

2019

**ESTIMATING THE COST OF
IMPLEMENTING THE 24/7 SHIFT
SYSTEM FOR LIMPOPO ROAD TRAFFIC
LAW ENFORCEMENT OFFICER**

**STUDENT NAME: MBAVHALELO ROBERT
MUDOGWA**

**CLUSTER: JUSTICE AND PROTECTION
SERVICES**

PROVINCE: LIMPOPO

1. INTRODUCTION

Limpopo Province faces many road safety challenges and the fact that more than 95% of all road traffic crashes are caused by road-user attitudes and behaviour makes this matter a crisis. To address this challenge of a high rate of non-compliance with traffic regulations, the department of transport is advocating that law enforcement be declared an essential service to allow traffic officers to work 24/7 shift system. The main reason for declaring road traffic law enforcement as an essential service and introducing around the clock shifts to ensure visibility of traffic officers on the provincial roads.

2. POLICY AND INSTITUTIONAL INFORMATION

INFLUENTIAL POLICIES FOR IMPLEMENTATION OF THIS PROGRAMME

In seeking the solution to deal with the undesirable number of road carnage and fatalities, the following policies influences the implementation of this programme:

- **UN Decade of Action**

South Africa is a signatory of the UN Decade of Action on Road Safety. The world embraces the Safe Systems Approach as a sustainable intervention for road safety management as well as the reduction of road fatalities and serious injuries by ensuring the following targets:

- 50% reduction of no. of road crashes by 2020
- Enhance road user compliance with road traffic laws
- Encourage road user behavioural change to increase road safety
- Foster impactful interventions on management of crashes, injuries, offensive road user behaviour, promotion of safe road networks and safety.

- **2016-2030 National Safety Strategy (NRSS)**

This strategy was approved by cabinet on the 29 March 2017 to curtailed by lack of visibility and availability of traffic law enforcement officers at critical moments warranting that extra ordinary measures and precision intervention be pursued.

INSTITUTIONAL INFORMATION

Routes and deployment of traffic officials

Traffic Officers will be deployed on critical routes in their area of Jurisdiction

On Night Shift to cover the critical routes within the Traffic Station Jurisdiction

Under the current situation:

- At least 3 x Patrol Vehicle with a minimum of Two Traffic Officers per patrol vehicle per shift

The ideal situation will be as follows:

- There must be minimum 6 Level 6 Officers per Shifts
- There must be minimum 2 Level 7 per shift
- There must be minimum 1 Level 8 per shift

Tools of Trade and safety equipment

The Department will ensure that Traffic Officers are issued with the following tools of trade and safety equipment:

- Patrol Vehicle
- Fire arm and ammunition for traffic officers who conform to the requirements as set out in the fire arm and ammunition act, act 60 of 2000.
- Bullet proof vests, which will be worn in terms of the standing operating procedure
- Night gear (reflective jacket and torch & torch batteries
- Citation notice books (sec 56 & sec 44)
- Reporting forms (NREP 1 & NREP 2)
- Alcohol screening device with mouth pieces per patrol vehicle

3. Expenditure Observations

DIRECTORATE: ROAD & TRAFFIC & SAFETY										
Expenditure Items	2015/2016	2016/2017	2017/2018	Grand Total	Growth Rates			Growth Rate Projection		
					2016/2017	2017/2018	CAGR	2018 /19	2019 /20	2020 /21
TRANSPORT REGULATION	438780435.90	495876123.63	539382861.17	1474039420.70	0.13	0.09	0.11	586706754.09	638182708.56	694175014.46
COMPENSATION OF EMPLOYEES	438780435.90	495876123.63	539382861.17	1474039420.70	0.13	0.09	0.11	586706754.09	638182708.56	694175014.46
EMPL CONTR: BARGAIN COUNCIL (RES)	77421.78	97420.23	106820.03	281662.04	0.26	0.10	0.17	117126.79	128428.02	140819.67
EMPL CONTR: MEDICAL (RES)	26106893.59	29799914.75	33718932.22	89625740.56	0.14	0.13	0.14	38153343.71	43170929.23	48848382.58
EMPL CONTR: PENSION (RES)	33724121.23	37230552.65	40232021.45	111186695.33	0.10	0.08	0.09	43475463.96	46980387.72	50767872.94
S&W: BASIC SALARY (RES)	256560571.80	285783178.85		542343750.65	0.11	-1.00	-1.00	0.00	0.00	0.00
S&W: CAPITAL REMUNERATION (RES)	599196.32	407144.96		1006341.28	-0.32	-1.00	-1.00	0.00	0.00	0.00
S&W: NON PENSIONABLE ALL OTH (RES)	1390557.82	1673281.06		3063838.88	0.20	-1.00	-1.00	0.00	0.00	0.00
S&W: SERVICE BONUS (RES)	19635610.89	23703875.37		43339486.26	0.21	-1.00	-1.00	0.00	0.00	0.00
S&W: BASIC SALARY (RES)			310268250.39	310268250.39	0.00	0.00	0.00	310268250.39	310268250.39	310268250.39
S&W: CAPITAL REMUNERATION (RES)			474247.42	474247.42	0.00	0.00	0.00	474247.42	474247.42	474247.42
S&W: CMPNS/CIRCM (RES)	7573768.34	8455969.47	9243533.95	25273271.76	0.12	0.09	0.10	10104449.90	11045549.07	12074299.49
S&W: HOUSING ALLOWANCE (RES)	16055216.50	18003465.65	18680205.16	52738887.31	0.12	0.04	0.08	19382382.90	20110955.09	20866913.87
S&W: LEAVE DISCOUNTING (RES)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
S&W: NON PENSIONABLE ALL OTH (RES)			1976407.72	1976407.72	0.00	0.00	0.00	1976407.72	1976407.72	1976407.72
S&W: OVERTIME (RES)	72928369.87	84778008.98	94814351.05	252520729.90	0.16	0.12	0.14	106038833.34	118592112.39	132631496.20
S&W: PERFORMANCE BONUS (RES)	3905618.76	3850903.16	3769452.59	11525974.51	-0.01	-0.02	-0.02	3689724.78	3611683.30	3535292.48
S&W: SERV BASED OTHER (RES)	223089.00	2092408.50	289382.00	2604879.50	8.38	-0.86	0.14	40021.79	5535.05	765.50
S&W: SERVICE BONUS (RES)			25809257.19	25809257.19	0.00	0.00	0.00	25809257.19	25809257.19	25809257.19
Grand Total	438780435.90	495876123.63	539382861.17	1474039420.70	0.13	0.09	0.11	586706754.09	638182708.56	694175014.46

4. Options

Scenario 1: Implementation of 24/7 shift system

The department will deploy their traffic officers based on a 40-hour workweek in which personnel work five consecutive, 8-hour shifts, followed by two days off. It is important to note that in this shift system we do not talk overtime, but we talk allowances. The implementation of shift system will reduce the level overtime usage and possibility for cost saving for department.

Managing shift work

To ensure the effectiveness of shift work, the following aspects have to be taken into consideration:

- It is the responsibility of an employer to continuously monitor employees who work shifts. Employees with special needs should be considered when allocating shifts in order to accommodate their needs.
- Permanent night shifts should be avoided.
- Employees who are involved in shift work need to be trained about the hazards of shift work, health and safety measures, performance problems and social aspects associated with shift work.
- Shift workers should be involved when designing shift schedules to minimise effects of shift work and maintain productivity.
- Employees should have access to the shift roster in advance.
- Control measures should be put in place to curb absenteeism and late coming.

In terms of the Basic Conditions of Employment Act, Act No 75 of 1997 the following incentives will be payable by the Department when implementing the proposed shift system

- Night Shift Allowance from 18:00 to 06:00 - Section 17 (1) (a)
- Transport Arrangements as per Section 17 (1) (b)
- Sunday Work Allowance (Resolution 1 of 2007)
- Public Holiday Work Allowance (Resolution 1 of 2007)
- HR to lead on the implementation of allowances

Standby duties

- An employee can be placed on standby for a period not exceeding 14 calendar days per month.
- An employee who does not qualify for the service allowance but is placed on standby will receive a standby allowance at an hourly rate calculated as follows: $(\text{annual pensionable salary}/250/8 \times 8.50) \times \text{the number of weeks on standby}$.

The results of 24/7 shift system implementation.

- Stronger co-ordination and harmonisation of road safety through a vigorous visibility of traffic officials.
- Small, but significant year-on-year reduction in offence and casualty figures.

Scenario 2: Status quo normal working hours and overtime supplement

The department will be working normal hours with the supplement of overtime. Overtime is available to Traffic Officers under the following Conditions:

- Attendance to Emergencies (Incidents & Accidents), where officers are compelled to work beyond their 8 hour shift in a day
- Pre-Planned Law Enforcement Operations that will exceed 8 Hours in a day shift
- In both scenarios above, Traffic Officers MUST not exceed 30% of their Basic Salary on Overtime

The total budget allocated to the Department of Transport for 2019/20 financial year is R2. 227 billion, of which R1.029 billion is compensation of employees inclusive of overtime. The amount of amount of R102.450 million of overtime is included in the compensation of employees budget to cater for overtime for both road safety and traffic law enforcement. The planned overtime is for road traffic and safety fraternity to perform paid overtime exceeding thirty percent during Easter Holidays, General Elections, Moria September pilgrimage, October transport month and festive season.

Challenges and threats of using status quo normal working hours and overtime supplement.

- Lack of resources
- Low morale leading to large staff turn over
- Fragmentation of road safety efforts
- Views of so called “ Road Safety Experts”

5. Recommendations

- The statistics from high-income countries provide evidence that road crashes and fatalities can be reduced through specific efforts in the widely recognized practice model of the 3 “E’s”.
- The political and financial support assist in the province is required to realize the objectives of safer roads, safer vehicles and safer road users.
- The department need to ensure adequate funding and well-targeted resource allocation for intervention and related institutional management functions.

6. Action

Given the threats and challenges experienced in the traffic management environment, it is clear that Limpopo Department need to implement the 24/7 shift system.

7. Annexures