



SECTION 3: RESOURCING

Strategic Resource Management

During this reporting period the NPA adopted a more focused view on strategic resourcing issues. This focus derives from the resourcing needs of the core business of the NPA and is a product of closer collaboration between all business units.

All business units' annual plans contain a standardised Resourcing section with a set of four deliverables, specifying activities, metrics and targets, with assigned ownership and responsibilities. These deliverables focus the organisation on priority activities which will enhance and ensure improved resourcing levels, understanding, awareness and performance. Annexure C¹⁴, Table 24, reflects the NPA's performance during 2006/07 against these deliverables in order to achieve the objective of developing and enhancing Governance, Delivery and Resourcing capability and capacity in the NPA.

While individual business units determine their own resourcing needs, Corporate Services (CS) is the support function tasked with acquiring, deploying and maintaining the NPA's human resource, financial, information, technology, infrastructure, and mobility resources.

The most critical resourcing challenges currently faced by the NPA are being addressed by a variety of activities, which include certain NPA strategic projects and the Serurubele Transformation Programme.

Highlights and challenges

Vacancies in critical posts

Implementation of the NPA Strategy 2020 has resulted in several activities aimed at aligning the NPA's capacities to other departments in the CJS. The creation of posts to fulfil specific roles dictated by this realignment was a factor in the abnormal vacancy situation experienced by the NPA in this financial period, with many individuals called on to act in posts other than their own.

The high level of skills required to suitably fill critical vacancies remains a constraint, and specific strategies at attracting and retaining expertise are being designed and implemented as part of the NPA's Transformation Programme.

In this regard, the NPA embarked on a recruitment drive in November 2006 to address the high vacancy rate. The total number of applications received and processed from November 2006 to March 2007 was 55 042.

Retention of key skills and experience

While the staff turnover of 5.2 per cent falls within generally acceptable parameters, it remains a concern that many of those who are exiting are among the NPA's most skilled and experienced personnel. (Annexure D, Tables 36 and 37).

Optimised administrative processes

For CS to maintain efficient service delivery in support of a rapidly changing delivery environment, it has launched a comprehensive programme aimed at implementing progressive processes and supporting systems.

Audit Report

The NPA notes with regret the qualified audit report from the Auditor-General (AG) for the 2006/07 financial year. The NPA is, however, firm in its resolve to address the matters raised by the AG swiftly and decisively, to ensure that it builds on its prior track record of five consecutive unqualified audit reports.



Ms Beryl Simelane, Deputy Chief Executive Officer (DCEO).

RESOURCING IS THE PROCESS BY WHICH THE NPA ENSURES THAT IT IS FULLY RESOURCED TO DELIVER JUSTICE TO ITS CUSTOMERS AND VALUE TO ITS STAKEHOLDERS.

¹⁴ Annexure C: Performance Information Reporting on Resourcing 2006/07. Table 24 of this annexure reflects the NPA's performance against resourcing objectives and deliverables.

Report on Corporate Services

Purpose

The mandate of CS is to provide the following support services to the NPA and its operational units:

- Human Resources Management and Development (HRM&D)
- Finance and Procurement (F&P)
- Security and Risk (S&R)
- Information Management Service Centre (IMSC)
- Research and Policy Information (R&PI).

Corporate Services highlights and challenges

Human Resources Management and Development (HRM&D)

Highlights

Human Resources Administration

All performance rewards for the 2005/06 period were paid out (Annexure D, Tables 48 to 51) and an estimated 99 per cent of the job evaluations for the entire NPA were completed. The implementation of the new Middle Management Service (MMS) structure introduced by the Department of Public Service and Administration (DPSA) was 90 per cent complete (Annexure D, Tables 25 to 28).

Response Handling

Response handling with regard to job applications has been automated to the level of electronic acknowledgements of receipt. A significant amount of manual labour has been eliminated and further development of the system will have the same impact throughout the full recruitment process. Further benefit of the automated system is that it supports the NPA's intention to decentralise certain administrative activities to the regions.

Human Resources Management

The NPA is working steadily toward meeting its equity targets (Annexure D, Tables 41 to 47). HR and SOCA collaborated on the NPA Sexual Harassment Policy, which was conveyed to numerous NPA personnel in training courses during this financial period.

Skills development and training

Much needed skills development programmes in job evaluation, electronic documentation management and project management were conducted (Annexure D, Tables 67 and 68). A total of 275 bursaries was awarded, with more bursary payments being processed than ever before.

Induction and learnerships

New employees now undergo a formal and comprehensive induction into the NPA, with recent new employees who had missed induction also being included. Significant progress in converting the aspirant prosecutor programme into a formal learnership is a major step forward, as is the drafting of a Family Law learnership.

Employee Relations

Labour Relations, Sexual Harassment and Employee Wellness workshops were conducted throughout the country and 402 identified line managers were given employee relations (ER) training, with additional ER training available on request.



Ms Nhlanhla Bhengu, acting
Executive Manager: HRM&D.



Mr Brian Graham, Acting Chief Financial Officer (CFO).

Challenges

In the next reporting year, the primary challenge faced by HR will be to accelerate the process of decentralising HR functions to regions. This process will be linked to a structural framework of appropriate delegations. A reliable mechanism to maintain compliance in a distributed transaction processing environment will be vital to sustainability in this regard.

Finance and Procurement (F&P)

The F&P was required to perform several interventions in addition to its regular day-to-day functions, while also working through an action plan designed to address the audit findings of the 2005/06 financial year.

Highlights

Some of the highlights for F&P for 2006/07 were the following:

- Installing a vehicle tracking system and clearing R15 million arrears with the Government Garage
- The national Cabinet held its first Criminal Asset Recovery Committee (CARC) meeting on 13 October 2006 and disbursed R74 million in accordance with NPA recommendations
- Debt management was improved and backlogs in the suspense accounts were cleared
- A new travel agent was appointed in terms of a tender to improve service delivery
- As a result of the new vehicle leasing agreement that is generating massive cost savings, a Practice Note was issued by the Accountant General condoning the treatment of the Rentworks lease as a financial lease. In addition, this Practice Note permits Accounting Officers in future to enter into financial leases subject to certain conditions.

Challenges

Although 12 new staff members were appointed to F&P in the final quarter of 2006/07, the service centre still has a 38 per cent vacancy rate.



Adv Marnus Steyn, acting Executive Manager: IMSC.

Information Management Service Centre (IMSC)

This service centre is presently redesigning the NPA's information communications technology (ICT) systems macro-structure for its evolving needs, with much of this new structure already in place and being used.

The various bodies of the Integrated Justice System (IJS), being the DoJ&CD, SAPS, the DCS, the DSD and the NPA are funding the development of an end-to-end IJS information management system that will handle the entire justice process, from the first case report regarding a person to his/her final discharge or rehabilitation report. The IMSC has been appointed to lead this Project.

From May 2006 the Document Centre commenced an upgrade to a new electronic system and experienced several technical difficulties. Nevertheless, the Document Centre is confident it can still maintain the required one day turn-around timeframe.

Highlights

- Involvement in and developing the systems used in the accelerated recruitment drive, as well as configuring the RightFax system to support this drive
- Enabling Response Handling to capture 55 042 CVs
- Developing and implementing an Electronic Case Management System for the AFU that is now being rolled out to the other NPA business units
- Establishing a Network Operations Centre, followed by the implementation of Radia and OpenView
- Implementing the Desktop Backup tool (Cibecs).

Challenges

On the downside:

- Delays by SITA and other service providers in finalising contracts that will enable the IMSC to procure desktop support services. These contracts were only finalised when the IMSC arranged meetings between the role-players.

- Dependency on SITA for providing transversal systems such as Persal, BAS and Logis. Changes made by SITA to these systems affected service delivery.
- The inoperability of Safetynet due to SITA hosting it on behalf of the National Treasury.
- Office space in the VGM and several regional premises is at a premium and IMSC lacks adequate space for Document Management.

Research and Policy Information Services (R&PI)

Highlights

- During this period the R&PI commenced with its second Crime and Criminal Justice Survey for the NPA. The overall goals of this survey are to inform the NPA's annual review of its strategy, and to assist the organisation in measuring and understanding the impact of its work. This survey includes a National Household Survey and a Customer Satisfaction Survey that will specifically assist the NPA in measuring and understanding the public's views on a number of important crime and justice related issues.
- In addition, the R&PI conducted both primary and secondary research in support of all strategic projects currently active in the NPA.
- The library embarked on a collection building initiative supported by input from all business units. Books to the value of R1.7 million were ordered.
- Roll-out of the Burmans Library Services to all regional libraries for updating loose leaf material. Most regional NPA libraries do not currently have full-time staff members.

Challenges

- The new library management system is still to be implemented.

Security and Risk (S&R)

An important achievement during this year was the MoU concluded between NIA and the NPA regarding the vetting process, in which the NIA trained S&R personnel to do the fieldwork in vetting exercises.

Highlights

- Collecting all outstanding documents for vetting files and attending to 90 per cent of the problematic files sent by NIA for fieldwork.
- Conducting vetting investigations that exposed people who had illegally acquired South African citizenship.
- Ensuring secure and risk free environments for the prosecuting team, judiciary and public in the *State v J Zuma* corruption trial at the Pietermaritzburg High Court and the *State v Shabir Shaik* hearings at the Supreme Court of Appeals in Bloemfontein.
- Successfully conducting 16 technical sweepings across the country.

Challenges

Difficulties encountered in this period included difficulty in setting realistic targets because the service centre's delivery is mainly dependant on responses from the NIA, which are at times delayed.

A forecast for the 2007/08 period

In order for the NPA to optimise its role as a valuable contributor to the process of delivering justice in South Africa through its prosecutorial activities, it is critical that these activities are resourced in an efficient and progressive manner.

Progressive resourcing of the NPA requires that its focus in this area goes beyond the traditional



Mr Walther Rhoode, Executive Manager: S&R.



planning and execution of transactional support services. More specifically, the NPA, while working through its various transformation projects, must identify its critical areas of resourcing constraints and currently unattended strategic views on resourcing.

In this process, the NPA has become acutely aware that the variety of activities associated with resourcing as the functional responsibility of a specific group of support personnel, does not enhance the capability of the NPA to deliver on its mandate.

To this end it is important that a strategic resourcing focus is implemented. This should be seen as a management discipline that by necessity forms an integrated part of the majority of delivery-focused activities. Developing and maintaining this approach will require a diligent effort to ensure that a high level of cooperation is nurtured between administrative support personnel and line personnel. The primary purpose of the majority of strategic resource planning must be aimed at creating a collaborating organisation.

Typical areas of interest during the activities aimed at enhancing the NPA's resourcing capability in the coming year will, amongst others, be the following:

- accelerated career pathing for high-potential individuals
- cohesive employee retention strategies
- progressive and optimised facility utilisation
- an integrated employee mobility mechanism
- effective administrative liaison with stakeholders
- delivery-enhancing administrative policies
- promotion of an administrative service delivery culture in support of prosecution services.