

2020

**AN ANALYSIS OF THE COST OF
INTRODUCING A THIRD SHIFT FOR
TRAFFIC OFFICERS INSTEAD OF PAYING
OVERTIME**

STUDENT NAME: SUNITA BOODRAM

**CLUSTER: JUSTICE AND PROTECTION
SERVICES**

PROVINCE: KWAZULU-NATAL

Summary

The KwaZulu-Natal Department of Transport (the Department) has three major challenges. One is to reduce deaths caused by road crashes and the other two are to comply with legislation and to avoid negative audit findings.

Deaths on the roads have increased from 2015 by a whopping 10%. This goes against our mandate of reducing deaths and certainly in contravention of global and National targets of a 50% reduction in deaths caused by road crashes.

Overtime compensation for traffic officers is an astronomical 44% of their basic salary costs. This is an alarming 14% over the legislated threshold of 30%. This means that we are contravening legislation relating to overtime payment. This places the Department in a precarious position in terms of possible qualified audit findings, poor performance and a negative public image.

Clearly an intervention is necessary to address both challenges. Thus, if each traffic officer possibly reduces overtime by one hour per shift, we could hypothetically reduce overtime expenditure by an approximate R42,5 million per year. This gigantic decrease of 50% will impact positively on the Department's compliance with legislation and audit outcomes.

More importantly, the reduction in overtime expenditure could possibly be used to employ 83 more traffic officers. These traffic officers can be employed within the Public Transport Enforcement Unit. The majority can be employed in the three Regions of Durban, Ladysmith and Empangeni where there is a dire need and the staff complement in Pietermaritzburg can be boosted. The unit's staff capacity will immediately and drastically improve by 129%.

Furthermore, Public Transport Enforcement Unit traffic officers will be closer and easily available to attend to any public transport related incidents. The final output of this action will be increased visibility of the Public Transport Enforcement Unit officers on the road network, improved taxi and bus driver behaviour and fewer transgressions. This will result in fewer incidents of public transport violence. There could also be a decrease in fatal crashes and deaths involving public transport vehicles.

The eventual effect will be a safer road environment for road users, which is a Departmental and government priority.

Contents

1. Introduction	1
2. Policy and Institutional Information	3
3. Programme Chain of Delivery	5
4. Expenditure Observations	8
5. Performance	16
6. Options	17
7. Recommendations	18
8. Action	20

Annexure 1: Logframe

Annexure 2: Expenditure tables

Annexure 3: Other analysis and information

1. Introduction

There is a global imperative to reduce the number of deaths from road crashes. This global imperative is also shared by the country and Province of KwaZulu-Natal. This is not just because of the societal impact of crashes and deaths on families and loved ones with the death of their loved ones in road crashes, but also because of the economic impact.

There is also an increased burden on the State due to an increase in social grant applications as a result of the deaths and disabilities. Clearly, this is a dire situation with no winners.

The South African road fatality rate is reported to be 23.536 per 100 000 people¹. This is 6.13 more than the global average. The problem is especially prevalent in KwaZulu-Natal (KZN). KZN has key strategic corridors from the Durban and Richards Bay Ports, which are the 2 largest in the country, with high freight traffic volumes from the ports to the rest of the continent. Furthermore, the Province is a key tourist destination which sees an influx of tourists from around the country and around the world in peak holiday times. Ultimately our traffic volumes increase.

In 2014, there were 1,819 road deaths in the Province². The target set by the Department of Transport was to reduce deaths by 30% by 2019, which is lower than the National target but was deemed to be achievable. The estimated number of deaths was to have reduced to 1,274. However, through performance monitoring, by all indications it is expected that the number of deaths will be 2,025 by the end of March 2020.

¹ RTMC, Calendar Report, 2014

² Department's Strategic Plan (2015-2020)

One of the key factors that frustrate the Department's effort at reducing deaths, among the factors of poor driver behaviour, is that there are no traffic officers monitoring and enforcing compliance with traffic regulations, for all 24 hours on the road. This results in low levels of visibility of traffic officers, at all times. But the low visibility is as a result of staff complement constraints that affect enforcement functions. Staff complement constraints also results in limited enforcement on the provincial road network from 10pm until 6am.

Hence driver behaviour, staff complement constraints and low visibility of officers are some of the contributing factors to road crashes and deaths.

Traffic officers claim overtime when they are required to work extra hours, which usually amounts to huge added costs for the Department.

Thus, this Performance Expenditure Review (PER) explores what would be more feasible and cost effective, ie. does the Department introduce a 3rd, 8-hour patrol shift on the road network, or pay overtime? This investigation entailed analysing salary and overtime data from PERSAL to ascertain the total number of traffic officers that are employed in the various Road Traffic Inspectorate stations and in the Public Transport Enforcement Unit, as well as overtime costs. Thereafter the average annual salary cost of a traffic officer was used to determine potential number of additional traffic officers to be employed, with the potential overtime savings.

It was envisaged that the reduction in overtime expenditure would be sufficient to employ more traffic officers to introduce a 3rd Provincial patrol shift. After research and analysis, the findings did not support this course of action.

Key Sources of Information that Informed the PER are:

- PERSAL data;
- the Department's 2014-2019 Strategic and Annual Performance Plans;

- the Department's Annual Reports; and
- the Road Traffic Management Corporation's (RTMC) Report on Interim Hazardous Locations in South Africa; July 2017.

2. Policy and Institutional Information

This paragraph sets out the legal and policy mandates that inform this PER. The policy and institutional information refer to the legal and policies sources of information that inform what course of action is best suited for the PER. These set out the “legal” restrictions for the proposed course of action. If the proposed plan satisfies these restrictions, then the plan will be compliant and easier to accept.

When determining my proposed plan, the requirements of these mandates were analysed. The boundaries of these mandates were then applied when developing my proposed plan.

The proposed plan is to introduce a 3rd traffic enforcement shift on the Provincial road network. This proposed plan could ultimately support the reduction in road crashes and deaths. This plan is informed by various pieces of legislation and key policy mandates that affect and impact on the plan and programme. These are explained further in the information below.

Mandates that Support a Reduction in Road Deaths are:

- The ***Sustainable Development Goals***, adopted by the General Assembly on 25 September 2015, and in particular, Goal 3 is relevant as it strives to “ensure healthy lives and promote well-being for all at all ages”. The corresponding target of this Goal is to halve the number of global deaths and injuries from road traffic accidents, by 2020 and this relates to the mandate and functions of the Department;
- the ***National Development Plan*** (NDP); 2030; advocates a reduction in road deaths by 50% from the 2010 baseline by 2030;

- the National Department of Transport's (NDOT) **National Road Safety Strategy; (2016-2030)**;

The Department and in particular the Chief Directorate : Road Safety and Traffic Management via its Directorates of Road Traffic Inspectorate and Public Transport Enforcement Unit, derive one of its key roles to reduce crashes and deaths, from these global and national mandates.

Mandates Informing the Department on Conditions of Service and Payment of Overtime for Traffic Officers are :

- The ***Basic Conditions of Employment Amendment Act; 2018 (Act No. 7 of 2018)***;
- ***The Public Service Regulations; 2016***
- The ***Department of Public Service and Administration's (DPSA) Determination and Directive on Working Time in the Public Service; 1 July 2018***

In particular, Regulation 49(1)(c) of *the Public Service Regulations, 2016* determines that **“an executive authority shall compensate an employee, other than a member of the SMS, for overtime work if the monthly compensation for overtime constitutes less than 30% of the employee’s monthly salary or the limitation determined by the Minister, whichever is the lesser.”**

Stakeholders Supporting the Department in Road Safety are :

- The Road Traffic Management Corporation (RTMC) that sets the national performance targets of traffic enforcement activities. The national targets from the RTMC are then disaggregated to Provinces for them to achieve. Hence the employment of more staff would support the attainment of these targets;
- traffic enforcement officials from the municipalities; and
- the South African Police Services (SAPS).

These stakeholders work together with our traffic officers during joint and coordinated traffic enforcement operations. It is imperative that more staff are available for these joint operations, thereby increasing overtime claims and costs.

3. Programme Chain of Delivery

There are many processes that were essential for the PER to be successfully executed.

These processes are captured succinctly and expanded upon further, in Figure 1 below.

The key starting point was to examine the legal and policy environment to ensure that this PER is legally sound and that it fulfilled key global, national and provincial mandates.

It was then necessary to establish the following :

- baseline and status quo on the number of deaths in the Province in the past 4 years;
- hazardous locations; and
- the current staff complement of traffic officers.

Much of the baseline information was available from Departmental databases and PERSAL.

The information about the number of deaths in the Province in the past 4 years was obtainable from the RTMC and Departmental reports. The information from the 2 reports is often cross-referenced to ensure accuracy.

The other baseline information that was available in-house, from PERSAL, pertains to the current staff complement of traffic officers.

The only information necessary for this PER that was obtained from the RTMC, which is an external stakeholder, relates to the hazardous locations for deaths.

Once all baseline information was available, the average annual overtime costs regarding all traffic officers at the stations and in Public Transport Enforcement Unit was then obtained from PERSAL records on overtime claims.

Thereafter, to compare whether overtime costs are higher than proposed salaries to be paid for a proposed 3rd shift, the average annual salary cost of a traffic officer was determined through PERSAL records. The average annual overtime costs were divided by this average annual salary and then used to calculate the estimated number of new traffic officers that could potentially be employed. The estimated overtime expenditure of these new traffic officers was also factored into calculations. If there were sufficient traffic officers that could be employed, thereafter, then the introduction of a 3rd shift for 24 hour enforcement on the road network, may be possible.

If we cannot employ enough traffic officers for a 3rd shift, then other options would be explored for improving visibility, patrols and enforcement.

The result would then inform the next course of action which would be to prepare a proposal and a draft plan regarding the PER. The proposal and draft plan would include all baseline information and findings.

This draft plan must be presented to the Chief Directorate responsible for traffic enforcement and Human Resource Management for their input and comments. If any suggestions for consideration are proffered, these would be considered and thereafter any necessary amendments would be made.

The revised draft plan would then be submitted to the Head of Department for approval.

Upon approval, the plan would be implemented by the many directorates who have key roles. Human Resource Management will be responsible for recruiting more traffic officers. Supply Chain Management's role pertains to all procurement processes of uniforms, protective gear and equipment. Finally, the Directorates Road Traffic Inspectorate and Public Transport Enforcement Unit are responsible for actual traffic enforcement.

Actual traffic enforcement would be preceded by developing work rosters and then deploying traffic officers/Provincial Inspectors (PIs) for enforcement.

After patrolling of the road network, the number of deaths would be monitored, on a monthly basis, to ascertain if there has been a reduction or not. Finally, after a period of a year the success and effectiveness of the plan and PER would be evaluated by analysing the monthly statistics and reasons for increases (if any). This monitoring and evaluation would be determined through Departmental performance reports and assessments.

The logframe of this PER is attached as Annexure 1 for ease of reference.

The business process mapping and programme chain of delivery are summarised in Figures 1 and 2 respectively, below.

Figure 1

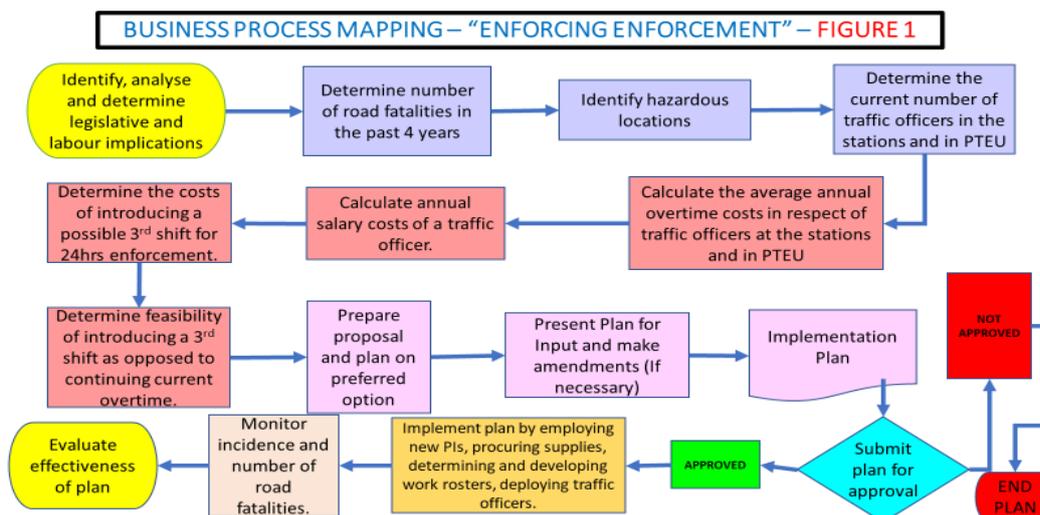
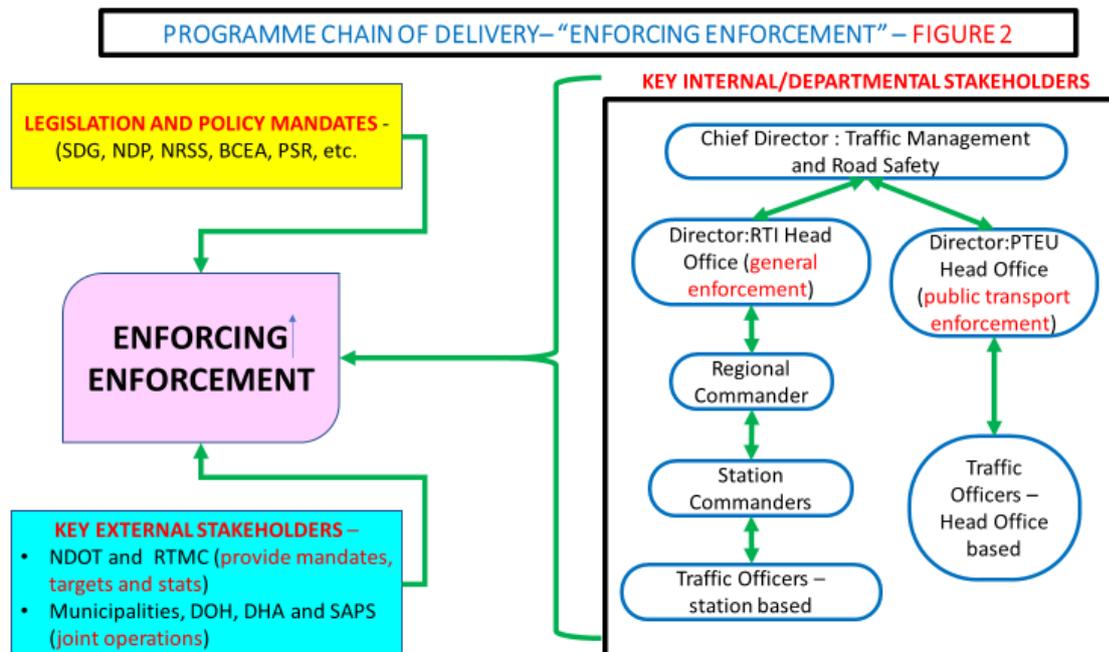


Figure 2



4. Expenditure Observations

There are 26 Road Traffic Inspectorate stations across the Province and 1 Public Transport Enforcement Unit that is based at Head Office only. Baseline information pertaining to basic salary and overtime costs of traffic officers from these components, in the past four years, was analysed and the analysis yielded both expected and some surprisingly unexpected outcomes as well.

One shocking finding was that the average overtime costs are an astounding 44% of the basic salary costs over the four year average. In 2018/2019, overtime as a percentage of salary costs was 38%. The percentage for the preceding 3 years was 51%, 47% and 42%, chronologically. Although overtime costs are decreasing, they are still unacceptably high and in contravention of legislation. The overtime costs are very high in comparison to the salary costs. Hence, intervention is justified.

Table 1 : Total Departmental Salary and Overtime Expenditure Per Year from 2014/2015 to 2018/2019

EXPENDITURE	FINANCIAL YEARS				TOTAL COSTS	AVERAGE
	2015	2016	2017	2018		
Salaries (in Rs)	147 785 280	196 842 664	209 326 829	220 949 908	774 904 681	193 726 170
Overtime (in Rs)	75 060 401	91 986 245	89 134 012	83 929 753	340 110 411	85 027 602
Overtime as a % of Salaries	51	47	42	38		
TOTAL EXPENDITURE	222 845 681	288 828 909	298 460 841	304 879 661	1 115 015 092	

Far more seriously, the Department is non-compliant with legislative mandates with the added risk of negative Auditor-General findings and poor audit outcomes. This situation is exacerbated as we pay the astronomical overtime costs in contravention of the provisions of Regulation 49(1)(c) of the Public Service Regulations, 2016. In terms of this Regulation, compensation for overtime work may only occur “***if the monthly compensation for overtime constitutes less than 30 percent of the employee’s monthly salary***”. This is not a position that any organisation wants to be in.

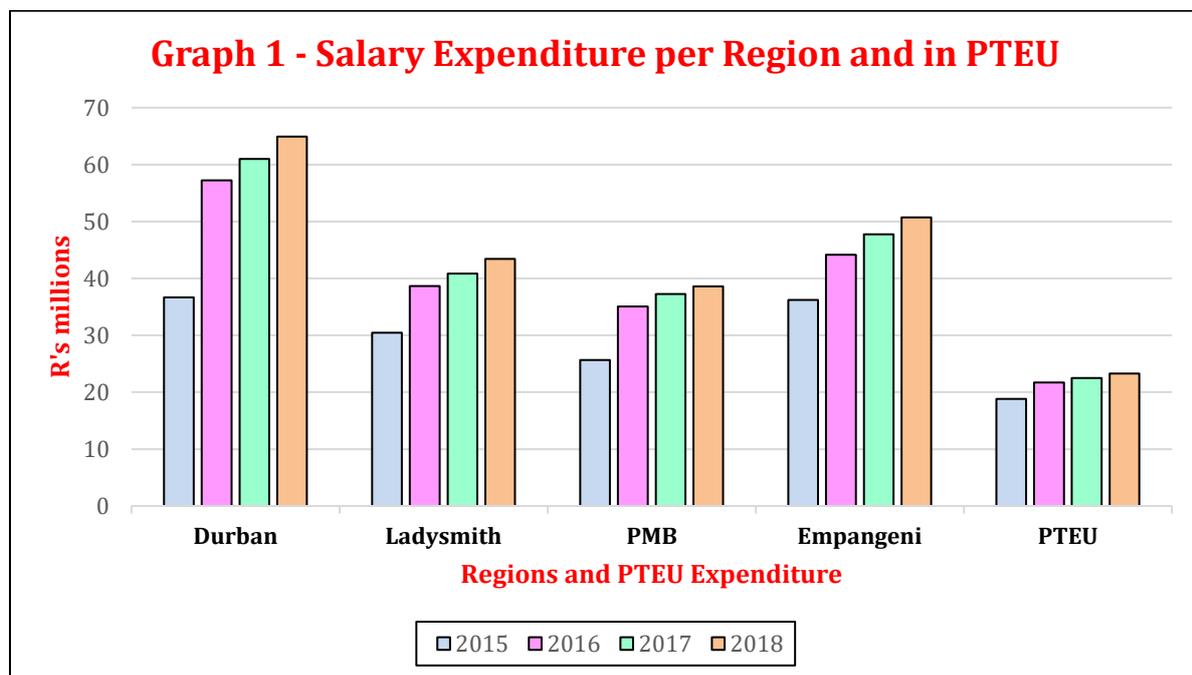
Further analysis has indicated that the salary costs in the Road Traffic Inspectorate increased noticeably from 2015 to 2016. They have also increased marginally from 2016. This is probably due to annual cost of living adjustments.

The Road Traffic Inspectorate traffic officer staff complement surprisingly increased by 202 in 2016, from 770 to 976, as per PERSAL records. This is astounding as only 90 officers are recruited annually due to training limitations and posts were not filled from 2014. Hence the

salary costs ought to be declining due to staff attrition from 830 traffic officers³ in the 2015/2016 financial year to 768⁴ in the 2018/2019 financial year. Clearly, there is an anomaly that must be explored and clarified?

The salary costs in the Public Transport Enforcement Unit has increased slightly. The slight increase could be attributed to annual cost of living adjustments. This is consistent with expectations as posts have not been filled and coupled with staff attrition, costs were not expected to rise drastically.

Graph 1 – Salary Expenditure per Region and PTEU in R's million



The most surprising finding has been that the overtime costs in the Road Traffic Inspectorate stations have slightly declined in the past four years. The Directorate has always bemoaned that they are constantly under-staffed to adequately provide enforcement in a constrained, ever-increasing traffic volume environment. Hence it was assumed that officers would have worked overtime to provide adequate enforcement, with a constrained workforce.

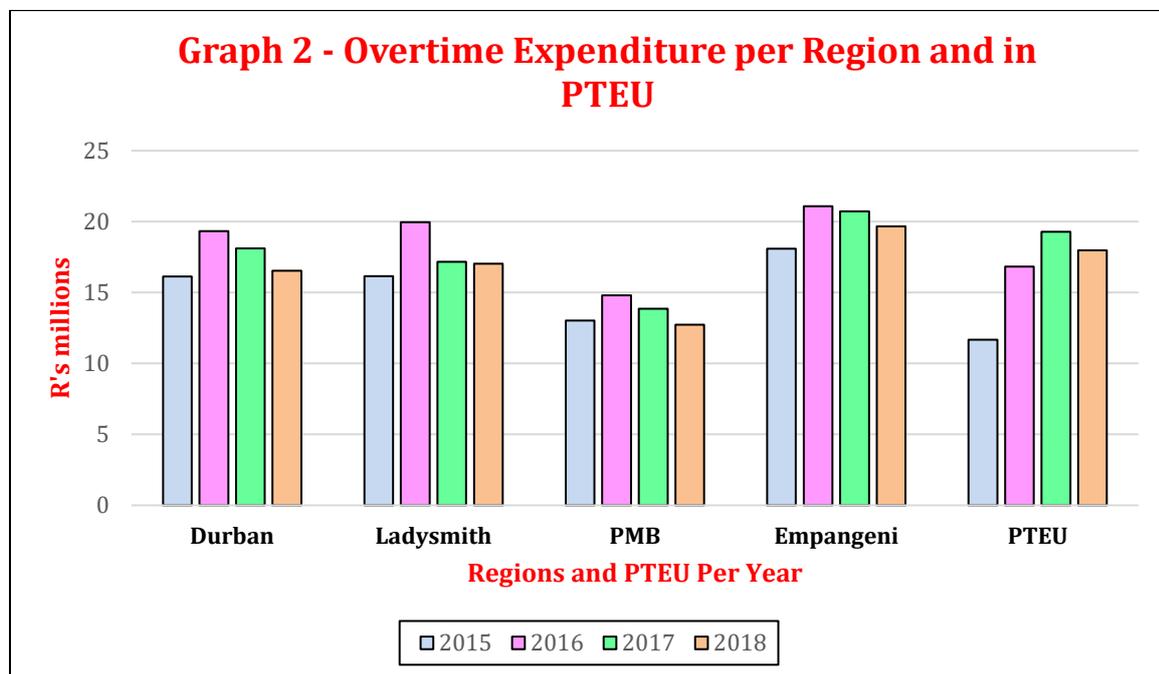
³ Department's 2016 Annual Report

⁴ Department's 2019 Annual Report

Unsurprisingly, overtime costs in Public Transport Enforcement Unit increased. The salary costs declined which implies a decline in staff numbers. This resulted in extra hours to be worked for enforcement of public transport.

The added overtime can also be attributed to the fact that the Public Transport Enforcement Unit operates from Head Office in Pietermaritzburg, only. This means that when there are incidents of any public transport violence in any area in the Province, then traffic officers must be deployed from Pietermaritzburg. This increases travel time to areas of conflict around the Province. This also increases the number of hours of overtime worked.

Graph 2 – Overtime Expenditure per Region and PTEU in R's million



The actual salary and overtime costs, per Road Traffic Inspectorate Region and in the Public Transport Enforcement Unit, is contained in Table 2 below. This clearly illustrates the overtime expenditure as a percentage of salary expenditure, per location, per financial year.

Table 2 : Actual Salary and Overtime Expenditure at each Region and in PTEU

	FINANCIAL YEARS				TOTAL
	2015	2016	2017	2018	
Overtime Expenditure (In R's Millions)					
Durban	16,123,897	19,317,154	18,107,265	16,529,435	70,077,752
Empangeni	18,090,267	21,079,895	20,727,104	19,664,033	79,561,299
Ladysmith	16,148,300	19,956,623	17,165,680	17,042,396	70,312,999
PMB	13,020,514	14,798,614	13,854,024	12,721,449	54,394,601
PTEU	11,677,423	16,833,959	19,279,939	17,972,440	65,763,761
GRAND TOTAL	75,060,401	91,986,245	89,134,012	83,929,753	340,110,412
Salary Expenditure (In R's Millions)					
Durban	36,658,012	57,232,825	61,002,658	64,941,566	219,835,061
Empangeni	36,208,200	44,160,854	47,727,972	50,729,052	178,826,078
Ladysmith	30,447,997	38,646,345	40,841,236	43,409,701	153,345,279
PMB	25,652,752	35,080,038	37,259,438	38,605,153	136,597,381
PTEU	18,818,319	21,722,603	22,495,525	23,264,436	86,300,883
GRAND TOTAL	147,785,280	196,842,664	209,326,829	220,949,908	774,904,682
Overtime Expenditure as a Percentage of Salary Expenditure					
Durban	43.98	33.75	29.68	25.45	31.88
Empangeni	49.96	47.73	43.43	38.76	44.49
Ladysmith	53.04	51.64	42.03	39.26	45.85
PMB	50.76	42.19	37.18	32.95	39.82
PTEU	62.05	77.50	85.71	77.25	76.20
GRAND TOTAL	50.79	46.73	42.58	37.99	43.89

The annual total salary costs of one traffic officer is R445,483 and the total average actual overtime costs for all traffic officers are R85 million.

We have an obligation to the communities we serve to provide effective enforcement on the roads. The positive results and outcomes of enforcement are beneficial to the communities, Province and country. These outcomes far outweigh our lesser duty to reduce overtime costs and spend our budget as planned.

Thus, the assumption was made that to meet our community obligations and not compromise service delivery, on average, each officer could reasonably be expected to work one less hour's overtime per shift, as a minimum. This would potentially result in overtime expenditure decreasing drastically by a massive 50% or an effective reduction in costs by R42.5 million per annum.

Further assumptions made that support the potential result:

1. officers work overtime only when rostered for normal duty;
2. overtime is calculated on normal rates and not Sunday rates due to lack of access to data on days of the week when overtime is claimed; and
3. overtime is calculated on the first notch of salary level 8 (maximum rate claimable as per the DPSA Determination and Directive on Working Time in the Public Service.

Table 3 : Calculations Pertaining to Overtime Costs

	Outcome to be Calculated	Equation/Formula	Result
1	Average annual cost of overtime per officer	Average annual overtime costs ÷ total number of officers (R85m÷768)	R110 677
2	Average daily overtime paid per officer	Average annual cost of overtime per officer ÷ number of annual working days (R110 677÷230)	R481
3	Average annual number of overtime hours worked per officer	Average annual cost of overtime per officer ÷ Average daily overtime paid per officer (R110 677 ÷ 481)	230 hours
4	Average number of hours overtime worked per day per officer	Average daily overtime paid per officer ÷ 1.5 ÷ T (143) Where : Overtime paid=no. of hours worked x 1.5 x T T is calculated as follows: T = A x 7 ÷ B ÷ 365 A = smallest of the basic salary of the employee, B = weekly number of hours of attendance prescribed for the employee	2.2

		C is equal to the number of overtime hours worked $T = (299709 \times 7 \div 40 \div 365) = 143$	
5	Average rate of overtime paid per hour per officer	Average daily overtime paid per officer \div average number of hours overtime worked per day per officer	R218
6	Number of hours of overtime that R85 million is equivalent to	$R85m \div$ Rate of overtime paid per hour per officer	389 908 hours per annum

Traffic officers are working 2.2 hours overtime as per the above calculations. Overtime expenditure can be reduced by an astounding R42.5 million annually, if overtime worked is reduced by 1 hour (50%). These funds could be redirected by us to employ more traffic officers.

A staggering 95 traffic officers can theoretically be appointed with the potential reduction in overtime expenditure. This was ascertained when the reduction in expenditure was divided by the average annual salary of one traffic officer.

The reduction in overtime expenditure could increase if less overtime is worked. But for the purposes of this programme, the minimum reduction time of one hour is used for the hypothesis as service delivery must not be compromised.

However, if these 95 officers are employed, they could theoretically also claim 1.2 hours overtime per working day. This will be an estimated R262 per day and an estimated R62260 per officer annually. The total expenditure for all 95 officers per annum would be R5.724 million.

If this amount was factored into the potential reduction, then our nett reduction in overtime reduction would be approximately R36.776 million.

The initial potential reduction in expenditure and estimated new overtime costs were considered and it is deemed possible to eventually employ 83 more traffic officers.

An estimated 400 traffic officers are needed for a shift. Unfortunately, these 83 new traffic officers would still not be enough to employ the necessary number of traffic officers for a third enforcement shift across the Province. Thus, the objective of this programme had to be revised based upon the outcome of potentially employing 83 more officers.

A detailed analysis of expenditure observations is appended as Annexure 2. It must be noted that during the analysis, there was no need to undertake a Pareto Analysis for all parent rows as it would have been a perfunctory exercise.

Possible Courses of Action Following Expenditure Analysis and Observations Instead of Implementing a Third Enforcement Shift are :

- appoint the extra officers within the Road Traffic Inspectorate and in areas where hazardous locations are situated; or
- employ the extra officers in the Public Transport Enforcement Unit BUT based in the three other Regions and not in Pietermaritzburg only.

Due to the findings it is now deemed more viable to follow one of two possible courses of action other than implementing a full third enforcement shift across the Province. The one course would be to appoint these officers within Road Traffic Inspectorate and in areas where hazardous locations are situated. The other course would be to employ these extra officers in the Public Transport Enforcement Unit. The majority could be based in the three other Regions while the complement in Pietermaritzburg could be bolstered.

5. Performance

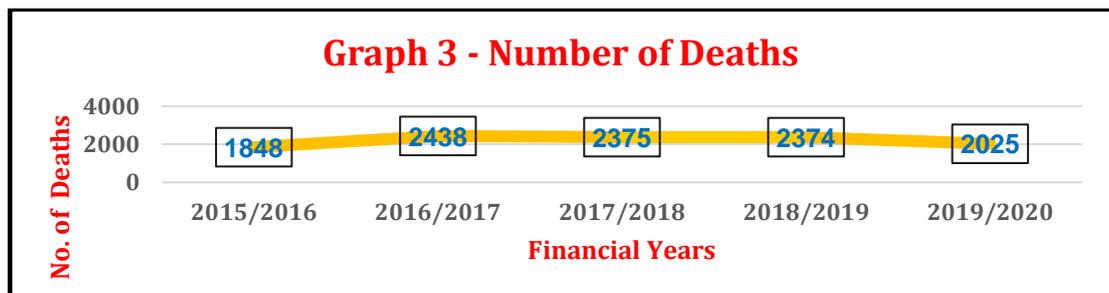
The grand problem of deaths on the Provincial road network must be addressed through resources at the Department's disposal. One of those resources is traffic officers.

Thus, the purpose of this programme is to identify potential savings so that further traffic officers could be employed to effectively increase patrols and visibility on the Province's road network, 24 hours a day. However, after analysis of all available information and from resultant findings, it is acknowledged that this intent is utopian, at this stage.

The overall increase in the number of deaths in the Province, from the start of the Medium Term Strategic Framework (2014-2019), is concerning.

Number of Deaths From 2015 to 2019

Graph 3 – Number of Deaths from 2015 to 2019



The Department's main aim of reducing deaths can still be realised through this programme, although it may not be on the scale that was originally intended. The success of this programme will be measured by the reduction in the number of deaths in the Province, year on year.

⁵ Department's Annual Reports: 2015, 2016, 2017, 2018
1st 3 Quarterly Performance Reports for 2019/2020

Astoundingly and of exceptional concern, KZN has the most SAPS jurisdictions in the Top 50 most hazardous locations for fatal crashes, deaths and pedestrian deaths in the country. This is as per the Report from the RTMC on *Interim Hazardous Locations in South Africa; July 2017*. The Province has “40% of the locations in the top 10; 35% in the top 20; 33% in the top 30; 27,5% in the top 40 and 28% in the top 50”.

The top four hazardous locations are Umlazi, Durban Central, Inanda and Sydenham. All four of these jurisdictions fall within the high density metropolitan area of eThekweni, the Greater Durban Metropolitan Municipality.

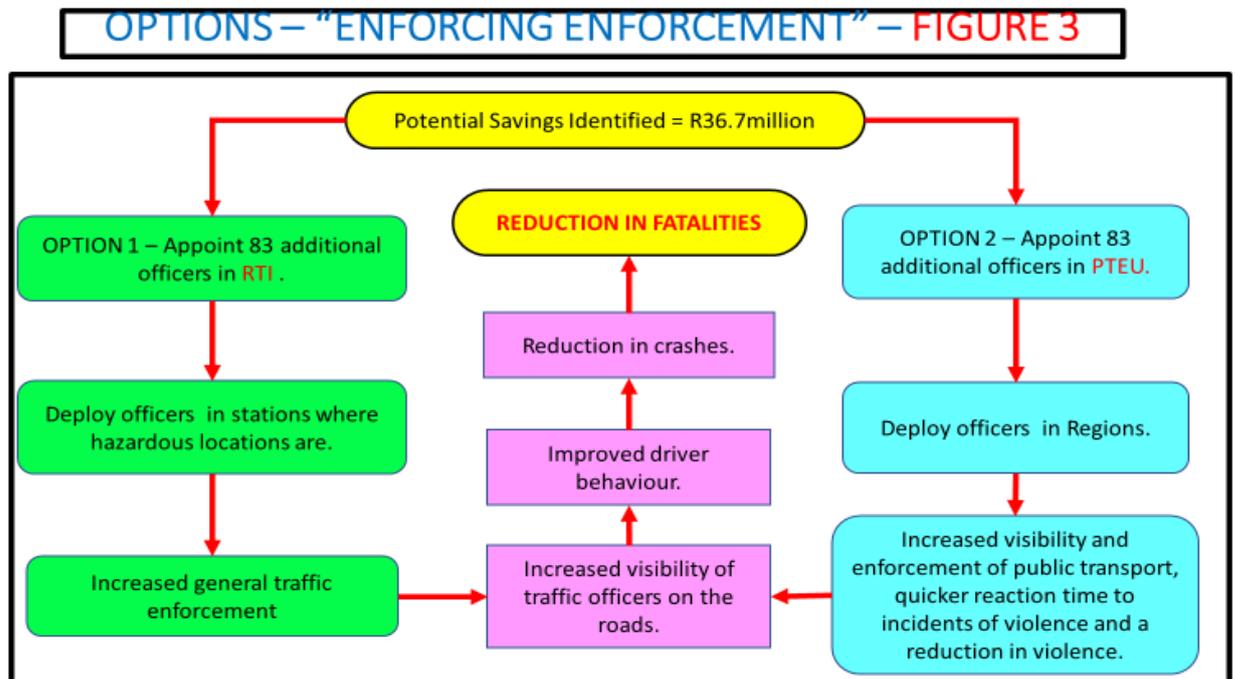
Thus a 50% reduction in deaths by the year 2030, particularly in the hazardous locations, in line with global and national targets, ideally should be the programme’s goal. But a realistic, more attainable target of a 30% reduction in deaths, Province-wide, will be welcome, considering current performance.

6. Options

83 more “full-time” traffic officers can be employed by the Department. There are two options that can be followed for their deployment. Despite what course of action is followed, the costing of the programme will remain the same while our efficiency will improve immensely.

This assertion is made as no matter what option is followed, the initial costs of recruitment and selection; training; purchasing uniforms, equipment, protective gear and guns; will be the same. Hence there was no need to experiment with a costing model.

Figure 3



a) Option 1

If this option is to be followed, then a further 83 traffic officers can be appointed within the Road Traffic Inspectorate. This would supplement the directorate’s capacity regarding enforcement of motor vehicle and freight traffic. The best option regarding the placement of these additional staff would be in the Road Traffic Inspectorate stations that are within the hazardous locations’ jurisdiction. This is where it is assumed the need for additional enforcement is greater. These stations are Pinetown, Rosburgh, Winklespruit and Umdloti.

By boosting staff numbers in these stations, there will be increased visibility on the provincial road network, improved patrolling and enforcement. This will result in improved driver behaviour and a decrease in fatal crashes and deaths.

It must also be noted that the Greater Durban Metropolitan Municipality has a large, active enforcement unit that will also have a joint responsibility for enforcement. This unit is a key partner in the programme and in all current enforcement activities.

b) Option 2

If Option 2 is to be followed, then a further 83 traffic officers can be appointed within the Public Transport Enforcement Unit. This would greatly boost the directorate's capacity in enforcement of public transport vehicles and addressing taxi violence.

Presently, the directorate has 64 traffic officers. An extra 83 officers will significantly increase capacity by a mammoth 129% to 147.

Most of the additional officers will be appointed in the three Regions of Durban, Ladysmith and Empangeni, while the staff numbers in Pietermaritzburg can be boosted. Presently all Public Transport Enforcement Unit traffic officers are appointed and based in Pietermaritzburg. These officers must travel from their base to any incidents of taxi violence etc. that occur throughout the Province. This is counter-productive, time-consuming and increases subsistence and travelling costs for the Department. The present manner of operating also increases overtime costs as officers work for longer hours, which includes travelling time, when there are incidents that must be dealt with.

Furthermore visibility of the Public Transport Enforcement Unit is very limited in the Regions. This could also be a reason for violence flare-ups and public transport operators and drivers being indifferent to traffic rules and legislation.

If the Regions have their own traffic officers dealing solely with public transport enforcement, then officers are closer to reported incidents and can manage incidents far quicker. This will reduce overtime claims and more importantly, drastically curb taxi violence incidents from escalating.

Another benefit is that there will be improved enforcement of other modes of public transport, like buses and learner transport.

There will be also be increased visibility of the Public Transport Enforcement Unit officers on the road network. The patrols and visibility will serve as a deterrent to incidents of violence. Taxi and bus driver behaviour will also improve and fatal crashes and deaths involving public transport vehicles will decrease and taxi violence may drop.

7. Recommendations

Option 1 - Increasing Capacity in the Road Traffic Inspectorate

The option of employing additional traffic officers within Road Traffic Inspectorate is not preferred as the current hazardous locations are with the Greater Durban Metropolitan Municipality. The Ethekewini Metropolitan Municipality already has a large, active enforcement unit. The Department and the Municipality can jointly streamline enforcement and awareness campaigns in these locations to curb the deaths in these locations. This recommendation is by no means implying that the situation is not worthy of further officers being employed, but the need in the Public Transport Enforcement Unit is greater.

Recommended - Option 2 - Increasing Capacity in the Public Transport Enforcement Unit

The recommended and preferred course of action for the programme would be to employ the supplementary 83 traffic officers within the Public Transport Enforcement Unit. This would greatly increase the capacity and complement of the unit by 129%. This is a substantial bolster for the unit that is already operating with a limited number of only 64 traffic officers.

It is also recommended that most of the additional officers will be appointed in the three Regions of Durban, Ladysmith and Empangeni, while the staff numbers in Pietermaritzburg can be boosted. Presently these Regions do not have dedicated traffic officers to address public transport related incidents, which hampers the movement and safety of the bulk of passengers who rely on public transport, in their Regions. The Pietermaritzburg Region is cushioned from this situation as all current Public Transport Enforcement Unit traffic officers are based in Pietermaritzburg.

By pursuing this option, traffic officers will be closer and easily available to attend to any public transport related incidents. The immediate output of this prompt intervention will be increased visibility of the Public Transport Enforcement Unit officers on the road network by their patrols in specially marked vehicles and a reduction in escalation of violence. The final output will be improved taxi, bus driver and learner transport driver behaviour. This will lead to fewer transgressions. The resultant outcomes will be a decrease in fatal crashes and deaths involving public transport vehicles and a reduction in incidents and escalation of taxi violence.

The ultimate impact of a safe road environment for all road users falls within the ambit of the mandate of the Department.

Further Benefits

Another benefit for this option is that overtime claims from the Public Transport Enforcement Unit will decrease thereby reducing overtime expenditure. The reduction in expenditure could be used to improve Departmental capacity through increasing the staff complement.

More importantly, though, the Department will be deemed to be edging towards compliance with the provisions of Regulation 49(1)(c) of the Public Service Regulations, 2016. This is because the resultant decrease in overtime claims will reduce overtime expenditure. Thus,

the Department's current negative status quo of overtime compensation being 44% of the basic salary costs, will improve.

Another spin-off is that subsistence and travelling costs will also reduce.

Labour and Employee Implications

There will be no labour implications of following this option as posts will be advertised with the location/base included in the advertisements. Hence applicants will be fully aware of where they will be based. This is important as they may wonder why they are at different Regions than the bulk of their counterparts.

Ultimately, this recommendation will have a positive impact for all stakeholders. These range from a compliant Department, increased sustainable job creation, fewer public transport transgressions, a reduction in crashes, a reduction in deaths and a safer road environment for road users.

8. Action

The plan that is being proposed has merit for the Department as well as the motoring public and other road users. It would thus be prudent that the findings of this PER be presented to the key stakeholders within the Department in four key stages.

a) Stage 1

At the outset, the outcome of this PER will be presented to my immediate supervisor who heads the Policy and Planning unit, within two weeks of finalisation. He is entrusted to ensure that all plans and policies support the mandates of government and that they are viable. It is believed that this PER supports these imperatives.

b) Stage 2

The next step would be to prepare a report to the senior managers are responsible for traffic management and road safety in the Province. These managers are the heads of the Road Traffic Inspectorate and Public Transport Enforcement Unit directorates; the Chief Director : Road Safety and Traffic Management and the Deputy Director-General : Transportation Services. This report will be submitted within one month of presenting the PER to my immediate supervisor. The hypothesis, supporting research, analysis, findings and evidentiary documents (logframe and expenditure tables) will be made available for their perusal. The envisaged positive impact for all stakeholders will be highlighted.

c) Stage 3

The PER findings will thereafter be presented to the Department's Management Committee (MANCO) for their information and for any inputs on the recommendation. This presentation will occur within one month of reporting to the senior managers responsible for traffic management and road safety in the Province. If any noteworthy inputs are received, these can be considered for the final submission to the Head of Department.

d) Stage 4

Finally, the Head of Department will be informed of the PER findings through a submission. The submission will be a précis of the PER. Ultimately the submission will focus on the recommendation and the envisaged positive impact on our Department and the Province. The recommendation on the preferred option will be presented for approval. If necessary, all detailed evidentiary documents will be made available for the Head's information.

If the plan is approved for implementation, all key stakeholders will have to implement the plan and the expected outcomes monitored for effectiveness, on a monthly basis.

THANK YOU.