ANALYSIS OF THE PERFORMANCE MANAGEMENT SYSTEM IN THE DETECTIVE SERVICE OF THE MOTHERWELL CLUSTER IN PORT ELIZABETH

By

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ABSTRACT

Performance management was implemented in the public service, including the South African Police Service, in 2001. The aim of implementing performance management in the public service was to improve the performance of all public servants. It was envisaged that the initiative for implementing performance management in the public service would entrench a culture of accountability, leading to improved service delivery.

The effective utilisation of performance agreements, as a tool to align individual and organisational performance in the Motherwell Cluster Detective Service, was considered in this research. The contents of the individual detectives’ performance agreements and job descriptions in the Motherwell Cluster were analysed and compared with the contents of the SAPS Detective Service strategic objectives and performance indicators, as reflected in the SAPS Annual Performance Plan for 2012/2013. Interviews were conducted with Detective Service employees in the Motherwell Cluster, to determine whether the employees received training on the implementation of the Performance Enhancement Process, as the SAPS Performance Management and Development System.

Research findings revealed that the contents of the respective individual detectives’ performance agreements and job descriptions were not aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators. In areas where alignment was found, such alignment was so minimal that there was no meaningful correlation between an individual detective’s performance and organisational performance. The suggested recommendations are based on the findings of this study, which should be taken seriously if there is a desire to improve service delivery by the Detective Service. Apprehension, conviction, and sentencing of an offender can cause potential offenders to refrain from committing criminal acts for fear of apprehension and punishment.
Declaration

I, Nomachule Theodor Saki (student number 20232192), hereby declare that the treatise is my own work and that it has not previously been submitted for assessment or completion of any postgraduate qualification to another University or for another qualification.

Nomachule Theodor Saki
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CHAPTER 1
BACKGROUND OF THE STUDY

1.1 INTRODUCTION

In 2001 in the Public Service the Performance Management and Development System (PMDS) was introduced to improve the performance of public servants. It was hoped that this system would build a culture of accountability that would lead to the improvement of service delivery, Public Service Commission (2009) which will be further referred to as PSC in the study. In order for the performance management and development system to function effectively, employees should conclude sound performance agreement that works as performance evaluation tool and according to organisational objectives and strategic plan, there should also be an agreement between an employee and the supervisor of targets to be met with relation to key performance areas at a specific time.

Alignment will also ensure that there is continuous monitoring and evaluation of individual targets against the overall strategic objectives of the organisation. The intention is to ensure that a systematic link is established between the contribution of each employee and the overall performance of the organisation Bach and Sisson (2000, p.243). It was envisaged that performance agreements would help clarify expectations as well as create a common point of reference for an employee and his or her supervisor in the entire performance process. Performance agreements are expected to contribute towards improved accountability and performance in organisations, PSC (2009, p.2-11).

The Public Service Regulations (2001) Notice No.R.1 of 2001 hereinafter referred to as the PSR, (2001) require an Executive Authority to determine a performance management and development system for employees in his or her department, other than employees who are members of the Senior Management Service (SMS). The SAPS, in adherence to the Public Service Regulations requirements, implemented the Performance Enhancement Process (PEP) in 2001 as its organisational performance management and development system for employees.
The Performance Enhancement Process defines, assesses, reinforces and promotes the job related behaviour and outputs expected of an employee. The PEP Instrument form SAPS 557 is used to record the employee’s performance plan (work plan) containing key outputs; output standards per task that an employee is required to perform; assessment and appraisal of an employee’s performance; competencies; developmental needs; and agreement between the supervisor and the employee (National Instruction 1/2005 on Performance Enhancement Process for the South African Police Service) (hereinafter referred to as National Instruction 1/2005 on PEP).

The Public Service Regulations, (2001) require performance management processes to be aligned to the organisation’s strategic goals and objectives. Alignment of the performance management process to the organisation’s strategic goals and objectives must be clearly visible in the employees’ performance agreements. The transfer from organisational goals and objectives to individual responsibilities is done through performance plans during the planning process, Bacal (1999, p.39). Alignment of the employees’ performance agreements with the organisation’s strategic goals ensures the integrated management of organisational and employee’s performance, Williams (2002, p.15). The organisation works more effectively when the goals and objectives of the organisation and the job responsibilities of each employee are aligned. The alignment of the employees’ performance agreements to the organisation’s strategic goals enables the organisation to function with the same goals, Bacal (1999, p.9). Performance management supports the organisation’s overall business goals by linking the work of each employee to the overall mission of the organisation, Costello cited in Williams (2002, p.15). The SAPS strategic plan gives assurance that a definite link has been established between individual and organisational performance, SAPS (2005, p.65).

investigating crimes that have been committed, lessen the likeliness of individuals to commit crime (SAPS 2010:9). Effective law enforcement and successful prosecution as a result of police investigations is essential to show that the state can and will act against criminals. Apprehension, conviction, and the sentencing of an offender may cause potential offenders to refrain from committing criminal acts for fear of apprehension and punishment, Lab (2004, pp.125-127). Successful investigation of crime that leads to positive identification, arrest and bringing suspects to court, will prevent criminals from continuing to move unhindered to further their criminal activities which in turn lead to an increase in reported crimes. Successful investigation of crime may also create a feeling of justice being seen to be done for the victims of crime. Effective investigation remains a powerful deterrent in the fight against crime.

The Performance Chart System, which is the SAPS Information System for measuring organisational performance, revealed that during 2010/11, 2011/12 and 2012/13 financial years, the Detective Service in the Motherwell Cluster failed to deliver on the SAPS Detective Service strategic objectives. These objectives are to contribute to the successful prosecution of offenders, to increase detection rate, and to increase court-ready case dockets for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection, and other serious crimes. The performance indicators for these objectives are cases to court rate, detection rate, conviction rate and percentage of court-ready case dockets for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection, and other serious crimes. The Motherwell Cluster Detective Service’s failure to deliver on the SAPS Detective Service strategic objectives may lead to the SAPS organisation not achieving its set Detective Service strategic objectives, and may also lead to criminals continuing to move unhindered to further their criminal activities, which in turn leads to an increase in reported crimes.

Failure by the Motherwell Cluster Detective Service to deliver on SAPS Detective Service strategic objectives raises questions on the extent of the utilisation of performance agreements as a tool to align individual and organisational performance. The extent to which performance agreements are
being used as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster in Port Elizabeth is therefore looked at in this research. If the contents of the individual detectives’ performance agreements are not aligned to the SAPS strategic objectives, the Detective Service employees may not know what is expected of them, managers may not know whether employees’ performance is delivering the required objectives, and poor performance may not be identified and rectified. If the contents of the individual detectives’ performance agreements are not aligned to the SAPS strategic objectives, Detective Service employees may not be performance focused, employees may not take full responsibility and accountability for achieving the organisation’s strategic objectives and employees may not be focused on the same objectives as that of their organisation.

1.2 PROBLEM STATEMENT


Failure by the Detective Service in the Motherwell Cluster in Port Elizabeth to deliver on the SAPS Detective Service strategic objectives, can also lead to criminals continuing to move and commit crimes unhindered which, in turn, leads to an increase in reported crimes. It is on this basis that this research intends to analyse the performance management system to determine if agreements are being effectively utilised as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster in Port Elizabeth.
1.3 RESEARCH QUESTIONS

Research questions have been developed to express the purpose of the study in the form of questions that have to be answered to address the research problem. The research questions serve as a guide for the collection of relevant data, and eventually as an aid to solving the problem, Brynard and Hanekom (2006, p.11). A research question can be used to validate the contribution to knowledge and give an indication of the exploratory nature of the research, Luthuli (2007, p.10). The main question that this research will endeavour to answer is:

1.3.1 Main Research Problem

- How can performance agreements be more effectively utilised as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster in Port Elizabeth?

In order to fully answer the main question, the following sub-questions were asked:

1.3.2 Secondary Question

- Are Section Commanders, Group Leaders and Investigation Officials aware of the performance management system and what it entails.
- Are the contents of individual detectives’ performance agreements aligned to the contents of the South African Police Service Detective Service strategic objectives and performance indicators?
- Are the contents of individual detectives’ job descriptions aligned to the contents of the South African Police Service’s Detective Service strategic objectives and performance indicators?
- Are Section Commanders, Group Leaders and Investigation Officials trained on the implementation of the Performance Enhancement Process which is the South African Police Service’s Performance Management and Development System?
1.4 SIGNIFICANCE OF THE RESEARCH

All government activities require human resources. Employees who are public officials are central to government’s efforts to execute its functions. Human resources are the means through which government has to execute and fulfil its responsibilities to the country’s citizens, Erasmus et al. (2005, pp.1-26).

An organisation’s human resources are crucial to success because an organisation can not exist without people. People are the lifeblood of an organisation. Any public organisation is managed and staffed by people, without people it cannot exist. The human element is by far the most critical of all factors that contribute to the effectiveness and performance of the organisation. All activities of any organisation are initiated and determined by the people who make up the organisation. It is human resources who takes decisions on how to mobilise and utilise other resources such as financial, physical and informational resources. The achievement of organisational goals is dependent on the optimal utilisation of human resources, Erasmus et al. (2005, p.8) and Smit et al. (2007, p.295). It is therefore crucial that optimal performance of the organisation’s employees is ensured.

The main instrument that is used to control an organisation’s human resources is performance management, which entails evaluating employees and managers in the performance of the organisation. From a control point of view, the performance of individuals and groups is assessed according to and compared with predetermined objectives and standards, Smit et al. (2007, p.400). The success of the SAPS Strategic/ Annual Performance Plan is reliant on the day-to-day activities of every single member of the SAPS. It is very important to ensure that there is a link between the contents of the performance agreements of every individual employee and the SAPS strategic objectives. To link the contents of the performance agreements of every individual employee to the SAPS, strategic objectives will ensure that employees take responsibility for implementing their individual plans and that will lead them to contribute directly to the performance of the SAPS, SAPS (2010). According to section 5.9.1 of the White Paper on HRM (1997), the alignment of employees’ performance agreements to the content of the organisational strategic plan
ensures that employees know what is expected of them; managers know whether the employee’s performance is delivering the required organisational objectives; poor performance is identified and improved; and good performance is recognised and rewarded. Alignment of the employees’ performance agreements to the content of the organisational strategic objectives will in turn improve the organisation’s performance.

The legislation and other policies clearly direct that the employees’ performance agreements must be aligned to the organisation’s strategic objectives. The Public Service Regulations (2001) and SAPS Employment Regulations (2008) require the employees’ performance assessment to be based only on the information contained in the designated performance assessment instrument.

The extent to which performance agreements are being effectively utilised as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster in Port Elizabeth is investigated in this research. To determine whether performance agreements are being effectively utilised in the Motherwell Cluster is done by analysing the performance management system through the level of alignment between the contents of the individual detectives’ performance agreements to the contents of the SAPS Detective Service strategic objectives, analysing the alignment of the contents of the individual detectives’ job descriptions to the contents of the SAPS Detective Service strategic objectives, and analysing whether Section Commanders, Group Leaders and Investigation Officials are trained on the implementation of the Performance Enhancement Process, which is the SAPS Performance Management and Development System.

The contributions that this research makes are:

- to familiarise the section commanders, group commanders as well as detective officials with their performance management system to make them aware of what is expected of them.
- to determine the extent of alignment of the contents of individual detectives’ performance agreements to the contents of the SAPS Detective Service strategic objectives and performance indicators
• to determine the extent of alignment of the contents of individual detectives’ job descriptions to the contents of the SAPS Detective Service strategic objectives and performance indicators
• to direct the South African Police Service to the problem with appropriate or suggested remedies
• to enable the management of poor performance in the Detective Service in the Motherwell Cluster in Port Elizabeth.

1.5 AIMS OF THE STUDY

The aim of this study is to analyse the performance management system in order to determine whether performance agreements is being effectively utilised as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster. The purpose is to determine if the detectives are familiar with their performance management system and familiarise them with it and also to determine if there is a link between individual and organisational performance in the Detective Service in the Motherwell Cluster in Port Elizabeth. If there is no link identified and rectified that could lead to the SAPS not achieving its strategic objectives on the Detective Service.

To achieve organisational goals depends on the performance of its human resources as all activities in an organisation are initiated and determined by human resources who make up the organisation. The decision on how to mobilise and utilise other resources such as financial, physical and informational resources is taken by human resources. Therefore it is crucial to ensure the optimal performance of the organisation’s employees. Proper implementation of performance management is the best way of controlling the performance of the organisation’s employees, as the performance of individuals (employees) should be assessed according to and compared with organisational predetermined objectives and standards, Erasmus et al. (2005, p.8) and Smit et al. (2007, p.400). In order to establish a systematic link between the contribution of each employee and the overall performance of the organisation the organisational employee’s performance agreements should be based on the organisation’s strategic objectives, Bach and Sisson (2000, p.243). The alignment of the organisational employee’s performance
agreement to the organisation’s strategic objectives, will link assessment of the employee’s performance to the organisational outputs and allow identification of the employee’s strengths and areas for improvement and development.

1.6 LITERATURE SURVEY

A literature survey was conducted to assist the researcher to identify gaps in knowledge, to sharpen and deepen the theoretical framework of the research, and to discover connections or other relations between different research results as well as weaknesses in previous studies, Bless and Higson-Smith (2000, p.20). The literature review consisted mainly of reading material which has been published and was relevant to the research topic. In order to orientate the researcher on the subject, the researcher consulted primary and secondary sources.


Secondary sources surveyed included textbooks, articles in journals and theses on performance management, research methodology; Public Service Commission Reports on performance management; the Detectives job
descriptions; and the individual detectives’ performance plans in the respective performance agreements.

The study focuses on the individual detectives’ performance agreements and job descriptions for 2012/2013. The study also focuses on the number of Section Commanders, Group Leaders and Investigation Officials who received training on the implementation of the Performance Enhancement Process, as the SAPS Performance Management and Development System.

1.7 DELIMITATIONS OF THE STUDY

SAPS is broad, there are twenty-seven Clusters and 193 Police Stations in the Eastern Cape Province. Each Police Station has a Detective Service Unit which is responsible for the investigation of crime. This study is not investigating the Detective Service as a whole, although benefits from it will accrue to the Detective Service.

This study concentrates on employees at a salary level of 1 to 12, as all employees in the Detective Service at the Motherwell Cluster in Port Elizabeth are between these salary levels. The performance management policies which the study is investigating are central and apply to the public service (including SAPS) as a whole, Luthuli (2007, p.61). The researcher firmly believes that if the study were to be repeated similar results would be produced, as performance management policies which the study is investigating are central and apply to the SAPS as a whole. It is hoped that objectivity will not be compromised as a result of the exclusion of other police stations in the Eastern Cape Province.

1.8 LIMITATIONS OF THE RESEARCH

This study is confined to the Detective Service functional members stationed at Police Stations situated within the Motherwell Cluster. The Motherwell Cluster serves in Port Elizabeth (Nelson Mandela Metro) Municipality area, There are seven Police Stations in the Motherwell Cluster in Port Elizabeth: Motherwell, Kwadwesi, Swartkops, New Brighton, Ikamvelihle, Kwazakhele and Kinkelbos.
These Police Stations are situated in townships, urban, and suburban. The Detective Service employees serving in these Police Stations are multiracial. The researcher is MIC (Management Information Center) Commander for the Kwadwesi SAPS. All Detective Service employees in these Police Stations are at a salary level of 1 to 12.

1.9 DEFINITION AND CLARIFICATION OF CONCEPTS AND TERMS

1.9.1 Performance

Performance is the organisation’s ability to attain its goals by using resources in an efficient and effective manner, Daft (1994). Performance refers to individuals, groups, organisational units, the entire organisation, industries and nations and is aligned to concepts such as output, efficiency, motivation, individual performance, organisational effectiveness, competitiveness and work quality, Williams (2002, p.51). According to Collins Concise Dictionary Plus, performance means manner or quality of functioning.

1.9.2 Performance management

Performance management is a system for integrating the management of organisational and employee performance, Williams (2002, p.15). Performance management provides the methodologies required to gear the organisation towards service delivery priorities, identified during the strategic planning phase of the instrument associated with performance management. It enables organisational performance, review systems and methods to strategic performance indicators. Finally, the entire organisation becomes focused on the strategic priorities identified at the start of the process, Minnaar (2006, p.178). Performance management is a means of getting better results from a whole organisation, from teams and individuals within it, by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. The fundamental goal of performance management is to establish a culture in which individuals and groups take responsibility for the continuous improvement of the business process and for their own skills and contributions, Amstrong (2000, p. 6).
1.9.3 Performance agreement

A Performance Agreement is a contract between the employee and his supervisor that sets out the measurable objectives and quantifiable outputs that serve as a roadmap for the employees’ contribution to the achievement of the organisational goals Fourie (2009, p.1121). A Performance Agreement summarises the official duties and responsibilities that are attached to a position, and may include a performance related incentive and reward system for managing an officials’ job performance. A Performance Agreement specifies individual performance targets for the official, National Treasury (2010).

1.9.4 Detective Service

Detective Service is the unit responsible for the investigation of crime in the SAPS, SAPS (2010, p.6). The word ‘detective’ refers to a police officer who investigates crimes, Collins Concise Dictionary Plus (1986). According to Leggett (2002, p.66), investigative members are generally referred to as detectives. Marais and van Rooyen (1993, p.17) define crime investigation as to observe intensely, to question systematically and to gather information which will reveal the truth. Crime investigation represents the medium whereby facts for positive investigation are detected, identified, collected, preserved and prepared for the judicial process.

1.9.5 Detection rate

The Detection rate is the percentage rate of cases solved. The Detection rate is determined by calculating the total number of cases that were disposed of as referred to court, withdrawn and unfounded or false, divided by cases reported and cases carried forward from the previous period, and expressed as a percentage SAPS (2010, p.26). Information on the detection rate is obtained from the Crime Management Information System (CMI). The Crime Management Information System is commonly known in the SAPS as the SAPS 6. Leggett (2002) calls detection rate “clearance rate”. Clearance is the percentage of cases referred to court combined with the percentage of cases
affirmatively determined to be unfounded and withdrawn. Cases referred to court are cases where the offender (suspect) was charged and the case referred to court. Withdrawn are cases closed by police as withdrawn, having not been presented to the prosecutor because of affirmative impediments to building a prosecutable case, such as withdrawal of a case by the victim, or the victim is deceased prior to the arrest of the offender, (Leggett, 2002, p.66).

1.9.6 Cases to court rate

Cases to court rate refer to the percentage rate of cases where offenders were formally charged and cases were referred to court. Cases to court are cases referred to court and accepted by the prosecutor, Leggett (2002). Cases to court rate is determined by calculating the total number of cases that were disposed of as referred to court, divided by cases reported and cases carried forward from the previous period, expressed as a percentage, SAPS (2010). Information on the cases to court rate is obtained from the (CMI).

1.9.7 Performance indicators

Performance indicators are indications of how and what will be measured (monitored and evaluated) in terms of progress/performance (level of achievement) regarding the output, SAPS (2010, 19). Performance indicators are indications of what will be assessed in relation to the achievement of the institution’s strategic outcomes oriented goals National Treasury (2010, 15). A performance indicator consists of something measured and quantified. Something that is measured can probably be managed, as measurement enhances management Pauw, et al. (2009, 125).

1.9.8 Strategic plan

The Strategic Plan refers to the strategic plan for the SAPS. The SAPS Strategic Plan directs strategic and operational planning within the SAPS, SAPS (2010, 1). A Strategic Plan sets out an organisation’s policy priorities, programmes, and project plans for a five year period, approved by its executive authority within the scope of available resources. The Strategic Plan focuses
on strategic outcomes-oriented goals for the organisation as a whole, and objectives for each of its main service delivery areas aligned to a one year period, as its budget programmes and, where relevant, its budget sub-programmes. The focus of the Strategic Plan is on the outputs the organisation produces, and the outcomes and impacts it seeks to achieve National Treasury (2010, pp.6-11).

1.9.9 Annual Performance Plan

The Annual Performance Plan refers to the Annual Performance for the SAPS. The SAPS Annual Performance Plan sets out the priorities and objectives of policing for the following year. The SAPS Annual Performance Plan is an extension of the SAPS Strategic Plan. The Annual Performance Plan extrapolated from the Strategic Plan provides a clear indication of the strategic priorities within the context of the prevailing financial year, the measurable objectives and targets associated with priorities, and implementation of the one year focus, SAPS (2010). The Annual Performance Plan sets out what the organisation intends to do in the upcoming financial year and during the Medium Term Expenditure Framework (MTEF) to implement its strategic plan. The Annual Performance sets out indicators and targets for budget programmes, and sub-programmes where relevant, to facilitate the organisation in realising its goals and objectives as set out in the Strategic Plan. The Annual Performance details the specific performance targets that the organisation will aim for in the budget year, and the next two years of the MTEF, in pursuit of strategic outcomes-oriented goals and objectives set out in the Strategic Plan. The Annual Performance Plan presents the organisation’s programme performance indicators together with targets, National Treasury (2010:7 & 12).

1.9.10 Target

The target specifies what the end result of the performance indicator will be if achieved. The target expresses a specific level of performance that the organisation, programme or individual is aiming to achieve within a given time
period (SAPS 2010:19). The target identifies the specific planned level of result to be achieved within a specific time frame (Luthuli, 2007:22).

1.10 STRUCTURE OF THE RESEARCH PAPER

Chapter 1: Background of the study
Chapter 2: Theoretical underpinning of performance management and the regulatory management in the public service.
Chapter 3: Research design and methodology
Chapter 4: Analysis and interpretation of data
Chapter 5: Findings, Conclusions and Recommendations

1.11 CONCLUSION

In this chapter, the introduction to the study was outlined. The problem statement, main research question and sub-questions were formulated. The aims of the study were outlined. The limitations of the study were outlined. The significance and contribution of the study were outlined. The main concepts and terms used in the study were defined.

The Performance Management and Development System were introduced into the Public Service in 2001 with the aim of improving the performance of all public servants. A key requirement for the effective functioning of the Performance Management System is that employees should conclude sound performance agreements which serve as the basis for performance evaluation. The SAPS Employment Regulations (2008) and the Public Service Regulations (2001) require the employee’s performance assessment to be based on the designated performance assessment instrument. This means that the employee can only be assessed on information contained in his or her performance agreement.

If the contents of the individual detectives’ performance agreements are not aligned to the SAPS Detective Service strategic objectives, the employees may not be performance focused; may not take full responsibility and accountability for achieving the organisation’s strategic objectives. Detective Service
employees may not know what is expected of them; managers may not know whether the employees’ performance is delivering the required organisational objectives; poor performance is identified and improved; good performance is recognised and rewarded, White Paper on HRM (1997). Detective Service employees may not focus on the same objectives as that of their organisation. It may also lead to criminals continuing to move unhindered to commit further criminal activities, which leads to an increase in reported crimes. In the following chapter (Chapter 2) performance management and the regulatory framework governing performance management in the public service will be discussed.
CHAPTER TWO
PERFORMANCE MANAGEMENT AND REGULATORY FRAMEWORK
GOVERNING PERFORMANCE MANAGEMENT IN THE PUBLIC SERVICE

2.1 INTRODUCTION

In the previous chapter the introduction to the study was outlined. The problem statement, main research question and sub-questions were formulated. The aims and objectives of the study were outlined. The delimitations and limitations of the study were outlined. The significance and contribution of the study was outlined. The main concepts and terms used in the study were defined.

A very important aspect of performance management is that it does not entail one activity only. It is part of the employee development life cycle in which the employee agrees with the manager on the expected performance of tasks, evaluation standards, tools required and important dates when performance will be formally discussed. The purpose of performance management is to help the employee improve his/her performance in order to achieve organisational goals, which could include good customer service.

This chapter examines literature on performance management, the state and its functions, Public Administration, the generic functions of public administration, and the regulatory framework governing performance management in the public service (including SAPS). This theoretical framework serves as a means of guiding data analysis, since a deductive reasoning approach was followed in this research. Saunders et al. (2007, p.390) points out that, should the researcher commence from a deductive position, he/she will seek to use existing theory to shape the process of analysis. This provided the basis for the identification of commonalities and differences on the units of analysis. The enabling framework for managing performance in the public service (including SAPS) is comprehensive. It includes primary and secondary legislation, as well as resolutions passed at bargaining councils.
The framework’s primary aim within the public service is to entrench a performance-driven culture and is also aimed at ensuring that the performance management process is handled in a developmental rather than a punitive manner, PSC (2007, p.8). The success of the public service, in the realisation of its organisational goals and objectives, depends on the efficiency and effectiveness with which the employees perform their daily tasks and functions, White Paper on HRM (1997). A tighter alignment of objectives, strategy and performance reports, facilitate a better understanding of how the spending patterns of departments impact on the achievement of key service delivery goals PSC (2008, p.30).

2.2 PERFORMANCE MANAGEMENT

2.2.1 Definition of Performance Management

Bititci, Carrie and McDevitt (1997, pp. 522-534) define performance management as a “process by which the company manages its performance in line with its corporate and functional strategies and objectives”. This definition is often used in management research studies. Bititci et al. (1997) further mentions that, it is the objective of that process to provide an integrated control system, where the corporate and functional strategies are deployed to all business processes, activities, tasks and personnel, and feedback is obtained through the performance measurement system to enable appropriate management decisions. The ultimate purpose of the process is to improve company performance.

2.2.2 Performance Management and link to strategy

Performance management is a formal process that links an organisation’s strategic objectives to individual jobs and responsibilities in order to improve individual performance and organisational effectiveness. Performance Management is about the management of employees on a daily basis in terms of the goals and objectives of the organisation, the process of defining clear objectives and targets for individuals and teams, and the regular review of
actual achievement and eventual rewarding for target achievement. For an organisation to have a good performance management system, each employee will have goals that are linked directly to the organisation’s strategy. Essentially performance management is a shared process between managers and the individuals and teams they manage. It is based on the agreement of objectives, knowledge, skills and competence requirements, work and development plans.

Performance management systems are designed such that they influence the performance of the workforce and also be efficient and effective and to an extent that the objectives of the organisation are attained. Roberts (2001, p.12) describes performance management as an ongoing communication process, undertaken in partnership, between an employee and immediate supervisor that involves establishing clear expectations and understanding about:

- The essential job functions the employee is expected to do.
- How the employee’s job contributes to the goals of the organisation.
- What doing the job well means in simple terms.
- How the employee and supervisor will work together to sustain, improve, or build on existing employee performance.
- How job performance will be measured employee performance, because these systems are tied to the objectives of the organisation. Therefore the resulting performance is also more likely to meet organisational needs.
- Identify barriers to performance and removing them.

2.2.3 Implementation of Performance Management

According to Swanepoel, Erasmus, van Wyk and Schenk (2000, p.418) procedures related to the implementation phase focus mainly on various training sessions and introductory exercises. The contents of such training may be determined by the level of involvement of users during the development phase, the complexity of the specific system and the existing competence in performance management of the supervisors.
When implementing the system it is vital to ensure that the line managers are thoroughly trained on the system in order for proper implementation. This can only be successful if supervisors know what is expected of them as they are the ones who will take it to subordinates.

Bennett and Minty (2001, p.20) agrees and highlight the following steps when implementing the system:

- Decide if a pilot intervention is necessary,
- Present the final design to top management and
- Design training material and train staff on new system.

According to Torrington and Hall (1995, p.328) performance management is a means of getting better results from a whole organisation, and the teams and individuals within it, by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. The process of performance management involves the establishment of clear job expectations and an understanding of essential job functions which the employee is expected to perform. The process of performance management involves how the employee’s job contributes to and is aligned with the strategic goals of the organisation. It involves how the employee and supervisor will work together to initiate, sustain and improve the employee’s performance.

It establishes a shared understanding about what is to be achieved, and an approach to managing and developing employees in a way that increases the probability that it will be achieved in the short and longer term. The fundamental goal of performance management is to establish a culture in which employees take responsibility for the continuous improvement of the organisation’s performance, Amstrong (2000, p.6). Performance management helps the organisation to have all its employees pulling in the same direction, Bacal (1999, p.41).
2.2.4 Performance Management and Human Resource

Erasmus et al (2005) states that performance management is an integral part of an effective human resource management and development strategy. It is an ongoing process, in which the employee and employer, together, strive to constantly improve the employee’s individual performance and his or her contribution to the organisation’s wider objectives. The purpose of performance management is to compile performance plans once agreement is reached between the supervisor and employee on expected performance, and performance standards (performance indicators) for a specific financial year; to evaluate the employee’s performance against the agreed upon expected output and to assess his/her competencies; to provide formal and informal feedback to one another in terms of the outputs agreed to in the performance plan; to agree on corrective measures and action steps for addressing competency gaps and recording these in the development plan; to discuss career paths, promotion opportunities, possible redeployment etc.; to afford an employee the opportunity to apply for incentive and rewards, pay progression, promotions etc. by providing the qualifying criteria and identifying employees for consideration for individual incentive and rewards; and to discuss unsatisfactory performance and agree on remedial steps.

The objective of performance management is to ensure that every employee’s performance is aligned to the strategic objectives of the SAPS; every employee knows exactly what is expected of him or her. The objective is to ensure that a performance culture is embedded and maintained through the SAPS; a relationship of trust is developed between supervisors and employees; performance is measured and competencies assessed regularly and objectively; the organisational culture is transformed from rules-bound to output-driven; management is provided with a useful and effective development tool; effective human resource management is sustained; and service delivery is improved. Performance management is a key human resource management tool to ensure that employees know what is expected of them; to inform public sector managers whether the employee’s performance is delivering the required
objectives; to identify poor performance; to improve poor performance; to recognize and reward outstanding performance; to increase motivation; to identify training needs; to aid in career planning; and provide information for Human Resource planning, Erasmus et al (2005, p.269).

Amstrong (2000, p.12) asserts that employers miss a trick by failing to align performance management with strategy and culture. As a result, many employees are unaware of how they can contribute to their company’s strategic goal. Rather than pushing people to work longer and harder, the answer may lie in equipping them to work smarter. Performance management places emphasis on the agreement of objectives and developmental needs, as well as the importance of self assessment and self development by employees. Performance management is a forward looking process in which managers and individuals work together in partnership. Performance management is designed and aimed at promoting the opportunity for employees to openly discuss specific work related challenges and expectations with their supervisors, Van der Waldt (2004, p.2). The process of performance management entails three essential elements, namely defining performance by setting clear goals, deciding how to measure goal accomplishment and providing regular process assessment.

Performance appraisal is an integral part of facilitating performance, by identifying and eliminating obstacles to good performance and by providing resources to accomplish objectives; and encouraging performance by providing sufficient rewards and recognition that employees really value, in a timely and fair manner, Casio (2006) in Schenk (2008, p.223).

Performance management is a system for integrating the management of organisational and employee performance, Williams (2002, p.10). Performance management supports the organisation’s overall business goals by linking the work of each individual employee or manager to the overall mission of the work unit, Castello (1994) in Williams (2002, p.15).
The central aim of performance management is to develop the potential of staff and to improve their performance. The other central aim is to link an employee’s individual objectives to the organisation’s strategic objectives in order to improve the organisation’s performance, Williams (2002, p.19). Strategic objectives, which are specific goals that must be achieved by the SAPS, are cascaded from public policy and included into the SAPS strategic priorities that are included in the SAPS Strategic Plan and the Annual Performance Plan. These strategic objectives determine the Key Performance Areas for the SAPS National Commissioner, which cascade down to the lower levels in the organisation.

These Key Performance Areas are specific deliverable results that must be achieved by employees in a particular job and include statements of acceptable levels of performance and sets conditions under which tasks should be performed. This will ensure and contribute to the achievement of the strategic objectives of the SAPS. In order to ensure that all employees are performing towards achieving the strategic objectives of the organisation, strategic objectives must be cascaded down to the lowest level effectively. To achieve this, a job description which is designed for the post as determined by the strategic objectives, must be used in conjunction with the Annual Performance Plan when performance agreements are compiled.

The employee’s performance assessment should be evidence based from the work outputs as reflected in the performance plan. This cascading process is important in order to improve service delivery. Performance management improves the performance of an organisation from the point of view of economy, efficiency, effectiveness and quality. It strengthens accountability and fosters responsibility. It improves knowledge about how an organisation is performing. It motivates and rewards employees on the basis of a system based on evidence of performance. It creates a link between individual and organisational performance. It improves communication both internally and externally, Luthuli (2007, pp.67-68).
2.2.5 Reasons for introducing performance management in the public service

Miller (2005, p.191) in Cameron (2009, p.24) provides three main objectives why performance management was introduced in the public service (including SAPS). The first objective was to provide an objective measure to assess managers' and employees' performance. The second objective was to determine whether managers and employees were performing their functions effectively. Thirdly, it was intended to improve the political administrative interface between politicians and senior management.

According to section 1.2.1 and 1.2.9 of the White Paper on Transforming Public Service Delivery, 1997 (Notice No. 1459 of 1997) hereinafter referred to as Batho Pele White Paper (1997), the public service was operating within centralised, hierarchical and rule-bound systems, and limiting efficiency and productivity. These centralised, hierarchical and rule-bound systems were inherited from the previous (pre 1994) dispensation which made it difficult to hold individuals to account because decision-making was diffused. The public service focused on inputs rather than on outcomes. The public service did not encourage value for money. The public service did not reward innovation and creativity; they rewarded uniformity above effectiveness and responsiveness.

The public service encouraged inward-looking, inflexible attitudes which were at odds with the vision of a public service whose highest aim is service to the people. The public service was not transparent and not accountable to the community. Communities were treated as passive recipients of service. This was in direct conflict with the new spirit of community involvement and self-reliance. Public service is expected to deliver quality goods and services to all communities with limited resources. Public services are not a privilege in a civilised and democratic society, but a legitimate expectation. The Interim Constitution Act 1993 (Act 200 of 1993) (Notice No. 185 of 1993) hereinafter referred to as Interim Constitution Act (1993) required the Public Service to provide effective and efficient public administration. Section 195 of the
Constitution (1996) sets out basic values and principles governing public administration.

The Batho Pele White Paper (1997) in section 1.1.2 gives direction on how public services are to be provided, and specifically about improving the efficiency and effectiveness of the way in which services are delivered. The Batho Pele White Paper, 1997 instils a culture of accountability and caring by public servants. It introduced community as the service recipient into the service delivery and quality equation, Luthuli (2007, p.2). The Batho Pele White Paper (1997) also introduced the government’s commitment to a citizen-centred approach to service delivery, anchored by eight Batho Pele principles, namely, consultation, service standards, access, courtesy, information, openness and transparency, redress, and value for money. It requires public service to deliver services according to the needs of the community as a customer. The Batho Pele White Paper (1997) requires public servants to become service orientated, strive for service excellence and commit to continuous service delivery improvement. Improving service delivery is the ultimate goal of the public service transformation programme.

Pressures on service delivery led to a search for a better mechanism for delivering services economically, effectively and efficiently, as required by section 195 of the Constitution (1996) and section 1.2.9 of the Batho Pele White Paper (1997). The emergence of a civil society that voiced dissatisfaction with the service it was receiving from the public sector was an important driver in the introduction of formal performance management systems. The strategic objectives and delivery targets of the government had to find a way to cascade down to every employee. The White Paper on Reconstruction and Development (1994) section 5.7.1 (Notice No. 1954 of 1994) hereinafter referred to as the White Paper on RDP (1994) advocated the introduction of a system of performance measurement of programmes to increase productivity. The White Paper on the Transformation of the Public Service (1995) sections 5.2.4, 12.1 and 13.1 (Notice No. 1227 of 1995) hereinafter referred to as the White Paper on Transformation (1995) advocated the development of effective internal mechanisms for monitoring and evaluating and for regulating internal accountability within government departments, such as performance auditing,
effective appraisal systems, the use of incentives to reward individual and team performance. The development of effective and lifelong career development paths for all categories of public servants was also advocated.

The Public Finance Management Act (Act 1 of 1999) (Notice No. 282 of 1999) hereinafter referred to as the PFMA (1999) brought together all these performance improvement initiatives by insisting on adherence to efficiency, effectiveness and economy. Efficiency relates to achieving maximum output from a given amount of resources used. Efficiency is measured by the relationship between resources, inputs and outputs. Effectiveness is the extent to which an activity’s stated objectives are achieved. Effectiveness is measured by the extent to which planned outputs are met. Effectiveness is measured by the extent that outputs accomplish set outcomes. Economy is measured by the relationship between quantity and quality of resources inputs and its related cost, Pauw et al (2009, pp.202-203).

2.3 REGULATORY FRAMEWORK GOVERNING PERFORMANCE MANAGEMENT IN THE PUBLIC SERVICE AND THE SOUTH AFRICAN POLICE SERVICE

In order to ensure purposeful action, uniform guidelines were introduced for performance management in the Public Service (SAPS included). These guidelines have been embodied in statutes and policies such as the Public Service Act (Proclamation 103 of 1994) as amended, the Public Service Regulations (2001), the White Paper on Human Resource Management for the Public Service (1997), the South African Police Service Employment Regulations of (2008) and the National Instruction 1/2005 for Performance Enhancement Process for the SAPS.
(i) Public Service Act (Proclamation 103 of 1994)

Section 3 (5) (c) of the Public Service Act (Proclamation 103 of 1994) indicates that performance management should be provided for in the public service. Section 7 (3) (b) of the Public Service Act (Proclamation 103 of 1994) provides that the Head of Department shall be responsible for the effective management and administration. Although this section does not directly refer to performance management, ‘management and administration’ reflects every public service activity, meaning that performance management is included here, Erasmus et al. (2005, p.270).

(ii) Public Service Regulations of 2001

Regulation VIII A requires departments to manage performance in a consultative, supportive and non-discriminatory manner in order to enhance organisational efficiency and effectiveness, accountability for the use of resources and the achievement of results.

The performance management process should link to broad and consistent plans for staff development and align with the department’s strategic goals. The primary orientation of performance management shall be developmental but will also allow for effective response to consistent inadequate performance and for recognising outstanding performance.

Regulation VIII B.1 requires an executive authority to determine a system for performance management and development for employees in his or her department, other than employees who are members of the SMS, consistent with the principles in Regulation VIII A. Regulation VIII C.2 requires performance assessment to be based only on the information contained in the designated performance assessment instrument. Regulation III A. requires an executing authority to provide services with the best value for money, set measurable objectives for his or her department, optimally utilise the department’s human and other resources and apply fair labour practices.
Regulation III B.1 requires an executing authority to prepare a strategic plan for his or her department stating the department’s core objectives, based on Constitutional and other legislative mandates, functional mandates and the service delivery improvement programme. The strategic plan is required to describe the goals to be attained in the medium term, and specifying information systems that will enable the executing authority to monitor progress made towards achieving those goals, targets and core objectives.

(iii) South African Police Service Act (Act 68 of 1995)

Section 11 (2) (a) of the South African Police Service Act (Act 68 of 1995) (Notice No. 1572 of 1995) herein after referred to as the SAPS Act (1995) requires the National Commissioner to develop a one year plan setting out priorities and objectives of policing for the following year. The Annual Performance Plan for the South African Police Service is developed in accordance with the provisions of section 11(2) (a) of the South African Police Service Act (Act 68 of 1995).

The annual Performance Plan is an extension of the SAPS Strategic Plan. The purpose of the SAPS Strategic Plan is to direct strategic and operational planning within the SAPS. The Annual Performance Plan extrapolated from the SAPS Strategic Plan, provides a clear indication of the strategic priorities within the context of the prevailing financial year, the measurable objectives and targets associated with priorities, and guidelines for the implementation of the one-year focus, SAPS (2010).


Section 5.9.2 of the White Paper on HRM (1997) makes the following principles regarding performance management in the public service:

(a) Results orientation: The employee’s performance should be assessed on the basis of a work plan covering a specified period, setting out clearly his or her responsibilities and the objectives to be achieved. These
objectives should be expressed in terms of outputs to be delivered within a given timescale, and should include personal development as well as operational objectives. The work plan should be mutually agreed between the employee and his or her manager.

(b) Training and development: The performance assessment process will help to identify strength and weaknesses, and the interventions which are needed to deal with an employee’s future training and needs, and other developmental interventions such as career counselling, coaching and mentoring.

(c) Rewarding good performance: Employees who perform exceptionally well, and whose skills are particularly valued should be recognised and rewarded in order to encourage them to maintain the high standard they have achieved, and to encourage others to strive for improved performance. This area of performance management entails the awarding of incremental increases in salary.

(d) Managing poor performance: Where performance has not matched the requirements in the work plan, the assessment should be focused on identifying the reasons for this, and on reaching mutual agreement on the steps which need to be taken to effect improvement.

(e) Openness, fairness and objectivity: The employee should be given a copy of the written assessment, and be given the opportunity to comment on it. The employee has the right to appeal against an assessment that he or she believes to be unfair. The reporting manager’s written assessment should be reviewed by his or her own immediate manager in order to ensure that reporting standards are objective and uniform.


Regulation 50 requires an employee to enter into a performance agreement within two months of his or her date of appointment and thereafter within four
months of the beginning of each financial year. A performance agreement must include the following:

(a) a personal number, job title and post grade as well as a clear description of the employee’s job, with emphasis on the main objectives, job purpose and the relevant outputs or key performance areas.

(b) a work plan containing the outputs, activities and resource requirements; and

(c) a personal development plan (PDP) that identifies the developmental needs of the employee in terms of the job requirements and how these needs will be addressed. The employee will not be eligible for performance assessment or qualify for performance incentives and awards if he or she has not signed a performance agreement.

Regulation 51 (4) requires performance assessment to be based only on the information contained in the designated performance assessment instrument.


Paragraph 2 of the National Instruction1/2005 on PEP defines outputs as products and services complying with the required standards that the employee has agreed to deliver in performing the required tasks. It defines outputs standards as the number of products produced or services rendered the minimum quality that each product or service must comply with, within which time period products or services must be completed and the resources that may be utilised for that purpose. “PEP Instrument (SAPS 557)” means form SAPS 557 in which the assessment and appraisal of an employee’s performance, competencies, developmental needs and the agreement between the supervisor and the employee with regard to their respective roles and responsibilities, which during a performance period were recorded. Paragraph 3 (1) of the National Instruction1/2005 on PEP requires the supervisor to ensure that every employee under his or her supervision at post levels 1-12 has a PEP Instrument (SAPS 557) in place not later than April 30 every year.
Paragraph 4 (2) of the National Instruction1/2005 on PEP requires the supervisor and employee to use the job description of the employee to determine the Key Performance Areas and tasks that the employee will be required to perform during the PEP cycle, to support the SAPS strategic objectives. The supervisor and employee are required to agree on the outputs per task that the employee must deliver, as applicable to the post, and discuss obstacles or barriers which may hinder the performance of the employee. The supervisor and employee are required to select the most important outputs standards that will describe whether the outputs have been achieved satisfactorily. Outputs standards should provide for quantity, quality time and cost efficiency. Paragraph 4 (a) - (c) of the National Instruction1/2005 on PEP require the employee to draft his or her own performance plan.

The supervisor is required to complete the development plan if necessary. The supervisor and employee are both required to verify the completed PEP Instrument (SAPS 557) and confirm the contents by signing the “Compliance and Agreement Certification” of the performance cycle.
FIGURE 2.1 THE PERFORMANCE CYCLE

STEP 1
PLANNING IN APRIL

STEP 2
Feedback and Review (Verbal) in July

STEP 3
Performance appraisal (written) in October

STEP 4
Feedback and Review (Verbal) in January

STEP 5
Performance appraisal (written) appraisal

Develop performance plans with specific KPAs for job levels 1 to 12

COACHING
MENTORING
COUNSELING
TRAINING

Measure performance, give feedback and draw up a development plan

Encourage Communication and Develop Trust

Measure performance, give feedback and draw up a development plan

Encourage Communication and Develop Trust
2.4 PERFORMANCE AGREEMENTS

A performance agreement summarises the official duties and responsibilities that are attached to a position. It specifies individual performance targets for the official. Performance agreements should be linked to the achievement of the organisation’s strategic objectives. Each employee’s performance must be reviewed in relation to the agreement, National Treasury (2010, p.9). Performance standards, which describe conditions for totally satisfactory performance, should be mutually agreed upon between the employee and his or her supervisor. These mutually agreed upon performance standards should provide details of the worker action or output that will be assessed, the criteria to be used for the assessment, and the way in which performance will be measured. The criteria measures what a person has to do to be successful at performing his or her job. Any performance management system is unlikely to succeed if the criteria upon which the performance of an employee is to be assessed are not clearly determined in the performance agreement, Erasmus et al. (2005, pp. 277-281).

The performance of the organisation is determined by the total output expressed as an average of every employee’s performance at all levels of the organisation i.e. the higher the performance by individuals the higher the organisation’s performance and vice versa, Mullins (1996, p.778). If public sector employees are to think and act in such a way that it leads towards improved organisational performance, they must have a clear understanding of the way in which their efforts contribute in an integrated manner towards the desired service. An effective performance agreement should enable and empower employees to implement the strategy and objectives of the organisation successfully. This means that all performance agreements in the public service should be based on the overall strategic plan of the organisation. The criteria upon which the performance of an employee is to be assessed should be clearly spelt out in the performance agreement. Any performance management system is unlikely to succeed if the criteria upon which the performance of an employee is to be assessed are not clearly determined in the
performance agreement. The criteria to be assessed should consist of Key Performance Areas that cover the main areas of work of an employee, and describe the key actions and activities that will ultimately assist the organisation in performing effectively. Clear and concise Key Performance Areas should be included in a work plan (performance plan). The specific tasks that should be executed by the employee to ensure that the objectives are achieved should be included in the work plan, Erasmus et al. (2005, pp.12 & 281-282).

The alignment of the employee’s performance agreement to the organisation’s strategic objectives will enable the performance of individuals to be assessed according to and compared with the predetermined organisation’s objectives and standards, Smit et al. (2007, p.400). The alignment will establish a culture in which individuals take responsibility for the continuous improvement of the organisation’s service delivery. The alignment will help the organisation and its employees to pull in the same direction, Bacal (1999, p.41). Performance must be managed at all levels in order for the organisation to perform well, PSC (2007, p.12).

The performance agreement should be linked to the organisation’s programmes or sub-programmes objectives and performance indicators, as reflected in the organisation’s Annual Performance Plan. The reason for this is that a performance indicator consists of something measured and therefore can be managed. Measurement enhances management, Pauw et al. (2009, p.125). Measurable objectives should be specific, and should have quantifiable outputs that can be achieved within a foreseeable period. These measurable objectives and quantifiable outputs serve as a roadmap. It is the responsibility of every manager to ensure that subordinates enter into performance contracts that will guide them in discharging the functions assigned to them, Fourie (2009, p.1121). The manager is expected to take a leading role in ensuring that the employee’s performance agreement is in line with the organisation’s strategic plan, because he or she is required to review the employee’s performance, Williams (2002, p.13).
The Public Service Commission (2009, pp.10-11) pointed out important success factors that need consideration if performance agreements are to become effective management tools. An overview of these factors is provided below.

(a) Performance agreements must be clear and simple and not try to measure everything. Including requirements that may be open to different interpretations and throwing everything that needs to be measured into a performance agreement, compromises its potential effectiveness as a management tool. Indicators and standards against which progress will be measured should also be clear.

(b) Performance agreements should be used as tools for facilitating communication. Performance agreements should be used as instruments for facilitating feedback between supervisors and employees on the achievement of targets. Performance agreements should act as catalysts for ensuring effective communication of results.

(c) Managers must have the capacity to effectively utilise performance agreements. Managers should take the initiative and acquire the necessary skills required for the use of performance agreements and the Performance Management and Development System. Managers must have knowledge, skills and the right attitude to ensure effective utilisation of performance agreements.

(d) Job descriptions should be clear and aligned with strategic objectives. Vague job descriptions make it difficult for employees to translate job descriptions into work-plans.

Regulation 50 of the SAPS Employment Regulations (2008) requires an employee performance agreement to include, among other things, a clear description of the employee’s job, main job objectives, job purpose and the relevant outputs or key performance areas; a work plan containing the outputs,
activities and resource requirements; and a personal development plan (PDP) that identifies the developmental needs of the employee in terms of the job requirements and how the needs will be assessed. The same Regulation also provides that an employee will not be eligible for performance assessment, or qualify for performance incentives and awards, if he or she has not signed a performance agreement or an agreement of a similar nature.

The SAPS prescribed performance agreement (PEP Instrument Form SAPS 557) for employees at salary level 1-12 has a Performance Plan section, Performance Appraisal section, Competency Descriptions section, and Development Plan section. The performance plan (work plan) outlines each employee’s expected contribution to the achievement of the organisations’ strategic objectives. The performance plan outlines the relevant Key Performance Areas (KPA’s) to be performed by the employee, task outputs and output standards per task to be delivered and produced by the employee during the performance cycle, which is usually for the period of a financial year. The task outputs for each task form the basis for setting standards to be achieved per task. The performance plan elaborates on the Key Performance Areas and outlines deliverables that are expected from the employee under each Key Performance Area (SAPS National Instruction 1/2005 on PEP). The more precisely the Key Performance Areas are described, together with the criteria by which they will be measured, the more effective the performance management process will be, PSC (2009, p.21).

Paragraph 4 of the National Instruction 1/2005 on PEP requires a job description for the employee to be used to determine the Key Performance Areas (KPA’s) and tasks that the employee will be required to perform during the PEP cycle to support the SAPS strategic objectives. It also requires the employee to draft his own performance plan based on discussion with his supervisor. The supervisor is only expected to complete the development plan if necessary. The supervisor and the employee are required to verify the completed PEP Instruction (form SAPS 557) and confirm the content by signing
the “Certificate of Compliance and Agreement” in respect of the performance cycle.

2.5 PERFORMANCE APPRAISAL

Performance appraisal is an important subset of overall performance management. It is the process of formally evaluating work performance and providing feedback to the job holder. The main purpose of performance appraisal is to let employees know where they stand relative to work-related performance targets and standards, to assist in identifying training needs and opportunities for personal and career development. Other specific purposes are to provide a formally recorded legal basis for justifying employment decisions related to reward and recognition, and discipline systems; to help identify possible organisational problem areas, by uncovering gaps in competency levels that can be fed back so as to amend recruitment and selection criteria; and to provide a basis for distinguishing between effective and ineffective performance to assist in setting objectives for training programmes or organisational development and change interventions, Schenk (2008, p.223).

Each employee's performance must be reviewed in relation to the agreement, National Treasury (2010, p.9). Actual performance should be assessed against the required level of performance. Each Key Performance Area as listed in the work plan (performance plan) should be assessed according to the extent to which the specified standards have been met. Each Key Performance Area should be rated according to the extent to which performance has met the criteria specified in the standards and indicators, Erasmus et al. (2005, pp.285-289). The performance of employees should be assessed according to and compared with the predetermined organisation's objectives and standards, Smit et al. (2007, p.400).
The performance level should be compared with objectives that have originally been established with the final accomplishment, Erasmus et al. (2005, p.117). The employee’s performance should be assessed on the basis of a work plan covering a specified period, clearly setting out his or her responsibilities and the objectives to be achieved. These objectives should be expressed in terms of outputs to be delivered within a given timescale, and should include personal developments as well as operational objectives. The performance assessment process will help to identify strength and weaknesses, and the interventions which are needed to deal with employee’s future training and needs, and other developmental interventions such as career counselling, coaching and mentoring.

Employees who perform exceptionally well and whose skills are particularly valued should be recognised and rewarded in order to encourage them to maintain the high standard they have achieved, and to encourage others to strive for improved performance. Where performance has not matched the requirements in the work plan, the assessment should be focused on identifying the reasons for this, and on reaching mutual agreement on the steps which need to be taken to effect improvement, White Paper on HRM, (1997) section 5.9.1-2.

The SAPS Employment Regulations (2008) and Public Service Regulations (2001) require the employee’s performance assessment to be based only on the information contained in the designated assessment instrument. The contents of these regulations are literally interpreted to mean that an employee’s performance assessment must only be based on the information contained in his or her performance agreement. This interpretation is supported by section 5.9.2 of the White Paper on HRM (1997) which requires the employee’s performance to be assessed on the basis of a work plan covering a specified period, setting out clearly his or her responsibilities and the objectives to be achieved.
The performance plan in the prescribed SAPS performance agreement (PEP Instrument Form SAPS 557) for employees at salary level 1-12 has Key Performance Areas, tasks outputs, and output standards per task. Each Key Performance Area has task outputs and output standards per task. Performance appraisal is built next to each task outputs, and output standards per task, in each and every KPA. The employee’s performance assessment is therefore purely based on the contents of the performance plan.

A rating scale of 1 – 5 on quantity, time, quality and cost efficiency is used in appraising performance per task output and output standards per task. The PEP has standardised classification of the overall performance rating or performance level. The overall performance rating (performance level) of 0 – 34,9% = 1 is classified as poor; 35 - 59,9% = 2 is classified as not yet satisfactory; 60 - 75,9% = 3 is classified as satisfactory; 76 - 89,9% = 4 is classified as good; 90 - 100% = 5 is classified as outstanding (SAPS National Instruction 1/2005 on PEP). It is clear that, if the contents of the employee’s performance plan are not aligned to the SAPS strategic objectives, the employee may not contribute to the realisation of the organisation’s strategic objectives.

2.6 PUBLIC ADMINISTRATION

Public Administration refers to a subject or discipline in which the public administration activities are studied. Practitioners of the subject are known as public officials. Public officials are all those who are employed by the national and provincial government departments of the Republic of South Africa, Venter & Theunissen (2006, pp.83 & 85). Public Administration originated as an academic discipline after it was practised as an activity. It stems from the practical environment within which public officials function, Du Toit et al. (2001, p17). The discipline as a member of the Social Science fraternity is inextricably linked to human action and human behaviour.
Public administration studies human beings engaged in administration and managerial duties in organs of state, Thornhill & van Dijk (2010, pp.95-96). The study of Public Administration concerns the administrative activities concerned with governing and the administrative requirements which give effect to governmental policies. It is focused on the administrative issues of public institutions, Thornhill (2006, pp.793 & 798). Public administration, the subject of study in the Discipline of Public Administration, takes place in a political framework. Politics is about power and cannot always be scientifically justified, Thornhill and van Dijk (2010, pp.96-97).

Public Administration as a discipline remains an eclectic science and borrows theories and concepts from other related disciplines e.g. Business Management, Political Science and Psychology. Public Administration also develops its own theories and utilises relevant theories from other social disciplines to augment it theoretically, Thornhill (2006, p.805). The core issue that distinguishes Public Administration from other related disciplines is the political milieu within which its operational activities are performed. All administrative and managerial issues that form the study of Public Administration and management are dominated by public policy, which is finally the domain of the political authority concerned, Thornhill (2006, p.805).

According to Du Toit and Van der Waldt (1999, p.22) in Du Toit et al. (2001, p.7) public administration as an activity stems from the needs of people. The people’s primary needs are for their survival; for example, food, water and shelter. The people’s needs, such as for increased services and better distribution of services, is the main factor that contributed towards the development of the activities of public administration and public management. SAPS is one of the public organisations responsible for execution of the security and protection functions. The SAPS is responsible for the protection of citizens from criminal activities, by law enforcement and crime prevention services, Venter and Theunissen (2006, p.87). The SAPS, as the gatekeeper of criminal justice, must show that the state can and will act against criminals through successful prosecution.
The effective investigation of crime is a powerful deterrent in the fight against crime. The more effective the SAPS is at investigating crimes that have been committed, the less likely individuals will be to commit crime, SAPS (2010, p.9). Potential offenders may decide to refrain from committing criminal acts for fear of apprehension and punishment.

The absence of enforcement of the law suggests to other potential offenders that the system either does not care about their questionable behaviour or that the system is incapable of imposing its will and punishment, Lab (2004, pp.125 & 127). A reduction in crime could increase the confidence of investors, which may lead to more of them investing their money in South Africa. An increase in investment in South Africa may lead to the creation of more job opportunities. The creation of more jobs would lead to an increase in the employment rate which, in turn, would help more of the people of South Africa to satisfy their basic survival needs.

Government organisations are established to satisfy specific needs. In satisfying the needs of people, government organisations have to carry out numerous functions to ensure that satisfactory service delivery takes place. To do so, certain actions must be taken. These actions are important requirements of public administration and management. The successful execution of these processes enables public officials to deliver services, and to produce products that are needed by people. Through the activities of public administration, public officials are enabled to execute the different functional processes with the specific purpose of achieving the objectives determined by the law makers, Du Toit et al. (2001, pp.10 & 12).

The generic administrative functions that facilitate or enable the execution of various actions, include policy-making and implementation; development of organisational structure; personnel provision and utilisation; acquisition and utilisation of financial resources; determining work methods and procedures to promote efficient and effective service delivery, and control.
Public administration is the enabling function required to give effect to political decisions/policies, and primarily concerns the establishment with an enabling framework for the performance of duties, Thornhill (2005, p.180).

2.6.1 GENERIC FUNCTIONS OF PUBLIC ADMINISTRATION

The generic view of administration constitutes the functions of public administration. The functions are generic in nature, because of their universal applicability, Cloete (1981) in Thornhill and van Dijk (2010, p.103). Furthermore, generic functions are mutually inclusive, implying that collectively they constitute the effective and efficient functioning of the public service, Rowaland (1987, p.62) in Thornhill and van Dijk (2010, p.103). The administrative functions must always commence before a start can be made with the functional activities/line functions. Nothing can be done, in any matter, in the public sector before a policy on it has been accepted by the legislature or other competent institution, to declare that action must be taken to reach one or more objectives.

When a policy has been provided and objectives declared, the other generic administrative processes can commence, along with the delivery, auxiliary and instrumental functions and the functional activities. The administrative processes must deliver their contribution before the other groups of functions can be put into effect; e.g. nothing can be done before the financing processes have made money available. The organising processes have created institutions, the staffing processes have provided personnel, work procedures have been determined, and checking (control) has been provided to ensure that every action is aimed at the attainment of the policy objectives. Because of this run of events it is usually said that the administrative processes are the enabling processes. Because the administrative processes are performed in all public institutions they are called genetic administrative processes, Cloete (1998, p.85).
2.6.1.1 Policy-making and implementation

Policy is a desired cause of action and interaction which is to serve as a guideline in the allocation of resources necessary to realise societal goals and objectives decided upon by the legislator. Policies decided by the legislator are the inputs to the public administrative process, and should be carried out by appointed officials in the employ of public organisations, Thornhill and Hanekom (1995, p.54). A policy becomes a framework or guideline for achieving a specific outcome or objective. Government policy is the springboard from which all government activity takes place. A public institution can provide goods and services only within the limits prescribed by the relevant legislation, and the amounts of money appropriated by the legislatures. No administrative action can take place if specific goals and objectives have not been set. In practice, it implies that objectives will be set for each government organisation. The determination of goals and objectives, as well as the guidelines or policy which follows to reach particular objectives should be based on the actual needs of society, Cloete (1998, pp.85 & 149). Policy is the result of a need or perceived need that has its origins in society as a whole.

The government in conjunction with public officials makes policy to address identified needs. The political executive office-bearers are the principal initiators/innovators in policy-making. Policy proposals usually come from the political office bearers (Ministers) who are also members of the Cabinet. The policy statements (those expressed by law) come from the political office bearers. These policy statements usually advocate the ideologies of the ruling political party, Cloete (1998, pp.153 & 157). The public officials are experts in a specific sphere. Politicians have to liaise with the appointed officials and rely on their expertise. In determining the relative importance of a proposed policy, the possible administrative implications have to be considered by public officials, Thornhill (2005, pp. 55 &179).

The required policy documents are prepared by public officials. The policy documents are submitted to the Cabinet for approval before they are introduced
in parliament. The Cabinet also approves the budgetary proposals prepared by public officials before they are introduced in parliament. Once a policy and budget proposals are approved by the Cabinet, they are often subject to approval by the legislature, as the legislature is the top policy-maker on each level of government and it must legitimise policies, Venter and Theunissen (2006, pp. 90-91).

The Cabinet requires the assistance of appointed full-time public officials in performing the function of formulating policy, Thornhill (2005, p.179). Normally, public officials and political office bearers should be aware of deficiencies in society. They should also be aware of areas in which government is not rendering the services it should have rendered. Public officials, who perform their duties on a daily basis at grass roots level, are in a better position to provide valuable information for the development of public policy. It is the public official who is continuously confronted with the implementations as well as the cause and effect of policy. The public official is therefore in an excellent position not only to identify limitations and constraints in policy, but also to initiate effective procedures to rectify them, Roux (2002, pp. 421&429). The government can only accomplish promises made in election campaigns and in policy statements if they can rely on the support of appointed officials. It is the appointed public servants who translate political decisions (policies) into action. It is public servants who must ensure that policies become reality, Thornhill, (2005, p.180).

Public officials provide factual information and advice to the Cabinet and individual Ministers, to enable them to make policy decisions. Public officials prepare bills and estimates of expenditure for approval by the Ministers and the Cabinet for submission to parliament. Public officials undertake activities for the implementation of policies of the government of the day, as authorised by Acts of Parliament and the estimate of expenditure approved by Parliament, Cloete (1998, p.27) in Davids et al. (2009, p.57). The administrative component needs political and strategic direction from political heads, and political heads need effective administrative machinery for the translation of political programmes
into government policy, Mafunisa (2003, p.90). It is difficult to draw a line of demarcation between the policy formulation process and the implementation process. Therefore, it is crucial to define and strengthen the relationship between political office bearers and professional public servants rather than separating them. The two are not incompatible nor do they perform conflicting roles, they reinforce and complement each others’ roles, Mafunisa (2003, p.90). Politics and administration are like the two sides of a coin, absolute separation is impossible, Thornhill and Hanekom (1995, p.53).

The overall policy objectives for a public organisation are usually set by the legislature concerned with legislation, or other directives, and the approved annual estimates of expenditure. The estimates of expenditure usually state the quantified aims/missions/objectives to be attained by the organisations that have to implement the policies. The purpose of the mission/aim/objective statement is to provide direction to the employees, who will have to implement the policy statement to the extent provided by the budgetary provision. The mission/aim/objective becomes informative to the public, envisages achievable targets, motivates the officials who have to implement policy and pursue the aims, and serves as a standard against which the supervisors can evaluate the performance of their subordinates, Cloete (1998, p.160).

In the South African public sector, the translation of policy to implementation is done through strategic planning and operational planning. Planning provides the link between the policy and strategy on one hand and implementation on the other hand. The multi-year planning and budgeting usually provide the resource and priority framework within which projects are realised, Brynard and De Coning (2006, p.206). Regulation 5.1 and 5.2 of Treasury Regulations, (2007) (Notice No. 29644 of 2007) hereinafter referred to as Treasury Regulations (2007) require the accounting officer of the organisation to prepare a strategic plan that is consistent with the period covered by the Medium Term Expenditure Framework (MTEF) for approval by the relevant executive authority. The strategic plan must cover a period of at least five years.
The strategic plan must include specific Constitutional and other legislative, functional and policy mandates that indicate the output deliverable for which the organisation is responsible. The strategic plan must include measurable objectives, expected outcomes, programme outputs, performance indicators (measures) and targets of the organisation’s programmes. The approved strategic plan must be tabled in Parliament for funding. Regulation Part III B of Public Service Regulations (2001) requires the strategic plan to set out the organisation’s core objectives, based on Constitutional and other legislative mandates, functional mandates and the service delivery improvement.

The strategic plan should describe the goals or targets to be attained in the medium term. The Strategic plan should set out a programme for attaining those goals and targets. The strategic plan should specify information systems that will enable the executing authority to monitor the progress made towards achieving the organisational goals, targets and core objectives.

The strategic plan converts the organisation’s reason for existence and its values into actions, and sets out medium or long-term goals. The strategic plan makes the development of the operational plans (Annual Performance Plans) possible to promote effective and efficient service delivery, Pauw et al. (2009, pp.88-90). The strategic plan’s measurable objectives, outcomes, programme outputs, performance indicators and targets become measurable instruments that can be used to monitor progress towards the set objectives.

The strategic plan’s measurable objectives, outcomes, programme outputs, performance indicators and targets are utilised in measuring or assessing the service level of each programme activity stated in the strategic plan. The Annual Performance Plan sets out what the organisation intends to do in the upcoming financial year and during the Medium Term Expenditure Framework to implement its strategic plan. The Annual Performance Plan sets out performance indicators and targets for the budget programmes and sub-programmes to facilitate the organisation realising its goals and objectives, as
set out in the strategic plan. An Annual Performance Plan is linked to the strategic plan, the budget and the MTEF, National Treasury (2010, p.7). The information provided by the organisation is utilised to compare the actual programme results with the established performance goals.

The intention of integrating the strategic plan’s information data into the budget making process is to hold the executive authority and the accounting officer of the organisation accountable for the performance of their organisation, specifically on the utilisation of public funds, Fourie and Jordaan (2007, p.42). Linking strategic plans with the budget ensures that public resources are allocated to government priorities. This budgeting approach provides a broad explanation for what the government wants to achieve with public resources. Output-based budgeting links resources allocation with service delivery outputs, and plays a pivotal role in holding all managers accountable for delivering specific outputs, making use of the resources allocated to them, Nkoana and Bokoda (2009, p.51).

The SAPS budget programmes are for Administration, Visible Policing, Detective Services, Crime Intelligence, Protection and Security Services. All activities for these programmes are directed towards the mission of the SAPS which is, to prevent and combat anything that may threaten the safety and security of any community; to investigate all crimes that threaten the safety and security of any community; to ensure that offenders are brought to justice; and to participate in efforts to address the root causes of crime, SAPS (2010).

The Constitutional mandate for the SAPS is to prevent, combat and investigate crime; to maintain public order; to protect and secure the inhabitants of the Republic and their property and to uphold and enforce the law, Constitution (1996) section 205 (3). Detective Services is one of the SAPS Departmental Programmes and is responsible for the investigation of crime. The Detective Service’s strategic purpose is to enable the investigative work of the SAPS. The measurable objectives for the Detective Service as set out in the Annual
Performance Plan 2012/2013 are to contribute to the successful prosecution of offenders, to increase detection rate, and to increase court-ready case dockets of priority crimes. The performance indicators for these objectives are, detection rate and percentage of court-ready case dockets of priority crimes, relating to contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection, and other serious crimes, SAPS (2010, p.11).

The successful prosecution of offenders is measured by the conviction rate. Detection rate is determined by calculating the total number of cases that were disposed of as referred to court, withdrawn and unfounded or false, divided by cases reported and cases carried forward from the previous period, and expressed as a percentage. The baseline and targets are set for detection rate and court-ready case dockets of priority crimes per crime category, SAPS (2010, p.26).

The Performance Chart System, which is the SAPS information system for measuring organisational performance, measures the Detective Service on cases to court rate, detection rate, conviction rate, and court-ready case dockets for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection, and other serious crimes, SAPS (2010, p.11). The Performance Chart System sets baseline and targets for each crime category at the beginning of the financial year. The Performance Chart System sets national targets (marginal performance), Provincial targets (in respect of Provincial performance), Cluster targets (in respect of Cluster performance) and Police Station’s targets (in respect of each police station). The system sets baseline based on the previous year’s performance. Targets vary from police station to police station as they are based on each police station’s baseline. The Performance Chart System shows the national target, the station’s baseline and target per crime category is in respect of each police station.
2.6.1.2 Organising

Organising is the process of creating a structure for the organisation that will enable people to work effectively towards its vision, mission and goals. Organising is the process of determining what tasks should be done, who will do them, and how they will be managed and co-ordinated, Brevis (2008, p.58). Organising involves the creation of an organisational hierarchy, allocation of duties and responsibilities, delegation of authority to subordinate institutions and individual workers and groups in order to promote co-ordination, Van der Westhuizen (2000, p.21) in Erasmus et al. (2005, p.14). According to Smit et al. (2007, p.187), organisng is the process of determining which tasks each of the managers and workers should perform, who will perform them, and how these tasks will be managed and co-ordinated.

Organising enhances accountability as the responsible employees will be expected to account for the outcomes, positive and negative, for that portion of the work directly under their control. Accountability links results directly to the actions of an individual, section, department or business unit. Organising assists in establishing clear channels of communication. This ensures that communication is effective and that all information required by managers and employees at all levels of the organisation, effectively reaches them through the correct channels of communication so that they can perform their work effectively. In organising, the related tasks and activities of employees are grouped together meaningfully in specialised sections, departments, or business units so that sections in various fields can deal with their specialised tasks. Organising creates coordination as the organisational structure is responsible for creating a mechanism to coordinate activities in the entire organisation, Smit et al. (2007, pp.288-189).

Regulation Part III B.2 of the Public Service Regulations (2001) requires the organisation to determine the organisational structure based on the organisation’s strategic plan. In the SAPS the Detective Service is divided into Crime Investigations, Specialised Investigations, Criminal Record Centre, and Forensic Science Laboratory. Crime Investigations accommodates detectives
at police stations, who investigate crimes of a general nature. Specialised Investigations provides for the prevention, combating and investigation of national priority offences, including the investigation of organised crime syndicates, serious and violent crime, commercial crime and corruption. These divisions of the Detective Services are budgetary sub-programmes of the Detective Services. The focus of this research was on Crime Investigations as detectives at police station level only investigate crimes of a general nature. The SAPS organisational structure for the Detective Service at police stations level is as reflected in Table 2.1. SAPS Job Descriptions.

Table 2.1: The Organisational Structure for the Detective Services in the SAPS (Adapted from: Source: SAPS Job Description. Accessible on http://intranet.saps.gov.za and www.saps.gov.za

<table>
<thead>
<tr>
<th>National Commissioner</th>
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<tr>
<td>Provincial Commissioner</td>
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<tr>
<td>Cluster Commander</td>
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<tr>
<td>Station Commander</td>
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<tr>
<td>Section Commander: Detective Services</td>
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<td>Group Leader: Detective Services</td>
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<td>Investigation Official: Detective Services</td>
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The National Commissioner is responsible for exercising control over and managing the SAPS, the Provincial Commissioner is responsible for exercising control over and managing the SAPS at provincial level, Constitution (1996) section (2) & (3)). The Cluster Commander is responsible for exercising control over and managing the SAPS at the designated Cluster. The Station Commander is responsible for managing and maintaining operational and support functions to ensure an effective and efficient policing service to the community policing area. The Detective Commander is responsible for managing the prevention, investigation and solving of criminal offences.
The Group Leader is responsible for supervising and co-ordinating the investigation of crimes or alleged crimes. The Investigation Official is responsible for rendering quality crime investigation to the community, SAPS (2012 and 2013).

The performance of the organisation is determined by the total output expressed as an average of every employee’s performance at all levels of the organisation, i.e. the higher the performance by individuals the higher the organisation's performance and vice versa, Mullins (1996, p.778). Since the performance of every employee contributes to the realisation of the organisation's strategic goals, it follows that the performance of every employee should be managed, Schenk (2008, p.222). The main instrument that is used to control an organisation's human resources is performance management. From a control point of view, the performance of individuals is assessed according to and compared with the predetermined organisation’s objectives and standards, Smit et al. (2007, p.400).

It has been mentioned that the performance indicators for these objectives are, cases to court rate, detection rate, conviction rate and percentage of court-ready case dockets. The individual detectives’ performance should therefore be assessed according to and compared with cases to court rate, detection rate, conviction rate and percentage of court-ready case dockets for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection and other serious crimes which are performance indicators for the Detective Service strategic objectives, SAPS (2012 and 2013).

The success of the public service in the realisation of its organisational goals and objectives depends on the efficiency and effectiveness with which the employees perform their daily tasks and functions, White Paper on HRM (1997) section 5.9.1. In order to achieve this, there needs to be an accurate alignment of the employees’ performance agreements to the organisational objectives. The alignment of the organisational employees’ performance agreements to the
organisation’s strategic objectives, will link assessment of the employee’s performance to the organisational performance or outputs and allow identification of the employee’s strengths and areas of improvement and development.

2.6.1.3 Financing

The Annual Performance Plan, is a one year fiscal plan that contains measurable objectives with an indication of output, performance indicators and targets for the budget programmes and sub-programmes that will be pursued in order to realise the organisation’s strategic objectives, as set out in the Strategic Plan, Nkoana and Bokoda (2009, pp.52-53).

The strategic plan’s measurable objectives, outcomes, programme outputs, performance indicators and targets become measurable instruments that can be used to monitor progress towards the set objectives. The strategic plan’s measurable objectives, outcomes, programme outputs, performance indicators and targets are utilised in measuring or assessing the service level of each programme activity stated in the strategic plan. The information provided by the organisation is utilised to compare actual programme results with the established performance goals, Fourie and Jordaan (2007, p.41). The tabling of the organisation’s Strategic Plan and Annual Performance Plan before Parliament for funding marks the integration of the strategic plan’s performance data into the budget making process. The intention is to hold the executive authority (responsible Minister) and the accounting officer of the organisation accountable for the performance of their organisation, specifically the utilisation of public funds, Fourie (2005, p.682).

Linking strategic plans with the budget ensures that public resources are allocated to government priorities. This budgeting approach provides a broad explanation for what the government wants to achieve with public resources, Fourie and Jordaan (2007, p.42). Output-based budgeting links resources allocation with service delivery outputs, and plays a pivotal role in holding all managers accountable for delivering specific outputs, making use of the
resources allocated to them, Nkoana and Bokoda (2009, p.51). The budget for the SAPS is allocated around the Key Departmental Programmes which are Administration, Visible Policing, Detective Services, Crime Intelligence, and Protection and Security Services, SAPS (2010). Each programme has the purpose, objectives, output, performance indicators, baseline and targets, SAPS (2010). The approved budget authorises the expenditure of specified sums of money.

The approval of the budget is by no means an assurance that the financing operations of public institutions will be done effectively. The crucial stage in ensuring effectiveness and efficiency is the implementation of the budget, which should be monitored throughout to ensure that the objectives are achieved as closely as possible, at least cost, Cloete (1998, pp.202-203). Though the PFMA requires financial reporting, the accounting officers are expected to supply qualitative or non financial information to the executive authority on a quarterly basis. This facilitates the performance of the organisation against its budget and service delivery plans, and as a result warns managers when corrective action is required.

Service delivery information and performance measurement are crucial in facilitating the assessment of the impact of the organisational output on government’s key policy priorities. The emphasis here is on the need to ensure that performance measures are developed as integral parts of the planning and budgeting process, and that systems and processes are able to provide relevant information. The important interdependent elements of performance monitoring and measurement form an integral part of the planning and budgeting process, Mkhize and Ajam (2006, p.769). Performance measurement is an essential tool for effective management. Without it, proper evaluation and improvement would be impossible. Performance measurement is undertaken to assist in formulating and implementing policy; to contribute to planning and budgeting for service delivery; to monitor the effects of change; to improve standards of service; to ensure fairness in terms of user access to particular services; to measure the distribution and the economical and efficient
use of resources; and to exercise managerial control and decision-making, Fourie and Jordaan (2007, p.43).

2.6.1.4 Determining work methods and procedures

To ensure that everyone in an organisational unit co-operates in attaining the policy objectives, and does not waste time in the process, it is essential for specific work procedures to be laid down for each task. Streamlined work procedures, together with other factors, can result in better utilisation of labour, expeditious flow of work, increased productivity, and a reduction in the cost of services and products, i.e. improved efficiency and effectiveness. Rules and procedures regulate human conduct, Cloete (1998, pp.248-251). To give effect to these provisions of the Constitution’s principle governing public administration, the Department of Public Service and Administration in 1996/7 launched an initiative called Batho Pele (Sesotho for people first). The objective of the Batho Pele initiative was to improve the economy, efficiency and effectiveness of the delivery of public services.

All activities of public organisations are, in addition to provisions of legislation, regulated by regulations and/or instructions with the same binding power as laws passed by Parliament. Some of the well known public sector regulations and instructions are:

- the Public Service Regulations and Public Service Staff Code issued in terms of the Public Service Act (1994) Proclamation 103 of 1994
• the South African Police Service Standing Orders issued by the SAPS National Head Office;

• the South African Police Service National Instructions issued by the SAPS National Head Office;

• SAPS Code of Conduct;

• Public Service Code of Conduct; and

• Circulars issued by SAPS National Commissioner and Provincial Commissioner.

2.6.1.5 Control

Controlling is evaluating how well an organisation is achieving its goals and takes action to maintain or improve performance. Managers monitor the performance of individuals and the organisation as a whole, to see whether they are meeting the desired performance standards. The outcome of the control process is the ability to measure performance accurately and regulate organisational efficiency and effectiveness, Jones et al. (2000, p.10). Control is the process by which management ensures that the organisation’s goals are realised, or that actual performance is aligned with the predetermined organisational objectives and standards. The process includes setting standards against which actual performance can be measured, measuring actual performance, evaluating any deviations (performance gap), and rectifying deviations or implementing corrective actions, Smit et al. (2007, pp.388-391). Output-based budgeting links resources allocation with service delivery outputs, and plays a pivotal role in holding all managers and employees accountable for delivering specific outputs, making use of the resources allocated to them, Nkoana and Bokoda (2009, p.51).

The aim of control is to keep deviations from planned activities and performance levels to a minimum, so that the mission and goals of the organisation can be achieved with as few problems as possible. Control is the regulatory task of
management in that it correlates action with plans. Control is an important guide in the execution of plans, as it measures the performance of the whole organisation. The control task of management is to determine whether or not there has been a deviation in the plans, so that steps can be taken to prevent and rectify errors, Smit et al. (2007, p.386). The main instrument used to control an organisation’s human resources is performance management.

Regulation Part VIII A of Public Service Regulations (2001) requires performance management processes to be linked to broad and consistent plans for staff development aligned with the organisation’s strategic goals.

Regulation Part VIII C.1 of Public Service Regulations (2001) and Regulation 51(4) of the SAPS Employment Regulations (2008) require the employee’s performance assessment to be based only on the information contained in the designated performance assessment instrument. Section 5.9.2 of the White Paper on HRM (1997) requires the employee’s performance to be assessed on the basis of a work plan covering a specified period, setting out clearly his or her responsibilities and the objectives to be achieved. Paragraph 4 (2) of the National Instruction 1/2005 on PEP for the SAPS, requires the performance plan to specify Key Performance Areas and tasks that the employee will be required to perform during the PEP cycle to support the SAPS strategic objectives.

It is logical to assume that, if the contents of the Detective Service employees performance agreements are not aligned to the SAPS organisational objectives, the Detective Service’s employees may not focus in the same direction as the SAPS. This may in turn lead to the SAPS not achieving its organisational strategic objectives on Detective Services. The alignment of the organisational employees’ performance agreements to the organisation’s strategic objectives will hold the employees accountable for discharging their responsibilities conscientiously, with probity and integrity, Erasmus et al. (2005, p.17). The alignment of the assessment of the employee’s performance to the organisational performance may give employees a clear understanding of the way in which their efforts contribute, in an integrated manner, towards the
desired service delivery level. This may in turn lead towards improved organisational performance, Erasmus et al. (2005, p.12). It may also assists in the identification of the employee’s strengths and areas of improvement and development.

Chapter 2 of the Public Service Regulations, 2001, established the Code of Conduct for the Public Service. The purpose of the Code of Conduct is to give practical effect to the relevant constitutional provisions relating to public service. The Code of Conduct acts as a guideline to employees as to what is expected of them from an ethical point of view, both in their individual conduct and in their relationship with others. It also provides direction to employees with regard to their relationship with the legislature, political and executive office-bearers, other employees and the public. It indicates the spirit in which employees should perform their duties, what should be done to avoid a conflict of interests and what is expected of them in terms of their personal conduct in public and private life.

The SAPS Code of Conduct moulds the behaviour of SAPS employees with regard to customer care issues, and empowers them to be self managed employees. The contents of the code of conduct embody the elements of the objects of the police as stated in section 205 of the Constitution (1996) the mission, Batho Pele principles and good governance prescripts. It causes every employee of the SAPS to undertake to create a safe and secure environment for all the people of South Africa, by participating in endeavours aimed at addressing the root causes of crime; preventing all acts which may threaten the safety or security of any community; investigating criminal conduct which endangers the safety or security of the community; bringing the perpetrators of crime to justice; upholding the Constitution and the law; taking into accounts the needs of the community; recognising the needs of the SAPS as employer; cooperating with all interested parties in the community and the government at all levels; utilising all available resources responsibly, efficiently and cost effectively to maximize their use; and to uphold and protect the fundamental rights of every person, SAPS (2010).
The performance of the organisation is determined by the total output expressed as an average of every employee’s performance at all levels of the organisation, i.e. the higher the performance by individuals the higher the organisation’s performance and vice versa, Mullins (1996, p.778). Since the performance of every employee contributes to the realisation of the business’s strategic goals, it follows that the performance of every employee should be managed, Schenk (2008, p.222).

2.7 CONCLUSION

Performance management is a formal process that links an organisation’s strategic objectives to individual jobs and responsibilities in order to improve individual performance and organisational effectiveness. The fundamental goal of performance management is to establish a culture in which employees take responsibility for the continuous improvement of the organisation’s performance. Performance management is based on the belief that what gets measured gets done, Osborne et al. (1993, p.146) in Luthuli (2007, p.67) and this will ultimately lead to improvement in service delivery. According to Pauw et al. (2009, p.125), something that is measured can probably be managed, as measurement enhances management. The importance of having a performance management system lies in its ability to ensure that there is alignment of individual performance to the organisational performance.

The critical part of the performance management process is the performance agreement which should devolve from the organisation’s strategic objectives. The alignment of the contents of the employees’ performance agreements to the organisation’s strategic objectives ensures that employees know what is expected of them, managers know whether employee’s performance is delivering the required objectives, poor performance is identified and rectified and good performance is recognised and rewarded.

The State exists to provide collective goods and services on a non-profit basis, and enable the benefits of these goods and services to be distributed among all the inhabitants irrespective of race, religion, gender or personal wealth. The intention of the provision of these public goods and services by the State, is to provide a suitable environment in which individuals, groups and societies can strive to maintain or improve the quality of their lives. The other intention is to guarantee the continued survival of the people or population. The branches that symbolise the State are judicial, legislature and executive.

The Judiciary has the function of ensuring that everybody abides by the law, for example the people as well as the legislature and executive branches. The other function of the Judiciary is to apply and interpret the law to resolve disputes. The legislature passes laws to order the conduct of the population and to determine activities to be undertaken by executive institutions and objectives to be reached. The parliament holds the executive accountable to it on the exercise of their executive authority and activities including the implementation of legislation or public policy. The governing body (Cabinet) decides on particular issues demanding intervention of the state and gives guidance to the executive institutions. The Cabinet and its public servants are charged with the responsibility of executing the decisions (laws) passed by the Parliament. The government can only accomplish promises made in election campaigns and in policy statements if it can rely on the support of the appointed officials.
It is the appointed public servants who translate political decisions (policies) into actions. It is the public servants who must ensure that policies become reality. The public service, which is made up of all those who are employed by national and provincial government departments, is responsible for the day-to-day administration and management of the affairs of the state. The public service is responsible for the administration or the execution of policies formulated by political office bearers. The public service is also responsible for the provision of goods and services to the members of the public.

Public servants assist in shaping policy through administrative functions and give public policies practical content and meaning in the process of implementation. The administrative functions that facilitate or enable the execution of various actions include policy-making and implementation, development of organisational structure; personnel provision and utilisation, acquisition and utilisation of financial resources, determining work methods and procedures to promote efficient and effective service delivery, and control. These administrative functions are enabling functions required to give effect to political decisions/policies, and are the primarily of concerns the establishment with an enabling framework for the performance of duties.

Personnel who are public officials are central to government’s efforts to execute its functions. Personnel are the means through which government has to execute and fulfil its responsibilities to the country’s citizens. Personnel are indispensable for government to execute its functions and render services to the public. The performance of the organisation is determined by the total output expressed as an average of every employee’s performance at all levels of the organisation, i.e. the higher the performance by individuals the higher the organisation’s performance and vice versa. Since the performance of every employee contributes to the realisation of the organisation’s strategic goals, it follows that the performance of every employee should be managed. The management of every employee’s performance is usually done through performance management. In the following chapter (Chapter three) research design and methodology are discussed.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The purpose of this chapter is to describe the methodology employed by the researcher to solve the main problems and sub-problems outlined in Chapter 1. Research is an extremely thorough exercise that from the outset requires developing persuasive arguments for logic data/information collection, analysis, writing and presentation of the findings, Luthuli (2007, p.38). Research is seen as a cycle, starting when a researcher has an unanswered question in his/her mind. This unanswered question is then developed into a clear problem statement subdivided even further into sub-problems. Huysstenn (2001, p.61), Leedy and Ormrod (2005, p.12) sees Research methodology as the general approach and paradigm that the researcher takes in carrying out the research project. According to Saunders et al. (2007, p.3) methods refer to the techniques and procedures used by the researcher to obtain and analyse data. Methodology is the theory of how research should be undertaken, including the theoretical and philosophical assumptions upon which research is based and the implications of these for the method or methods adopted, Saunders et al. (2007, p.602).

3.2 OBJECTIVITY AND THE TYPE OF RESEARCH

The applied research approach has been considered to be more appropriate and is undertaken to solve a certain problem. The results of applied research can be used to solve an immediate problem, Brynard and Hanekom (2006, p.7). The results of this research can be used to solve the problem of how performance agreements can be more effectively utilised as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster in Port Elizabeth.
The fact that seven Police Stations are part of this research ensures its objectivity. Luthuli (2007, p.44) states that objectivity in any research is an important element which contributes with respect to the results, reliability and validity.

This research will answer questions that will be applied in a real life context. Both explanatory and descriptive elements will be included. Descriptive research is concerned with what the researcher observes and describes in words, on which his or her conclusion is based, Brynard and Hanekom (2006, p.8). Descriptive studies seek to discover answers to questions relating to the fundamental characteristics that define the research subject. It is performed to develop knowledge on which the problems and explanations of subsequent research are based. Explanatory research explains the relationship between variables, and it entails the identification of why something is the way it is, De Vos et al. (2002, p.110) in Brynard and Hanekom (2006, p.8).

According to Bless and Higson-Smith (2000, p.37), explanatory research explains the relationship between the variables. Descriptive and explanatory research are relevant to this research, as the phenomenon under scrutiny is the actual level of alignment of the contents of individual detectives performance agreements to the contents of the SAPS Detective Services strategic objectives; the actual level of alignment of the contents of the individual detectives’ job descriptions to the contents to the SAPS Detective Service strategic objectives; and determining whether the Section Commanders, Group Leaders and Investigation Officials are trained on the implementation of the Performance Enhancement Process which is the SAPS Performance Management and Development System.

If the contents of individual detectives’ performance agreements and job descriptions are not aligned to the SAPS Detective Service strategic objectives, the detectives may not know what is expected of them. The managers may not know whether the employee’s performance is delivering the required organisational objectives. Poor performance may not be identified and improved. Good performance may not be recognised and rewarded, White Paper on HRM (1997).
3.3 RESEARCH APPROACH

The research approach adopted in this study is mainly qualitative research methodology. According to Saunders et al. (2007, p.145), qualitative research refers to any data collecting technique (such as personal interviews, personal conversations) or data analysis procedures (such as categorising data) that generates or uses non-numerical data. Qualitative research uses qualifying words and description to record and investigate aspects of social reality, Bless and Higson-Smith (2000, p.156). Qualitative research produces descriptive theories, generally in the participant’s own written or spoken words pertaining to their experience or perception. In qualitative research, in-depth interviewing of key informants, participant’s observation, questionnaires and the perusal of documents are used. In qualitative research, the researcher is concerned with understanding rather than explaining, De Vos et al. (2002, p.79) in Brynard and Hanekom (2006, pp.37-38). This is relevant to this research as the focus is on identifying how performance agreements can be more effectively utilised as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster in Port Elizabeth. Interviews and documents analysis coupled with content analysis will be used as a data collection technique.

3.3.1 Reasons for the choice of the qualitative research approach
Qualitative research findings often have greater validity and less artificiality, as the process of observing phenomena in natural, real life settings often allows researchers to develop a more accurate understanding of these phenomena. Qualitative research often reveals a depth of understanding and richness of detail, Creswell et al. (2007, p.257).

The use of qualitative research methodology enables the researcher to dig deep, as the researcher collects numerous forms of data and examines them from various angles to construct a rich and meaningful picture of a complex and multifaceted situation, Leedy and Ormrod (2005, p.133). In qualitative research perusal of documents is used. In qualitative research, the researcher is concerned with understanding rather than explaining, Brynard and Hanekom (2006, pp. 37-38).
Qualitative research is relevant in the current study, because no previous research has been done to determine how performance agreements can be more effectively utilised as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster in Port Elizabeth. The Qualitative research approach suits this research as its objectives is to understand and describe the actual level of alignment of the contents of the individual detectives’ performance agreements to the contents of the SAPS Detective Service strategic objectives; to understand and describe the actual level of alignment of the contents of the individual detectives’ job descriptions to the contents of the SAPS Detective Service strategic objectives; and to understand whether Section Commanders, Group Leaders and Investigation Officials are trained on the implementation of the Performance Enhancement Process which is the SAPS Performance Management and Development System.

The researcher felt that the best methods of data collection, in order to achieve the research objectives, would be document analysis coupled with content analysis of the performance plans (work plans) in the performance agreements and job descriptions for Section Commanders, Group Leaders and Investigation Officials. The contents of the performance plans will be compared with the contents of the SAPS Annual Performance Plan for 2012/2013 with specific focus on the Detective Service strategic objectives and their performance indicators. The researcher decided that the best method of data collection, in order to determine whether Section Commanders, Group Leaders and Investigation Officials were trained on the implementation of the Performance Enhancement Process, is by conducting interviews with them.

3.4 RESEARCH METHODS AND TECHNIQUES

Research strategies can be classified into three distinct categories, namely experiments, surveys and case studies, Yin (1993) in Luthuli (2007, p.51). These three strategies describe the different ways of collecting and analysing data. Surveys are appropriate for descriptive work; experiments are appropriate for explanatory work; and case studies are appropriate for exploratory work, Robson (1993) in Luthuli (2007, p.51). This study answers research questions
that are applied in a real life context. Both explanatory and descriptive elements are included.

The success of any research depends upon the methodology followed by the collection and analysis of data, for it to be reliable, valid and respected, Luthuli (2007, p.51). Research methods are viewed as a codified series of steps that are taken to complete a certain task or to attain an objective. Research techniques refer to the methods the researcher is going to use for his/her research, Ras (2006, p.82) Interviews and documents analysis coupled with content analysis will be used as the methods of data collection and analysis.

3.4.1 Interviews
Interviews are conversations with a purpose, flexible and adaptable ways of finding things out, Robson (1993) in Luthuli (2007, p.54). Semi-structured interviews will be followed in collecting data from the Section Commanders, Group Leaders and Investigation Officials in the Motherwell Cluster. Semi-structured interviews will be conducted, using a list of prepared questions where the interviewer will determine which questions to ask and when. Semi-structured interviews are more flexible than fully structured interviews, allowing the interviewer to adapt an interview to a specific situation, Luthuli (2007, p.54). These interviews will be conducted with 60% of the 7 Section Commanders, 80% of the 13 Group Leaders and 70% of the 185 Investigation Officials.

A closed-ended question will be used during interviews. A closed-ended question gives the respondent a fixed response from which to choose, Neuman (2000, p.260). The reason for using closed-ended questions during interviews is because the intention is to determine whether Section Commanders, Group Leaders and Investigation Officials received any sort of training on the implementation of the Performance Enhancement Process, which is the SAPS Performance Management and Development System. The reasons for collecting this data is due to the contents of paragraph 4(2) of the National Instruction 1/2005 on PEP, which require the employee to draft his or her own performance plan based on discussion with his/her supervisor. The supervisor and the employee are both required to verify the completed PEP Instrument (SAPS 557), and confirm the contents by signing the certificate of compliance.
and agreement in respect of the performance cycle, which is usually for the period of the financial year. The possibility does exist that if Section Commanders, Group Leaders and Investigation Officials had not received any sort of training on the implementation of PEP, they would not be able to complete the performance plan (PEP Instrument SAPS 557) according to policy requirements.

3.4.2 Document analysis
Documents analysis is in the form of data collection, in which the research data comes from documents of one kind or another. Written records are kept by organisations to enhance accountability for their actions. The records provide a detailed and accurate picture of what took place. The records purport to depict things that have happened in a full and accurate manner, Denscombe (2003, pp. 212-215). Performance agreements and job descriptions for employees are some of the mandatory official documents that are kept by the SAPS. Document analysis in this research refers to the analysis and interpretation of the contents of documents analysed.

Content analysis is a method which helps the researcher to analyse the contents of documents, Denscombe (2003, p.221). Content analysis is a technique for gathering and analysing the contents of the text. Content refers to words, symbols, ideas, themes, or any message that can be communicated. The text is any written, visual, or spoken word that serves as a medium for communication. It includes books, newspaper or magazine articles, advertisements, speeches, official documents etc, Neuman (2000, p.292). In content analysis, the unit for analysis can be issues with which the researcher is concerned. In content analysis, the researcher needs to have a clear idea of the sort of issues that he or she is concerned with and how these might appear in the text. These issues form the theme of the research. In the content analysis the researcher counts the frequency with which these units occur. The first part of analysis is normally a tally of the times when various units occur. The second part is to analyse the text in terms of the frequency of units and their relationship with other units that occur in the text. The main strength of content analysis is that it provides a means for quantifying the contents of a
text, and it does so by using a method that is clear and, in principle, repeatable by other researchers, Denscombe (2003, pp.221-222).

The issues that was looked at in the content analysis of this research, was the level of alignment of the contents of the individual detective performance plans in the performance agreements, to the SAPS Detective Services strategic objectives and performance indicators, and the level of alignment of the contents of job descriptions of individual detectives, to the contents of the SAPS Detective Service strategic objectives and performance indicators. These issues form the theme that guided data collection in this research. The Detective Service strategic objectives are to contribute to the successful prosecution of offenders, to increase detection rate, and to increase court-ready case dockets for priority crimes which are contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection, and other serious crimes. The performance indicators for these objectives are cases to court rate, court-ready case dockets, detection rate, conviction rate and percentage of court-ready case dockets for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection, and other serious crimes.

The researcher conducted documentary analysis on performance agreements and job descriptions for 2012/2013 for Motherwell Cluster Section Commanders, Group Leaders and Investigation Officials, in order to gain insight without disrupting the Police Station’s operations. This data collection included scrutiny of the performance plans (work plans) in the performance agreements (PEP Instrument SAP 557) and job descriptions for 2012/2013 for Motherwell Cluster Section Commanders, Group Leaders and Investigation Officials. Performance agreements and job descriptions for 60% of the 7 Section Commanders, 80% of the 13 Group Leaders and 70% of the 185 Investigation Officials were obtained from the Motherwell Cluster Station Commanders. The contents of the performance plans in performance agreements and job descriptions for Section Commanders, Group Leaders and Investigation Officials had been compared with the contents of the Detective Service strategic objectives and performance indicators, as reflected in the SAPS Annual Performance Plan for 2012/2013.
The reason for focusing the comparison on the Detective Service strategic objectives’ performance indicators is because performance indicators consist of something measured. Something that is measured can probably be managed, as measurement enhances management, Pauw et al. (2009, p.125). The reason for comparing the contents of the performance plans (work plans) in the performance agreements with the contents of the Detective Service strategic objectives and performance indicators, is prompted by the provisions of the Public Service Regulations (2001) which require the Performance Management Process to be aligned with the organisation’s strategic goals. The Public Service Regulations, (2001) and the SAPS Employment Regulations (2008) require the employee’s performance assessment to be based only on information contained in the designated performance assessment instrument. The interpretation of these provisions of the Public Service Regulations (2001) and the SAPS Employment Regulations (2008) is that the employee’s performance assessment must be based only on the information contained in his or her performance plan, contained in his or her performance agreement. This is supported by Section 5.9.2 of the White Paper on HRM (1997) which requires the employee’s performance to be assessed on the basis of the work plan.

The other reason for focusing the analysis on the performance plan is because the performance plan outlines each employee’s expected contribution towards achieving the organisation’s strategic objectives. The performance plan outlines relevant Key Performance Areas to be performed by the employee, with tasks and outputs to be delivered and produced by the employee during the performance cycle, which is usually one financial year, National Instruction (1/2005) on PEP. Each output has output standards per task. The task outputs for each task forms the basis for setting standards to be achieved per task. The work plans elaborate on the Key Performance Areas and outlines deliverables expected from the employee under each Key Performance Area. The more precisely the Key Performance Areas are described, together with the criteria by which they will be measured, the more effective the performance management process will be, PSC (2009, p.21). In the SAPS, the employees’ performance is assessed on the contents of the performance plan.
The reason for comparing the contents of job descriptions with the contents of the Detective Service strategic objectives and performance indicators, is prompted by the contents of paragraph 4 (2) of the National Instruction (1/2005) on PEP, which requires that the job description of the employee be used to determine the Key Performance Areas and tasks that the employee will be required to perform during the PEP cycle to support the strategic objectives of the SAPS. If a job description is used as a starting point in performance planning, the job descriptions should be clear and be aligned with the organisation’s strategic objectives. Where job descriptions are not effectively aligned with the organisation’s strategic objectives, it is almost impossible to manage poor performance.

Employees are always able to claim that their lack of performance is due to a misunderstanding about what they are expected to do, PSC (2007, p.14). The use of field notes, brochures and other relevant documents forms a crucial record of reference for the researcher during the data collection process, interpretation and analysis. The term ‘field notes’ refers to cryptic notes that the researcher make to jog his memory on what someone had to say about a particular issue and what will be observed, Ras (2006, p.95)

3.5 VALIDITY AND RELIABILITY TESTS

For any result of a research project to be accepted, there has to be some level of validity that is scientifically acceptable. There are three important elements to validity, namely construct, internal and external validity, all of which assist in determining the reliability of the results. Construct validity answers the question of whether one is measuring what should be measured, Luthuli (2007, p.59). This study will look at the link between the contents of the individual detectives’ job descriptions and performance plans in the performance agreements to the contents of the SAPS Annual Performance Plan, with specific focus on the Detective Service strategic objectives and performance indicators, which are the identified gaps in service delivery, therefore satisfying construct validity. The results will determine the effective utilisation of performance agreements as a tool to align individual and organisational performance in the Motherwell Cluster Detective Services.
Internal validity is described by Gomm (2004, p.39) and Hall and Hall (1996, p.43) in Luthuli (2007, p.59) as the ability to show a casual relationship between treatment and outcome. This study intended to demonstrate that when the contents of performance agreements and job descriptions are aligned to the contents of the organisation’s strategic objectives, performance results improves. The alignment of the contents of job descriptions and performance plans in the performance agreements, to the SAPS Detective strategic objectives and performance indicators, ensures that Detective Service employees are geared towards the achievement of the SAPS goals. Alignment also ensures that there is continuous monitoring and evaluation of individual targets, against the overall strategic objectives and performance indicators of the SAPS organisation. Furthermore alignment ensures that the performance management process is evidence-based in relation to the SAPS Detective Service strategic objectives and performance indicators, in order to minimise subjectivity, PSC (2007, p.22). The study therefore satisfies internal validity.

External validity refers to the study’s findings to be generalised, or the ability of the research findings to be applied to other client groups or in other settings, Luthuli (2007, p.59). The study of the Detective Service at seven police stations showed that, irrespective of the police station, systems are the same as policies on performance management apply across the SAPS. Reliability is an indication of consistency and stability, and for reducing uncertainty that if the study were to be repeated similar results would be produced, Luthuli (2007, p.60).

3.6 ANALYTICAL METHOD USED

Data analysis is the product of a process of interpretation, Denscombe (2003, p. 268). According to Coolican (1990) in Luthuli (2007, p. 55), the qualitative approach by contrast emphasises meaning, experience and descriptions. Raw data is the exact description of what has been observed. The analysis of qualitative data concentrates on meanings expressed through words and analysis conducted through conceptualisation. In qualitative data analysis most researchers start their analysis on the basis of a descriptive account, or
narrative, of the situation being investigated. The importance of this narrative is that it provides the information needed in order to make comparisons with findings from other research, Denscombe (2003, p. 221).

The deductive reasoning approach was followed in this research, as the procedures and requirements to be followed in implementing performance management in the public service (including SAPS) are clearly spelt out by legislation and other policies. The Deductive reasoning approach is a reasoning that moves from the general to the particular, Brynard and Hanekom (2006, p. 16). Saunders et al. (2007, p. 487) pointed out that, should the researcher commence from a deductive position, he/she will seek to use existing theory to shape the approach that the researcher adopts to the qualitative research process and to aspects of data analysis. Data analysis and interpretation in this research is therefore theory guided. In theory guided, data analysis and arrangement is governed by the researcher’s theory regarding the phenomenon being studied, Luthuli (2007, p. 57).

The content analysis method was also used in analysing and interpreting the data. Content analysis is a method which helps the researcher to analyse the content of documents, Denscombe (2003, p.221). Content analysis is a technique for gathering and analysing the contents of the text. The content refers to words, ideas, themes, or any message that can be communicated. The text is any written, visual, or spoken word that serves as a medium for communication. It includes books, newspaper or magazine articles, advertisements, speeches, official documents etc. Content analysis lets the researcher reveal the content in sources of communication. With content analysis, a researcher compares content across many texts and analyses it with quantitative techniques, Neuman (2000, p. 292).

In content analysis, the units for analysis are issues that the researcher is concerned with. The researcher needs to have a clear idea of the kind of issues he or she is concerned with and how these issues might appear in the text. The researcher uses existing theories as a guide to what issues should be looked for in the data. These issues become the unit for analysis. The units for analysis in this research were the level of alignment of the contents of the
individual detectives’ performance plans in the performance agreements, to the SAPS Detective Services strategic objectives and performance indicators, and the level of alignment of the contents of the individual detectives’ job descriptions to the contents of the SAPS Detective Service strategic objectives and performance indicators. In content analysis the researcher counts the frequency with which these units occur and analyses the text in terms of the frequency of the units and their relationship with other units that occur in the text. The researcher then identifies commonalities and differences in the units for analysis and explains the themes and relationships identified in the data. The main strength of content analysis is that it provides a means for quantifying the contents of a text, and it does so by using a method that is clear and, in principle, repeatable by other researchers, Denscombe (2003, pp. 221-222).

Data analysis was presented in this research in terms of absolute frequency (number) and relative frequency (percentage) of the observed level of alignment of the contents of the individual detectives’ performance plans in the performance agreements, to the contents of the SAPS Detective Services strategic objectives and performance indicators, and the observed level of alignment of the contents of the individual detectives’ job descriptions to the contents of the SAPS Detective Service strategic objectives and performance indicators. Data analysis on the results of interviews with Section Commanders, Group Leaders and Investigation Officials was also presented in terms of absolute frequency and relative frequency of the Section Commanders, Group Leaders and Investigation Officials trained and not trained on the implementation of the Performance Enhancement Process. Absolute frequency is the number of observations, and relative frequency is the percentage of observations, Wegner (2000, p. 30). Commonalities are used as ‘aligned’, and differences used as “not aligned”. Commonalities are also used as “trained” and differences as “not trained”, with regard to the interview results of the Section Commanders, Group Leaders and Investigation Officials trained or not trained on the implementation of PEP.
3.7 ETHICAL CONSIDERATIONS

Research ethics relates to what is right and wrong when conducting research. The right and wrong of scientific research should conform to accepted norms and values, Brynard and Hanekom (2006, p.84). Ethical issues during the data collection process and for the duration of the research must be considered, Saunders et al. (2007). Verbal consent was obtained from participants prior to their participation in this research. Prior to their participation, full explanations will be given to research participants regarding the purpose of the research, it will be made clear to participants that their identity would not be revealed, that their participation in this research would be voluntary and that they had the right to withdraw from the process at any time.

Anonymity of all participants was guaranteed. Research participants were guaranteed that all information would be treated as confidential. The researcher ensured that no participant would be exposed to any form of physical, psychological or legal harm, nor harm to a person’s career or income, Neuman (2000, p.92). Throughout the research process, the researcher will maintain the highest degree of honesty, respect and trustworthiness towards the participants, Leedy and Ormrod (2005, p.102). The researcher acknowledged all cited sources and has no wish to create the impression that all that will be presented are his own views and opinions. This will be done to avoid any form of plagiarism. Ethical issues that will be put to research participants is annexed as Appendix “B”

3.8 CONCLUSION

This chapter presented the research methodology that was used in this research. The qualitative research method will be followed in this research. Interviews and document analysis coupled with content analysis will be used as the methods of data collection. The documents to be analysed are the contents of the individual detectives’ performance agreements and job descriptions. The contents of the individual detectives’ performance agreements and job descriptions will be compared with the contents of the SAPS Detective Service strategic objectives and performance indicators, as reflected in the SAPS
Annual Performance Plan for 2012/2013. Interviews will be conducted with the Motherwell Cluster Detective Service employees using closed-ended questions.

The existing theories will be used to guide data analysis and interpretation, as deductive reasoning will be followed in this research. Data analysis focused on commonalities and differences of the contents of the individual detectives’ performance agreements and job descriptions with the contents of the SAPS Detective Service strategic objectives and performance indicators, as reflected in the SAPS Annual Performance Plan for 2012/2013. Validity and reliability tests in relation to the research will be discussed. Ethical issues that were followed were also discussed. In the next chapter (Chapter four) analysis and interpretation of data will be done.
CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF DATA

4.1 INTRODUCTION

A key requirement for the effective functioning of the Performance Management and Development System (PMQS) is that employees should conclude sound performance agreements which serve as the basis for performance evaluation. The performance agreements should be based on the organisation’s strategic plan and should include milestones agreed upon with the supervisor. This linkage will ensure that key performance areas in the performance agreements are geared towards the achievement of the organisational goals. The alignment will also ensure that there is continuous monitoring and evaluation of individual targets against the overall strategic objectives of the organisation. The intention is to ensure that a systematic link is established between the contribution of each employee and the overall performance of the organisation. The link between the employees’ performance agreements and the organisation’s strategic plan ensures that employees know what is expected of them, managers know whether the employee’s performance is delivering the required objectives, poor performance is identified and rectified, and good performance is recognised and rewarded.

In this chapter, data analysis and interpretation is focused on the actual level of alignment of the contents of the individual detectives’ job descriptions and the performance plans in the performance agreements, to the contents of the SAPS Detective Service strategic objective and performance indicators. Data analysis and interpretation is also focusing on determining whether Section Commanders, Group Leaders and Investigation Officials are trained on the implementation of the Performance Enhancement Process as the SAPS Performance Management and Development System.
4.2 THE ALIGNMENT OF THE CONTENTS OF INDIVIDUAL DETECTIVES’ PERFORMANCE AGREEMENTS WITH THE SOUTH AFRICAN POLICE SERVICE, DETECTIVE SERVICE STRATEGIC OBJECTIVES AND PERFORMANCE INDICATORS

The Public Service Commission report (2009, pp.10-11) pointed out that, if performance agreements are to become effective management tools, they must be aligned to the broader goals of the organisation.

Performance plans in the performance agreements for 2012/2013 and job descriptions for 2012/2013 for four (60%) Section Commanders, ten (80%) Group Leaders and 129 (70%) Investigation Officials were obtained from Station Commanders and their contents analysed.

![2012/2013 Performance Agreement](image)

**Figure 4.1 SAPS Performance Agreement for 2012/2013 in the Motherwell Cluster**

It was observed that the Key Performance Areas and task outputs in the respective individual detectives’ performance plans in the performance agreements, were similar to the Key Performance Areas and task outputs in the individual detectives’ job descriptions posted by the SAPS National Head Office on the SAPS Intranet System, which is accessible in saps intranet.
Exceptions were noted on one Section Commander’s, three Group Leader’s and twenty-five Investigation Officials performance plans where amendments were done. In one Section Commander’s performance plan, amendments were done from the job description posted on the SAPS Intranet System, by adding eight task outputs in the job description and performance plan linked to the detection rate on eight different crime categories, as reflected in the SAPS Annual Performance Plan 2012/2013. Although the Key Performance Areas and task outputs in the performance plans for three Group Leaders were similar to the Key Performance Areas and task outputs in the job descriptions posted on the SAPS Intranet System, an additional Key Performance Area “improve efficiency rate of the station in terms of Station Plan and Performance Chart requirements” with seven task outputs, was added in the performance plans.

The added seven task outputs in the performance plans did incorporate cases to court rate, detection rate and conviction rate on different crime categories as reflected in the SAPS Annual Performance Plan 2012/2013. Even though the Key Performance Areas and task outputs in the performance plans for thirty-five Investigation Officials were similar to the Key Performance Areas and task outputs in the job description posted on the SAPS Intranet System, an additional Key Performance Area “improve efficiency rate of the station in terms of Station Plan and Performance Chart requirements” with four task outputs, was added to the performance plans. The added four task outputs in this performance plan did incorporate cases to court rate, detection rate and conviction rate on different crime categories, as reflected in the SAPS Annual Performance Plan 2012/2013. The added Key Performance Areas on the three Group Leaders’ and thirty-five Investigation Officials’ performance plans, were not contained in their respective job descriptions, which is contrary to paragraph 4 (2) of the National Instruction 1/2005 on PEP, which requires that the employee’s job description be used to determine the Key Performance Areas and tasks that the employee will be required to perform during the PEP cycle, to support the strategic objectives of the SAPS.

The contents of the performance plans in the performance agreements were compared with the contents of the SAPS Annual Performance Plan for 2012/2013. The comparison focused on the alignment of the contents of the
performance plans in the performance agreements to the contents of the Detective Service strategic objectives and performance indicators, as reflected in the SAPS Annual Performance Plan.

Table 4.1: Distribution of level of alignment of the contents of the individual detectives’ performance plans in the performance agreements to the Detective Service strategic objectives and performance indicators

<table>
<thead>
<tr>
<th>Category of Detective</th>
<th>Aligned</th>
<th></th>
<th>Not aligned</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>n</td>
<td>%</td>
<td>n</td>
<td>%</td>
<td>n</td>
</tr>
<tr>
<td>Section Commanders</td>
<td>25</td>
<td>(1)</td>
<td>75</td>
<td>(3)</td>
<td>100</td>
<td>(4)</td>
</tr>
<tr>
<td>Group Leaders</td>
<td>30</td>
<td>(3)</td>
<td>70</td>
<td>(7)</td>
<td>100</td>
<td>(10)</td>
</tr>
<tr>
<td>Investigation Officials</td>
<td>27</td>
<td>(35)</td>
<td>73</td>
<td>(94)</td>
<td>100</td>
<td>(129)</td>
</tr>
<tr>
<td>Average scores</td>
<td>27</td>
<td>(39)</td>
<td>73</td>
<td>(104)</td>
<td>100</td>
<td>(143)</td>
</tr>
</tbody>
</table>

Figure 4.2 Alignment of the contents of the individual detectives’ performance plans in the performance agreements to the Detective Service strategic objectives and performance indicators

Table 4.1 and Figure 4.2 indicates that the majority of the contents of the individual detectives’ performance plans in the performance agreements (73%)
were not aligned to the contents of the SAPS, Detective Service strategic objectives and performance indicators. The majority of the contents of the Section Commanders’ performance agreements (75%) were not aligned to the contents of the SAPS, Detective Service strategic objectives and performance indicators. The majority of the contents of the Group Leaders’ performance agreements (70%) were not aligned to the contents of the SAPS, Detective Service strategic objectives and performance indicators. The majority of the contents of the Investigation Officials’ performance agreements (73%) were not aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators.

One performance plan for the Section Commander that is classified in Table 4.1 as aligned to the SAPS Detective Service strategic objectives and performance indicators, has thirty-eight task outputs and output standards per task linked to the detection rate on eight different crime categories. The eight task outputs and output standards per task, aligned to the detection rate on different crime categories, translate to thirty-three percent (33%) of task outputs and outputs standards per task aligned to detection rate on different crime categories, out of twenty-four task outputs and output standards per task in the performance plan. The rating score for the thirty-three percent (33%) tasks outputs and output standards per task, aligned to the detection rate on different crime categories, is 160 out of a 480 total rating score for the entire performance plan. The eight task outputs and outputs standards per task, aligned to the detection rate on different crime categories, constitutes thirty-three percent (33%) of the total rating score for the entire performance plan. This performance plan is silent on cases to court rate and conviction rate on different crime categories. Even though the contents of this performance plan are silent on cases to court rate and conviction rate on different crime categories, attempts have been made to align the contents of the performance plan with the contents of the SAPS Detective Service strategic objectives and performance indicators as reflected in the Annual Performance Plan.

The three performance plans for Group Leaders that are classified in Table 4.1 as aligned to the SAPS Detective Service strategic objectives and performance indicators, have eleven task outputs and output standards per task linked to
cases to court rate, detection rate and conviction rate in different crime categories. These eleven task outputs and output standards per task constitute thirty-three percent of the task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate in different crime categories, out of thirty-three task outputs and output standards per task in the performance plan. The rating score for the eleven task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate in different crime categories is 220, which constitutes forty-four percent of the 500 total rating score for the entire performance plan.

The thirty-five performance plans for the Investigation Officials that are classified in Table 4.1 as aligned to the SAPS Detective Service strategic objectives and performance indicators, have three task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate on different crime categories. The three task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate on different crime categories, constitute sixteen percent of the task output and output standards per task aligned to cases to court rate, detection rate and conviction rate on different crime categories out of nineteen, task outputs and output standards per task in the performance plan. These task outputs and output standards per task are assessed on sixty points which constitute twenty percent of the 300 total rating score for the entire performance.

The Public Service Commission report (2009, p.11) pointed out that performance agreements must be clear and simple and should not try to measure everything, including requirements that may be open to different interpretations. Throwing everything that needs to be measured into a performance agreement compromises its potential effectiveness as a management tool. Indicators and standards against which progress will be measured should be clear. There should be a conscious effort to avoid trying to capture every responsibility and performance measure in performance agreements, as this would make the tool unwieldy and ineffective.

Data analysis revealed that six, which constitutes sixty percent of the ten Group Leaders’ performance plans, have one task output and output standard per
task, referring to “identified and arrested suspects”, and another one task output and output standard per task, referring to “possible suspects identified, traced and located”. Forty-four, which constitutes thirty-four percent of the 129 Investigation Officials’ performance plans, have one task output and output standard per task, referring to “possible suspects identified, traced and located.” Fifty-three, which constitutes forty-one percent of the 129 Investigation Officials’ performance plans, have one task output and output standard per task, referring to “identified and arrested suspects”. Thirteen, which constitutes ten percent of the 129 Investigation Officials’ performance plans, have one task output and output standard per task referring to “identified and arrested suspects”, and another one task output and output standard per task, referring to “possible suspects identified, traced and located”.

These tasks and task outputs are too broad, not clear and subject to different interpretations. The performance agreements must be clear and be aligned with the organisation’s strategic objectives. Where performance standards and criteria, upon which performance will be measured, are not effectively defined in the performance agreements, it is almost impossible to manage poor performance. An employee is always able to claim that their lack of performance was due to a misunderstanding about what they were expected to do, PSC (2007, p.14). If anyone tried to argue that these tasks and task outputs refer to cases to court rate, detection rate and conviction rate, such an argument may not be supported by any empirical evidence. The SAPS Annual Performance Plan, SAPS (2012/2013) and the Performance Chart System categorically puts Detective Service’s performance indicators as cases to court rate, detection rate and conviction rate per crime category.

4.3 ALIGNMENT OF THE CONTENTS OF THE INDIVIDUAL DETECTIVES’ JOB DESCRIPTIONS TO THE CONTENTS OF THE SAPS DETECTIVE SERVICE STRATEGIC OBJECTIVES AND PERFORMANCE INDICATORS

Job descriptions for 2012/2013 for four (75%) Section Commanders, twenty-three (100%) Group Leaders and 174 (100%) Investigation Officials were obtained from the Station Commanders. It was observed that the job
descriptions had Key Performance Areas (KPAs), tasks and task outputs. It was also observed that the Key Performance Areas and task outputs in the respective individual detectives’ job descriptions had been transferred verbatim from the individual Section Commanders’, Group Leaders’ and Investigation Officials’ job descriptions into their performance plans (work plans) in the performance agreements. It was also observed that the contents of the respective individual detectives’ job descriptions were similar to the contents of the respective detectives’ job descriptions posted by the SAPS National Head Office on the SAPS Intranet System, which is accessible on http://intranet.saps.gov.za. Exception was noted in one Section Commander’s job descriptions, where amendments had been done from the job description posted on the SAPS Intranet System, by adding eight task outputs in the job description linked to the detection rate on eight different crime categories, as reflected in the SAPS Annual Performance Plan 2012/2013.

The contents of Section Commanders’, Group Leaders’ and Investigation Officials’ job descriptions were compared with the contents of the SAPS Annual Performance Plan for 2012/2013. The comparison focused on the alignment of the contents of the Section Commanders’, Group Leaders’ and Investigation Officials’ job descriptions to the contents of the Detective Service strategic objectives and performance indicators, as reflected in the SAPS Annual Performance Plan 2012/2013.

Table 4.2: Distribution of the level of alignment of the contents of the individual detectives’ job descriptions to the Detective Service strategic objectives and performance indicators

<table>
<thead>
<tr>
<th>Category of Detective</th>
<th>Aligned</th>
<th>Not aligned</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td></td>
<td>n</td>
<td>n</td>
<td>n</td>
</tr>
<tr>
<td>Section Commanders</td>
<td>25</td>
<td>75</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>(1)</td>
<td>(3)</td>
<td>(4)</td>
</tr>
<tr>
<td>Group Leaders</td>
<td>0</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>(0)</td>
<td>(10)</td>
<td>(10)</td>
</tr>
<tr>
<td>Investigation Officials</td>
<td>0</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>(0)</td>
<td>(129)</td>
<td>(129)</td>
</tr>
</tbody>
</table>
Table 4.2 and Figure 4.3 indicates that the majority of the contents of the individual detectives’ job descriptions (99.3%) were not aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators. The majority of the contents of the Section Commanders’ job descriptions (75%) were not aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators. None of the contents of the Group Leaders’ job descriptions (100%) were aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators. None of the contents of the Investigation Officials’ job descriptions (100%) were aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators.

One job description of the Section Commander which is classified in Table 4.2 as aligned to the SAPS Detective Service strategic objectives and performance indicators had eight tasks and task outputs linked to detection rate on different
crime categories. These eight tasks and task outputs linked to detection rate on
different crime categories constitute thirty-three percent of the twenty-four tasks
and task outputs in the job description. The remaining sixteen (67%) of the
twenty four tasks and task outputs in the job descriptions were focused on the
transformation process and not on the Detective Service’s outputs, which are
cases to court rate, detection rate and conviction rate in different crime
categories.

4.4 TRAINING OF SECTION COMMANDERS, GROUP LEADERS AND
INVESTIGATION OFFICIALS.

Paragraph 4 (4) (a) of the National Instruction (1/2005) on PEP, requires the
employee to draft his or her own performance plan based on discussion with his
or her supervisor. It also requires both the supervisor and the employee to
verify the completed PEP Instrument (SAPS 557) and confirm the contents by
signing the certificate of compliance and agreement in respect of the
performance cycle. The possibility does exist that, if the employee and his or
her supervisor did not receive any training on the implementation of the
Performance Enhancement Process, they may not be able to complete the
performance plan according to policy requirements.

The Public Service Commission report (2007, p. 41) recommended that
managers and employees should be trained on what performance management
is, why it is important to manage performance, and how performance
management should be dealt with in a fair and transparent manner.

Interviews were conducted with four Section Commanders, ten Group Leaders
and 129 Investigation Officials, to determine whether they had received any sort
of training on the implementation of the Performance Enhancement Process.
The results of interviews with Section Commanders, Group Leaders and
Investigation Officials are as tabulated in Table 4.3.
Table 4.3: Distribution of level of training of Section Commanders, Group leaders and Investigation Officials on the implementation of Performance Enhancement Process as the SAPS Performance Management and Development System

<table>
<thead>
<tr>
<th>Category of Detective</th>
<th>Trained</th>
<th>No trained</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>n</td>
<td>%</td>
</tr>
<tr>
<td>Section Commanders</td>
<td>50</td>
<td>(2)</td>
<td>50</td>
</tr>
<tr>
<td>Group Leaders</td>
<td>40</td>
<td>(4)</td>
<td>60</td>
</tr>
<tr>
<td>Investigation Officials</td>
<td>9</td>
<td>(12)</td>
<td>91</td>
</tr>
<tr>
<td>Average scores</td>
<td>13</td>
<td>(18)</td>
<td>87</td>
</tr>
</tbody>
</table>

Figure 4.4 Level of training of Section Commanders, Group leaders and Investigation Officials on the implementation of Performance Enhancement Process as the SAPS Performance Management and Development System

Table 4.3 and Figure 4.4 indicate the majority of the detective members (87%) were not trained on the implementation of the Performance Enhancement Process. Half (50%) of the Section Commanders had not been trained on the
implementation of the Performance Enhancement Process. The majority of Group Leaders (60%) were not trained on the implementation of the Performance Enhancement Process. The majority of Investigation Officials (91%) were not trained on the implementation of the Performance Enhancement Process.

4.5 CONCLUSION

In this chapter, data analysis and interpretation focused on the actual level of alignment of the contents of the individual detectives’ job descriptions and the performance plans in the performance agreements with the contents of the SAPS Detective Service strategic objective and performance indicators. Data analysis and interpretation also focused on determining whether Section Commanders, Group Leaders and Investigation Officials were trained on the implementation of the Performance Enhancement Process as the SAPS Performance Management and Development System.

The content analysis method was used in analysing and interpreting data. The contents of individual detectives’ job descriptions and the performance plans in the performance agreements were compared with the contents of the SAPS Detective Service strategic objective and performance indicators as reflected in the SAPS Annual Performance Plan 2012/2013. Existing theories were used to guide on what issues to look in the data. The issues analysed in the data were the actual level of alignment of the contents of the individual detectives’ job descriptions and performance plans in the performance agreements, with the contents of the SAPS Detective Service strategic objective and performance indicators, as reflected in the SAPS Annual Performance Plan for 2012/2013.

The absolute frequency (number) and relative frequency (percentage) of commonalities and differences between the contents of the individual detectives’ performance plans in the performance agreements, and the contents of the SAPS Detective Service strategic objective and performance indicators as reflected in the SAPS Annual Performance Plan for 2012/2013, were presented in the form of a table. The absolute frequency (number) and relative frequency (percentage) on commonalities and differences between the contents
of the individual detectives’ job descriptions and the contents of the SAPS Detective Service strategic objectives and performance indicators, as reflected in the SAPS Annual Performance Plan for 2012/2013 were also presented in the form of a table. The data analysis of the level of alignment of the contents of the individual detectives’ job description and performance plans, in the performance agreements with the contents of the SAPS Detective Service strategic objectives and performance indicators, revealed that the majority of the contents of the individual detectives’ job description and performance plans were not aligned with the contents of the SAPS Detective Service strategic objectives and performance indicators. Data analysis on whether Section Commanders, Group Leaders and Investigation Officials were trained on the implementation of PEP revealed that the majority of Section Commanders, Group Leaders and Investigation Officials had not been trained on the implementation of PEP.

The next chapter, Chapter Five, will focus on findings, conclusions and recommendations.
CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This concluding chapter summarises the findings from this study and provides conclusions and recommendations. Performance management was introduced in the Public Service in 2001, with the aim of improving the performance of all public servants and with the aim of entrenching a culture of accountability, leading to improved service delivery, PSC (2009). A key requirement of performance management is that employees should conclude sound performance agreements which serve as the basis for performance evaluation. The performance agreements should be based on an organisation's strategic plan. This linkage will ensure that Key Result Areas in the Performance Agreements are geared towards the achievement of the organisational goals, PSC (2009, p.2), and it will ensure that there is continuous monitoring and evaluation of individual targets against the overall strategic objectives of the organisation, PSC (2009, p.11). The intention of alignment is to ensure that a systematic link is established between the contribution of each employee and the overall performance of the organisation, Bach and Sisson (2000, p.243).

Performance agreements primarily help to keep a watch over officials, PSC (2009, p.2). Performance agreements ensure that employees know what is expected of them; managers know whether the employee’s performance is delivering the required objectives; poor performance is identified and rectified; and good performance is recognised and rewarded, White Paper on HRM (1997). This can only occur if there is a definite link between the contents of the performance agreement and the contents of the organisation’s strategic plan.

The SAPS is a labour intensive organisation and employees are a production machine as well as the operators of the same production machine. It is therefore crucial that their optimal performance is ensured. If the content of individual detectives’ performance agreements is not aligned with the contents of the SAPS strategic objectives and performance indicators, the individual
detective employees may not be performance focused; may not take full responsibility and accountability for achieving the SAPS organisational objectives; and, may not focus on the same objectives as that of the SAPS organisation. The alignment will ensure that the employees know what is expected of them; managers will know whether the employees’ performance is delivering the required organisational objectives; poor performance is identified and improved; and good performance is recognised and rewarded, White Paper on HRM (1997).

Performance agreements are geared towards the achievement of the departmental goals. The alignment will also ensure that there is continuous monitoring and evaluation of individual targets against the overall strategic objective of the organisation. The alignment will ensure that the performance management process is evidence driven in order to reduce partiality. Performance agreements must be clear and simple and not try to measure everything. Including requirements that may be open to different interpretations and throwing everything that needs to be measured into a performance agreement compromises its potential effectiveness as a management tool. Indicators and standards against which progress will be measured should also be clear. There should be a conscious effort to avoid trying to capture every responsibility and performance measure in performance agreements, as this would make the tool uncooperative and unproductive, PSC (2009, pp.10-11). Paragraph 4 (2) of the National Instruction 1/2005 on PEP requires the performance plan to specify Key Performance Areas and tasks that the employee will be required to perform during the PEP cycle to support the SAPS strategic objectives.

Section 5.9.1 of the White Paper on HRM (1997) requires the employee’s performance to be assessed on the basis of a work plan covering a specified period, setting out clearly his or her responsibilities and the objectives to be achieved. Regulation Part VIII C.1 of Public Service Regulations (2001) and Regulation 51(4) of the SAPS Employment Regulations (2008) require the employee’s performance assessment to be based only on the information contained in the designated performance assessment instrument. The Public Service Commission report (2009, pp. 10-11) pointed out that, if performance
agreements are to become effective management tools, they must be aligned to the broader goals of the organisation.

The Public Service Commission report (2009, p. 11) pointed out that performance agreements must be clear and simple and should not try to measure everything, including requirements that may be open to different interpretations. Throwing everything that needs to be measured into a performance agreement compromises its potential effectiveness as a management tool. Indicators and standards against which progress will be measured should be clear. There should be a conscious effort to avoid trying to capture every responsibility and performance measure in performance agreements, as this would make the tool unwieldy and ineffective.

This current research was done to establish whether or not performance agreements are being utilised as a tool to align individual and organisational performance in the Detective Service at the Motherwell Cluster. The purpose was to determine the cause of the observed lack of a link between individual and organisational performance in the Detective Service at the Motherwell Cluster. The reasoning was that if this study is not done, it is highly likely that the observed lack of a link between individual and organisational performance will continue to prevail in the Motherwell Cluster Detective Service. The findings, conclusions and recommendations are specific to whether the contents of the individual detectives’ job descriptions and performance plans in the performance agreements, are aligned with the contents of the SAPS Detective Service strategic objectives and performance indicators, and whether Section Commanders, Group Leaders and Investigation Officials are trained on the implementation of the Performance Enhancement Process which is the SAPS Performance Management and Development System (PMDS).

5.2 FINDINGS OF THE STUDY

The findings of the study in relation to the research objectives are presented and discussed. The objectives of this research were to determine the actual level of alignment of the contents of the individual detectives’ performance agreements to the contents of the SAPS Detective Service strategic objectives.
and performance indicators; to determine the level of alignment of the contents of the individual detectives’ job descriptions to the contents of the SAPS Detective Service strategic objectives and performance indicators; and to establish whether Section Commanders, Group Leaders and Investigation Officials are trained on the implementation of the Performance Enhancement Process, which is the SAPS Performance Management and Development System. The research findings are based on the results of data analysis discussed in Chapter Four (section 4.2 – 4.4).

5.2.1 Findings arrived at in relation to the actual level of alignment of the contents of individual detectives’ performance agreements with the SAPS Detective Service strategic objectives and performance indicators

The research results in Table 4.1 in chapter four (section 4.2) revealed that the contents of 73% of the 143 performance plans (work plans) of the Detective Service employees in the Motherwell Cluster are not aligned with the contents of the SAPS Detective Service strategic objectives and performance indicators.

The research results in Table 4.1 in chapter four (section 4.2) revealed that the contents of 75% of the four performance plans (work plans) of Section Commanders, 70% of the ten performance plans of Group Leaders and 73% of the 129 performance plans of Investigation Officials were not aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators.

In areas where alignment was found, such alignment was so minimal that there was no significant correlation between individual detective’s performance and organisational performance. The one performance plan for the Section Commander that is classified in Table 4.1 (section 4.2) as aligned to the SAPS Detective Service strategic objectives and performance indicators has eight task outputs and output standards per task linked to detection rate in different crime categories. The eight task outputs and output standards per task aligned to detection rate in different crime categories, constitutes thirty-three percent of the twenty-four task outputs and output standards per task in the performance plan. The rating score for the eight task outputs and output standards per task
aligned to detection rate in different crime categories is 160, which constitutes thirty-three percent of the 480 total rating score for the entire performance plan.

The three performance plans for Group Leaders that are classified in Table 4.1 (section 4.2) as aligned to the SAPS Detective Service strategic objectives and performance indicators, have eleven task outputs and output standards per task linked to cases to court rate, detection rate and conviction rate in different crime categories. The eleven task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate in different crime categories constitute thirty-three percent of the thirty-three task outputs and output standards per task in the performance plan. The rating score for the eleven task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate in different crime categories is 220, which constitutes forty-four percent of the 500 total rating score for the entire performance plan.

The thirty-five performance plans for the Investigation Officials, that are classified in Table 4.1 (section 4.2) as aligned to the SAPS Detective Service strategic objectives and performance indicators, have three task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate in different crime categories. The three task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate in different crime categories constitute sixteen percent of the nineteen task outputs and output standards per task in the performance plan. The rating score for the three task outputs and output standards per task aligned to cases to court rate, detection rate and conviction rate in different crime categories is sixty, which constitutes twenty percent of the 300 total rating score for the entire performance plan.

Performance agreements must be clear and simple and should not try to measure everything, including requirements that may be open to different interpretations, throwing everything that needs to be measured into a performance agreement compromises its potential effectiveness as a management tool. There should be a conscious effort to avoid trying to capture every responsibility and performance measure in performance agreements, as
this would make the tool unwieldy and ineffective, PSC (2009, pp.10-11). The research revealed that six, which constitutes sixty percent of the ten Group Leaders’ performance plans have one task output and output standard per task referring to “identified and arrested suspects, and one task output and output standard per task referring to “possible suspects identified, traced and located”.

Forty-four, which constitute thirty-four percent of the 129 Investigation Officials’ performance plans have one task output and output standard per task referring to “possible suspects identified, traced and located”. Fifty-three, which constitutes forty-one percent of the 129 Investigation Officials’ performance plans, have one task output and output standard per task referring to “identified and arrested suspects”. Thirteen, which constitutes ten percent of the 129 Investigation Officials’ performance plans have one task output and output standard per task referring to ‘possible suspects identified, traced and located’.

These task outputs and output standard per task are too broad, not clear and subject to different interpretations. Where performance standards and criteria upon which performance will be measured are not effectively defined in the performance agreements, it is almost impossible to manage poor performance. An employee can always claim that their lack of performance was due to a misunderstanding about what they were expected to do, PSC (2007, p.14). The SAPS Annual Performance Plan, SAPS (2010, pp.11-12) and the Performance Chart System categorically puts Detective Service’s performance indicators as cases to court rate, detection rate and conviction rate per crime category.

The lack of alignment of the contents of the individual detectives’ performance plans in the performance agreements, with the contents of the SAPS Detective Service strategic objectives and performance indicators, was found to be one of the causes of the observed lack of a link between individual performance and organisational performance in the Motherwell Cluster Detective Service. The lack of alignment of the contents of the individual detectives’ performance plans in the performance agreements, is contrary to paragraph 4 (2) of the National Instruction 1/2005 on PEP which requires the performance plan to specify Key Performance Areas and tasks that the employee will be required to perform.
during the PEP cycle to support the SAPS strategic objectives. The lack of alignment of the contents of the individual detectives’ performance plans in the performance agreements, with the contents of the SAPS Detective Service strategic objectives and performance indicators, is also contrary to Regulation Part VIII A of Public Service Regulations, 2001, which requires performance management processes to be aligned with the organisation’s strategic goals.

The alignment of the performance management processes with the organisation’s strategic goals should be clearly visible in the employees’ performance agreements, as performance agreements specify individual performance targets for the officials. The alignment of performance agreements to the organisation’s strategic plan ensures the achievement of the organisation’s strategic plan, implementation of the organisation’s Annual Performance Plan and the annual budget, National Treasury (2010, p.9). The measurable objectives and outputs in the performance agreement serve as a road map, Fourie (2009, p.11). The linkage of performance agreements to the organisation’s strategic plan will ensure that Key Performance Areas in the performance agreements are geared towards the achievement of the organisational goals, PSC (2009, p.2).

The alignment of performance agreements to the organisation’s strategic plan will also ensure that there is a continuous monitoring and evaluation of individual targets against the overall strategic objectives of the organisation, PSC (2009, p.11). The alignment of performance agreements to the organisation’s strategic plan will ensure that the performance management process is evidence driven in order to minimise subjectivity, PSC (2007, p.37). The contents of performance agreements should therefore clearly and directly devolve from and be related to the organisation’s strategic plan, PSC (2009, p.21).

Section 5.9.1 of the White Paper on HRM (1997) requires the employee’s performance to be assessed on the basis of a work plan covering a specified period, setting out clearly his or her responsibilities and the objectives to be achieved. Regulation Part VIII C.1 of Public Service Regulations (2001) and Regulation 51(4) of the SAPS Employment Regulations (2008), require the
employee’s performance assessment to be based only on the information contained in the designated performance assessment instrument. If performance agreements are to become an effective management tool, they must be aligned to the broader goals of the organisation, PSC (2009, pp.10-11). The alignment of performance agreements to the strategic objectives of the organisation will ensure that the performance management process is evidence driven in order to minimise subjectivity, PSC (2007, p.37).

The performance of employees in the SAPS is assessed on the contents of the individual employee’s performance plan. The research found that the contents of the individual detectives’ performance plans in the performance agreements are focused largely on the transformation process. In terms of the systems approach, the organisation as a system comprises of three elements that make up a system. These elements are input, transformation process (conversion) and output, Smit et al. (2007, p.39). Each element is a sub-system. A sub-system is actually a system within a system. The activities in one part of an organisation affect the activities in other parts. Management has to marry opposing viewpoints of the various sub-systems, so that the goals of the system as a whole can be best attained, and not only those of one of the sub-systems whose individual goals may be detrimental to the overall goals of the organisation, Smit et al. (2007, p.58).

The inputs for the Detective Service are reported cases as detectives are responsible for the investigation of reported cases. The Detective Service’s transformation process is the investigation activities, including all aids used in order to successfully solve the case, for example, gathering of evidence, inspections, informers etc. The outputs for the Detective Services are cases to court rate, detection rate, conviction rate and percentage of court-ready case dockets. These outputs are reflected as Detective Service’s performance indicators in the SAPS Annual Performance Plan, SAPS (2012). A performance indicator consists of something measured, Pauw et al. (2009, p.125). Performance indicators are indicators of what will be assessed in relation to the achievement of the organisation’s strategic outcomes oriented goals, National Treasury (2010, p.15).
5.2.2 Findings arrived at in relation to whether the individual detectives’ job descriptions are aligned with the SAPS Detective Service strategic objectives and performance indicators

The research discovered that the Key Performance Areas and task outputs in the job descriptions of the respective Section Commanders, Group Leaders, and Investigation Officials were transferred verbatim into the performance plans (work plans) of the respective Section Commanders, Group Leaders, and Investigation Officials. The research in Table 4.2 in chapter four (section 4.3) revealed that the contents of 99.3% of the individual detectives’ job descriptions were not aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators. The research results in Table 4.2 in chapter four (section 4.3) revealed that the contents of 85% of the four Section Commanders’ job descriptions, 100% of the ten Group Leaders’ job descriptions and 100% of the 129 Investigation Officials’ job descriptions were not aligned to the contents of the SAPS Detective Service strategic objectives and performance indicators which are cases to court rate, detection rate and conviction rate, SAPS (2010, p.12).

Paragraph 4 (2) of the National Instruction 1/2005 on the Performance Enhancement Process for the SAPS, requires the job description of the employee to be used to determine the Key Performance Areas and tasks that the employee will be required to perform during the PEP cycle to support the strategic objectives of the SAPS. The job description should always be used in conjunction with a scorecard to assess performance. Job descriptions should be clear and be consistently aligned with the strategic objectives of the organisation, PSC (2007, p.36). Where job descriptions are not effectively aligned with the organisation’s strategic objectives, it is almost impossible to manage poor performance. Vague job descriptions make it difficult for employees to translate job descriptions into work-plans (performance plans). An employee can always claim that their lack of performance was due to a misunderstanding about what they were expected to do, PSC (2007, p.14).

In areas where alignment was found, such alignment was so minimal that there was no correlation between individual detective performance and organisational
performance. The one job description of the Section Commander, which is classified in Table 4.2 (section 4.3) as aligned to the SAPS Detective Service strategic objectives and performance indicators, has eight tasks and task outputs linked to detection rates on different crime categories. These eight tasks and task outputs linked to detection rate on different crime categories constitute thirty-three percent of the twenty-four tasks and task outputs in the job description. The remaining sixteen, which constitute sixty-seven percent of the twenty-four tasks and task outputs in the job descriptions, are focused on the transformation process and not on the Detective Service’s outputs, which are cases to court rate, detection rate and conviction rate in different crime categories. The lack of alignment of the content of individual detectives’ job descriptions with the content of the SAPS Detective Service strategic objectives and performance indicators, was found to be the other main cause for the observed lack of a link between individual detective performance and organisational performance.

5.2.3 Findings arrived at in relation to whether Section Commanders, Group Leaders and Investigation Officials are trained on the implementation of Performance Enhancement Process which is the SAPS Performance Management and Development System (PMDS)

Paragraph 4 (4) (a) of the National Instruction 1/2005 on PEP requires the employee to draft his or her own performance plan based on the discussion with his or her supervisor. It also requires both the supervisor and the employee to verify the completed PEP Instrument (SAPS 557) and confirm the content by signing the certificate of compliance and agreement in respect of the performance cycle. The possibility does exist that, if the employee and his or her supervisor did not receive any training on the implementation of the Performance Enhancement Process, they may not be able to complete the performance plan according to policy requirements. The Public Service Commission report (2007, p.41) recommended that managers and employees should be trained on what performance management is and why it is important to manage performance, and how performance management should be dealt with in a fair and transparent manner.
The research in Table 4.3 in chapter four (section 4.4) reveals that 87% of the 143 Detective Service employees in the Motherwell Cluster were not trained on the implementation of the Performance Enhancement Process. The research results in Table 4.3 in chapter four (section 4.4) reveals that 50% of the four Section Commanders, 60% of the ten Group Leaders and 91% of the 129 Investigation Officials were not trained on the implementation of Performance Enhancement Process.

5.3 CONCLUSIONS OF THE STUDY

The research found that performance agreements are not being effectively utilised as tool to align individual and organisation performance in the Detective Service in the Motherwell Cluster. For performance agreements to be effectively utilised as tool to align individual and organisation performance, there must be alignment between the contents of the employees’ performance plans in the performance agreements and the organisation’s strategic objectives. The contents of the individual employee’s job descriptions must also be aligned to the organisation’s strategic objectives.

The research found that in the Motherwell Cluster, the contents of the individual detectives’ job descriptions and performance plans in the performance agreements were not aligned with the contents of the SAPS Detective Service strategic objectives and performance indicators. In areas where alignment was found, such alignment was so minimal that there was no meaningful correlation between the individual detective’s performance and organisational performance. The job descriptions and performance plans in the performance agreements were focused on the transformation process which are the activities executed by the detectives during investigation in order to solve the reported cases.

The lack of alignment of the contents of the individual detectives’ job descriptions with the contents of the SAPS Detective Service strategic objectives and performance indicators, misdirect the determination of the individual detectives’ Key Performance Areas and tasks to be performed during the Performance Enhancement Process cycle to support the strategic objectives of the SAPS. Vague job descriptions make it difficult for employees
to translate job descriptions into work-plans (performance plans). An employee can always claim that their lack of performance was due to a misunderstanding about what they were expected to do. It is almost impossible to manage poor performance when job descriptions are not effectively aligned with the organisation's strategic objectives, PSC (2007, p.14).

The lack of alignment of the contents of the individual detectives’ performance plans in the performance agreements with the contents of the SAPS Detective Service strategic objectives and performance indicators, is contrary to Regulation Part VIII A of Public Service Regulations, 2001 which requires performance management processes to be aligned with the organisation’s strategic goals. The lack of alignment of the contents of the individual detectives’ performance plans in the performance agreements with the contents of the SAPS Detective Service strategic objectives and performance indicators, makes assessment of the individual detectives’ performance not evidence driven in relation to the SAPS Detective Service strategic objectives. This in turn leads to the lack of alignment of individual and organisational performance. Section 5.9.1 of the White Paper on HRM (1997) requires the employee’s performance to be assessed on the basis of a work plan. Regulation Part VIII C.1 of Public Service Regulations (2001) and Regulation 51(4) of the SAPS Employment Regulations (2008) require the employee’s performance assessment to be based only on the information contained in the designated performance assessment instrument.

The research found that the majority (87%) of Detective Service employees in the Motherwell Cluster were not trained on the implementation of the Performance Enhancement Process. Paragraph 4 (4) (a) of the National Instruction 1/2005 on PEP requires the employee to draft his or her own performance plan based on discussion with his or her supervisor. It also requires both the supervisor and the employee to verify the completed PEP Instrument (SAPS 557) and confirm the contents by signing the certificate of compliance and agreement in respect of the performance cycle. It is doubtful that supervisors and employees will be able to complete the performance agreement according to the policy requirements, without receiving any training.
on the implementation of the Performance Enhancement Process, which is the SAPS Performance Management and Development System.

5.4 RECOMMENDATIONS OF THE STUDY

The regulatory framework governing performance management in the Public Service and Public Service Commission Reports is precise on how the performance management process should be implemented in the public service (SAPS included). The research discovered that performance management was not implemented according to the policy regulatory framework prescripts in the Detective Service in the Motherwell Cluster. The problem of the lack of correlation between individual and organisation performance, will continue to prevail in the Detective Service in the Motherwell Cluster if this situation is not rectified.

The following recommendations are made for implementation by the SAPS in order to ensure effective utilisation of performance agreements as a tool to align individual and organisation performance in the Detective Service:

- the Section Commanders’, Group Leaders’ and Investigation Officials’ job descriptions should be redesigned and their contents aligned with the SAPS Detective Service strategic objectives and performance indicators;
- the performance plans in the respective performance agreements of Section Commanders, Group Leaders and Investigation Officials should be redesigned and their contents aligned with the SAPS Detective Service strategic objectives and performance indicators;
- the performance assessment on individual Section Commanders, Group Leaders and Investigation Officials should be based on information obtained from the Information Systems, such as the Performance Chart System and Crime Administration System; and
- all Section Commanders, Group Leaders and Investigation Officials should be trained on the implementation of the Performance Enhancement Process which is the SAPS Performance Management and Development System.


5.5 CONCLUSION

Although there is clear legislation demanding performance management processes to be aligned with the organisation’s strategic goals, and for performance assessment to be based only on the information contained in the designated performance assessment instrument, the lack of a link between individual and organisational performance continues to prevail in the Detective Service in the Motherwell Cluster. The lack of a link between individual and organisational performance also continues to prevail in the Motherwell Cluster Detective Service, despite the SAPS having implemented performance management since 2001. The primary aim of this research was to determine whether performance agreements were being effectively utilised as a tool to align individual and organisational performance in the Detective Service in the Motherwell Cluster. The purpose was to determine the causes of the observed lack of a link between individual and organisational performance in the Detective Service in the Motherwell Cluster. The objectives of the research were to determine the actual level of alignment of the contents of the individual detectives’ performance agreements to the contents of the SAPS Detective Services strategic objectives and performance indicators; to determine the level of alignment of the contents of the individual detectives’ job descriptions to the contents of the SAPS Detective Service strategic objectives and performance indicators; and to establish whether Section Commanders, Group Leaders and Investigation Officials were trained on the implementation of the Performance Enhancement Process, which is the SAPS Performance Management and Development System.

The research identified that the content of the individual detectives’ performance agreements was not aligned with the contents of the SAPS Detective strategic objectives and performance indicators. This caused the individual detectives’ performance assessment not to be evidence driven in relation to the SAPS Detective Service strategic objectives and performance indicators. The research identified that the content of the individual detectives’ job descriptions was not aligned with the contents of the SAPS Detective strategic objectives and performance indicators. The lack of alignment of the contents of the individual detectives’ job descriptions to the contents of the
SAPS Detective strategic objectives and performance indicators makes it difficult for employees to translate job descriptions into work-plans (performance plans). When job descriptions are not effectively aligned with the organisation’s strategic objectives, it is almost impossible to manage poor performance, PSC (2007, p.14).

The research also identified that Section Commanders, Group Leaders and Investigation Officials were not trained on the implementation of Performance Enhancement Process as the SAPS Performance Management and Development System. Possibilities do exist that the supervisors and employees may not be able to complete performance agreements according to the policy requirements if they did not receive any training on the implementation of the Performance Enhancement Process. The SAPS will have to take the recommendations made in this research seriously, and implement them in order to ensure effective utilisation of performance agreements as a tool to align individual and organisational performance in the Detective Service.
6. LIST OF REFERENCES


Creswell, J. W., Ebersohn, L., Eloff, I., Ferreira, R., Invakova, N. V., Jansen, J.


APPENDIX “A”

CLOSED-ENDED QUESTION PUT TO RESEARCH PARTICIPANTS DURING INTERVIEWS

1. You are requested to respond to the question with a “yes” or “no”.

   Question: Did you receive any training on the implementation of the Performance Enhancement Process?
ETHICS CLEARANCE FOR TREATISES/DISSERTATIONS/THESIS

Please type or complete in black ink

FACULTY: ___Business and Economics Sciences______________________________

SCHOOL/DEPARTMENT: ___Business School______________________________

I, (surname and initials of supervisor) ___Prof Paul Poisat_____________________

the supervisor for (surname and initials of candidate)_Saki Nomachule Theodor

__________________________(student number) __20232192____________________

a candidate for the degree of ___MBA________________________________


___Analysis of the Performance Management System in the Detective Service of
the Motherwell Cluster in Port Elizabeth_________________________________

considered the following ethics criteria (please tick the appropriate block):

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. Is the study based on a research population defined as ‘vulnerable’ in terms of age, physical characteristics and/or disease status?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2.1 Are subjects/participants/respondents of your study:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Children under the age of 18?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(b) NMMU staff?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(c) NMMU students?</td>
<td>X</td>
<td></td>
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<tr>
<td>(d) The elderly/persons over the age of 60?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(e) A sample from an institution (e.g. hospital/school)?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(f) Handicapped (e.g. mentally or physically)?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(g) Socially/economically disadvantaged?</td>
<td>X</td>
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</tbody>
</table>
3. Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people) X

3.1 Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)? X

4. Will the participant’s privacy, anonymity and confidentiality be disclosed/revealed? X

4.1 Are you administering a questionnaire/survey that:

(a) Collects sensitive/identifiable data from participants? X

(b) Does not guarantee the anonymity of the participant? X

(c) Does not guarantee the confidentiality of the participant and the data? X

(d) Will be distributed electronically (e.g. online via email/web link)? X

Please note that if ANY of the questions above have been answered in the affirmative (YES) the student will need to complete the full ethics clearance form (REC-H application) and submit it with the relevant documentation to the Faculty Ethics Coordinator. and hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.

________________________________________________
SUPERVISOR(S) DATE

________________________________________________
HEAD OF DEPARTMENT DATE

________________________________________________
STUDENT(S) DATE

Please ensure that the research methodology section from the proposal is attached to this form.