

GOOD MANAGEMENT PRACTICES FOR PROMOTING POLICE INTEGRITY

Gareth Newham & Millicent Maroga



Criminal Justice Programme
Centre for the Study of Violence and Reconciliation



GOOD MANAGEMENT PRACTICES FOR PROMOTING POLICE INTEGRITY

Criminal Justice Programme
Centre for the Study of Violence and Reconciliation



Centre for Study of Violence and Reconciliation

The Centre for Study of Violence and Reconciliation is a non-governmental organization based in Johannesburg, South Africa. Since its inception in 1989, the CSVR has been dedicated to making a meaningful contribution to peaceful and fundamental transformation in South Africa and in the Southern African region. The CSVR consists of the following programmes: the Criminal Justice Programme, the Transition and Reconciliation Programme, the Youth Violence Prevention Programme, the Gender Programme and the Victim Empowerment Programme. The work of the centre includes research, policy development, advocacy, facilitation, education, materials design, training and trauma counselling.

The CSVR's policing project in the Criminal Justice Programme aims to make a contribution to police transformation through research and advocacy

Acknowledgements:

We would like to thank the SAPS Johannesburg Area Commissioner Oswald Reddy for his support and all the police managers and members that participated in this project.

Thanks also to our donors the Development Cooperation Ireland whose generous funding made this product possible.

The research for this booklet was conducted by Gareth Newham, Millicent Maroga, Themba Masuku and Lulama Gomomo

Written by: Gareth Newham and Millicent Maroga

Thanks must also go to Amanda Dissel and David Bruce for their comments and assistance on this booklet.

June 2004

Layout and Design by Manik design

Table of Contents

MESSAGE FROM THE JOHANNESBURG AREA COMMISSIONER	5
ABOUT THE BOOKLET	7
THE POLICE INTEGRITY MANAGEMENT FRAMEWORK	9
BUILDING A POSITIVE POLICE CULTURE	11
Performance Management	11
Recognition and Motivation	20
STRENGTHENING ACCOUNTABILITY	25
Internal Reporting Mechanisms	25
The Disciplinary System	28
COMMUNITY ENGAGEMENT	35
Acknowledging the Role of the Community	36
Community Complaints against Police Members	37
CONCLUSION	40





Message

from the Johannesburg Area Commissioner

Asst. Commissioner OD Reddy

Police men and women as law enforcement officials have extensive powers conferred upon them, in order for them to execute and discharge their duties.

Whilst the vast majority of our police men and women are loyal, dedicated, and hardworking people of integrity, there are those who abuse and misuse their police powers by engaging in misconduct or unlawful activities. In many instances, the values of the honesty and integrity are overshadowed by self enrichment and greed resulting in police officers engaging in corruption.

Corruption is a scourge that erodes the very fabric of our society and threatens our democracy. The new Prevention and Combatting of Corrupt Activities Act, number 12 of 2004, provides a wider scope to tackle corruption. This will assist in the “Zero tolerance approach” towards all forms of corruption that will be enforced at all levels within the Johannesburg Area.

The research study conducted by the team from the Centre for the Study of Violence and Reconciliation (CSVR) confirms that in order for the levels of corruption in the Area or the SAPS as a whole to be reduced and eradicated, leaders and management at all levels within the organisation must play an active role and have a hands on approach in their respective areas of jurisdiction.

This booklet should be read in conjunction with the new Act. While the Act provides us with a legal tool to better react to incidents of corruption, this handbook serves as a guideline to management and staff on what can be done to proactively build a culture of police integrity.

The Anti-Corruption Summit held in November 2003, has laid a solid foundation for the senior managers in the Area. The community through the CPF's (Community Policing Forums) have become aware and are now more vigilant around this issue.

Special note should be taken of the early warning systems and the protection and safety of members of the SAPS and the community who report corruption.

The corrupt elements within the organisation must never be allowed to intimidate or threaten the law abiding citizens or police officers who strive towards addressing the levels of corruption within the Police Service. Good always triumphs over evil.

I expect police management to study and implement the new Act and this handbook throughout the Area.

A special word of thanks and appreciation to CSVr for the time, effort and energy put into this project. Your organisation will contribute to making the South African Police Service an internationally recognised and respected police department which is serious about promoting integrity within its ranks.

Thank you

About the Booklet

This booklet was developed as part of the Police Integrity Management research project undertaken in collaboration between the SAPS Johannesburg Area Commissioner O. Reddy and the Criminal Justice Programme at the Centre for the Study of Violence and Reconciliation. The overall purpose of the booklet is to assist station based managers with practical tips that will support the achievement of the three key priority objectives of the Johannesburg Area Commissioner which are as follows:

1. Stabilising, preventing and reducing levels of crime;
2. Reducing and eradicating corruption;
3. Improving service delivery to the community.

Management in the police station environment is often a complex and demanding task. Different challenges emerge daily and there are hundreds of rules and regulations that managers need to know. It sometimes happens that managers lose sight of the priority objectives as they get caught up in their day-to-day activities. One of the intentions of this booklet is to provide police managers with a framework for focusing their activities towards important aspects of their work that are in line with the overall priority objectives as presented above. This framework is called the Police Integrity Management Framework and will be explained in more detail in the next section.

The rest of the booklet gives practical advice to assist police managers in promoting a culture of pride, professionalism and integrity amongst members at their stations. The advice was gathered through in-depth interviews with over 50 highly experienced station based managers from all of the policing components. The advice in this booklet is partly presented as quotes from the interviews and reflects the recurring themes for 'good practice'. The idea is to highlight good management practices as identified by experienced SAPS station based managers.

Given the complexities facing police management this booklet does not aim to cover every challenge that station managers will face. Nor does this booklet replace SAPS policy or standing orders. This booklet primarily aims to provide police managers with practical ideas and options on how to handle various aspects of their work within a framework for promoting police organisational integrity.

The Police Integrity Management Framework

The challenges facing the SAPS such as poor service delivery, misconduct and corruption occur in all policing agencies around the world. The extent to which these challenges become serious problems largely depends on a range of factors. These include the characters of individual police members, the management systems and culture of the police agency, and the broader environment within which the police agency operates. While there is not much that police managers can do about the characters of the individual police members with whom they work or the broader environment in which the police operate, there is plenty that police managers can do to promote a positive organisational culture. It is important that police managers see this as one of their key responsibilities.

If managers throughout a police organisation focus their energies on improving the management systems and culture of the police agency, an effect can be made on individual police members and the broader environment. If police managers make a point of recognising and promoting a positive police culture, hard working police members with professional attitudes will feel appreciated and become role-models for others. Similarly, ill-disciplined and corrupt police members will find it more difficult to remain in a police agency if managers also focus their authority on increasing the accountability of their members. The broader environment made up of communities are more likely to respond positively and supportively towards a police service where such management activities are clearly communicated and demonstrated. For this reason, police manag-

ers have to recognise that the reason they are promoting a positive culture and enhancing accountability within the organisation is to provide quality service and build closer relationships with the broader community.

The 'police integrity management framework' provides a conceptual tool for police managers to focus their attention and activities in a manner that will build police professionalism and integrity in the way described above. The framework consists of three interacting components that encourage managers to understand their role and direct their activities towards the following:

- Promoting a positive police culture;
- Strengthening accountability, and;
- Engaging with the community.

This approach to police management can go a long way towards building a police culture that is less tolerant of abuse by its members, particularly if it is supported by appropriate management systems. This in turn can lead to a sense of pride and professionalism amongst a greater number of police members who will then be better able to respond to the needs of the communities they serve. Consequently, communities will begin to respond more positively to the police and closer partnerships can be forged against crime.

The rest of this booklet will present practical measures that police managers can undertake in line with the police integrity management framework to achieve the goal of building a professional police service with integrity.

Building a Positive Police Culture

An important factor in improving police service delivery and preventing police corruption from occurring is for police managers to proactively promote a professional and positive police culture. Police members who feel pride in their profession are more likely to provide a professional service and take action against those members who abuse their police powers for their personal gain. Police members are more likely to feel pride in their work if they are given clear direction and when their efforts are recognised by those in command. For this to happen, police managers need to be able to manage the work performance of their members. Where members perform excellent work or display behaviour and attitudes consistent with good democratic policing, managers need to be able to identify and acknowledge this in such a way that it sets an example for others and motivates them to do the same.

Performance Management

Performance management relates to the way managers identify good, adequate or below adequate police work related performance. In doing so managers should strive to objectively identify those members who deserve reward and recognition for outstanding work while also ensuring that those who are performing poorly can be brought up to standard.

Here is quick reference to some of the good practises to enhance performance management

Tip Box 1
Performance Management

- Use the Performance Enhancement Process (PEP) document.
- Set clear work objectives for individual members.
- Regularly communicate your expectations.
- Proactively recognise good performance.
- Look out for symptoms amongst members that undermine performance.
- Check work performance regularly and respond immediately to shortcomings.
- Establish authority.
- Lead by example.
- Build trust amongst your members.
- Listen with an open mind.
- Visit ill or injured members.

Using Work Performance Measurement Systems

The Performance Enhancement Process (PEP) is a formal SAPS performance appraisal system that is used by managers to record each member's performance and give them feedback on their work. It is a management tool aimed to ensure that individual members work performance is regularly assessed and the results of the assessment are documented. In this way members receive clear instruction as to where their work related strengths and weaknesses are.

“What we have in place is a document we call ‘PEP’. That is where you write down all the key performance areas, things you are expecting from the member. You write down in his presence, you call him in, you sit with the member, you talk to him and tell him, ‘listen you are a crime prevention member, this is what is expected of you.’ You even give him time frames to do things. Then you let him go. Then you tell him that after [a specific amount of time], I’ll call you

again, and so that we can talk to see if you did achieve all these things I expected from you. Then after [the time frame] you call him you tell him, 'I'm now giving you feedback. You remember on this day we met, I told you that this is what I expect from you'."

"Okay at the unit I use performance indicators. On the first of every month they [members] should report what they have done during the past month. We need to know how many days he was sick. How many days he was on leave and how many days did he spent at court. You have to report the arrest rate you have made. How many cases handled, how many suspects arrested [and] firearms confiscated So from there I can already see that this is the one who was working and this is the one who was not working."

Given that the PEP requires different information from different units, the performance outputs for detectives will be different from those of the support services or finances and so forth. Other performance measurement systems should be used to support the PEP; for example the detectives use a monthly performance computer printout.

Note It is important that you accurately use the PEP document and seek assistance whenever experiencing a problem. It is also important that you encourage your members to record their work progress in their pocket books, for the purposes of the PEP

"The performance of each detective can also be monitored through computer printout. Rather than the managers giving feedback to each detective about their monthly performance, they have to complete a form based on the information that is stored on the computer about their monthly performance. They then hand these forms to their managers at the end of the month. In doing this they can see for themselves how they are performing in relation to the rest of the unit. It's then easy for the manager to identify and address problems."

Set Clear Work Objectives

It is important that managers set clear work objectives for their members. This ensures that members are certain as to what is expected of them and makes it easier for managers to establish whether they are performing adequately or not.

“There are monthly targets that we should reach. Each month we set ourselves a goal, a reachable goal. Like I would say this month I want to recruit an informer that is active. It’s easy to recruit an informer, but to get an informer that is active is difficult. So we do set ourselves goals and we try and reach those goals by the end of the month.”

Recognising Hard Workers & Good Performers

As a manager you need to identify those members with a positive attitude and those who perform above the required standards. It is important that you show these members that you are aware of and appreciate their efforts.

“If a member normally comes to you and says, ‘how do we go about this?’ and keeps on asking questions, you can see that this one is a hard worker, he really wants to know.”

Similarly you must not neglect those members who are performing below average. You need to be able to identify these members and find out if there is anything that can be done to motivate them.

“When you’re doing your briefing of the members, you can see that a member is positive or negative. You can see his body language, the way he is conducting those operations. Is he doing what you told him to do or is he just doing the minimum?”

Regular Communication and Motivation

Regular communication is an essential ingredient for effective management. Managers need to ensure that they create space for interaction with their members. The morning parade is one such opportunity where you can share experiences and give your members support.

“Every day, whenever a member reports on duty, we have to stand parade. To hear from the members what their problems are. What they’ve encountered [and] give them moral support before they can go out.”

On the Job Training and Mentoring

When you notice that members are not performing to the necessary standards you should undertake on the job training. Alternatively you could pair an inexperienced member with a more experienced member who knows how to undertake the task. Make sure that both members are aware that the purpose of working together is to ensure on the job training.

“If a manager notices that members are not doing certain things correctly, like completing registers or handling complainants, they must take some time, even if it is only 15 minutes, to show them how to do it properly. It is part of the managers’ job to give guidance on work performance.”

“Sometimes we group that person, let him work with a person who is experienced in that activity. Then he can see how it is done.”

“Captain [A] used to be the best. His group used to be the best. There was a stage where I was told by our manager at the station that I must now take Captain [A]’s members and swap them with other members from other groups. If your shift is not working it means the community out there is not getting the required standard of service. So we have to balance that. We have to take some of the good members so that they can be examples in those shifts. They can upgrade other members.”

Looking out for Symptoms that Undermine Performance

It is important for you as a manager to identify problems that are affecting your member’s performance. When you notice that there is something wrong with one of your members and it is affecting his or her work performance, you need to address it immediately.

“The other thing is that I know all my members. I know them and if a person is not happy I can tell and I try to organise help for them. Sometimes I even say can I have your gun back because if you don’t

do that you will hear one day that your member has killed his family and he killed himself. They will say, ‘But didn’t you see that he had a problem? So every morning you have to go to different offices and say good morning and check on your members.’”

“I wanted to default the person but I noticed that there’s something wrong. So I phoned the social workers and they are coming to sort out that problem, to identify what’s the problem. That’s my solution, because myself, I cannot go on with such a person. He’s always moody and he just sits with one thing almost the whole day. You can see something is not usual or is not normal.”

Knowledge of Member’s Whereabouts

One of your key responsibility as manager is to know where your members are and what are they doing during working hours. This ensures that you can locate members if they are needed. This also sends out the message that members have to account for how they spend their time.

“I have even implemented a register, you know, the movement control register. They must always sign it so that I know where they are. Before we didn’t have it and you would find that I need someone to help me but there wouldn’t be anyone. I would always be alone. So, now they can’t leave the office without signing where they are going.”

“We have systems to know where members are and what they are supposed to be doing. Group commanders in detectives are supposed to know where their members are at all times. This responsibility has been ‘delegated’.”

Checking Work and Responding to Poor Performance

It is also your key responsibility to ensure that your members are working according to the required standard. As soon as you identify a drop in work performance or a mistake, it is important that it is immediately addressed. This would ensure that work standards do not drop even further and that mistakes are not repeated.

“You need to approach a member and point out shortcomings in his performance as soon as they are picked up.”

“We have to have this personal contact with the members. Individually and after maybe an inspection. You sit down with the member and try to motivate the member. Highlight the areas they have to look at.”

“I check their work. I see mistakes immediately. I’m not shy to call a member, and say, in a very decent manner. ‘Look, probably people make mistakes, we all make errors.’ And what you’ve got to see now, is it intentional or just a mistake. Under pressure, sometimes they make mistakes. It also has to do with their age sometimes they leave out something. I highlight these, wherever possible.”

Establish Authority

As a manager you have authority over your members. This means that you have the right and responsibility to instruct members on what to do and ensure that they carry out those instructions. Of course this is only the case if the instructions do not go against the law or SAPS rules and regulations.

“I will tell you that being young and dealing with old person is difficult. You have to be strong. And I tell them, ‘Look, I’m the commander.’ They will come with different stories and I don’t criticize them. I listen and analyse everything and in the end I say, ‘we are dealing with the community and you chose to become police officers. Even if we don’t get paid that much, but we chose to work here.’ So, my final word is that we are serving the community. The community comes first and no one will leave this police station if there are no cars attending to the community’s complaints. Sometime you must adopt this thing that my word is final, because if you don’t do that they will play with you. We are not here to satisfy an individual.”



The authority of a manager may be challenged by some members because of discrimination based on factors such as age, race, gender, ethnic group, years of service etc. Where this happens it is important for members to be made aware that SAPS managers are appointed into a position of authority by the organisation. Any challenge to this authority is therefore a challenge to the organisation as a whole.

Lead by Example

In exercising authority, you have to lead by example. This may mean taking some time to set standards and directly supervise members as they do their work out in the field. You also have to set an example to ensure that all police members treat each other and members of the public in a polite and respectful manner.

“You work with them, don’t sit in the office. Don’t ever just sit in the office. You see when there is a roadblock. I believe in one thing. If you’re at the roadblock you can’t let your knee touch the ground. Then you’re not working. In other words you must work so that your members can work. They learn from you and I spent time with them. I talk to them, I search a vehicle with this one, I search a vehicle with that one, I go across the road, I go do that, do you understand? So they can see this man is not just leading, he is one of us. I’m a policeman.”

“The advice that I can give is that when you work with people you must be polite, but at the same time they must not do anything that they like. Here in the police we work with rules and regulations and they must abide by those rules. Also have good manners and do not use vulgar language and respect the public. Explain that they must not only act like that when they see a manager. You must be able to trust them that they can do the job without receiving any complaints.”

Build Trust

It’s important that you build trust amongst your members. Trust can be built through respecting your members and their problems (not gossiping about them), treating them equally and leading by example. In addition, you need to

encourage your members to trust each other and sort out any problem or complaints that may undermine that trust.

“I am very close to them. We are close to each other so the complaints against each other are easily talked about. If ever there is any such thing, I call a member, we don’t gossip. I call that particular member and ask, ‘Hey, why you have done this and this?’ And if it is certain party that is wrong we try to sort that thing out and finalise it. If there is a need for apologising we do just like that. They must trust each other so that we can be able to work as a team.”

Listen with an Open Mind

As a manager you can increase your authority through learning to listen carefully to your members. Decisions taken by managers are more likely to be followed if members believe that their managers have listened to them and that they’ve taken a decision after careful consideration.

“So if it [work] is not satisfactory then you are going to call him and ask him, ‘why are no longer performing to the standard you used to previously?’ That member will tell you if you are not harsh [with people]. The members won’t hesitate to explain their problems to you. But once you are bully, or maybe autocratic, or let’s just say you want to be a boss and you are always right. The members will not bother to come and ask something from you [or] to solve their problems. But once you can be open to them they will present these problems to you and it won’t be a problem.”

Visiting Sick or Injured Members

As part of building a positive police culture, you need to create a caring and compassionate working environment. It is important that you take time to visit members who are sick and/or injured (especially those who are injured in the line of duty). This will show members that they are being appreciated and will give them a greater sense of belonging to the organisation.

Recognition and Motivation

To instil a sense of pride and professionalism in police work it is important that you actively recognise and appreciate members who are performing well. This will increase morale and help combat the feelings of resentment from members who do not think that their efforts are being noticed. Feelings of resentment can lead to some members justifying corruption because they feel that the organisation does not appreciate their work.

Tip Box 2

Recognition and Motivation

- Acknowledge your members verbally.
- Give written commendations.
- Nominate members for Top Cop awards.
- Promote team building.
- Highlight positive media reports about the police.

Verbal Acknowledgement

Good performance can be acknowledged through simply saying “thank you” or “well done”. This can do a great deal to boost a members morale and assist in motivating them further. This can also be done in front of their colleagues so to set an example and to show that good work is being appreciated.

“The basic thing is to recognise that the member has done a good job, to make him aware that you are aware that he has done a good job. That always works magic even if you haven’t got any other incentives to give to that member.”

“Personally I thank them for a job well done because just a mere ‘thank you’ means a lot to a person. It’s not only the financial reward, but seeing that you acknowledge what they do.”

Written Appreciation

Writing letters of commendation is another important way of responding to excellent performance. These letters can be given directly to the member or be sent to the station commissioner (or in case of exceptional performance, to the Area Commissioner) who may then issue a certificate formally recognising the good work that was done. These letters or certificates can be placed in a members file and should be used for performance appraisal purposes, to support Top Cop award nominations or to support applications for promotions.

“The most commonly used reward system for good work is having the commander write a letter congratulating a member for good work, which is then placed in a file. These letters are signed by the station commissioner.”

“Normally I write a letter of appreciation and it goes into their files, it also helps when we are evaluating their work. “

“One thing that we do, we praise the members, we report their successes, anything that they do. The station commissioner would issue a certificate [stating] that, ‘you guys have done wonderful work on a specific thing’. And they recognise that this is a good thing because they received something from the station commissioner.”

Days-Off

Granting of days-off also serves as a gesture of acknowledgement to members for good performance. However, this has to be managed carefully and in a consistent manner. Station management, as a team, have to establish clear criteria and a process for granting days-off to ensure that it is applied fairly and consistently.

“It definitely works in two ways. That you keep your members positive and that when they need days, they don’t book off sick. They will rather come to you and say I have a problem and I need days.”

“Giving members time off has worked very well. And it motivates members. You will manage to reduce members booking off sick unnecessarily.”

Nominating Members for a ‘Top Cop’ Award

Some stations have initiatives in place such as the ‘Top Cop Awards’ as a way of both recognising members for good performance, and as a way of motivating them to perform better. If your station has such an initiative it can be useful to nominate a member who has performed well to ensure that they are formally recognised for their good work.

“We have the Top Cop award, which also motivates the members, and whenever they work hard we put in a Top Cop nomination for them.”

“Well, we’ve got the Top Cop award that has been running for the last year and people who really work, I nominate them for the Top Cop award and I tell them, listen I nominated you.”

“Because everyone wants to get that award at the end, so they always try to do extra. Whenever there is a chance for them to do something extra they always strive to do that.”

Note For Top Cop Awards to be effective it is important that the criteria for nomination is clear and understood by all managers and members. This will ensure that members know exactly what they have to do to be nominated for an award. It is also useful to have awards for each component (i.e. CSC, Crime Prevention, Detectives, Support Services, etc) so that all members at a station have a real opportunity to win prizes.

Teamwork

Promoting team building within units can also positively motivate members. Some people work better when they feel as if they are part of a team. Team building can be promoted when members are involved in planning to achieve

unit goals. Team building does not only involve social activities that occur outside of the workplace.

“My plan to make sure we are working as a team together is helping us to uplift the one who was not pulling well because of personal problems. Sometimes people, they have those kinds of personal problems. You find his spirit is down so you try to motivate him and pick him up so that [we] can achieve what we want. We don’t want a situation where one is far behind. So we pull that person because if one is behind he can affect the whole team.”

“What needs to be addressed is recognition for the members. If a member does something good tell him ‘you did something good.’ When you hold meetings involve members in solutions, involve them in the planning.”

Emphasising Positive Media Publicity

From time to time newspapers or magazines will carry positive articles or letters commending police members on good work that has been done. You could bring such articles to your unit to highlight any positive publicity received to demonstrate that often members of the public do appreciate good service and encourage your members to do the same.

“The good publicity the station receives motivates the members to even do more. All the positive media publicity that the station receives are placed on a central notice board to ensure that all members at the station have a chance to read them.”

“At the parade I read it (the newspaper article) to the members and I also place it on the notice board so that they can see what is going on.”

Strengthening Accountability

Whereas the previous part of this booklet focused on the management of work performance, this section will focus on managing individual conduct. Ensuring that each individual member is held accountable for their behaviour and actions (or lack of action) is probably the most important part of improving police professionalism and integrity. It is best to take action (counselling, training or disciplinary steps) as soon as problematic behaviour comes to your attention. In so doing you will be also sending out a clear signal to other members that such behaviour will not be tolerated in the police service. Furthermore, ensuring that minor problematic behaviour is corrected early on can prevent more serious problems from occurring at a later stage.

The disciplinary system is there to provide police managers with a tool through which to exercise their authority to ensure that police members act in ways consistent with professional policing standards. If you cannot effectively instil discipline, you will lose command and control of your members. This may result in those members who are prone to abusing their powers encouraging others to do the same.

Internal Reporting Mechanisms

Apart from when a manager personally sees problematic behaviour or receives a complaint from a member of the public, the other way in which information about problematic behaviour could reach a manager is when a police member reports a colleague for misconduct. Often, the only witnesses (other than a victim) to police misconduct or corruption are other police members. While it is common police culture that members do not like to report each other, this

can be very damaging to the police as problematic behaviour does not get reported or dealt with. As a result, corrupt members feel that they can get away with this behaviour and continue to undermine the profession because their colleagues do not report their activities. Other members may feel encouraged by the fact that no one reports misconduct and are therefore more likely to risk becoming involved in corrupt or problematic activities.

There will be many members who want to work as professionals and do not feel comfortable with the activities of their corrupt colleagues. However, they may feel that it is not worth it to report these members because it may make life more difficult for them. They may be labelled as 'sell outs' and find that they are alienated or in some cases threatened. Nevertheless, honest hard working police members can play a significant role in minimising police corruption if they are able to report such activities in a way that does not lead to a backlash against them. It is therefore important to have systems in place that can allow honest and hard-working police members to report their colleagues who are involved in corrupt activities.

Tip Box 3

Internal Reporting Mechanism

- Managers should be accessible to their members.
- Ensure that all members know about internal reporting systems and how to use them.
- Follow up any internal complaints brought to your attention and give feedback to the complainant.
- Handle all internal complaints fairly and with confidentiality.
- Have secured suggestion boxes.

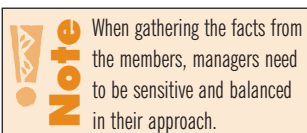
Accessibility of Managers

As a manager you need to be accessible to your members, especially to those who have complaints against their colleagues. You need to give them support and listen to their complaints with an open mind.

“A member will come to me when he has a problem and say, ‘Captain I have a problem with so and so’, and then we talk about it. If need be then I will approach the officer concerned and address the problem of the member with him. If it is a serious problem then I will take it to management.”

Internal complaints brought to your attention could be problematic to deal with; they can cause conflict within the unit/team. Therefore, when dealing with internal complaints you need to have facts from both parties, so as to be able to solve the problem.

“You must be very careful about taking sides when members complain against each other. Next minute you will be accused of favouritism and it will be bad for morale.”



Enhanced Monitoring

You can only take concrete action against problematic members if you have reliable evidence. Sometimes you will receive complaints but not enough evidence against particular members. If this occurs it is useful to monitor the accused member more closely for the purpose of establishing the validity of the complaint and identifying possible evidence.

“If I get complaints about a certain member then I will just watch that member closely without him knowing. And if I pick something up myself then I will then confront him.”

A Secured Suggestion Box

A secure suggestion or ‘complaints’ box is one of the avenues members can use to report colleagues who were involved in misconduct.

“There is a way of complaining at this station. Here at the station we have what we call a complaint box at the charge office where if a member has a complaint he will have to write it and record whatever

complaint he has and drop it into the box. The box is not only for complaints but for comments on how the service or anything can be improved at the station, or things that members are not happy about.”



For the suggestion box to work effectively there should be a designated officer who will check it on a daily basis and ensure that all complaints or issues raised are properly attended to.

The Disciplinary System

Instilling a sense of discipline amongst members is one of your key responsibilities as a police manager. The level of discipline that is adhered to by the members of your unit is directly related to the level of success that your unit will be capable of. It is for this reason that there is a specific disciplinary system in place to assist you in dealing with misconduct. The SAPS disciplinary system has been designed to be both a proactive and reactive tool. Managing discipline proactively requires you to act as soon as you become aware of any form of misconduct or breaking of the regulations. As soon as you become aware you should draw the problematic behaviour to the attention of the member concerned, agree on how to ensure it does not happen again in the future and warn the member of possible consequences if this behaviour does not change for the better. As part of promoting integrity at station level, you need to be able to apply the disciplinary system in a fair and consistent manner.

Tip Box 4**Discipline**

- Know and apply the disciplinary regulations and procedures.
- Attend to all cases of misconduct immediately, no matter how small.
- Keep a record of all disciplinary related matters.
- Practice progressive discipline (i.e. verbal warnings).
- Approach all disciplinary cases with sensitivity.
- Handle disciplinary cases consistently (in the same manner).
- Consult senior managers or legal services when confronted with complicated disciplinary cases.
- Ensure all members take responsibility for discipline.
- Show zero tolerance to all forms of discrimination (e.g. racial, gender, ethnic, etc).

Know and Apply the Disciplinary Regulations

As a manager you are the guardian of discipline at the station, therefore you need to ensure that you know and comply with the disciplinary procedures. This means ensuring that you apply discipline when appropriate.

“Managers must help in trying to reinstate that spirit of the service and members must feel pride and dignity for being part of the SAPS. When you feel you have supported the member and the member is not changing, then you must take action and default him. If you do not, others will say but so and so did this and you did nothing so why are you defaulting me.”

“Yes. I have given warnings against members for coming late or for people who don’t dress properly. I send them home and they have to make up the time.”

For the disciplinary procedures to be perceived as fair by both the members and managers, it needs to be applied fairly and consistently.

“The internal disciplinary system. It’s useful, it’s quite user friendly. Well, I deal with cases myself as the presiding officer and I believe it’s fair. We discuss the cases with most of the officers. I believe it’s fair.

Addressing Disciplinary Cases Immediately

To ensure that discipline is maintained within the unit/team you need to address any offences/poor behavior as soon as you can. This will set precedents to other members that such behaviour is not acceptable.

“I can say that as a station commander I am very strict in the application of discipline at the station. I discipline people who behave badly and this helps a lot in setting precedence for other members at the station.”

Handle Disciplinary Issues Sensitive

When dealing with disciplinary cases, it is important to communicate with your members and inform them what the process entails and what their rights are in this regard. Importantly, you need to handle the disciplinary cases sensitively.

“Try not confronting the member in front of other members because by so doing he won’t be able to cough up the problem that is demotivating him. But once you call him aside, or say for instance you call him to the office and start asking him question like, ‘What has made you to do this and that?’ That member will feel at ease to tell you exactly what is bothering him. But if you do that in front of other members I don’t think you’ll even get close to know exactly what is bothering him. Don’t shout at him. By so doing you will make him even angrier and he will not cooperate with you...”

Practice Progressive Discipline

It is important that you apply discipline progressively as stated in the SAPS regulations. For example, for minor offences such as late arrival you can coun-

sel the member or give a verbal warning, and if the behaviour persists you can then give the member a written warning.

“I call the members in, that is the initial disciplinary step I usually take. Not that I have to report the member somewhere else unless it is a serious case. I call you into my office now and then give you a warning. I give you just a verbal warning or a written warning if the issue is more serious.”

If you are not very familiar with the disciplinary system or a case of misconduct is complicated, it is good practice to discuss the case with experienced senior officers (or disciplinary officer) who could assist you in deciding the appropriate steps to take.

“If we decided now to take disciplinary steps, this will go to our negative discipline officer. And the negative discipline guy would make a recommendation that because he has the file, he can say, ‘Yes, this guy was late for duty on that day and that day and that day. So I suggest that you open a docket for him’. And then he’s tried and he can be fired or he can be fined. That’s for a hearing. Or he can say, ‘No, this guy is doing this for the first time. Therefore I recommend that we call him in and we give him a verbal warning.’ This is being done by the senior superintendents and myself. So, I decide what action to take based on information given to me.”

Recording of All Disciplinary Related Matters

In ensuring that discipline is applied consistently and fairly, it is important that you record (write down) in your diary, each and every time you speak to a member about his/her conduct. It does not matter how serious the issue is or if it leads to formal disciplinary steps or not. This will give you a record detailing the attempts you have made to manage discipline in your unit. This record can be used to ensure that members receive appropriate sanctions if they have not improved their behaviour and further disciplinary action is needed at a later

stage. The record can also help to deal with unfounded allegations of “bias” or “favouritism” that sometimes emerge when disciplinary action is taken against certain members.

“I write and file everything. Even if it doesn’t go ahead I file for the record you know. Because if you don’t write anything or file anything, tomorrow it’s going to hurt you. I don’t know if you think I’ve got discrimination, that I like so and so and I don’t like so and so. So to make things easy I record everything. Whatever is happening about the member. Anything against the member put it down. If it’s minor, write it down. If it’s serious, write it down. Then I can prove that I treat everybody fairly.”

It is also important to record all disciplinary related complaints in the occurrence book (OB) for the attention of the disciplinary officer to investigate. This would mean that records will be kept and problematic officers would be dealt with in terms of SAPS rules and regulations.

“When there is a complaint for misconduct I lodge the complaint in the OB reference book. Then there is a disciplinary officer who will take that thing and open up a file and take necessary statements. When I’m complaining about a member who is coming late for duties or absent, he will take my statement and take other peoples statements who witnessed the incident. Then we go to departmental trial for a decision”.

All Managers and Members Must Take Responsibility for Discipline

The role played by commissioned officers and supervisors at the station is significant with regards to managing discipline. There must be a concerted effort from all managers and supervisors to improve discipline and policing at the stations. Even where non-commissioned officers are in charge of supervising shifts, they should take the responsibility for instilling discipline.

“So each one of the commissioned officers, if he sees something wrong he has the powers to reprimand a member. For example it might happen that I walk out here I see someone not wearing a cap but he is a policeman. I have to do something about that, because if I leave it like that, members of the public will start talking, ‘How can you be a policeman and not wear your cap.’ We cooperate in that regard. When one of our members is defaulted by a manager from another unit it sends a message that there is no place to hide.”

“The captains are sometimes also responsible when I am in a meeting or I am not around. Every manager here must be responsible and accountable to everybody at the station. Even amongst the inspectors, there is a certain inspector or senior inspector who gets appointed as a shift commander who must make sure that things are getting done where he is working. The guys who are on call today, who are taking new dockets, they must ensure that there is discipline amongst that group. They must have their own arrangements, proper arrangements that, ‘I am going to do this and do that. I am talking about group leaders.’ Ja, group leaders have authority given to them and if you disregard their authority it’s like you have disregarded the authority of the head of that unit who appointed that person to that position.”



Note For the above practice work effectively it should be agreed upon by all station management and communicated to all the members at the station.

Discipline and Discrimination

A lack of discipline can be related to problems of racism or gender discrimination. The higher the level of discipline is in a unit, the less of a problem such discrimination will be. You need to see any form of discrimination as an issue of misconduct that re-

quires disciplinary steps to be taken.

“So, when I took over there was this black and white, but now this unit is united. I told them, ‘we don’t have black and white.’ I said, ‘anyone making racial remarks must be brought to my office and that person doesn’t belong into this unit.’ It was lack of discipline.”



Community Engagement

As most policing takes place in the community you need to rely on the feedback you receive from the public about the service delivered by your members and about their conduct. In order to ensure that this information is utilised optimally the station needs to have systems in place to receive, assess and respond to both complaints and expression of support from the community. If this is done properly, it will strengthen the communities' trust of the police, as they will realise that police management take their concerns and inputs seriously. It is to be expected that from time to time, members of the community will have unrealistic expectations or make unfair demands on the police. However, if there is a proper procedure in place for dealing with community inputs and complaints, these can be addressed in a way that educates rather than alienates the member of the community trying to engage with the police.

Below are some good practises in relation to working with the community.

Tip Box 5

Acknowledging the Role of the Community

- The police should have contact with all non-criminal sections of the community.
- The police should work in co-operation with the community.
- Positive and negative feedback from the community should be valued, recorded and acted on when appropriate.

Acknowledging the Role of the Community

To effectively enforce the law and tackle crime, it is important for stations to work in cooperation with the community through structures such as the community policing forums (CPF's). Police stations must establish relationships with other community-based organisations such as churches, schools and hospitals. In addition, police members need to work with other role players such as local ward councillors, local businesses and private security companies within the precinct.

“We cannot fight crime on our own. The community acts as our eyes and ears. Remember the police are not sniffing dogs. We need the community to inform us of any suspicions or information they may have.”

Positive Feedback from the Community

The positive feedback received from the community (i.e. letters, newspaper reports, etc), should be displayed in a public place at the station (i.e. notice boards) where all the members can see them. This will inform members that when they do their work well that the community appreciates their efforts.

“Yes we do get positive feedback. After good service people do come back to us and thank us for a job well done.”

“We sometimes get letters from the members of the community, there are those who write letters and say on a specific day, this is what happened and I was impressed by so and so.”

Addressing Misconduct and Corruption

It must be acknowledged that the community has a big role to play in tackling corruption. Therefore, they need to be educated, through forums such as the CPF, not to offer bribes to police members and to report cases where police members are found to be acting in ways that undermine the image of the SAPS.

“What they [CPFes] can do is to ensure that communities do not bribe the SAPS, by having meetings with the members of the community.”

“If they [community] encounters a problem concerning a certain member who committed corruption, they can come forward through community structures [because] it is not easy to approach a policeman and say, ‘one of your members committed a corruption or has done this and that.’”

Community Complaints Against Police Members

As most policing takes place in the community, it is critical that systems are in place to receive and handle complaints about policing from the community. This will enable police managers to identify problematic behaviour occurring out in the field and ensure that police members are aware that such behaviour affects the community perceptions of the police as a whole. It is guaranteed that people will make complaints against the police. In some instances these complaints will be unjustified while in others the complaint should serve as a warning signal that there is a problem with the way a certain member or members are behaving out in the community.

The manner in which community complaints are received and handled by the

Tip Box 6

Community Complaints Against Police Members

- Record all the complaints brought to your attention.
- Listen to both sides of the story.
- Process the complaint and ensure a thorough investigation.
- Give the complainant feedback.
- Have a weekly discussion with the members about the nature of complaints to make them aware of community perceptions.

police is an important factor that will determine the level of trust the community will have for the police. If police managers take the complaints seriously and provide feedback to the complainant as to what steps are being taken and if not why not, members of the public will begin to realise that they police are interested in working with them. It will also ensure that corrupt police members start to realise that there is a risk when they engage in illegal activities as members of the community will realise that they can report such activities. This section provides some ideas as to how police managers can handle the issue of community complaints against the police.

Recording of All Complaints

It is good practice for you to keep a record all complaints even if the complaint is verbal and not serious. This will assist you in identifying different patterns and trends of community concerns related to your members. Once you identify a trend you can then raise it with your members to ensure that they are aware that the community takes note of what they are doing.

“We have a register where we record complaints that are received from the public.”

Follow up Each Complaint

It is important that you follow up all the complaints that are brought to your attention. You need to inform your members about the complaints received and discuss with them why it happened and how to prevent problems from occurring in the future.

“If I do happen to get a complaint, even during my work time, I go out of my way to look at that complaint. When my members arrive I tell them this is what you can expect from the people that are here and this is the way you can handle it.”

The Member's Right to be Heard

Once a complaint has been received against a member, you need to listen his/her side of the story. This will give you an opportunity to have all the facts about the complaint, so that you can make an informed decision. If you have been monitoring and recording complaints against police members you will also be in a position to better decide which version is more probable.

“The best thing to do once you have received a complaint is to hear the member's side of the story.”

“If it is alleged that one of my members is involved in corruption, I invite the member of the public to provide us with a statement. As soon as I receive a complaint I will call a member to hear his side of the story.”

Process the Complaints

All complaints received against police members should be recorded in a specific register according to standing order 101. This ensures that there is a written record of all the complaints received so that the respective commander will be informed and the complaint can be followed up. These records can therefore be used later to analyse all the complaints received.

“Once a complaint is made we follow the 101 standing order.”

“Every time you get a complaint against a member you have to make sure that you go to the Community Service Centre and enter the complaint in the OB. The disciplinary officer will take that complaint and open a file and continue with the investigations.”

Regular Reporting and Discussion on Complaints

You need to regularly report to your members on the nature and the extent of the community complaints received. You can either do this at the morning parades or at the weekly meetings. This will make the members aware of the things the community is complaining about.

“Every week we have meetings where the complaints that have been received against members are raised and discussed.”

Feedback to the Complainant

In line with processing of complaints, you need to give feedback to the complainant as to what has happened to their complaint. This will reassure them that the police take their complaints seriously and they are committed to the spirit of “Batho Pele”.

“I would say the police take public complaints seriously, for example the SC (Station Commissioner) will call the complainant to give a feedback as to what the police are doing to settle the problem.”

Conclusion

This booklet is intended to provide advice to station based police managers at all levels on how to promote pride, professionalism and integrity amongst the members at their stations. Given the complexities of managing policing this booklet cannot cover every challenge that station managers will face. Nevertheless, this booklet has provided police managers with ideas and options on how to handle various aspects of their work as practiced and suggested by other experienced managers. This booklet could also serve as a basis for managers to discuss and agree on how to practically deal with management challenges and in what way managers can support each other.



CSV

Postal address

P.O Box 30778
Braamfontein
2017

Physical address

4th Floor, Braamfontein centre,
23 Jorissen Street

E-mail: gnewham@csvr.org.za

Or visit website at: www.csvr.org.za

Tel: +27114035650

Fax: +27113396785

Area Commissioner SAPS Johannesburg

Address

No.1 Commissioner Street
Private Bag X19
Johannesburg
2000

Tel: +2711497 7141

Fax: +2711838 1178

E-mail: jhb-commis@saps.org.za