



2020 NPA staff survey: Report of findings



JULY 2020

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July 2020

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NDPP's foreword

The NPA can succeed only if its most valuable asset – our people – fully deploy their skills and talents, and find meaning and fulfilment in their work, as part of a larger institutional effort to achieve our vision of justice in society for everyone to live in freedom and security.

Last year's staff survey highlighted a number of concerns, including a lack of resources, staff shortages, and inadequate career growth and professional development. We followed up on these findings and visited all the divisions to engage directly with staff at all levels. From these engagements and the 2019 survey findings, priorities were identified. It is most pleasing that we have made some progress.

We succeeded in obtaining an increase in our budget – an indication of the Executive's recognition of the important role the NPA plays in rebuilding the country, and a demonstration of confidence in the NPA. After a four-year hiring freeze, we embarked on a massive recruitment drive in late 2019. More than 1 300 posts have been advertised and are in various stages of finalisation. For the first time in years, the NPA has the resources to fill critical vacancies throughout the organisation and to process hundreds of long-awaited promotions.

We have revived the Aspirant Prosecutor Programme. An initial intake of almost 100 candidates will be supplemented by a further 450 Aspirants by the end of 2020. This is the largest influx of Aspirants in the NPA's history and will significantly alleviate the workload of lower court prosecutors.

Over 4 500 new laptops have been procured. By the end of 2020 every NPA employee should have a new computer. Modern information technology is no longer a luxury but an essential tool in our work, especially in a post-COVID world. We need to embrace and utilise technology in a much more intelligent way that enables us to enhance the efficiency and impact of our work.

Notwithstanding years of neglect and a challenging work environment, the 2020 staff survey findings reflect a resilient and spirited workforce. Nine in 10 respondents felt their job made a positive difference in the lives of others. Three-quarters felt their work gave them a feeling of personal accomplishment and were satisfied with their jobs overall. These satisfaction levels reflect an improvement compared to the 2019 survey results. The proportion of respondents who felt proud to be affiliated with the NPA increased significantly.

The proportion of respondents who felt the NPA and its senior leadership treated allegations of fraud and corruption by NPA staff with the necessary seriousness also improved. However, two in five respondents did not believe this to be the case. This is concerning, as is the finding that almost a third of our colleagues stated they had observed unethical conduct by members of the NPA over the previous year. While we are in the process of establishing an internal ethics and complaints mechanism – as mandated by the NPA Act – it is clear that this is a problem and urgent action is needed to address this.

I took particular note of responses to the question whether the NDPP had met staff's expectations. While most were positive, one in eight respondents felt their expectations had not been met. The reasons are not clear, but some of the survey responses allude to an understandable impatience for the revitalisation of the NPA. Staff ideas on how we can move this faster will be much appreciated. It is important that I engage effectively with the



concerns and expectations of staff. Therefore, once COVID-19 is behind us, I will plan another round of regional visits to listen to, and hear from, our colleagues directly.

The NPA's leadership will engage with the survey findings. Some findings will need to be addressed by the appropriate NPA business units. Others will need the attention of the organisation as a whole. The NPA's leadership and my office will ensure that key findings are interrogated and prioritised in terms of responses needed through regular reviews at EXCO.

The NPA leadership is committed to ensuring the NPA again becomes an employer of choice. I welcome any suggestions in this regard and staff are encouraged to do so by writing to the NPA Communications email or to ndpp@npa.gov.za. We can only build a better organisation together, and for that all voices need to be heard.



Adv. Shamila Batohi

National Director of Public Prosecutions

Executive summary

The objective of this survey was to give all the staff at the National Prosecuting Authority (NPA) the opportunity to express their views on a range of issues related to the organisation, their job satisfaction, operational experiences, and their expectations of the National Director of Public Prosecutions (NDPP). The current survey also aimed to compare progress made in the past year to address certain issues identified in the 2019 survey.

Methodology

The survey tool was disseminated directly via email. A link to the survey was also shared to ensure greater access. The response rate for the survey was 24.3%, a 5% reduction since 2019. The higher 2019 response rate may be owing to greater curiosity, as this was the first such study of the NPA. Another consideration is that the second survey followed too soon, as staff still await the implementation of their 2019 suggestions. Equipment constraints may have played a role in both surveys. This was compounded in 2020 by widespread load-shedding, as well as the emergence of the COVID-19 pandemic during the second half of the survey period and the resultant lockdown at the end of March. The length of the survey likely also had a negative impact on the completion rate.

Despite these limitations, the 2020 survey yielded greater representation at the lower court level, as almost a quarter (23%) of respondents were from district courts. This is more than double the percentage in 2019, when only 11% of respondents were from the district courts. Therefore, nearly half (47%) of respondents were from the lower courts (district and regional) compared to only a third (32%) in 2019.

General staff satisfaction

Nine in 10 respondents believed their job made a positive difference in the lives of others. Three-quarters felt that their work gave them a feeling of personal accomplishment. Similarly, three-quarters were satisfied with their jobs overall. Nearly a third (64%) hoped to still be working for the NPA in two years' time. More than half felt they were satisfied with their overall compensation and a further half felt valued for the work they do. These satisfaction levels represent a 2%–8% improvement on the 2019 satisfaction levels. For example, the general level of job satisfaction increased by 7% between 2019 and 2020.

A new section, exploring **unfair labour practices**, was included in the 2020 survey. A slight majority (55%) indicated they were treated fairly at work, while just over one-third (35%) stated they were treated unfairly. These signs of discrimination were echoed in various thematic areas of the survey, and are indicative of an impediment to staff satisfaction.

More than a third (37%, down from 43% in 2019) of respondents stated that the lack of **promotion or career growth opportunities** was the most dissatisfying aspect of their job. The slight 6% drop may be the result of the commencement of the filling of vacancies in the organisation. The second most dissatisfying aspect was persistent **budgetary constraints** (28%), followed by a **lack of leadership or support from managers** (27%), **inadequate human resources** (too many vacancies) and **low staff morale** (26% and 24% respectively). The 3% increase in respondents mentioning budgetary constraints is surprising given the increase in budget allocated to the NPA by the National Treasury in late 2019. It may be that its effects are not yet apparent or that it is regarded as insufficient. Three in five lower court respondents indicated that a lack

of interdepartmental cooperation was undermining their effectiveness, followed by unattainable performance targets (mentioned by nearly half).

More than half (55%) felt that their work morale had improved compared to one year ago. More than a quarter (28%) disagreed with this statement, while 15% had a neutral response. Similarly, a combined 54% agreed that general staff morale had increased, a quarter (25%) disagreed and 16% remained neutral. This suggests that general perceptions are impacted by individual morale.

Perceptions of the NPA

Respondents felt largely positive about perceptions of the NPA. The vast majority of respondents (85%) believed that the NPA's work positively impacted people's lives, while nearly three-quarters felt proud to tell people they work for the NPA. In 2019 only half felt proud to be affiliated with the NPA. The increase of 23% could be attributed to the transparent appointment process of the current NDPP and commitments to pursue justice in the aftermath of grand corruption and state capture.

Positive sentiment about addressing internal corruption has increased since the previous survey cycle. More than half (57%) felt that the NPA and its senior leadership treated allegations of **fraud and corruption** by NPA staff with the necessary seriousness, compared to only a third (33%) in 2019, signifying an increase of 24%. However, it is concerning that 43% – or two in five – did not believe the NPA's senior leadership treated allegation of fraud and corruption by staff seriously.

A new addition to the 2020 survey was the question whether respondents agreed that the NPA and its senior leadership treated allegations of **unfair labour practices**, including discrimination in the workplace, with the necessary seriousness. Concerningly, 41% agreed that this was the case, with 19% neither agreeing nor disagreeing, and 30% disagreeing.

Perceptions of the NPA's strategy and its values

Training and development seems to be a top priority with two in five respondents (42%) indicating the need for the NPA to provide constant training and re-skilling opportunities for prosecutors. Furthermore, over one-third (36%) noted the need for improved development opportunities for all staff. These two priorities combined highlight the need to prioritise training and development opportunities.

A further two in five respondents (41%) highlighted the challenges a constrained budget or inadequate resources posed to the operational effectiveness of prosecutors and support staff, and therefore the need to further prioritise budget constraints to enhance NPA performance and accomplish its mission. The perceived need for bigger budget allocations may be difficult to address in the current economic climate, hence the need to focus on effective resource allocation rather than an improved budget.

In order to enhance performance, two in five respondents (40%) noted the need to set achievable targets and performance indicators. This was closely followed by 38% of respondents highlighting the need for a zero-tolerance approach to unethical conduct.

There was limited agreement on statements relating to **ethics and integrity**. The strongest levels of agreement, by nearly half of respondents, were with the statement that staff members were held accountable if they were caught violating the NPA's ethical standards of honest and responsible conduct. Concerningly, 20% gave a neutral response and one-third (31%) disagreed with the statement.

Fewer than half (45%) felt that NPA staff took personal responsibility for their decisions and actions, with a sizeable minority (31%) disagreeing with this statement. Similarly, only 42% strongly or somewhat agreed that NPA staff could report unethical behaviour and practices without fear of retaliation. Over a third (34%) held an opposing viewpoint, with a fifth (20%) neither agreeing nor disagreeing.

A quarter of respondents (25%) neither agreed nor disagreed that staff who were honest and responsible were the ones who got ahead at the NPA. Only a third (34%) agreed with this statement. These sentiments could be reflective of a culture of fear and impunity.

Expectations of the NDPP

The majority of respondents (a combined 88%, compared to 92% in 2019) agreed (80% strongly) that the NDPP should take a 'zero tolerance' approach to unethical and corrupt staff. A very small percentage of respondents strongly or somewhat disagreed with this statement (2% each).

In the 2019 survey, 91% agreed that the NDPP *must* act firmly to revitalise the NPA even if this meant disrupting a 'business as usual' approach to managing the NPA. In 2020 only 71% agreed that the NDPP has acted firmly to revitalise the NPA (even if it disrupts a 'business as usual' approach).

Aligned with measuring current expectations, the 2020 survey asked whether the 'NDPP has met the expectations I had of her since assuming office in early 2019'. A total of 70% of respondents agreed that the NDPP had met their expectations. This is a clear majority, although 14% remained neutral. Some 13% disagreed with this statement.

Three-quarters were satisfied with the NDPP's actions in terms of addressing budget constraints. Nearly two-thirds were satisfied with the NDPP's actions relating to the recruitment and promotion of staff. Efforts are underway to address staff vacancies and therefore the effects may not yet be apparent.

Fewer than half (43%) were satisfied with the NDPP's actions relating to the improvement of staff safety and wellness, with 28% indicating they were neither satisfied nor dissatisfied with such efforts.

Two-thirds (65%) were satisfied with the NDPP's actions regarding the recruitment and promotion of staff. The majority (53%) were satisfied with the NDPP's actions in terms of the recognition of hard work. Nearly two-fifths (38%) were satisfied with the actions relating to improving salaries, with 29% neither satisfied nor dissatisfied.

The majority of respondents (62%) were satisfied with the NDPP's actions to ensure the NPA's independence and 56% were satisfied with actions taken to combat corruption. However, fewer than half (49%) were satisfied with actions taken to prosecute corrupt staff, highlighting a measure of impatience with these processes. For all responses, minorities (between 33% and 39%) were either dissatisfied or unsure whether they were satisfied or not.

Staff health and wellness

An assessment of **health and wellness** issues shows that more than half (52%) identified work-related stress, while 38% noted the related issue of unreasonably high workloads. One in five (21%) felt that they faced a hostile workplace. These three issues are directly linked to the workplace and should be addressed by the NPA leadership and managers.

One in five has been experiencing psychological problems, followed by 15% experiencing financial problems, and 14% each experiencing physical health-related problems or family/relationship problems.

Half of respondents (51%) felt that they required physical wellness promotion. Slightly fewer than half (45%) required health screening services, followed by 44% requiring health and wellness lifestyle workshops and 35% requiring information on health and wellness.

More than a third (36%) required critical incident stress debriefing and 28% required face-to-face counselling. A quarter (25%) indicated the need for psychosocial support, followed by 22% requiring a confidential toll-free helpline and 9% telephonic counselling.

It is clear that these are critical services needed by a large proportion of NPA staff, with more than half of respondents indicating the need for some measure of support. It is important that access to, and the quality of, these services are prioritised by the NPA.

Conclusion

The survey findings show that specific priority areas require further interrogation through more targeted research. Many of the identified priorities may already be in the process of being addressed. However, it is

always important to stay in touch with the needs and perceptions of the staff at all levels in the organisation. For instance, the survey's findings may no longer be as relevant as they were prior to the COVID-19 pandemic.

The current status quo provides an opportunity for introspection and for tasks and roles to be reimagined. The key strengths and challenges identified could be used to recommend innovative action in the short, medium and long term.

It is suggested that the priorities identified in the findings be referred to the relevant departments or units. These departments need to draft improvement plans, which in this case means recommendations and suggestions on how best to address these priorities.

The recommendations can also be the subject of focus groups or targeted surveys in order to develop evidence-based improvement plans, which stipulate how they are going to implement these recommendations. These departments are required to monitor the implementation of the improvement plans and report progress to the NPA EXCO or a relevant team or group on a quarterly or bi-annual basis.

Acronyms and abbreviations

| | |
|-------------------|----------------------------------------------------------|
| AFU | Asset Forfeiture Unit |
| DoJ&CD | Department of Justice and Constitutional Development |
| DPP | Director of Public Prosecutions |
| ID | Investigating Directorate |
| IMU | Integrity Management Unit |
| IPSO | Innovation and Policy Support Office |
| ISM | Information and Systems Management |
| ISS | Institute for Security Studies |
| LAD | Legal Affairs Division |
| MMS | Middle Management Service |
| NDPP | National Director of Public Prosecutions |
| NPA | National Prosecuting Authority |
| NPS | National Prosecutions Service |
| OCC | Organised Crime Component |
| ONDPP | Office of the National Director of Public Prosecutions |
| OWP | Office for Witness Protection |
| PCLU | Priority Crimes Litigation Unit |
| PDA | Protected Disclosures Act, No. 26 of 2000 |
| SCCU | Specialised Commercial Crimes Unit |
| SMO | Strategy Management Office |
| SOCA | Sexual Offences and Community Affairs |
| STU | Special Tax Unit |
| VGM | Victoria and Griffiths Mxenge building (NPA head office) |

Findings

Introduction

This report provides an overview of the key findings from the National Prosecuting Authority's (NPA) all-staff survey conducted by the Institute for Security Studies (ISS) between 3 March and 3 April 2020.

The ISS is an African non-profit organisation with offices in South Africa, Kenya, Ethiopia and Senegal. The ISS' vision is for Africa to achieve its potential as a peaceful and prosperous continent for all its people. The mission of the ISS is to be the leading organisation in Africa for informing the public and decision makers' understanding about human security challenges, developing appropriate policies, and building sustainable capacity to respond effectively. The ISS' work covers transnational crimes, migration, maritime security and development, peacekeeping, peacebuilding, crime prevention and criminal justice, and the analysis of conflict and governance.

The ISS fulfils its mission through:

- Authoritative and independent research and analysis
- Strategic convening of key stakeholders
- Tailored policy advice and technical support
- Sustainable training and capacity building

Methodology

The ISS embarked on an online survey targeting all staff members of the NPA using SurveyMonkey.com software. The methodology was finalised in consultation with an NPA reference team consisting of senior members of various components within the NPA.

The final survey instrument is contained in Annexure 1. Martin Schönteich of the NPA's Innovation and Policy Support Office (IPSO) was the lead researcher responsible for the content design of the questionnaire. The draft instrument was circulated to an NPA staff survey reference team and the National Director of Public Prosecutions (NDPP) for comment.

Before dissemination, the final questionnaire was piloted among the reference team and selected Eastern Cape and Gauteng-based prosecutors. Based on the feedback, some of the questions were adjusted to promote clarity and brevity.

The survey was disseminated to 6 071 email addresses of full-time NPA personnel on record in March 2020 and the email addresses used for the 2019 survey. Some staff members had both NPA and Department of Justice and Constitutional Development (DoJ&CD) email addresses, accounting for the additional email addresses. At the time of the survey the NPA had 4 198 full-time employees.

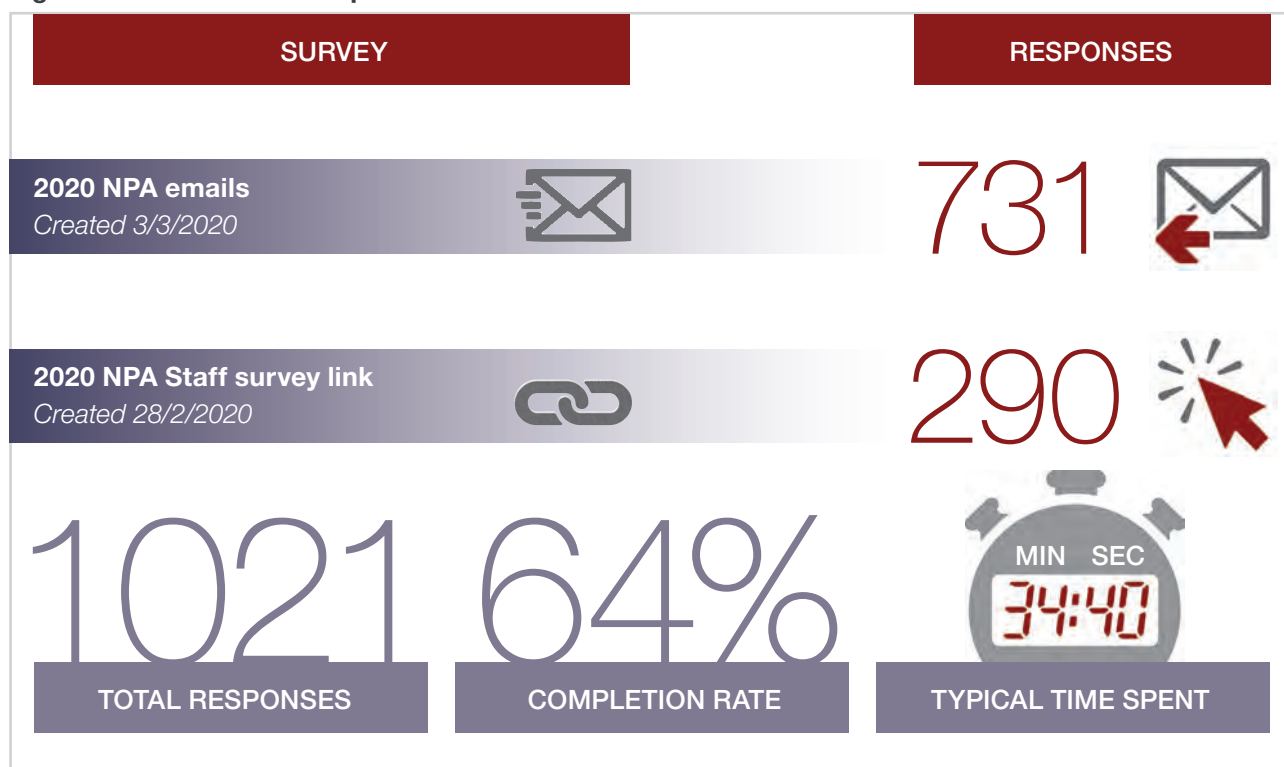
A total of 1021 responses were received, 731 or 72% responding to the emails sent out. Because of Internet connectivity or access challenges, 290 or 28% of responses were finalised via a hyperlink to the survey rather than the emails sent out. The NPA's IT and Helpdesk staff played an important role in ensuring that those who were willing to complete the survey were assisted in doing so.

The NPA research unit asked that a health and wellness section be included in the survey. The survey length was longer than an average survey of this kind. The original deadline was set as 20 March, but it was

subsequently extended to 3 April to allow for more responses. In addition to connectivity issues, load-shedding and social restrictions owing to the COVID-19 pandemic also played a role in the lower-than-expected response rate.

A breakdown of the statistics around the data collection process is contained in Figure 1.

Figure 1: Breakdown of response rates



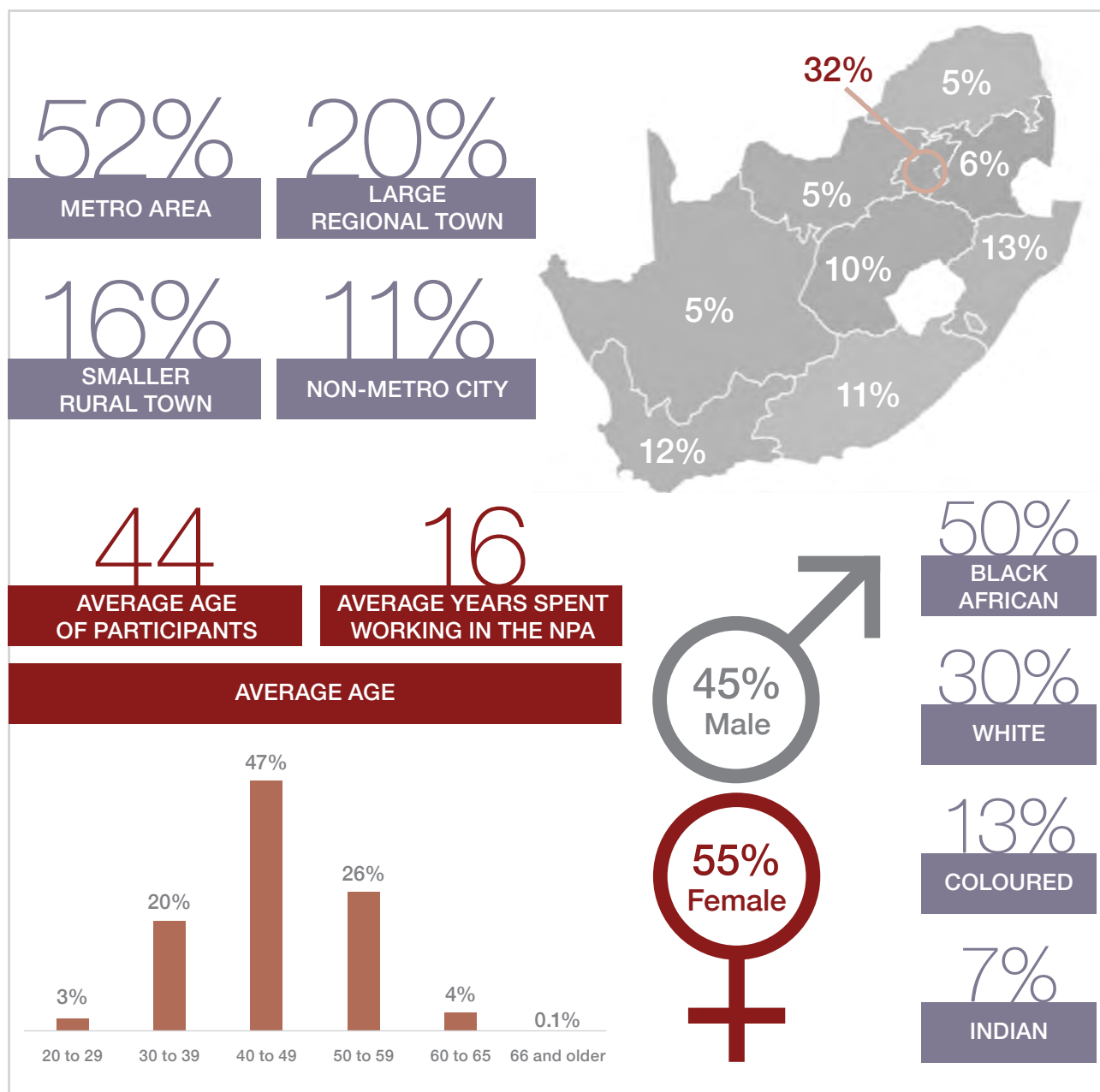
Nearly one in four staff members (or 1 021 persons) participated in the survey. This is nearly a quarter (24.3%) of the staff component, based on the figures supplied by the NPA of 4 198 filled posts as at March 2020. The response rate for 2019 was 29.6%, with 1 305 participants. The higher response rate in 2019 may be owing to increased curiosity, as this was the first such study in the history of the NPA. Another consideration is that the second survey followed too soon, as staff are still waiting for their 2019 suggestions to be implemented. Of those who participated in the survey, 64% (or 652) completed each question. Equipment constraints may have played a role in both surveys. The length of the survey (time spent on average – completed or not – was almost 35 minutes) likely had a negative impact on the completion rate.

In 2019 the survey was disseminated to fewer email addresses (4 673). From this, however, more staff completed the survey (1 305) compared to 2020's participation rate (1 021). The staff complement between 2019 and 2020 decreased by 210 persons, i.e. 4 408 staff in 2019 and 4 198 in 2020. In 2019, 79% of respondents completed the full survey. There was thus a 15% decrease in the survey completion rate. The average completion time in 2019 was 20 minutes, compared to 34 minutes in 2020. This could have contributed to the 15% reduction in survey completion seen between 2019 and 2020.

Demographics of respondents

The first section of the survey asked basic demographic questions of the survey respondents. The figures below give an overview of the demographics of the 1 021 people who participated in the survey. Similar to 2019, 55% were women, 50% black, and 47% aged between 40 and 49 years. The average number of years worked at the NPA was 16 years, with almost three-quarters having worked for the NPA for 11 years and longer.

Figure 2: Respondents' gender, age, population group and average years at the NPA, province and location type

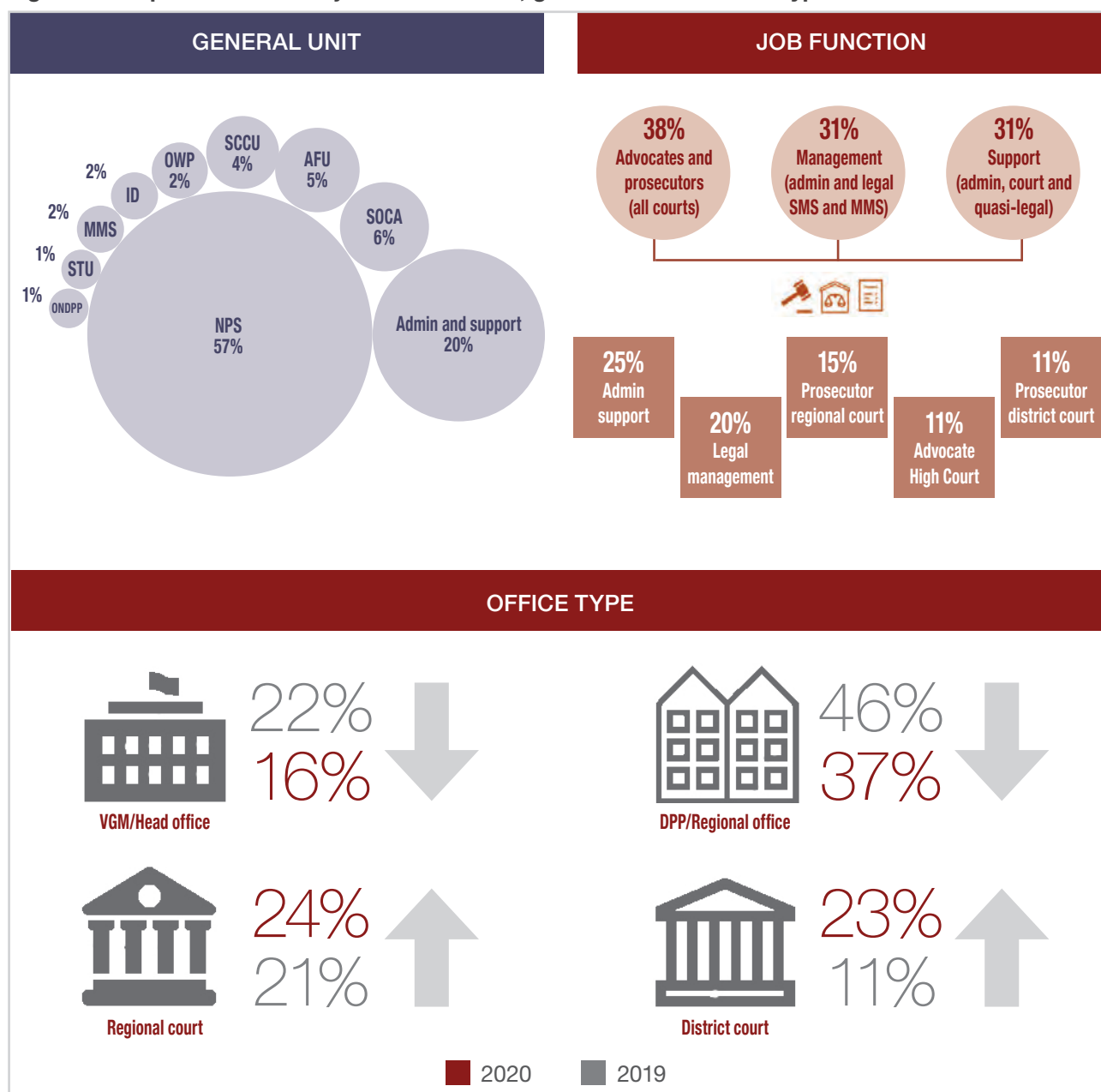


2020 NPA staff establishment figures

The participation reflects similar trends as the actual NPA March 2020 establishment figures, showing that 52% are female, and 47% of employees are in the 40–49 age bracket. The average age of respondents is 44, with women averaging 42 years and men 45 years. With regard to race, 64% of employees are black, 11% coloured, 6% Indian and 19% white.

A third of respondents (32%) live in Gauteng, 13% in KwaZulu-Natal and 12% in the Western Cape. One in ten (11%) live in the Eastern Cape, 10% in the Free State, and 6% in Mpumalanga. The remainder are from the Northern Cape, the North West Province and Limpopo (5% each). Over half of respondents (52%, compared to 61% in 2019) work in metro areas, 20% in large regional towns, 16.5% in smaller rural towns and 11.5% in non-metro cities.

Figure 3: Respondents' broad job classification, general unit and office type



More than half of respondents (57%) were from the National Prosecutions Service (NPS), and a fifth (20%) from admin and support services, followed by the Sexual Offences and Community Affairs (SOCA) Unit (6%), the Asset Forfeiture Unit (AFU) (5%) and the Specialised Commercial Crimes Unit (SCCU) (4%). Two percent were from the Office for Witness Protection (OWP), a further 2% from Investigations/ID and another 2% from the Middle Management Service (MMS) level. All units were represented, although only 1% each were from the Special Tax Unit (STU) and the Office of the National Director of Public Prosecutions (ONDPP). Fewer than 1% of respondents were from Organised Crime Component (OCC), Integrity Management Unit (IMU), Information and Systems Management (ISM), Strategy Management Office (SMO), Legal Affairs Division (LAD) or the Priority Crimes Litigation Unit (PCLU).

Nearly two in five respondents (38%) classified themselves as prosecuting staff in the high court (11%), regional court (15%) or district court (11%). A quarter (25%) were administrative support staff, followed by middle legal management (20%), administrative management (6%), senior legal management (5%) and court support staff (4%). Two percent were quasi-judicial/legal support such as investigators and 1% noted that they fell outside these categories. This last group were mainly aspirant prosecutors or case managers.

With regard to office type, 37% (as opposed to 46% in 2019) were from the DPPs or regional offices and 16% (compared to 22% in 2019) from the Victoria and Griffiths Mxenge building ([VGM] head office) in Gauteng. One-quarter (24%, compared to 21% in 2019) were from the regional courts.

Almost a quarter (23%) were from district courts. This represents more than double the percentage in 2019, when only 11% of respondents were from the district courts. Therefore, nearly half (47%) of the respondents were from the lower courts compared to only a third (32%) in 2019.

According to March 2020 NPA staff figures, 79% of staff are employed in the NPS, 7% in corporate services, 4% in SOCA, 3% in the AFU, and the remainder in the other business units. This means that the NPS is proportionally under-represented and corporate services over-represented in the survey responses.

Employee satisfaction

The section below gives an overview of job satisfaction among staff at the NPA. This section shows general satisfaction with overall job purpose, but highlights the need for more regular acknowledgement and appreciation of excellence. Many respondents noted a lack of leadership or support from managers as the least satisfying element of their job.

General level of satisfaction

Respondents were asked to indicate on a five-point scale whether they were satisfied with different statements in respect of their jobs. The options were strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree, or strongly agree. They could also indicate if they did not know.

For analytical purposes, each response was given a score to calculate an average weighted score for each statement. This provides an overall score based on an assessment of the strength of all the responses per statement. The disagreements were given a negative score based on the intensity of disagreement (strongly disagree = -2, somewhat disagree = -1), a neutral or 'do not know' response was given a zero score, and any agreement response a positive score, based on intensity (somewhat agree = +1; strongly agree = +2).

Negative scores represent overall negative sentiments and positive scores positive sentiments. The higher a positive score, the more positive the overall sentiments. The lower any negative score, the lower the overall sentiments (see Figure 5).

Figure 4: Level of agreement with employee satisfaction statements (%)

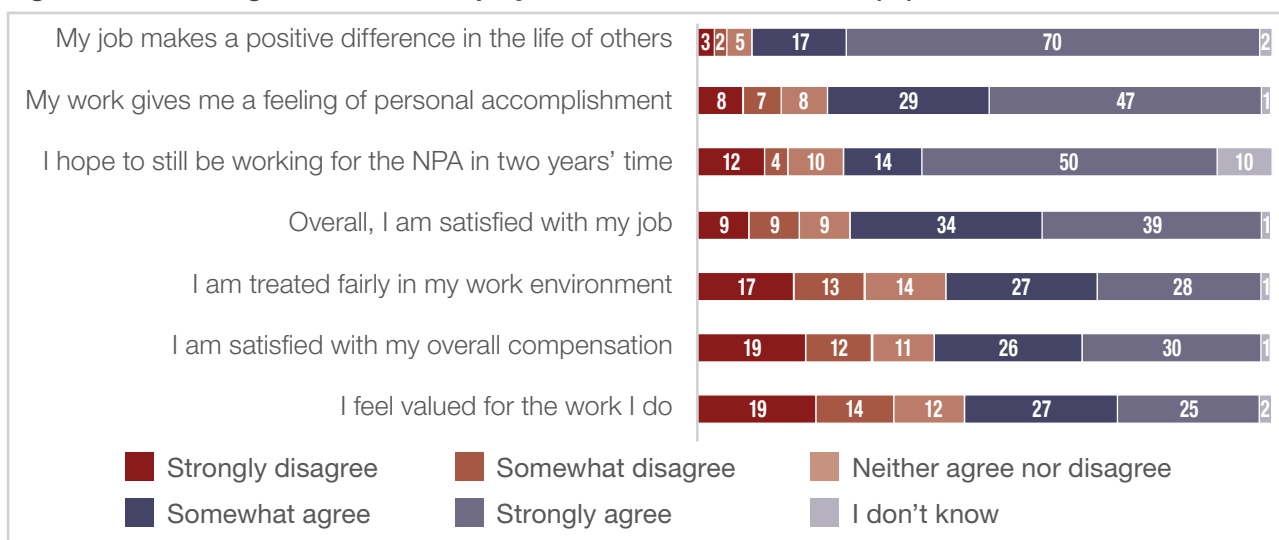


Figure 4 indicates that respondents felt largely positive about statements in respect of their jobs. Each statement is represented from the most positive overall responses to the least positive. The 2020 respondents were generally more positive than those in 2019.

The overwhelming majority of respondents (a combined 87%, compared to 85% in 2019) felt that their job made a positive difference in the lives of others. Most (70%) strongly agreed and 17% somewhat agreed that their job made a difference in the lives of others.

A further 76% (compared to 70% in 2019) somewhat agreed or strongly agreed that their work gave them a feeling of personal accomplishment. Three in five (64%) hoped to still be working for the NPA in two years' time (14% somewhat agreed and 50% strongly agreed), while a similar percentage (60%) gave a positive response in 2019.

Overall, 73% (compared to 66% in 2019) were satisfied with their jobs, with 39% strongly agreeing and 34% somewhat agreeing. Just over half (55%) were satisfied that they were treated fairly in their work environment (27% somewhat agreed and 28% strongly agreed). This question was introduced in 2020. The implication is that over a third (35%) did not feel they were treated fairly in their work environment.

A total of 56% felt they were satisfied with their overall compensation (compared to 52% in 2019), with 30% strongly agreeing and 26% somewhat agreeing. A further half (52%) felt valued for the work they do (compared to 44% in 2019), while 27% somewhat agreed and 25% strongly agreed they were valued for the work they do.

Figure 5: Overall level of agreement with job satisfaction statements (weighted average)

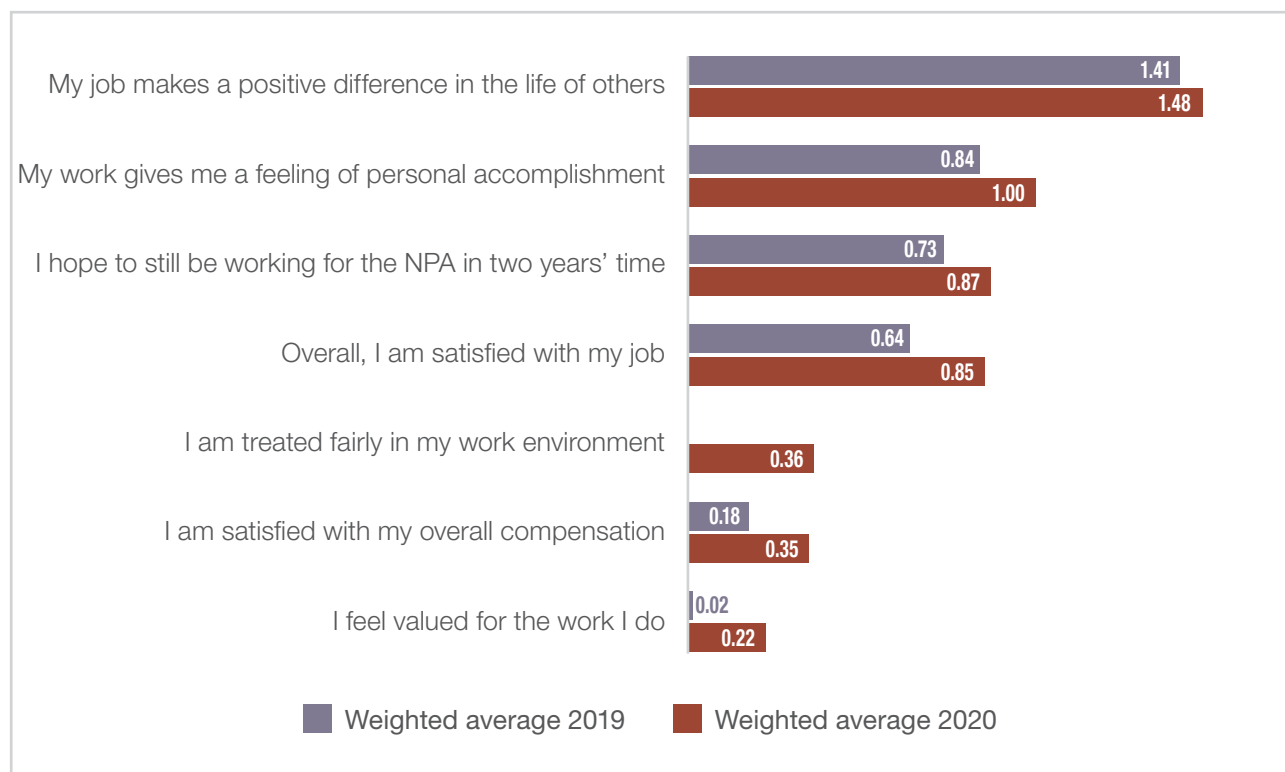


Figure 5 shows the weighted averages for each statement. The higher the score the more positive the average perception is. The first statement ('my job makes a positive difference in the life of others') had an overall score of between one and two (i.e. between somewhat and strongly agree).

The next three statements had an overall weighted score close to one (between 0.85 and 1.00). These include 'my work gives me a feeling of personal accomplishment', 'I hope to still be working for the NPA in 2 years' time' and 'overall, I am satisfied in my job'. These scores of one or nearly one equate to an overall 'somewhat agree' score.

Statements related to satisfaction with treatment, with compensation and with feeling valued had an average score close to zero. This is similar to a neutral (neither agree nor disagree option) as it is closer to zero than to one.

The above shows that of these statements, compensation and feeling valued were the least satisfying statements of respondents' job satisfaction, with 'making a difference' being the most positive. When comparing the 2020 responses to those in 2019, the 2020 responses are slightly more positive than in 2019 for each of the statements.

Figure 6: Overall level of agreement with job satisfaction statements for lower courts (weighted average)

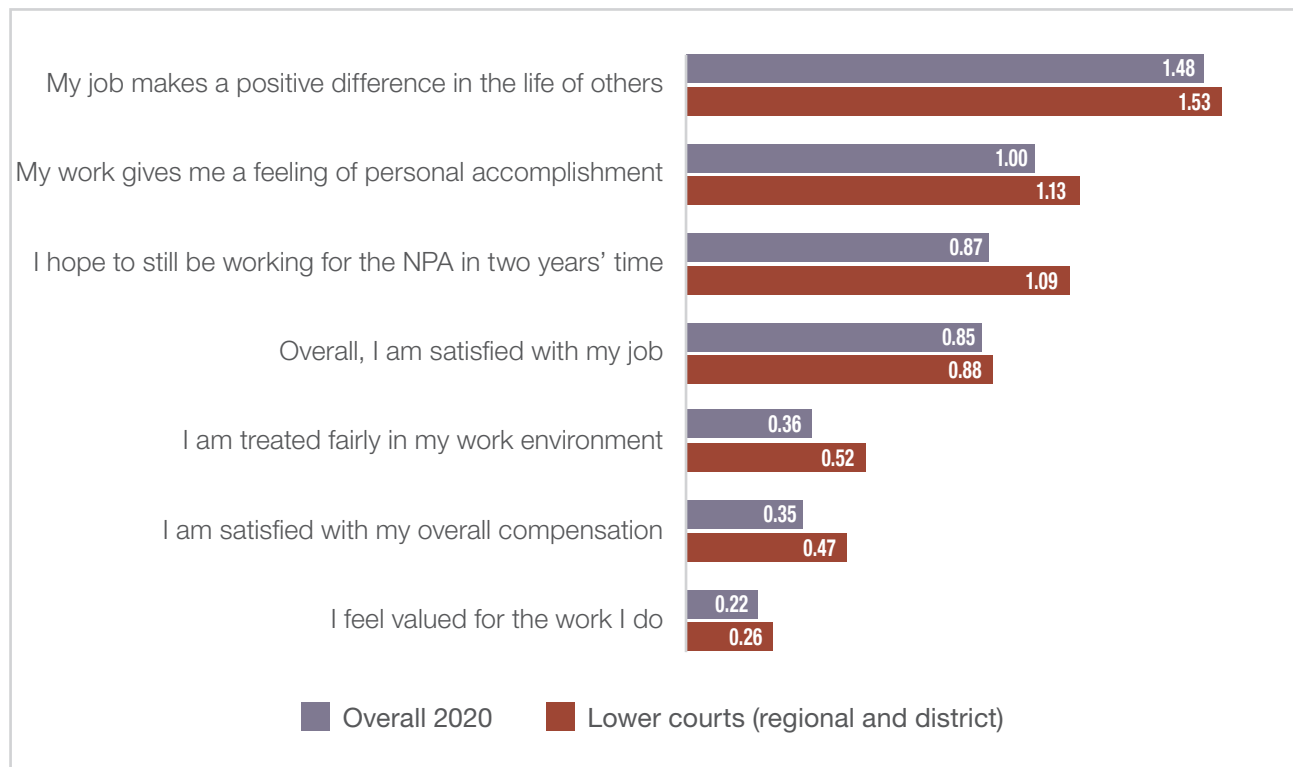


Figure 6 illustrates the weighted average level of satisfaction for NPA employees based at the lower courts. As illustrated, NPA staff in the lower courts had a similar level of agreement as all respondents in terms of believing their job made a positive difference in the lives of others.

More lower court staff hoped to still be working for the NPA in two years' time (weighted average of 1.09) than the overall respondents (an average weighted score of 0.87). Further, lower court staff had a similar level of agreement as respondents overall with the statement that their job gave them a sense of accomplishment. Lower court staff gave a low but positive indication that they were satisfied with their jobs (0.88).

Lower court respondents also had similar but slightly higher scores for the statement about satisfaction with their compensation (weighted average of 0.47) when compared to the average respondent score (0.35).

Lower court staff, similar to overall responses, were less positive about being valued for the work they do (0.26). This was slightly higher than the overall score for all survey respondents (0.22).

Figure 6 shows that lower court staff were consistently more positive than survey respondents overall. In addition, the 2020 survey respondents were generally more positive when compared to the 2019 survey results. While most respondents agreed that their jobs make a positive difference in the lives of others and they did feel a sense of accomplishment for the work they do, they were less positive about their overall compensation and feeling valued for the work they do.

Table 1: Overall level of agreement with job satisfaction statements for various demographic groupings

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 | Overall 2019 |
|----------------------------------------------------------|-----------------------------------------|------------|------------|---------------|------------|------------|------------|------------------------------|----------------------------------------------|----------------------------------------|--------------|--------------|
| My job makes a positive difference in the life of others | 1.5 | 1.4 | 1.6 | 1.6 | 1.5 | 1.7 | 1.3 | 1.5 | 1.5 | 1.4 | 1.5 | 1.4 |
| My work gives me a feeling of personal accomplishment | 1.1 | 1.0 | 1.0 | 0.9 | 1.2 | 1.5 | 1.0 | 1.1 | 1.2 | 0.6 | 1.0 | 0.8 |
| I hope to still be working for the NPA in 2 years' time | 1.1 | 0.9 | 0.9 | 0.7 | 0.9 | 1.3 | 1.0 | 1.1 | 1.0 | 0.3 | 0.9 | 0.7 |
| Overall, I am satisfied in my job | 0.9 | 0.8 | 0.9 | 0.8 | 0.9 | 1.2 | 0.9 | 0.9 | 1.0 | 0.5 | 0.9 | 0.6 |
| I am treated fairly in my work environment | 0.5 | 0.3 | 0.5 | 0.4 | 0.3 | 0.3 | 0.3 | 0.4 | 0.5 | 0.2 | 0.4 | New |
| I am satisfied with my overall compensation | 0.5 | 0.3 | 0.5 | 0.0 | 0.3 | 0.8 | 0.8 | 0.6 | 0.8 | -0.3 | 0.4 | 0.2 |
| I feel valued for the work I do | 0.3 | 0.1 | 0.3 | 0.3 | 0.2 | 0.2 | 0.1 | 0.2 | 0.4 | 0.1 | 0.2 | 0.0 |
| Overall weighted average | 0.8 | 0.7 | 0.8 | 0.7 | 0.7 | 1.0 | 0.8 | 0.8 | 0.9 | 0.4 | 0.7 | 0.6 |
| Respondents who answered question | 420 | 495 | 415 | 437 | 115 | *65 | 283 | 341 | 289 | 267 | 910 | |
| Respondents who skipped question | 67 | 66 | 45 | 65 | 18 | 10 | 17 | 34 | 23 | 53 | 111 | |

* Sample too small to draw significant conclusions

**Highlighted blocks show relatively significant differences (>0.3 difference from overall average)

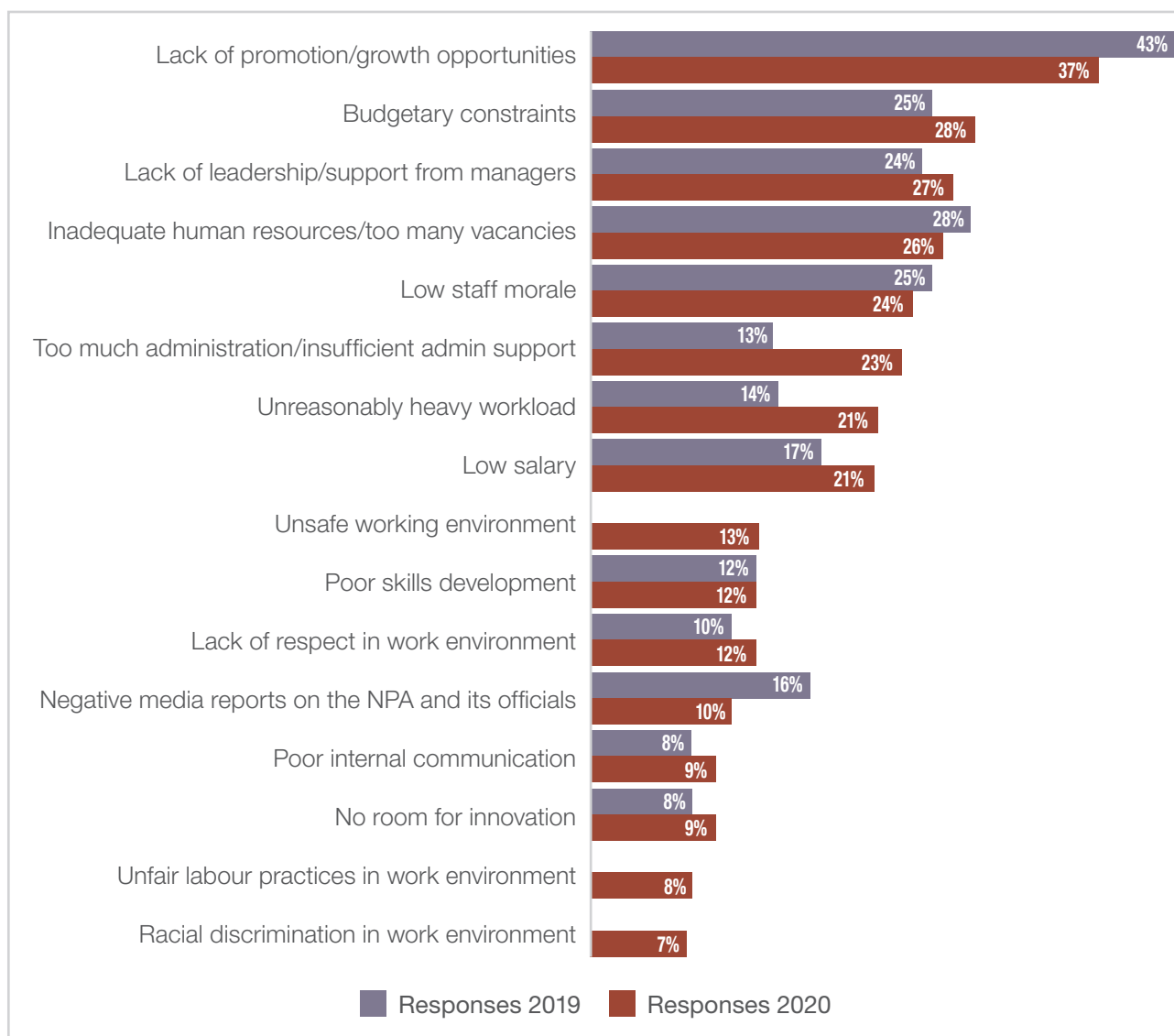
Table 1 compares the average weighted scores for various satisfaction statements between different demographic groups. Generally, male respondents were slightly more positive than female respondents. For example, female respondents had a 0.1 score and males a 0.3 score for feeling valued. These difference are statistically insignificant as the differences could be the result of the survey numbers rather than actual statistical differences. Significant differences are indicated by orange highlighted blocks, where differences of greater than 0.3 from the overall average were found (or more than 20% per value of one for each statement between -2 and 2).

Black respondents were less satisfied with their overall compensation, especially when compared to overall respondents (although it should be noted that the number of Indian respondents may be too small to draw significant conclusions). The most variation related to overall compensation, with support staff having an overall negative score of -0.3 compared to 0.4 overall. Support staff generally had significantly lower satisfaction scores than their legal or administrative counterparts for most of the statements, especially for the statement about a feeling of accomplishment (0.6 versus the overall score of 1.0 and 1.1 for legal staff and 1.2 for admin staff).

Least satisfying statements of job

Respondents were asked to identify the three least satisfying statements in respect of their job (see Figure 7).

Figure 7: Least satisfying job statements (2020 vs 2019)

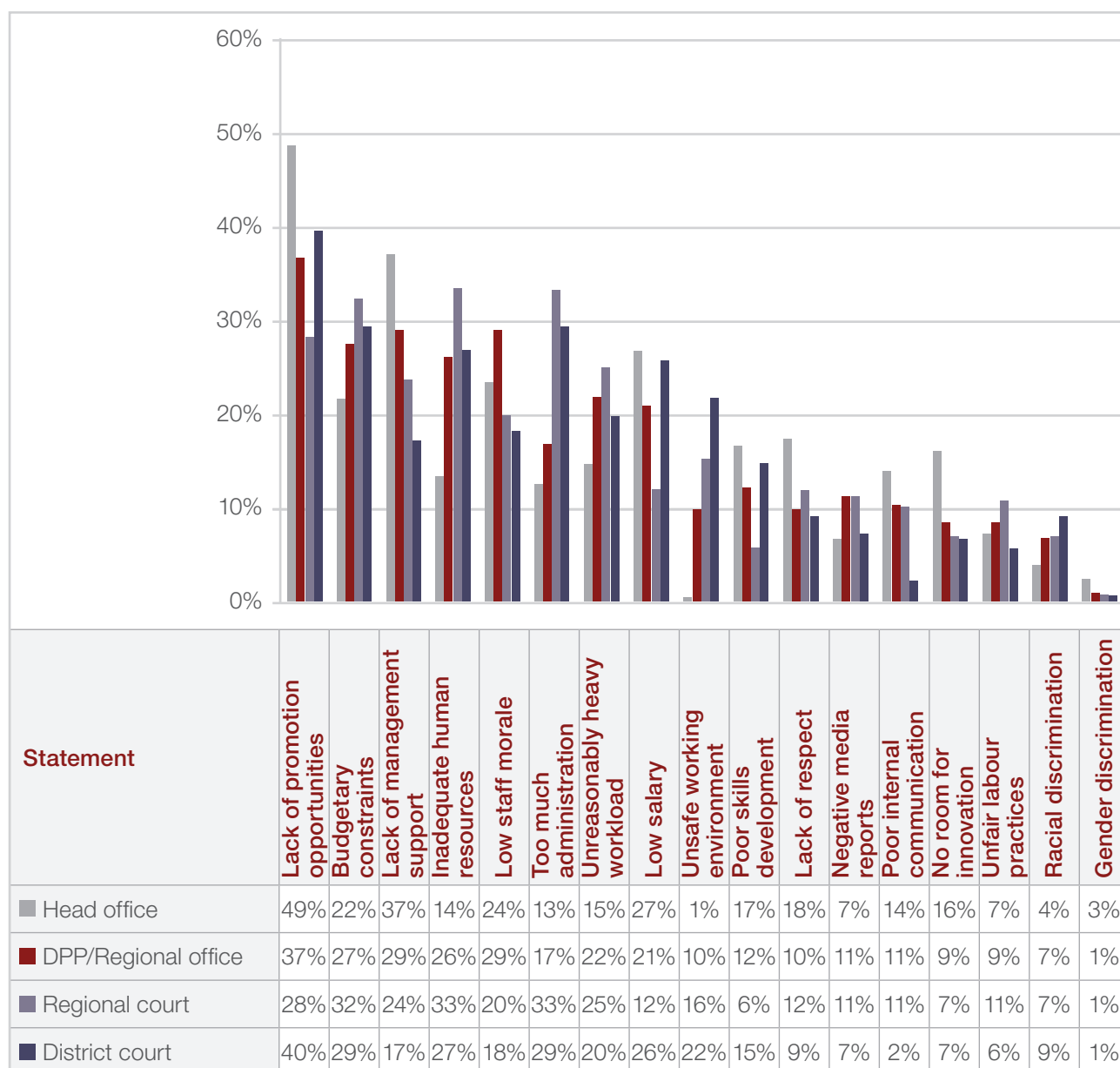


More than a third of respondents (37%, down from 43% in 2019) felt that the lack of promotion or career growth opportunities was the most dissatisfying aspect of their job. This was followed by persistent budgetary constraints (28%), lack of leadership or support from managers (27%), inadequate human resources/too many vacancies (26%), and low staff morale (25%). The lack of promotion opportunities saw a 6% decrease since 2019 and inadequate human resources a small 2% drop. This may be the result of the commencement of the filling of vacancies in the organisation.

There was an increase in respondents' listing workload and salaries, with mentions of too much administration increasing substantially – from 13% in 2019 to 23%. This is followed by respondents' mentioning unreasonably heavy workloads, increasing from 14% in 2019 to 21% in 2020, and low salaries, up from 17% in 2019 to 21% in 2020.

Unfair labour practices, racial discrimination and gender discrimination were new options included in the 2020 survey. Of these, unfair labour practices were selected by 8% of respondents, 7% noted racial discrimination and 1% reported gender discrimination.

Figure 8: Least satisfying job statements by office type



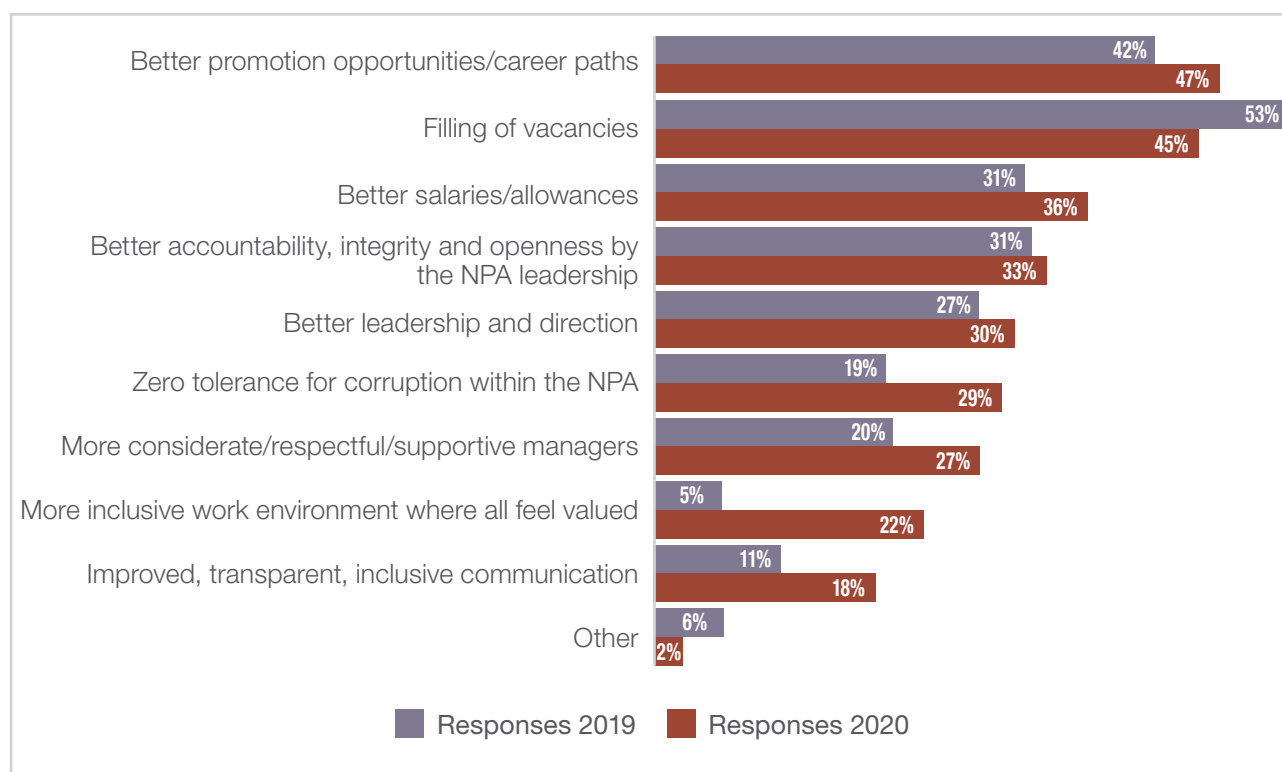
Significant differences were found by office type. For example, half of the respondents from head office felt that they lacked promotion or growth opportunities, compared to 40% at district courts, 37% in regional offices, and 28% at regional courts. Regional court respondents were concerned mainly with inadequate human resources and budgetary constraints.

No significant difference was noted along gender lines. Slightly more male respondents noted budget constraints (30% versus 26% of women) while female respondents (14% versus 10% of men) noted an unsafe work environment. Lack of promotional/growth opportunities was noted by nearly half of black respondents, compared to 42% of coloured respondents, 26% of Indian respondents and 24% of white respondents. Almost a third of black respondents (30%) noted low salaries, compared to 7% of white respondents. White respondents were more likely to note inadequate human resources (37%) or unreasonably heavy workload (30%) than black respondents (17% and 16% respectively).

Suggestions for improving job satisfaction

Respondents were asked for suggestions to improve their job satisfaction. The findings are contained in Figure 9.

Figure 9: Suggestions for improving job satisfaction (2020 vs 2019)



In keeping with the previous question on the least satisfying aspect of their work, 47% of the 2020 respondents noted the need for better promotional opportunities as the most prevalent suggestion for improving job satisfaction (compared to 42% in 2019). In 2019 more than half (53%) listed the need to fill vacancies as the main suggestion for improving their job satisfaction – this concern is slightly less important at 45% in 2020. The slight reduction may be the result of the recruitment drive within the organisation or simply that other concerns have gained priority.

More than a third (36%) wanted better salaries/allowances and 33% wanted greater accountability, integrity and openness in the NPA leadership. Almost a third (30%) wanted better leadership and direction, while 29% noted the need for zero tolerance for corruption within the NPA. One-third of respondents from the DPPs/regional offices and regional courts (32% each) noted the need for zero tolerance for corruption in the NPA, compared to 25% of district court or head office (24%) respondents.

The following managerial statements were mentioned by around a quarter of respondents:

- More considerate, respectful or supportive managers (27%)
- More inclusive environment where all feel valued (22%)
- Improved, transparent and inclusive communication (18%)

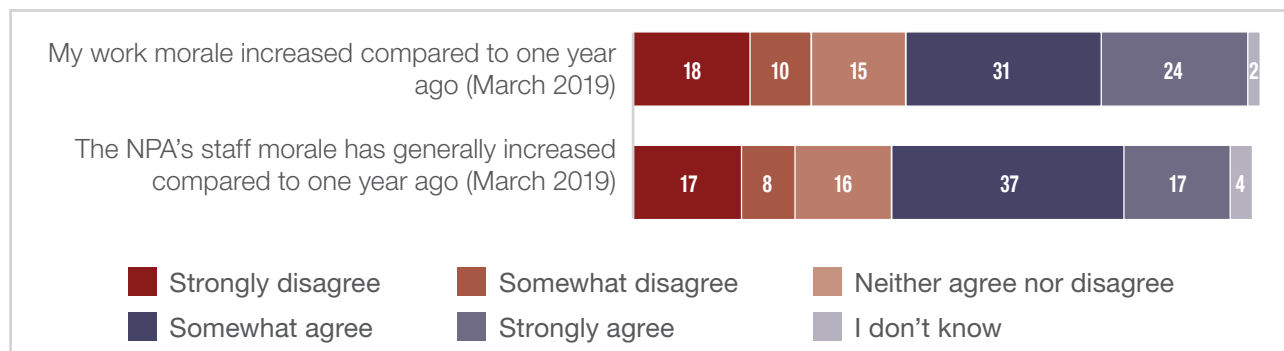
In 2019 one-third suggested budgetary increases, but this was not an issue in 2020. Since the NPA had managed to secure an additional budget from National Treasury after the 2019 survey, this was not asked in the 2020 survey.

Figure 9 also illustrates a significant shift in perception regarding what is needed to improve job satisfaction between 2019 and 2020. In 2019, 19% of respondents noted the need for zero tolerance for corruption in the NPA. In 2020, 29% of respondents noted the same – an increase of 53%. Similarly, the need for a more inclusive work environment increased exponentially, from 5% in 2019 to 22% in 2020. The need for more inclusive communication also shows an increase of 64% between 2019 (11%) and 2020 (18%). While the same major themes such as promotion opportunities, vacancies and salaries remained important in 2019 and 2020, it is important to note the changing sentiment around smaller themes noted above.

Staff morale

Respondents were asked to indicate on a five-point scale whether morale overall and for them personally had improved compared to one year ago (March 2019). The options were strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree and strongly agree. They could also note that they did not know. An explanation of the weighted average score is contained at the start of the job satisfaction section.

Figure 10: Level of agreement with collective and individual staff morale (%)



In Figure 10, the general and individual statements of work morale are represented. The majority of respondents (a combined 55%) felt that their work morale had improved in the past year while 15% felt neutral about this and a combined 28% disagreed with this statement.

Similarly, a combined 54% agreed that general staff morale had improved, with 16% remaining neutral and 25% disagreeing. It shows that general perceptions are impacted by individual morale.

Table 2: Overall level of agreement with job satisfaction statements for various demographic groupings

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 |
|--------------------------------------------------------------------------------------|--------------------------------------|--------|------|---------------|----------|--------|-------|---------------------------|----------------------------------------|-------------------------------------|--------------|
| My work morale increased compared to one year ago (March 2019) | 0.4 | 0.3 | 0.4 | 0.4 | 0.4 | 0.8 | 0.1 | 0.2 | 0.5 | 0.3 | 0.3 |
| The NPA's staff morale has generally increased compared to one year ago (March 2019) | 0.3 | 0.2 | 0.4 | 0.3 | 0.4 | 0.6 | 0.1 | 0.2 | 0.4 | 0.3 | 0.3 |
| Overall weighted average | 0.3 | 0.2 | 0.4 | 0.4 | 0.4 | 0.7 | 0.1 | 0.2 | 0.4 | 0.3 | 0.3 |
| Respondents who answered question | 420 | 495 | 415 | 437 | 115 | *65 | 283 | 341 | 289 | 267 | 910 |
| Respondents who skipped question | 67 | 66 | 45 | 65 | 18 | 10 | 17 | 34 | 23 | 53 | 111 |

* Sample too small to draw significant conclusions

**Highlighted blocks show relatively significant differences (>0.3 difference from overall average)

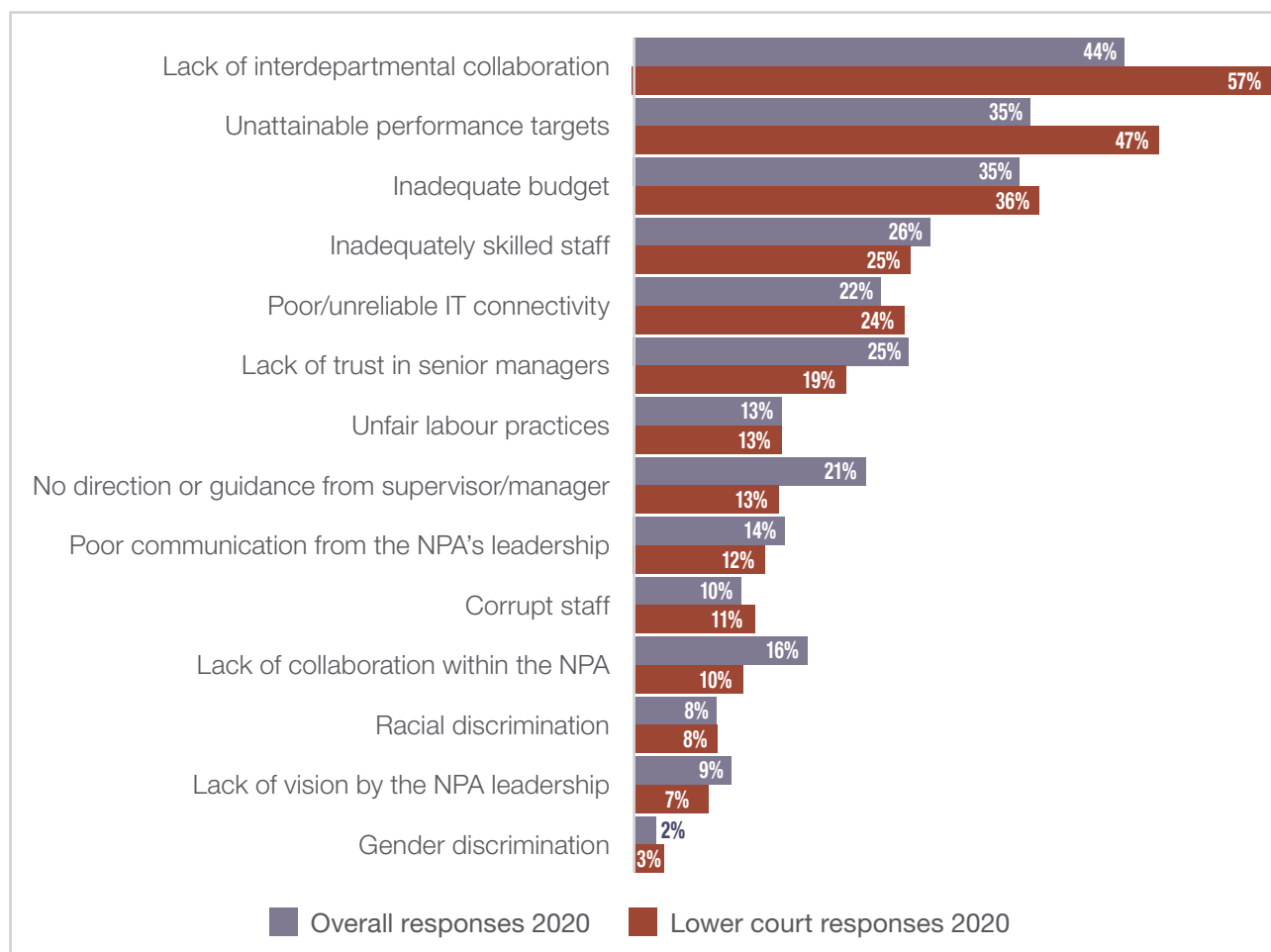
Table 2 shows the weighted averages for responses to each morale statement for the lower courts, as well as various demographic groups, compared to the overall respondent scores, which include those of the NPA head office and regional offices. The table shows that most statements received slightly higher scores from lower court respondents when compared to overall responses.

Other demographic statements such as gender and population group analyses showed no significant differences between groups. The higher scores for Indian respondents could be significant or statistically insignificant, because the sample for this group is too small to underpin meaningful conclusions. However, white respondents had consistently lower scores when compared to other population groups. The morale scores for admin and legal management were generally higher than for advocates and prosecutors.

Key factors undermining effectiveness

Respondents were asked to indicate three key factors undermining their effectiveness. They could select a maximum of three responses (see Figure 11).

Figure 11: Key factors undermining effectiveness



Overall, nearly half of respondents (44%) indicated that the lack of interdepartmental cooperation was undermining their effectiveness. This figure increased to 57% for lower court respondents. In 2019 around 40% of lower court respondents and prosecutors felt that the second-most-notable issue was a lack of collaboration across criminal justice system departments. This is in line with monthly and quarterly performance feedback by regions. In addition, respondents in lower courts noted that the key factors undermining lower court effectiveness were unrealistic performance targets (47%), inadequate budget (36%), inadequately skilled staff (25%) and poor or unreliable IT connectivity (24%).

Similar to 2019, one in 10 (11%) noted that corrupt staff undermined their effectiveness. Also similar to 2019, 8% of staff members noted racial discrimination and 3% gender discrimination. Albeit in small numbers, four times more female respondents reported gender discrimination than male respondents. Racial discrimination was fairly evenly spread between male and female respondents, as were unfair labour practices (15% for women and 12% for men). However, large differences were recorded along racial lines. One in 10 black respondents (9%) noted racial discrimination, compared to 8% of coloured, 6% of Indian and 5% of white respondents. Furthermore, 3% of black, 2% of Indian and white each and 1% of coloured respondents reported gender discrimination. Lastly, 15% of black respondents, 14% of Indian respondents, 13% of white respondents and 7% of coloured respondents noted unfair labour practices.

Perceptions of the NPA's reputation and credibility

This section gives an overview of general perceptions of the NPA. As in 2019, the majority of respondents (85%) agreed that the NPA's work positively impacted people's lives. Just under three-quarters (72%) agreed that they felt proud to tell people that they worked for the NPA. More than half (57%) felt that the NPA and its senior leadership treated allegations of fraud and corruption by NPA staff seriously, as opposed to only a third in 2019.

Perceptions of the NPA

Respondents were asked to indicate on a five-point scale whether they agreed with five statements regarding general perceptions of the NPA. Figure 12 illustrates the overall positive responses to four of the five statements.

Figure 12: Level of agreement with perceptions of the NPA (%)

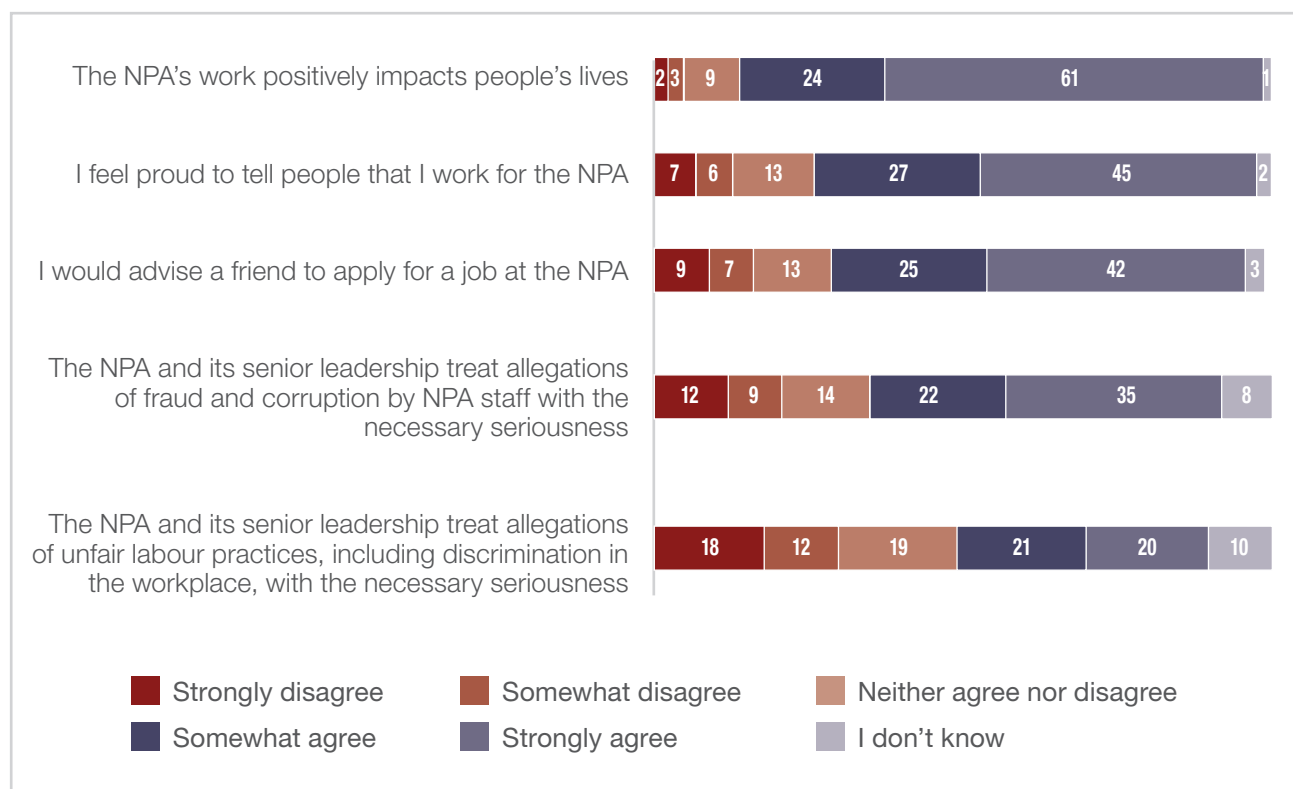


Figure 12 shows that respondents felt largely positive about perceptions of the NPA. Each statement is represented from the most positive overall responses to the least positive.

The overwhelming majority of respondents (a combined 85%) felt that the NPA's work positively impacted people's lives. Furthermore, 72% felt proud to tell people that they work for the NPA (45% strongly agreed and 27% somewhat agreed), as opposed to only 49% in 2019. Two-thirds (67%) would advise a friend to apply for a job at the NPA (with 42% strongly agreed and 25% somewhat agreed), compared to 49% in 2019.

More than half (57%) felt that the NPA and its senior leadership treated allegations of fraud and corruption by NPA staff with the necessary seriousness, compared to only a third (33%) in 2019. However, 43% (all remaining responses) or two in five did not believe that senior leadership treated such allegations seriously.

A new addition to the 2020 survey is the question whether respondents agreed that the NPA and its senior leadership treated allegations of unfair labour practices, including discrimination in the workplace, with the necessary seriousness. A total of 41% agreed that this was the case, with 19% neither agreeing nor disagreeing, and 30% disagreeing with the two statements.

Figure 13: Overall level of agreement with perceptions of the NPA (weighted average)

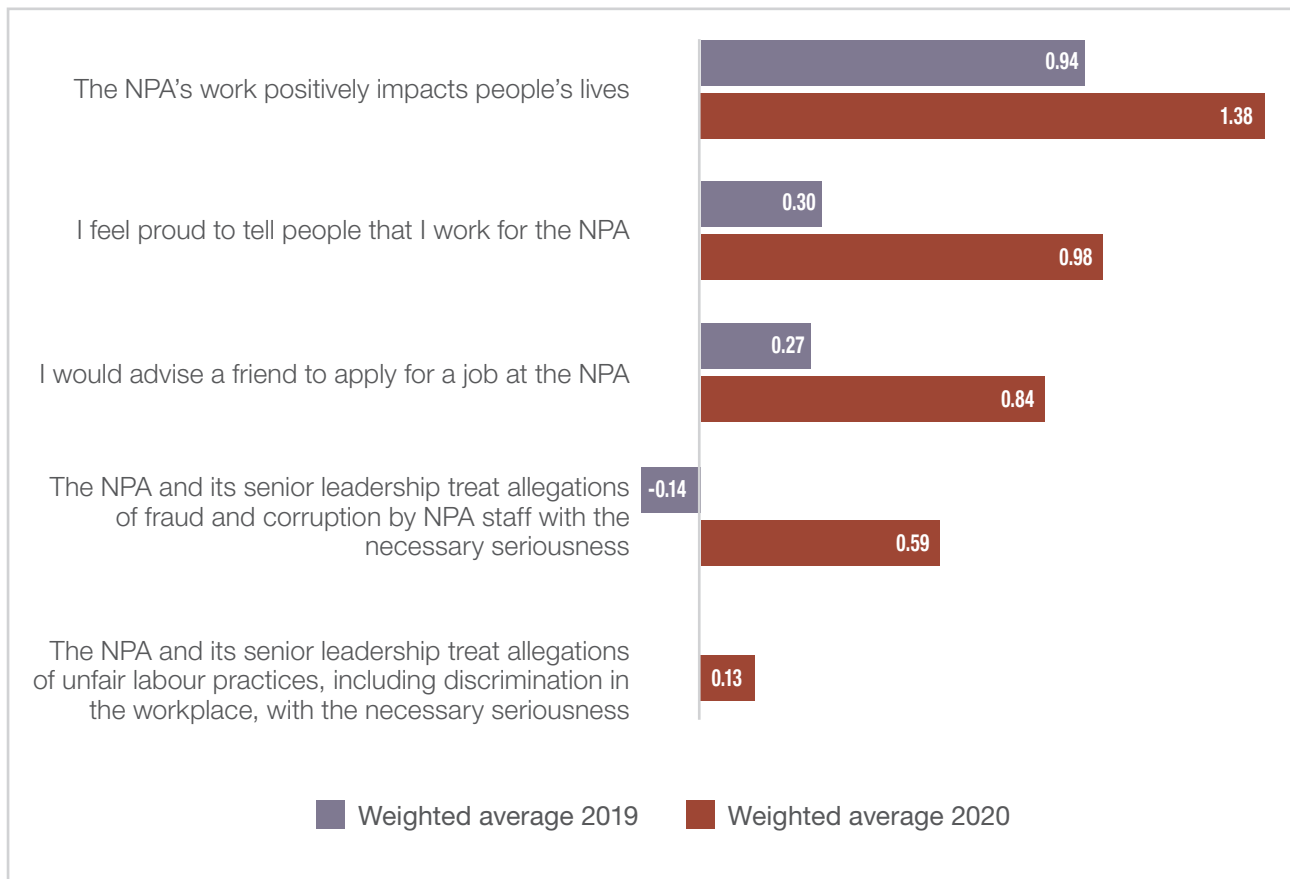


Figure 13 shows that perceptions of the NPA are more positive than in 2019, but that its reputation remains tainted.

In 2019 the second-last statement relating to allegations of fraud and corruption had a negative weighted average score (the lowest negative score is -2, indicating that all strongly disagree and the highest possible score is 2, if all strongly agree), showing that respondents had an overall negative perception of the seriousness with which senior leadership treated allegations of fraud and corruption by NPA staff. This score of 0.59 is now closer to 1.00 – a substantial improvement year on year. However, the weakest overall weighted average was for the new addition in the 2020 survey, with 0.13 for the statement that the NPA and its senior leadership treated allegations of unfair labour practices, including discrimination in the workplace, with the necessary seriousness.

Overall, lower positive weighted scores were recorded for the other statements in 2019, but substantial improvements were noted for 2020. The most positive statement remains that the NPA's work positively impacts people's lives, with a weighted score of over one (1.38 compared to 0.94 in 2019). Respondents are feeling prouder to tell people that they work for the NPA (0.98, as opposed to 0.30 in 2019) and are now more likely to advise a friend to apply for a job at the NPA (0.84, as opposed to 0.27 in 2019).

Table 3: Overall level of agreement with statements about perceptions of the NPA for various demographic groupings

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 | Overall 2019 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------|------------|---------------|------------|------------|------------|------------------------------|----------------------------------------------|----------------------------------------|--------------|--------------|
| The NPA's work positively impacts people's lives | 1.4 | 1.3 | 1.4 | 1.4 | 1.5 | 1.6 | 1.2 | 1.4 | 1.5 | 1.2 | 1.4 | 0.9 |
| I feel proud to tell people that I work for the NPA | 1.1 | 0.9 | 1.1 | 1.1 | 1.2 | 1.3 | 0.7 | 1.0 | 1.1 | 0.8 | 1.0 | 0.3 |
| I would advise a friend to apply for a job at the NPA | 1.0 | 0.7 | 1.0 | 0.9 | 1.1 | 1.0 | 0.5 | 0.8 | 1.0 | 0.7 | 0.8 | 0.3 |
| The NPA and its senior leadership treat allegations of fraud and corruption by NPA staff with the necessary seriousness | 0.7 | 0.5 | 0.7 | 0.7 | 0.8 | 0.5 | 0.4 | 0.6 | 0.7 | 0.5 | 0.6 | -0.1 |
| The NPA and its senior leadership treat allegations of unfair labour practices, including discrimination in the workplace, with the necessary seriousness | 0.2 | 0.0 | 0.3 | 0.2 | 0.1 | 0.1 | 0.1 | 0.0 | 0.3 | 0.1 | 0.1 | New |
| Overall weighted average | 0.8 | 0.7 | 0.8 | 0.8 | 0.9 | 0.9 | 0.6 | 0.8 | 0.9 | 0.6 | 0.8 | 0.3 |
| Respondents who answered question | 420 | 495 | 415 | 437 | 115 | *65 | 283 | 341 | 289 | 267 | 910 | |
| Respondents who skipped question | 67 | 66 | 45 | 65 | 18 | 10 | 17 | 34 | 23 | 53 | 111 | |

* Sample too small to draw significant conclusions

**Highlighted blocks show relatively significant differences (>0.3 difference from overall average)

The lower courts had very similar weighted averages to the overall respondents. No significant differences were found based on gender, while some differences were found between racial population groups. For example, white respondents were less likely to agree that they were proud to tell people that they work for the NPA (0.7 compared to an overall score of 1). Legal and admin managers were generally more positive than support staff.

Perceptions of the NPA's internal organisational culture

Respondents were asked to use one word to best describe the NPA's internal culture. The responses are contained in the word cloud in Figure 14. Words are categorised according to the most dominant themes from the survey findings in this section. The larger the word the more frequently it was mentioned by participants.

The 2020 survey sentiment illustrates a significant shift in perception of the NPA's internal culture. Most of respondents' perceptions were associated with *good, improving, driven* and *integrity*. However, negative associations such as *discrimination, fragmented, poor* and *hostile* were noted by a substantial number of respondents.

Respondents were asked to use one word to best describe the NPA's senior leadership. The responses are contained in the word cloud image in Figure 15. Words are categorised according to the most dominant themes from the survey findings in this section. The larger the word the more frequently it was mentioned by participants.

The findings from 2020 indicate a shift in perception of leadership. The most frequent theme was *absent*, followed closely by *improving*. While sentiments were still quite negative in 2020, more positive descriptors were used to describe leadership in 2020 than in 2019. These words were categorised under themes such as *good* and *driven*, yet negative sentiments of *discriminatory* and *clueless* persist.

Autocratic
Fair
Discriminatory
Non-existent
Chaotic
Bureaucratic
Accountable
Driven
Demoralised
Hostile
Confused
United
Integrity
Statistical
Justice
Lacking
Ineffective
Unclear
Professional
Disorganised
Corrupt
Effective
Satisfactory
Improving
Good
Fragmented

Driven

Motivating

Leadership

Fair

Good

Autocratic

Absent

Improving

Poor

None

Committed

Clueless

Selfish

Trying

Overwhelmed

Abusive

Strong

Competent

Excellent

Discriminatory

Untrustworthy

Professional

Lacking

Perceptions of NPA strategy and values

This section gives an overview of general perceptions of the NPA's strategy and values. Respondents were asked to name the top three priorities for the NPA to enhance its performance and accomplish its mission. They were also asked to indicate how to operationalise the NPA's four strategic values. Ongoing training, improved budget or resources and achievable targets and indicators had the most mentions. The responses are set out below.

Priorities to enhance performance

Respondents were asked to indicate what they believed to be the priorities to enhance the NPA's performance. Respondents were able to select up to three priorities. The findings are contained in Figure 16.

Figure 16: Priorities to enhance NPA performance and accomplish its mission



Training and development are top priorities with two in five respondents (42%), indicating the need for the NPA to provide constant training and re-skilling opportunities for prosecutors. Furthermore, over one-third (36%) noted the need for improved development opportunities for staff.

A further two in five respondents (41%) noted the challenges a constrained budget or inadequate resources posed to the operational effectiveness of prosecutors and support staff.

In order to further enhance performance, two in five respondents (40%) noted the need to set achievable targets and indicators. This was closely followed by 38% of respondents highlighting the need for a zero-tolerance approach to unethical conduct.

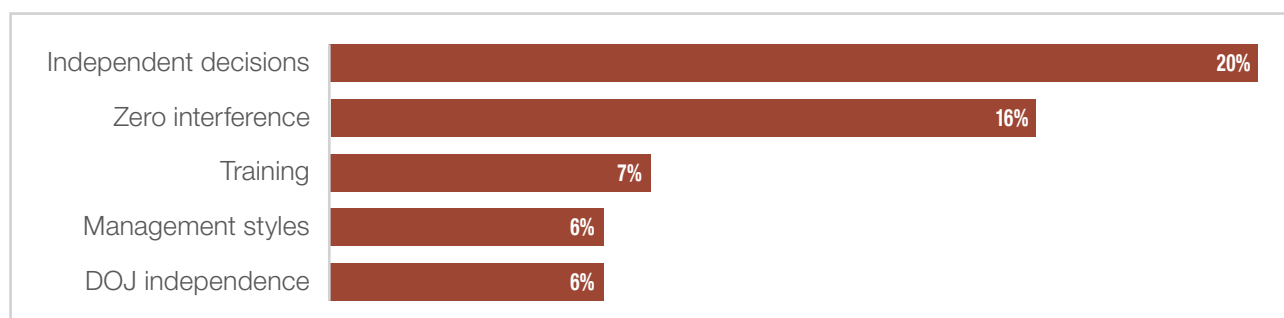
In 2019 the NPA introduced four strategic values to complement its vision of 'Justice in our society so that people can live in freedom and security'. These are 'independence', 'professionalism', 'accountability' and 'credibility' (IPAC). The section below explores what respondents suggest is the best way these strategic values can be operationalised and strengthened in daily routines and practices.

Suggestions on strengthening independence

Respondents were asked to suggest practical ways to operationalise and strengthen 'independence' in daily routines and practices (see Figure 17).

Similar to 'credibility', one in five respondents (20%) indicated that independent decision-making by prosecutors was necessary to operationalise and strengthen independence in daily routines. Other factors mentioned in terms of independent decisions were a commitment to prosecute without fear, favour or prejudice and making legally sound decisions based wholly on facts and the law.

Figure 17: Top five suggestions to strengthen independence



***Top five' excludes other responses and does not add up to 100%*

This was expressed by a number of respondents, which points to operational flaws in independence:

'Allow experienced prosecutors to make decisions. Everything is sent to the DPP for decision – who appoints people with very little court experience, and make illogical and legally unsound decisions.'
(Respondent #145, Q20)

'Do not give a withdrawal a negative mark. Prosecutors must be able to exercise their independence and judgment to withdraw cases. At the moment they are too scared to withdraw cases with the result that they have to prosecute cases they have no faith in. There is further NO section in the CPA that allows for cases to be "struck off the court roll". This is just done to avoid the negativity of a withdrawal.'
(Respondent #681, Q20)

Alternative perspectives on independence were also mentioned:

'Decisions by prosecutors to be reviewed [should be done] by seniors/DPPs and nobody else.'
(Respondent #197, Q20)

'Independence is good, however when one is tasked to process a document, it is approved by the supervisor and still needs to be authorised at national office. As long as there are timeframes in place, officials tend to meet deadlines unless there is a backlog.'
(Respondent #639, Q20)

Nearly one in five respondents (16%) felt there was a need for zero interference from political actors and stakeholders such as the SAPS in decisions and management, whose interference has an agenda outside of the NPA's mandate:

'I agree we are independent but our leadership interferes with cases unnecessarily, more especially politically motivated cases.'
(Respondent #374, Q20)

'As an organisation as a whole, we still had too many political influences that sways decisions in complex matters. It is slowly changing now with the appointment of our new NDPP, but there are still plenty of cases that have been affected because of this interference.'
(Respondent #431, Q20)

Respondents also mentioned the need for training on independence (7%) and better management styles (6%) through better oversight. This includes less micro-management and better collaboration between managers and staff, as expressed by respondents below:

'If we are properly trained and know exactly what [are] the current case law and Acts applicable to our cases, we will be in a position to make independent informed decisions in our cases.'
(Respondent #336, Q20)

'If prosecutors are properly trained, it is relatively easy to act independently. Unfortunately media and politics interfere often.'
(Respondent #380, Q20)

'Management should allow prosecutors to apply their minds and be innovative in executing their functions. Prosecutors should not be people who execute (sometimes unlawful and corrupt) instructions.'
(Respondent #128, Q20)

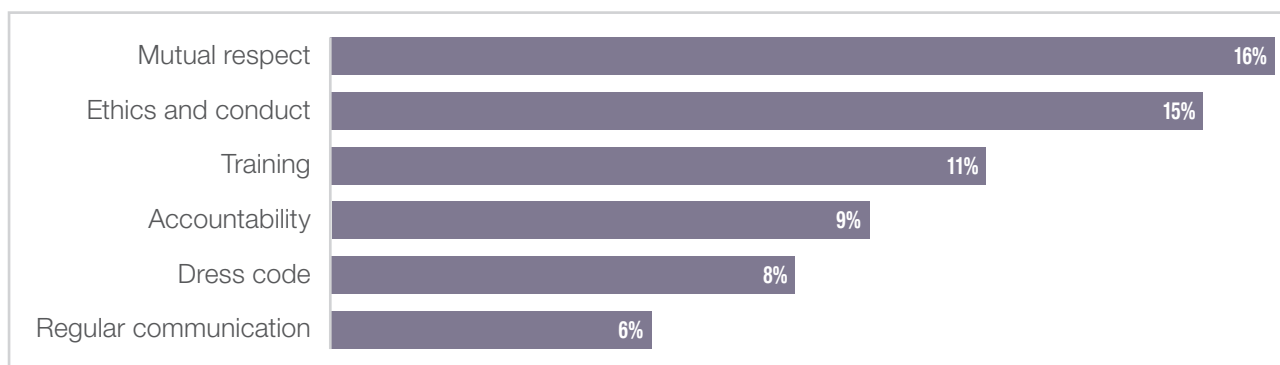
'Management should respect decisions made by ordinary prosecutors; DPPs and managers should stop forcing wrong decisions on lower ranking prosecutors.'
(Respondent #260, Q20)

‘With increasing challenges e.g. Eskom, load shedding, strikes etc., office-bound and pedantic supervisors are outdated.’ (Respondent #492, Q20)

Suggestions on strengthening professionalism

Respondents were asked to suggest practical ways to operationalise and strengthen ‘professionalism’ in daily routines and practices (see Figure 18).

Figure 18: Top six suggestions to strengthen professionalism



***Top six' excludes other responses and does not add up to 100%*

A number of respondents (16%) indicated the need to prioritise a culture of mutual respect in the organisation, by treating colleagues and staff with respect. The need for respect was also echoed in the way staff treat clients, victims and stakeholders in the criminal justice system. Respondents noted the following:

‘Treat all professionals with the respect they deserve. Legal people might be the core business but they need admin support ... Batho Pele should start within.’ (Respondent #530, Q19)

‘Managers should treat subordinates with respect. Screaming at employees, intimidation and victimisation needs to stop.’ (Respondent #614, Q19)

‘The public/stakeholders should be treated with respect and employees should be well prepared and provide assistance required in a timely manner.’ (Respondent #626, Q19)

Secondly, respondents (15%) indicated the importance of adhering to the NPA's code of ethics and conduct. This was followed by training (11%) all staff on professionalism, issues such as court etiquette and decorum, interacting with the public and ethics, as well as management training on professionalism. This was expressed through the following comment:

‘Ethics amongst prosecutors must be enforced. Prosecutors dealing with the public must undergo training to deal efficiently with members of the public. [The] no care attitude amongst our prosecutors is unacceptable.’ (Respondent #507, Q19)

One in 10 respondents (9%) also indicated the need for the NPA to be held accountable for its professional conduct by citizens, clients and victims, and to professional standards set by the NPA.

‘Faster, more efficient, disciplinary action should be taken against unprofessional conduct by employees; there should be consequences for errant behaviour.’ (Respondent #11, Q19)

‘Incompetence and rudeness of all staff, but prosecutors in particular, should be met with disciplinary and/or remedial action and followed up on until the situation has actually been rectified.’ (Respondent #348, Q19)

Respondents also reflected sentiments of adhering to dress codes (8%). Respondents noted the following regarding dress code:

‘Prosecutors should dress in a professional manner. Dress code should be adhered to. [Prosecutors should have] business cards, name tags and properly furnished offices (not dilapidated furniture as is

currently the case). Image is everything. This would bolster confidence in prosecutors and lead to better performance by prosecutors ...' (Respondent #408, Q19)

'Dress like a professional and act like a professional.' (Respondent #47, Q19)

The importance of regular communication and feedback (6%) between business units and in teams was noted by 6% of respondents. Sentiments shared about communication were as follows:

'By improving communication between head office and regions.' (Respondent #650, Q19)

'Higher standards should be set, communicated and assessed by managers, who should themselves be reskilled and monitored for competence. [This will] change the climate of mediocrity, which has sadly become the norm.' (Respondent #110, Q19)

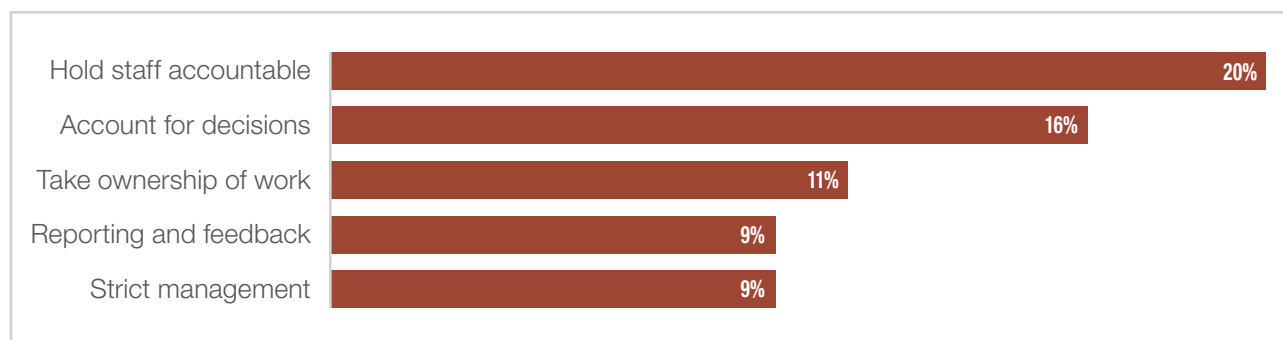
'Managers should give feedback on new developments within the unit, e.g. new appointments, relocation, resignations etc. at least once a month so that one can be updated in respect of relevant establishment. This is very important as one becomes confident in executing ones work.' (Respondent #636, Q19)

'More communication internally especially between departments.' (Respondent #319, Q19)

Suggestions on strengthening accountability

Respondents were asked to suggest practical ways to operationalise and strengthen 'accountability' in daily routines and practices (see Figure 19).

Figure 19: Top five suggestions to strengthen accountability



***Top five' excludes other responses and does not add up to 100%*

Respondents' strongest sentiment for strengthening accountability in the NPA was holding staff accountable (20%). This included holding staff accountable according to their job functions and performance, having zero tolerance for internal corruption in the organisation and implementing consequence management.

The following views were expressed:

'Consequence management and ensuring that people do what they agreed to do or what they are paid to do. [Do] not just give the work to someone else.' (Respondent #609, Q22)

'Discipline and hold NPA employees accountable for deliberately flouting policies and directives, not for minor mistakes they may inadvertently make because of a heavy workload.' (Respondent #370, Q22)

Respondents further highlighted the need for staff to account for their decisions (16%) and take ownership of their work (11%). This was expressed through the following sentiments:

'Each and every person must be accountable. Stop the blame game.' (Respondent #258, Q22)

'Keep people accountable. Don't run an NPA with fear. We want leaders that set the example. If you are wrong, you are wrong and you need to take responsibility. We have different sets of rules for different people.' (Respondent #715, Q22).

The need for structured reporting and feedback as an internal communication mechanism was cited by 9% of respondents. This included the need for clear demarcation of power, reporting through established channels and guidelines. This was followed by a more inclusive management that enforces NPA processes (9%). Sentiments expressed were as follows:

‘Managers should take it upon themselves to attend to cases they have different legal opinion from employees and not “instruct” employees as if it’s an army camp.’ (Respondent #632, Q22)

‘Managers need to create team work spirit.’ (Respondent #34, Q22)

‘Continuous evaluation and support through regular engagements. Sessions conducted to raise awareness and audits inspections with harsh penalties.’ (Respondent #11, Q22)

‘Immediate supervisors must be in constant contact with those under their supervision so as to understand their daily challenges.’ (Respondent #389, Q22)

‘Managers must not be afraid to follow disciplinary measures to be implemented against staff.’ (Respondent #711, Q22)

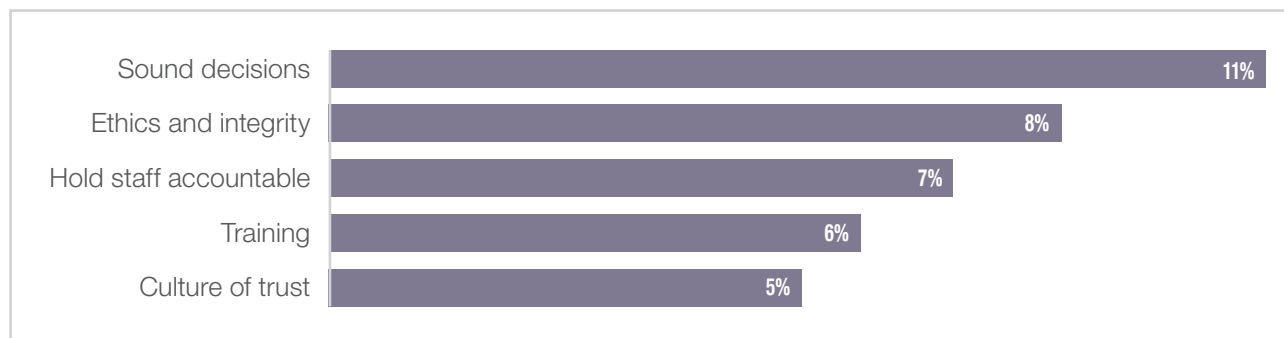
‘The NDPP should microscopically investigate the so-called senior management and the way they conduct themselves in this respect.’ (Respondent #261, Q22)

‘Effective control is important, especially in the case of junior personnel and staff. [They] must know that they will be held accountable if they transgress rules and guidelines.’ (Respondent #185, Q22)

Suggestions on strengthening credibility

Respondents were asked to suggest practical ways to operationalise and strengthen ‘credibility’ in daily routines and practices (Figure 20).

Figure 20: Top five suggestions to strengthen credibility



***Top five’ excludes other responses and does not add up to 100%*

One in 10 respondents expressed the need for sound and transparent decisions (11%), where decision-making processes were to be followed consistently in accordance with facts and the law to which prosecutors and managers must be held accountable. This was expressed in the following responses:

‘If the NPA’s independence is strong it will increase credibility. Always take decisions in the best interest of the law and victims. Do not manipulate the decision making processes to undermine cases.’ (Respondent #695, Q21)

‘We should be honest and consistent in decision making. Always go according to the law and explain difficult/controversial decisions.’ (Respondent #524, Q21)

Revitalising the culture of ethics and integrity was mentioned by 8% of respondents, followed by holding staff accountable (7%) and providing training relating to credibility (6%). The following views were expressed:

‘Define ethics through a prosecutors’ code of ethics.’ (Respondent #665, Q21)

‘Work in an ethical manner and not an underhanded manner. Make strong decisions even if they are not popular with the police etc.’ (Respondent #622, Q21)

‘Act appropriately and be held responsible for your conduct, irrespective of who you are.’
(Respondent #267, Q21)

‘[Training] through regular advocacy programmes to internalise it to individual employees’ value system.’
(Respondent #165, Q21)

Perceptions regarding ethics and integrity

Respondents were asked to indicate on a five-point scale what their level of agreement was with a number of statements relating to ethics and integrity. The options were strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree and strongly agree. The findings are largely negative, suggesting a concern with perceptions of the organisation’s ethics and integrity.

Figure 21: Level of agreement with statements of ethics and integrity (%)

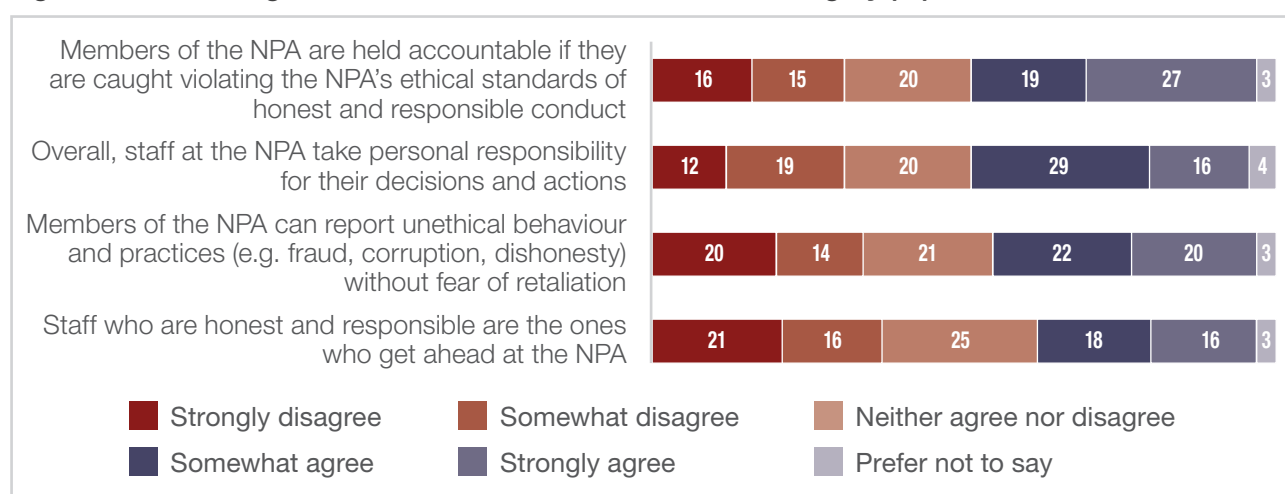


Figure 21 shows limited agreement regarding the statements on ethics and integrity. The strongest levels of agreement were with the statement that staff members were held accountable if they were caught violating the NPA’s ethical standards of honest and responsible conduct. Nearly half (46%) strongly or somewhat agreed, with 20% neither agreeing nor disagreeing, and one-third (31%) disagreeing strongly or somewhat with the statement.

Less than half (45%) felt that, overall, NPA staff took personal responsibility for their decisions and actions, with only 16% strongly agreeing and 29% somewhat agreeing. One-fifth (20%) neither agreed nor disagreed. A sizeable minority (31%) disagreed with this statement either somewhat (19%) or strongly (12%).

Similarly, 42% strongly or somewhat agreed that NPA staff could report unethical behaviour and practices without fear of retaliation. Over a third (34%) held an opposing viewpoint, with a fifth (21%) neither agreeing nor disagreeing.

A quarter of respondents (25%) neither agreed nor disagreed that staff who were honest and responsible were the ones who got ahead at the NPA. More respondents disagreed with the statement, with 21% strongly disagreeing and 16% somewhat disagreeing. However, one-third (34%) agreed with the statement.

Figure 22 illustrates the weighted averages for responses in terms of agreement with statements on ethics and integrity. These scores provide an average for all responses, with a negative score for an overall negative perception, zero for a neutral average, and a positive score for an overall positive perception. This confirms relatively low but positive levels of agreement with these statements, except for the statement that staff who are honest and responsible are the ones who get ahead at the NPA.

Figure 22: Level of agreement with statements of ethics and integrity (weighted average)

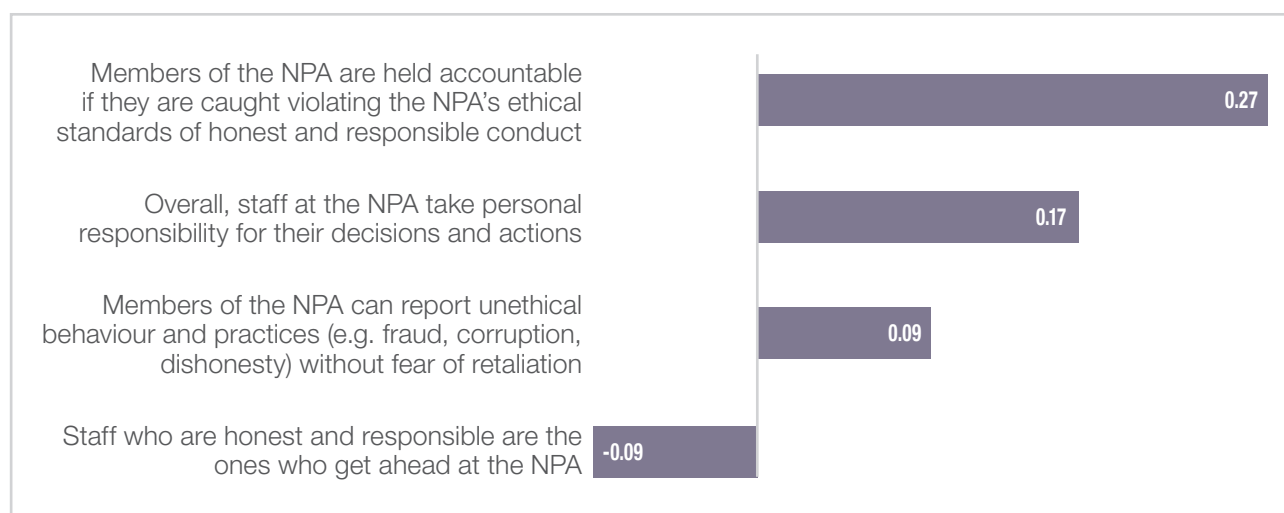


Table 4: Overall level of agreement with statements about perceptions of the NPA for various demographic groupings

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------|------------|---------------|-----------|------------|------------|------------------------------|----------------------------------------------|----------------------------------------|--------------|
| Members of the NPA are held accountable if they are caught violating the NPA's ethical standards of honest and responsible conduct | 0.3 | 0.1 | 0.5 | 0.6 | 0.3 | 0.1 | -0.1 | 0.2 | 0.3 | 0.4 | 0.3 |
| Overall, staff at the NPA take personal responsibility for their decisions and actions | 0.2 | 0.0 | 0.3 | 0.4 | 0.0 | 0.3 | 0.0 | 0.2 | 0.2 | 0.0 | 0.2 |
| Members of the NPA can report unethical behaviour and practices (e.g. fraud, corruption, dishonesty) without fear of retaliation | 0.2 | 0.0 | 0.2 | 0.2 | 0.1 | -0.3 | -0.1 | 0.1 | 0.1 | 0.1 | 0.1 |
| Staff who are honest and responsible are the ones who get ahead at the NPA | -0.1 | -0.3 | 0.1 | 0.1 | -0.2 | -0.4 | -0.3 | -0.2 | -0.1 | 0.0 | -0.1 |
| Overall weighted average | 0.1 | 0.0 | 0.3 | 0.3 | 0.1 | -0.1 | -0.1 | 0.0 | 0.1 | 0.1 | 0.1 |
| Respondents that answered question | 323 | 386 | 347 | 329 | 91 | *48 | 257 | 286 | 238 | 196 | 733 |
| Respondents that skipped question | 164 | 175 | 113 | 173 | 42 | 27 | 43 | 89 | 74 | 124 | 288 |

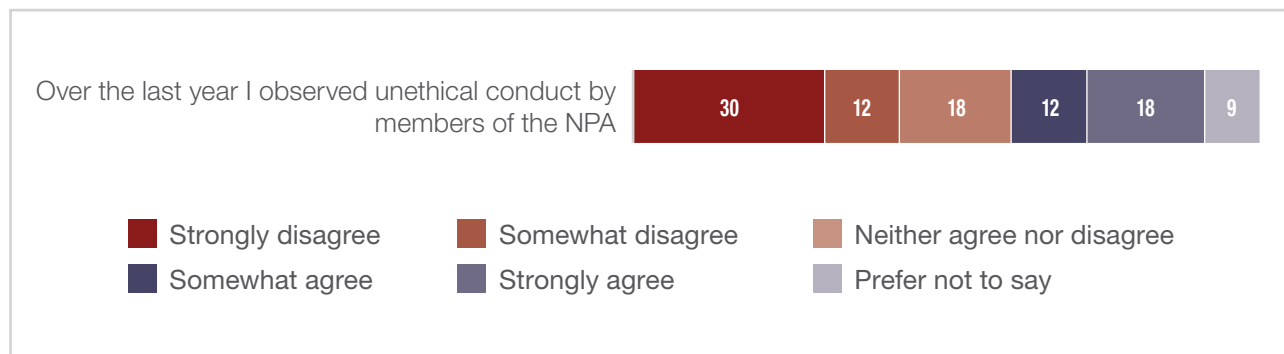
* Sample too small to draw significant conclusions

**Highlighted blocks show relatively significant differences (>0.3 difference from overall average)

Table 4 illustrates that lower court respondents had similar scores to respondents overall. However, black respondents were more likely (with a score of 0.6) to agree that members of the NPA were held accountable if they were caught violating the NPA's ethical standards of honest and responsible conduct, compared to a negative weighted score for white respondents (-0.1). Black respondents were generally more positive than their white counterparts for all the remaining statements.

One additional statement not included in the above figures is whether 'over the last year I observed unethical conduct by members of the NPA'. This question is treated separately because here a negative overall score or response is regarded as positive. The results are illustrated in Figure 23.

Figure 23: Level of agreement with statement of ethics and integrity (%)



In this instance, 42% strongly or somewhat disagreed with the statement, indicating that they had not observed any unethical conduct by members of the NPA. One in five (18%) neither agreed nor disagreed, while 9% preferred not to say. This left almost a third (30%) who agreed that they did observe unethical conduct by fellow staff members.

Table 5: Level of agreement with statement of observing unethical conduct by members of the NPA in the last year (weighted average)

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 |
|-----------------------------------------------------------------------|--------------------------------------|--------|------|---------------|----------|--------|-------|---------------------------|----------------------------------------|-------------------------------------|--------------|
| Over the last year I observed unethical conduct by members of the NPA | -0.2 | -0.2 | -0.3 | -0.4 | -0.3 | -0.1 | 0.0 | -0.4 | 0.1 | -0.3 | -0.2 |

The overall weighted score was a weak -0.2, showing a slight disagreement, indicating most did not observe unethical behaviour (Table 5). Positive scores were provided by administrative and legal management respondents (0.1), indicating that overall, these groups felt that over the last year they had observed unethical conduct by members of the NPA.

Expectations for the NDPP

This section gives an overview of general expectations for the current NDPP. Seven in 10 respondents agreed that there was a strong need for the NDPP to revitalise the NPA. This figure has dropped by 20% since the 2019 survey, possibly indicating an already perceived change in the organisation.

Respondents also indicated high expectations for the NDPP to restore the integrity of the organisation. Nine in 10 overwhelmingly supported the need for the NDPP to take a ‘zero tolerance’ approach to unethical and corrupt staff. This represents a clear mandate from staff to root out unethical or corrupt behaviour.

Expectations for the NDPP

Similar to the 2019 survey, respondents were asked to indicate on a five-point scale what their expectations were of the NDPP. The options were strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree and strongly agree.

Figure 24: Level of agreement with expectations for the new NDPP (%)

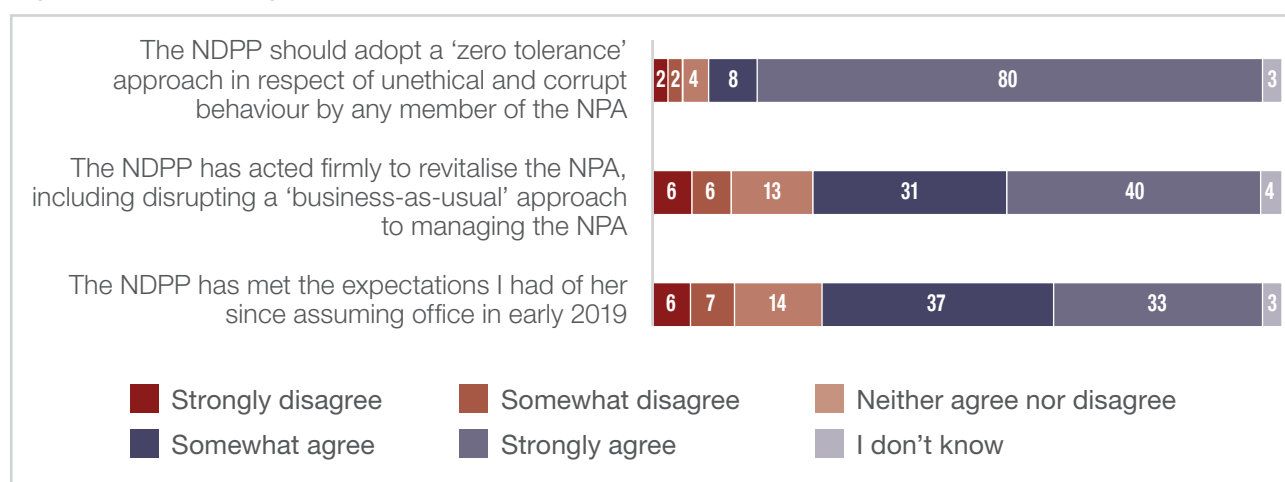


Figure 24 shows the NDPP continues to have a strong mandate to restructure and revitalise the NPA. It also illustrates staff's high expectations for the NDPP to restore the integrity of the organisation.

The majority of respondents (a combined 88%, compared to 92% in 2019) agreed (80% strongly) that the NDPP should take a ‘zero tolerance’ approach to unethical and corrupt staff. A small percentage of respondents (27 in total) strongly or somewhat disagreed with this statement (2% each).

In contrast with the previous year's 91% agreement, in 2020 only 71% agreed that the NDPP had acted firmly to revitalise the NPA (even if it disrupted a ‘business as usual’ approach). This is a 20% drop in expectations. There is no significant difference between office type or across demographics, as illustrated in Table 6.

Aligned with measuring current expectations, the 2020 survey asked whether the ‘NDPP has met the expectations I had of her since assuming office in early 2019’. Seven in 10 (70%) agreed (33% strongly and 37% somewhat) that the NDPP had met their expectations. This is a clear majority, although 14% remained neutral. Only 6% of respondents strongly disagreed with this statement, and 7% somewhat disagreed.

Figure 25 illustrates the weighted averages for responses in terms of overall expectations for the NDPP. The figure shows a strong level of agreement (1.62) with the expectation that the NDPP should act against unethical and corrupt behaviour. Fewer respondents supported the expectation that the NDPP had acted firmly to revitalise the NPA, with a weighted average of 0.93, while whether the NDPP met expectations was 0.84, indicating a measure of impatience with the pace of institutional reforms.

The positive level of agreement with the statements in Figure 25 is closely reflected in the results from prosecutors, as well as respondents from the lower courts.

Figure 25: Overall level of agreement with expectations for the NDPP (weighted average)

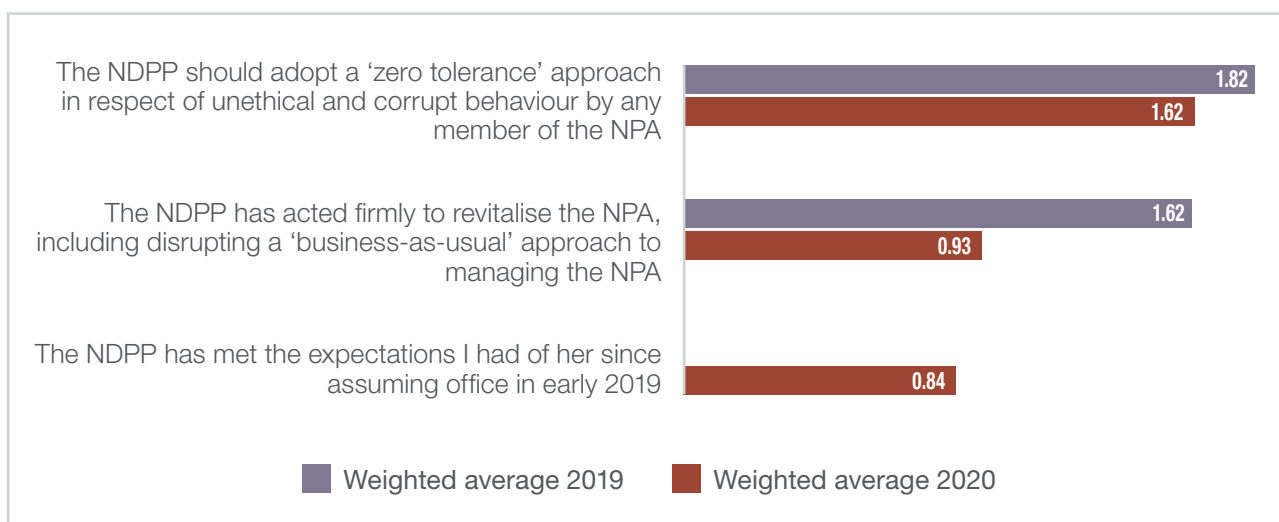


Table 6: Overall level of agreement with statements about expectations of the NDPP for various demographic groupings

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 | Overall 2019 |
|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------|------|---------------|----------|--------|-------|---------------------------|----------------------------------------|-------------------------------------|--------------|--------------|
| The NDPP should adopt a 'zero tolerance' approach in respect of unethical and corrupt behaviour by any member of the NPA | 1.6 | 1.6 | 1.6 | 1.6 | 1.7 | 1.8 | 1.6 | 1.6 | 1.7 | 1.6 | 1.6 | 1.8 |
| The NDPP has acted firmly to revitalise the NPA, including disrupting a 'business-as-usual' approach to managing the NPA | 0.9 | 0.9 | 1.0 | 0.9 | 1.1 | 1.2 | 0.9 | 0.7 | 1.1 | 1.1 | 0.9 | 1.6 |
| The NDPP has met the expectations I had of her since assuming office in early 2019 | 0.9 | 0.8 | 0.9 | 0.9 | 0.9 | 1.0 | 0.8 | 0.7 | 1.0 | 1.0 | 0.8 | |
| Overall weighted average | 1.1 | 1.1 | 1.2 | 1.1 | 1.2 | 1.4 | 1.1 | 1.0 | 1.2 | 1.2 | 1.1 | 1.7 |
| Respondents who answered question | 299 | 366 | 331 | 305 | 86 | *48 | 250 | 269 | 230 | 187 | 697 | 1 048 |
| Respondents who skipped question | 188 | 195 | 129 | 197 | 47 | 27 | 50 | 106 | 82 | 133 | 324 | 257 |

* Sample too small to draw significant conclusions

Interestingly, as illustrated in Table 6, legal staff scored 0.7 and were therefore less likely than management and support staff (both scoring 1.1) to agree with the statement that the ‘NDPP has acted firmly to revitalise the NPA, including disrupting a “business-as-usual” approach’. The legal staff were generally also less likely to agree with the statement that the ‘NDPP has met the expectations I had of her since assuming office in early 2019’, with a score of 0.7, when compared to management and support staff (both with a score of 1).

Satisfaction with the NDPP’s efforts to improve operational effectiveness

Respondents were asked to indicate on a five-point scale what their level of satisfaction was with the NDPP’s efforts to address specific statements of ‘operational effectiveness’. The options were very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, somewhat satisfied and very satisfied.

Figure 26: Level of satisfaction with efforts to improve operational effectiveness (%)

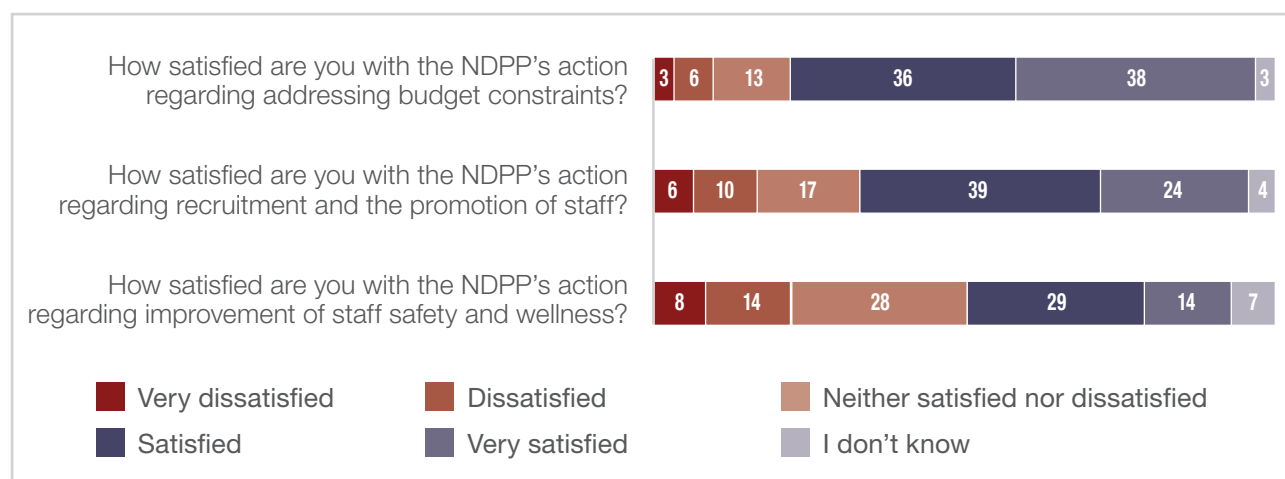


Figure 26 shows respondents’ satisfaction with efforts to improve operational effectiveness. Three-quarters (74%) agreed that they were satisfied with the NDPP’s actions to address priorities relating to budget constraints.

Nearly two-thirds (63%) were satisfied with the NDPP’s actions to address priorities relating to the recruitment and promotion of staff.

Less than half (43%) were satisfied with the NDPP’s actions relating to the improvement of staff safety and wellness, with 28% indicating they were neither satisfied nor dissatisfied with these efforts. This will be unpacked in the next section.

Figure 27: Level of satisfaction with efforts to improve operational effectiveness (weighted average)

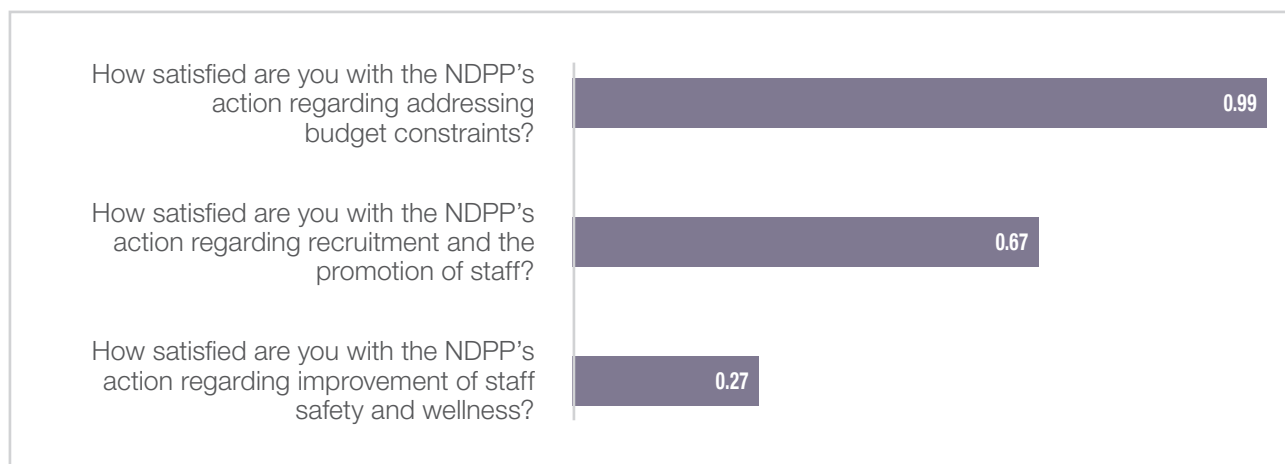


Figure 27 illustrates the weighted averages for responses in terms of overall satisfaction with efforts to improve operational effectiveness. Satisfaction with the NDPP's addressing budget constraints received the most positive average scores (0.99), followed by satisfaction with recruitment and promotion (0.67) and improvement of staff safety and wellness (0.27).

Table 7: Overall level of agreement with statements about satisfaction with actions of the NDPP for various demographic groupings

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 |
|--------------------------------------------------------------------------------------------------|-----------------------------------------|------------|------------|---------------|------------|------------|------------|------------------------------|----------------------------------------------|----------------------------------------|--------------|
| How satisfied are you with the NDPP's action regarding addressing budget constraints? | 0.8 | 1.0 | 1.1 | 1.1 | 0.9 | 1.1 | 0.9 | 0.8 | 1.1 | 1.1 | 1.0 |
| How satisfied are you with the NDPP's action regarding recruitment and the promotion of staff? | 0.6 | 0.6 | 0.8 | 0.8 | 0.6 | 0.8 | 0.5 | 0.5 | 0.9 | 0.7 | 0.7 |
| How satisfied are you with the NDPP's action regarding improvement of staff safety and wellness? | 0.2 | 0.2 | 0.4 | 0.6 | 0.3 | 0.2 | -0.1 | 0.0 | 0.3 | 0.5 | 0.3 |
| Overall weighted average | 0.5 | 0.6 | 0.7 | 0.8 | 0.6 | 0.7 | 0.5 | 0.4 | 0.8 | 0.8 | 0.6 |
| Respondents who answered question | 299 | 366 | 331 | 305 | 86 | *48 | 250 | 269 | 230 | 187 | 697 |
| Respondents who skipped question | 188 | 195 | 129 | 197 | 47 | 27 | 50 | 106 | 82 | 133 | 324 |

* Sample too small to draw significant conclusions

**Highlighted blocks show relatively significant differences (>0.3 difference from overall average)

Table 7 shows that lower court personnel (and by implication the legal staff based at these courts) are less satisfied with the NDPP's actions to address budget constraints than respondents overall. This may be because many vacancies are not yet filled at these levels and procurement processes are still underway.

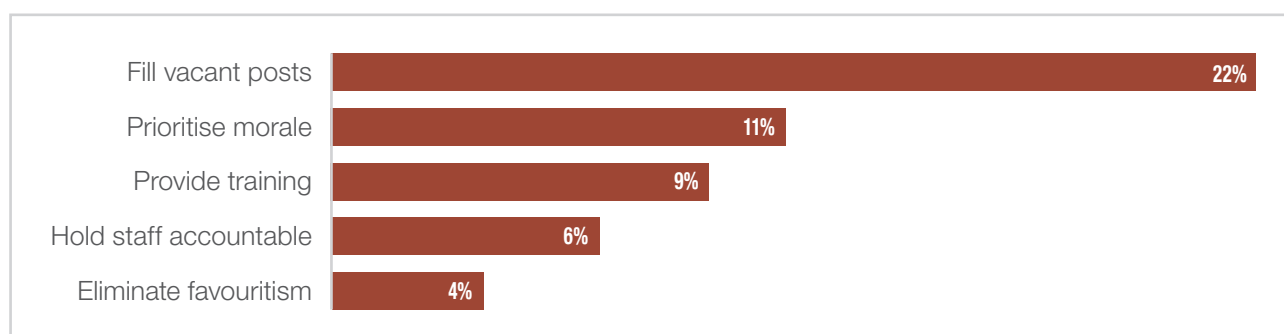
Satisfaction with the NDPP's actions relating to recruitment and promotion of staff was less favourable among legal staff and white respondents (both 0.5) compared to the overall average of 0.7.

The most significant difference among various demographic groups was in terms of the question of how satisfied they were with the NDPP's actions relating to the improvement of staff safety and wellness. With an overall average score of 0.0, advocates and prosecutors (legal staff) were generally less satisfied than other groups. The largest difference was between black and white staff members, with black staff members being generally more satisfied (weighted score of 0.6) and white respondents less satisfied (weighted score of -0.1).

Priorities for the NDPP to improve operational effectiveness

Figure 28 illustrates staff's views of the NDPP's priorities in improving the NPA's operational effectiveness. Only the top five responses are included.

Figure 28: Top five priorities of the NDPP to improve operational effectiveness



***Top five' excludes other responses and does not add up to 100%*

One in five respondents (22%) indicated the need to reduce the vacancy rate in the organisation. This included appointing competent and qualified personnel to the prosecution service in the courts, filling senior posts and making acting posts permanent. The following views are noteworthy:

'Appoint in key management and strategic positions people who are capable, skilled, have integrity, can make strong decisions and can motivate juniors to work in a similar manner. Lead by example.'
(Respondent #590, Q26)

'Make sure that posts are actually filled – after interviews nothing seems to happen. No appointments of any kind have been made in my office as yet.' (Respondent #90, Q26)

Prioritising staff morale (11%) and providing training (9%) and skills development opportunities were also highlighted. In terms of training, the most noted sentiment was the need for training across the entire organisation, for managers and administrative staff. The need for knowledge sharing was also highlighted. The following views were expressed:

'Look at the engine that runs the organisation, meaning the lower courts. 90% of the work is done but lower court prosecutors are NOT looked after.' (Respondent #216, Q26)

'Improve the morale of all staff not just the prosecutors. The people who are in contact with the communities out there are the clerks, and Thuthuzela staff. If their morale is low it will impact on the effectiveness of the service they provide.' (Respondent #424, Q26)

'Make the NPA be one organisation without separating the core from the others. Make all employees to be seen being treasured irrespective of which discipline.' (Respondent #688, Q26)

The following captured the general sense of respondents who noted the need for training:

'As a matter of priority create an NPA Training College – [by] absorbing the prosecution division of Justice College and its assets and budget and grow it from there adhering to the original principle (that got very lost along the way). Retrain law graduates who are to become prosecutors/new prosecutors on main legal subjects important for prosecutors, i.e. general principles of criminal law, evidence and criminal procedure plus main common law and statutory offences and interpretation of statutes within the current constitutional legal framework – but now, most importantly, for the purposes of performing the prosecution function – back[ed] up by electronically produced updated manuals that contain the necessary and leading case law relevant to the performance of the prosecution function. An advance[d] prosecutors course in similar vein preparing prosecutor to perform in the Regional Court and/or High Court is essential. The short more specialist subject course strategy of the prosecution division of Justice College brought about as a consequence of budget cuts, bad management and staff losses and shortages – just does not cut it.' (Respondent #232, Q26)

The need for training was noted not only by prosecutorial staff but also by support staff, as noted below:

'Developing and retaining experienced staff.' (Respondent #682, Q26)

'More training for the Admin staff; we are always left out of everything.' (Respondent #675, Q26)

Respondents noted the necessity of holding staff accountable (6%) for the efficient operation of the organisation. This included holding staff accountable for their performance and disciplining staff, especially management, for incompetence.

Addressing discrimination by eliminating favouritism was mentioned by a small portion of respondents. Issues noted here were implementing equal promotion opportunities, and rooting out racism and nepotism.

The following views were expressed:

‘All staff members should be really working. These are people who [wander] around the passages who have no work at all, yet we work all the time.’ (Respondent #264, Q26)

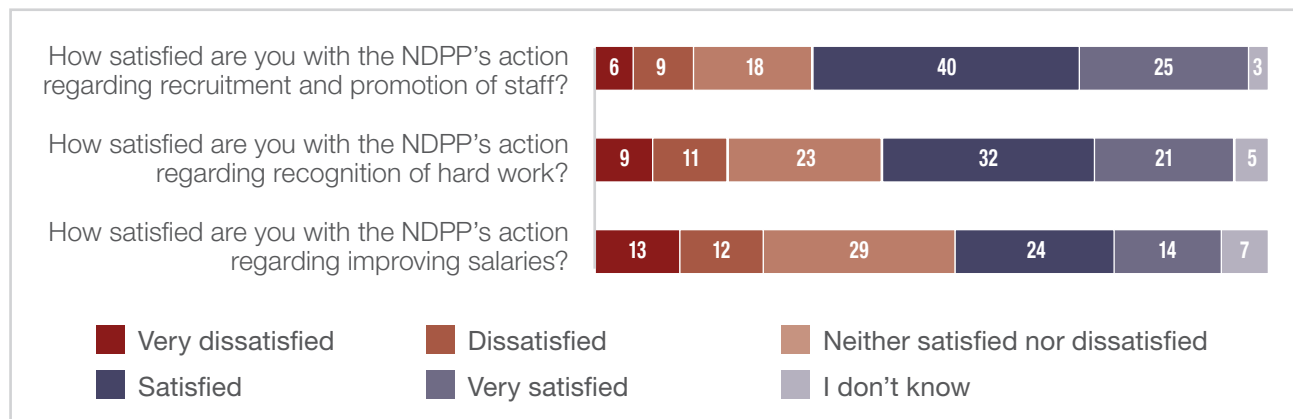
‘Clean up the rotten elements in Management.’ (Respondent #467, Q26)

‘Hold officials accountable for poor performance.’ (Respondent #414, Q26)

Satisfaction with the NDPP’s efforts to improve staff morale

Respondents were asked to indicate on a five-point scale what their level of satisfaction was with the NDPP’s efforts to address staff morale. The options were very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, somewhat satisfied and very satisfied (Figure 29).

Figure 29: Level of satisfaction with the NDPP’s efforts to improve staff morale (%)



Two-thirds (65%) agreed they were satisfied with the NDPP’s actions regarding the recruitment and promotion of staff. The majority (53%) were satisfied with the NDPP’s actions regarding the recognition of hard work. Nearly two-fifths (38%) were satisfied with the NDPP’s actions relating to improving salaries, with 29% neither satisfied nor dissatisfied.

Figure 30: Level of satisfaction with efforts to improve staff morale (weighted average)

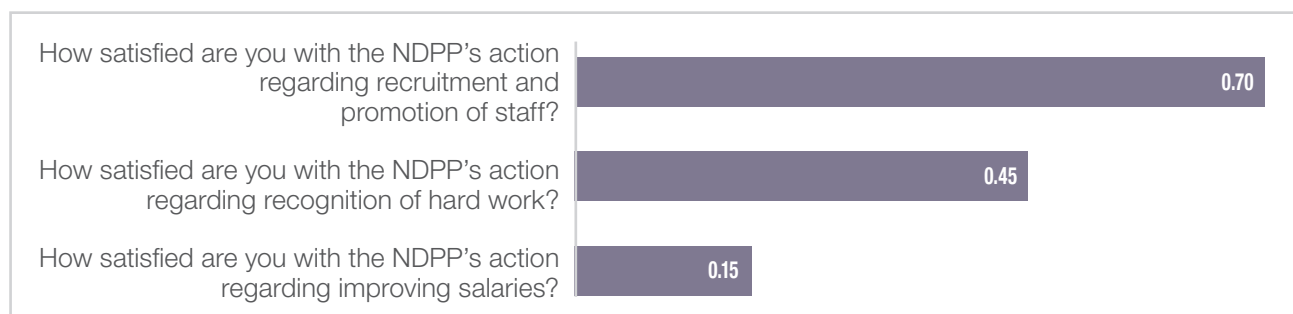


Figure 30 illustrates the weighted averages for responses in terms of overall satisfaction with efforts to improve staff morale. The scores for all three statements were positive, ranging from 0.15 for actions relating to the

improvement of salaries to 0.7 relating to the actions taken to address the recruitment and promotion of staff. Actions relating to the recognition of hard work scored 0.45.

Table 8: Overall level of agreement with statements about satisfaction of the NDPP's actions relating to staff morale for various demographic groupings

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 |
|--------------------------------------------------------------------------------------------|-----------------------------------------|------------|------------|---------------|------------|------------|------------|------------------------------|----------------------------------------------|----------------------------------------|--------------|
| How satisfied are you with the NDPP's action regarding recruitment and promotion of staff? | 0.7 | 0.7 | 0.7 | 0.8 | 0.6 | 1.0 | 0.5 | 0.6 | 0.9 | 0.7 | 0.7 |
| How satisfied are you with the NDPP's action regarding recognition of hard work? | 0.4 | 0.4 | 0.5 | 0.8 | 0.5 | 0.7 | 0.0 | 0.2 | 0.6 | 0.7 | 0.5 |
| How satisfied are you with the NDPP's action regarding improving salaries? | 0.2 | 0.1 | 0.2 | 0.3 | 0.2 | 0.4 | 0.0 | 0.1 | 0.2 | 0.1 | 0.2 |
| Overall weighted average | 0.4 | 0.4 | 0.5 | 0.6 | 0.4 | 0.7 | 0.2 | 0.3 | 0.6 | 0.5 | 0.4 |
| Respondents that answered question | 299 | 366 | 331 | 305 | 86 | *48 | 250 | 269 | 230 | 187 | 697 |
| Respondents that skipped question | 188 | 195 | 129 | 197 | 47 | 27 | 50 | 106 | 82 | 133 | 324 |

* Sample too small to draw significant conclusions

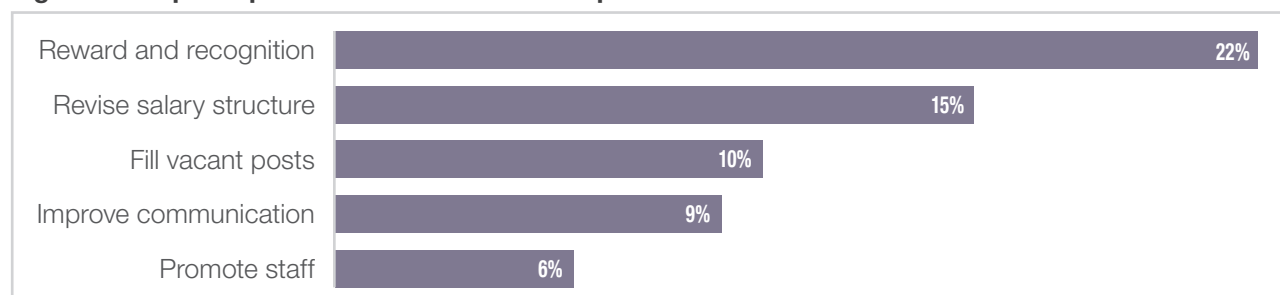
**Highlighted blocks show relatively significant differences (>0.3 difference from overall average)

As illustrated in Table 8, legal staff were consistently less satisfied with actions taken relating to staff morale. This is especially evident with satisfaction with actions relating to the recognition of hard work. White respondents were consistently less satisfied than their black counterparts, especially with actions relating to the recognition of hard work.

Priorities for the NDPP to improve staff morale

Figure 31 illustrates the mentioned priorities for the NDPP to boost staff morale. Only the top five responses are included.

Figure 31: Top five priorities of the NDPP to improve staff morale



**Top five' excludes other responses and does not add up to 100%

Nearly a quarter of respondents (22%) highlighted the need to reward and recognise staff efforts for work done well under difficult conditions. Some staff suggested a form of monetary recognition, but the overwhelming majority mentioned the value of acknowledgement by leaders and supervisors:

‘Acknowledge prosecutors in the lower courts for their innovation, hard work and dedication despite trying circumstances.’ (Respondent #282, Q28)

‘Recognition of other staff members also and not only of prosecutors like other NPA staff is not important.’ (Respondent #615, Q28)

‘Hard work recognition ... if not in the form of the now banned performance bonus Yearly small awards ceremonies for deserving employees is a great way to boost morale.’ (Respondent #170, Q28)

‘To share as a group with regard to the performance bonuses.’ (Respondent #622, Q28)

‘I really don’t know. You work hard, you are pointed out to receive a bonus for very good work delivered and then it was decided they will share the bonus money between every one, including the poor performers!!!’ (Respondent #364, Q28)

Respondents (15%) also indicated their desire for salary scales and structures to be revised. According to the responses, this included the challenge of some staff being paid more than their supervisors, the revision of criteria to be eligible for salary increases, and in more general terms the desire for salary adjustment and salary increases:

‘Admin staff should at least work for 10 years with satisfactory results instead of 12–15 years, as compared to District Court Prosecutors whose salary is grade progressed after working for 4 years in the NPA.’ (Respondent #605, Q28)

‘As [an] essential service that works with dangerous people in dangerous situations our salary scales do not take that into account and need to be addressed. Many employees are in debt just to meet basic demands.’ (Respondent #90, Q28)

‘What is the justification of the difference in salaries between the regional court prosecutors and the district court magistrates? Prosecutors make decisions to proceed or not to proceed with matters in court, they guide investigations, they consult with witnesses and present cases in court. That is a lot of work compared to the district court magistrates. I think this needs to be revisited.’ (Respondent #582, Q28)

Respondents further noted filling vacant posts, improving communication and promoting staff as priorities for the NDPP to improve staff morale. A total of 10% of respondents highlighted the need for vacant posts to be filled. In 2019 this was a sentiment shared by 20% of respondents. Among others, respondents highlighted the need for fair and ethical appointments and external appointment panels. This suggests the need to address discrimination and unfair appointments.

‘Appoint the right people. The top management was there previously and complicit in the decay. They can’t change overnight.’ (Respondent #146, Q28)

‘Ensure that the recruitment process to fill vacant posts is fair, objective and transparent – free of favouritism and nepotism.’ (Respondent #555, Q28)

‘Fill up key vacancy positions particularly in the DPP offices. The workload for some of us is becoming unbearable due to staff shortages and we are expected to meet deadlines despite the heavy workload.’ (Respondent #590, Q28)

At a significantly lower rate, respondents highlighted the need for improved communication (9% – there was no percentage change from 2019). In 2019 the NDPP and VGM business units undertook a number of engagements with staff. These included provincial rollouts of the NPA’s strategy and regional ‘roadshows’ and

'listening tours'. It seems this sort of engagement is encouraged, as 2020 survey responses indicate a need to have more contact with the NDPP. The responses, found below, indicate a need for regular engagement with and accessibility of the NDPP. At an operational level they also indicate a need for better communication among business units.

'Make time to speak and listen to employees even at junior level.' (Respondent #638, Q28)

'Communication with all staff in order to enhance understanding of developments and encouraging a unity of purpose.' (Respondent #339, Q28)

'Bring back the NPA Corporate Services Staff Conferences we used to have many years ago.' (Respondent #264, Q28)

'Adopt an open door policy. Let every employee be free to contact the NDPP.' (Respondent #413, Q28)

Staff also mentioned the need to be promoted within the organisation (6%). Strong sentiment was shared on the need for fair promotion practices, and promoting support staff whose career progression seemed to be significantly slower compared to core functions. Respondents mentioned the following:

'I haven't been promoted in 12 years. At this rate, I will retire at my current rank.' (Respondent #481, Q28)

'Support services must be promoted also. Consider giving officials an acting allowance or promote them to the next level.' (Respondent #430, Q28)

'Promotion based on merit.' (Respondent #592, Q28)

'Promotion of all members, no matter the race!!!!!!' (Respondent #613, Q28)

Satisfaction with the NDPP's efforts to restore organisational credibility

Respondents were asked to indicate on a five-point scale what their level of satisfaction was with the NDPP's efforts to address specific statements of the 'credibility of the organisation'. The options were very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, somewhat satisfied and very satisfied.

Figure 32: Level of satisfaction with the NDPP's efforts to restore organisational credibility (%)

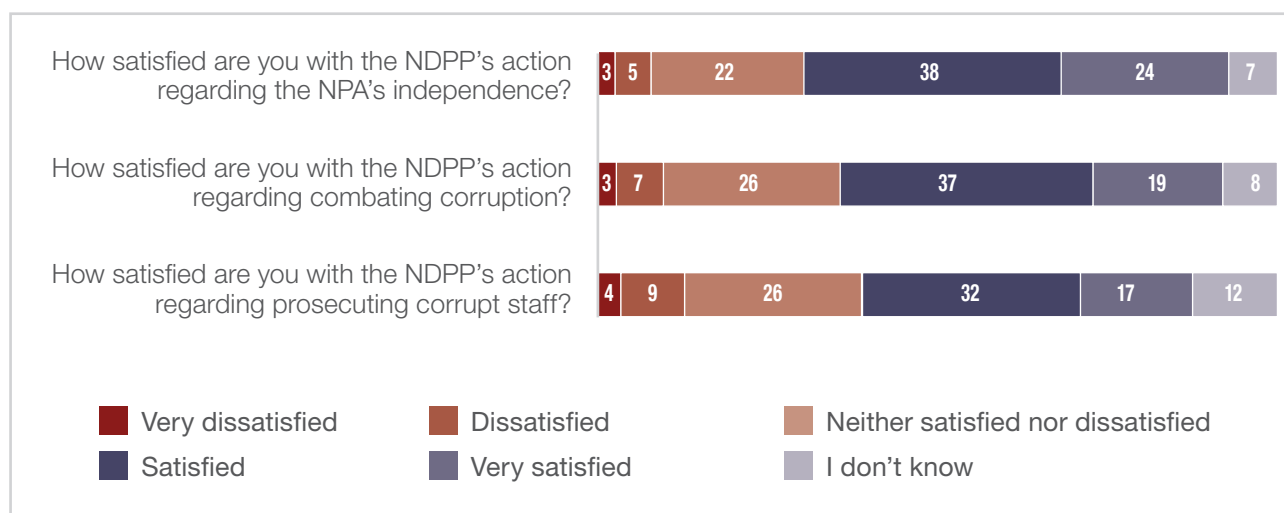


Figure 32 indicates that the majority of respondents (62%) were satisfied with the NDPP's actions to ensure the NPA's independence and 56% were satisfied with the actions taken to combat corruption. However, fewer than half (49%) were satisfied with the actions taken to prosecute corrupt staff. For all responses, significant minorities (33%–39%) were either dissatisfied or unsure whether they were satisfied or not. Respondents based in Gauteng and KwaZulu-Natal were generally less satisfied with this aspect than respondents from other provinces.

Figure 33: Level of satisfaction with the NDPP's efforts to restore organisational credibility (weighted average)

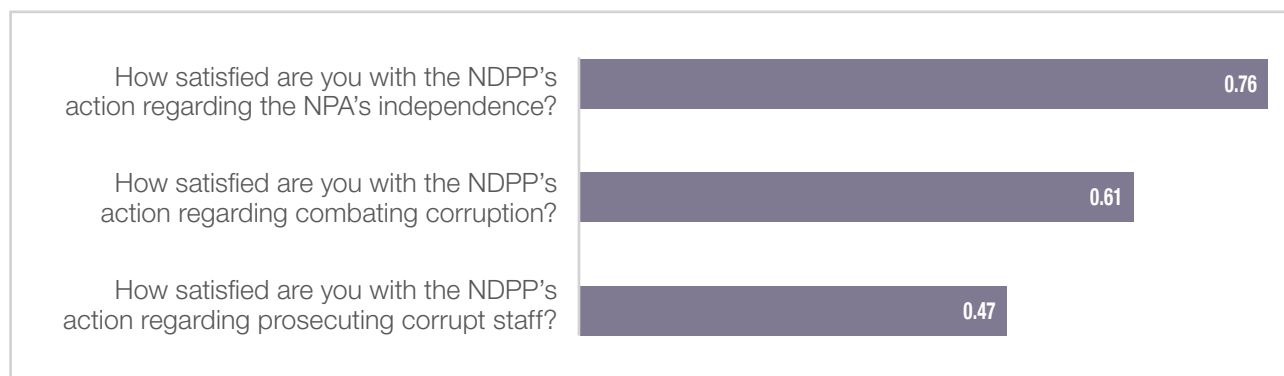


Figure 33 illustrates the weighted averages for responses in terms of overall satisfaction with efforts to improve the 'credibility of the organisation'.

Table 9: Overall level of agreement with statements about satisfaction with the NDPP's action relating to corruption for various demographic groupings

| Statement | Lower courts (regional and district) | Female | Male | Black African | Coloured | Indian | White | Advocates and prosecutors | Admin and legal management (MMS & SMS) | Support (admin, court, quasi-legal) | Overall 2020 |
|-----------------------------------------------------------------------------------|--------------------------------------|------------|------------|---------------|------------|------------|------------|---------------------------|----------------------------------------|-------------------------------------|--------------|
| How satisfied are you with the NDPP's action regarding prosecuting corrupt staff? | 0.5 | 0.5 | 0.5 | 0.7 | 0.6 | 0.5 | 0.2 | 0.4 | 0.6 | 0.5 | 0.5 |
| How satisfied are you with the NDPP's action regarding combating corruption? | 0.6 | 0.6 | 0.7 | 0.8 | 0.6 | 0.7 | 0.4 | 0.5 | 0.6 | 0.7 | 0.6 |
| How satisfied are you with the NDPP's action regarding the NPA's independence? | 0.8 | 0.7 | 0.8 | 0.8 | 0.7 | 1.3 | 0.6 | 0.7 | 0.8 | 0.7 | 0.8 |
| Overall weighted average | 0.6 | 0.6 | 0.6 | 0.8 | 0.6 | 0.8 | 0.4 | 0.5 | 0.7 | 0.6 | 0.6 |
| Respondents that answered question | 299 | 366 | 331 | 305 | 86 | *48 | 250 | 269 | 230 | 187 | 697 |
| Respondents that skipped question | 188 | 195 | 129 | 197 | 47 | 27 | 50 | 106 | 82 | 133 | 324 |

* Sample too small to draw significant conclusions

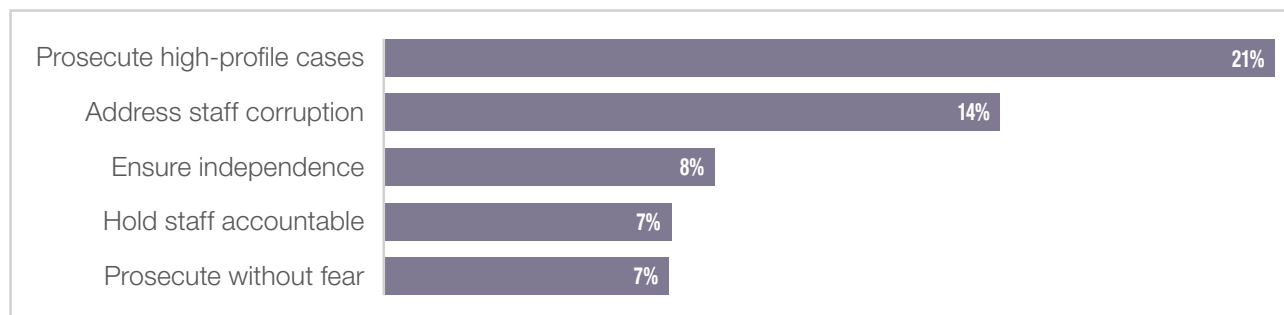
**Highlighted blocks show relatively significant differences (>0.3 difference from overall average)

Table 9 shows that white respondents were consistently less satisfied than their black counterparts, especially with actions relating to the prosecution of corrupt staff. Lower court respondents had similar scores to the respondents overall.

Priorities for the NDPP to improve NPA credibility

Respondents were asked what the NDPP should do to restore the credibility of the NPA. Figure 34 illustrates the mentioned priorities for the NDPP to boost credibility.

Figure 34: Top five priorities of the NDPP to restore the credibility of the NPA



***Top five' excludes other responses and does not add up to 100%*

These results indicate a strong internal desire that corruption in the country and internal corruption be addressed. The largest portion of respondents (21%) highlighted the need for the NPA to prosecute high-profile cases. This was followed by addressing internal corruption (14%). Relating to the above, respondents expressed the following sentiments:

'Ensuring the NPA is independent from political interference and to prosecute all those involved in the corrupt activities implicated in the state capture.' (Respondent #423, Q30)

'Justice must not only be done, it must be seen to be done especially in dealing with high profile criminals who collude to steal public funds.' (Respondent #82, Q30)

'We need to prosecute high-profile matters, where the accused are protected members of the political elite, without fear.' (Respondent #484, Q30)

'I reported possible corruption in the NPA more than a year ago. Until today NOTHING was reported back to me. What is the point of reporting possible corruption if nothing gets done?' (Respondent #650, Q30)

'Deal with corrupt, politically connected colleagues, whose aim is to compromise / disrupt independence of the NPA and to deal a blow to it.' (Respondent #397, Q30)

'Suspend the prosecutors who enabled state capture and act as lightning rods to cover nefarious activities. You know who they are.' (Respondent #322, Q30)

Respondents further noted the need to protect and ensure the NPA's independence (8%). This mainly related to independence from the Department of Justice and Constitutional Development. Also noted was the need to strengthen the organisation against future political interference. Respondents expressed the above as follows:

'Continue to assert independence and reject outside influence.' (Respondent #269, Q30)

'Ensure prosecutors are shielded from political interference.' (Respondent #609, Q30)

'Ensure that everyone sees the NPA as an independent unit through decisions taken in all matters.' (Respondent #371, Q30)

'Get rid of political appointments.' (Respondent #459, Q30)

'Break away from the DOJ.' (Respondent #432, Q30)

'Do not be captured.' (Respondent #630, Q30)

'Show no favour to politicians.' (Respondent #116, Q30)

The need to hold staff accountable and prosecute without fear, favour or prejudice was a sentiment shared by 7% of respondents. Other issues mentioned in the survey were ensuring better media coverage of the NPA and decisive decision-making (4% each), and ensuring more transparency, filling vacancies, and addressing discrimination (3% each). A small percentage of respondents (2%) also mentioned, among others, skills development and training, support for and valuing staff, integrity, firm leadership and improved communication.

Staff health and wellness

This section gives an overview of general perceptions among staff as to the NPA's Health and Wellness Programme.

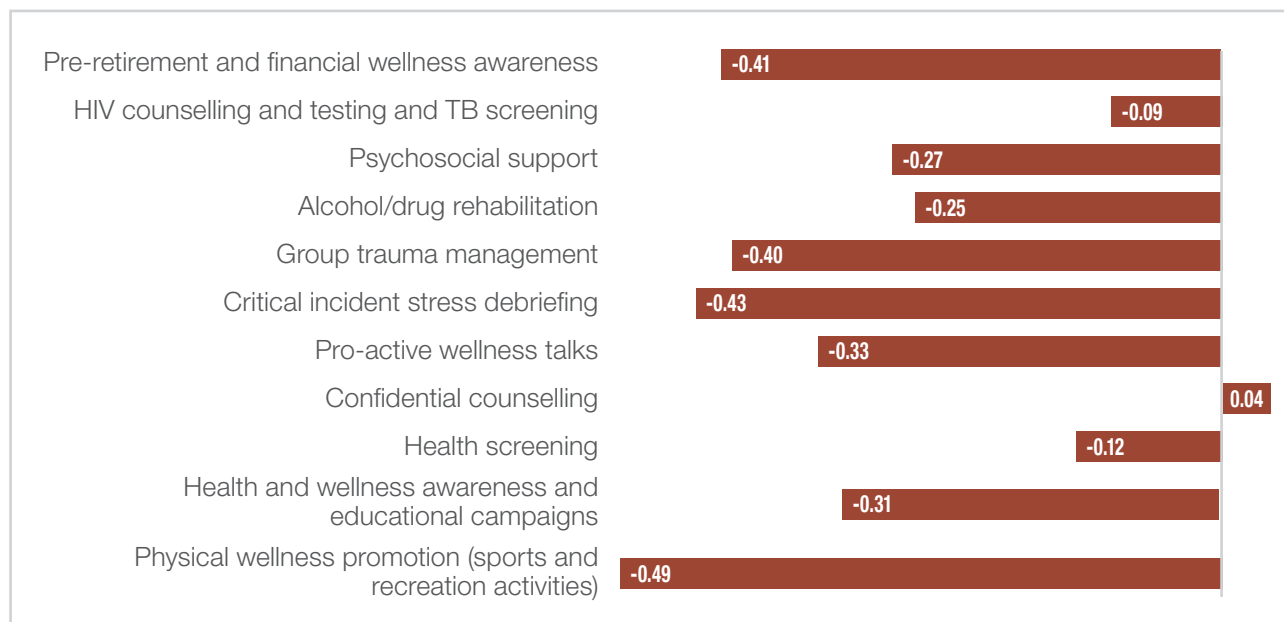
Most respondents (76%) are aware of the NPA's Employee Health and Wellness Programme. However, the survey findings suggest that the programme requires significant improvement in quality and in promoting available services. Many respondents noted their need for such services, mostly the need for health screening. Respondents would like more information on available services, preferably via email/posters.

This section of questions will be further evaluated by the NPA Research Management Directorate to enable the organisation to develop an improved health and wellness programme.

Level of satisfaction with the NPA Employee Health and Wellness Programme

Respondents were asked to indicate their satisfaction with various services offered by the NPA Employee Health and Wellness Programme. General dissatisfaction with services noted were in line with findings as per Figure 27, indicating that fewer than half (43%) were satisfied with the NDPP's actions relating to the improvement of staff safety and wellness. A significant proportion (28%) indicated they were neither satisfied nor dissatisfied with efforts to improve staff safety and wellness.

Figure 35: Level of satisfaction with services of the NPA Employee Health and Wellness Programme (weighted average)



Respondents were asked to rate different health and wellness services on a five-point scale. The options were very poor, poor, fair, good, or excellent. They could also indicate if they were not aware of the service. Figure 35 provides the weighted averages for each stated service.

For analytical purposes, each response was given a score to calculate an average weighted score for each statement. This provides an overall score based on an assessment of the strength of all the responses per statement. The negative ratings were given a negative score based on the intensity of disagreement

(very poor = -2, poor = -1), a neutral or 'do not know' response was given a zero score, and positive responses a positive score, based on intensity (good = +1; excellent = +2). Where respondents were not aware, they were given a neutral (zero) score.

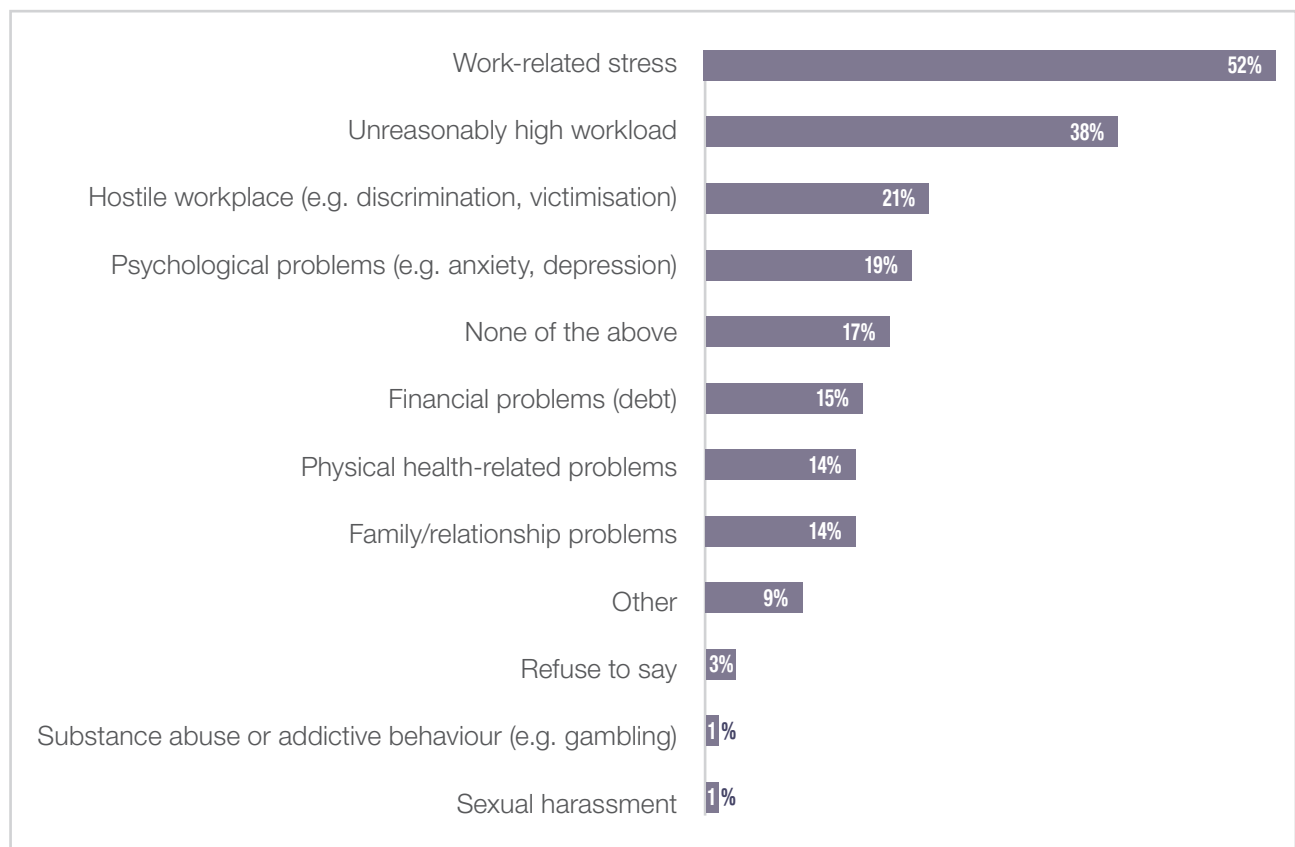
Negative scores represent overall negative sentiments and positive scores positive sentiments. The higher a positive score, the more positive the overall sentiments. The lower any negative score, the lower the overall sentiments.

All services received an overall negative score besides confidential counselling services, scoring a low but positive score. The most negative score was for physical wellness promotion – the service most required by staff, as discussed below.

Personal/workplace issues currently faced

Respondents were asked to indicate personal or workplace issues they currently faced. They could select as many issues as applicable. This question was answered by 64% of respondents (see Figure 36).

Figure 36: Personal/workplace issues currently faced by respondents

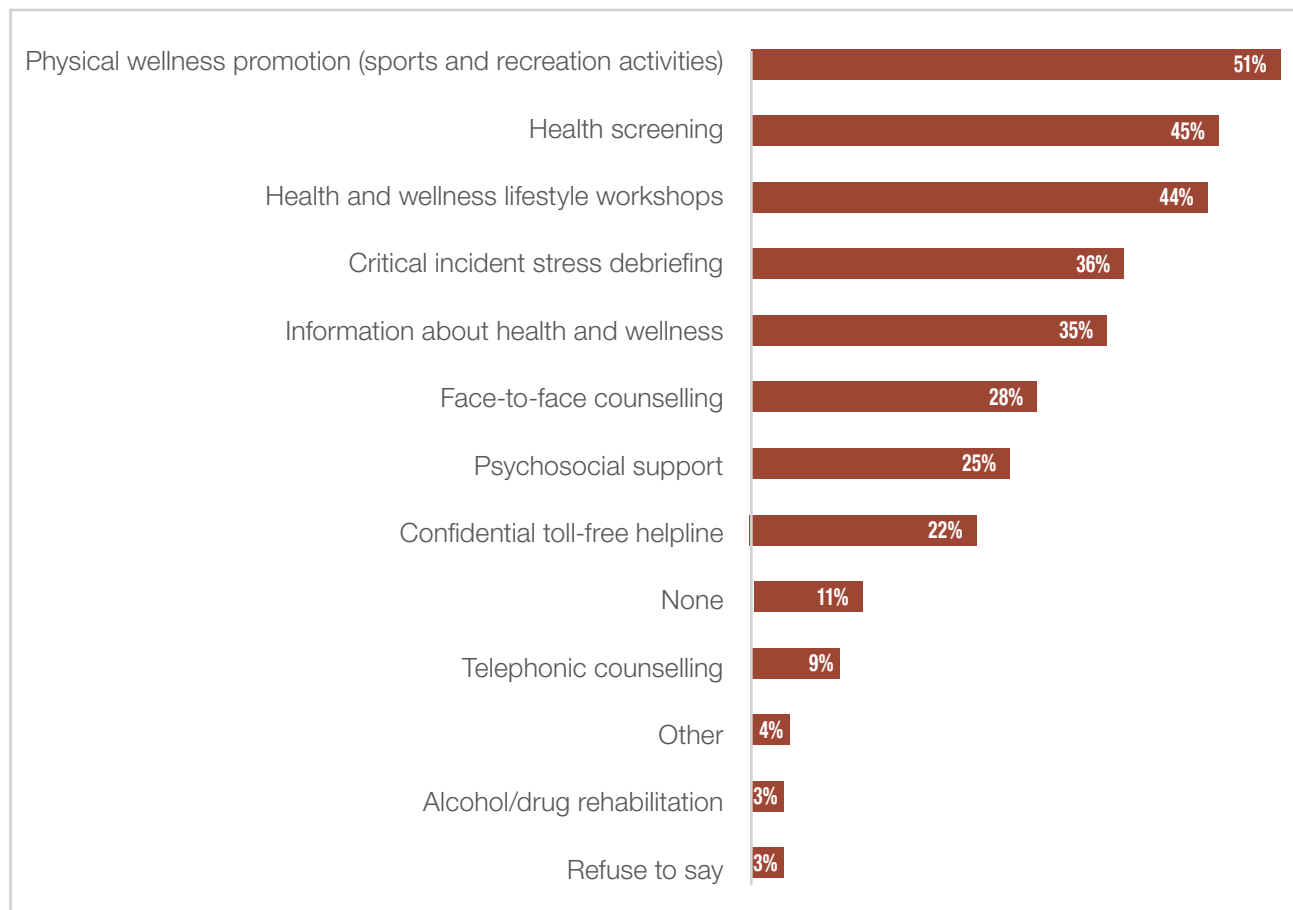


More than half (52%) identified work-related stress while 38% noted the related issue of unreasonably high workload. A total of 21% reported facing a hostile workplace. These are three issues linked directly to the workplace and it is important that the NPA leadership and managers address them. One in five experienced psychological problems, followed by 15% experiencing financial problems and 14% each experiencing physical health-related problems or family/relationship problems.

Employee Health and Wellness Programme services required

Respondents were asked to indicate which Employee Health and Wellness Programme services they require the most. They could provide up to five services. This question was answered by 64% of respondents (see Figure 37).

Figure 37: Employee Health and Wellness Programme services required



In keeping with the challenges set out in the previous section, half of respondents (51%) required physical wellness promotion. Slightly fewer than half (45%) required health screening services, followed by 44% requiring health and wellness lifestyle workshops and 35% information on health and wellness.

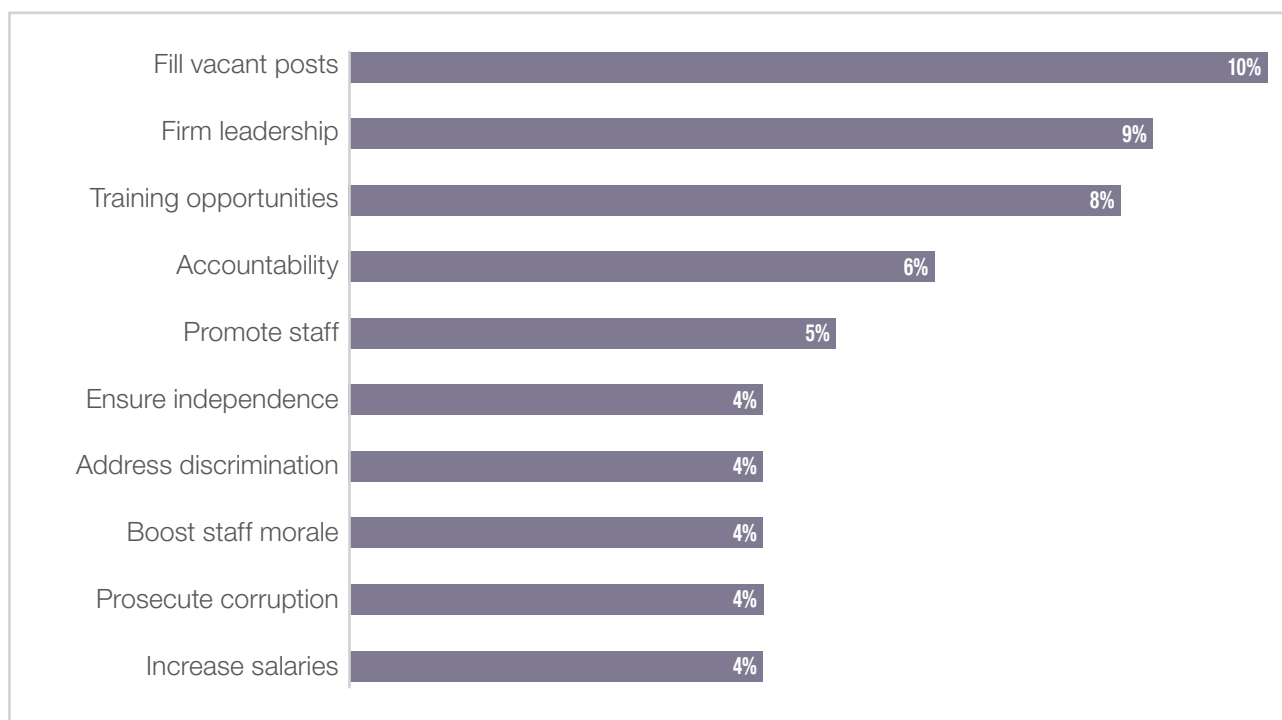
More than a third (36%) required critical incident stress debriefing and 28% wanted face-to-face counselling. A quarter (25%) indicated the need for psychosocial support, followed by 22% requiring a confidential toll-free helpline and 9% telephonic counselling.

It is clear that these are critical services required by a large portion of NPA staff, with more than half of respondents indicating the need for some measure of support.

Final staff thoughts

As a final question, respondents were asked to add any other comments, thoughts, ideas or recommendations. The question was answered by 63% of respondents. The collated responses are contained in Figure 38.

Figure 38: Final comments or recommendations



One in 10 (10%) mentioned the need to fill vacant posts. This was followed by 9% highlighting the importance of firm and accountable leadership to revitalise the organisation. A further 8% of respondents mentioned the need to train and develop staff.

Staff generally noted the improvement seen in the NPA over the past year, but also acknowledged that the organisation faced a long journey to complete renewal. Staff made recommendations and provided concluding thoughts to the survey.

Many respondents remarked on the organisation's effectiveness:

'Lower courts are still the stepchild of the criminal justice system. National Office and DPP Offices should better support the lower court prosecution component. When inputs are requested from lower court prosecutors, the time periods for responding are so tight that the impression is created that such inputs are not valued and will probably not be afforded due weight during the consideration process. Requests for responses should not only be channelled through management reporting lines, but also e-mailed directly to prosecutors to ensure sufficient time and opportunity to respond – also taking into account that the bulk of lower court prosecutors operate on the DOJ and not NPA server.' (Respondent #14, Q31)

Accountability and independence were highlighted as matters of concern:

‘Previous NDPPs were fired by the then State Presidents of South Africa for non-compliance with “instructions” whether or not to prosecute individuals. If something similar is happening to the current NDPP, she needs to litigate whether it is Constitutional for the State President of SA to hire and fire the NDPP on such dubious grounds. It in essence means that the NDPP’s prosecutorial decisions are dependent upon the will of the State President of SA in power. Surely the NDPP must be able to take his/her decision without fear and independent from the will of the State President at the time. The powers of the State President over the NDPP need to be tested in the Constitutional Court.’ (Respondent #43, Q31)

‘The NPA doesn’t have credibility because we don’t prosecute corruption sufficiently. Corruption within the organisation is so deep seated that I don’t know who to trust. No decisive action gets taken against individuals against whom complaints are levelled – there are “investigations” but literally 5 years later the same people are getting paid a salary and essentially sitting in their offices and doing nothing because “they can’t be trusted”, yet they are not dismissed. Stats is also a serious downfall of this organisation. It’s all about stats and not justice.’ (Respondent #72, Q31)

‘I wish the NDPP could have a platform where staff members could share their ideas, dissatisfactions and unhappiness that will be independently managed.’ (Respondent #90, Q31)

‘My morale was instantly lifted with the appointment of the new NDPP. We need to ensure that she is supported so she can continue with her work in reforming the NPA to its former glory.’ (Respondent #119, Q31)

Finally, staff highlighted negative and positive statements of the NPA that still persist:

‘The NDPP is a fresh breath of air emerging from a pernicious period. [The] first test is to ensure that staff trust is there on management. There must be an environment that encourages people to be more productive in a positive way. Prosecutors are not social workers, not in a way that they go about business. The function of a Prosecutor is to ensure justice. If you set targets that don’t allow them to be prosecutors there will be no realistic outcomes.’ (Respondent #133, Q31)

‘People are very dissatisfied to work at the NPA. It has always been an employer of choice, but now people are applying at other institutions because of the lack of support, the lack of career pathing and the lack of career development. This should be addressed. Satisfied staff will work harder and smarter.’ (Respondent #283, Q31)

‘I have never given such a negative response to any staff survey as to this one, but over the last year or so, it feels as if the wheels have come off in my current work place. It has also been made very clear to me (by senior staff) that employment equity is the be-all-and-end-all of any progress in the NPA. There is clearly no place left in the NPA for a white male entering the NPA on ground level, no matter how hard he tries. The NPA will however likely lose plenty of once motivated staff, of all races, from the lower levels, who have become disillusioned by many factors hampering their dreams and progress [over] which they have no control. I hope the NDPP takes these surveys seriously. Thank you.’ (Respondent #490, Q31)

‘My comment will be a complement to our new NDPP for coming with recruitment and to give a preference to internal staff we are really grateful for that. I would like to appreciate also the new method of rewarding performance through team rewards. We are really happy with that system especially us as lower level employees were not recognised fairly before. We are looking forward to getting training as staff members need to be up-skilled and developed as well. Thank you.’ (Respondent #399, Q31)

Conclusion

Respondents reported general levels of job satisfaction and a clear purpose, namely the belief that they made a positive difference in the lives of others. Three in four reported general job satisfaction.

Although work morale has increased marginally since 2019, it remains a key area of concern. Dissatisfaction with the lack of promotion or career growth opportunities is linked to dissatisfaction with the filling of vacancies, a lack of training opportunities and persistent budgetary constraints. The survey period may have been premature, as some of these issues are in the process of being addressed.

Only a slight majority (55%) indicated they were treated fairly at work. These signs of unfair treatment are echoed throughout various thematic areas of the survey, and indicative of an impediment to staff satisfaction. For example, the third most dissatisfying job aspect mentioned was a lack of leadership or support from managers.

Of concern is the majority view that:

- The NPA and its senior leadership do not treat allegations of unfair labour practices, including discrimination in the workplace, with the necessary seriousness.
- Staff members are not held accountable if they are caught violating the NPA's ethical standards of honest and responsible conduct.
- NPA staff do not take personal responsibility for their decisions and actions.
- NPA staff cannot report unethical behaviour and practices without fear of retaliation.
- Staff who are honest and responsible are not the ones who get ahead at the NPA.

These sentiments could be reflective of a culture of fear and impunity. Yet views were slightly more positive when compared to the 2019 survey. More than half felt that the NPA and its senior leadership treated allegations of fraud and corruption by NPA staff with the necessary seriousness, compared to only a third (33%) in 2019. However, only 49% were satisfied with the actions taken to prosecute corrupt staff.

Most respondents felt they needed some measure of health and wellness support. Only two in five were satisfied with the NDPP's actions relating to the improvement of staff safety and wellness. Critically, more than half of respondents identified work-related stress and two in five noted the related issue of unreasonably high workload.

Certain survey finding areas require further interrogation through more targeted research. This can be done through in-depth consultations as well as more focussed surveys directed at specific units, court centres or staff levels. It is understood that staff often feel they are subjected to too much 'administration' and surveys, but a case can be made for more targeted surveys or focus groups to better unpack the realities of the identified priorities, such as corruption, ethics and low morale, and to explore the feasibility of recommendations and practical solutions proposed by staff.

The trust deficit and low staff morale are reflective of the public service in general. As indicated by a reference team member, 'there is a generally accepted culture of victimisation, rooted in the no-confidence of the Protected Disclosures Act (PDA) legislation, which does not protect whistle-blowers'. The rooting out of

corrupt employees and ‘cliques/factions’ is a stubborn challenge, not only in the NPA but across all public service organisations.

Some of the identified priorities are in the process of being addressed, such as recruiting additional staff.

Certain survey findings may have to be interpreted differently in a COVID and post-COVID age. For example, COVID-imposed remote working arrangements require self-discipline and high ethical standards. In light of the survey findings, new challenges may emerge as catalysts for change.

The status quo provides an opportunity for introspection and for tasks and roles to be reimagined. The concept of ‘working smarter not harder’ should drive innovation – a timely opportunity for the NPA’s new innovation hub. The key strengths and challenges identified can add value to future planning processes.

An important question raised by the reference group is what should happen to the findings resulting from the survey? The findings should be interrogated by the relevant business units and divisions of the NPA. Implementable proposals and improvement plans should be developed with time-bound and measurable targets. Survey findings and recommendations can also be the subject of focus group discussions or targeted surveys to develop evidence-based improvement plans.

Implementation of the improvement plans should be monitored and progress reported to the NPA leadership or to a relevant team or group on a regular basis. The purpose of an improvement plan is ‘to foster the use of evaluation findings and recommendations by the implementing departments to improve their programmes’.¹ A helpful guideline is the Department of Performance Monitoring and Evaluation’s 2011 National Evaluation Policy Framework (NEPF).²

1 We would like to thank Thomas Tshilowa, Senior Researcher, NPA Research Management, for assisting in the development of this process.

2 The framework is available online at Department of Performance Monitoring and Evaluation, National Evaluation Policy Framework, 23 November 2011, <https://www.dpme.gov.za/publications/Policy%20Framework/National%20Evaluation%20Policy%20Framework.pdf>.

Annexure: Survey

The 2020 NPA Staff Survey

Introduction

"I want to hear from you on how we can make things better... I encourage all of you to take part in a survey. I want to hear from all of you what your views are and listen to your priorities and challenges."

– Advocate Shamila Batohi, NDPP, address to staff, 1 February 2019

On the day she was sworn into office, Advocate Shamila Batohi announced an all-staff survey. The objective of the survey was to give NPA staff the opportunity to make their voices heard, and inform the NPA leadership about the daily challenges you faced. The survey was completed in May 2019. The full report is available on the [NPA website](#).

The survey was sent out via email and completed by almost a third of all staff. The survey findings and regional visits by the NDPP and senior management informed the prioritisation of various initiatives, including revival of the Aspirant Prosecutor Programme, the filling of critical vacancies throughout the NPA, the procurement of laptops for staff, and changes to a widely unpopular bonus system. Your voices are being heard and your opinions matter for revitalising the NPA.

As with last year's survey, this online survey will be administered by the Institute for Security Studies (ISS), a Pretoria-based non-profit trust and research organisation. The ISS will collate and analyse the survey responses. An independent organisation was chosen to guarantee that responses remain completely anonymous. The information you provide will be aggregated into general findings so that no individual respondents are identifiable. This should reassure and encourage you to be forthright and honest with your responses.

The ISS will compile a report of the survey findings which will be presented to the NPA's senior management. The survey findings will help identify issues raised by you and your colleagues and provide guidance to the NPA's leadership in addressing the challenges facing the NPA.

The survey should take about 30 minutes of your time. There is no maximum time limit. The survey will run until 23:59 on Friday, 20 March 2020.

If you have questions about the survey, the confidentiality of your responses, or how your responses will be analysed, please reach out to Ms. Miché Roberts at the ISS: mroberts@issafrica.org.

Demographic information

Please answer a couple of demographic questions to give us a better understanding of staff members.

* 1. What is your sex?

- ☐ Female
- ☐ Male

2. What population group best describes you?

- ☐ Black African
- ☐ Coloured
- ☐ Indian/Asian
- ☐ White

* 3. What is your age (as at your last birthday)?

- ☐ 20 to 29
- ☐ 30 to 39
- ☐ 40 to 49
- ☐ 50 to 59
- ☐ 60 to 65
- ☐ 66 and older

* 4. How would you broadly categorise your job function?

- | | |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| <input type="radio"/> Admin Support | <input type="radio"/> Quasi-judicial/Legal Support (i.e. investigators, crime analysts, training) |
| <input type="radio"/> Admin Management (i.e. SMS or MMS level) | <input type="radio"/> Advocate in High Court |
| <input type="radio"/> Court Support (Witness protection, court preparation, Thuthuzela Care Centre) | <input type="radio"/> Prosecutor in Regional Court |
| <input type="radio"/> Senior Legal Management (i.e. SMS level - Chief Prosecutor, DDPP, DPP, DNDPP) | <input type="radio"/> Prosecutor in District Court |

* 5. How many full years have you been with the NPA? Estimate if need be; enter only the full number of years as a numerical number (e.g. 1 not one).

* 6. What province are you based in?

☐ Eastern Cape

☐ Mpumalanga

☐ Free State

☐ Northern Cape

☐ Gauteng

☐ North West

☐ KwaZulu-Natal

☐ Western Cape

☐ Limpopo

* 7. Select the type of office you are mainly attached to from the list below.

☐ VGM/head office (if based in Gauteng)

☐ DPP or Regional Office

☐ Regional court

☐ District court

* 8. What unit are you mainly attached to?

☐ AFU

☐ SCCU

☐ LAD

☐ SOCA

☐ NPS

☐ Admin and Support

☐ ONDPP

☐ MMS

☐ OWP

☐ Investigations

☐ PCLU

☐ Other (please specify)

* 9. What option best describes the location of your office?

☐ Metro area

☐ Non-metro city

☐ Large regional town

☐ Smaller rural town

Employee satisfaction

Now we are going to ask you about your job satisfaction at the NPA.

* 10. Please indicate your level of satisfaction with the following aspects of your job by selecting one of the options.

| | Strongly disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Strongly agree | I don't know |
|-----------------------------------------------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| Overall, I am satisfied in my job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My work gives me a feeling of personal accomplishment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel valued for the work I do. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My job makes a positive difference in the life of others. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am satisfied with my overall compensation. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am treated fairly in my work environment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I hope to still be working for the NPA in 2 years' time. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

* 11. Which of the following options represent the three least satisfying aspects of your job...? Select only from options provided.

- | | |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <input type="checkbox"/> Budgetary constraints | <input type="checkbox"/> Low staff morale |
| <input type="checkbox"/> Inadequate human resources / too many vacancies | <input type="checkbox"/> Negative media reports on the NPA and its officials |
| <input type="checkbox"/> Lack of leadership / support from managers | <input type="checkbox"/> No room for innovation |
| <input type="checkbox"/> Lack of promotion / growth opportunities | <input type="checkbox"/> Poor internal communication |
| <input type="checkbox"/> Lack of respect in work environment | <input type="checkbox"/> Poor skills development |
| <input type="checkbox"/> Gender discrimination in work environment | <input type="checkbox"/> Unsafe working environment |
| <input type="checkbox"/> Racial discrimination in work environment | <input type="checkbox"/> Too much administration / insufficient admin support |
| <input type="checkbox"/> Unfair labour practices in work environment | <input type="checkbox"/> Unreasonably heavy workload |
| <input type="checkbox"/> Low salary | |

* 12. What three of the following suggestions do you have for improving your job satisfaction working in the NPA...?

- ☐ Better accountability, integrity and openness by the NPA leadership
- ☐ Better leadership and direction
- ☐ Better promotion opportunities / career paths
- ☐ Better salaries / allowances
- ☐ Filling of vacancies
- ☐ Improved, transparent, inclusive communication
- ☐ More inclusive work environment where all feel valued
- ☐ More considerate / respectful / supportive managers
- ☐ Zero tolerance for corruption within the NPA
- ☐ Other (please specify)

* 13. Please indicate your level of agreement with the following statements relating to morale in the NPA.

| | Strongly disagree | Somewhat disagree | Neither agree or disagree | Somewhat agree | Strongly agree | I don't know |
|---------------------------------------------------------------------------------------|-----------------------|-----------------------|---------------------------|-----------------------|-----------------------|-----------------------|
| The NPA's staff morale has generally increased compared to one year ago (March 2019). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My work morale increased compared to one year ago (March 2019). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

* 14. In your daily work, what are the three key factors undermining your effectiveness...? Select only from options provided.

- | | |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <input type="checkbox"/> Corrupt staff | <input type="checkbox"/> No direction or guidance from supervisor / manager |
| <input type="checkbox"/> Inadequate budget | <input type="checkbox"/> Poor communication from the NPA's leadership |
| <input type="checkbox"/> Inadequately skilled staff | <input type="checkbox"/> Poor / unreliable IT connectivity |
| <input type="checkbox"/> Lack of collaboration between different departments in criminal justice system | <input type="checkbox"/> Unattainable performance targets |
| <input type="checkbox"/> Lack of collaboration within the NPA | <input type="checkbox"/> Unfair labour practices |
| <input type="checkbox"/> Lack of trust in senior managers | <input type="checkbox"/> Gender discrimination |
| <input type="checkbox"/> Lack of vision by the NPA leadership | <input type="checkbox"/> Racial discrimination |

Perceptions of the NPA

The following questions relate to how you perceive the NPA.

- * 15. Please indicate your perception regarding the following aspects of the NPA by selecting one of the options provided.

| | Strongly disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Strongly agree | I don't know |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| The NPA's work positively impacts people's lives. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel proud to tell people that I work for the NPA. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would advise a friend to apply for a job at the NPA. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The NPA and its senior leadership treat allegations of fraud and corruption by NPA staff with the necessary seriousness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The NPA and its senior leadership treat allegations of unfair labour practices, including discrimination in the workplace, with the necessary seriousness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

- * 16. What is one word that best describes the NPA's internal organisational culture...?

- * 17. In one word, how would you characterise the senior leadership of the NPA... ?

NPA strategy and values

The following section contains questions about your perceptions regarding the NPA strategy and values.

* 18. What should be the top three priorities for the NPA to enhance its performance and accomplish its mission...? Provide responses from options available.

- ☐ Achievable targets and indicators
- ☐ Constant training / re-skilling of prosecutors
- ☐ Zero-tolerance of unethical conduct by NPA personnel
- ☐ Improved budget / resources for the NPA
- ☐ Increase salaries
- ☐ Improved development opportunities for staff
- ☐ Reward / acknowledge dedicated staff / excellence
- ☐ Victim centric approach
- ☐ More effective collaboration with the SAPS

* 19. In 2019 the NPA introduced four core values to complement the NDPP's vision. They are 'professionalism', 'independence', 'credibility' and 'accountability'. How should professionalism be operationalised and strengthened in daily work routines and practices?

* 20. How should independence be operationalised and strengthened in daily work routines and practices?

* 21. How should credibility be operationalised and strengthened in daily work routines and practices?

* 22. How should accountability be operationalised and strengthened in daily work routines and practices?

* 23. To what extent do you agree with the following statements around ethics and integrity?

| | Strongly disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Strongly agree | Prefer not to say |
|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| Staff who are honest and responsible are the ones who get ahead at the NPA. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Overall, staff at the NPA take personal responsibility for their decisions and actions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Members of the NPA can report unethical behaviour and practices (e.g. fraud, corruption, dishonesty) without fear of retaliation. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Members of the NPA are held accountable if they are caught violating the NPA's ethical standards of honest and responsible conduct. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Over the last year I observed unethical conduct by members of the NPA. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Expectations for the NDPP

The following questions look at your expectations for the NDPP.

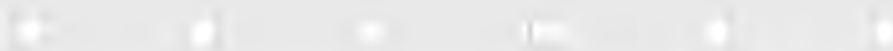
* 24. Expectations of the NDPP.

| | Strongly disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Strongly agree | I don't know |
|---------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| The NDPP has met the expectations I had of her since assuming office in early 2019. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The NDPP has acted firmly to revitalise the NPA, including disrupting a 'business-as-usual' approach to managing the NPA. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The NDPP should adopt a 'zero tolerance' approach in respect of unethical and corrupt behaviour by any member of the NPA. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

- * 25. The 2019 NPA staff survey results indicated the need for the NDPP to prioritise 'employment and promotion of staff', 'improve staff safety and wellness' and 'address budget constraints' to improve the NPA's operational effectiveness. Are you satisfied with the NDPP's action taken to address these priorities?

Very dissatisfied Dissatisfied Neither satisfied nor dissatisfied Satisfied Very satisfied I don't know

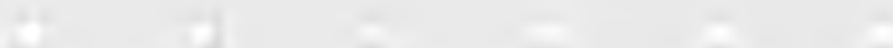
How satisfied are you with the NDPP's action taken to address priorities relating to employment and the promotion of staff?



How satisfied are you with the NDPP's action taken to address priorities relating to improvement of staff safety and wellness?



How satisfied are you with the NDPP's action taken to address priorities relating to addressing budget constraints?

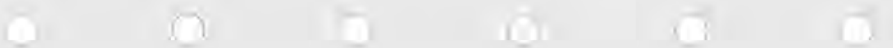


- * 26. What should the one top priority of the NDPP be to improve the NPA's operational effectiveness...?

- * 27. The 2019 NPA staff survey results indicated the need for the NDPP to prioritise 'recruitment and promotion of staff', 'recognition of hard work' and 'improving salaries' to improve staff morale. Are you satisfied with the NDPP's action taken to address these priorities?

Very dissatisfied Dissatisfied Neither satisfied nor dissatisfied Satisfied Very satisfied I don't know

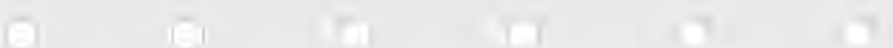
How satisfied are you with the NDPP's action taken to address priorities relating to the recruitment and promotion of staff?



How satisfied are you with the NDPP's action taken to address priorities relating to the recognition of hard work?



How satisfied are you with the NDPP's action taken to address priorities relating to improving salaries?



* 28. What should the one top priority of the NDPP be to boost staff morale...?

* 29. The 2019 NPA staff survey results indicated the need for the NDPP to prioritise 'combating corruption', 'ensuring the NPA's independence' and 'prosecuting corrupt staff' to restore the credibility of the NPA. Are you satisfied with the NDPP's action taken to address these priorities?

| | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very satisfied | I don't know |
|-------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|---------------------------------------|-----------------------|-----------------------|-----------------------|
| How satisfied are you with the NDPP's action taken to address priorities relating to <u>combating corruption</u> ? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| How satisfied are you with the NDPP's action taken to address priorities relating to <u>ensuring the NPA's independence</u> ? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| How satisfied are you with the NDPP's action taken to address priorities relating to <u>prosecuting corrupt staff</u> ? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

* 30. What is the one thing the NDPP needs to do to restore the credibility of the NPA...?

31. Please share any other comments, thoughts, ideas or recommendations on the operations, management and future of the NPA...?

* 32. Are you aware that the NPA has an Employee Health & Wellness Programme?

- ☐ Yes
- ☐ No

NPA's Health and Wellness Programme

Next are a few questions which focus on your assessment of the NPA's Health and Wellness Programme in terms of its relevance, effectiveness and impact.

* 33. On a scale of 1 to 5, how would you rate the following services of the NPA Employee Health and Wellness Programme, where 1= very poor and 5= excellent (6=not aware of service).

| | Very poor | Poor | Fair | Good | Excellent | Not aware of service |
|-------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Physical wellness promotion (sports and recreation activities). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Health and wellness awareness and educational campaigns. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Health screening. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Confidential counselling (telephonic and face to face counselling). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Pro-active wellness talks (e.g. financial wellness, stress management). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Critical incident stress debriefing. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Group trauma management. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Alcohol/drug rehabilitation. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Psychosocial support. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| HIV counselling and testing and TB screening. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Pre-retirement and financial wellness awareness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

34. Have you ever utilised any of the following services of the NPA Employee Health and Wellness Programme? Tick all that are applicable to you.

- | | |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| <input type="checkbox"/> Physical wellness promotion (sports and recreation activities) | <input type="checkbox"/> Group trauma management |
| <input type="checkbox"/> Health and wellness awareness and educational campaigns | <input type="checkbox"/> Alcohol / drug rehabilitation |
| <input type="checkbox"/> Health screening | <input type="checkbox"/> Psychosocial support |
| <input type="checkbox"/> Confidential counselling (telephonic and face to face counselling) | <input type="checkbox"/> HIV counselling and/or testing or TB screening |
| <input type="checkbox"/> Pro-active wellness talks (e.g. financial wellness, stress management) | <input type="checkbox"/> Pre-retirement and financial wellness |
| <input type="checkbox"/> Critical incident stress debriefing | |

* 35. Which of the following personal/workplace issues are you currently facing? Tick all that are applicable to you.

- | | |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Hostile workplace (e.g. discrimination, victimisation) | <input type="checkbox"/> Physical health-related problems |
| <input type="checkbox"/> Work-related stress | <input type="checkbox"/> Substance abuse (alcohol, drugs) and other addictive behaviour (e.g. gambling) |
| <input type="checkbox"/> Unreasonably high workload | <input type="checkbox"/> Sexual harassment |
| <input type="checkbox"/> Family / relationship problems | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> Financial problems (debt) | <input type="checkbox"/> Refuse to say |
| <input type="checkbox"/> Psychological problems (e.g. anxiety, depression) | <input type="checkbox"/> Other (please specify) |

36. Which health and wellness topics would you like information on? Mention up to 3 options.

Topic 1:

Topic 2:

Topic 3:

37. What are your preferred methods of receiving health and wellness-related information? Mention up to 3 options.

- ☐ Posters and brochures
- ☐ Email
- ☐ Verbal through workshops
- ☐ Newsletters
- ☐ SMS
- ☐ Other (please specify)

* 38. Please indicate which health and wellness services you may require the most? Please list up to 5 options.

- | | |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <input type="checkbox"/> Physical wellness promotion (sports and recreation activities) | <input type="checkbox"/> Critical incident stress debriefing |
| <input type="checkbox"/> Information about health and wellness | <input type="checkbox"/> Alcohol / drug rehabilitation |
| <input type="checkbox"/> Health and wellness lifestyle workshops | <input type="checkbox"/> Psychosocial support |
| <input type="checkbox"/> Health screening | <input type="checkbox"/> Confidential toll-free helpline |
| <input type="checkbox"/> Face to face counselling | <input type="checkbox"/> None |
| <input type="checkbox"/> Telephonic counselling | <input type="checkbox"/> Refuse to say |
| <input type="checkbox"/> Other (please specify) | |



Acknowledgements

This NPA staff survey was funded by the Open Society Foundations and the Hanns Seidel Foundation. Members of the NPA reference group provided valuable feedback and guidance throughout the survey process. Their contributions are gratefully acknowledged. The reference group included Marthi Alberts, Salome R Baloyi and Thomas Tshilowa (SMO); Marelize Potgieter, Jannie Schutte and Bradley Smith (NPS); Obert J Masango and Denton Serobatse (ISM); Bulelwa Makeke and Nomilo Mpondo (Communications); Praveen Naidoo (IMU); Tshidi Modise (HRM); and Cheryl Frank and Martin Schönteich (IPSO).