BRIEFING TO THE PORTFOLIO COMMITTEE ON POLICE MANAGEMENT INTERVENTION DIVISION: RESEARCH
SAPS RESEARCH AGENDA 2016-2020

2 November 2016
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PURPOSE FOR SAPS DIVISION: RESEARCH
The purpose for SAPS Division: Research includes:

- Ensuring institutionalisation and maintenance of research in the SAPS.

- Commission of high quality, independent, and relevant evidence-based research.

- Directing and integrating research by, for and about the SAPS.

- Influencing the South African policing agenda towards a common vision.
Supporting knowledge-exchange between researchers and practitioners.

Improving the research evidence base for policing policy and practice.

Expanding the research capacity in the SAPS with other research fraternities.

Serving as a pinnacle for promoting the development of national, regional and international links with policing, research fraternities, and policing policy development communities.
PURPOSE FOR SAPS RESEARCH AGENDA
2016-2020
One of the key priorities for SAPS in the Annual Performance Plan 2016-2017 is the development of a Research Agenda.

It assists to identify those areas that require new scientific knowledge in the medium and longer term.

It assists to create new knowledge and methods that will support the departmental programmes, operational strategic priorities and organisational support priorities.

It outlines an agenda to guide the SAPS research function through the next five years.

It helps research institutions, individuals and independent researchers to understand how they can contribute towards the enhanced Policing Body of Knowledge (PolBok) and discover their role in the bigger research picture in policing in the South African context.
Data collection methods

- Qualitative Research Strategy
- Open-ended-questionnaire
- Focus group discussions in the SAPS
- Documents, reports & minutes review
- Strategic government documents

Data Analysis

- Grouping of data
- Identification & analysis of research pillars
- Identification & analysis of themes
- Identification & analysis of Research Priority Areas
- Identification of critical issues to be covered by research

SAPS Research Agenda 2016-2020

Adoption of SAPS Research Agenda 2016-2020 by National Management Forum (NMF) on 7 July 2016
SAPS MANAGEMENT INTERVENTION FRAMEWORK

Strategic Management

MI Teams

Oversight Bodies

PM& E

Research

SAPS Management Intervention

MI Family Tree
Basic Step by Step Approach Towards Contribution to SAPS POLBOK

Approach to SAPS Policing Body of Knowledge

1. Provide knowledge specifics, ways, means and problem.
2. Create understanding - interpretation, translation and extrapolation.
3. Analyse and identify motives, causes, evidence, etc.
5. Design and develop solutions - products, strategies, approaches, criteria, master plans.
6. Assess the impact judgements, critiques, recommendations and validation (M&E)
THE SAPS RESEARCH AND DEVELOPMENT MODEL

1. Describe the problem (Knowledge based)

2. Understand the problem (Comprehension based)

3. Identify and analyse the motives, causes and evidence (Analysis based)

4. Provide solutions e.g. rules, standard procedures, techniques, strategies, ideas, facts, etc. (Application based)

5. Design and develop solutions e.g. strategies, models, framework, etc. (Synthesis and combination based)

6. Execute and measure the effectiveness of the solution and improve (Evaluation based)
RESEARCH PILLARS AND THEMES
PILLARS OF SAPS RESEARCH AGENDA 2016-2020

1. ENABLING HUMAN RESOURCE FOR POLICING
2. ENABLING ASSETS FOR POLICING
3. BETTER SERVICE DELIVERY
4. BUILDING IDEAL POLICING SYSTEM

SAPS MOVES TOWARDS POLBoK
**PILLARS AND THEMES OF SAPS RESEARCH AGENDA 2016-2020**

**PILLAR 1: ENABLING HUMAN RESOURCE FOR POLICING**

- Towards Human Resource Solutions
- Towards Effective Allocation and Utilisation of Resources
- Enhancement of Culture of Learning and Development
- Advocating Transformation Agenda
- Building a Culture of High Performance
- Establishment of Management and Leadership Model for SAPS

**PILLAR 2: ENABLING ASSETS FOR POLICING**

- Allocation and Management of Assets
- Technology Solutions for Human, Assets and Crime Management
PILLARS AND THEMES OF SAPS RESEARCH AGENDA 2016-2020 (CONT)

**PILLAR 3**

**THEMES**

- Supporting Service Delivery
- Climate Surveys
- Moral Regeneration in SAPS

**PILLAR 4**

**BUILDING IDEAL POLICING SYSTEM**

- Towards Ideal Policing Model
- Supporting Strategies for Ideal Policing Model
- Improving Policing Protocols and Standards
- Enhancing Operational Response Service
- Enhancing Protection Security Service
- Strengthening the Detection
- Enhancing Detection and Resolving of Crime through Scientific and Forensic Focus Research Studies
THEMES AND RESEARCH PRIORITY AREAS
THEME 1: TOWARDS HUMAN RESOURCE SOLUTIONS

Research Priority Areas for Theme 1

1. Analysis of causes of escalation in service termination and development of replacement strategy of the lost capacity.

2. Evaluation of effectiveness and efficiency in finalisation of the service termination within prescribed time and development of the approaches to address root causes of delays in service termination.

3. Advancement of retention of the SAPS employees and development of the strategies that will enhance sustainability and retention of 19 members.

4. Assessment of effective management of absenteeism and its influence towards service delivery and development of a remedial plan to address absenteeism in the organisation.

5. Evaluation of Employee Health and Wellness (EHW) services and its accessibility and development of the approaches to enhance the accessibility of EHW services by employees.
THEME 2: TOWARDS EFFECTIVE ALLOCATION AND UTILISATION OF RESOURCES

Research Priority Areas for Theme 2

1. Evaluation of posts needed at Cluster Stations, Accounting Stations and Police Stations to meet business demands at the stations.

2. Analysis of challenges related to resource allocation and development of resource allocation model and strategies to support the policing model.

THEME 3: ENHANCEMENT OF CULTURE OF LEARNING AND DEVELOPMENT

Research Priority Areas for Theme 3

1. Impact of training and development to the enhancement and quality of service delivery.

2. Evaluation of ETD Practitioners and Trainers.

3. Validation and creation of database of Subject Matter Experts (SME’s) in SAPS for policing knowledge management.
THEME 4: ADVOCATING TRANSFORMATION AGENDA

Research Priority Areas for Theme 4

1. Assessment of milestone in transformation in the SAPS and the development of SAPS transformation master plan.

2. SAPS responding to National Development Plan (NDP) 2030.


THEME 5: BUILDING A CULTURE OF HIGH PERFORMANCE

Research Priority Areas for Theme 5

1. Evaluation of the impact of implementation of the Performance Management System.

2. Analysis of the root causes for non-performance and development of a master plan to enhance performance and production.
THEME 5: BUILDING A CULTURE OF HIGH PERFORMANCE (cont)

Research Priority Areas for Theme 5


5. Assessment of institutionalisation of project management principles to enhance organisational performance and accountability and the development of a customised project management methodology for SAPS.

6. Evaluation of performance monitoring and evaluation system and the alignment with SAPS Management and Intervention as well as development of the SAPS performance, monitoring and evaluation framework.

7. Inculcating the culture of compliance in the South African Police Service.
THEME 6: ESTABLISHMENT OF MANAGEMENT AND LEADERSHIP MODEL FOR SAPS

Research Priority Areas for Theme 6

1. Defining the calibre of management and leadership in the SAPS and the development of SAPS management and leadership principles and practice.

2. Analysis of the SAPS management and leadership concept and the development of the SAPS management and leadership ideal professional model.

3. Analysis of command and control concept and the development of the SAPS command and control concept and integrate it to the Policing Body of Knowledge (PolBok).

4. Evaluation of the impact of Management and Leadership Development Programmes to the performance and quality of service delivery of the middle and senior management.
1. Assessment and evaluation of the current supply chain management practice and its impact on service delivery.

2. Evaluation of performance of SAPS garages and the development of a turnaround strategy for the SAPS garages.

3. Assessment of standards for markings and emergency lights and development of the accepted standards for markings and emergency blue lights and guidelines for implementation.

4. Evaluation of risks at the police stations and police buildings and the development of the approaches to mitigate risks.
5. Evaluation of SAPS Dress Code and the design of the task specific uniform appropriate to execute specific tasks in certain conditions.

6. Evaluation of the budget allocation and expenditure and the review of the current budget distribution model.

7. Analysis of the root causes of irregular expenditures and the development of a turnaround strategy to mitigate irregular expenditures.

8. Impact of moratorium on destruction of the SAPS records (Circular 2 of 1998) and the development of a strategy to address archiving storage space challenges.
Research Priority Areas for Theme 2

1. Investigation that is aimed at discovering technological systems, devices and gadgets that will enhance policing and resolving of crime.

2. Assessment that is aimed at improving the existing technological systems, devices and gadgets to enhance the service delivery and resolving of crime.

3. Measurement of the impact and return-on-investment (ROI) of the SAPS technological systems, devices and gadgets.

5. Utilisation of Short Messaging System (SMS) to provide feedback to victims of crime.

6. Enhancing systems security and safeguarding of information and document trails.

7. Improving data integrity and the development of the approaches, procedures and protocols to improve data integrity.

8. The correct placement of the GSM Contract (Cellular/Mobile devices and services) within the organisation and development of clear procedures for GSM products and services.
THEME 1: SUPPORTING SERVICE DELIVERY

Research Priority Area for Theme 1

1. Evaluation of effectiveness of the Theoretical Human Resource Requirement (THRR) for determination of resource allocation in police stations and improvement thereof for better results that will advance service delivery.

2. Evaluation of the SAPS relationships and partnerships with other stakeholders and propose how the SAPS existing relationships and partnerships with other stakeholders can be best utilised.

3. Assessment of application of Enterprise Risk Management (ERM) to support policing objectives.
THEME 2: CLIMATE SURVEYS

Research Priority Area for Theme 2

1. Evaluation of effective execution of Service Delivery Improvement Programme (SDIP) and development of monitoring and evaluation strategy of implementation of SDIP.

2. Measurement of customer satisfaction on the services of the SAPS and development of a model of building trust and acceptability by communities.

3. Evaluation of the SAPS members’ morale and its impact on the quality of service delivery and adoption of the approaches to boost SAPS members’ morale.
THEME 3: MORAL REGENERATION IN SAPS

Research Priority Area For Theme 3

1. Redefining ethical SAPS sub-culture and rebuilding culture of integrity in SAPS and documentation of SAPS sub-culture.

2. Restoration of discipline in the SAPS and development of a strategy that will enhance discipline in SAPS.

3. Analysis of the root causes of civil claims and its impact and development of an integrated plan to reduce civil claims.

4. Eradicating corruption within the service and development of anti-corruption strategy and incorporate it into policing model to address corruption in law enforcement.
RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

THEME 1: TOWARDS IDEAL POLICING MODEL TO EFFECTIVELY DEAL WITH CRIME

Research Priority Areas for Theme 1

1. Identification and analysis of gaps in the current policing system and development of the ideal and suitable policing model for SAPS.


3. Evaluation of social crime prevention and development of the strategy for social crime prevention.

4. Evaluation of community policing and review of the community policing strategy.

6. Analysis and understanding of rural safety concept.

7. Standardisation and validation of Operational Command Centre (OCC).

8. Exploration of policing concept for hostel dwellings, squatter camps, flats (e.g. Hillbrow flats and buildings).

THEME 2: SUPPORTING STRATEGIES FOR IDEAL POLICING MODEL

Research Priority Areas for Theme 2

1. Assessment of strategies to sustain and enhance the use of animals for policing in the organisation and development of strategies for the effective utilisation of animals for policing.

2. Assessment of effectiveness of breeding management and comparison of most effective way between in-house breeding and buying of the policing animals and development of the master plan to build capacity.

3. Evaluation of the functioning of Flying Squad Units and 10111 Call Centres and development of Flying Squad Units and 10111 Call Centre Strategy.
4. Assessment and review of current strategy of addressing illicit mining.

5. Assessment and review of current strategy of addressing rhino poaching.

6. Assessment and review of current strategy of addressing cyber-crime.

7. Assessment and review of current strategy of addressing gangsterism as a scourge.
8. Assessment and review of current strategies of addressing illegal drugs proliferation and substance abuse.

9. Evaluation of effective implementation of Domestic Violence Act and development of a master plan to address the gaps in the implementation of the Act.

10. Assessment of the current strategy of dealing with kidnapping for ransom incidents and cases and the development of an integrated approach to deal with different types of kidnapping for ransom incidents.
1. Evaluation of SAPS Search and Rescue Unit and establishment of procedures and protocols for identification and establishment of response teams in the SAPS.

2. Evaluation of the utilisation of SAPS resources to deal with motor vehicle accidents while other Law Enforcement Agencies can perform the same task.

3. Recording more than hundred years of policing, history of policing.
THEME 4: ENHANCING OPERATIONAL RESPONSE SERVICE

Research Priority Areas for Theme 4

1. Evaluation of the current model of the crowd management and its implementation and development of a resourcing strategy to build capacity for crowd management.

2. Building capacity for operational deployments through research and development.

THEME 5: ENHANCING PROTECTION SECURITY SERVICE

Research Priority Areas for Theme 5

1. Benchmarking the services of VIP Protection and development of the retention strategy for VIP protectors to ensure effective and efficient safety of the Dignitaries.

2. Compliance of SAPS VIP Protection with relevant standards and regulatory frameworks.

3. Compliance of Technical Support capacity to Major and Special Events of Protection and Security Services (PSS) with relevant standards and regulatory frameworks.

4. Compliance with development, maintenance and effective implementation of Standards for K9 units.

5. Compliance with development, maintenance and effective implementation of Standard Operational Procedures in the National Control Centres and management of incidents.
RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

THEME 6: STRENGTHENING THE DETECTION

Intervention Priority Area for Theme 6:
1. Identification and analysis of all SAPS Detective investigation related prescripts and assessment of compliance to docket administration prescripts.

Research Priority Areas for Theme 6

2. Effective docket administration and investigation of dockets.

3. Analysis of detectives’ competency level and identification of skills gap and development of a development plan for the detectives.

4. Identification of ideal number of dockets on hand as well as working hours and operational deployment for detectives and development of docket allocation framework.

5. Analysis of norms and quality standards of priority crime and determination of time lines for investigation.
Intervention Priority Area Theme 7

1. Assessment of compliance to Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) in relation to medical surveillance (i.e. pre-employment, pre-placement, periodic medical and exit medicals) within the Division: Forensic Services; including the impact on compliance or non-compliance.

Research Priority Areas for Theme 7

2. Enhancing procedures and protocols for chemical profiling of drugs and extending databases to be used in criminal prosecution.

3. Enhancing procedures and protocols for chemical analysis of medicines and prevention approaches of the misuse and abuse of over-counter medicine.
4. Enhancing chemical procedures for chemical analysis to identify counterfeit products e.g. medicine clothing, cigarettes, liquor, etc.

5. Impact of implementation of Quality Management System (QMS) by Forensic Services where SAPS processes are not aligned to the International Organisation for Standardisation (ISO) standards.

6. Exploration of change of ballistic marks during the firing of a firearm.

7. Forensic Entomology: Validation of accuracy of Post Mortem Interval (PMI) in cases where a body has been stored at a mortuary.

8. Forensic Entomology: Effects of scavenger activity on insect evidence on carcasses involved in illegal hunting cases.
RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

THEME 7: ENHANCING DETECTION AND RESOLVING OF CRIME THROUGH SCIENTIFIC AND FORENSIC RESEARCH STUDIES

Research Priority Areas for Theme 7 (cont)

9. Forensic Entomology: Investigation of seasonal and environmental factors influencing the arrival times of hide beetles to carrion and their use to determine a Post Morten Interval.

10. Determination of tissue thickness measurements and three dimensional soft tissue morphology by means of CBCT/CT scans.

11. Mitochondrial DNA typing: identification of unidentified bodies that may be severely decomposed.

12. Feasibility of establishment of SAPS Science Research Laboratory to conduct scientific research.
Conclusion

The SAPS submits the SAPS Research Agenda 2016-2020.
THANK YOU

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