastructure reports, etc.;
- (d) Staff and resources available ;
- (e) Enforcement data such as number of prosecutions instituted, which includes roadside vehicle check reports and warning notices issued; and
- (f) Staff data such as hours worked, time spent on patrol, as well as kilometres travelled, etc.

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Analysing information

Accident report data - use previous 12 month's data.

- (a) Step 1 – Where?
 - (i) Identify the ten intersections with the highest accident rate;
 - (ii) Identify the ten links with the highest accident rate;
 - (iii) Identify locations with significant percentage increase in accident rate;
 - (iv) Plot locations on a map of area; and
 - (v) Perform in-loco inspection of the relevant area and take photographs indicating problems.
- (b) Step 2 – When?
 - (i) Identify critical days of the week; and
 - (ii) Identify critical times of day.
- (c) Step 3 – Why?
 - (i) Identify causation – offender; and
 - (ii) Identify causation – road environment.

Offence Trends

- (a) Conduct surveys at identified locations at identified times and days to determine offence trends; and
- (b) Compare survey results with any previous survey results for those locations.

Other Information

- (a) Correlate the above results with any public complaints relating to the location and the approaches to it;
- (b) Correlate the above results with any major incident; and
- (c) Correlate the above results with any road infrastructure changes.

Planning

Once information has been gathered and analysed, specific projects can be planned and resources allocated.

The attached form provides a framework to ensure a systematic approach.

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Traffic Law Enforcement Project - Operational Plan

Authority _____

Location _____

Project Name	
Situation Summary (Specify location and highlight problems to be addressed, primary accident causatory factors and time distribution.)	
Documentation Attach the following documentation : <ul style="list-style-type: none"> • Accident Situation (accidents, fatalities, serious, minor damage) • Accident Distribution by : <ul style="list-style-type: none"> ○ Day of week ○ Time of day • List of identified hazardous actions. • List of public/media complaints/reports. 	
Geographical Target Area (Brief description of area. Road surface and layout, intersection, buildings, object obstructing the view, traffic characteristics such as public transport route, pedestrian patterns and any other environmental factors that might cause accidents.)	
Overall Goal/Purpose (Describe the overall purpose as well as the expected outcome of the project. Example reduce fatalities by 10%)	

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Objectives (List Project objectives – It must be clearly defined, achievable, measurable with clear time frames. Example - Increase seatbelt wearing rate from 40% to 70% by the end of December 2007)	
Target Groups (List road user groups that are identified as primary contributors to accidents in the area. Example - Male drivers under the age of 23.)	
Stake Holders / Role Players (List external stakeholders that can assist with the project. Example – SAPS, Correctional Services, Engineers Department etc)	
Key Performance Indicators (List the key performance indicators that will be used to measure the success or failure of the project. Example Law enforcement hours, number of arrests, number of vehicles stopped etc.)	
Implementation Procedure (Describe the implementation of the project. Number of law enforcement hours, resources required, enforcement methods e.g. speed checks, roadblocks, road environment improvements, educational programmes etc.)	
Scheduling List available resources and work schedules. Duty rosters can be attached.	
Implementation Period (Specify the duration of the project as well as proposed follow up periods to strengthen the effect.)	
Expected/Identified Constraints (List constraints to the project with suggested solutions.)	
Feedback (Implement feedback methods to record	

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<ul style="list-style-type: none"> • Hours worked. • Prosecutions instituted • Warnings issued • Vehicles stopped and checked • Preliminary accident statistics • Offence trends – spot-checks) 	
Evaluation Procedure Describe the process that will be used to evaluate the results. This should include the short interval monitoring time frames as well as specifics on the key performance areas that will be used.	

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**ANNEXURE 13
OFFICER MONTHLY REPORT**

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Monthly Report on Law Enforcement Duties Performed (Hours)												Authority												Month:												TO1											
Officer												Number												Shift																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total															
Duties																																															
Patrol Time (40%)																																															
Road Blocks (mini or full scale) (30%)																																															
Manned Speed (10%)																																															
Calls for service (6%)																																															
Attend accidents (5%)																																															
Sub Total LE Hours (90%)																																															
Point Duty																																															
Traffic Surveys																																															
Escorts																																															
Court																																															
Accidents (Collisions)																																															
Races / Special Events																																															
* Training																																															
Meetings																																															
Administration																																															
** Assist Other Sections																																															
Assist Public																																															
Sub Total Admin Hours (10%)																																															
Total Hours Worked																																															
+ Off Sick																																															
+ Off Other (Leave)																																															
- Overtime																																															
= *** Duty Roster Hours																																															
**** Accident Reduction Program																																															
Kilometers Covered																																															
Officer Initials																																															
Supervisor's Initials																																															
Total Cases by Category	A																																														
Total Points by Category	A																																														
Speeding Cases																																															
* Training																																															
** Assist Other Sections																																															
*** Duty Sheet Hours																																															
**** Accident Reduction Program																																															
Total																																															
Total																																															
Total																																															

= All Formal Training at College or elsewhere.
 = EDL and full time assignment to other Sections e.g. Radio Room, Cashiers, Process etc.
 = Total Hours Worked + Time Off Sick + Time Off Other - Overtime.
 = Formal programmes such as Arme Alive

[illegible]

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ANNEXURE 14 OFFICER MONTHLY EVALUATION

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Monthly Evaluation For Individual Traffic Officers												TO3		
Officer	Authority	Number	Evaluation for the period to											
MONTH	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	TOTAL	
Appearance														
Points for Personal Appearance - out of 10														
Points Vehicle Inspections - out of 10														
Total 1 (out of 20 Points)														
Appearance %														
Appearance Points														
Law Enforcement														
Category A Documents														
Category B Documents														
Category C Documents														
Category D Documents														
Category E Documents														
Total 2														
Law Enforcement (LE) Hours Worked														
Law Enforcement Productivity														
Bonus Points														
Points for Initiative - out of 10														
Points for Discipline - out of 10														
Court Attendance (Failure to attend - Deduct 10 points)														
Total 3 (out of 20 Points)														
Bonus %														
Bonus Points														
Overall Performance for the Month														
Supervisor's Initials														
Officer's Initials														

PLEASE NOTE :

1. This form must be forwarded to the new supervisor when an officer is transferred to another shift.

2. At year end, this form must be forwarded to the area manager who will ensure that it is filed on the officer's personal file.

3. This form must be filed on the personal file that is kept by the Principal Clerk - Administration.

Instructions for completing of Evaluation Form

Total 1 = The sum of the points allocated above

% = Total 1 X 100 divided by 20

Factor 1 = ,1 X %

Total 2 = Sum of points for Documents issued

Law Enforcement Productivity = Total 2 divided by LE Hours Worked X 8

Factor 2 = Law Enforcement Productivity X ,6

Court Attendance automatically score 10 points with it being forfeited if an officer do not attend court during the course of the month.

Overall Performance = Appearance Points + Law Enforcement Points + Bonus Points

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**ANNEXURE 15
POINTS ALLOCATION FORM**

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Law Enforcement Notices - Points Allocation						T04
Officer:.....						Authority:.....
Month:.....						Number:.....
		A	B	C	D	E
		10	5	3	2	1
LICENSING OF DRIVERS	PTS					
Unlicensed Drivers	3					
Learner Driver without Supervision	2					
Failure to Produce Driving Licence	2					
Other Offences regarding Driver licensing	1					
REGISTRATION LICENSING						
Unlicensed Unregistered Motor Vehicles	2					
Number Plate Offences	1					
Other Offences regarding Reg. and Licensing	1					
MOVING VIOLATIONS						
Drive Under the Influence of Alcohol or Drugs	10					
Reckless, Negligent, Inconsiderate Driving	10					
Robot Disobedience	5					
Disobey Stop Sign	3					
Disobey other Road Signs	3					
Offences regarding the Duties of Drivers	3					
Turning Right in Face of Oncoming Traffic	3					
Turning without Signalling	2					
Illegal Overtaking	3					
Changing Lanes	2					
Enter Road or Intersection when Unsafe	3					
Other offences regarding Rules of the Road	3					
SPEED VIOLATIONS						
Speeding - Vehicles Checked	2					
Speeding Offences	3					
STOPPING AND PARKING						
Stopping where Prohibited	3					
Stopping causing Danger or Obstruction	3					
Park so as to Obstruct a Vehicle Entrance	2					
Parking in Exclusive Parking Bays	2					
Parking - Prohibited not mentioned elsewhere	2					
Parking meter violations	1					
Parking loading zone	1					
LOADS AND PROJECTIONS						
Overload - Passengers	5					
Overload - Goods	5					
Exceeding Projection Limits	5					
Insecure Load Spillage	3					
VEHICLE DEFECTS						
Defective Service or Parking Brake	5					
Defective Steering	5					
Defective Tyres	3					
Defective Silencer	3					
Deposit Oil or Fuel on Road Surface	2					
Other Defects not mentioned elsewhere	2					
SUNDRY						
Public Motor Vehicle Offences	5					
Municipal By-Laws	3					
Talking on Cell phone while Driving	2					
Not Wearing Seat Belt or Crash Helmet – Child Restraint	5					
Excessive Noise - Willful Act	3					
Arrests : Other	5					
Arrests : Warrants	10					
False or Forged Documents	5					
Warrants finalised (payment)	2					
NOTICES						
Roadside Inspection Sheet (Level 1) Manual	3					
Roadside Inspection Sheet (Level 1) TOPC	2					
Roadside Inspection Sheet (Level 2) Manual	5					
Roadside Inspection Sheet (Level 2) TOPC	3					
Roadside Inspection Sheet (Level 3) Manual	10					
Roadside Inspection Sheet (Level 3) TOPC	5					
Notice to Discontinue the Use of Motor Vehicle	3					
Written Warnings	3					
Accident report form handed in (OAR Form) – Minor Injuries/Damage Only	3					
Accident report form handed in (OAR Form) – Serious Injury/Fatal	10					
SUMMARY						
Total Cases						
Total Points						

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**ANNEXURE 16
DISCIPLINARY PROCEDURE PRO FORMA**

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NOTICE OF A DISCIPLINARY ENQUIRY

NAME: **DATE:**

You are hereby notified that a disciplinary enquiry will be held on:

..... at at
DATE TIME VENUE

to consider the following alleged transgression(s) on your part:

.....
.....
.....

According to the Disciplinary Procedure, you have the right to be represented at the enquiry by a fellow officer or representative of your choice. Should you require the services of an interpreter, please advise the undersigned prior to the enquiry.

You have the right to invite your witnesses and submit evidence.

Should you fail to attend or fail to furnish acceptable reasons for your non-attendance, the disciplinary enquiry will be held in your absence.

.....
SIGNATURE TITLE DATE

ACKNOWLEDGEMENT OF RECEIPT

.....
OFFICER DATE

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NOTICE OF A DISCIPLINARY ENQUIRY AND SUSPENSION WITH FULL PAY

NAME:

DATE:

You are hereby suspended from work with immediate effect, on full pay, and are required to attend a disciplinary hearing to consider the following transgression(s) on your part:

..... at at
DATE TIME VENUE
.....
.....
.....

According to the Disciplinary Procedure, you have the right to be represented at the enquiry by a fellow officer or representative of your choice, invite witnesses and submit evidence. Should you require the services of an interpreter, please advise the undersigned prior to the enquiry. Should you fail to attend the hearing as scheduled without notifying management in advance and providing an acceptable reason, the enquiry will be held in your absence and your suspension with full pay will cease with immediate effect. Your services may also be terminated (dismissed). In this event you will forfeit your payment in lieu of notice.

.....
SIGNATURE TITLE DATE

ACKNOWLEDGEMENT OF RECEIPT

.....
OFFICER DATE

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RECORD OF A DISCIPLINARY ENQUIRY

1. PARTICIPANTS

1.1 Chairperson:
Name Position

1.2 Complainant:
Name Position

1.3 Complainant's Witness:
.....
Name Position

1.4 Officer:
Name Position

1.4 Officer's Representative:
.....
Name Position

2. DATE OF ENQUIRY:

3. ALLEGED OFFENCE:

.....

.....

.....

4. SUMMARY OF EVIDENCE:

.....

.....

.....

.....

.....

5. FINDINGS:

.....

.....

.....

.....

.....

6. RECORD OF MITIGATING CIRCUMSTANCES:

.....

.....

.....

.....

.....

7. RECORD OF AGGRAVATING CIRCUMSTANCES:

.....

.....

.....

.....

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8. SANCTION:

.....
.....
.....

SIGNATURE OF CHAIRPERSON:

DATE:

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DISCIPLINARY WRITTEN WARNING/FINAL WRITTEN WARNING

STRICTLY PRIVATE AND CONFIDENTIAL

TO: (Officer's name and address)

DATE:

DISCIPLINARY WARNING

A formal disciplinary enquiry was held on(date) to investigate the following alleged offence on your part:

.....
.....

This serves to confirm that you were found guilty of the offence as stated, and were given a written/final written warning as follows:

.....

This written/final written warning shall be valid for months.

You are advised that you may exercise your right to appeal against this warning within three (3) working days of the date of this warning.

Please note that failure to observe this notice during the validity of this warning may lead to more serious disciplinary action being taken against you.

.....
SIGNATURE OF CHAIRPERSON

=====

I acknowledge and understand the above.

.....
SIGNATURE OF OFFICER DATE

NOTES:

1. The officer must be given a copy of the warning.
2. A copy of this warning should be kept on the officer's personal file for the duration of the warning.

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ORDINARY DISMISSAL

Full Address (Officer's):

Date:

.....

.....

.....

.....

Dear Mr/Ms

RE: TERMINATION OF EMPLOYMENT

We regret to confirm that your employment by the Road Traffic Management Corporation is terminated with immediate effect from (last date of physical employment).

The reason for your dismissal was fully discussed with you at the disciplinary enquiry on

Remuneration due to you, as well as your certificate of service will be available for collection on Any monies owed by yourself to the Company will be deducted from any remuneration owing to you.

Please ensure that all property of the Company is returned before you leave the Company's premises.

In terms of the Company's disciplinary procedure, you may exercise your right of appeal against your dismissal within five (5) working days of the date of this letter.

Yours faithfully

.....

*Road Traffic Management Corporation
October 2013*

Draft National Road Traffic Law Enforcement Code

SUMMARY DISMISSAL

Full Address (Officer's)

Date:

.....

.....

.....

.....

Dear Mr/Ms

RE: TERMINATION OF EMPLOYMENT

We regret to confirm that your employment by the Company is summarily terminated. Your dismissal is therefore with immediate effect.

The reason for your dismissal was fully discussed with you at a disciplinary enquiry held on

All remuneration due to you, as well as your certificate of service, will be made available to you on Any monies owed by yourself to the Company will be deducted from any remuneration owing to you.

Please ensure that all property of the Company is returned before you leave the Company's premises.

In terms of the Company's disciplinary procedure, you may exercise your right of appeal against your dismissal within five (5) working days of the date of this letter.

Yours faithfully

.....

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APPEAL AGAINST DISCIPLINARY ACTION

Section A (TO BE COMPLETED BY OFFICER OR REPRESENTATIVE)

Disciplinary action was taken against me on
I wish to appeal against the disciplinary action for the following
Reason(s) (Grounds of Appeal):

.....
.....
.....

I ask that the following action be taken:

.....
.....
.....

Signed: Date:

Section B (TO BE COMPLETED BY SUPERIOR)

Date Appeal Received :
Date of Appeal Hearing :

Superior's comments and findings concerning the appeal:

.....
.....
.....

Signature of Superior:	Date:
Signature of Officer:	Date:
Signature of Representative:..... (if present)..	Date:

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GRIEVANCE PROCESS FORM

1. To : (Superior) Date:
 2. From : (Officer)
 3. Department :
 4. Branch :

5. A meeting is requested to discuss the following matter(s) (Describe the grievance). (Attach separate page(s) if more space is needed):

.....

6. Indicate the Category of Grievance (Individual/Group)

7. If Group Grievance – Number of Officers involved:

8. Name of Officer/Representative concerned:

9. What is the desired outcome:

.....

10. Has the issue/concern been discussed with your superior? **YES/NO**

11. If the answer is YES, what was the superior's decision (outcome):

.....

I accept/do not accept the decision of the meeting. I wish/do not wish to proceed with the grievance to the next level.

.....
 OFFICER SUPERIOR REPRESENTATIVE

NOTE – If the grievance is referred to a higher level, another form should be used and attached to this completed form.

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**ANNEXURE 20
SERVICE LEVEL AGREEMENT**

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