



# NPA staff survey: Report



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# NDPP's foreword



On my first day in office I requested that a staff survey be undertaken. New in my position as NDPP, I wanted to hear from everyone in the NPA. It was important to me that the survey be anonymous to encourage forthright responses and commentary.

The NPA succeeds or fails on the ability, skills and knowledge of its people to further our overall vision – Justice in our society so that people can live in freedom and security. Our people – our colleagues – are the NPA's greatest asset. To succeed, the NPA must nurture and empower all its people – prosecutors and advocates, administrative and support personnel, managers and supervisors, cleaning staff and security personnel.

It is clear from the survey findings that the NPA's people have been through difficult times. Budget shortfalls and a lack of resources, personnel vacancies, political interference, and erratic changes in leadership have resulted in an organisation in crisis. This has had a real impact on staff's operational capacity and general wellbeing. It is to the immense credit of the vast majority of our colleagues that they continued to work as dedicated professionals under difficult circumstances.

I am committed to work with my leadership team and many of you throughout the country to tackle the problems and institutional challenges the survey exposed. Some, such as the filling of vacancies, entail additional resources. Others, such as better facilities in the lower courts, require cooperation from our government partners. We need to work tenaciously to overcome the many obstacles that stand in our way.

Many issues that undermine staff morale and job satisfaction are within our control. Treating one another with dignity and respect, being compassionate, helping a colleague in need, managing by example to empower and inspire, and showing zero tolerance of unethical behaviour, do not need money. These are attitudes and skills we must nurture in all of us, especially among those with the responsibility to lead.

Many of us work in tough and hostile environments. On an almost daily basis, prosecutors are confronted with deeply traumatised victims of crime, hostile criminals and, at times, belligerent lawyers. To succeed and survive in such an environment we need to find strength from within, from our colleagues who are there for us to provide guidance, support, and a helping hand. We must work as a team to succeed.

Burdened by the daily routines and demands of our work, it is easy to forget that our mission is both noble and grand – to ensure justice for society's most vulnerable, combat crime and impunity, strengthen crime-ridden communities, and reverse years of state capture to restore public confidence in state institutions and the rule of law.

We face daunting challenges to revitalise the NPA. The staff survey findings will help us prioritise interventions to make the NPA an inspiring and empowering place to work, where we can grow professionally and as prosecutors committed to contributing to our country's prosperity and wellbeing.

A stylized, handwritten signature in black ink, appearing to read 'S. Batohi'.

**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, relationships with other criminal justice role players and expectations they have for the new National Director of Public Prosecutions (NDPP).

## General staff satisfaction

Overall, the majority of participants indicated a general level of satisfaction with the fact that their work is making a difference to people's lives (85%) and feeling a degree of personal accomplishment (71%). Two-thirds were generally satisfied with their jobs and 60% hoped to still work for the NPA in two years' time.

Just over half were satisfied with their overall compensation. However, only 44% felt they were valued for the work they do.

Around 43% of participants felt the lack of promotion or career growth was the most dissatisfying aspect of their job. This was followed by high staff vacancies (28%), and low staff morale or budgetary constraints (25% each). Almost one-quarter noted a lack of leadership or support from managers as the least satisfying aspect of their job.

## Daily operational experiences

The overwhelming majority of participants (77%) felt they had clearly defined goals relating to their job function. Almost two-thirds thought they had the tools and resources to do their job well. Only half thought that managers and supervisors had a clear commitment to maintaining high standards.

Less than half of participants (46%) felt their workplace was safe, while only 45% believed their hard work and efforts were recognised by management. Only one in three agreed that the NPA did a good job of keeping employees informed about matters affecting them.

When asked about factors undermining the effectiveness of the NPA, nearly half of the participants in the survey indicated staff shortages, and one-third an inadequate budget. One in five mentioned unattainable performance targets, a lack of trust in senior managers and regular discrimination as factors undermining the NPA's effectiveness.

## Satisfaction with career development

Generally, participants had negative views about their career growth and professional development prospects. Only 37% of participants felt satisfied with the job-related training the NPA offers, while only 29% agreed they were satisfied with their opportunities for professional growth. Only one in five participants felt the NPA has fair promotion policies.

Participants requested regular training to aid their professional development in the NPA. Suggestions included training to improve management skills, specialised legal skills development, court processes and practical training.

## Perceptions of the NPA and its values

The majority of participants (72%) felt the NPA's work positively impacted people's lives. Only a third (33%) felt the NPA and its senior leadership treated allegations of fraud and corruption by NPA staff seriously.

Just over half of participants agreed the NPA effectively communicated its goals, objectives and strategic values to staff, with a little over a quarter disagreeing.

## Expectations of the NDPP

Nine in ten participants emphasised that there is a strong need for the NDPP to restructure and revitalise the NPA. Participants also indicated high expectations for the NDPP to restore the integrity of the organisation.

An overwhelming majority of participants strongly agreed (92%) that there is a need for the NDPP to take a 'zero tolerance' approach to unethical and corrupt staff.

Participants reiterated the importance of reducing the vacancy rate in the NPA to lighten the workload on staff. Participants also noted the need for a greater focus on ensuring staff's physical safety, health and wellness. This sentiment was expressed particularly by participants from district and regional courts.

Survey participants expected hardworking and dedicated members to be recognised for their contribution to the organisation.

Participants also felt that improving communication throughout the organisation should be prioritised using different platforms and methods.

## Prosecutor experiences with justice role players

Prosecutors generally reported having a fair to good working relationship with role players in the criminal justice system. They rated their working relationship with judicial officers and court administrators as 'good' or 'fair'. Participants were generally positive about their working relationship with members of the SAPS, although to a lesser extent.

Most of the participants highlighted the SAPS's poor investigation of cases as a challenge that hindered the effectiveness of prosecutions. Key issues mentioned included poor statement taking and poor quality of work. In addition, it was stated that the SAPS did not finalise investigations quickly and there were insufficient reliable and accountable investigators.

More than half of participants raised concerns about acting magistrates and judges who do not have sufficient criminal experience to try complex and specialised cases. The appointment of inexperienced contract magistrates resulted in delays in the finalisation of cases.

Almost half of participants highlighted a lack of foreign language interpreters in courts as a challenge that hindered the prosecution's ability to be effective. This was followed by poor toilet facilities, an unhealthy working environment, unsafe working conditions, and defective equipment.

## Conclusion

The survey results give the NDPP a strong mandate to revitalise the NPA and restore the integrity of the organisation.

The findings also bring a variety of managerial and organisational issues in need of improvement and repair to senior management's attention. While not all needs can be addressed within current budgetary constraints, many do not require significant resources to improve morale and attend to job satisfaction issues within the NPA.

# Findings

## Introduction

This report provides an overview of the key findings from the National Prosecuting Authority's (NPA) all-staff survey. The survey was conducted by the Institute for Security Studies (ISS) between 15 March and 8 April 2019.

## Methodology

The ISS embarked on an online survey targeting all staff members of the NPA using the 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 Open Society Justice Initiative was the lead researcher responsible for the content design of the questionnaire. The draft instrument was circulated to the NPA reference team as well as the National Director of Public Prosecutions (NDPP) for comment.

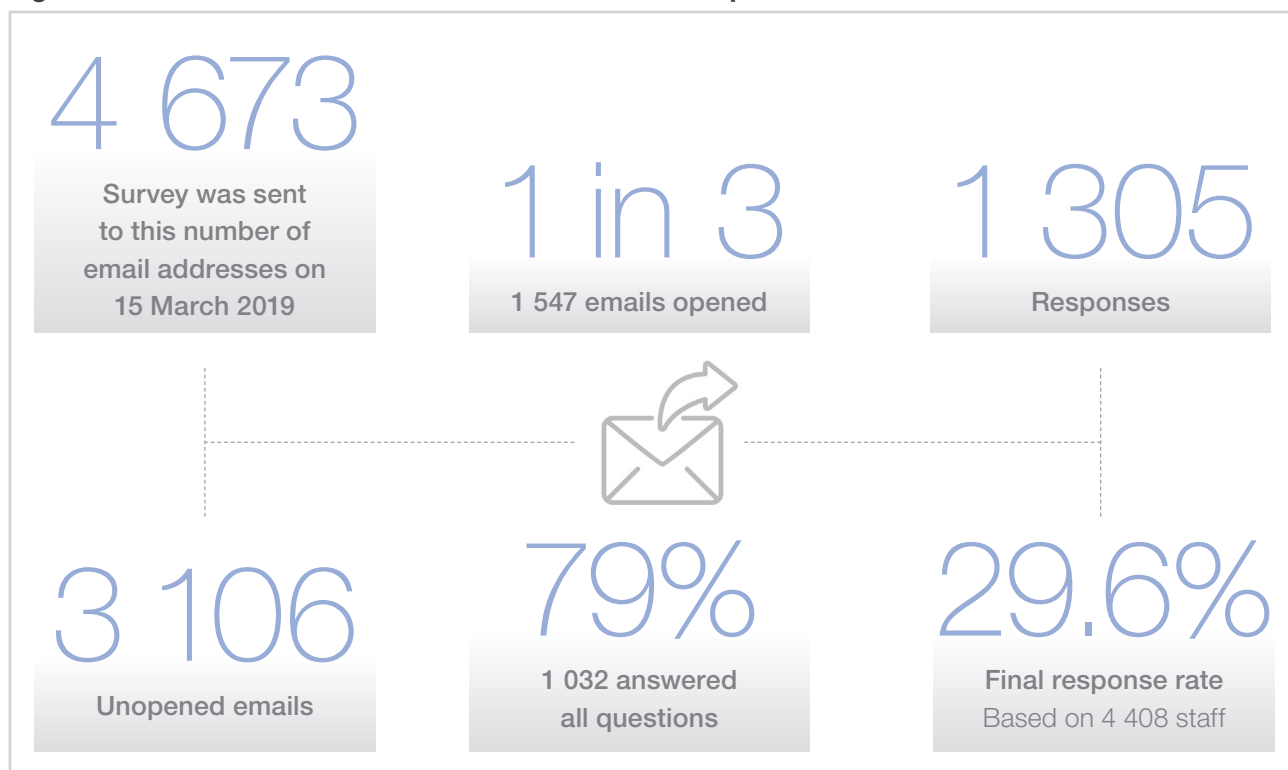
Before dissemination, the final questionnaire was piloted among the reference team as well as some Gauteng-based prosecutors. Based on the feedback some of the questions were adjusted to promote clarity and brevity.

The survey was disseminated to 4 665 email addresses of NPA full-time personnel on record on 15 March 2019. Some staff members had both NPA and Department of Justice and Constitutional Development (DoJ&CD) email addresses, accounting for the additional email addresses. Some participants requested that the survey be sent to private email addresses because of connectivity or access challenges. The survey was sent out collectively to 4 673 email addresses, including the additional addresses provided by individual staff members.

The original deadline was set as 31 March, but it was subsequently extended to 8 April to allow for more responses.

The NPA's IT and Helpdesk personnel played an important role in ensuring that those who were willing to complete the survey were assisted in doing so. A breakdown of the statistics around the data collection process is contained in Figure 1.

**Figure 1: Breakdown of email dissemination data and response rates**



Nearly one in three staff members (or 1 305 persons) participated in the survey. This represents 29.6% of the complete staff component, based on the figures supplied by the NPA of 4 408 total staff as at 1 April 2019. Of those who participated in the survey, 79% (or 1 032) completed each question.

3 106 emails remained unopened. Some may be inactive and others may be duplicate emails. Before future online surveys are undertaken, it should be established why some 70% of staff members are seemingly unable to receive or open their emails, or decided not to participate in the survey.

## Demographics of participants

The first section of the survey asked basic demographic questions of the survey participants. The figures below provide an overview of the demographics of the 1 305 people who participated in the survey. The number of participants who responded to a question is denoted by *n* in brackets in certain of the figures below indicating changes in the frequency or responses.

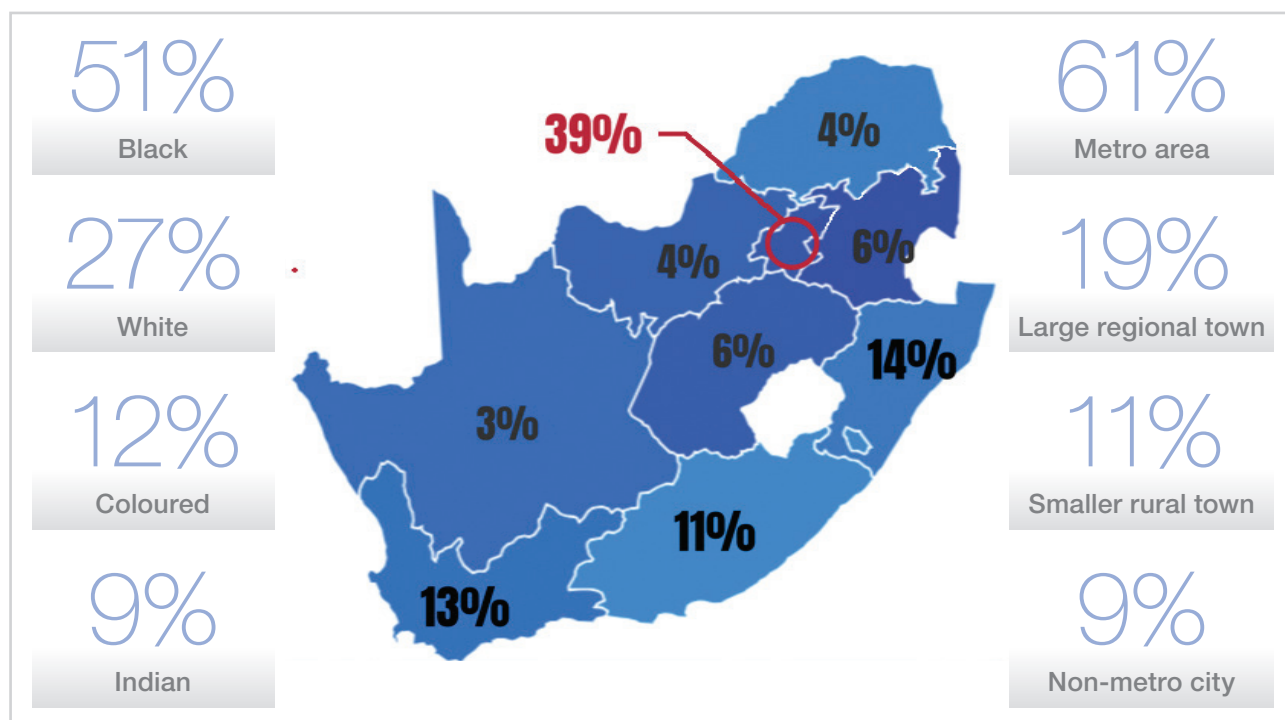
### Demographic information

Of the survey participants, 55% were female, 51% black, and 50% aged between 40 and 49 years. The average number of years worked at the NPA was 15.5 years, with 49% having worked for the NPA for between 11 and 20 years. Participants had a combined experience at the NPA of 20 204 years.

Two in five participants (39%) live in Gauteng, 14% in KwaZulu-Natal and 13% in the Western Cape. One in five (11%) live in the Eastern Cape, and 6% in the Free State or Mpumalanga respectively. The remainder are from the North West Province (4%), Limpopo (4%) or the Northern Cape (3%).

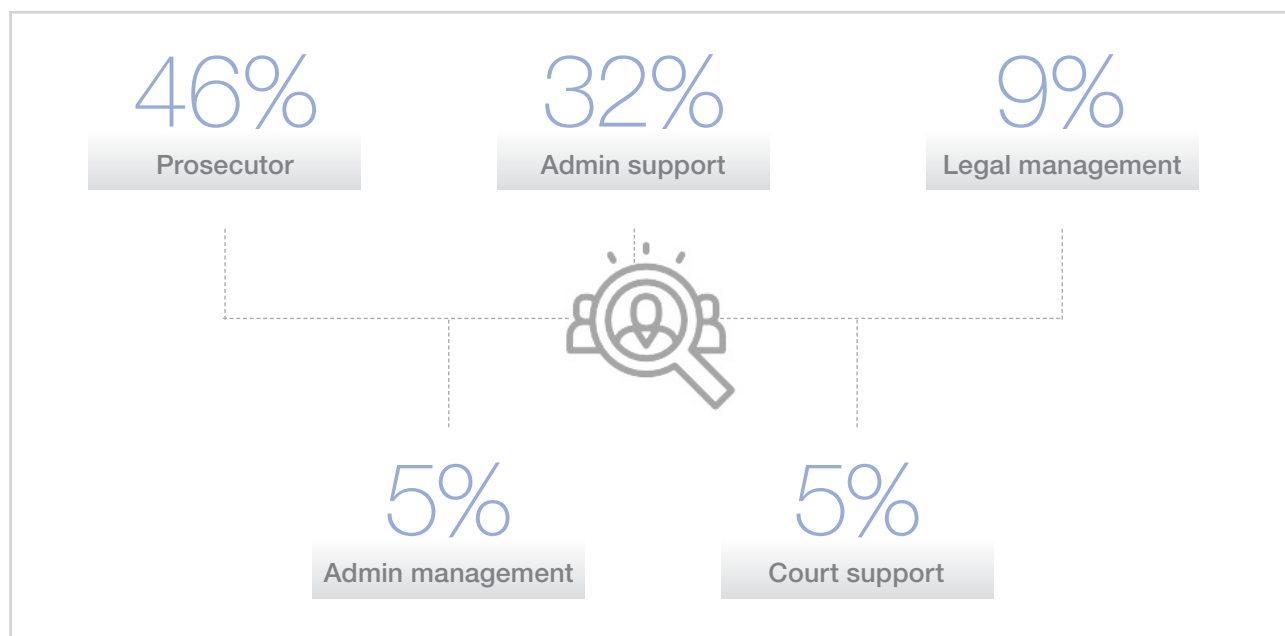
Three in five (61%) participants work in metro areas, 19% in large regional towns, 11% in smaller rural towns and 9% in non-metro cities.

Figure 2: Participants' population group and location type (n=1305)



The participation reflects similar trends as the actual NPA component figures, showing the actual staff component to be 52% female, and 47% of employees are in the 40–49 age bracket. The average age of personnel is 43, with women averaging 42 years and men 44.5 years. With regard to race 64% of employees are black, 6% coloured, 11% Indian and 19% white.

Figure 3: Participants' broad job classification (n=1305)



Nearly half of the participants (46%) classified themselves as prosecuting staff, and almost a third (32%) as admin support staff, followed by legal management (9%), court support staff (5%) and administrative management (5%). Three percent noted that they fell outside these categories. They were mainly specialised investigators, state advocates or middle managers.

With regard to location, 46% were from the DPP or regional offices and 22% were from the VGM (head office) in Gauteng. One in five (21%) were from the regional courts. Only 11% of participants were from the district courts, which shows a disproportionately low response rate. Therefore, one in three respondents (32%) were from the lower courts.

More than half of participants (53%) were from the National Prosecution Service (NPS), and nearly a quarter (23%) from corporate services, followed by the Sexual Offences and Community Affairs (SOCA) unit (7%), the Asset Forfeiture Unit (AFU) and Specialised Commercial Crimes Unit (SCCU) (6% each). Three percent were from the Office for Witness Protection (OWP). All units were represented. Less than 2% of participants were from the Office of the National Director of Public Prosecutions (ONDPP), Legal Affairs Division (LAD) or Priority Crime Litigation Unit (PCLU).

## Discussion

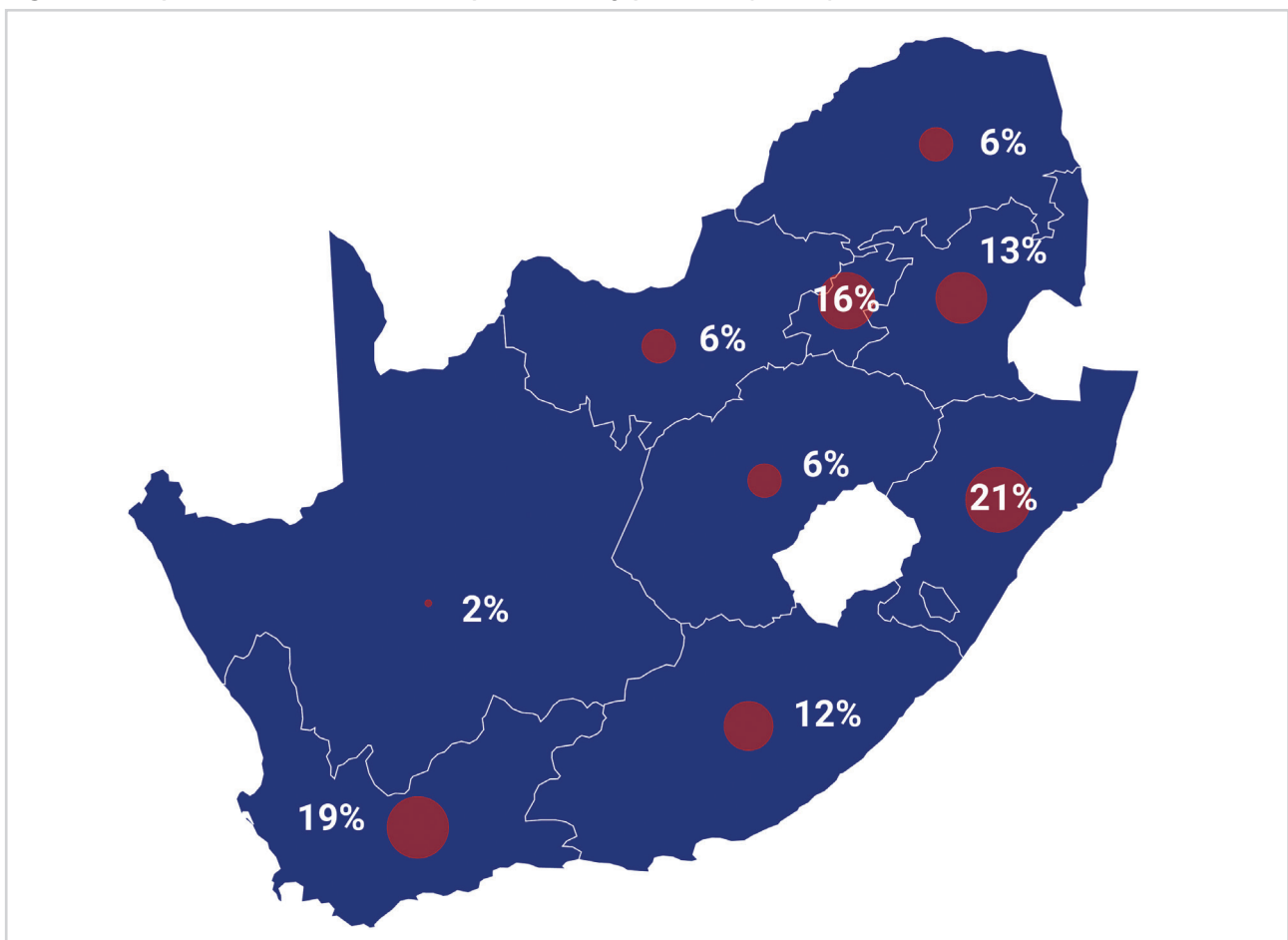
According to NPA staff figures, 83% of staff are employed in the NPS, 10% in corporate services, 4% in SOCA and 3% in the AFU, and the remainder in the other units. This means that the NPS is proportionally under-represented and corporate services over-represented in the survey results.

The NPA staff data also showed that 74% of the NPS complement and 61% of the overall staff complement were based at the lower courts. Therefore, lower court staff from regional and district courts were under-represented in the survey.

From the data collection process, it can be deduced that many staff members, especially regional and district court staff, do not or cannot regularly access their emails.

Participants from the lower courts were from all the provinces, as highlighted in Figure 4. They were mainly prosecutors (81%) and had a similar age and sex profile as the overall survey group.

**Figure 4: Proportion of lower court respondents by province (n=419)**



## Employee satisfaction

The section below provides 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 noted a lack of leadership or support from managers as the least satisfying aspect of their job.

### General level of satisfaction

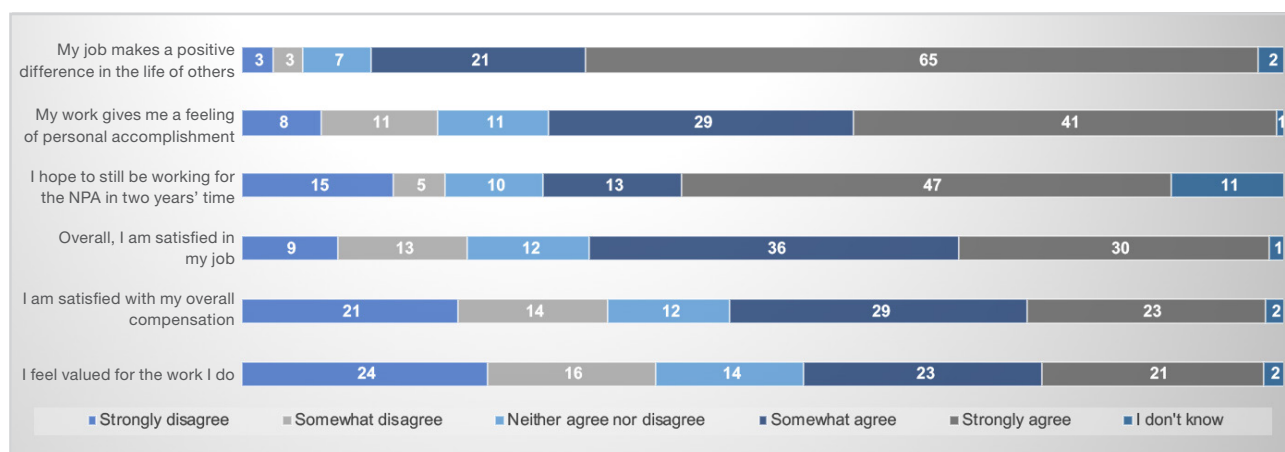
Participants were asked to indicate on a five-point scale whether they were satisfied with different aspects of their jobs. The options were strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree, or strongly agree. They could also indicate if they did not know.

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 aspect. 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.

The findings are contained in Figure 5.

**Figure 5: Level of agreement with employee satisfaction aspects (%)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Figure 5 indicates that participants felt largely positive about these stated aspects of their jobs. Each aspect is represented from the most positive overall responses to the least positive.

The overwhelming majority of participants (a combined 85%) felt that their job made a positive difference in the lives of others. A further 70% somewhat agreed or strongly agreed that their work gave them a feeling of personal accomplishment.

Three in five (60%) hoped to still be working for the NPA in two years' time (13% somewhat agreed and 47% strongly agreed).

Overall, 66% were satisfied with their jobs, but here more somewhat agreed (36%) compared to those who strongly agreed (30%).

Just over half were satisfied with their overall compensation (29% somewhat agreed and 23% strongly agreed). A total of 44% felt they were valued for the work they do. Another 23% somewhat agreed and 21% strongly agreed they were valued for the work they do.

**Figure 6: Overall level of agreement with job satisfaction aspects (weighted average)**

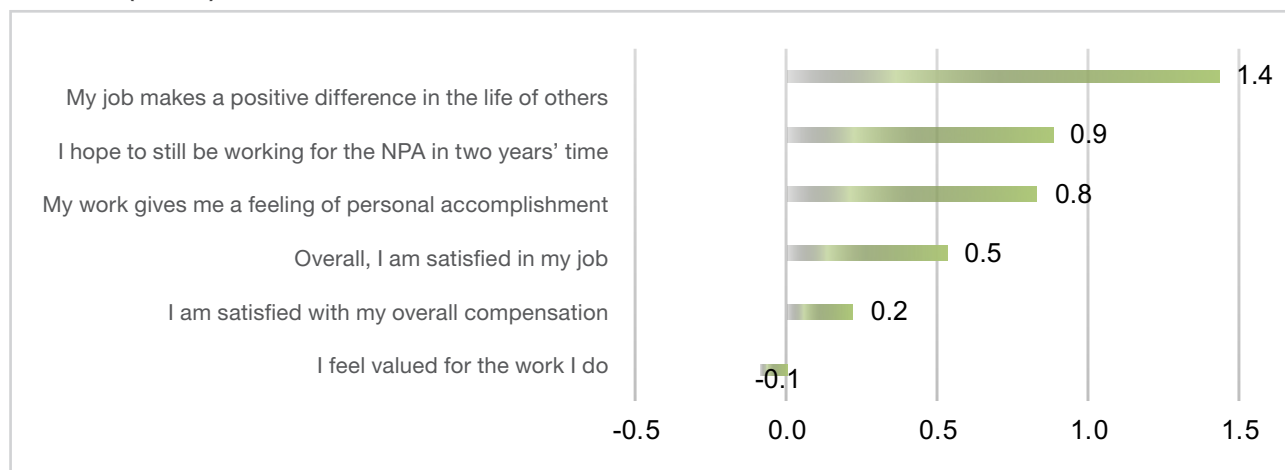


Figure 6 shows the weighted averages for each aspect. The higher the score the more positive the average perception is. The first aspect ('my job makes a positive difference in the life of others') had an overall score of between one and two (i.e. between somewhat and strongly agree).

The next three aspects had an overall weighted score of just under one, or somewhat agree. Satisfaction with compensation had an average score just over the neutral (neither agree nor disagree option) while feeling valued scored a zero.

The above shows that of these aspects, compensation and feeling valued were the least satisfying aspects of participants' job satisfaction, with 'making a difference' being the most positive aspect of job satisfaction.

**Figure 7: Overall level of agreement with job satisfaction aspects for lower courts (weighted average) (n=960)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Figure 7 illustrates the weighted average level of satisfaction at lower courts. As illustrated, NPA staff in lower courts had a similar level of agreement in terms of believing their job made a positive difference in the life of others.

Lower court staff hoped to still be working for the NPA in two years' time (weighted average of 0.9). Further, lower court staff had similar levels of agreement 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 (0.5).

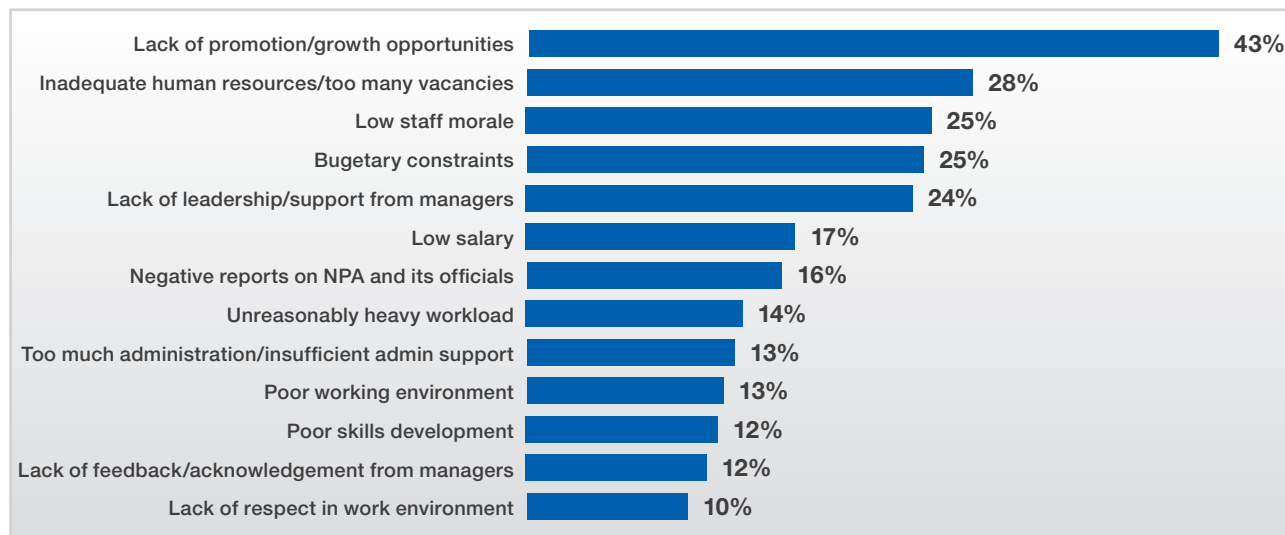
Lower court participants also had similar scores for the statement about satisfaction with their compensation (weighted average of 0.2) when compared to the average participant score.

However, lower staff negatively rated being valued for the work they do. This was lower than the overall average neutral score for all survey participants. Overall, female participants also had a negative -0.04 score for feeling valued, compared to male participants having a positive 0.08 score.

### Least satisfying aspects of job

Participants were asked to identify the three least satisfying aspects of their job. The compounded findings are contained in Figure 8.

**Figure 8: Least satisfying job aspects (n=1242)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Close to half of participants (43%) felt that the lack of promotion or career growth opportunities was the most dissatisfying aspect of their job. This was followed by high staff vacancies (noted by 28%), low staff morale and budgetary constraints (25% each). Lack of leadership or support from managers was mentioned by nearly a quarter of participants (24%).

Inadequate human resources and a lack of promotion opportunities (37% each) and low staff morale (24%) were ranked as the least satisfying aspect by lower court staff. This sentiment was shared by prosecutors, who ranked lack of human resources and promotion at 36% each. This was followed by low morale (26%). Lower staff ranked too much administration fourth, at 23%.

Lower court participants and prosecutors shared similar percentages, with prosecutors noting an unreasonably heavy workload (23%), budgetary constraints (21%) and a lack of leadership and support from managers (20%) as concerns affecting their job satisfaction.

In comparison, lower court staff noted heavy workloads (20%) and lack of leadership and support from managers (15%). They ranked budgetary constraints (20%) in the lower courts the same as prosecutors did.

### Suggestions for improving job satisfaction

Participants were asked for suggestions for improving their job satisfaction. The findings are contained in Figure 9.

More than half (53%) listed the filling of vacancies as the main suggestion for improving their job satisfaction, followed by the provision of more promotion or career growth opportunities (42%). One-third (31%) each wanted the following aspects addressed:

- For the NPA to show greater accountability, integrity and openness (NPA values)
- Improved salaries or allowances
- Improved budget allocation for the NPA

**Figure 9: Suggestions for improving job satisfaction**



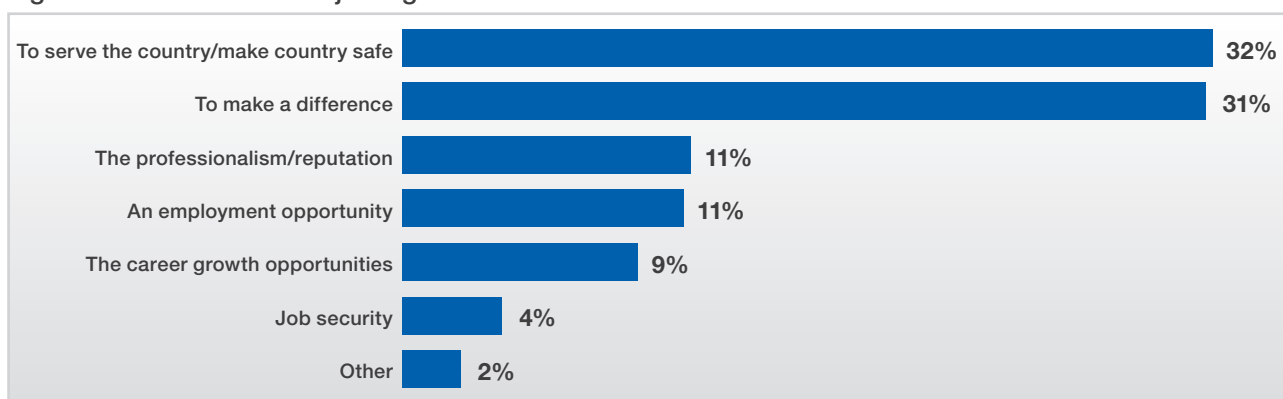
Note: Due to rounding some values may appear similar but bar lengths may differ

The next two aspects address leadership concerns. More than a quarter required better leadership and direction, while 20% of participants noted they needed more considerate, respectful or supportive managers. A further 19% felt that corruption in the organisation needed to be addressed.

### Main reason for joining NPA

Participants were asked what their main reason was for joining the NPA. The findings are contained in Figure 10.

**Figure 10: Main reason for joining the NPA**



Note: Due to rounding some values may appear similar but bar lengths may differ

Most participants indicated altruistic reasons for joining the NPA. Nearly 32% wanted to serve the country or make it safe for citizens, while 31% wanted to make a difference. Eleven percent joined because of the professionalism or reputation of the NPA, and a further 11% noted it was an employment opportunity. The remaining 9% were motivated by the career growth opportunities in the NPA.

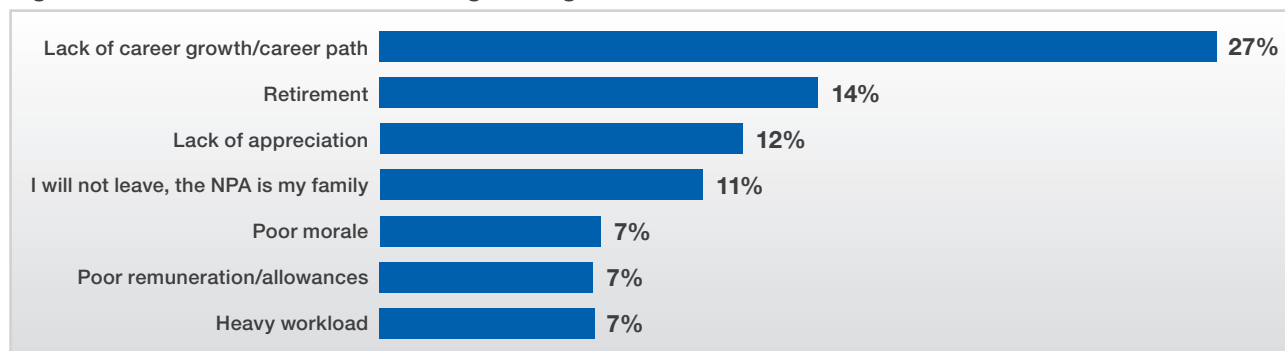
### Main reason for leaving the NPA

Participants were asked if they were to leave the NPA tomorrow what the one main reason would be. The findings are contained in Figure 11.

Figure 11 gives a breakdown of reasons why participants would consider leaving the NPA. More than a quarter (27%) again raised the issue of a lack of career growth or a clear career path, 14% indicated they would leave on retirement or to safeguard their pension fund, while 12% said that their motive for leaving would be the lack of appreciation they experienced. Nearly 11% noted they would not leave the NPA, as it gave them a sense of belonging or was like their family.

Seven percent each felt that they might leave owing to low morale, the heavy workload or because of poor remuneration or allowances. These three responses were provided by a combined 21% of participants.

**Figure 11: Main reason for considering leaving the NPA**



Note: Due to rounding some values may appear similar but bar lengths may differ

## Operational experience

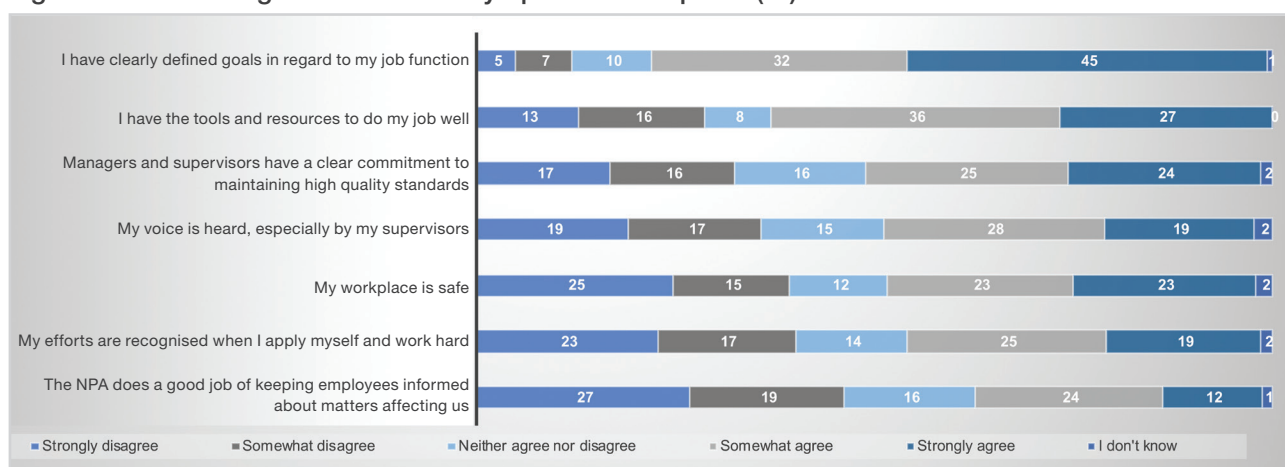
The section below provides an overview of satisfaction levels with daily operational experiences at the NPA. Encouragingly, the overwhelming majority of participants felt that they had clearly defined goals relating to their job functions. Similarly, two-thirds agreed that they had the tools and resources to do their job well. However, only half agreed that managers and supervisors had a clear commitment to maintaining high standards, while a lower percentage agreed that their workplace was safe or that their hard work and efforts were recognised by management.

Of concern is the fact that only one in three agreed that the NPA did a good job of keeping employees informed about matters affecting them. To improve internal communication, participants identified the need for more feedback via email or direct lines of communication to address the poor internal communication experienced by staff in the head office, as well as staff in lower courts.

## Satisfaction with general aspects of daily experiences

Participants were asked to indicate on a five-point scale whether they were satisfied with different operational aspects of their daily duties. The options were strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree and strongly agree. They could also note that they do not know. An explanation of the weighted average score is contained in the previous section.

**Figure 12: Level of agreement with daily operational aspects (%)**



Note: Due to rounding some values may appear similar but bar lengths may differ

In Figure 12, each aspect is represented, from the most positive overall responses to the least positive.

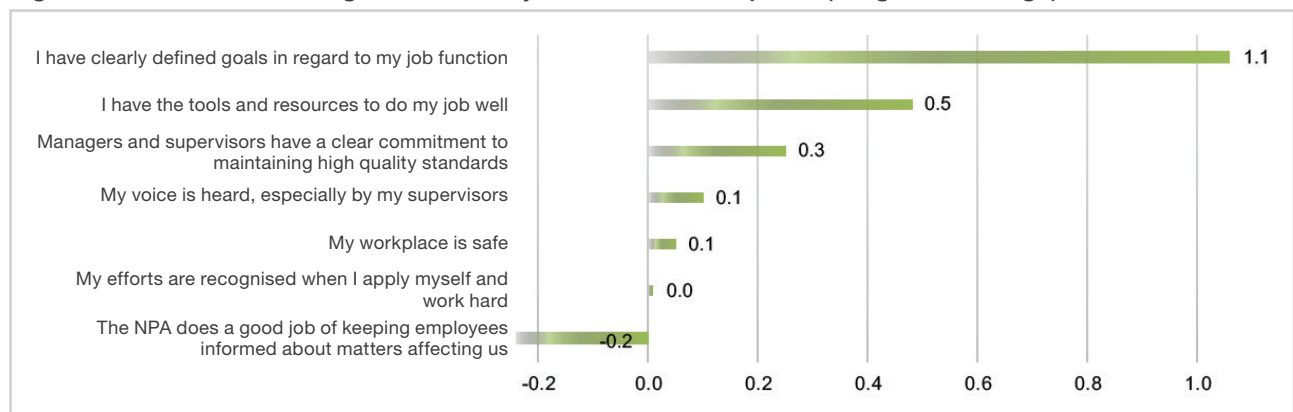
The overwhelming majority of participants (a combined 77%) felt that they had clearly defined goals relating to their job function. Almost two-thirds (63%) somewhat agreed or strongly agreed that they had the tools and resources to do their job well (36% agreed somewhat, as opposed to 27% who strongly agreed).

Worryingly, half (50%) agreed somewhat or strongly that managers and supervisors had a clear commitment to maintaining high quality standards. Slightly fewer (47%) felt that their voice was heard, especially by their supervisors.

A similar percentage of participants (46%) agreed that their workplace was safe, while only 45% agreed that their efforts were recognised when they applied themselves and worked hard.

Of most concern was that only one in three (36%) agreed that the NPA did a good job of keeping employees informed about matters affecting them.

**Figure 13: Overall level of agreement with job satisfaction aspects (weighted average)**

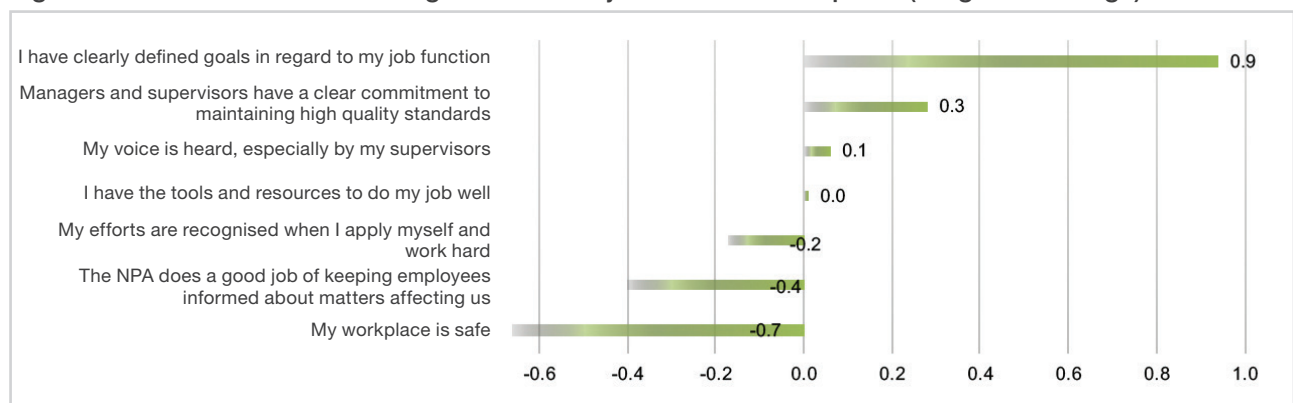


Note: Due to rounding some values may appear similar but bar lengths may differ

Figure 13 shows the weighted averages for responses to each daily operational aspect. The higher the score the more positive the average perception is. The figure shows that the first aspect ('I have clearly defined goals ...') had an overall score of between one and two (i.e. between somewhat and strongly agree).

The next five aspects had an overall weighted score of between zero and half, representing very weak agreement or 'somewhat agree'. Satisfaction with 'the NPA does a good job of keeping employees informed' had an average score just under neutral (neither agree nor disagree option), indicating an overall negative sentiment of 'somewhat disagree' that the NPA does a good job of keeping employees informed.

**Figure 14: Lower courts' level of agreement with job satisfaction aspects (weighted average)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Figure 14 shows the weighted averages for responses to each daily operational aspect for lower courts. The higher the score the more positive the average perception is. The figure shows that most aspects received

negative scores or very low scores, especially when compared to the overall participant scores, which include those of the NPA head office and regional offices.

The lower court staff scored their clearly defined goals regarding job function the highest, with both cohorts somewhat agreeing with this statement (scores of 0.9).

Lower courts had a neutral score (0) when asked whether they agreed that they had the tools and resources to do their job, while overall participants scored higher at 0.5.

Similar positive average scores were also given for statements regarding commitment and consultation of supervisors and managers (0.3 or 0.1 for each).

This was followed by a negative score for recognising hard work. Overall, lower court staff did not believe that their efforts were recognised (-0.2), while female participants also gave a negative score when compared with their male counterparts (-0.06 versus 0.09 for male participants).

Participants also scored the NPA's internal communication strategy negatively, as lower court staff scored this aspect at -0.4.

Lower court participants do not believe that their workplace is safe. This sentiment was expressed strongly in the lower courts, which received a negative score of -0.7, while the overall score by all participants was 0.1.

### Key factors undermining daily effectiveness

Participants were asked to indicate three key factors undermining their effectiveness. Multiple responses were allowed. Their combined responses are contained in Figure 15.

**Figure 15: Key factors undermining their effectiveness (n=1203)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Nearly half of participants (48%) indicated that the staff shortages were undermining their effectiveness. When looking at lower court participants' and prosecutors' responses alone, more than half (54%) felt this undermined their effectiveness. Overall, one-third of participants (33%) indicated that budgets were inadequate, while this was only the fourth-most-mentioned aspect among lower court participants and prosecutors.

Around 40% of lower court participants and prosecutors felt that the second-most-notable issue was a lack of collaboration across criminal justice system departments. This was an issue in general, reported by just over a quarter (27%).

Most of the remaining factors related to management issues. One in five indicated unattainable performance targets (21%). Another 20% felt there was a lack of trust in senior managers and an equal percentage indicated

regular discrimination or disrespect (mainly by immediate management). In addition, 17% also felt that supervisors or managers gave inadequate direction or guidance, while a further 11% thought that supervisors or managers did not provide proper feedback.

Inadequately skilled staff was noted by 17%, while 13% noted poor communication within the organisation. Poor or unreliable Internet connectivity was raised by 8%.

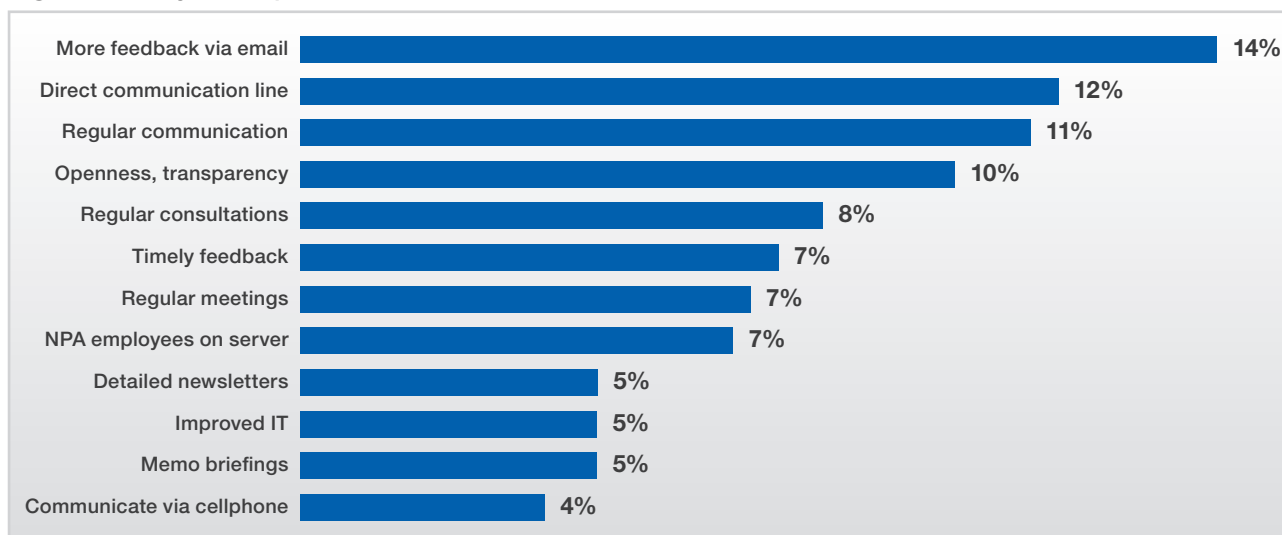
More than one in ten (12%) noted a lack of vision among the leadership. A further 11% indicated a lack of internal collaboration between units or staff members. About 7% stated that corrupt staff undermined their effectiveness.

In sum, participants in lower courts noted that the key factors undermining lower court effectiveness were staff shortages (54%), lack of collaboration between stakeholders in the criminal justice system (42%), unrealistic performance targets (33%), inadequate budget and lack of office equipment (27% each), and inadequately skilled staff (21%).

### Ways to improve internal communication

The above analysis shows that information sharing seems to be a weakness. Figure 16 gives a breakdown of what participants believe could improve internal communication in the NPA.

**Figure 16: Ways to improve internal NPA communication**



Note: Due to rounding some values may appear similar but bar lengths may differ

Participants felt that more feedback via email (14%) or direct lines of communication (12%) was required. Others simply stated the need for more regular communication (11%) or more openness and transparency (10%). It appeared that participants would like more regular or timely feedback in a way that reached all staff members, whether via email, cell phone, social media, memos or in person through regular meetings and consultations.

Communication needs to be disseminated through different platforms if it is to reach a larger number of staff. The following statements were recorded in response to open-ended questions:

'I suggest that over and above [the current] method of communication, [the] NPA should use communicating tools like cell phone and closed Facebook groups, because there are many NPA officials who are connected to NPA networks and they do not even have laptops or they struggle with the local networks where they work.' (Respondent #500, Question 17, NPA All-Staff Survey)

'Prosecutors in the magistrates court must be linked to the NPA server rather than [the] Justice [server]. They should be given NPA email addresses because most of the information is only received by those in the DPP's offices.' (Respondent #1 026, Question 17, NPA All-Staff Survey)

‘Put all prosecutors on [an] NPA email list – lots of us are still on Djini. As I am travelling a lot and [the] NPA does not want to supply me with a router, I only have access to emails maybe once in two weeks if I am back at the office ...’ (Respondent #561, Question 17, NPA All-Staff Survey)

Furthermore, participants required information directly from top management in a transparent, honest and open manner, as evidenced in the following statements.

‘Talk to us directly, don’t ignore us. During the “reigns” of the past few NDPPs the “views from the news” were clearly censored. While we all read in the papers what was going on, there was no news in these emails and also no information from Head Office.’ (Respondent #1 125, Question 17, NPA All-Staff Survey)

‘Prosecutors on the ground hear about meetings taking place, but [are] not always informed about what was discussed and what happened. All we seem to hear is that we did not reach our targets!’ (Respondent #914, Question 17, NPA All-Staff Survey)

‘A direct line to management [is needed] wherein we are free to engage on issues that directly affect us without fear of victimization.’ (Respondent #457, Question 17, NPA All-Staff Survey)

‘Direct and transparent communication to staff and not via supervisors/managers who have the tendency to be selective about what information will be shared.’ (Respondent #909, Question 17, NPA All-Staff Survey)

‘Openness and transparency. We are not open and transparent in our internal communication. We read about internal issues in the media more than hearing about them from within [the organisation].’ (Respondent #488, Question 17, NPA All-Staff Survey)

‘Honest communication that does not attack staff and threaten them but realises that the NPA is broken and people have had enough ... people do not speak the truth for fear and there is no trust in what management communicates to staff. There have been too many lies and staff are kept in the dark purposefully. Unfortunately, this has not changed despite the new NDPP. Still threats, still keeping us in the dark.’ (Respondent #442, Question 17, NPA All-Staff Survey)

## **Career development and personal growth**

The section below provides an overview of perceptions of career development and personal growth at the NPA. This is an important section, given the findings above highlighting the general dissatisfaction with career paths in the organisation.

The results confirmed that participants felt negative about their career growth and professional development prospects. Over a third of participants agreed that they were satisfied with the job-related training the NPA offers, while nearly one-third agreed that they were satisfied with their opportunities for professional growth. Alarming, only one in five participants agreed that the NPA has fair promotion policies, as participants perceived to be discriminated against on the basis of factional lines, nepotism or favouritism.

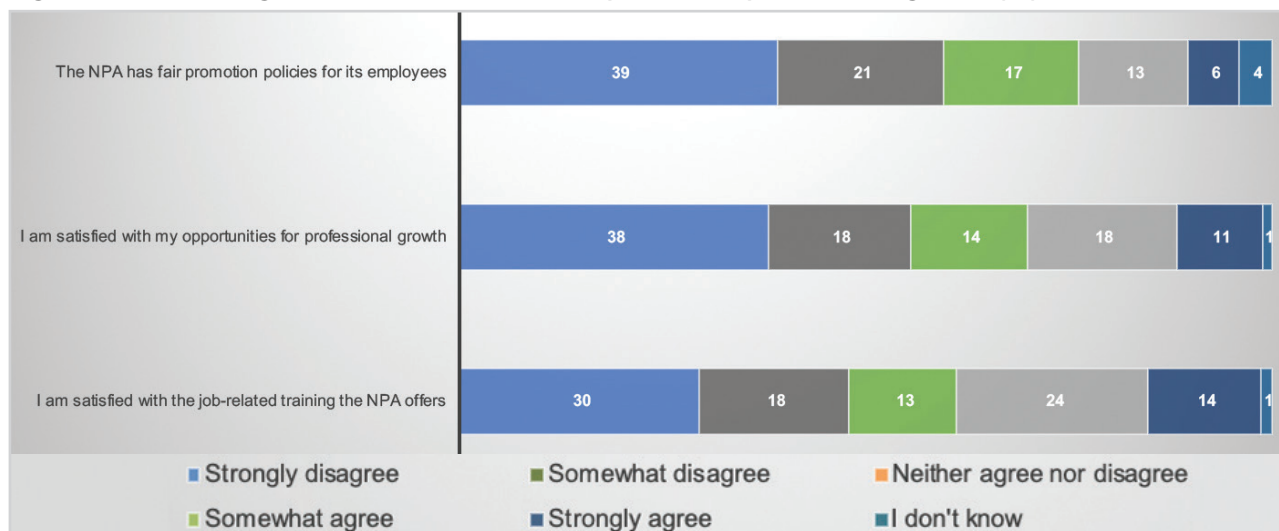
Participants identified regular training needs to aid their professional development in the NPA. These suggestions ranged from management skills to specific legal-orientated skills, followed by specific legal training, ‘skills development’, court processes and more practical training.

### **Satisfaction with general aspects of career development and professional growth**

Participants were asked to indicate on a five-point scale whether they agreed with three statements regarding their career development and professional growth at the NPA.

Figure 17 confirms previous findings that participants felt quite negative about their career growth and professional development prospects.

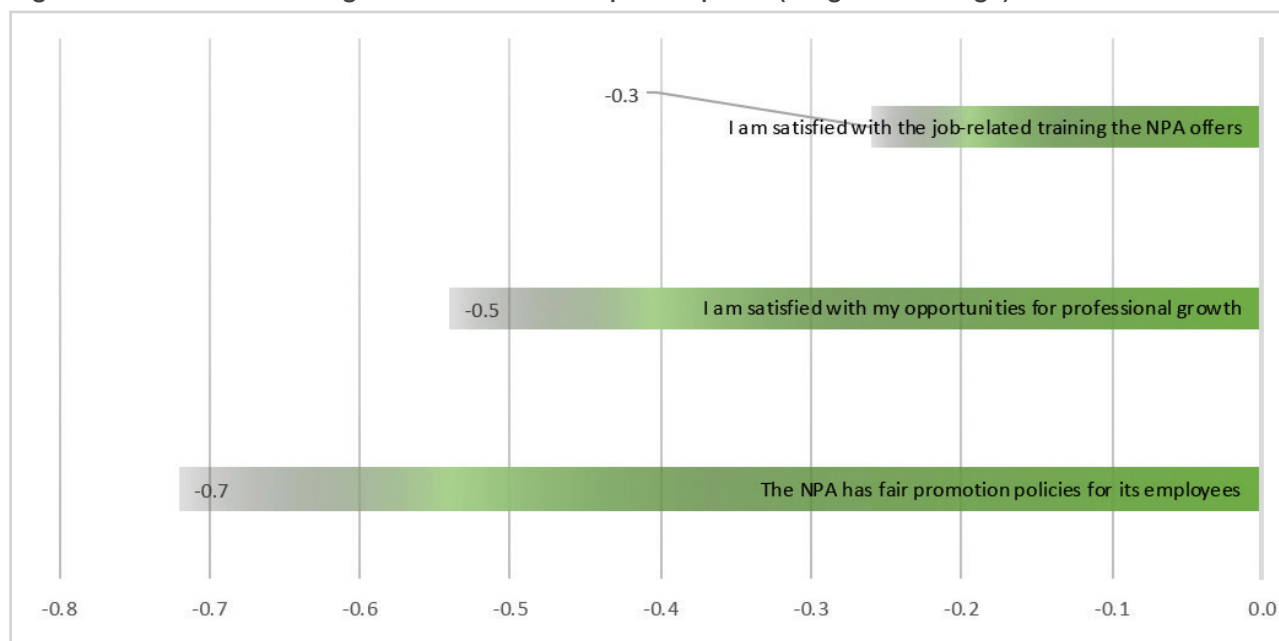
**Figure 17: Level of agreement with career development and professional growth (%)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Only 37% of participants somewhat or strongly agreed that they were satisfied with the job-related training the NPA offers. Even less (a combined 29%) agreed that they were satisfied with their opportunities for professional growth. Only one in five (20%) felt that the NPA has fair promotion policies for its employees.

**Figure 18: Overall level of agreement with career path aspects (weighted average)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Figure 18 shows the weighted averages for responses relating to career development and professional growth. Unfortunately, all three aspects had a negative average score, indicating overall dissatisfaction with career growth and professional development. This seems to be one of the main issues that need urgent attention, as it is a persistent complaint emerging from the survey.

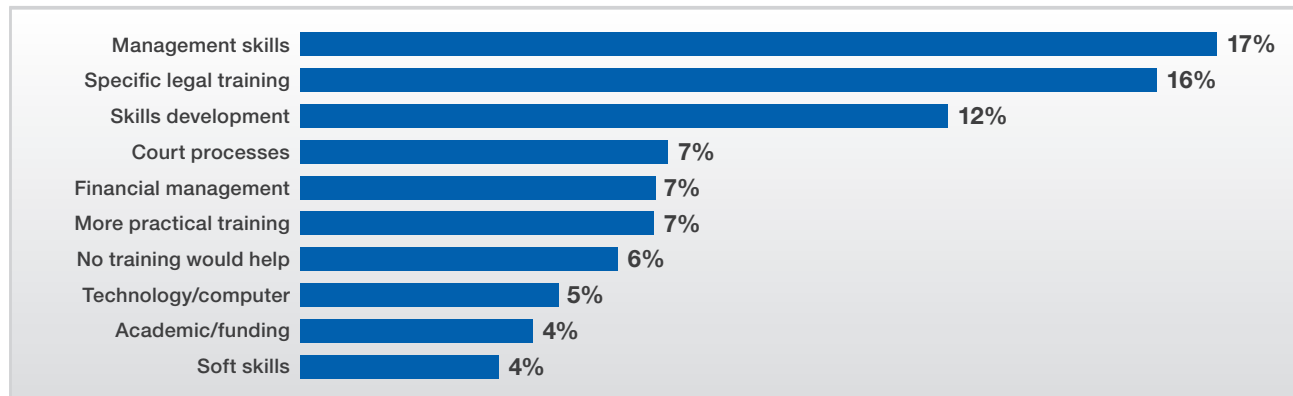
Female participants gave lower overall weighted scores, especially for satisfaction with job-related training (-0.3 score compared to 0.2 for male participants). Lower court participants had a slightly less negative average when compared with the overall participants at -0.1 for job-related training and satisfaction with growth opportunities with a score of -0.4, while having a similar score for the statement regarding fair promotion policies.

Prosecutors had similarly negative scores; especially concerning fair promotion policies, where the average weighted score was -0.8, which was slightly more negative than for the overall or lower court participants.

## Training needs

The above shows that career development seems to be the largest single challenge noted by staff. Figure 19 shows what participants believe their training needs to be.

**Figure 19: Training needs (n=1179)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Participants mentioned training needs ranging from management skills to specific legal-orientated skills. Management skills topped the list at 17%, followed by specific legal training (16%), skills development (12%), court processes (7%), more practical training (7%), further academic study or funding for it (4%) or refresher legal courses (3%).

Other, non-legal training included financial management training (7%), computer or technology (including social media) training, soft skills, labour law or human resource training (3%), project management (3%) and mentoring/coaching training (2%). Some specifically called for the return of the justice college (3%). Only 6% noted that no training would help.

Training needs for lower court staff and prosecutors varied.

Many prosecutors highlighted the need for training in management and court procedures (26%). A total of 19% of prosecutors mentioned training in court procedures, compared to 7% of NPA staff in general (see Figure 19). A further 17% of prosecutors noted the need for skills development training, compared to 12% of all staff. Prosecutors also expressed the need for more practical training (9%), refresher legal courses (8%), establishment of a justice college (8%) and the provision of funding for further academic training (6%).

Similarly, one in four staff members in the lower courts noted the need for management skills training as the most important potential skills offering. This was followed by the need for specific legal training (21%). Equally ranked was the need for training in court procedures, as well as skills development (13% each). The results from the lower court closely mimicked the overall findings.

## Perceptions of the NPA's reputation and credibility

The section below provides an overview of general perceptions of the NPA. The majority of participants agreed that the NPA's work positively impacted people's lives. Only half agreed that they felt proud to tell people that they worked for the NPA. Worryingly, only a third (33%) felt that the NPA and its senior leadership treated allegations of fraud and corruption by NPA staff seriously.

### Perceptions of the NPA

Participants were asked to indicate on a five-point scale whether they agreed with four statements regarding general perceptions of the NPA.

**Figure 20: Level of agreement with perceptions of the NPA (%)**

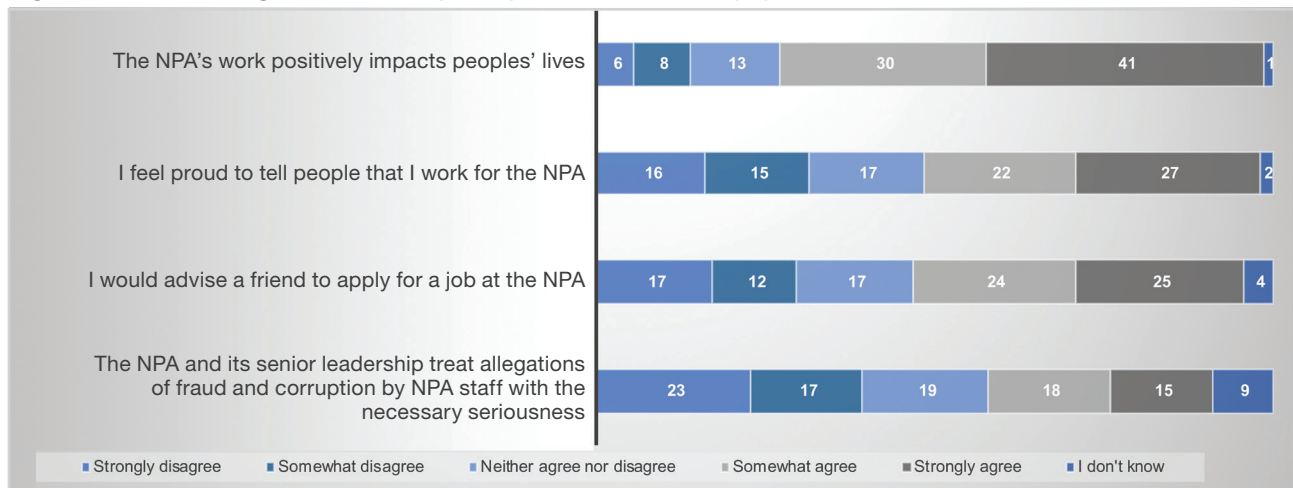


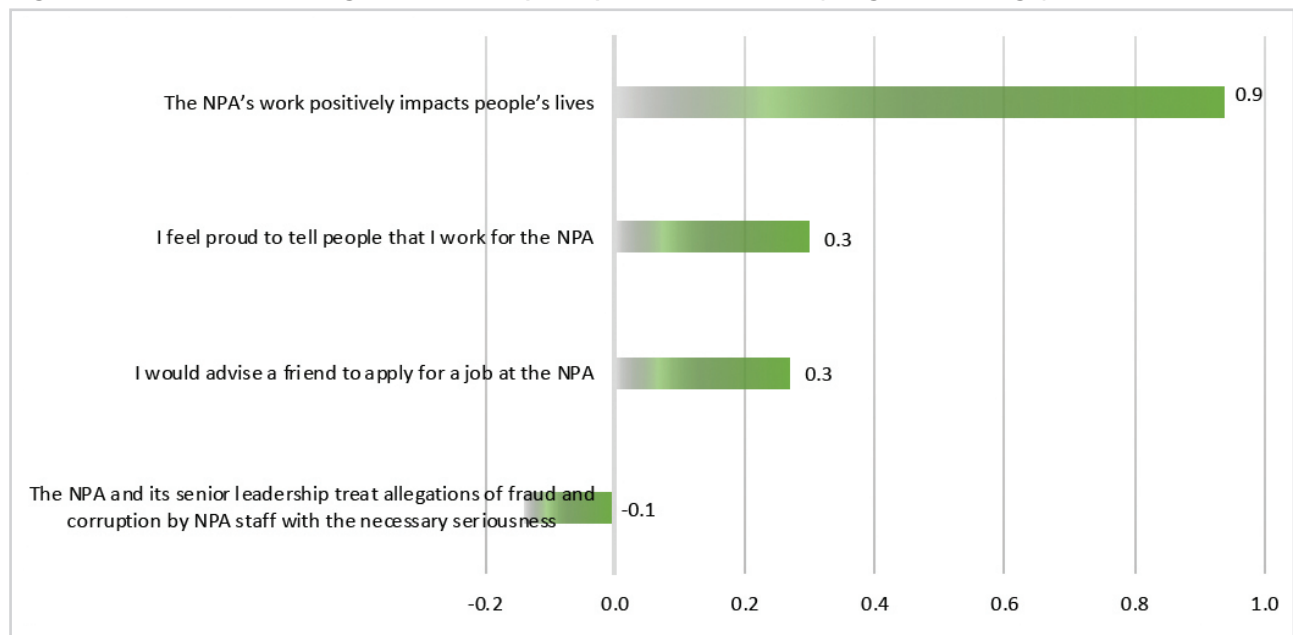
Figure 20 indicates that participants felt largely positive about perceptions of the NPA. Each aspect is represented from the most positive overall responses to the least positive.

The overwhelming majority of participants (a combined 72%) felt that the NPA's work positively impacted people's lives. Yet only half somewhat agreed (22%) or strongly agreed (27%) that they felt proud to tell people that they work for the NPA.

Just under half (49%) would advise a friend to apply for a job at the NPA (with 24% somewhat agreed and 25% strongly agreed).

Of concern is that only a third (33%) felt that the NPA and its senior leadership treated allegations of fraud and corruption by NPA staff with the necessary seriousness. Almost a quarter (23%) strongly disagreed with this statement.

**Figure 21: Overall level of agreement with perceptions of the NPA (weighted average)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Figure 21 shows the mission of the NPA is still quite positive, but that its reputation has been badly damaged. This last aspect had a negative weighted average score (lowest negative score is -2, indicating all will strongly disagree and highest possible score is 2 if all strongly agrees), indicating that people had an overall negative

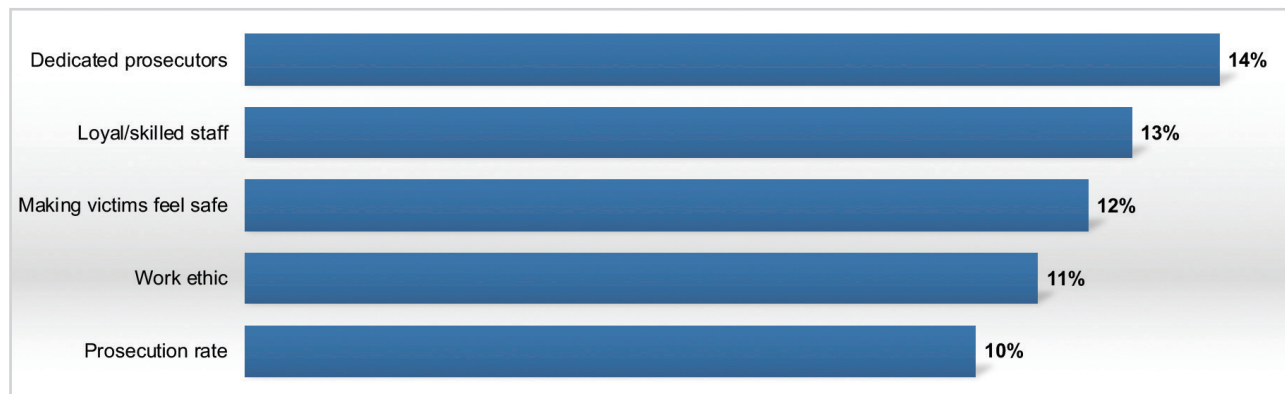
perception about the perceived seriousness with which senior leadership treated allegations of fraud and corruption by NPA staff.

Low but positive weighted scores were recorded for the other aspects, namely 0.3 each for advising a friend to apply for a job at the NPA and feeling proud to tell people that they worked for the NPA. The most positive aspect is that the NPA's work positively impacts people's lives with a weighted score of close to one (0.9).

## Strength of the NPA

The perceptions highlighted above were underscored when participants were asked to indicate what they believed to be the NPA's biggest strength. The responses are contained in Figure 22.

**Figure 22: The NPA's top five biggest strengths\***



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

Most participants believe that the NPA's staff remain its biggest strength. A combined 42% noted dedicated prosecutors (14%), loyal or skilled staff (13%), work ethic (11%) or experienced staff (4%) as the biggest strength. This was followed by 12% who felt that making victims of crime feel safe was the biggest strength. A total of 10% noted the high prosecution rate and 6% felt the NPA brand was its biggest strength.

## Perceptions of the NPA's internal political culture

Participants were asked to use one word to best describe the NPA's internal culture. The responses are contained in the word cloud in Figure 23.

The size of the words in the word cloud indicates the number of mentions certain words received. Words are categorised according to the most dominant themes from the survey findings in this section.

**Figure 23: One word to best describe the NPA's internal culture**



The larger the word the more it was mentioned by participants.

The words most often used centred on the premise that the NPA culture is *poor*, *chaotic* and *disorganised* in terms of the negative perceptions, but also *professionalism*, *fair*, *accountable* and *effective*.

### Perceptions of the senior leadership

Participants were asked to use one word to best describe the NPA's internal culture. The responses are contained in the word cloud image in Figure 24.

The size of the words in the word cloud indicates the frequency of mentions certain words received. 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 most frequently used word was *effective*. However, the most frequently used words to describe senior leadership after this positive reference were quite negative, including *poor*, *ineffective*, *divided* and *corrupt*.

### Ideas to make the NPA an 'employer of choice' for young law graduates

Participants were asked to indicate one idea the NPA could use to become an 'employer of choice' for young law graduates. Their answers are contained in Figure 25.

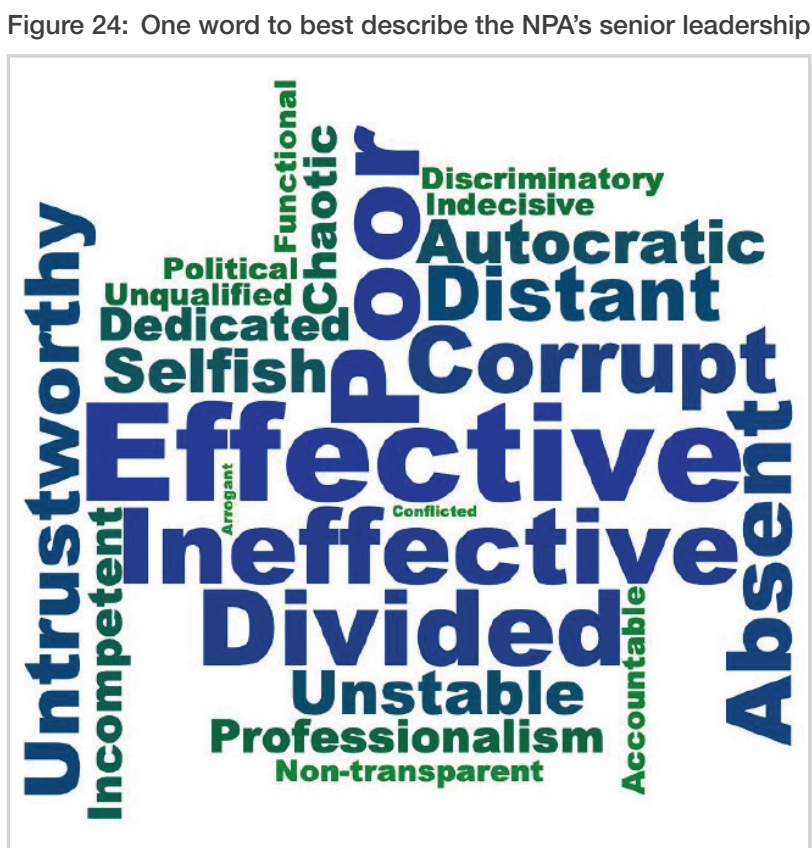
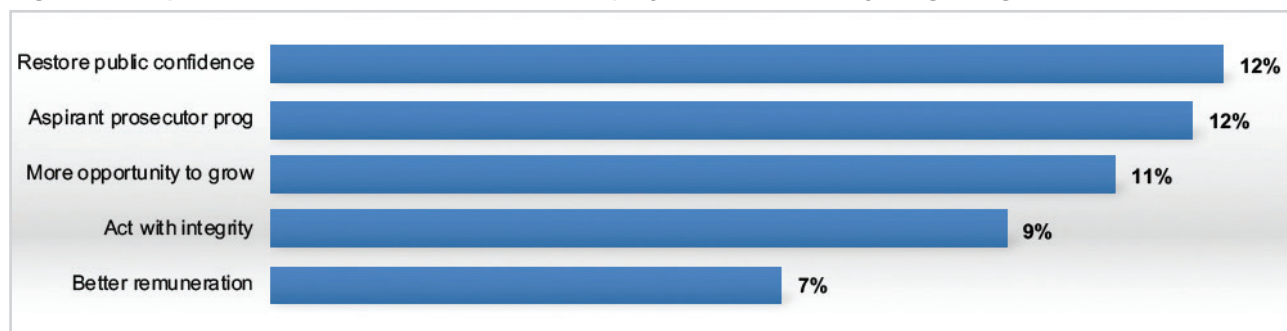


Figure 24: One word to best describe the NPA's senior leadership

Figure 25: Top five ideas to make the NPA an 'employer of choice' for young law graduates\*



\*'Top five' excludes other responses and does not add up to 100%. Note: Due to rounding some values may appear similar but bar lengths may differ

Many of these ideas are similar to various issues raised in previous sections. Participants felt that the NPA would become the 'employer of choice' for young law graduates if public confidence in the NPA were restored (12%), the Aspirant Prosecutor Programme were reintroduced (12%), or staff were given more career growth opportunities (11%).

Others believed that the NPA must be seen to act with integrity (9%) or display effective leadership (5%). Better remuneration (7%) and employing competent people (6%) were also mentioned.

Lower courts ranked better remuneration (12%) as the most important factor to consider in making the NPA an employer of choice. This was followed closely by restoring public confidence (11%), the NPA's acting with integrity (10%), reintroducing the Aspirant Prosecutor Programme (9%), providing more growth opportunities (8%) and employing competent staff (7%).

Prosecutors considered restoring public confidence as the most important factor in making the NPA an employer of choice for young graduates, with 13% of prosecutors expressing this sentiment. This was followed by better opportunities to grow, the NPA's acting with integrity and offering better remuneration (10% each). Prosecutors also identified the need for the Aspirant Prosecutor Programme to be reintroduced (9%).

Overall, both lower court and prosecutors shared the same ideas of better remuneration, restoring public confidence in the NPA, reintroducing the Aspirant Prosecutor Programme and acting with integrity. While the percentage priority differed marginally, both cohorts identified these aspects as vital in making the NPA an employer of choice that attracts young law graduates.

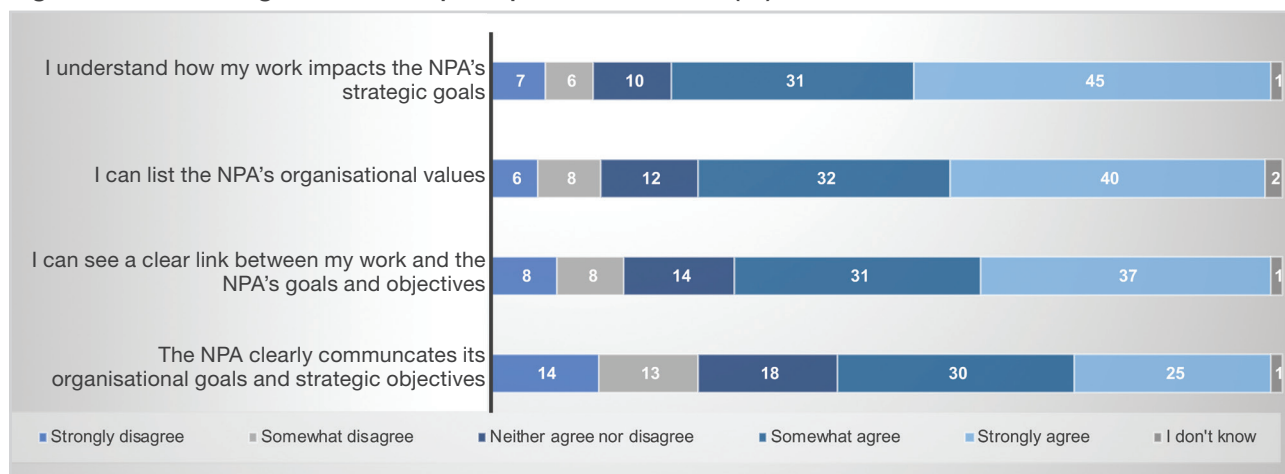
## Perceptions of NPA strategy and values

The section below provides an overview of general perceptions of the NPA strategy and values. Participants perceived the NPA to be effective in communicating its strategies and values. In this category, just over half of participants agreed that the NPA effectively communicated its goals and objectives to staff. Just over a quarter disagreed that the NPA communicated its organisational goals and strategic objectives to staff. Participants also gave a strong indication of understanding how their work impacted the NPA's strategic goals. Just over half agreed that the NPA's organisational goals and strategic values were clearly communicated.

### Satisfaction with the NPA strategy and values

Participants were asked to indicate on a five-point scale whether they agreed with statements regarding the strategy and values of the NPA.

**Figure 26: Level of agreement with perceptions of the NPA (%)**



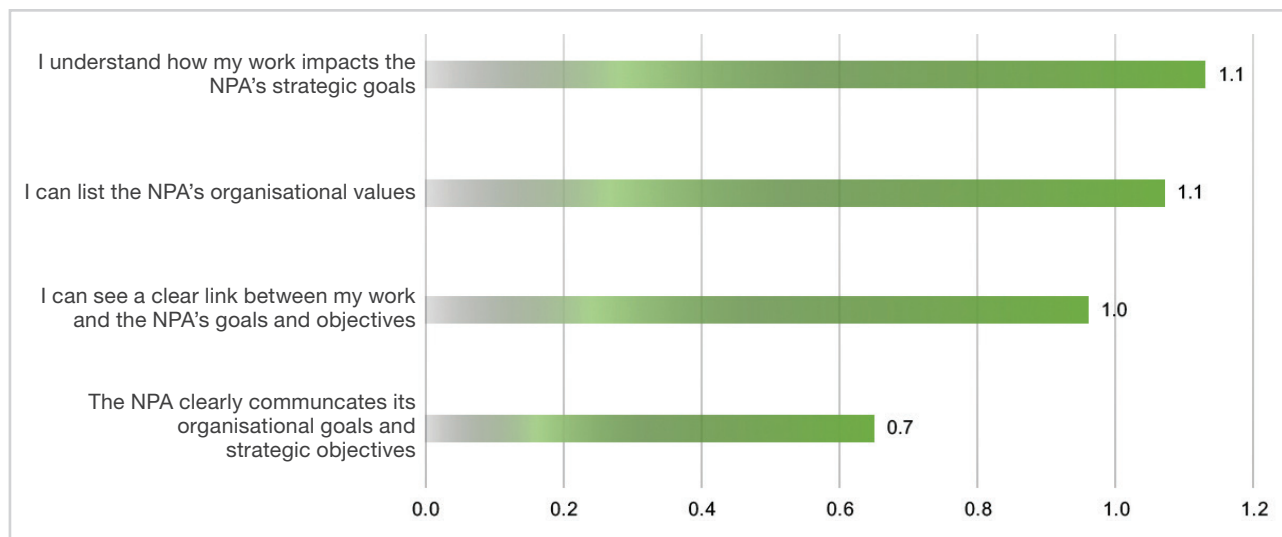
Participants (45%) strongly agreed that they understood how their work impacted the NPA's strategic goals. This was followed by 31% agreeing with this statement, while 6% and 7% disagreed 'somewhat' or 'strongly'. Overall, the majority of participants (76% combined) agreed strongest on understanding how their work impacted the NPA's strategic goals compared to other aspects the figure illustrates.

Participants (72% combined) agreed that they were able to list the NPA's organisational values, while fewer participants (14% combined) disagreed with this.

Again, the majority of participants (68% combined) were able to see a clear link between their work and the NPA's goals and objectives. A total of 17% of participants reported an unclear link between their work and the NPA's goals and objectives.

The figure illustrates a tendency among participants to agree that the NPA communicates its goals and objectives with staff, with more than half (55%) agreeing 'strongly' or 'somewhat' with this statement. The NPA's communication regarding organisational goals and strategic values received the highest rating of disagreement at 27% (combined percentage).

**Figure 27: Overall level of agreement with perceptions of the NPA (weighted average)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Figure 27 illustrates the weighted averages for responses on overall agreement with the NPA's strategy and values.

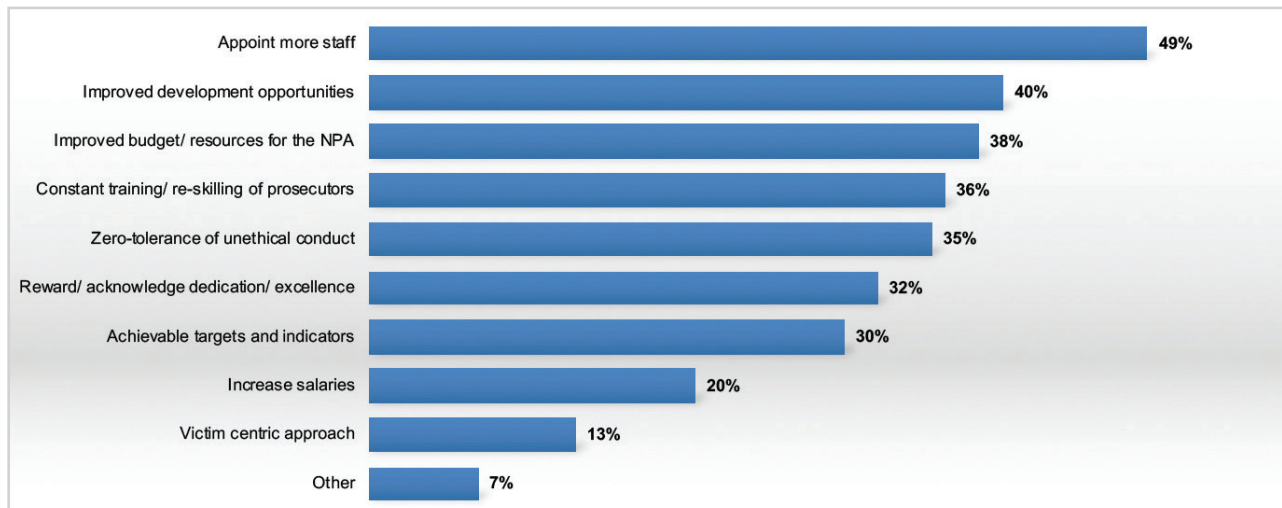
The figure shows a strong positive sentiment for understanding how participants' work impacts the NPA's strategic goals. Ranked equally is the level of agreement in terms of listing the NPA's organisational values. Overall participants also agreed on being able to see a clear link between their work and the NPA's goals and objectives.

Clear communication of the NPA's organisational goals and strategic values was weighted with 0.7. This represents the lowest average weighting across all aspects considered in this figure.

### Satisfaction with the NPA strategy and values

Participants were asked to indicate what they believed to be the priorities to enhance NPA performance.

**Figure 28: Priorities to enhance NPA performance and accomplish its mission (n=1100)**



Nearly half of the participants (49%) indicated the need to appoint more staff. This was followed by participants (40%) indicating the need for the NPA to provide training and development opportunities for staff at all levels. Development opportunities included adequate career pathing for officials, and skills audits and work studies to ensure staff are placed in divisions for which they are skilled so as to optimise the NPA's performance.

'Appoint qualified prosecutors to assist police with investigation of cases from onset of crime and get qualified admin to assist prosecutors with research in complicated cases to search for case law and assist with research.' (Respondent #350, Question 26, NPA All-Staff Survey)

'Appoint competent people, people that want to be there to do the work. Get rid of the loafers that [are] only there to "earn" a salary.' (Respondent #408, Question 26, NPA All-Staff Survey)

Two in five participants (38%) highlighted the challenges a constrained budget posed to the operational effectiveness of prosecutors and support staff. To this effect, participants noted the importance of a sufficient budget to enhance NPA performance and accomplish its mission.

In order to further enhance its performance, more than a third of participants (36%) noted the need to ensure regular training for all staff. This was closely followed by 35% of participants highlighting the need for a zero-tolerance approach to unethical conduct.

'Do investigation at Procurement Section, there is [a] lot of corruption and you must not appoint internal investigators, appoint forensic [investigators] because internally [they] are very weak and also involved in the corruption.' (Respondent #810, Question 26, NPA All-Staff Survey)

### Additional core values for the NPA

Participants were asked to indicate what additional core values the NPA should have. These are contained in the word cloud in Figure 29.

The majority of participants (18%) highlighted the need to adopt transparency as a key NPA value. This was followed by 9% of participants indicating the need to have an organisation that acts with integrity and adopts a service culture of integrity. Service excellence (Batho Pele) principles and fairness were ranked equally by participants (8%).

The word cloud represents additional values participants suggested the NPA should adopt. Words are categorised according to the most dominant themes from the survey findings in this section. As illustrated in Figure 29, the need for transparency as a value was noted by the majority of participants.

Values that got a high number of mentions included *integrity*, *service excellence*, *fairness* and *professionalism*.

Figure 29: Word cloud illustrating additional core values the NPA should adopt



## Expectations for the new NDPP

The section below provides an overview of general expectations for the new NDPP. Nine in ten participants agreed that there was a strong need for the NDPP to restructure and revitalise the NPA. Participants also indicated high expectations for the NDPP to restore the integrity of the organisation. Further, an overwhelming majority of participants strongly agreed with the need for the NDPP to take a 'zero tolerance' approach to unethical and corrupt staff. This shows the NDPP has a clear mandate from staff to root out unethical or corrupt behaviour.

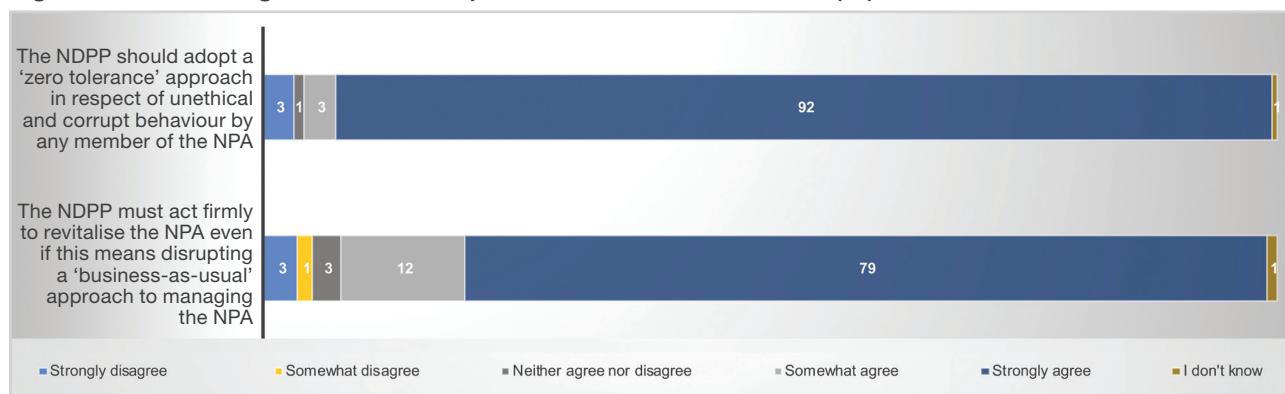
As mentioned above, participants reiterated the importance of reducing the vacancy rate at the NPA, thereby lightening the workload of overburdened staff. Participants also highlighted the need to ensure staff's physical safety, health and wellness. This sentiment was expressed particularly among participants from district and regional courts, as well as prosecutors.

Most importantly, hardworking and dedicated members need to be recognised for their contributions to the organisation. This can be done in several cost-effective and transparent ways. Participants also felt strongly that enhancing internal communication should be prioritised, as set out above.

## Expectations for the new NDPP

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

**Figure 30: Level of agreement with expectations for the new NDPP (%)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Figure 30 shows the NDPP has 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.

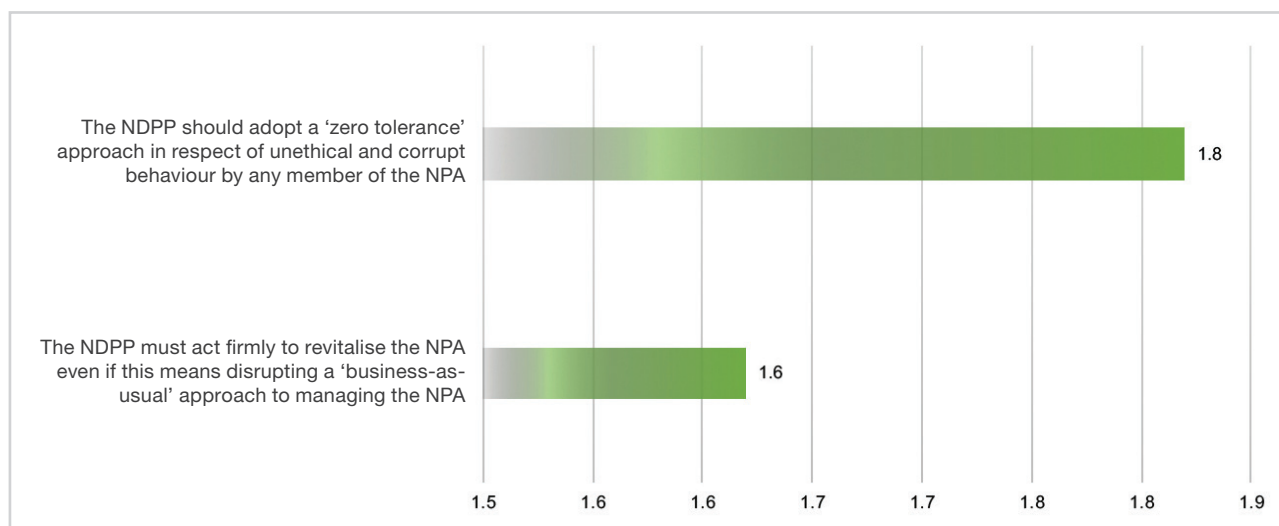
The majority of participants (a combined 91%) agreed that the NDPP must act firmly to revitalise the NPA (even if it disrupts a 'business as usual' approach), compared to only 5% of participants disagreeing strongly or somewhat.

Furthermore, 92% of participants strongly agreed that the NDPP should take a 'zero tolerance' approach to unethical and corrupt staff. Only 3% of participants strongly disagreed with this statement, and there were no staff (0%) who somewhat disagreed.

Figure 31 illustrates the weighted averages for responses in terms of overall expectations for the new NDPP. 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.

The figure shows an exceptionally strong level of agreement (1,8) with the expectation that the NDPP will act against unethical and corrupt behaviour, which has undermined the performance of the NPA in the past.

**Figure 31: Overall level of agreement with expectations for the new NDPP (weighted average)**



Note: Due to rounding some values may appear similar but bar lengths may differ

Slightly fewer participants supported the expectation that the NDPP will restructure the organisation's business operations with a weighted average of 1.6.

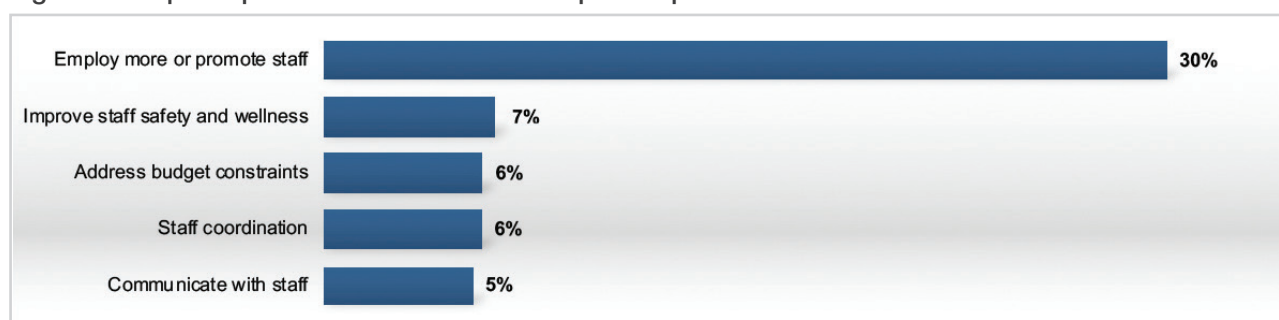
The positive level of agreement with the statements in Figure 31 is closely reflected in the results from 484 prosecutors, as well as 312 participants from lower courts.

Prosecutors expressed a higher level of agreement with the need for the NDPP to adopt a zero-tolerance approach to unethical and corrupt NPA staff. This level of agreement was expressed with a weighted average of 1.9, which indicates a stronger sentiment among prosecutors in favour of an organisational culture of zero tolerance. Prosecutors also somewhat agreed with the need to have a revitalised NPA. This sentiment is indicated with a weighted average of 1.6.

Findings from the lower court illustrates a replication of the all-staff survey findings, with participants from the lower court weighting the need for a zero-tolerance approach toward unethical and corrupt NPA employees with a weighted average of 1.8. Further, lower court participants also somewhat agreed (weighted average of 1.6) that the NDPP must revitalise the NPA.

### Priorities for the NDPP to improve operational effectiveness

**Figure 32: Top five priorities of the NDPP to improve operational effectiveness\***



\*'Top five' excludes other responses and does not add up to 100%. Note: Due to rounding some values may appear similar but bar lengths may differ

The majority of participants (30%) indicated the need to reduce the vacancy rate in the organisation. This includes appointing competent and qualified personnel to the prosecution service in the courts, as well as providing specialised skills, especially for prosecutors and corporate staff.

Motivating staff, and ensuring staff safety and wellness (6%), was identified as important to the participants. Participants referred to the need to raise staff morale, ensure a hygienic and healthy work environment, and

protect staff working in courts against threats of physical harm. Participants (6%) also indicated the need to request a bigger budget to guarantee resources and efficiency.

This was followed by the need for staff to be better coordinated (6%). Several participants expressed concern over staff not working where they were most skilled and thus more useful to the organisation. To this effect, suggestions were made to initiate skill audits and work studies. Participants argued this would position staff according to their skills, qualifications and strengths, and maximise the efficiency of all staff.

Participants also suggested the opportunity to 'cross the floor' by being trained to fill vacant yet critical positions, which would ensure that the NPA promotes growth within the organisation, and spread the burdensome workload evenly across units. The need for flexible working hours and for senior prosecutors to go to court was also expressed.

Other mentioned issues included the need for continuous training and growth opportunities; regular internal communication on NPA decisions, strategies and progress; the prosecution of corrupt and politically influenced staff; and accountable and ethical managers.

The findings for lower court participants and prosecutors were similar. One in three (39%) prosecutors highlighted the need to employ and promote staff to improve the NPA's operational effectiveness.

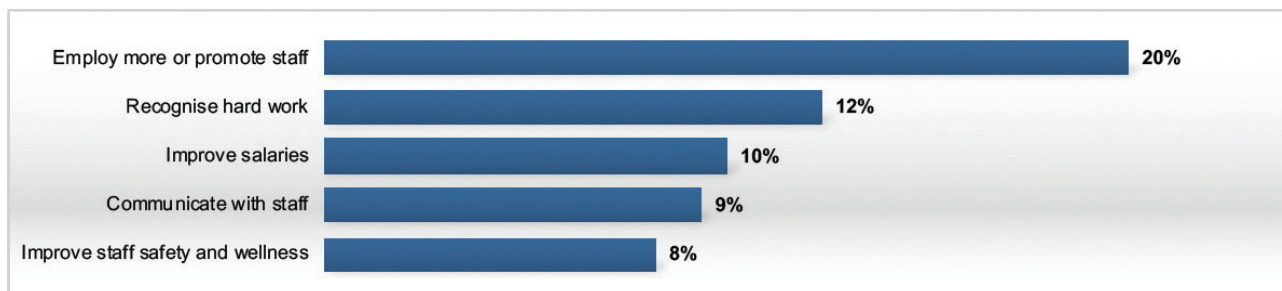
Similar to the figure above was the expressed need to improve staff safety and wellness (5%). Improving staff safety and wellness included providing safe and healthy working conditions and boosting staff morale. Prosecutors also indicated the need for better internal coordination (5%). This includes the need for skill audits, ensuring staff are placed where they are strongest, and lightening the administrative burden of prosecutors. Prosecutors also noted the need to offer opportunities for training and growth (5%), as well as the importance of regular and effective internal communication (4%).

Findings from the lower court illustrate similar trends to the results from prosecutors and the all-staff survey findings. One in two lower court participants highlighted the need to employ and promote staff, followed by 6% of participants indicating the need for staff safety and wellness. This was followed by the need to address corruption in the lower courts (5%) to improve operational effectiveness. As with the prosecutor results, 4% of lower court participants indicated the need for effective and regular internal communication. This was followed by the need to improve salaries in the lower court (4%).

### Priorities for the NDPP to improve staff morale

Figure 33 illustrates the mentioned priorities for the NDPP to boost staff morale.

**Figure 33: Top five priorities of the NDPP to improve staff morale\***



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

The majority of participants (20%) highlighted the need to address the vacancy rate in the NPA. Many participants expressed the importance of capacitating the NPA with competent, qualified and critically skilled prosecutors and corporate staff to lessen their heavy workload.

Promoting staff internally before advertising vacant posts was also advocated by many participants. The conditions for promotion included being considered according to merit and not according to race, free from favouritism, nepotism or factionalism. The quotation below illustrates one participant's view on staff promotion:

‘Promotion of staff members who entered the d[e]partment but have acquired skills and qualifications to be promoted should be seriously considered. In fact, she [the NDPP] should even develop a policy to that effect’. (Respondent #956, NPA All-Staff Survey)

Many participants (12%) indicated their desire to be recognised for the work they do. According to the responses, appropriate recognition for work done included service excellence awards and offering incentives for good performance.

Participants (10%) also noted the importance of being remunerated competitively. Some participants also indicated the need to revise salary scales:

‘Look at the salary levels. We are doing [the] same job but levels are different, especially when it comes to secretaries.’ (Respondent #1 244, NPA All-Staff Survey)

‘Improve salaries of prosecutors in line with those of magistrates.’ (Respondent #948, NPA All-Staff Survey)

‘Sort out the decade-old salary disparity and career pathing for SMS members. They [SMS] earn less than their juniors (approximately between R200 000 – R500 000 per annum less). Once the Senior Managers’ salary disparity is sorted the NDPP will have an increased staff morale.’ (Respondent #68, NPA All-Staff Survey)

Effective communication with staff (9%) on the NPA’s progress was also raised. This was followed by ensuring staff’s safety from physical harm (8%), a working environment conducive to good mental health, and organisational wellness. Wellness activities to improve staff morale included sports days, team-building programmes, motivational workshops and more social functions and events.

Some participants (5%) also highlighted the necessity of being exposed to regular training and opportunities for clearer career pathing. Re-instituting the Aspirant Prosecutor Programme and providing critical skills and business unit training are examples of training programmes most cited.

Similar to the overall findings, 13% of prosecutors expressed a need to employ and promote more staff. This was followed by the need to recognise the hard work (12%) and efforts of prosecutors in executing their functions.

‘Offer incentives, NOT MONEY. NPA has no motivational talks, extra leave days after hectic, draining cases, allowing people to take some days and join senior officials to watch and learn the other’s duties or the way they prosecute or do research on current case law, etc.’ (Respondent #795, Question 30, NPA All-Staff Survey)

Prosecutors highlighted the need for more training and growth opportunities (11%) to further develop their skills. The importance of staff safety and wellness (7%), as well as effective communication in the NPA structures (7%), was also noted.

Findings from the lower court participants largely magnified the all-staff survey results in Figure 33. One in four participants indicated the need to employ and promote more staff, which would have a positive impact on the workload in regional and district courts, and as a result would largely uplift staff morale. Participants also underlined the need to improve salaries (16%), recognise hard work (14%) and ensure staff safety and wellness (6%).

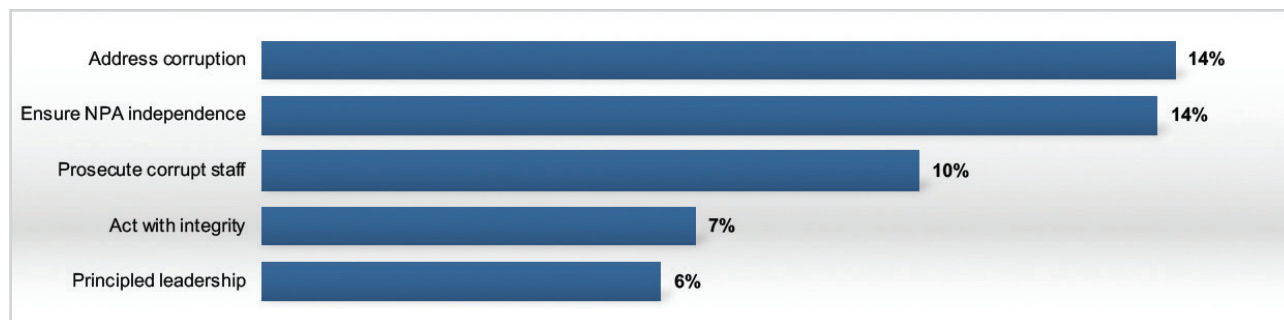
‘Investigate SPPs who promote hostility in the work environment & who discriminate [based on] favouritism. KZN seems to have a poor culture of this which is disturbing and harmful to staff overall.’ (Respondent #1 296, Question 30, NPA All-Staff Survey)

Participants further highlighted the need for effective and regular internal communication (6%) between NPA structures.

## Priorities for the NDPP to improve NPA credibility

Participants 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 staff morale.

**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%. Note: Due to rounding some values may appear similar but bar lengths may differ

The largest proportion of participants (14%) highlighted the need for a zero-tolerance approach to corruption. This was followed by the importance of the NPA's independence (14%), especially from interference by the Department of Justice and Constitutional Development, political interference and interference by interested internal and external parties. Participants (10%) also identified the need to prosecute and remove all staff who face allegations of corruption.

With a slight increase in percentage points compared to the all-staff survey findings above, 17% of prosecutors indicated the importance of addressing corruption, followed by a similar increase in the need to ensure the independence of the NPA (17%). Similarly, 13% of prosecutors noted the prosecution of corrupt staff was vital in restoring the credibility of the authority, followed by the authority acting with integrity (6%), acting decisively on high-profile cases (6%) and employing competent staff (4%).

In a similar trend, one in five participants from lower courts ranked the need to address corruption as the highest priority. Identical to the results from the all-staff survey findings in Figure 34, 14% of lower court participants ranked the need for an independent NPA as the second-highest priority. This was followed by the need to prosecute corrupt staff (14%), act with integrity (7%) and employ competent staff (6%).

## NPA's operating environment

The section below provides an overview of general perceptions among prosecutors of their relationships and operating environment. Prosecutors generally have a fair to good working relationship with stakeholders in the criminal justice system. Prosecutors rated their working relationship with judicial officers as 'good' or 'fair'. There was also approval of the working relationship with court administration and, to a lesser extent, with the SAPS.

Most of the participants highlighted the SAPS's poor investigation of cases as a challenge that hindered the effectiveness of prosecutions. More than half of participants noted the challenge of appointing acting magistrates and judges who do not have sufficient criminal experience to try complex and specialised cases. Nearly half of the participants highlighted the lack of foreign language interpreters in courts as a challenge that hindered the prosecution's ability to be effective in court.

Prosecutors also complained about poor toilet facilities, an unhealthy working environment, unsafe working conditions and defective equipment. Many participants noted the unprofessional conduct of court administration. Court administration staff were frequently considered to be unhelpful and unable or uninterested in executing their tasks effectively, which had a negative bearing on the ability of prosecutors to perform well.

## Satisfaction levels of prosecutors

Prosecutors were asked to rate their satisfaction with their interaction with other criminal justice role players in the value chain, as well as the infrastructure and equipment at their disposal. Their answers are contained in Figure 35.

**Figure 35: Prosecutor rating of the following relationships and operating aspects (%)**

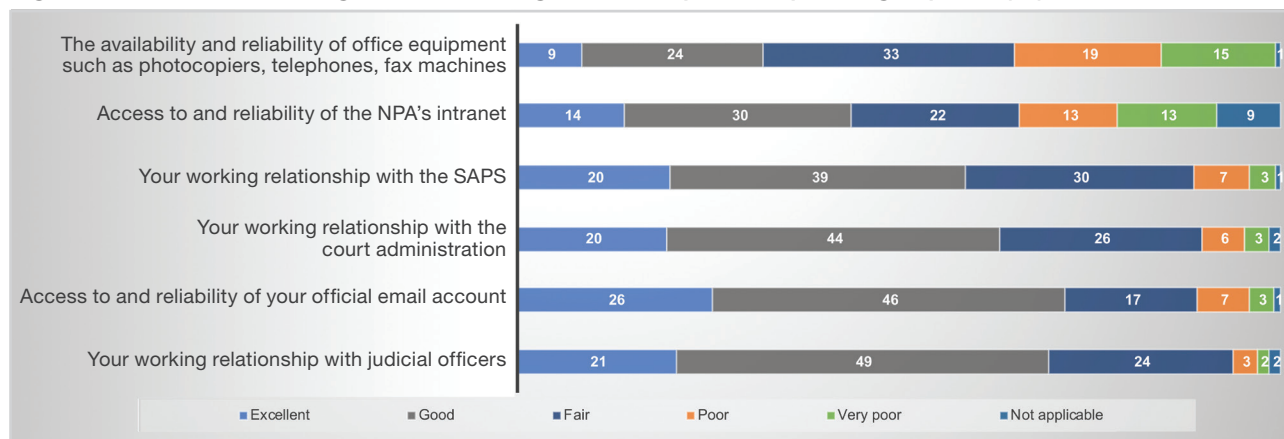


Figure 35 shows prosecutors' ratings of their relationship with the SAPS, judicial officers and court administration. It also indicates prosecutor ratings relating to the reliability of the official email account, NPA intranet and the availability of office equipment. Prosecutors were required to rank the abovementioned from 'very poor' to 'excellent', or 'not applicable'.

According to participants, prosecutors generally have a fair to good working relationship with stakeholders in the criminal justice system. When 'good' and 'excellent' percentages are combined, a picture of a very strong and interconnected criminal justice system appears. In total, 70% of prosecutors rated their working relationship with judicial officers as 'good' or 'fair'. This was followed by a 64% approval rating for the working relationship with court administration, and 59% approval of the SAPS.

In terms of the percentage of poor experiences prosecutors have had, combined percentages for 'poor' and 'very poor' experiences with the SAPS amounted to 11%. Only 9% of prosecutors indicated a combined poor rating of the relationship with court administration. This percentage decreases significantly to only 5% of prosecutors' identifying their working relationship with judicial officials as 'poor' or 'very poor'.

Of concern is the fact that the figure shows a significant decrease in prosecutors' approval for access to and reliability of operating equipment such as access to official email accounts, access to the NPA intranet and reliability of and access to office equipment. This is particularly problematic as staff's ability to receive information and communicate with each other and external parties is compromised.

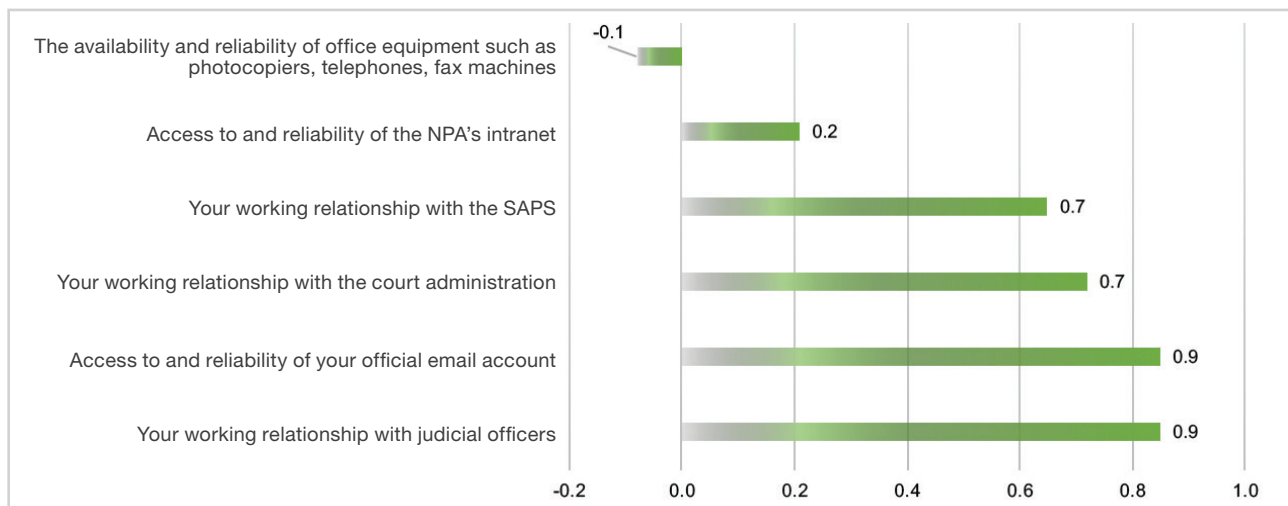
Nearly half of participants (46%) rated access to and reliability of official email accounts as 'good', followed by 26% reporting excellent access, and 17% rating reliability and access as 'fair'.

Slightly fewer participants (44%) considered their access to and reliability of the NPA intranet as 'good' or 'very good', followed by 22% rating it as 'fair'. A combined 26% of participants noted that their access to and reliability of the NPA intranet was 'poor' or 'very poor'.

A third of participants (32%) considered their access to and reliability of office equipment as 'good' or 'very good'. A total of 33% of participants rated it as 'fair'. This can be compared to an equal percentage noting disapproval, with 34% of participants indicating 'poor' or 'very poor' access to and reliability to office equipment.

Figure 36 illustrates the weighted average of prosecutors' rating of various relationships and operating aspects.

**Figure 36: Prosecutor rating of the following relationships and operating aspects (weighted average)**



Note: Due to rounding some values may appear similar but bar lengths may differ

The figure confirms a relatively strong overall level of approval for the relationship between prosecutors and criminal justice stakeholders such as the SAPS, court administration and judicial officers. Significantly lower levels of approval for prosecutors' access to the NPA intranet are indicated, followed by a negative approval rating for participants' access to and reliability of office equipment.

While the relationship between participants and the abovementioned stakeholders in the criminal justice system was expressed strongly, the significantly lower rating for access to NPA intranet and the negative rating for access to reliable office equipment indicate ways in which inadequate IT infrastructure and a lack of sufficient office equipment could undermine effective and efficient prosecutions, communication and administration.

Lower court participants gave lower-than-average negative scores for access to and reliability of the intranet or office equipment. Their average weighted score for access to and reliability of the NPA intranet was -0.3. They scored the availability and reliability of office equipment such as photocopiers, telephones and fax machines at 0.4.

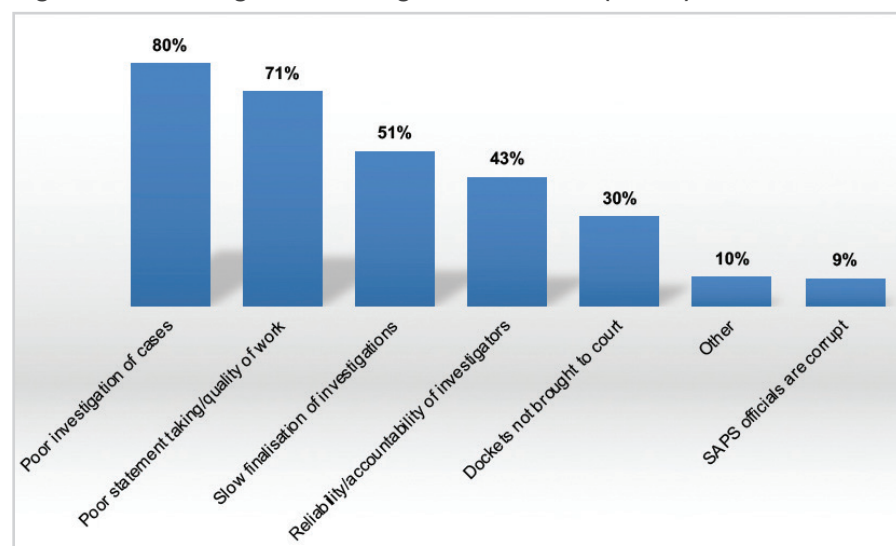
### Exploring challenges encountered with the SAPS, judicial officials and court administration

Participants were asked to identify the three main challenges encountered when working with the SAPS, judicial officials and court administration. The section below explores the perceptions of participants and the challenges encountered when working with stakeholders in the criminal justice system who affect the prosecutorial process.

Figure 37 gives a breakdown of responses offered relating to challenges faced with the SAPS. Participants could provide up to three responses, hence the high percentages.

Most of the participants (80%) highlighted poor investigation of cases as a challenge that hindered the effectiveness of prosecutions. Further, 71% identified poor statement taking and quality of work as challenges that affected prosecutors. This was

**Figure 37: Challenges in working with the SAPS (n=546)**



followed by the SAPS not finalising investigations quickly enough and the lack of reliable, available and accountable investigators.

‘Constables with little or no experience are appointed as investigating officers in serious and complicated matters which they have no idea to investigate.’ (Respondent #535, Question 34, NPA All-Staff Survey)

‘I struggle with top management to assist with appointing of investigating officers in matters where there [were] inquests held and now (years later) decisions to prosecute.’ (Respondent #727, Question 34, NPA All-Staff Survey)

Figure 38 shows the nature of challenges working with magistrates and the judiciary. Participants could provide up to three responses, hence the high percentages.

More than half of participants (54%) noted the challenge of dealing with acting magistrates and judges who do not have sufficient criminal experience to try complex and specialised cases. When inexperienced contract magistrates are appointed, the finalisation of cases is slowed down and judgements do not reflect the weight of the crime.

‘Sexual Offences  
Magistrates should get training in social context and in this field. [They] cannot expect to be presiding Officer[s] in these cases without having knowledge and understanding the offence and the trauma behind it better.’ (Respondent #739, Question 35, NPA All-Staff Survey)

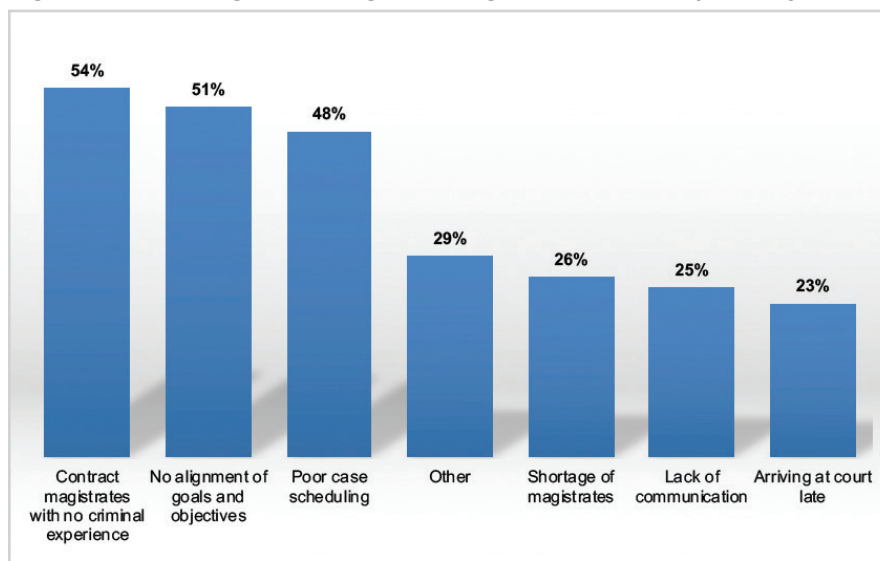
‘Acting appointments for short periods of time when the main magistrate is not available ... result in part heard matters that take years to finalize.’ (Respondent #1 233, Question 35, NPA All-Staff Survey)

A further 51% of participants indicated a lack of coordination between judicial officers and prosecutors. Participants reported that judicial officials do not understand the relationship between themselves and prosecutors. Participants noted the expectation for prosecutors to carry out functions that fell under the judicial mandate.

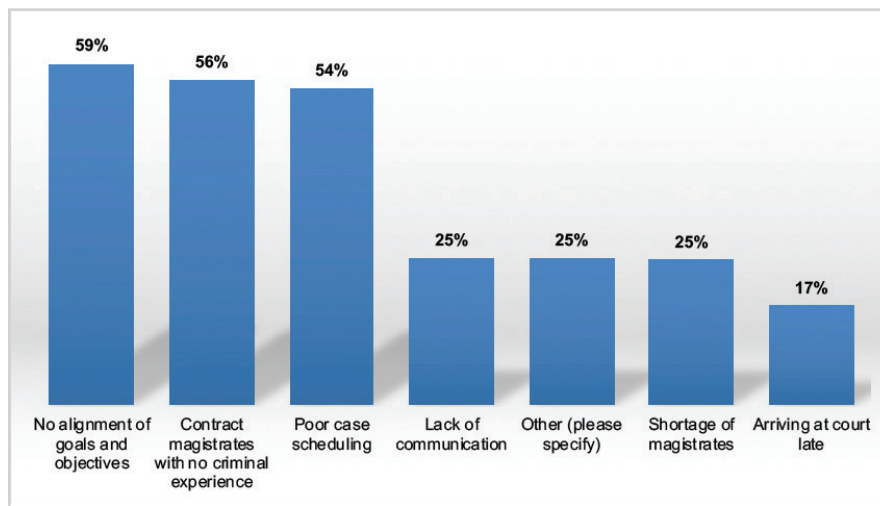
‘The prosecutor having to take blame for everything that happens in court and needs to explain everything to [the] magistrate, from why the interpreter is not at court or the defence attorney is late, etc.’ (Respondent #142, Question 35, NPA All-Staff Survey)

This was followed by 48% of participants noting poor

**Figure 38: Challenges working with magistrates and the judiciary**



**Figure 39: Lower courts' challenges working with the judiciary (n=281)**



case scheduling as a challenge that hindered prosecutors' ability to deliver effective services within appropriate timeframes.

Almost a third (29%) of participants noted additional challenges encountered while working with judicial officials, over and above the pre-coded options. Figure 39 further explores prosecutors' perceptions around challenges encountered working with judicial officials.

Staff in the lower court ranked the issues in the same order of priority as all other staff who were surveyed. However, lower courts scored 'no alignment of goals' higher (59%), followed by a higher score for 'contract magistrates with no criminal experience' (56%) and an increase in 'poor case scheduling' (54%). A 'lack of communication' and the 'shortage of magistrates' were ranked with equal importance (25% each), followed by 17% of lower court staff participants highlighting 'judicial staff arriving at court late' as a challenge encountered.

Figure 40 shows 'other' challenges encountered working with magistrates and the judiciary.

As mentioned in the previous figure, the challenge of inexperienced contract magistrates and judges was noted by 44% of participants. This was followed by 27% of participants citing unprofessional and unethical behaviour by magistrates while court was in session.

'Being constantly subjected to undue mental stress and suffering, being insulted [by magistrates], and magistrates utilizing Sec 342A to instruct investigations into fitness and possible disciplinary steps as a tool to frustrate prosecution.'

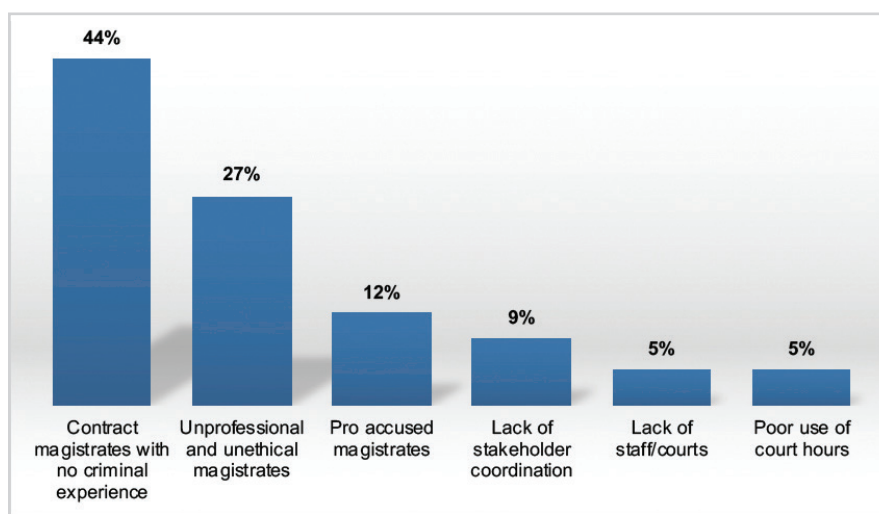
(Respondent #663, Question 35, NPA All-Staff Survey)

One in ten (12%) also indicated a perception of bias on the part of magistrates in favour of attorneys and the accused, which resulted in their prioritising the accused's rights over those of the victims. Participants also indicated the prevalence of magistrates' being bribed, which resulted in acquittals and the postponement of cases at the defence's request. Participants also felt that magistrates had double standards when engaging with attorneys and prosecutors.

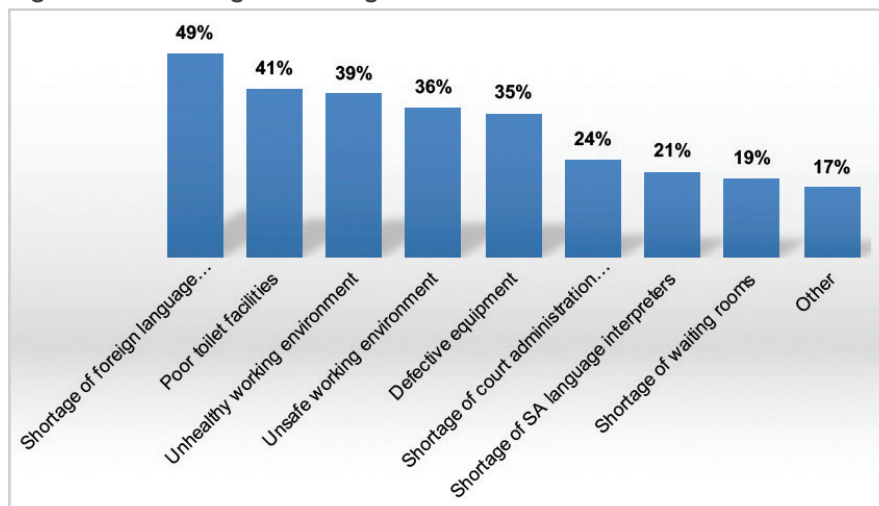
These issues resulted in magistrates' not keeping to the same standards when postponing cases, as well as treating prosecutors with disrespect while they were perceived to be currying favour with attorneys.

Figure 41 shows the challenges encountered working with court administration. These include interpreters, clerks, recording equipment and general facilities.

**Figure 40: 'Other' challenges encountered working with magistrates and the judiciary (n=128)**



**Figure 41: Challenges working with court administration**



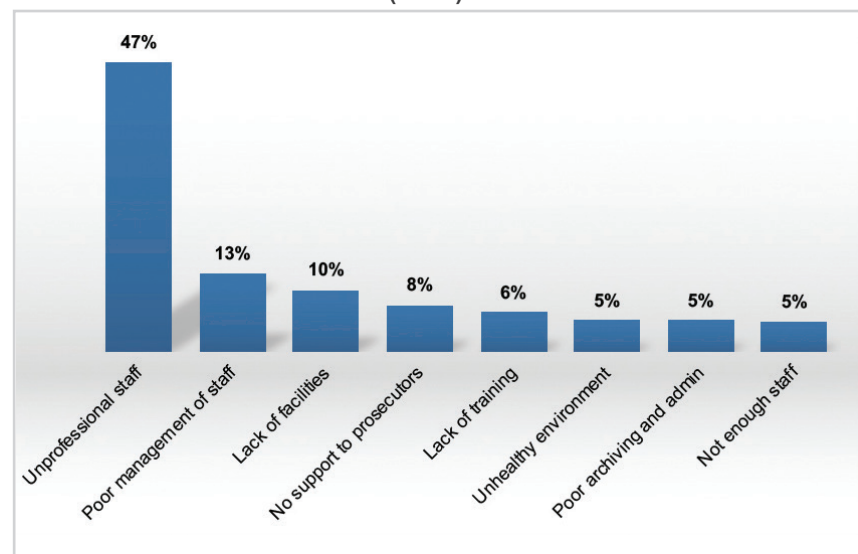
Almost half (49%) of participants highlighted the lack of foreign language interpreters in court as a challenge that hindered the prosecution's ability to be effective. This was followed by poor toilet facilities (41%), an unhealthy working environment (39%), unsafe working conditions (36%) and defective equipment (35%).

While the need for foreign language interpreters was expressed with the most concern, the health and safety of the court administration's working environment must be addressed. Equally important is the need to have office equipment and tools such as the Internet, IT infrastructure, telephones, printers and laptops to guarantee quality service from prosecutors.

Nearly one in five (17%) noted additional challenges encountered while working with court administration over and above the pre-coded options. Figure 42 further explores prosecutors' additional perceptions around challenges encountered while working with the court administration.

Nearly half of participants (47%) noted unprofessional conduct, for example that court administration staff were lazy and arrogant. Court administration staff were considered to be unhelpful, to lack the understanding needed to perform their duties and to exhibit a poor work ethic overall. Administrative staff and interpreters were often perceived to arrive at work late and not to be subject to any form of accountability by their management.

**Figure 42: 'Other' challenges encountered working with court administration (n=78)**



A further 13% of participants noted poor management or the lack of discipline enforced by management. Management was often considered to be unavailable, not communicating with admin staff, not supervising staff effectively and allowing court administration to behave without reproach.

'Orderlies are never in court or [are] short-staffed, not accountable or supervised. Stenographers and interpreters just like orderlies pitch up late after break times or when a court has to resume after it has stood down for the prosecutor to consult witnesses ... They are not properly monitored, and the presiding officers hold the prosecutor accountable when it should be the judiciary or interpreters and stenographers' supervisors that should walk around and supervise. This is predominant in the lower courts ...' (Respondent #795, Question 36, NPA All-Staff Survey)

Participants were asked what the NPA and DoJ&CD should do to improve services to victims of crime. A breakdown of their responses is contained in Figure 43.

The majority of participants (32%) highlighted the need to employ more prosecutors and support staff to reduce the current heavy workloads on prosecutors, and to ensure sufficient capacity to treat victims of crime with all necessary resources.

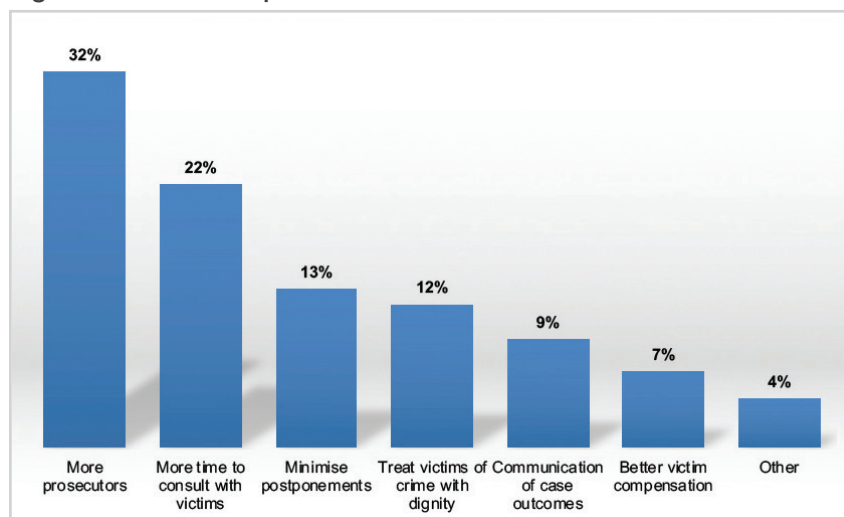
To give effect to this, 22% of participants expressed the need to allocate more time and resources to victims. Resources cited as offering support to victims included access to counselling, treatment and care centres where needed.

The need to reduce the number of postponements was also highlighted by participants, with 13% suggesting this form of intervention. This was followed by 12% of participants noting the importance of treating victims of

crime with dignity. Reducing the number of postponements of a case and treating victims with dignity would also restore the general public's confidence in the NPA and create a perception that NPA staff are 'lawyers for the people' who prioritise service excellence.

'Return our institutions to a place where people are worried about righteousness and true justice and not just a place where you finish cases as quickly as possible to get good statistics.' (Respondent #350, Question 29, NPA All-Staff Survey)

**Figure 43: How to improve services to victims of crime**



### Prosecutor experiences of being offered a bribe in past 12 months

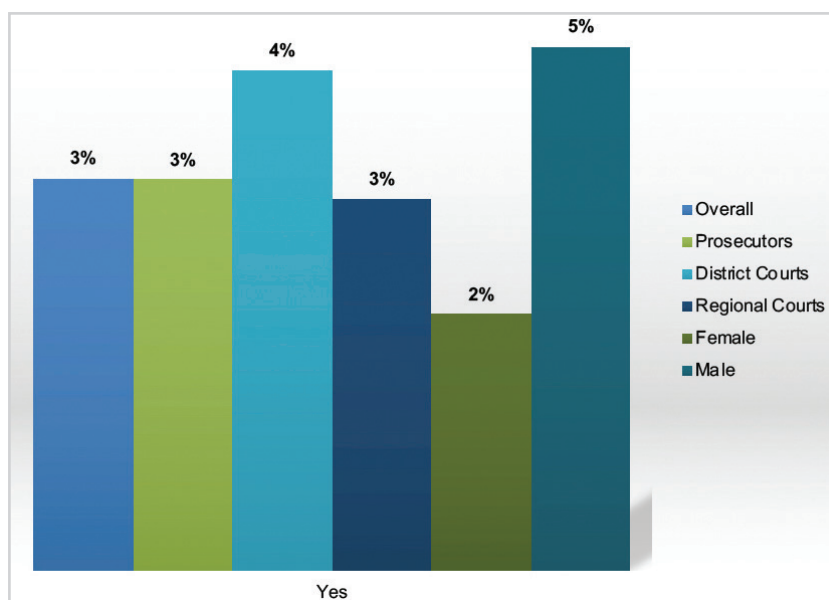
Lastly, prosecutors were asked to indicate whether they had been offered a bribe (in the form of money, a gift or a favour) in the past 12 months. The results are indicated in Figure 44.

Only 3% indicated that they had been offered a bribe. This question is very sensitive and many opted not to answer, so the true number could be much higher. However, this provides a useful yardstick against which to measure incidents in future surveys.

Figure 44 shows a marginal increase in the number of lower court staff who had been offered a bribe in the last 12 months compared to the findings from the all-staff survey. More male participants indicated being offered a bribe than female participants.

From a provincial perspective, only four provinces had participants indicating that they had been offered a bribe. These were led by Mpumalanga, with 11% reporting to have been offered a bribe, followed by Gauteng (6%), Free State (5%) and KwaZulu-Natal (3%).

**Figure 44: Percentage of prosecutors confirming being offered a bribe, by demographic**

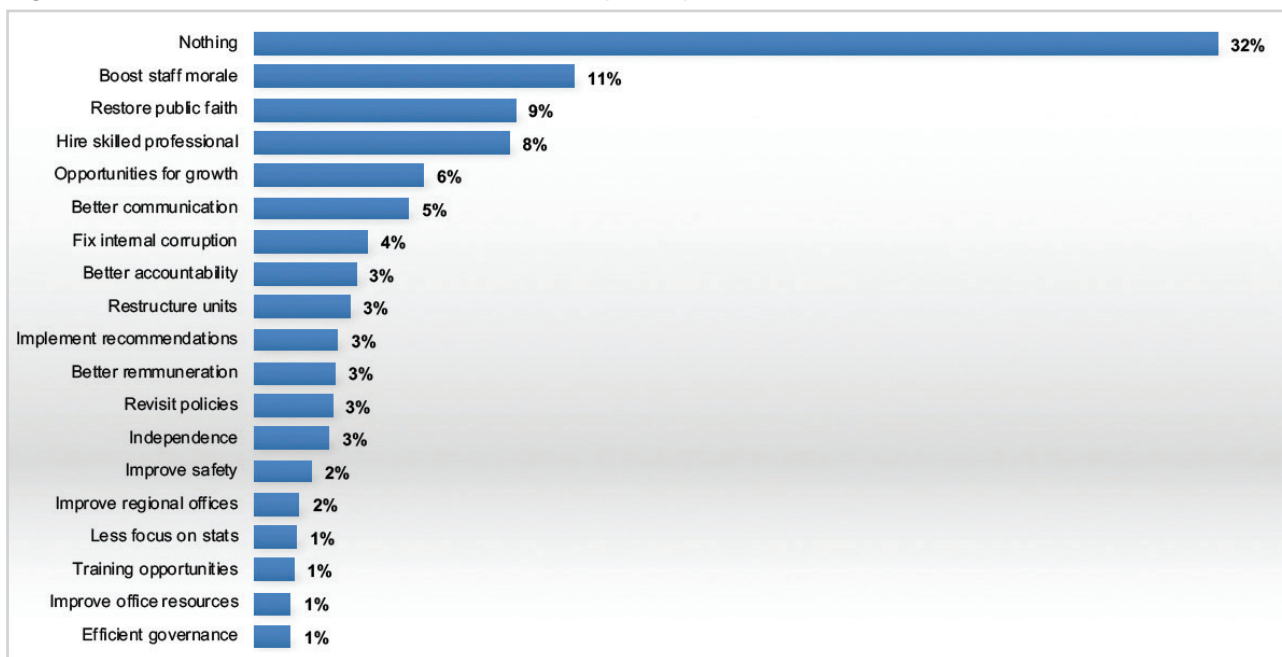


Note: Due to rounding some values may appear similar but bar lengths may differ

# Final thoughts

As a final question, participants were asked to add any other comments, thoughts, ideas or recommendations. The question was answered by 1 032 (79%) participants. The responses are contained in Figure 45.

**Figure 45: Final comments or recommendations (n=704)**



Note: Due to rounding some values may appear similar but bar lengths may differ.

A third of participants declined to comment. Of the remaining participants, 15% mentioned the need to boost staff morale. This was followed by 13% of participants considering the importance of restoring the public's faith and confidence in the NPA. A further 12% of participants reiterated the need to employ more staff and address the current vacancy rate by employing corporate staff, more prosecutors and specialised prosecutors.

'I think that if the NPA returns to merits with regard to appointments and promotions it will boost staff morale. Secondly I think if only the facts of a case and the law is considered when decisions are made rather than other factors like media reaction, we will be in line with our constitutional obligations. I also think that the over-emphasis on statistics is creating a false picture of what is going on. Decisions to prosecute are made with what effect it might have on statistics rather than on what is right. Statistics also force people to manipulate cases to reach targets. Adv. Batohi, you have my best wishes. I really hope you will be an excellent NDPP. You have my full support!' (Respondent #61, Question 39, NPA All-Staff Survey)

'I wish the new NDPP all the best in this very challenging and difficult task to restore the tarnished image of the NPA. The NPA was for a long time under a dysfunctional leadership which led to many dedicated and experienced prosecutors leaving the organisation. Add to that the mismanagement of funds (appealing matters where there [are] no grounds etc.) and budget constraints which led to

posts being abolished. The few dedicated and experienced prosecutors that are left to do the core function of the NPA mainly to prosecute, [are] currently in a crisis and are under a tremendously heavy workload which [is] leading to poor quality of work. This in turn leads to the public and other role players losing their trust in the NPA and its effectiveness. I think to be honest we as prosecutors had better days when we were part of the Department of Justice. Posts were filled, salaries and merits were paid on time and prima facie cases were prosecuted. Misconduct of prosecutors [was] immediately addressed. The NDPP should start focusing [on] and addressing the core function of the NPA, namely prosecution and the prosecutors, whose morale is at its lowest due to the mismanagement within the NPA. The NPA and the management lost total track of the core function of the NPA, namely to prosecute cases without fear [of] favouritism and prejudice.’ (Respondent #526, Question 39, NPA All-Staff Survey)

‘My sincere hope is that the NPA will arrest the haemorrhaging of experienced and competent staff through a sheer lack of suitable career advancement and the appropriate placement of professional staff, and because the workload is untenable given the high vacancy rate in the NPA. Such haemorrhaging of experienced and competent staff is ultimately a disservice to society and undermines the proper attainment of justice. What is also critical in this regard is obtaining a bigger budget for the NPA; the NPA is woefully under-resourced. My further sincere hope is that SMS members will desist from being micromanagers and become proper leaders who identify and take proper advantage of the strengths and talents of their staff to the benefit of the NPA. There is nothing worse than a micromanager who is narrow-minded and incapable of properly leading and gaining the respect of his or her staff.’ (Respondent #893, Question 39, NPA All-Staff Survey)

Participants also highlighted the need to provide opportunities of growth to staff (8%) and better communication (8%), as well as to fix internal corruption (6%), ensure greater accountability (5%) and restructure units (5%) to maximise the NPA’s effectiveness.

‘Working at the level at which I do, the internal politics that has dogged the NPA is NOT my biggest issue [because] work goes on daily and cases get finalised. It’s not who the NDPP is and what s/he does or does not do that dictates the success of the NPA, in my view. It is the successes on a daily basis in courts that decide the success of the NPA ... The NPA must also move away from the self-serving notion that we can reduce crime. Criminals do not, in determining whether or not to commit crime, make the decision based on the sentence that might be imposed if convicted. They commit crime because the risk of detection is minimal ... So let’s assist SAPS to detect crime, rather than becoming overly self-important and believing that we can reduce the crime rate.’ (Respondent #179, Question 39, NPA All-Staff Survey)

‘NPA employees are unskilled and are not being sent to training because of budgetary constraints and staff shortages. The proposal is to have online courses that can be done frequently but in a short space of time. The course will have a set of facts, with some questions attached to the set of facts and if correctly answered earns some of the “CPD” points. If the test is failed then corrective action should be taken. NPA employees have a duty to continuously up-skill themselves by reading case law and new legislation, but most will tell you in response to poor performance or non-compliance that “they have not been trained”. Disciplinary action should be taken where there is non-compliance or poor performance and the test could be used to show that the employee had the required knowledge.’ (Respondent #474, Question 39, NPA All-Staff Survey)

‘Good luck to Adv. Batohi. The workplace is evolving and younger people should also be given an opportunity to lead within the NPA. We have an old workforce who is not open to change and new ideas. At the end of it all we should never forget our core function, which is prosecution, and many prosecutors who we encounter on a daily basis [are] doing an excellent job.’ (Respondent #438, Question 39, NPA All-Staff Survey)

Results from the survey provide the NDPP with a strong mandate to restructure and revitalise the NPA. The findings suggest that staff have high expectations for the NDPP to restore the integrity of the organisation.

'The NPA should provide an enabling environment for all officials to achieve and feel recognized in their departments for their contribution and not feel isolated.' (Respondent #1276, Question 39, NPA All Staff Survey)

'The NPA has the potential to be the number one employer of persons with a legal background and the potential to clean up the mess created by state capture. The NPA must act firmly with corrupt politicians and not be led by them. The country will then be respected by the rest of the world as a force to be reckoned with.' (Respondent #1,253, Question 39, NPA All Staff Survey)

'The NPA must take care of the victims of crime because the perpetrator gets away with crime using their experience in crime. Victims don't have any knowledge of how to tackle the cases in court like the perpetrators do, and it makes the society feel like justice is not in favour of victims.' (Respondent #1,210, Question 39, NPA All Staff Survey)

'NPA comes from a position of mistrust. Many people will give you their opinion about the NPA, some are true and some false. Staff morale is low, and there is no budget to fill vacant positions. People have been acting in positions and are burnout now. We commend and appreciate the survey. Keep the staff inform about NPA good or bad keep us informed.' (Respondent #1,096, Question 39, NPA All Staff Survey)

'The NPA was once a proud organisation. Unfortunately it became an organisation penetrated by fear and where staff no longer felt they could freely voice their views and express different opinions without negative consequences or reprisal following... We need to get the fear out of the NPA and the independence and confidence of prosecutors back to where it was long before. At the same time discipline and high standards must be instilled.' (Respondent #1,152, Question 39, NPA All Staff Survey)

'The NPA needs its own independence, we are still associated with the department of justice and in the everyday working at a magistrate court the prosecutors are associated with the behaviour of the employees of the department of justice. Office accommodation is not indicative of professionalism.' (Respondent #1,035, Question 39, NPA All Staff Survey)

'Move away from the traditional structure and practice and use innovative practices and ideas to positively enhance the working environment. Stop wasting money on ineffective meetings in far off places leaving the workforce driving around the country for hours; Make use of new technology.' (Respondent #1,032, Question 39, NPA All Staff Survey)

'The survival of the rule of law in our country depends on us. We cannot fail.' (Respondent #667, Question 39, NPA All Staff Survey)

'Restore the dignity and nobility of our profession.' (Respondent #659, Question 39, NPA All Staff Survey)

'To work for the NPA and to be a prosecutor is a calling. It is a noble profession where one uses the heart to command the mind. To work for the people and justice, and to play a meaningful role in reducing serious and violent crime. However, the iron fist of the upper echelons of management is felt even in the lower courts where prosecutors are deprived of opportunities and of recognition. However, it is not gloom and doom. We are held together by an invisible thread of committed prosecutors who work tirelessly to keep the flag flying high, who will never do anything to bring the NPA into disrepute. We are looking forward to change, to a rise in morale. Justice is also not served by insisting on 85% conviction rates... Which means not all cases make it to court because no one wants to write an acquittal report. Where there is evidence, even if not watertight, every victim deserves their day in court.' (Respondent #569, Question 39, NPA All Staff Survey)

# Annexure: Survey



## The 2019 NPA all-staff survey

### Introduction

*“I want to hear from you on how we can make things better, and that to me is really important... We need to look at how we can better meet the challenges we face today... 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 is to give NPA staff the opportunity to make their voices heard. To inform the NDPP and her leadership team about the daily challenges you face in your work, your interactions with colleagues and managers, the operational environment in which you work, your professional goals, your views on the NPA and its strategy and values, and your aspirations for the new NDPP.

The survey is 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 for this purpose to guarantee that your responses remain completely anonymous. That is, the information you provide will be aggregated into general findings so that no individual respondents are identifiable. This will hopefully 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 NDPP and the NPA's senior leadership. The survey findings, which will be shared with NPA staff, will help identify issues raised by you and your colleagues for more in-depth analysis through focus groups and one-on-one interviews. Your responses will feed into the finalisation of the NPA's 5-year plan and provide guidance to the NPA's senior management in addressing the challenges facing the NPA.

The survey should take 15-20 minutes of your time. There is no maximum time limit. The survey will run from Monday, 18 March until 23:59 on Friday, 29 March 2019.

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](mailto:mroberts@issafrica.org).

## The 2019 NPA all-staff survey

### Demographic information

**Please answer a couple of questions to give us some background information on you. These demographic questions will still allow you to respond anonymously. No response will be traced back to any specific person.**

\* 1. What is your sex?

- ☐ Female
- ☐ Male

2. What population group do you belong to?

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

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

- ☐ under 20
- ☐ 20 to 24
- ☐ 25 to 29
- ☐ 30 to 34
- ☐ 35 to 39
- ☐ 40 to 44
- ☐ 45 to 49
- ☐ 50 to 54
- ☐ 55 to 59
- ☐ 60 to 64
- ☐ 65 or older

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

- |   |  |
|---|--|
| <input type="radio"/> Admin Support   | <input type="radio"/> Legal Management (i.e. SMS level - Chief Prosecutor, DDPP, DPP, DNDPP) |
| <input type="radio"/> Admin Management (i.e. SMS level)                     | <input type="radio"/> Prosecutor   |
| <input type="radio"/> Court Support (Witness protection, court preparation) |  |

\* 5. How many full years have you been with the NPA (estimate if need be; enter only the full number of years)?

\* 6. What province are you based in?

- |                                     |                                     |
|-------------------------------------|-------------------------------------|
| <input type="radio"/> Eastern Cape  | <input type="radio"/> Mpumalanga    |
| <input type="radio"/> Free State    | <input type="radio"/> Northern Cape |
| <input type="radio"/> Gauteng       | <input type="radio"/> North West    |
| <input type="radio"/> KwaZulu-Natal | <input type="radio"/> Western Cape  |
| <input type="radio"/> 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?

- |                             |  |
|-----------------------------|--|
| <input type="radio"/> AFU   | <input type="radio"/> PCLU               |
| <input type="radio"/> LAD   | <input type="radio"/> SCCU               |
| <input type="radio"/> NPS   | <input type="radio"/> SOCA               |
| <input type="radio"/> ONDPP | <input type="radio"/> Corporate services |
| <input type="radio"/> OWP   |  |

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

- ☐ Metro area
- ☐ Non-metro city
- ☐ Large regional town
- ☐ Smaller rural town

## The 2019 NPA all-staff survey

### 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 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. What are the three least satisfying aspects of your job...?

- |  |  |
|--|--|
| <input type="checkbox"/> Budgetary constraints                           | <input type="checkbox"/> Low staff morale                                    |
| <input type="checkbox"/> Inadequate human resources/ too many vacancies  | <input type="checkbox"/> Negative reports on the NPA and its officials       |
| <input type="checkbox"/> Inflexible working hours                        | <input type="checkbox"/> No room for innovation                              |
| <input type="checkbox"/> Lack of feedback/ acknowledgement from managers | <input type="checkbox"/> Poor internal communication                         |
| <input type="checkbox"/> Lack of leadership/ support from managers       | <input type="checkbox"/> Poor skills development                             |
| <input type="checkbox"/> Lack of promotion/growth opportunities          | <input type="checkbox"/> Poor working environment                            |
| <input type="checkbox"/> Lack of respect in work environment             | <input type="checkbox"/> Repetitiveness of tasks                             |
| <input type="checkbox"/> Lack of stakeholder cooperation/ communication  | <input type="checkbox"/> Too much administration/ insufficient admin support |
| <input type="checkbox"/> Low salary                                      | <input type="checkbox"/> Unreasonably heavy workload                         |
| <input type="checkbox"/> Other (please specify)                          |  |

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

- |  |  |
|--|--|
| <input type="checkbox"/> Better accountability, integrity and openness by the NPA leadership | <input type="checkbox"/> Filling of vacancies                            |
| <input type="checkbox"/> Better information sharing with all role players                    | <input type="checkbox"/> Improved, transparent, inclusive communication  |
| <input type="checkbox"/> Better leadership and direction                                     | <input type="checkbox"/> Inclusive work environment                      |
| <input type="checkbox"/> Better promotion opportunities/career paths                         | <input type="checkbox"/> More considerate/respectful/supportive managers |
| <input type="checkbox"/> Better salaries/allowances  | <input type="checkbox"/> More flexible working hours                     |
| <input type="checkbox"/> Budgetary increases for the NPA                                     | <input type="checkbox"/> Zero tolerance for corruption within the NPA    |
| <input type="checkbox"/> Other (please specify)  |  |

\* 13. What was the one main reason you joined the NPA...?

- ☐ The career growth opportunities in the organisation
- ☐ The professionalism/reputation of the organisation
- ☐ To make a difference
- ☐ To serve the country/ make it safe for citizens
- ☐ Job security
- ☐ An employment opportunity
- ☐ Other (please specify)

\* 14. If you were to leave the NPA tomorrow, what would the one main reason be?

- |  |  |
|--|--|
| <input type="radio"/> Heavy workload                         | <input type="radio"/> My contribution is not making a difference |
| <input type="radio"/> I will not leave, the NPA is my family | <input type="radio"/> Poor morale                                |
| <input type="radio"/> Lack of appreciation                   | <input type="radio"/> Poor remuneration/allowances               |
| <input type="radio"/> Lack of career growth/ career path     | <input type="radio"/> Retirement                                 |
| <input type="radio"/> Lack of confidence in the NPA          |  |
| <input type="radio"/> Other (please specify)                 |  |

## The 2019 NPA all-staff survey

### Experience-related questions / operational issues

Now we will ask a couple of questions about your everyday work experience.

\* 15. Please indicate your level of agreement with the following statements about your daily job experiences by selecting one of the options.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	I don't know
I have the tools and resources to do my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have clearly defined goals in regard to my job function	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My voice is heard, especially by my supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My efforts are recognised when I apply myself and work hard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers and supervisors have a clear commitment to maintaining high quality standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The NPA does a good job of keeping employees informed about matters affecting us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace is safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 16. In your daily work, what are the three key factors undermining your effectiveness...?

- |   |  |
|---|--|
| <input type="checkbox"/> Corrupt staff  | <input type="checkbox"/> Lack of trust in senior managers                  |
| <input type="checkbox"/> Discrimination / disrespect  | <input type="checkbox"/> Lack of vision by the NPA leadership              |
| <input type="checkbox"/> Inadequate budget  | <input type="checkbox"/> No direction or guidance from supervisor/ manager |
| <input type="checkbox"/> Inadequately skilled staff   | <input type="checkbox"/> Poor communication from the NPA's leadership      |
| <input type="checkbox"/> Lack of collaboration between different departments in criminal justice system | <input type="checkbox"/> Poor/ unreliable IT connectivity                  |
| <input type="checkbox"/> Lack of collaboration within the NPA   | <input type="checkbox"/> Shortage of staff / many vacancies                |
| <input type="checkbox"/> Lack of feedback from supervisor/ manager                                      | <input type="checkbox"/> Unattainable performance targets                  |
| <input type="checkbox"/> Lack of office equipment   |  |
| <input type="checkbox"/> Other (please specify)   |  |

\* 17. Name one way how internal communication in the NPA can be improved?

## The 2019 NPA all-staff survey

### Career development & professional growth

**Now we are going to ask some questions about your career development and professional growth within the NPA.**

\* 18. Please indicate your level of satisfaction with your career development and professional growth at 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
I am satisfied with my opportunities for professional growth at the NPA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the job-related training the NPA offers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The NPA has fair promotion policies for its employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 19. What kind of training would you like to receive to help you accomplish your career goals...? (up to two responses)

1.

2.

## The 2019 NPA all-staff survey

### Perceptions of the NPA

The following questions relate to how you perceive the NPA.

- \* 20. 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"/>

- \* 21. What do you think is the NPA's biggest strength ...? One response)

- \* 22. What is one word that best describes the NPA's internal organisational culture...?

- \* 23. In one word, how would you characterise the senior leadership of the NPA... ?

- \* 24. What one thing should the NPA do to become an "employer of choice" for young law graduates...?

## The 2019 NPA all-staff survey

### NPA strategy and values

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

\* 25. To what extent do you agree or disagree with the following statements

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	I don't know
The NPA clearly communicates its organisational goals and strategic objectives to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand how my work impacts the NPA's strategic goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can list the NPA's organisational values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can see a clear link between my work and the NPA's goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 26. What should be the top three priorities for the NPA to enhance its performance and accomplish its mission...?

- |   |  |
|---|--|
| <input type="checkbox"/> Appoint more staff                                   | <input type="checkbox"/> Increase salaries                               |
| <input type="checkbox"/> Achievable targets and indicators                    | <input type="checkbox"/> Improved development opportunities for staff    |
| <input type="checkbox"/> Constant training/ re-skilling of prosecutors        | <input type="checkbox"/> Reward/ acknowledge dedicated staff/ excellence |
| <input type="checkbox"/> Zero-tolerance of unethical conduct by NPA personnel | <input type="checkbox"/> Victim centric approach                         |
| <input type="checkbox"/> Improved budget/ resources for the NPA               |  |
| <input type="checkbox"/> Other (please specify)                               |  |

\* 27. The present core values of the NPA are “integrity”, “accountability”, “service excellence”, “professionalism”, and “credibility”. What additional core value – if any – should the NPA have...? (one option)

## The 2019 NPA all-staff survey

### Expectations for the new NDPP

The following questions look at your expectations for the new NDPP.

\* 28. Expectations for the new NDPP

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	I don't know
The NDPP must act firmly to revitalise the NPA even if this means 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"/>

\* 29. What should the top three priorities of the NDPP be to improve the NPA's operational effectiveness ...?

- 
- 
- 

\* 30. What should the top three priorities of the NDPP be to boost staff morale...?

- 
- 
- 

\* 31. What are three things the NDPP needs to do to restore the credibility of the NPA... ?

- 
- 
- 

\* 32. Are you involved in the prosecution of cases?

☐ Yes

☐ No

## The 2019 NPA all-staff survey

### NPA's operating environment (prosecutorial staff only)

Next are a few questions for prosecutors only, focusing on your day-to-day working relationship with key external partners and the quality of the office infrastructure where you work.

\* 33. How do you rate the following relationships and operating aspects :

	Excellent	Good	Fair	Poor	Very poor	Not applicable
Your working relationship with the SAPS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your working relationship with judicial officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your working relationship with the court administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to and reliability of your official email account	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to and reliability of the NPA's intranet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The availability and reliability of office equipment such as photocopiers, telephones, fax machines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 34. What are the three main challenges you encounter working with the SAPS... ?

- |  |   |
|--|---|
| <input type="checkbox"/> Dockets not brought to court          | <input type="checkbox"/> Reliability/availability/accountability of investigators |
| <input type="checkbox"/> Poor investigation of cases           | <input type="checkbox"/> SAPS officials are corrupt                               |
| <input type="checkbox"/> Poor statement taking/quality of work | <input type="checkbox"/> Slow finalisation of investigations                      |
| <input type="checkbox"/> Other (please specify)                |   |

\* 35. What are the three main challenges you encounter working with the judiciary (judges / magistrates) ... ?

- |   |   |
|---|---|
| <input type="checkbox"/> Arriving at court late                           | <input type="checkbox"/> No alignment of goals and objectives |
| <input type="checkbox"/> Contract magistrates with no criminal experience | <input type="checkbox"/> Poor case scheduling                 |
| <input type="checkbox"/> Lack of communication                            | <input type="checkbox"/> Shortage of magistrates              |
| <input type="checkbox"/> Other (please specify)                           |   |

\* 36. What are the three main challenges you encounter in respect of court administration (e.g., interpreters, clerks, recording equipment, general facilities)... ?

- |  |  |
|--|--|
| <input type="checkbox"/> Defective equipment                       | <input type="checkbox"/> Shortage of other South African language interpreters |
| <input type="checkbox"/> Poor toilet facilities                    | <input type="checkbox"/> Shortage of waiting rooms                             |
| <input type="checkbox"/> Shortage of court administration officers | <input type="checkbox"/> Unhealthy working environment                         |
| <input type="checkbox"/> Shortage of foreign language interpreters | <input type="checkbox"/> Unsafe working environment                            |
| <input type="checkbox"/> Other (please specify)                    |  |

\* 37. What, if anything, should the NPA and Department of Justice do differently to improve services to victims of crime... ? (One mention)

- |   |  |
|---|--|
| <input type="radio"/> Better victim compensation                                | <input type="radio"/> More time to consult and give attention to victims |
| <input type="radio"/> Constant communication of the outcome of case via SMS etc | <input type="radio"/> Treat the victim of crime with dignity             |
| <input type="radio"/> More prosecutors  | <input type="radio"/> Minimise postponements                             |
| <input type="radio"/> Other (please specify)                                    |  |

\* 38. In the past 12 months, have you, in your official capacity been offered a bribe (money, gift, or favour)?

- ☐ Yes
- ☐ No

Concluding question

\* 39. Any other comments, thoughts, ideas or recommendations...?







## **Acknowledgements**

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Cover image: Ben Sutherland/Flickr