

**An exploration of the design of job descriptions in the South African Police  
Service**

by

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## DECLARATION

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**“An exploration of the design of job descriptions in the South African Police Service”**

“I declare that the above thesis is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the thesis to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at UNISA for another qualification or at any other higher education institution.”

A handwritten signature in black ink, appearing to read 'L. Smit', is positioned above the printed signature text.

**Signature:** Lindie Smit

**Date:** 2019-01-31

## **SUMMARY**

The research entailed an exploration of the design of job descriptions (JDs) in the South African Police Service (SAPS). A JD represents an official document that defines general duties, tasks, and related job responsibilities. It details the job features and the essential abilities required to perform the job. JDs are fundamental and vital to outline the job duties harmonised with the relevant organisation's policy, ethos, goals, mission, and vision. Participants in this study were purposefully chosen to conduct semi-structured interviews and focus groups with information-rich SAPS Human Resource (HR) practitioners from both the support and operational career streams, to gain their insights into and viewpoints on the JD processes in the SAPS. The National Head Office: Divisions: Human Resource Utilisation (HRU) and Operational Response Service (ORS) and the information-rich provincial HR practitioners who support and monitor the implementation of JDs in the SAPS were included in this study. The participants were asked to answer open-ended questions that aimed to explore the design of JDs in the SAPS. The interviews were recorded with the participants' permission.

The recorded information was translated verbatim and analysed. The six fundamental themes that emerged are: value and benefits of JDs; processes to coordinate and monitor JDs to ensure effective management; the potential of JDs to enhance police performance; knowledge and skills for designing JDs; attitudes, experiences, and challenges of JDs; and recommendations of electronic JD systems. The topics were delineated using direct quotations from the participants as gained during the interviews. Opinions, experiences, administrative aspects, and criticism of the various features of JDs in the SAPS was explored. In summary, the research recommendations and conclusion were given. The results of this study show there are several factors that can enable and optimise inclusion in the effective designing process of JDs in the SAPS.

**Title of dissertation:**

**An exploration of the design of job descriptions in the South African Police Service**

**KEY TERMS:**

Employee, employer, employment contract, human resources practises (HRPs), human resource (HR) practitioners, job descriptions (JDs), performance, policing, profession, the South African Police Service (SAPS).

## ISIFINYEZO (ZULU)

Ucwaningo lubandakanya ukuhloliswa komdwebo wezincazelo zemisebenzi (JDs) eNingizimu Afrika Amaphoyisa (SAPS). I-JD imelela idokhumenti esemthethweni echaza imisebenzi ejwayelekile, imisebenzi, kanye nemithwalo yemisebenzi ehlobene. It ichaza izici zomsebenzi kanye namakhono abalulekile adingekayo ukuze enze lo msebenzi. I-JDs iyigugu futhi ibalulekile ukuchaza imisebenzi ehambisana nomgomo wenhlangano efanele, izinhloso, izinhloso, umsebenzi kanye nombono. Abahlanganyeli kulolu cwango babekhethwe ngenhloso yokuqhuba izingxoxo ezihleliwe kanye namaqembu okugxila abasebenza nge-SAPS Human Resource (HR) abaqeqeshiwe abavela kuzo zombili ukusekela nokusebenza kwemifudlana yomsebenzi, ukuze bathole ukuqonda kwabo kanye nokubukwa kwizinhlelo ze-JD kuma-SAPS. I-Ofisi Eyinhloko Kazwelonke: Izigaba: Ukusetshenziswa Kwemithombo Yabantu (HRU) kanye ne-Operational Response Service (ORS) kanye nabasebenzi abacebile be-HR esifundazweni abanolwazi abaxhasa futhi baqaphe ukuqaliswa kwe-JDs kuma-SAPS bafakiwe kulolu cwango. Abahlanganyeli babuzwa ukuthi baphendule imibuzo evulekile ehlose ukuhlola ukuklama kwama-JD ku-SAPS. Lezi zincwadi zabhalwa nemvume yabahlanganyeli.

Ulwazi olurekhodiwe luhunyushwe ngokucacile futhi luhlaziyiwe. Izingqikithi eziyisithupha eziyisisekelo ezivela ziyizi: inani nenzuzo ye-JDs; izinqubo zokuxhumanisa nokuqapha i-JDs ukuqinisekisa ukuphathwa okuphumelelayo; ikhono lama-JDs ukuthuthukisa ukusebenza kwamaphoyisa; ulwazi namakhono wokwakha i-JDs; isimo sengqondo, okuhlangenwe nakho, nezinselelo ze-JDs; kanye nezincwadi zezinhlelo ze-JD zobuchwepheshe. Izihloko zachazwa ngokucaphuno okuqondile kusuka kubahlanganyeli njengoba zitholakale ngesikhathi sokuxoxisana. Imibono, okuhlangenwe nakho, izici zokuphatha, nokugxeka izici ezihlukahlukene ze-JDs ku-SAPS kuhlolwe. Ngamafuphi, izincwadi zocwaningo nesiphetho zanikezwa. Imiphumela yalolu cwango ibonisa ukuthi kunezici eziningana ezingasiza futhi zenzeke ukufakwa ekusebenzeni okuphumelelayo kwe-JDs kuma-SAPS.

**Isihloko se-dissertation:**

**Incazo banzi yenkcazelo yomsebenzi wamaPolisa WomMzantsi Africa**

**IZIMPENDULO EZIKHULU:**

Umqashi, umqashi, inkontileka yomsebenzi, imikhuba yabantu (HRPs), abasebenzi be-HR (practitioners), izincazelo zomsebenzi (JDs), ukusebenza, ukuphoyisa, umsebenzi, iSouth African Police Service (SAPS).

## KAKARETSO (SESOTHO)

Phuputso e kenyeletsa ho hlaloba moralo oa litlhaloso tsa mosebetsi (JDs) Lefapheng la Mapolesa a Afrika Boroa (SAPS). JD e emela tokomane ea molao e hlalolang mesebetsi e tloaelehileng, mesebetsi le mesebetsi e amanang le mesebetsi. E hlalosa lintlha tsa mosebetsi le bokhoni ba bohlokoa bo hlokahalang bakeng sa ho etsa mosebetsi. Li-JDs ke tsa motheo le tsa bohlokoa ho hlalolang mesebetsi e lumellanang le leano la mokhatlo o hlophisitsoeng, litokelo, lipakane, mosebetsi le pono. Barupeluoana thutong ena ba ne ba khethiloe ka boomo ho etsa lipuisano tse hlophisitsoeng hantle le lihlopha tse tsepamisisang maikutlo le basebeletsi ba ruileng ba SAPS Human Resource (HR) ba tšehetso le litšebeletso tsa mesebetsi e le hore ba fumane litlhaloso tsa bona le maikutlo a bona ka ts'ebetso ea JD SAPS. Lekala la Sechaba: Likarohano: Tšebeliso ea Lisebelisoa tsa Botho (HRU) le Tšebeletso ea Likarabo tsa Ts'ebetso (ORS) le basebetsi ba ruileng ba profinseng ba HR ba tšehetsang le ho shebella ts'ebetsong ea JDs ho SAPS ba kenyelelitsoe thuputsoeng ena. Barupeluoana ba ile ba botsoa hore ba arabe lipotso tse bulehileng tse neng li reretsoe ho hlaloba moralo oa JDs ho SAPS. Lipuisano li ngotsoe ka tumello ea barupeluoana.

Boitsebiso bo tlalehiloeng bo fetoletsoe ka mantsoe le ho hlaloloa. Lihlooho tse tšeletseng tsa bohlokoa tse hlahang ke: boleng le melemo ea JDs; e sebetsana le ho hokahanya le ho hlaloba li-JD ho etsa bonnete ba hore tsamaiso e nepahetseng; bokhoni ba JDs ho ntlafatsa ts'ebetso ea mapolesa; tsebo le bokhoni ba ho theha JDs; boikutlo, liphihlelo le mathata a JDs; le litlhahiso tsa mekhoa ea JD ea elektronike. Lihlooho li hlalositsoe ka litlhaloso tse tobileng ho tsoa ho barupeluoana tse fumanoang nakong ea lipuisano. Maikutlo, liphihlelo, likarolo tsa tsamaiso, le ho nyatsa likarolo tse sa tšoaneng tsa JDs li SAPS li ile tsa hlaloloa. Ka kakaretso, liphuputso le liphello li ile tsa fanoa. Liphello tsa phuputso ena li bonts'a hore ho na le lintlha tse 'maloa tse ka khonang le ho ntlafatsa ho kenngoa tshebetsong e sebetsang ea ho qapa li-JDs ho SAPS.

**Sehlooho sa phaliso:**

**Ho hlahlisoa ha tšebeletso ea litlhahiso tsa jobe tšebeletsong ea Mapolesa a South Africa**

**MELAO E SEHLOOHO:**

Mosebetsi, mohiri, konteraka ea mosebetsi, mekhoha ea botho (HRPs), basebetsi ba batho (HR), litlhaloso tsa mosebetsi (JDs), ts'ebetso, mapolesa, mosebetsi, Mapolesa a Afrika Boroa (SAPS).

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- Ms Lindi De Beer at Grammarsmith for her professional language editing services.

## **DEDICATION**

This thesis is dedicated to my husband, Christo, who has been a constant source of support and encouragement during the challenges I faced while finalising the study. I appreciate you for your unconditional love and for being my friend. We have been studying together all these years and raised two beautiful daughters. What we have achieved together is more than I ever expected. Thank you.

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## ABBREVIATIONS

BCEA	-	Basic Conditions of Employment Act
CCMA	-	Commission for Conciliation, Mediation and Arbitration
CD	-	Compact Disc
CJS	-	Criminal Justice System
DC	-	Divisional Commissioner
DNC	-	Deputy National Commissioner
DPCI	-	Directorate for Priority Crime Investigations
DPSA	-	Department of Public Service and Administration
EEA	-	Employment Equity Act
ETD	-	Education, Training and Development
FE	-	Fixed Establishment
FS	-	Free State
GP	-	Gauteng
HIV	-	Human Immunodeficiency Virus
HODs	-	Heads of Departments
HR AOP	-	Human Resource Annual Operational Plan
HR	-	Human Resource
HRM	-	Human Resource Management
HRP	-	Human Resource Practice
HRU	-	Human Resource Utilisation
IBR		Institutional Review Board
JCPS	-	Justice Crime Prevention and Security
JD	-	Job Description
KPAs	-	key performance areas
LP	-	Limpopo
LRA	-	Labour Relations Act
NC	-	Northern Cape
NDP	-	National Development Plan
NPC	-	National Planning Commission

NQF	-	National Qualification Framework
NW	-	North West
OD	-	Organisational Development
OHSA	-	Occupation Health and Safety Act
ORS	-	Operational Response Services
PEP	-	Performance Enhancement Process
PERSAP	-	Personnel System for the South African Police Service
PSA	-	Public Service Act
PSR	-	Public Service Regulations
RSA	-	Republic of South Africa
SAIF	-	State Accident Insurance Fund
SAPS	-	South African Police Service
SAQA Act	-	South African Qualifications Authority Act
SDA	-	Skills Development Act
SMS	-	Senior Management Service
UN	-	United Nations
UNISA	-	University of South Africa

# **CHAPTER ONE: GENERAL ORIENTATION**

## **1.1 INTRODUCTION**

In the motivation to conduct a research study as an exploration of the design of job descriptions (JDs) in the South African Police Service (SAPS), the organisational Human Resource (HR) processes play an important role. Ongoing debates to reform the SAPS to an effective, democratic, and professional service are vague. In the Republic of South Africa (RSA), the SAPS is the national police service of the country with the responsibility of preventing crime and dealing with criminal activities. This research will convey new strategies and tools within the SAPS. Several strategic documents are in place to strive for an expert police service. The SAPS HR environment dynamics emphasise the importance of understanding the Human Resource Practices (HRPs). Over the years, wide-ranging directions and guidance on what to include in JDs have evolved. JDs play a significant role in professional service delivery, thus without JDs and an emphasis on organisational job responsibilities, professional service cannot be delivered.

This chapter introduces the central motive for conducting this research. The section headings of this chapter include: problem statement, research aim, research purpose and objectives, research question, and theoretical concepts, namely JDs, performance management, and service delivery. The research value and the chapter layout will also be part of this chapter.

## **1.2 PROBLEM STATEMENT**

A problem statement is a succinct portrayal of the subject that should be inclined and improve the value. Dean (2015) states the value of the problem statement as follows: “in the event that I underwent one hour to redeem the developed world, I would occupy 55 precious minutes, characterising the matter and just five minutes considering the

answer.” This approach illustrates a method to bridge the problem by standing back and using the time to understand the relevance of the subject in question, before jumping to conclusions to overcome the problem. In this way, the problem is considered first before the answer is developed (McMahon 2012). Organisations and employees often occupy time in an overexcited manner to handle the problem, without setting aside the required time to comprehend the causes behind the problem. Robbins, Judge, Millett and Boyle (2013:149) state that it is necessary to wisely devote time to consider the leading cause of the problem to achieve the desired results, decisions, and possible outcomes.

McMahon (2012) believes a problem statement defines a matter of concern, a condition to be enhanced, or a difficulty to be disposed of. It discovers potential underlying grounds and eliminates prejudice. A precise problem statement spares time and energy by concentrating on the real causes. Endless enhancement follows when the main causes are found and addressed. According to Merriam (2014:58), a research issue expresses a concern territory, improves a condition, eliminates a challenging theoretical question, and produces meaningful understanding. Bryman (2012:275) advises researchers to identify a research problem as the fuel to accelerate the scientific process, set up an exploration strategy, and point out the possible unknown outcomes of the study of the critical discourse analysis.

The Constitution of the Republic of South Africa (South Africa 1996), hereafter referred as to the Constitution, and the South African Police Service Act (SAPS Act) 68 of 1995 (South Africa 1995b) hold the police officers accountable to build an independent, responsible, moral, proficient, and powerful police service under professional command. The SAPS is intimately bound by the fundamental principle to promote and keep up high professional ethical standards (Faull & Rose 2012:24). In recent years, the South African Government and members of the public have been demanding that the SAPS instantly become a more expert police service (Faull 2013:18). In addition, for the National Planning Commission (NPC) professionalism remains a necessary key to the National Development Plan (NDP) 2030, titled “*our future – make it work*”, which

includes various suggestions to involve policing improvements and the NDP remains a ministerial priority (NPC 2012). The NDP recommends a national policing board with the multidisciplinary ability to standardise recruitment and promotion criteria to improve the code of ethics in South Africa. At a seminar held by the Institute for Security Studies (2013) on police brutality, Johan Burger concurred with the NDP's recommendations, which are constructive, well-designed, and support the government's actions in attending to police brutality. The SAPS should positively enhance service delivery and decrease violence and unprofessional management. Professional skills should be augmented from the Minister of Police down to the officers at ground level. The NDP 2030 comprehends that a SAPS administration system is fundamental to effective service delivery and the Criminal Justice System (CJS) (NPC 2012).

The research problem formulation attempts to provide certain answers to the phenomenon and to determine the kind of knowledge that is needed. The statement is centred on a specific concern area; a distressing situation that needs to be improved or eliminated. Faull and Rose (2012:24) contend that amateur individuals cannot direct specialists on how to execute their official duties. However, the SAPS regularly admits that the professionalism level of the SAPS officials are crucial to improving service delivery. Hodgetts and Hegar (2008:246) were of the opinion that organisational leaders should learn to eagerly grasp the core driving forces behind the organisation they manage.

Occupations in government and public organisations are concerned about executing strategies and policies and so it is applicable to the SAPS on all levels within the organisation. According to Golan-Gutin (2017), occupations in the government and public organisations differentiate and protect certain areas, for example, funding, HRPs, tax collection, data innovation, law, well-being, and administrations. The employer in the organisation is responsible for drafting the employment contract, negotiating between role players, overseeing the contract's implementation, and assuring compliance with the contract. Furthermore, it is the employer's duty to ensure that the employment contract is signed by the relevant parties. Employment contract

files must also be maintained and must include the original contract and amendments, and should be kept secure along with a database of contract related correspondence (Oxbridge Academy [sa]). The Public Service Regulations (PSR) circulated to all government departments state that all departments must compile JDs and allocate a job title for each job. As multipurpose sources of job information, JDs and job titles should be completed to direct the advertising and filling of posts (DPSA 2016). Implementing new processes are not a magic switch; it is a methodology that requires an organisation to continuously re-evaluate, plan, and revise the outcomes. JDs become out of date very fast, because of the changing work setting. Opportunities to negotiate and amend the employee's JD need to be offered regularly, at a minimum quarterly. This obligates the employee and the employer to meet regularly to institute specific and measurable objectives (Heathfield 2018).

JDs are not considered a priority and organisations, as well as the SAPS, do not consider the value of well-written JDs and are unaware of the potential uses of JDs (Pille 2010:07). Thus, the value of JDs remains unclear and a concern for the researcher; consequently, without written documents in place, police officers will not know their task or duty expectations. Nink (2015) mentions it is not an easy task for employees to achieve targeted organisational goals if they do not know what is expected of them. Pertaining to the topic of exploration of the design of JDs in the SAPS, there are several contradictory questions. Often, too many specific tasks are allocated to an employee and for a specific situation, after which the incumbent becomes confused and frustrated due to prioritised requests to complete their work effectively (Bowes 2012). Additionally, this ends up in role ambiguity, as employers and employees are unsure what the employee should do (Bruce, D 2011:6). Another unfortunate misunderstanding is that JDs are written for a particular job, but are not necessary to execute the job as per the job advertisement. In this manner, the police officers see a JD as a promotional document. In contradiction, Chambers (2015) states that the job title is a significant part of an organised system of titles, as it gives the understanding of where the job fits into the organisational hierarchy, although the job title is for the job and not for the employee in the job.

In the case of the SAPS, some JD fields, such as working equipment and tools, are seen as personal desires and not necessary for executing the job effectively. Sostrin (2013:221) states that it is necessary to provide a brief description of the type of equipment and tools used frequently on the job, for example, basic operational equipment. The knowledge, skills, and experience required to use the equipment should be described, and not a list of “nice to have” knowledge, skills, or experience. Then, in addition, the responsibility to write the JD is rolled out and addressed to anyone; no one wants to accept responsibility to compile the JD as it is seen as a long and tedious exercise. Therefore, no one wants to take the responsibility to compile a JD. As indicated by Heathfield (2018), the supervisor to whom the employee reports should direct the sustainable development of the JD. However, the employee who is currently responsible for executing the tasks can increase the value of the JD tremendously, as he/she is the job subject matter expert.

As per Brogden and Nijhar (2013:111), police effectiveness, from the government’s perspective, attempts to enhance responsibility and keep up the maintenance of law and order, whereas uniformed members interpret the term as a strategy to promote career prospects, compensation, and employment status. Therefore, it is important for the SAPS to recognise the necessity of JDs as an effective, strategic tool for day-to-day tasks, since it directs employee behaviour, choices, and outcomes (Lynch 2010). Low employee outcome levels inevitably mean individuals are not performing at their best. Absenteeism records, visibility, and responsibility have a negative impact on organisational standards and effectiveness. Bodnarchuk (2012:05) concurs that a JD is a fundamental instrument to mastermind the job placement in an organisation. In addition, job employment simplifies the scope, obligations, and responsibilities of a precise occupation. Furthermore, enrolment, determination, introduction, evaluation, progression, and compensation contribute to HRPs.

Most organisations traditionally use a JD by presenting a brief outline of the job evaluation information. Government departments, for instance, the SAPS, fail to write

correct sub-tasks, overall performance specifications, and job contexts. Information on sub-tasks serves as a foundation for developing training programmes, performance standard appraisals, job context, and evaluation ratings (Bodnarchuk 2012:05). Supervisors regularly feel too incompetent to convey quality feedback and have successful performance discussions (Job Accommodation Network [sa]). The impact of not considering the value of well-written JDs is negative community attitudes towards SAPS professionalism, as well as employee and employer stress and trauma. Labour relations and conflict often result in dissatisfied employees (Faull & Rose 2012:24). This picture will change completely if brief, correct, and well-written JDs for each occupation group within SAPS are accessible to all employees with the purpose of SAPS effectiveness. Employees receive a salary to execute job duties and their performance causes a progressive effect on the organisation (Lynch 2010). Consequently, the SAPS resolutely faces poor overall performance consequences that unduly influence workflow and the SAPS ability to meet targets, as specified in the organisational priorities, strategic goals, vision, and mission as stipulated in the NDP 2030 (NPC 2012).

It is significant to highlight and conduct this research on an exploration of the design of JDs of police officers in the SAPS on national, provincial and station level to determine the overall picture regarding JDs in the SAPS. Views and personal opinions on the value and importance of JDs within the SAPS are critically assessed in this study. Concrete guidance and practical steps provided will enhance the SAPS JD compliance process in line with the priorities, strategic goals, vision, and mission of the NDP 2030, with an applied emphasis on service delivery as highlighted in the PSR 2016 (DPSA 2016), the SAPS Employment Regulations (SAPS 2008), and the NDP 2030.

### **1.3 RESEARCH AIM**

The research aim addresses the long-term project outcomes, replicating the aspirations and expectations of the topic being analysed. It is about what the researcher hopes to do and the intention of the research study. Creswell (2013:121) defines a research aim

as the general purpose of the research study which should be clearly and concisely defined. It is a broad statement of the desired outcome which paints the project picture, emphasises what goals to meet, and addresses the eventual outcomes. In addition, De Vos, Strydom, Fouche and Delport (2011:94) state that research is a continuous process that takes both practice and time. Good researchers are continually asking themselves the questions related to the topic and evaluating where they are in the research process. Once the research aim is established, the next task is to formulate the objectives.

There are, in contrast, many uncertainties and unanswered questions about JD rules and processes in the SAPS. Up-to-date knowledge of the value of JDs in the SAPS will propose short- and long-term goals. This study's research aim is to explore the design of JDs in the SAPS.

#### **1.4 RESEARCH PURPOSE AND OBJECTIVES**

The research purpose requires an announcement of the study's objective and why the study is being conducted. The study goal might identify, describe and explain a situation and the solution that indicates the type of study to be conducted (Hart 2018:45). Exploring, researching, and evaluating the design of JDs in the SAPS needs additional guidance for the development and successful implementation of innovative strategies and processes that will add to a more effective JD system within the SAPS. Every concerned employee in the SAPS will know what are the job task outcomes and expectations. This research will add value to the organisational development of effective, generic JDs and their execution in the SAPS in line with the vision, mission, organisational strategic goals, and priorities of the NDP 2030 with an appropriate emphasis on police performances.

Research objectives set the logical steps to answer the research questions (Creswell 2013:26). Silverman (2013:20) states that research objectives provide a concise answer to the research question(s). It is necessary to prepare and refer to the particular

research topic to characterise the objectives. According to Maxfield and Babbie (2014:298), research objectives are the blueprint for carrying out the research aim.

The specific research study objectives are to explore from the perspective of the support and operational career stream personnel:

- the value of JDs in the SAPS;
- the process the SAPS follows to compile the JDs;
- the potential of JDs to enhance performance in the SAPS;
- the knowledge and skills required to design JDs;
- the challenges in designing JDs; and
- recommendations for the improvement of the design of JDs.

These research objectives are compiled to scientifically verify the significant factors to understand correctly the research problem and to consider possible solutions to overcome the problems occurring in this research study. This is a guide to the research study and intimately linked to the specific research question.

## **1.5 RESEARCH QUESTION**

The research question establishes what the researcher wants to learn, begins with an exciting inquiry, and narrows down to make the research successful (Silverman 2013:206). Shuttleworth and Wilson (2008) indicate that a research question forms a fundamental part of the research, characterises the proposition, guides inquiries, prickles the reviewer's interest, addresses an urgent inquiry, and highlights manageable questions. Significantly, the specific research question discovers why people achieve certain things and illustrates confidence in something. Yin (2013:127) considers the research question as the most vital phase when taking on an exploratory study; the researcher should be persistent and allow enough time to formulate the study question. Biklen and Bogden (2007:230) define a researchable question to direct the research study. Another way of starting research is to start with a broad, burning inquiry, become more focused, gather specific data and then analyse that data. Bell (2014:258)

inspires researchers to identify one fundamental question which can allow a number of sub-questions that will the associated features. The fundamental core research question for this research will be “what is the value of design JDs in the SAPS?”

## **1.6 THEORETICAL CONCEPTS**

A theoretical definition represents an abstract concept that defines a term of academic discipline. It contains certain ways of considering potentially related subjects and outcomes. These thoughts contain enlistments and deductive results of a theory. A theoretical term can radically change, in light of the used methods in the field created. After some time, used concepts are significant to a comprehensive general theory and the unconscious mind (Earl [sa]).

### **1.6.1 Job Description**

A JD represents an authorised employee document that describes the overall tasks and alternative connected duties and responsibilities of a job position. It specifies exactly the officer to whom the position reports; customary specifications, such as mandatory qualifications and specific skills required by the accountable person; and a remuneration level for the job. JDs comprise a list of essential competencies. Strategic methodologies could also be customised to develop a JD for an organisation and therefore require experienced JD developers who understand the employment contract content (Beierlein, Schneeberger & Osburn 2013:314). Government organisations and departments precisely define a decent job as particular obligations and official duties, attributes, and extraordinary necessities which are reflected in a written employment contract called a JD. Employees execute their tasks and duties as part of good organisational administration (Lynch 2010). The Unfair Advantage ([sa]) describes a JD as a wide, composed statement of a particular job where employees are responsible for faithfully executing specific tasks and responsibilities. Therefore, employees must possess a proper, comprehensive understanding of organisational goals and how they fit into the bigger organisational picture.

Dozier (2013) characterises a JD as a document which indicates the clear key performance areas (KPA), core responsibilities, and job obligations. It regularly includes whom the employee reports to, work demands, academic qualifications, and cognitive abilities needed by the person applying for the job. Beierlein et al (2013:314) consider a JD as the starting point in defining the necessary skills and attributes in a job advertisement. With valuable JDs at hand, the SAPS can correctly classify significant KPAs and identify the development programmes required. Villanova University ([sa]) agrees with Beierlein et al (2013:314) that a JD remains the starting point in defining salary levels. JDs are seldom discussed as an issue, although salary management is dependent on a mutual understanding of an employee's duties. Wolfe (2018) deliberates that powerfully developed JDs are communication methods to meet organisational goals and ensure effective processes. Therefore, the use of JDs for effective employment and proper selection represents a worthwhile process to make certain that the correct and qualified candidates are selected for each specific position. An accurate JD is a practical guide to the specific organisational goals and activities, and ensures successful employment. According to Boyle and Holben (2012:646), a JD is a profound organisational communication instrument to direct the job title, working conditions, and foreseen professional and individual career rewards. On the direct contrary, ineffectively composed JDs add to the confusion in the working environment, frustrate communication, and make individuals feel that they do not know what is expected of them. JDs are significant tools and official documents to conveniently arrange work into job placements, particularly in an organisation such as the SAPS. The current SAPS JD template covers four main sections which include the job information summary, the KPAs and tasks, the job requirements, and the JD agreement. If accurate JDs are in place, it can offer immeasurable value to various SAPS HRP and activities. For this study's purpose, the JD is under a magnifying glass to explore the design of JDs in the SAPS.

### **1.6.2 Performance Management**

Performance management became distinctly prevalent at the beginning of 1980 with quality management programmes that were used to set predominant benchmarks and

excellent performance. Job design, management improvement, and remuneration frameworks received equivalent stimuli along with the performance appraisal process (Armstrong & Taylor 2014:264). De Maillard and Savage (2012:365) reiterate that performance management is currently a worldwide policing component in both developed and developing nations. The performance management procedure requires the comprehension of human behaviour and the completion of set tasks. The working environment is constantly changing and technology is also constantly improving how services should be delivered and where employees work, as well as the demands of performance management deliverables (Hodgetts & Hegar 2008:03).

Performance management is a continuous process where supervisors and employees work together to plan, evaluate, and monitor employee's job activities that contribute to organisational effectiveness. Accurate JDs consider the inferences drawn from performance management, which accesses the considerable success of the organisation in the process. JDs are a fundamental part of the performance management and development planning process (Dozier 2013). Armstrong and Taylor (2014:264) portray performance management as an extensive and difficult HRP that incorporates a goal setting, progress review, direct communication, and guide for remunerative activities. Proper administration executes steps to prepare supervisors to convey effective performance, recognise remuneration, resolve poor execution, and provide continuous feedback. According to Pulakos, Hanson, Arad and Moyer (2015:53), a management framework incorporates clear JDs, performance goals, and successful recruitment processes; directs labour negotiations and measures productivity outcomes of the predefined benchmarks; addresses training needs; outlines payment and reward frameworks; and supports career development and direction.

Hill, Jones and Schilling (2014:06) see performance management as a strategic and incorporated way to deliver effective outcomes in organisations by enhancing and building up employees' abilities. Performance management is a procedure to mentor and take actions to manage performances consistently. Cummings and Worley

(2014:445) consider a performance management structure as dealing with employees' performance to guarantee that general organisational aims and goals are accomplished. Performance management represents a proactive framework for overseeing employee performance to encourage components to bring about the desired organisational results and to reach a harmonious alignment between the employee and organisational objectives for the achievement of effective job performance (Armstrong & Taylor 2014:336). This study highlights performance management, since it provides performance feedback, outcomes, and findings in the SAPS working environment.

### **1.6.3 Service Delivery**

Service delivery in South Africa is the supply of basic resources to citizens. The SAPS and its employees must continue acknowledging that in South Africa community service delivery is vital, particularly because of the critical role it plays in reducing poverty and misery. The Constitution (South Africa 1996) directs the SAPS to stop, prevent, and investigate criminality, sustain public order, secure South African occupants and properties, maintain and uphold the law, and implement the SAPS Strategic Plan 2014-2019 (SAPS 2014) to provide a platform for a high-quality and an effective police service in South Africa (Burger 2007:125). The White Paper on Transforming Public Service Delivery (2003) directs the SAPS to put people first. The *Batho Pele* principles<sup>1</sup> inform the community of their needs, set administration standards, and guarantee access to expert SAPS officials. If the police obey these principles, there will likely be fewer community complaints about poor service delivery (White Paper on Transforming Public Service Delivery 2003). JDs, performance management, and service delivery are identified as the main theoretical concepts in this study. These theoretical concepts demonstrate comprehensive philosophies and controversial ideas that identify

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<sup>1</sup> *Batho Pele* means "People First". These principles are aligned to the Constitution (South Africa 1996). Government officials must follow the *Batho Pele* principles which require public servants to be polite, open, and transparent, and to deliver good service to the public (White Paper on Transforming Public Service Delivery 2003).

extensive areas of knowledge to consider the exploration of the design of JDs in the SAPS.

## 1.7 RESEARCH VALUE

The research value for organisations and other role players are to decrease ambiguity by stating information to improve the managerial process associated with the implementation of an effective strategy. Armstrong and Taylor (2014:226) claim it is valuable to conduct research. This research study can increase the competence and usefulness of significant HRPs, for example, recruitment, development, performance management, organisational structure, and workflow activities. JDs provide a brief overview of how the job relates to organisational priorities, strategic goals, vision and mission, and list key responsibilities, requirements, and qualifications. New knowledge generated from this research study will emphasise the value of having correct JDs in place. The Unfair Advantage ([sa]) claims JD usage is the basis of the employee and organisation's performance. The listed JD responsibilities and required outcomes show the specific measures to evaluate the employee and organisational performance. Therefore, by changing the JD framework which describes the expectations of the particular position, transformed performance can exponentially increase organisational success.

Dozier (2013) argues that a JD does not represent an emergent phenomenon. It is normally created by directing a job analysis, which incorporates significant job assignments and measures. JDs positively enhance the organisation's capability to execute specific tasks and produce specific outputs as undertaken. In addition, JDs develop effective strategies in the SAPS recruitment process to clearly outline the applicant's role and responsibilities (The Unfair Advantage [sa]). Successful completion of this research and the results could obtain potential benefits for prospective students researching similar phenomena. Society, HR organisations, and the SAPS can receive valuable guidance and opinions from this study. Guidance in line with the vision, mission, organisational strategic goals, and priorities with an appropriate emphasis on

service delivery will contribute to effective performance. However, credit is provided to other authors' viewpoints who have written on this particular research topic.

Labaree (2013) perceptively states the value of research is something that should not be underestimated. An exceptional part of the research culture represents the holistic approach of noting questions, solving problems, and learning. Researchers in various industries lead studies to show answers to unique and critical inquiries. Ragin and Amoroso (2011:35) state that the primary goals for extensive research are to show general designs, refine moral philosophies, construct expectations, understand behaviour, define significant phenomena, and discover qualities alternative theories. However, Rossman and Rallis (2012:04) state that the value of research is to obtain new knowledge. Bruce considers it critical to the success of any model JD platform to keep JDs current, although they often end up being ignored and neglected, and rapidly become obsolete (Bruce, S 2011). According to Wolfe (2018), well-written JDs fulfil many significant practices to protect the organisation and employees.

Konrad (2006:04) states that effective management should share and direct key decisions to employees. The informed decision to make adjustments should come promptly from management, who is on board and able to subsume new developments. Therefore, once a problem naturally arises, the proper time should be taken to understand the matter before jumping in without considering how to overcome the matter. The SAPS should, without a doubt, promote and sustain excellent standards of professional ethics. Although in the SAPS, JD processes are unclear, or JDs have never been composed for more sophisticated job environments. This problem leads to employee and employer stress, trauma, and undesirable and unsatisfied group attitudes, which will excessively influence SAPS effectiveness. It is important to explore the design of JDs in the SAPS, since the JD phenomenon has historically suffered a dubious reputation. The prolonged absence of proper JDs points to legitimate problems, a lack of research insights, conflict and arguments, and is challenging to use for an effective HRP tool.

The primary source of information for this study will involve data collected from interviews with information-rich participants to obtain their views and opinions. The secondary source of empirical data involved an in-depth exploration of literature on the design of JDs in the SAPS. The research provides answers to questions, and indicates the value and relevance of exploring the design of JDs in the SAPS in order to enhance service delivery.

## **1.8 STRUCTURE OF THE THESIS**

The key feature to formally structuring the research study into chapters is to easily comprehend the difference between the chapters. Every chapter of this study has its own purpose and has been written in an appropriate style to suit the research outcome. Understanding the chapters will structure research information according to relevance. The following Sections will address each chapter's layout for this research study.

### **1.8.1 Chapter Two: Job Description Significance**

Chapter Two concentrates on a more comprehensive picture and the precise meaning of JDs. The chapter provides a synopsis on the critical overview of JDs, fiercely debates the portrayal of JDs, defines the rationale behind JDs, provides the purpose of the JD employment contract, and explains and highlights the unknown value of JDs to the organisation, employer, and employee. This chapter will also explain JD challenges and the value chain JDs inevitably bring to the organisational HRP. Thereafter, international best practices to develop elegant and organised JDs and the coordination and monitoring of the JD will be discussed. The format and design of the JD in the SAPS towards effective police performance will also be explored.

### **1.8.2 Chapter Three: Legal and Regulatory Framework of Job Descriptions**

Chapter Three will highlight the legal and regulatory frameworks in South Africa, including the background of the JD employment contract, the Constitution (South Africa 1996), the Labour Relations Act 66 of 1995 (South Africa 1995a), the Employment Equity Act 55 of 1998 (South Africa 1998a), the Basic Conditions of Employment Act

75 of 1997 (South Africa 1997), the Occupation Health and Safety Act (OHSA) 85 of 1993 (South Africa 1993), the Skills Development Act 97 of 1998 (South Africa 1998b), the SAPS Act 68 of 1995 (South Africa 1995b), the SAPS Employment Regulations (SAPS 2008), Division: Human Resource Utilisation functions (SAPS 2016), SAPS Annual Performance Plan 2018-2019 (SAPS 2018a), and the PSR 2016 (DPSA 2016).

### **1.8.3 Chapter Four: Research Methodology**

This chapter extensively covers the research methodology, philosophical worldviews, and the research design. In this chapter, the study's geography, population and sampling method will be indicated. Also, the data collection methods, including the individual semi-structured interviews and focus groups, will be addressed. Further data analysis will be provided in Chapter Four together with the trustworthiness of the study and ethical research considerations.

### **1.8.4 Chapter Five: Presentation of the Study Findings**

Chapter Five includes a presentation of the findings and results of the study. The findings and an explanation of the design of JDs in the SAPS will be set out in the chapter. The results of the individual, semi-structured interviews and focus groups will be given in this chapter. The main themes in this chapter will be identified and discussed.

### **1.8.5 Chapter Six: A Reflection on the Findings and Literature**

Chapter Six is essential to the study and will contain a reflection of the findings, and connect the themes to perspectives and discussions obtained from Chapter Five and the literature review. Therefore, Chapter Six showcase the similarities and differences in the findings and will also address the methodology applied to accumulate data. The research findings will be organised in a consistent sequence without preconceptions. The main themes to be discussed will include the value and benefits of JDs; processes to coordinate and monitor JDs to ensure effective management; the potential of JDs to enhance police performance; knowledge and skills needed for designing JDs; attitudes, experiences and challenges of JDs; and recommendations for electronic JD systems.

### **1.8.6 Chapter Seven: Summary, Recommendations and Conclusion**

Chapter Seven will conclude the main research findings on national, provincial and station level, by coding individual views, opinions, and perceptions of the research study. This chapter will, in addition, provide information and insights on the development of new strategies and processes to implement JDs effectively in the SAPS in future. Furthermore, the chapter summarises the thesis from Chapter One to Six. The summary, recommendations, and conclusion of this study will be provided in Chapter Seven.

## **1.9 CHAPTER SUMMARY**

This chapter introduced the central motive for conducting this research. The problem statement, aim, objectives, purpose, and research questions were explained and discussed in this chapter. In addition, this chapter then moved on to practical terms and theoretical concepts that are central to the substantive dimension of this study, which included JDs, performance management, and service delivery. Finally, the value and the structure of the chapters of this research study are presented. In Chapter Two the significance of JDs will be discussed within a broader context.

## **CHAPTER TWO: JOB DESCRIPTION SIGNIFICANCE**

### **2.1 INTRODUCTION**

Various organisations struggle to compile and update JDs, also known as employment contracts, for this is a tedious and complex process. Nevertheless, if an organisation maintains the JDs as up-to-date, living employment contracts, it may use considerably less time, and prevent headaches and stress. JDs are not just another paper exercise, but phenomenally significant if used to their greatest potential. A well-compiled JD builds a critical foundation so that the employee can comprehend what to convey to the organisation. Various organisations do not value the countless uses of JDs and it is imperative to instantly understand the practical significance of JDs.

Chapter Two will concentrate on a more comprehensive picture and the precise meaning of JDs. It will provide a synopsis on the critical overview of the JD, fiercely debate the way JDs are portrayed, define the rationale for JDs, provide the purpose of the JD employment contract, and explain and highlight the unknown value of JDs to the organisation, employer, and employee. This chapter will also explain challenges connected to JDs, and the value chain JDs inevitably bringing to the organisational HRP. Thereafter, international best practices to develop elegant and organised JDs and the coordination and monitoring of the JD will be discussed. The format and design of the JD in the SAPS towards effective police performance will also be explored.

### **2.2 THE PORTRAYAL OF JOB DESCRIPTIONS**

Blank (2017) states that a JD presents an accurate picture to serve as a concise meaning of a specific occupation within a governing body. It sufficiently details the dominant features of the job, how to effectively do the specific tasks required, and the essential abilities needed to perform the job professionally. It is not merely a critical analysis of the job, but it involves addressing potential questions of future employees

in this position (Wolfe 2018). As per Jones (2015), JDs are much more than an employment tool and are foundational to the talent management programme of the organisation. According to Kratt (2011), a JD produces the foundation to develop interview questions, conduct performance assessments, define objectives, implement compensation increments, and develop career paths. Employing the appropriate employees in accurate positions to perform official duties is vital to organisational success. Armstrong and Taylor (2014:604) outline that a JD reflects the responsibilities that the job holders should exercise. A JD is more concerned with tasks than desired results, and with the obligations to achieve the organisational requirements.

In addition, Sostrin (2013:16) considers a JD as an exceptional employment contract to portray job responsibilities, specific tasks, reporting structure, and work environments, and a document to guide responsibility. According to Fine and Getkate (1995:229), the JD is a worded statement that describes and strikingly illustrates a coherent picture of the specific tasks, task outputs, job requirements, reporting structure, and job salary. It progressively extends key priorities professionally involved and portrays a graphic picture of where the potential candidate fits into the organisation. Longenecker, Petty, Palich and Hoy (2013:538) agree that a JD represents an imperative worded statement, illustrating where the employment fits into the organisational structure, displaying job purpose, and uniquely specifying the primary responsibility and obligations of the position. Nickson (2013:93) outlines that a JD is a valuable employment contract to trace the prime motivation behind the employment and outlines the job purpose, specific tasks, official duties, responsibilities, performance goals, and the reporting relationships.

Wilkinson and Johnstone (2016:229) define a JD as a composed proclamation clearing up why the specific occupation exists, what the job occupant does precisely, and under what specific conditions. The WorldatWork Organisation (2015) reasons that a JD summarises duties and obligations that focus on specific competencies required to execute the job professionally. Erasmus and Schenk (2008:486) see a JD as an essential HRP to powerfully build up the employee and organisational professionalism.

A JD represents an analysis of the job, illustrates organisational placement, and formulates answers for the official job.

## **2.3 JOB DESCRIPTION RATIONALE**

Rationale means reasonable and logical actions to realistically achieve remarkable things based on philosophical logic, as opposed to impulse. For the successful rationale and effective functioning of an organisation, the employee's visible presence is absolutely crucial (Kenexa 2011). According to Wilkinson, Hislop and Coupland (2016:16), to meet organisational effectiveness means the entire organisation should interrelate and work collaboratively; it is significant to forcibly impose high-quality organisational moral standards and official policies. Bruce (2008) states that the first phase in inspiring employees is to make sure that the employees know what is expected of them as per their JDs and, therefore, it is a vital communication tool to instantly comprehend the main necessities of the specific job.

The official JD employment contract convincingly demonstrates the proper place and specific demands of the job. Well-written JDs and continuing training in JD development can help to avoid wasted time and successfully support organisational goals, applicants, employees, and supervisors (Verboncu & Zeininger 2015:603). Blank (2017) concurs that JDs remain key assets to the organisation and direct supervisors and employees. Although Goel (2012:215) contends that a JD portrays the job and not the job holder.

### **2.3.1 Purpose of a Job Description Contract**

A JD employment contract determines the organisational link between the role players and not the specific name of the employee in the job (Potgieter 2014). JDs are basic to an organisation and vital to outline the essential parts of a local job (Cummings & Worley 2014:413). According to Alabdelkarim, Muftah and Hodgson (2014:25), JDs serve as an essential objective if the organisation is to achieve its vision, mission, goals, strategies, and rules, and thereby enhance operational efficiency, effectiveness and

employee development. Bruce (2008) concurs that without a doubt, JDs force employees to align with the organisational goals, mission, and vision. HRPs manage and accept a vital part of authoritative organisational professionalism. A JD prescribes the expected moral standards, successful performance, and moral responsibilities to perform effectively in a particular job (Kenexa 2011). It intimately links specific job assignments and necessary prerequisites that are a key part of an organisation's strategy, ultimate goals, habits, and unique culture (Dara 2013). The organisational policing style serves as an explicit image of the organisational culture and excessively influences the local community. The existence of JDs in the organisation's workplace also contributes to the organisational culture of police-style (Swallow 2011).

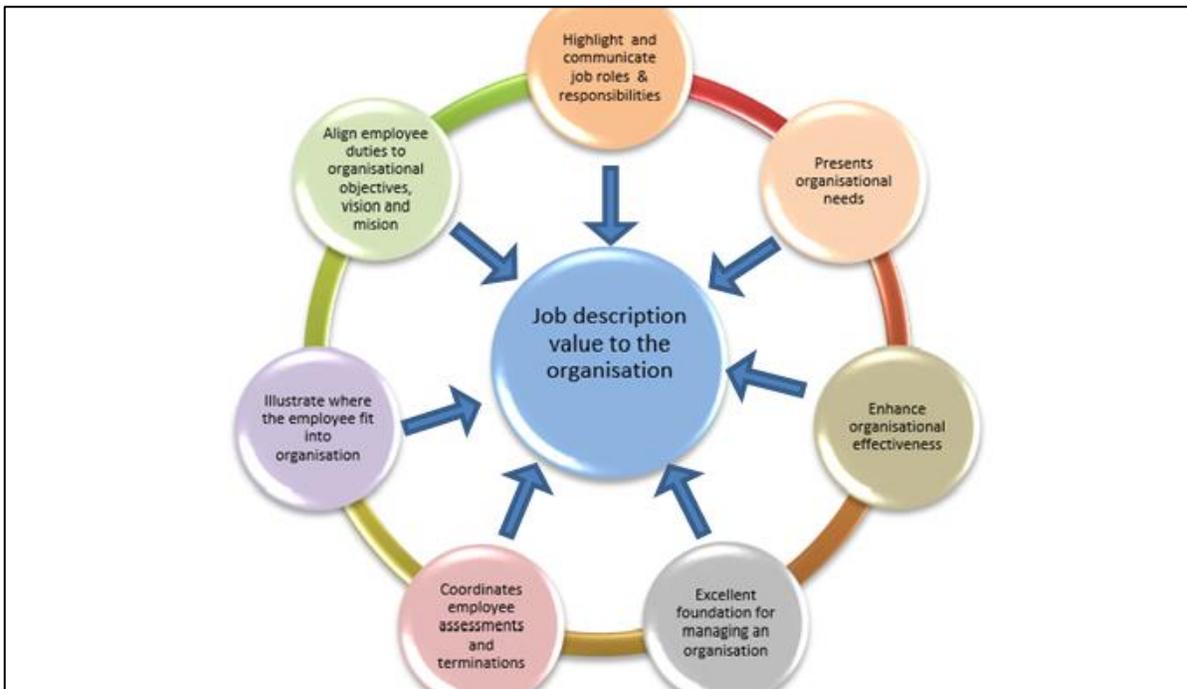
One of the fundamentals of JDs is to promptly appoint the suitable candidate for the appropriate job. Clear employee JDs support the selection process and communicate the fundamental questions of unselected applicants. Some employees do not contribute to the effective performance of the organisation and if somebody is not performing well, it is regularly in light of the fundamental fact that they were wrongly employed and, therefore, having a JD in place will prevent this situation. A well-drafted JD for an advertised job will support the successful recruitment and selection process to promptly appoint the suitable candidate (Ceplenski 2013a). According to Dara (2013), a JD conveys the general job expectations, specific requirements, and essential outlines of the organisational placement. Cummings and Worley (2014:250) maintain that a JD can improve and promote an effective SAPS organisation. An elegantly composed JD performs various vital functions; it portrays the fundamental abilities and skills required, indicates where the job fits into the organisational hierarchy and is a noteworthy administrative tool (Kenexa 2011).

In this manner, the JD is fundamental in the successful recruitment and selection process and vital to outline the essential parts of a job in direct line with the organisational goals, successful mission, and moral vision.

### **2.3.2 Job Description: Value to the Organisation**

Cummings and Worley (2014:250) remark that JDs support the effective administration to positively enhance organisational effectiveness. Also, successful employment is essential to ensure the necessary experience and skills are taken into account to contribute to organisational success. According to Champoux (2016:138), effective JDs support organisations to communicate responsibilities, appoint the most suitable candidates, manage successful performance, and develop employees in their jobs successfully. Goel (2012:215) states that a JD employment contract describes job information to understand the duties and key responsibilities of a particular job to fulfil the organisation's expectations. Patil and Bhakkad (2014:38) express that a JD sets out how a specific employee fits into the organisation. In this way, the organisation can determine the specific need for the job and how the particular occupation is intimately related to other employment opportunities. Mader-Clark (2013:10) sees a JD as an excellent foundation for properly managing an organisation and creating an incentive value for both the employer and responsible employee in the organisation; both sides contribute positively to a mutual understanding. In summary, the organisational values are discussed below.

The organisational values gently guide the historical perspectives and appropriate actions of the organisation. A unique set of frequency values helps an organisation to precisely define the organisational culture and beliefs. When organisational members subscribe to an established set of moral values, the organisation appears united when it addresses various issues. In today's quick-moving economy, job roles are non-static; therefore, the JD is a vital employment contract and a significant asset to organisational success (Jones 2015). Ceplenski (2013a) agrees that a JD is a living, employment contract; it presents organisational needs and continues to advance the organisation. Snell, Morris and Bohlander (2015:152) believe JDs represent the illustration of where employees fit into an organisation and make sure employees correctly align their official duties to the organisational goals, vision, and mission. Alabdelkarim et al (2014:25) reason that JDs assume a key part of any specific occupation as they point out job details and highlight job roles and specific responsibilities.



**Figure 2.1: Job Description Value to the Organisation**

(Adapted from Ceplenski 2013a; Champoux 2016:138; Cummings & Worley 2014:250; Mader-Clark 2013:10; Patil & Bhakkad 2014:38; Snell et al 2015:152)

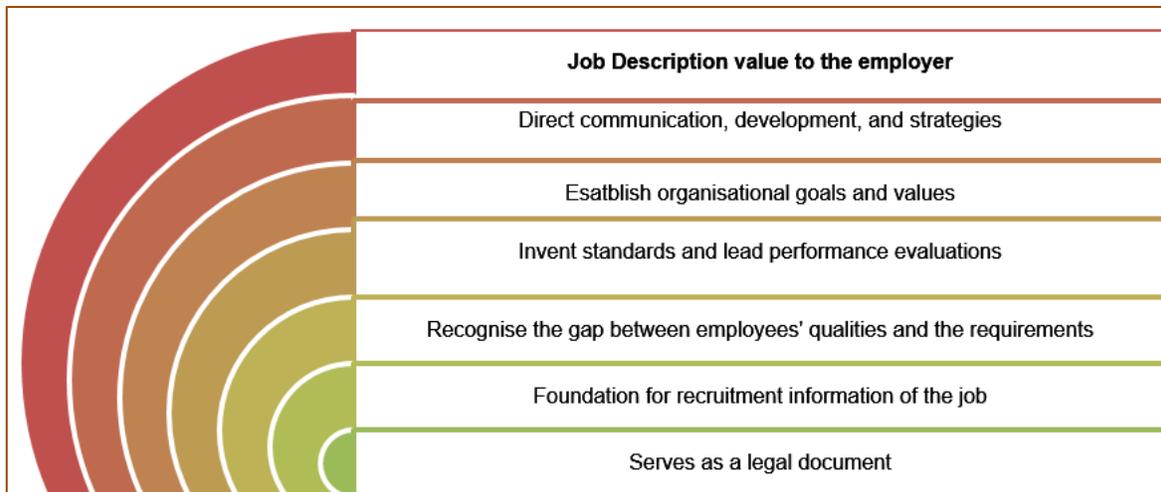
As indicated in Figure 2.1, Champoux (2016:138) regards the value of the JD for the organisation as effective in identifying and communicating organisational roles, thus leading to employee assessments and successful coordination. Ceplenski (2013a) contends that a JD promptly presents the organisational needs, whereas Cummings and Worley (2014:250) invariably find it enhances organisational effectiveness. Patil and Bhakkad (2014:38) express that a JD illustrates where the employee fits into an organisation, while Snell et al (2015:152) reasonably believe that JDs illustrate where the employees fit into an organisation and makes sure employees correctly align their official duties to the organisational goals, vision, and mission.

### 2.3.3 Job Description: Value to the Employer

The JD is an effective tool used by employers to make sure employees have the necessary foundation and skills to interpret their operational responsibilities and roles

in the organisation successfully with the goal of organisational performance (Kenexa 2011). Mader-Clark (2013:02) sees JDs as significant assets to the employer that should not be taken lightly since it reveals the official duties and responsibilities of potential candidates and job holders. In addition, if applicable, JDs must clearly indicate and explain the requirements regarding disabilities in line with national and government laws. According to Ceplenski (2013b), responsible supervisors should set up JDs to reflect organisational goals and values. Furthermore, JDs aid supervisors to tactfully offer a realistic job preview, invent moral standards, and lead performance evaluations (Leonard & Trusty 2015:330).

Cummings and Worley (2014:211) argue that supervisors must understand the prerequisites, appropriate training, and necessary skills and knowledge required to enhance the employees' qualities. It is advisable to draft JDs in the framework of the immediate work environment, with proper direction to line supervisors who can professionally develop JDs for their particular section. The Department of Public Service and Administration (DPSA) reasons that supervisors may not possess relevant information to govern the job obligations, official duties, or fundamental prerequisites of their principal subordinates and thus local HR practitioners should provide proper direction and support in this act (DPSA 2009). The supervisor should reveal job responsibilities to the employee to comprehend the specific assignments and fundamental obligations expected (Goel 2012:215). According to Wolfe (2018), JDs describe recruitment functions and constitute the foundation to compile job interview questions, detailed job information, prevents employees from being able to refuse to execute tasks because "it is not their job", and serves as a statutory and useful document. In addition, a JD deliberately serves as a valid employment contract for critical HRP systems, such as successful recruitment, job matching compensation, and legal compliance (Murray 2013:111).



**Figure 2.2: Job Description Value to the Employer**

(Adapted from Ceplenski 2013a; Cummings & Worley 2014:211; Leonard & Trusty 2015:330; Murray 2013:111; Wolfe 2018;)

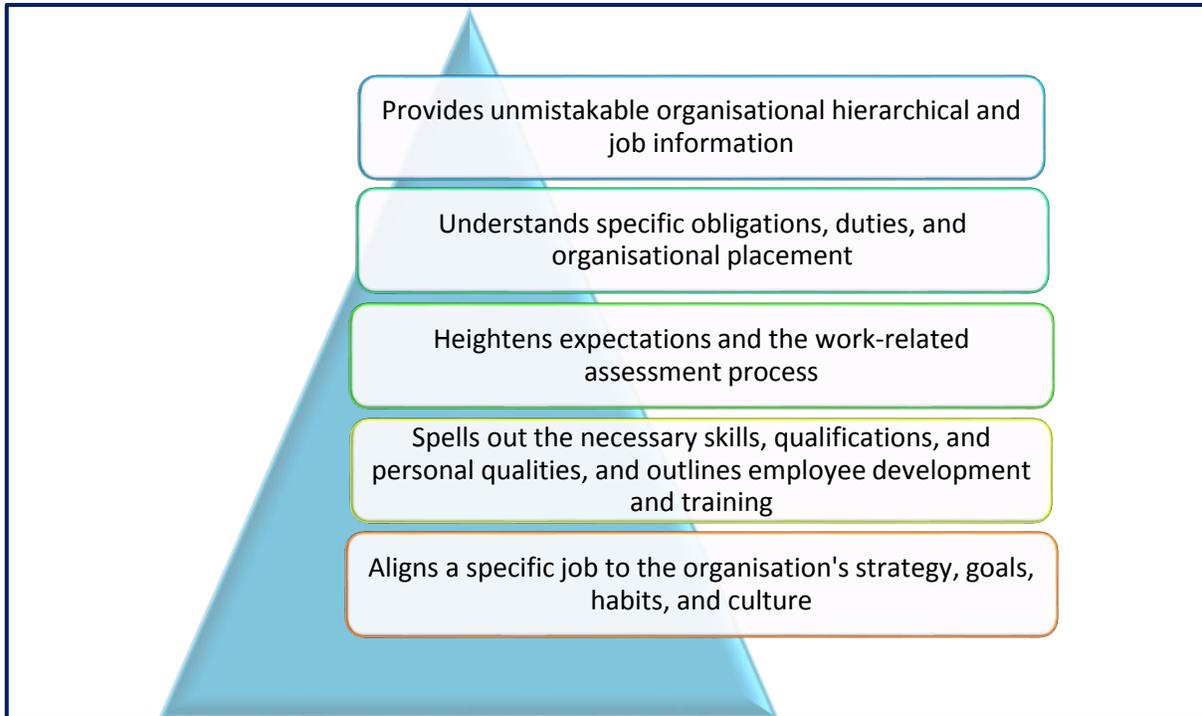
In summary, as shown in Figure 2.2, the value of JDs for the employer is mentioned according to published authors. According to Ceplenski (2013a), JDs direct effective communication, sustainable development, and effective strategies, as well as establish organisational goals and values and invent moral standards. Leonard and Trusty (2015:330) remark that JDs aid supervisors to tactfully offer a realistic job preview to invent specific standards and lead performance evaluations. Cummings and Worley (2014:211) reason that JDs instantly recognise the considerable gap between employees' qualities and the specific requirements of the position. Wolfe (2018) sees the JD as the foundation to describe the recruitment functions of the specific job. Murray (2013:111) states that a JD serves as an official employment contract in favour of the employer, as well as giving protection to the employer against certain risks (Carnes 2017).

### 2.3.4 Job Description: Value to the Employee

The JD employment contract stipulates the rights and responsibilities of both parties, protects the worker's job security, and protects the employer against certain risks (Carnes 2017). Patil and Bhakkad (2014:39) maintain that well-written JDs are of extraordinary value and offer work environment information to employees. Therefore,

employees can understand their specific obligations, official duties, and organisational placement, and picture themselves within the organisation to satisfactorily accomplish the hierarchical objectives (Swallow 2011). Bruce (2008) argues that employees' organisational placement should be proposed in the JD in order to highlight the employee's expectations and thus the employee will know what the job-related assessment process entails. Therefore, employees can refer to their JDs to precisely measure whether they are carrying out their official duties satisfactorily. A JD spells out the necessary skills, academic qualifications, and personal qualities required, and also outlines employee development and the necessary training. According to Grote (2015:13), a JD intimately links a specific job to various specific tasks and specific requirements to measure and manage each employee's performance.

Nink (2015) mentions that it is not an easy task for employees to achieve targeted goals if they do not know what is expected of them. With regards to recognising what is expected of them, employees require a JD and they should know when they are underperforming. The best supervisors stipulate expectations and support their employees by structuring their work and organising the tasks to be undertaken. They support employees, measure the difference they make, and consider them responsible for their own outcomes. In addition, supervisors are usually accessible to answer their employees' inquiries, provide feedback and input, and communicate with the employees to build trust and to pay attention to their requests.



**Figure 2.3: Job Description Value to the Employee**

(Adapted from Bruce 2008; Grote 2015:13; Patil & Bhakkad 2014:39; Swallow 2011)

In summary, as indicated in Figure 2.3, Patil and Bhakkad (2014:39) see the JD as a document that provides organisational and valuable information to employees. Swallow (2011) maintains that JDs give the employees the unique opportunity to acknowledge their specific obligations, official duties, and organisational placement. Whereas Bruce (2008) reasons that JDs set reasonable expectations and establish the work-related assessment process. It spells out the necessary skills, academic qualifications, personal qualities required, outlines employee development and necessary training (Bruce 2008). Over and above, Grote (2015:13) feels that a JD links a specific job to various tasks and necessary prerequisites of an organisation's strategy, goals, and habits.

## 2.4 JOB DESCRIPTION CHALLENGES

A challenge is something new and complex, which naturally depends upon concentrated effort and determination. As a direct result, there are constantly recent challenges to the mutual understanding of responsible employees' key job duties (Hodgetts & Hegar 2008:03). Some organisations normally maintain a local pool of JDs, with exhaustive processes and computerised frameworks, but do not have a proper HR office to create and support a successful JD database (Ceplenski 2013b). Various unique challenges can emerge because of job misalignment and when work tasks are outside the ample scope of the specific job. According to Alabdelkarim et al (2014:25), employees are not always positive regarding their JDs as they do not fully understand the practical benefits or realise the prospects thereof. This provokes disappointments and potential losses within the organisation due to various contributing factors, which include evaluation, measurement techniques and approaches, employees being appointed without proper qualifications or necessary skills, and work dissatisfaction.

Another unique challenge, as represented by Reddy ([sa]), is when an experienced applicant maintains his/her own particular moral standards that do not match the organisational benchmarks. However, as an example, a job advertisement specifies that disabled people are not allowed to apply for a specific job. This statement can convince the candidate that he/she is incompatible with the particular organisation. This happens when employees are taking responsibility as indicated in their JD. After some considerable time, they intentionally disregard certain protected JD areas and somehow delegate the designated tasks to another employee and essentially overlook the paramount importance of it. Should JDs not be well-written, the employees will only perform the tasks they prefer to do (Bowes 2012). The current JDs in the SAPS have many challenges in the key concepts, and official employment contracts and computer systems are confusing. Therefore, it is of importance to discuss an accurate portrayal of JDs in the following section.

## **2.5 THE VALUE JOB DESCRIPTIONS BRING TO HUMAN RESOURCE PRACTICES**

Police officers are well-informed regarding the law and their key roles. They perform their official duties proficiently and instantly comprehend their direct responsibility to faithfully serve local communities. In this consistent manner, they rightfully earn the respect and support of the South African local community. Consequently, police effectiveness can be implemented if the main emphasis is on the Code of Conduct and a professional framework to regulate HRPs. The intellectual activities performed professionally by talented HR teams should directly correspond with HRPs. These practices are fundamental, because the system and processes coordinate the strategic orientated goals and targets. HRPs sufficiently establish the supporting foundation to ensure the organisation's human capital operates efficiently (Reynolds [sa]). JDs are the philosophical foundation for continuous HRPs and the necessary groundwork for successful recruitment, career paths, performance standards and independent appraisals, proper time management, training, and compensation management (Wolfe 2018). According to Bruce (2008), JDs are one of the fundamental reasons for the independent existence of HRPs. If JDs are not implemented correctly and by default, it can also lead to fruitless expenditure and organisational difficulties and frustrations. The HR office intimately connects with official representatives of the organisation and successful supervisors ought to do their best to balance organisational necessities which lead to the ultimate survival of the organisation.

As HR is constantly implementing new and advanced processes, updated instructions should always be in place in order to perform the correct procedures. HR component uses JDs wisely to compare one specific occupation to another. As indicated by Alabdelkarim et al (2014:25), if responsibilities and accountability are depicted in the employee's JD, it can potentially promote the goals, vision, and mission of the organisation. Properly defining and meticulously documenting JDs convey organisational goals and ensure an appropriate incentive for both the organisation and the employee (Brewer & Wilson 2013:368). However, JDs are significant for a variety

of practical purposes for the HR department's integration within the organisation (Salary.com [sa]). Fine and Getkate (1995:229) point out that JDs are used to invent effective HRPs; keep up desired compensation, development, and performance management; and add well-being, excellent health, operational safety, and legitimate work relations to the work environment. Swallow (2011) believes that JDs have considerable interest in the employee, realistically portray the main KPAs of the job, and illustrate the significant performance expectations and job training. According to Babu and Reddy (2018:2), JDs should be efficiently developed to fulfil processes, for example, to rank classifications, illustrate placements, increase resources, handle transfers, ensure fair promotions, follow career paths, and develop future standards.

Armstrong and Taylor (2014:604) deliberate that HRPs provide obliged details to sufficiently develop JDs, job profiles, and learning specifications. JDs are significant to outline organisational work to ensure successful recruitment and performance management, and execute effective administration, Human Resource Utilisation (HRU), work assessments, and pay structure reviews. The HR manager implements and monitors HRPs, thus providing an employee with effective performance, goal achievement, and development in the work environment (Heathfield 2018).

### **2.5.1 Career Pathing and Development**

The SAPS (2012) states that "career information provides systematic and transparent career development in line with organisation culture, responsibilities and technology."

Career pathing is a creative process used by an employee to chart the specific course within the organisation. Career development, therefore, represents the lifelong process of managing learning, work, and comparative leisure, and the fast and successful development of a person. A thoughtful career path plan is a key factor in employee involvement and employee retention. An organisation can contribute positively to the cognitive capacity of an employee to develop a career path and make effective use of the extensive knowledge, skills, unique experiences, and job requirements of each official position. With this information, the employee can probably design and plan for

different positions and conceivable prospects (Heathfield 2018). Dedicated employees who ideally want to transform key roles in the organisation can investigate the detailed JD of the official job advertising in direct line with HR administration and support (Jones 2015). JDs provide a unique manner to communicate the organisational mandate and set clear expectations about what the organisation expects from employees (Heathfield 2018). Well-developed and detailed JDs aid supervisors and employees in career development discussions and are important for maintaining successful employee involvement (Jones 2015). JDs include explanatory notes, the key role of the official position, and the future career path to ensure the successful recruitment of potential employees. JD measurements sufficiently further career development in the employee's performance management plans (Salary.com [sa]). According to Jones (2015), JDs are straightforward and unmistakable throughout the organisation to guide employees on comprehending how to succeed in a specific position.

The White Paper on the Rights of Persons with Disabilities (South Africa 2016) convincingly demonstrates that the essential duty of career management rests with the employee, although local organisations have to oversee their career pathing. Career path alludes to the practical development of the employee in an organisation. Career pathing represents the different positions an employee occupies and develops in an organisation. It is utilised conversely with a lifelong career ladder. Effective organisations create career paths for prospective employees to represent an accurate picture of the job position in the future to retain employees (Cao & Thomas 2013). The employee may move vertically or horizontally in different jobs and posts. Thus, the JD must indicate important and clear information, such as the necessary skills, training, and qualifications to allow movement in a career path to take place (South Africa 2016). Jones (2015) stipulates JDs support continuous learning and career pathing development, thereby allowing the employee to qualify for possible compensation in the chosen career path. Job titles are also used to implement career paths, both by employees eligible for official promotion and by the employer evaluating potential job applicants (Doyle 2018a).

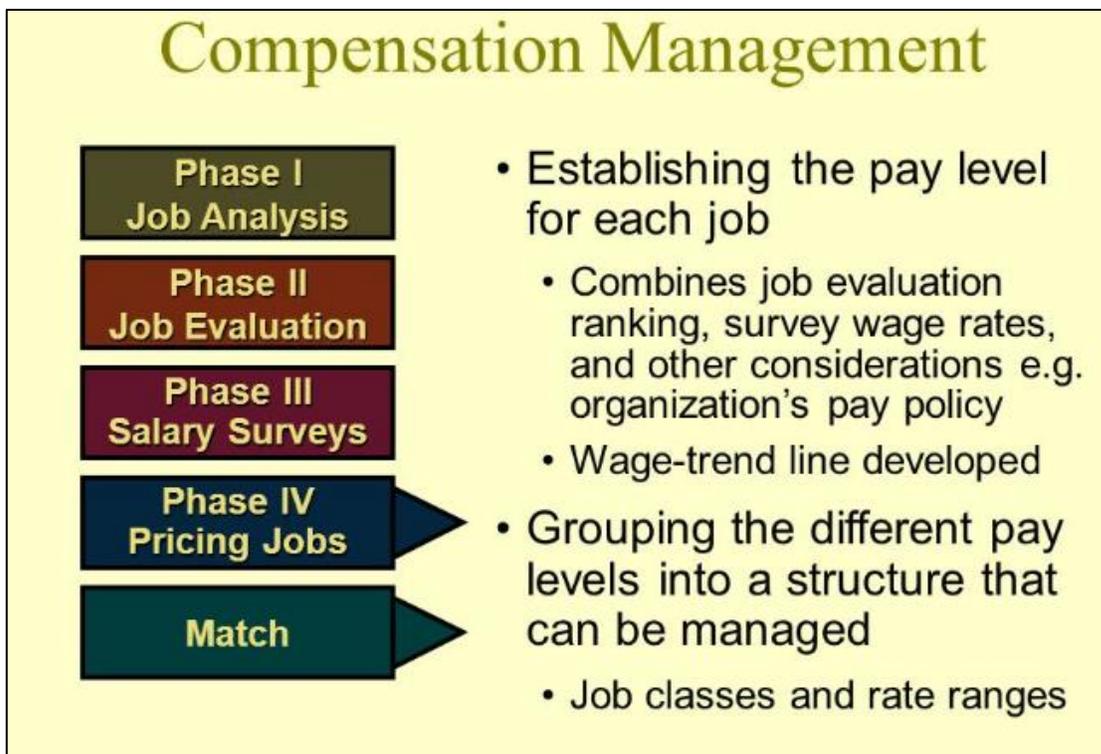
### **2.5.2 Compensation Management**

Compensation management is the representation of the intentional act to provide a worker with a monetary value for the type of work they do through organisational processes and consistent policies. Distinct types of reasonable compensation include salaries, bonuses, and standard benefit packages. Organisations use compensation management to retain employees and encourage employees to execute quality work. According to Smartsheet ([sa]), compensation management sufficiently establishes pay level, combines job evaluations, ranks wages and line trends, and groups pay levels to efficiently manage job classes.

JDs are the first distinct phase in building an institutionalised compensation programme, with prime essentials and grades for every specific occupation (Kenexa 2011). The JD employment contract supports an organisation to choose the most proper and attainable compensation as indicated by the level of the official duty and the connected responsibilities (Alabdelkarim et al 2014:25). JDs rarely make it challenging for compensation groups to analyse and grade occupations reliably and characterise correct pay scales according to functional responsibilities (Jones 2015). As indicated by Bodnarchuk (2012:05), compensation management is an important aspect of JDs, as it helps to keep the workforce motivated, gives benefits to employees based on their performance and actions, and brings the best out in the employees. Ceplenski (2013a) concurs that JDs are particularly profitable in compensation-related functionalities and play a significant role in keeping up a fair compensation system and guaranteeing legitimate consistency.

A complete and up-to-date JD steadfastly defends the organisational decision in the specific case of a terminated employee due to unsatisfactory performance. JDs act as a consistent basis for compensation decisions and make it conceivable to instantly discover basic employment components and fundamental prerequisites (Bodnarchuk 2012:05). Before an organisation can decide how much should be paid for a particular position, the employer needs to understand what is expected to execute the job successfully. According to Cummings and Worley (2014:211), worthy JDs explain

various pay levels, different expertise levels, extensive knowledge, specific responsibilities, and organisational contribution goals in various effective ways. Establishing pay levels requires defining jobs to guarantee the ideal amount is being paid for a job. This ensures that employees perform their specific job responsibilities as determined by the employer and stipulated in the JD. It is significant if the compensation office satisfactorily completes the job specifications to make sure the payroll framework produces the precise wage in the continuous line of job titles (Cummings & Worley 2014:465). Organisations likewise utilise job titles as a component of their remuneration administration framework, and certain job titles can be tied to pay grades.



**Figure 2.4: Compensation Management**

(Source: Madgulkar 2006)

It is practical to re-evaluate and update JDs yearly with the performance assessment cycle (Gomez-Mejia, Berrone, & Franco-Santos 2014:278). Compensation management is summarised in five phases:

- Phase I: Job analysis, where the pay level of each created job is established.
- Phase II: Job evaluation.
- Phase III: Salary surveys to combine job evaluation ranking, survey wage rates, and other considerations, such as the organisation's pay policy.
- Phase IV: Pricing jobs to group the different pay levels into a structure that can be merged seamlessly.
- Phase V: Match the job classes and rate ranges as illustrated in Figure 2.4.

Furthermore, JDs support legitimate specialist remuneration groupings and correct compensation classifications. Each authoritative job title should correspond with the employee's component code and the employment risk grouping. Employees should be effective, as the organisation pays for the output delivered as required (Heathfield 2018). The JD ought to merely understand the performance level of ability, exertion, duties, and operating conditions (Brunner & Osorio 2017:143). In order for a remuneration ground plan to be established, it must be ensured that workflow levels, responsibilities, and qualification standards are in place in the organisation. In the case of the SAPS, when forming an arranged and valuable JD, it is advisable to work with a compensation analyst (Kenexa 2011).

### **2.5.3 Education, Training and Development**

As indicated by Wheeler (2013), academic education and the development process include improving the individual, promoting essential skills, supporting a change of the individual's attitude, and expanding knowledge, thereby improving performance. Training and learning improve a specific person's independent existence tremendously and contributes meaningfully to organisational effectiveness and professionalism. Alabdelkarim et al (2014:25) concede that well-written JDs highlight training and development needs and therefore, potential employees noticeably increase organisational effectiveness. Appropriate training will equally contribute to the overall employee development, and JDs are invariably reliable guides for career planning and training (Verboncu & Zeininger, 2015:603). As per Stredwick (2013:52), the JD is a key reason for sufficiently preparing ambitious projects and indicates how employees can

progressively improve on a decent job. To train employees and to realise the value of JDs remains an advantageous aspect for the successful outcomes of an organisation's goals. Training is valuable to convey the necessary knowledge and skills to employees and to identify and address the noticeable training gaps. Extensive knowledge naturally requires studying, will signify perpetual changes in a person's previous experience, and provides the opportunity to attain creative abilities (Wheeler 2013).

Failure to have and implement precise JDs may result in unnecessary training and a regular absence of employees. The JD is one of the tools used to identify significant gaps and to identify which candidates need training. Sustainable development is positively linked to the construction of a worker's official capabilities so that skills in all aspects of functioning in the organisation are successfully understood and implemented (SymbianceHR [sa]).

#### **2.5.4 Human Resource Planning**

HR planning, alternatively known as workforce planning, guides an organisation's recruitment, retains skilled employees, and monitors the organisation to achieve targets (Smartsheet [sa]). According to Kerzner and Kerzner (2017:128), the HR planning process includes assessing the employees and specifying skills available within the organisation. Organisational forecasting entails meeting future employees' organisational requirements and achieving the desired level of standard output. The concluding phase of HR planning is concerned with a surplus and potential shortages. The critical activities required to execute the HR plan correctly remain successful recruitment, selection, placement, training, and development. Ultimately, this necessary step is instantly followed by the direct control and objective evaluation of successful performance, as indicated in JDs, and to check whether the HR plans match the specific objectives and official policies. Therefore, it is important to place the employees in positions according to the skills and in line with the Fixed Establishment (FE) (Kerzner & Kerzner 2017:128).

Strategic workforce planning is significant, as key employees are critical to organisational success and JDs can usually show which unfilled roles support strategic organisational planning (Ceplenski 2013a). HRPs have been characterised as identifying standard practice with ideas, choices, tasks, and activities for the benefit of organisational relations. It highlights the employer's policies and conventional practices that built up to observe the usage and administration of employees as an organisational asset in a particular setting to improve efficiency and productivity (Trebilcock [sa]). As indicated by Pille (2010), JD support, identification of job specifications, and filling of funded post lead to successful job activities and productive employment.

For centralisation and decentralisation decision-making, well-written JDs are cost-effective (Cummings & Worley 2014:455). According to Phillips and Gully (2015:24), JDs are an important step in the organisational staffing programmes, and it is essential to establish adequate standards, for example, in the advertising of jobs, recruitment and selection, expectations, training, and performance management. This official employment contract makes sure employees' duties are aligned with the organisation's vision; it outlines key duties, and the required academic qualifications. Clear and understandable job duties make sure nothing is left out when the introduction plan for the newly appointed employee is being developed. The JD provides a basic duty list of the entire picture to promptly execute routine tasks and also who the responsible employee will report to (Reddy [sa]). In summary, JDs involve successful HRP administration, as well as strategic planning processes (Schambers 2015). Organisations should implement a strategic HRP plan to achieve three to five-year goals. Strategic HRPs impact on resource planning, for instance, policies may incorporate long-term policy amendments, enlistments, and successful employment in terms of critical and technical expertise (Schambers 2015).



**Figure 2.5: Human Resource Strategies**

(Source: Smartsheet [sa])

Smartsheet ([sa]) states that HR strategies unanimously support organisational strategies that include the general organisational strategy, the HR strategic plan, and the HR plan and activities as illustrated in Figure 2.5.

### **2.5.5 Labour Relations**

Labour relations represent an academic field of comparative study that can determine contradictory meanings contingent upon the setting in which it is utilised. Labour relations, otherwise called industrial relations, allude to the framework in which employers, employees, representatives, and government interact purposefully to set the working relationships rules. It similarly portrays an academic field of investigation deferentially committed to legitimately considering complex relationships. A working relationship framework reflects the co-operation of the relevant role players, including the independent government, employers, and employees. The framework also sets out

the formal and essential guidelines for evaluation, labour relations, and the structure of individual employment relationships between employee and employer (Trebilcock [sa]).

When fundamental JD disputes arise, successful employees and supervisors negotiate collective bargaining agreements and grievance procedures to address employee complaints. Both private and public parties have significant interests in any labour relation systems. A labour relations system seamlessly incorporates both societal values, for example, the intellectual freedom of independent association and a proper sense of group solidarity, and a diligent search for maximised profits and specific techniques, for example, preferred methods of successful work negotiation, extensive consultation, and dispute resolution. Public sector employers are governed by separate legislation with the fundamental rights and mutual protection within responsible organisations (Trebilcock [sa]). Therefore, the Labour Relations Act 66 of 1995 (South Africa 1995a), hereafter referred to as the LRA, intends to promote economic improvement, equity, good working relationships in the organisational working environment. Dispute Resolution Target Systems contain specific guidelines that include strikes, avoidance delays and so on, but also address the fundamental issues in the case of employee resignation. Furthermore, in many developed nations, managers are required to participate in different organisations, manage similar safety and health in the working environment, perform professional security and health monitoring, report on-the-job accidents and particular illnesses, and compensate employees experiencing the ill effects from an occupational injury (Trebilcock [sa]).

As indicated by Kuhn (2010), it is sometimes standard for employers to give employees' tasks and duties that are not specified in the JD employment contract. Thus, the employee is then forced to execute duties as needed. It will naturally depend on the circumstances of each specific case (Kuhn 2010). For example, in a specific dispute reported in the 2010 edition of the Industrial Law Journal, the Commission for Conciliation, Mediation and Arbitration (CCMA) allegedly dismissed an employee's controversial claim against her employer. In the said case, *Nelson v Fieldswear* (2010) 31 ILJ 1009, the key employee referred an unfair labour dispute to the CCMA after

being issued with a final warning for steadfastly refusing to perform certain official duties as a “sample cutter”, which was deemed sufficient to keep a higher-paying position than the official position as a “layer cutter”. The employee agreed to the contract of employment that explicitly stated: “may be needed to perform functions in addition to those associated with own position” (Kuhn 2010). In dismissing the employee’s claim that the final warning amounted to an unfair labour practice, as provided for by section 186(2)(b) of the LRA 66 of 1995 (South Africa 1995a), the elected commissioner took into account that the employer had barely started the official business a year earlier and was dependent on the current employees to do slightly more than usual to support the business in times of considerable economic difficulty. Employees should take cognisance of the fact that they are bound to the practical terms and economic conditions of their employment contract, and that refusing to promptly obey the employer’s reasonable instructions may invariably lead to disciplinary action and to dismissal (Kuhn 2010).

### **2.5.6 Organisational Development**

Well-designed JDs promote organisational development processes to address specific matters, for example, succession planning, workforce development, employee retention, organisation design, and transformation management. Over and above this, JDs manage organisational planning, evaluate organisational structure, job design, and personnel forecasting. According to Heathfield (2018), organisational development:

- evaluates plans and amends plans;
- makes recommendations;
- identifies and monitors the organisation's culture to support goals;
- promotes employee satisfaction;
- participates in organisational development;
- communicates and integrates the results of strategic planning; and
- manages the organisational components, including employee wellness and training, environmental health and safety, and culture and communications.

### **2.5.7 Performance Management**

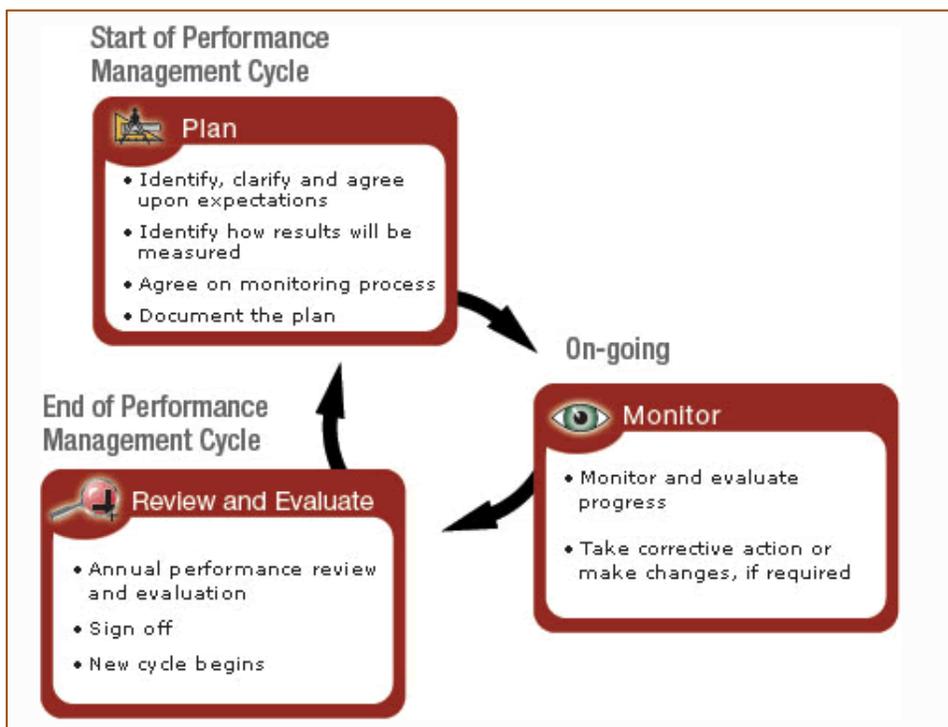
The performance management system is seen as "...a process that adds value to organisational professionalism and effective service delivery" (Sostrin 2013:17).

Performance management, also known as the performance evaluation process, entails adding value to organisational professionalism and effective service delivery (Sostrin 2013:17). Without JDs, key objectives might be difficult, time-consuming, and a waste of resources. How will a supervisor advise an employee to achieve desired goals if there is nothing in writing to indicate what the employee is supposed to do in the organisation? It is less complex for a supervisor and direct supervisor to use the JD to identify the gaps when managing employees' performance (SymbianceHR [sa]). Bowes (2012) defines a JD as an essential tool to gauge and manage each employee's performance and execute performance appraisals (Blank 2017). A JD represents what is reasonably expected of the employees (Alabdelkarim et al 2014:25). Performance management manages official capacities, for example, forecasting, assigning responsibilities, performance assessments, and operational excellence.

The performance management process should be as simple as possible, but should direct responsibility and work execution (Sostrin 2013:17). Brewer and Wilson (2013:258) find that performance assessment empowers supervisors to address appropriate choices, represent productive employment, and create performance standards. According to Salary.com ([sa]), supervisors are responsible for reviewing the employees' JDs once in a while to guarantee that current responsibilities have been included in the employees' JDs. Significantly, the JD ought to be used by both the employee and supervisor to instantly establish and progressively improve specific objectives.

A performance management agreement should be aligned to the JD since it is a consistent basis of an effective organisation. According to Grote (2015:13), usually, an overall performance rating uses a five-level rating scale: where selecting five reflects an outstanding performance, four shows excellent performance, three expresses good

performance, two reveals minimal performance, and one shows unacceptable poor performance and demands significant improvement. Cummings and Worley (2014:448) admit that in spite of the fact that the supervisor's decisions are focused on work duties and the occupation payment, legal execution standards cannot be ignored. Performance expectations instantly recognise the obligations and official duties required by the employer and the recommended JDs (Cummings & Worley 2014:450). When accumulating constructive feedback from specific employees, organisations will regularly employ a 360-degree input process. Along the self-appraisal process, subordinates and supervisors add thoughtfully to the continuous feedback through pre-identified areas. In order to identify the necessary skills, the results must be compared to the employee's self-assessment, thus increasing support for the performance assessment procedure.



**Figure 2.6: Performance Management Cycle**  
(Source: HRcouncil 2018)

Performance management starts with a management process where organisational expectations are planned and measured. After that, the cycle is monitored and

evaluated towards the third process and the end process to review and sign off the process, and a new annual performance management cycle begins as illustrated in Figure 2.6 (HRcouncil 2018).

### **2.5.8 Personnel Management**

All governments and government organisations have more or less the same basic HR components, for example, finance, HR, information technology, fundamental law, national health, and administration services. Along these official lines, it invariably involves an employment contract with the employee in line with organisational disciplinary rules (Bhoola, 2002). As indicated by Blank (2017), JDs can likewise be used for several other administrative functions, including supervision, training, psychological feature orientation, and workplace coordination.

### **2.5.9 Recruitment and Selection**

Successful recruitment and selection are the components at the entry point of HRPs in any organisation and can be characterised as searching for potential applicants with the preferred information and practical experience to enable an organisation to select the suitable applicants to fill job vacancies as defined by the JDs and standard specifications (Babu & Reddy 2018:2). Recruitment and selection represent the search for potential individuals applying for a job opportunity and then employing them (Ravand 2014:196). The procedure normally entails a deliberate methodology beginning at sourcing the assets, to masterminding and directing interviews, and eventually choosing the perfect applicants (Babu & Reddy 2018:2). Recruitment entails the necessary steps to screen for the potential candidates and select the most suitable persons for vacant jobs (Ravand 2014:196). The legitimate danger in the BCEA 75 of 1997 (South Africa 1997), bounded by the JD, predominantly focuses on the job goals and the implied performance demands.

The practical purpose of recruitment and selection is to ensure that employment is fair and attempts to prevent labour disparities (Reddy [sa]). Alabdelkarim et al (2014:25) remark that JDs actively support the recruitment office by adopting standard

procedures so that the potential candidates fully comprehend their moral obligations and official duties before voluntarily joining the organisation. Job advertisements are official declarations about particular employment opportunities and include work responsibilities. A reasonable JD should support the posted advertisement and accurately define the vacant job for potential applicants (Nickson 2013:93). Composed JDs form a significant part of intentionally inviting the most qualified applicants (Ceplenski 2013a).

Bruce claims that the most significant place to start when recruiting employees is to use the JD wisely and if it is precise, it will result in the ideal candidate being selected and promptly appointed (Bruce, S 2011). A correct and detailed JD prevents organisations from employing an unfit applicant for a specific job. In order to recruit and select the ideal candidate, the JD criteria must be clearly identified in the advertisement, thus providing valuable information to the HR component to illustrate what the job specifications and requirements are (Rühl 2016). Effective recruiting, selection, and screening are fundamental in spelling out the employment prerequisites to approach a more excellent match between the applicant's qualifications and occupation's necessities (Swallow 2011). JDs provide a reasonable portrait of the required prerequisites to accurately select a suitable person for employment and, therefore, the successful recruitment and correct placement of an employee can be successful if the correct processes are followed (Cummings & Worley 2014:455).

As per Brunner and Osorio (2017:143), the recruitment component communicates fundamental facts to improve recruitment and identifies the qualities needed by a contemporary employee filling the post. JDs add to the screening of job applications and confirm whether the applications adhere to the specifications of the organisational criteria (Armstrong & Taylor 2014:608). In addition, an applicant may request a copy of the JD before an interview to conduct research and to compare the advertised job requirements to individual requirements. The JD should inform and guide the candidate regarding the requirements, experiences, skills and qualifications required to apply for the post (Salary.com [sa]). Without the JD that propagated the task posting, the

essential functions and therefore the minimum job requirements will not be clear, causing confusion and wasting time, effort, and money within the initial screening procedure (SymbianceHR [sa]).

JDs are the intellectual foundation to convey job obligations to the prospective employee and guide the job seeker to understand the job. For the employer, the JD provides a skills map to seek the correct employee for the position (Kenexa 2011). According to Stredwick (2013:52), a JD is mainly drawn up for successful recruitment. Furthermore, organisations are expected to fill a particular job and have well-defined job-specific criteria in place. As per Ceplenski (2013a), elegantly composed JDs are a communication instrument to allow applicants from both inside and outside the organisation to comprehend the job prospects, as well as the required operational capabilities, educational certifications, and experience for the position. JDs tell applicants what the organisation is searching for, aid in the selection procedure, and also provide support when official inquiries by the applicants are being tended to (Bruce 2008). It is ideal when an applicant accurately perceives the organisation's fundamental points of interest. In order for this to happen, it is advisable for potential candidates to immediately acquire the JD of the advertised job to capture vital information for interview purposes (Swallow 2011).



**Figure 2.7: Recruitment Process**

(Source: Babu & Reddy 2018:2)

Successful recruiting is a method of finding a suitable candidate for the job where a vacant position exists in the organisation. It includes the search for candidates with the necessary skills, abilities, and attitude to achieve specific organisational objectives. According to Babu and Reddy (2018:2), the recruitment process represents a creative process of positively identifying the job vacancy, analysing the job requirements, reviewing applications, fair screening, shortlisting, and selecting the ideal candidate. When appointing a suitable employee, it is recommended that the talented HR team of an organisation follows the five best practices (as shown in Figure 2.7). Five standard practices ensure successful recruitment without any possible interruptions. In addition, these standard practices also ensure the desired reliability of the recruitment process as indicated in Figure 2.7.



**Figure 2.8: Job Description Value to Human Resource Practices**

(Adapted from: Alabdelkarim et al 2014:25; Babu & Reddy 2018:2; Blank 2017; Ceplenski 2013a; Heathfield 2018; HRCouncil 2018; Smartsheet [sa]; Stredwick 2013:52; SymbianceHR [sa]; Trebilcock [sa])

In summary, as mentioned by authors under the discussion in Section 2.5, the value chain of JDs conveys that HRPs include career pathing and development; compensation management; education, training and development (ETD); HR planning; labour relations; organisational development (OD); performance management; personnel management; and recruitment and selection as illustrated in Figure 2.8.

## **2.6 COORDINATE AND MONITOR JOB DESCRIPTIONS TO ENSURE EFFECTIVE MANAGEMENT**

JDs are the most efficient document to obtain job information summary, KPAs, and job requirements. Organising, monitoring, controlling, and coordinating are the key functions of effective management. In many regulatory sectors, specific rules and specific regulations are amended all the time and, consequently, official JD documents will also change. These official employment contracts are instrumental in supporting

OD processes and moral standards. Developing and keeping JDs instantly updated is time well spent and invariably leads to organisational success. Quality and well-written JDs direct the employees in the organisation and are also aimed at successful organisational goals, vision, and mission. Time and assets are abused in an attempt to reinvent the wheel. People become distinctly casual about jobs and carry out tasks routinely in the same way they always have, without addressing whether a particular activity is still in direct line with international best practices.

### **2.6.1 International Best Practices to Develop Job Descriptions**

International best practices to develop new JDs entail approaching the jobholders who are directly involved in the job. These jobholders will be able to verify the actual tasks, as they know how the duties are performed, thereby eliminating job duplications (Leonard & Trusty 2015:330). Best practices are universally used to maintain excellent quality as a possible alternative to required legislated standards and can be based precisely on accurate self-assessment. International best practices highlight the organisational strategy and standard procedures (Knoff 2011). According to Fullan (2003:58), another aspect of best practices is to handle transformation effectively and to improve rules. The relevant role players in the organisational process must be respected and they must be shown compassion for the unfamiliar circumstances. It is suggested that ordered strategies be tackled to successfully deal with problems. Following this, the effective outcome and results are revised to ensure that consistency and quality are reasonably achievable. If methodologies are not recorded and transferred, people will not know how to convey the most profitable outcomes in the foreseeable future.

It is valuable to constantly search for the most efficient and effective international best practices in developing professional JDs (Ceplenski 2013b). There are definitely many key themes in the organisation regarding best practices in human capital management. Most of the key themes represent the distinct lack of patient compliance and official recognition of the paramount importance of certain standard practices that protect an organisational workforce. Out of all the standard practices, none are more surprising

than the apparent lack of JD development and preventive maintenance (SymbianceHR [sa]). In the development of a JD, the first necessary step is to efficiently conduct a job analysis to represent a methodical and formal approach (Bruce 2008). The approach includes agreeing on standard terminology, understanding results, and providing clear information so that understanding and knowledge can be successful in the composition and use of JD administration (Fischhoff, Brewer & Downs 2011:96). According to Leonard and Trusty (2015:330), before structuring a JD, it is prudent to conduct an organisational job analysis and involve official advice and HR subject matter to support the process.

Before compiling a JD, the job requirements need to be reviewed. The historical background of the job is critical, but the continuous and changed transformation of the organisation must be kept in mind to reflect the needs of the job. Specific skills, attributes, and experience are required to perform duties (Heathfield 2018). Therefore, a job analysis must be conducted by reviewing the operational capabilities, experience, cognitive abilities, and training required for a position. A fundamental principle of international best practices in developing JDs is to establish a substantial agreement from the most senior and central administration to guarantee a comprehensive database and valuable information for future appointments (Mayhew [sa]).

SymbianceHR ([sa]) recognises the enormous amount of practical worth in JDs as they are the basic centre of organisational functions and activities. Therefore, organisations should invest their energy and valuable resources wisely to gain the necessary knowledge and moral support to develop and monitor their JDs. A JD includes significant standard sections for job seekers and executive recruiters. These are a job title, place of employment, a selected list of official duties and direct responsibilities, requirements, equipment and technology that will be used as an essential part of the job, and the salary range (Armstrong & Taylor 2014:604). While the Job Accommodation Network ([sa]) indicates that a JD includes: the official job title, hierarchical place in the organisation, goals and explicit job tasks, the knowledge and skills required, working conditions, as well as fundamental principles, legislation, and

other valuable information required to execute the job professionally. Wilkinson and Johnstone (2016:229) argue persuasively that the JD represents valuable information on the employee job title, as well as the organisational and reporting structure. JDs in the SAPS traditionally include the following key elements: a job information summary, KPAs, tasks and task outputs, job requirements, and the co-operative JD agreement. These elements describe the duties to perform, show why their work is vital to the SAPS, and the requirements the employee needs to meet. The unique ways to write JDs are completely fundamental and straightforward.

The monitoring of JDs is an important aspect as indicated by the DPSA (2018), all Heads of Departments (HODs) and government components must ensure that employees' information is captured on the Personnel System for the South African Police Service (PERSAP) as determined by the PSR 71(1) (DPSA 2016). Any non-compliance with this determination and directive should be attended to in terms of the Public Service Act (PSA) 103 of 1994 (South Africa 1994). According to Garza (2013), the government and organisations have different visions, conflicting interests, and capacity challenges when dealing with contracts that include JD employment contracts. Getting started with contract monitoring can seem intimidating; therefore, it is suggested to get access to the JD employee contracts that need to be monitored. Also, it must be understood what the JD employment contract entails and the contract must be analysed and captured on the relevant computerised system.

### **2.6.2 Responsibility to Develop a Job Description**

Since the SAPS organisation is an enormous organisation, consistent job evaluations should be conducted by head office personnel and other relevant HR practitioners to make sure that JDs are effectively implemented. Although drafting JDs is not the most exciting responsibility, it is nevertheless significant to intentionally set the comprehensive framework for all activities performed in the organisation (Salary.com [sa]). Still, the JD employment contract is a fundamental record, as it defines terms and conditions of the working environment, the organisation, and the employee. The JD employment contract describes exactly what the organisation will give as far as benefits

and labour relations, and it indicates what the employee qualifies for in terms of the working environment in line with the organisational strategy, policy, and legislation (Labour Guide [sa]). No matter who develops the JD, the person concerned must understand the work content as well as know how to present the information and use effective writing techniques (Caruth, Caruth & Pane 2008:106). When developing a JD, it is extremely important to include the phrase “and other duties as assigned” in the JD, as it gives a little flexibility so that the employee can work outside the box (Kratt 2011).

Berger and Berger (2015:121) maintain that anyone in the local organisation can write a JD; the local HR practitioner, direct supervisor, responsible manager, or the incumbent. Regardless of who writes the JD, it should be unbiased, up to date, and in a standardised format. The responsible person who compiles the JD must ensure that the composition is worth the effort to use in other and future jobs. These standard procedures should make the constant updating of JDs less overwhelming. The essential point is not to have JDs that are older than three years (Kenexa 2011). As indicated by Heathfield (2018), an organisation can wisely decide to develop JDs within the organisation themselves or, alternatively, use external consultants. Such a conscious decision will most likely depend on the organisation’s budget, accessibility, and the time available. The official rationale behind using external consultants to write professional JDs is their understanding of the nuances in writing a comprehensive and relevant JD. In addition, one of the obstacles remains that the external consultant does not know exactly what the organisational tasks and responsibilities are, and does not have any experience with, knowledge of, or background information concerning the organisation. This sometimes means that job requirements are misinterpreted and incorrectly defined. Therefore, an organisation should consider the development of the JDs as an in-house task (Bardot [sa]).

In addition, the direct supervisor can develop the JD, although the HR practitioner can also compile the JD. However, the direct supervisor remains the responsible person to ensure the existence of the JD and to verify the content (Leonard & Trusty 2015:330). Bardot ([sa]) reasonably claims that the employee or supervisor should take care while

compiling the JD, as an innocent error or statement may contain potential arguments. Nevertheless, these risks can never be avoided, so an ideal approach is to establish a core component within the organisation to review and approve the JDs before being considered an official and binding contract of employment. In truth, such a key component, if done correctly, will make sure any possible bias in the JD is expelled.

### **2.6.3 Every Employee should have a Job Description**

Every employee in the organisation should have a corresponding JD to offer a precise and comprehensive picture of the employment and unmistakably demonstrate their work obligations (Mader-Clark 2013:36). Everyone should know that an organisation must have JDs to establish organised HRPs (Mello 2014:24). The employment JD should inform the employee of expected tasks and direct successful performance in accordance with the organisational mission, goals, and aims (Bowes 2012). As indicated in the PSR 2016 (DPSA 2016) and the SAPS Employment Regulations (SAPS 2008), the SAPS must set up JDs within the organisation and employees should have a valid JD which places emphasis on service delivery and police effectiveness. In the SAPS, training and support are given to responsible line supervisors to create JDs for their specific components and stations. Should supervisors lack the experience to understand the necessary skills to describe job prerequisites, tasks, and duties, they should gain guidance and support from the particular HR practitioner to develop an accurate and precise JD.

A JD should cover information that portrays the real obligations and fundamental functions of the position. However, the employment contract should exclude detailed information; in this way, it is beneficial when minor job changes are happening. Employees and the supervisor may compose the document, although the direct supervisor should approve it (Leonard & Trusty 2015:330). Management, line supervisors, and HR departments need to validate JD employment contracts.

#### **2.6.4 Amend and Maintain Job Descriptions**

Claasen ([sa]) advises that "...Employers ought to be mindful not to rush to amend JD in a 'willy-nilly' fashion."

The ever-changing workplace and out-of-date JDs are bombs waiting to detonate. In some organisations, JDs are ancient and seem to only take up space in document cabinets and servers. JDs rapidly become obsolete and this leads to outdated information that is demoralising and does not meet the employee's goals. As the necessary prerequisites of a job change, the JDs need to be amended to be current, as outdated employment contracts may cause destruction. The incumbent should play an active part in the process to create and amend JDs. Any significant changes to the employee's responsibilities depend upon discourse and negotiation. According to the Labour Guide ([sa]), employers must inform employees of their contribution to the organisation as stipulated in the written JD service contract and also review and verify the content of the contract annually to ensure that it accommodates the organisational needs. It becomes distinctly necessary to revise the JD with the most recent terminology and the corrected organisational placement should be reflected in the JD (Salary.com [sa]). According to Carnes (2017), should the employer transfer an employee to another position or amend the duties, the JD employment contract must reflect these amended job duties.

When JDs are well-written and maintained, it provides a layer of protection and mitigates significant risk for the recorded classifications. A JD is invariably the building piece of diverse HR activities and without distributing the time, valuable resources, and knowledge to sufficiently develop JDs, those critical areas can affect the successful operations and maintainability of the organisation (SymbianceHR [sa]). Updating JDs is not obligated by law, but it can help the organisation to stay in line with organisational goals and labour employment law compliance (Ceplenski 2013a). It is essentially clear that various organisations have never been educated on the multitude of advantages of and prerequisites for having precise and acceptable JDs for the organisations. Creating JDs and keeping them up to date is tedious (SymbianceHR [sa]). However,

responsibilities and tasks should be recorded studiously and updated frequently, but in extensive consultation with the relevant employee (Mayhew [sa]). JD statements must be checked with the employee and supervisor to ensure that all key tasks reflect in the document and focus on the expected results that the job tasks must achieve. The direct supervisor should take a few minutes during the performance appraisal procedure to consult with the employees to update their JDs, so that they stay current (Jones 2015). According to Abramson, Grattan, Mayer, Colten, Arosemena, Bedimo-Rung and Lichtveld (2015:43), the activation date, as well as the dates the employment contract is reviewed, should be consistently and instantly updated.

The JD is not a one-time event and needs to continue to remain a regular consulting tool. It has to be used correctly, at least annually, and must emerge as the starting line towards independent evaluation (Schambers 2015). According to Jones (2015), JDs should be reviewed periodically to make sure they reflect precisely what the responsible employee is responsible for and address organisational expectations and possible outcomes. As indicated by Cummings and Worley (2014:563), regardless of how employment has changed over the years, JDs must also be adjusted. In the event that JDs are not adaptable, disarray and legitimate challenges will develop. Therefore, JDs should be updated as soon as changes occur. When evaluating a JD, the employee and the supervisor can work on renewing it together, based on the achieved work and needs of the job. The revised JD should then be reviewed by HR practitioners to make sure that it is legally defensible (Salary.com [sa]). When overhauling a JD, it is important to clarify the progression and explain the changes (Mader-Clark 2013:04). Independent parts, comprehensive frameworks, and endorsed processes change over time and accordingly, JDs' ethical obligations should constantly be revised and amended from time to time to align jobs (Ceplenski 2013b).

JD employment contracts need to be in writing, and should the parties wish to alter and amend duties and tasks it must also be done in writing in terms of Basic Conditions of Employment Act 75 of 1997 (South Africa 1997), hereafter referred to as the BCEA. The JD employment contract is not set in stone, and employees must not have the idea

that once the contract is signed, it can never be changed. Thus, the functions and duties incorporated and recorded in the JD may be changed at any time, within organisational boundaries and inside the parameters of the post held by the employee (Claasen [sa]). Humphries (2007) cautions that there can be confusion if an employer moves employees around without informing the HR practitioners. Usually, the HR office is involved in the operational role of receiving and handling JD complaints. Thus, HR practitioners must ensure that the JD is in line with organisational goals and employers must inform the employees verbally about the role they should fulfil.

For example, in a case study taken from the Labour Appeal Court of South Africa in Johannesburg where the employer attempted to enhance production, the employees were taught to work on two machines rather than one. Thereafter a debate emerged. However, it was decided that the instruction was not preposterous; it seemed reasonable inside the domain of the duties the employees performed and they felt that they were completely capable of working with two machines. The subject matter does not mean the employer can change anything or give instructions as it suits them, as every amendment must be reasonable, lawful and fair, and follow proper procedures (Labour Guide [sa]).

### **2.6.5 Skills to Develop a Job Description**

Macmillan (2018) states that “In a global economic technology environment, skills are important to achieve challenges impacting on education, workplace and home life.”

A JD employment contract developer has a wide range of responsibilities and needs to be a “Jack of all trades”, which includes having technical skills and interpersonal skills. Technical skills are needed to deliver outstanding day-to-day contract management. These include organisational understanding, and how the services should be delivered to support and improve the organisation. This person should be the subject matter expert to effectively set expectations within the organisation. He/she should also to have the necessary knowledge of the JD employment contract from back to front to ensure effective service delivery and performance. Interpersonal skills ensure that the

organisation keeps the employees positive and are the bridge between the employer and employee. To ensure expectations are set realistically and milestones are achieved, the following are essential skills that every JD employment contract developer should possess: negotiation and influencing skills, effective communication and project management skills, and the ability to inspire and manage change (Gassner [sa]). Developing a JD is to design a policy document and an employment contract, therefore the Skills Development Act 97 of 1998 (South Africa 1998b), hereafter referred to as the SDA, should be taken into consideration. A policy document may consist of many pages or it may be a single page with just a few simple statements. The person who develops professional JDs in an organisation is also called a learning development officer and must have the necessary professional skills to compile a JD. These include social skills, which means communicating with employees at any level, inspiring others, and influencing attitudes when needed. Written and auditory communication skills make it easier to inform and advise others clearly, and this can be enhanced by problem-solving and negotiation skills. The person should have the initiative and the ability to offer controversial ideas and manage time effectively in line with the organisational objectives to meet deadlines. Good time management skills will enable him/her to effectively manage training schedules and personal commitment, in order to improve knowledge and skills (Burke & Noumair 2015:54).

While formulating a JD, people consider their educational backgrounds, critical thinking abilities, supervisory capacities, and pay goals (Jones 2015). According to Kenexa (2011), a person should not draft a JD if not personally familiar with the position, as crucial elements will undoubtedly be overlooked. The developer must have the necessary attributes that include innovative and physical planning, as well as the skills to facilitate and address the organisational objectives. HR practitioners are aware of the essential undertakings, obligations, and configuration required in the organisational structure. It is prudent to give the task of composing JDs to a person that has direct knowledge and correct information about the internal workings of the organisation. Likewise, employees and supervisors should take part in the interviews and questionnaire process and should verify the final recorded information on the JD.

Smith (2018) finds that it is important to have certain skills in the development of JD employment contracts, which is a key part of organisational strategic discipline and in its own right it can prove to be a boon or a bane, depending on how it is managed. The development of JD employment contracts requires a high level of understanding of the environment, the organisational dynamics, and the organisational culture itself. People who are responsible for developing JD employment contracts must understand the contract, have strong organisational understanding, possess decision-making, strategic planning, and research skills, and must also be computer literate. Belschak-Jacobs, Van Witteloostuijn and Christe-Zeyse (2013:773) find it important that the SAPS should understand the HR organisational framework and acknowledges police language to be more effective in the development of JDs. To empower employees to be more capable in a specific field, work-based learning should be combined with more organised and systematic learning. Employees need satisfactory skills, knowledge, and competence to support them in their work environment. Therefore, it is critical for the JD employment contract developer to have training skills to offer on-the-job training and workshops to add organisational effectiveness (Cedefop 2011).

In a fast-paced technological environment where devices are getting used for more reasons than ever, computer literacy skills and talents are important in the development of JD employment contracts. Employers require their employees to have computer skills as a result of organisations becoming more dependent on effective communication technology and computers. Several employers try to use computers to assist in running their organisation in a smoother and more efficient manner. Possessing computer literacy skills are a key element to organisational success and an excellent tool for the development of JDs (LaPlant 2018). Several organisations rely on computerised technology to get the work done. Thus, computer skills became progressively necessary. Therefore, computer skills increase performance, improve communication, and are crucial for any working environment. Organisations rely heavily on computerised technology to expeditiously complete a vast amount of tasks (Basel

2017). Therefore, in the case of the SAPS that is widely spread over South Africa and to reach every SAPS employee, computer literacy is of cardinal importance.

### **2.6.6 Performing Duties and Tasks outside the Job Description**

Elements that make employees perform more than expected of them include motivation and inspiration, as well as recognition given to them when they reach expected targets and goals successfully. They receive direction from their supervisors on what is expected of them, how much, and when. Their supervisors allow them to have accountability; they do not just walk away and hope for the best. The employees appreciate the feeling of accountability. It is also motivating when supervisors are available and accessible whenever an employee needs support. They listen, and when an employee encounters a problem, they actively help him/her to solve it. These supervisors are approachable and responsive. This makes the employee feel part of the project and the working environment (Nink 2015). According to Moltz (2017), organisations with happy employees outperform others. Happy employees are more productive, which reduces employee absence, exhaustion, and pressure. Once employees enjoy their work, they tend to concentrate more on their activities and responsibilities, thus fulfilling their tasks with enthusiasm. They become leaders and are more resilient, less risk-averse, and can more easily bounce back from failures. Over and above this, these employees are better team players, and more likely to assist fellow employees to deal with problems and to cope in the working environment. In relation to the mentioned aspects, employees put more effort into their work than expected if they are happy in their work environment.

In a case study by Thompson (2017), eight attributes were tested to find out what makes employees happy at work. Of the eight attributes that were identified, where employees ranked items in order of what makes them the happiest, salary came last. It was noted that the happiest employees in their organisation and those with the best performance were the employees who received support for their innovations and whose organisation had a pleasant cultural/work environment. Organisational culture is fast becoming the main reason why employees love going to work each day and

organisations are increasingly working to incorporate attractive perks that contribute to a positive culture. But according to Thompson (2017), there is a simpler way to increase the happiness of team members. It is really smaller things and the basic level of humanity in the organisation; it is making the employees feel that what they do is valued, recognised, and appreciated.

Thus, supervisors should make a point of showing their teams that they are valued and that their work is appreciated. For some, that means ensuring that each employee knows how their work contributes to making life better for the community they serve. They are able to see clearly where the employee fits into the bigger picture within the organisation. There are countless ways to create a culture of happiness within the organisation. The organisation and the employer have to make it a priority and be willing to try new things to find something that works. When this happens, not only will your team be more productive as they enjoy their time at work, but the organisation will reap the many proven benefits that come from having a happy team (Thompson 2017). For employees to stay motivated, they need to be encouraged and in doing so they will perform positively and successfully. Employers should let the employees feel that their contributions are rewarded and appreciated – being thanked for their hard work can make them feel good and keep them motivated (Nink 2015).

### **2.6.7 Evaluation of Job Descriptions in the SAPS**

During the independent JD evaluation, the employee and the supervisor can sufficiently develop it together, based on the achieved outcomes. Local HR practitioners should revise the JD to reasonably assure that it is legally effective (Salary.com [sa]). In the researcher's personal experience, currently, on a monthly basis, JD compliance is retrieved from the PERSAP which indicates how many individual JDs are captured on the system. In this way, the organisation's workforce is compared to the number of employees in possession of a valid JD. The PERSAP is an independent personnel and salary sub-system that regulates the standard procedures of SAPS personnel maintenance and official records positively enhance data integrity. Significantly, the PERSAP allows SAPS Management to retrieve accurate information which is precise, reliable, and accessible for auditing and decision-making at all practice levels. JD

compliance records retrieved from the PERSAP are systematically updated on a routine basis.

Although the information and data obtained for a specific period are reliable, it may differ depending on the specific date that the report information was requested. A date field has been created precisely with the PERSAP function (#) 2.36.1 for simultaneous capturing of performance enhancement processes (PEPs) and JDs on the SAPS system. The system captures the valid individual JD, as well as the specific date the mutual agreement was signed by both the incumbent and the direct supervisor. If the JD is not captured, an official list of ready-made reasons is available with specific reasons why the JD was not captured. If the direct response is “yes” and later it is found there is no JD compiled, it represents mismanagement and organisational disciplinary procedures must be implemented. The practical value of capturing JDs on the PERSAP is that JD compliance can be monitored via the system; one can confirm that individual employment contracts have been captured and retrieve statistical information to sufficiently establish the comparable percentage of SAPS employees that remain in possession of a valid JD.

#### **2.6.8 Computer System Access to Job Description Information**

Through technology, the supervision of employees is possible and computer software can monitor employee performances (Chugh 2014:150). According to Petersen (2018), computer systems are essential organisational tools in the organisational environment, including service delivery and effective administration. The SAPS uses computer systems for internal and external communications via email, compliance, to update of records, word processing, research, and so forth. Indeed, the SAPS uses two main computer systems, namely the SAPS Intranet and the PERSAP in the designing and monitoring of JDs and to have access to generic JDs for all employees in the SAPS.

### **2.6.9 South African Police Service Intranet**

The intranet is an isolated network system used within an organisation and contains interlinked limited area networks. In the case of the SAPS, the private network for the employees in the organisation is called the SAPS Intranet. According to Thillainayagam (2018), there are benefits to using an intranet in the working environment, as it is easy for all members of the organisation to share information. In the SAPS, almost all personnel in the support environment have intranet access to share information on what is happening and anything else trending in the organisation. The intranet leads to knowledge management no matter where the employee works; there is an enormous amount of related information available on the SAPS Intranet, for example, circulars, SAPS forms, National Instructions, guidelines, standing operating procedures, and so forth. Employees involved in the publication of SAPS-related information and correspondence on the intranet, such as emails, word documents, and so forth, make it easy to find information. The SAPS Intranet must be user-friendly so that employees can easily get organisational documentation and information without using the global internet, in order to save time and cut costs. The intranet improves collaboration and feedback, creates engaging content, and builds a transparent culture.

Thus, for monitoring of smooth compilation and standardisation of JDs for various occupational categories, generic JDs are available on the SAPS Intranet to enable employees to compile individual JDs in accordance with their needs and circumstances. The SAPS Intranet leads to workforce productivity enhancement, promotes effective and efficient JD communication, and is a notable platform to gain participation to develop, amend, and update generic JDs. Inputs and guidance from fellow colleagues in the SAPS promote the quality and authenticity of generic JDs on the SAPS Intranet. JD management and maintenance means effective co-operation between HR, managers, supervisors, and job experts who develop, amend, and maintain JDs. Once the JDs have been composed, the question is who should have access to them. Organisational policies have different standards, however, in many organisations employees have access to their own JDs. Employees should have

access to generic JDs and a duplicate of their own JD and, furthermore, supervisors should have access to the JDs of their subordinates (Bruce, S 2011).

A user-friendly intranet website is important to have a strong presence to ensure intranet website success. The site needs to be easy to use to encourage employees to make use of the intranet. If the intranet website is not user-friendly, this can do more harm than good. Also, the intranet should present relevant and updated information so that employees can locate what they are looking for; therefore the intranet should always reflect what the intranet users are looking for (DeBoni 2018).

#### **2.6.9.1 Personnel System for the South African Police Service**

The employee information database is the heart of an HR system. It eliminates and decreases hard copies of employee files by storing employee information on a database for easy access. The type of information to be captured on the HR employee information database includes JD records, transfers, leave applications, training, performance management, and so forth (Rietsema [sa]). The Human Resource Management (HRM) framework system in the SAPS is PERSAP and is an HR programme that consolidates many structures and measures HR hierarchical administration procedures and information. The PERSAP is used by the SAPS to consolidate various important HR capacities, for example, storing employee data, overseeing payrolls, recruitment processes, and organisational benefits, and monitoring attendance records. It guarantees ordinary HR processes are manageable and convenient to obtain. It consolidates HR as a discipline and specifically, it is essential for HR activities and procedures within the information technology field. PERSAP provides methods for storing, breaking down, and appropriating data for different employees, for example retaining, capturing, and complying with JD employment contracts, general administration, managing payroll, HR planning, recruiting, learning, performance employment records, scheduling, absence management, statistics, and grievance handling. The PERSAP enables improvement in traditional processes and enhances strategic decision-making (Chugh 2014:150).

Saving information and data electronically can enhance productivity in retrieving and discovering data. It is a substantial organisational benefit where information is routinely lost or misplaced, or where large filing cabinets are needed to contain the information of a large workforce, for example, the SAPS. In addition to being able to store the information using less space and find the required data in seconds, electronic data can also be analysed for strategic purposes and better secured against breaches (Rietsema [sa]). Employee system records are routinely viewed as an exceptional value-based component in the HR organisation. Be that as it may, the effect of representative recordkeeping on development administration should not be understated; it presents a comprehensive perspective of all employees. Some convincing motivations to focus on the employment records framework are to maintain a talent profile and improve the employee experience.

Enhancing correspondence within the organisation between employees is one of the essential reasons to start searching for an intranet programming arrangement. At the point when employees are separated, disengaged, and not up to date, it can result in poor performance and impact on the primary functions of the organisation. HR is the hierarchical function that is most responsible for employee requirements. Fruitful organisations perceive the significance of keeping an open exchange with their employees and utilising the correct systems, tools, and methods to gain valuable inputs and information from the employees for the benefit of the whole organisation. Digital skills in HR and communication activities are inevitable and successful collaboration between the departmental lines can only provide beneficial value for future organisational communication success (Nelson 2017). The best way to encourage employees to use the intranet is to pull them in. People will naturally use a tool when they are drawn in by their peers or their work. All intranets have specific features, such as a comment function, document sharing, and a form of notifications. By using these types of methods, employees will provide input that will contribute to work improvement and feedback (Thillainayagam 2018).

## 2.7 JOB DESCRIPTION FORMAT

The JD is an important employment contract and indicates information about an employee's responsibilities and the position in the organisation (Babu & Reddy 2018:2). The JD document should contain the job title, code number, organisation name and section, a brief job duty synopsis, functions and responsibilities, expected qualifications anticipated from an individual holding the position, and working conditions, such as overtime (Job Accommodation Network [sa]). In general, JD format fluctuates broadly and consists of information to distinguish one job from another; it shows the job role, geographical position, organisational culture and hierarchy, and component number. Deciding on one format to use for all JDs throughout the entire organisation guarantees the reliability of the JD instrument (Boyle & Holben 2012:646).

Employers select particular formats, quick styles, fonts, logos, and different components to institutionalise the standardised format and layout of the JD (Caruth et al 2008:106). According to the Job Accommodation Network ([sa]), when developing JDs, internal consistency and formality within the organisation are significant and effective. It is useful to standardise JDs in work categories and levels. Furthermore, it is vital to oversee a JD before submitting it to specialists and employment destinations. The bar should be set high to interest solid and strong candidates (Phillips & Gully 2015:109).

According to Swallow (2011), significant information to include into the format of an organisation's JDs is the job title, job summary, organisational name, necessary skills and qualifications, position location, and salary level. Caruth et al (2008:106) reason that the JD format should include the job title, organisation placement, job purpose, tasks, and outputs. In larger organisations, more information may also be used, for example, a job number and class of the job. To ensure that JDs are legitimately faultless, the correct job requirements should be stipulated in the document (Kenexa 2011). According to Heathfield (2018), in general, a JD contains a job information

summary, KPAs, job requirements, and the agreement. All the components of the JD will be discussed in this section.

### **2.7.1 Job Information Summary**

The job information summary should reflect a succinct statement of the employee's general obligations and duties. It ought to be unmistakably unique in relation to the different jobs in the organisation and information collected from a job analysis which includes the duties, responsibilities, skills, outcomes, and work environment of a particular job (Bardach & Patashnik 2015:14). It is an administrative instrument for collecting, investigating, combining data about employment and jobs, recognising the need and possible reasons for the existence of the job, and recording information via a questionnaire in the job analysis (Sostrin 2013:16). According to the Job Accommodation Network ([sa]), a job analysis urges employees to co-operate in the essential job functions in a reforming way. After a job analysis has been completed, the formal result is used to develop a JD (Boyle & Holben 2012:646). The job summary information section illustrates a job synopsis; depicts the job title as the reason for the employment; indicates the salary level and where the jobholder will be posted geographically; and gives the occupation's duty level, for example, official, supervisor, or manager (Kenexa 2011). Reddy ([sa]) states that the job information summary shows the career objectives and relevant experience related to the job, including the job title, salary level, organisational placement, and job purpose.

**Table 2.1: Job Information Summary**

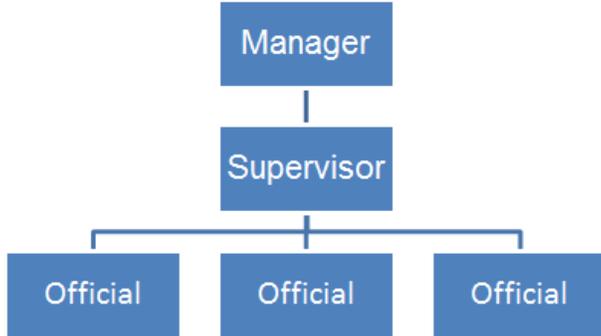
JOB TITLE		PROVINCE	
LEVEL		STATION/SECTION/UNIT	
<b>ORGANISATIONAL PLACEMENT</b>			
 <pre> graph TD     Manager[Manager] --&gt; Supervisor[Supervisor]     Supervisor --&gt; Official1[Official]     Supervisor --&gt; Official2[Official]     Supervisor --&gt; Official3[Official] </pre>			
<b>PURPOSE OF THE JOB:</b>			

Table 2.1 illustrates an example of job summary information that includes the job title, salary level, province, station where the job holder will be allocated, as well as an organisational placement where the employee fits into the bigger picture within the organisation and the purpose of the job. Mader-Clark (2013:03) describes the job information summary as briefly summarising and defining why the job exists, as well as providing job details and useful job information which can support organisational planning and processes.

### 2.7.2 Job Title

The term job title describes in very few words the position in the organisation that an employee occupies. Subject to the job, the title defines the position level and the responsibilities of the job (Doyle 2018a). There is only one job title for a job and it should be specific (Graduateland 2016). According to Stahl (2017), it is all in the name; a job title explains and clarifies the applicable job placement, rank, and salary level. The job title and level should define the position's key responsibilities. For an example, typical job titles include manager, supervisor, director, or commander (Swallow 2011).

Knowing the extent of the organisation is essential since this depicts the tasks the organisation requests the employee to do and this should be reflected in the job title.

Smaller organisations may potentially have less time to apply the JD process, whereas bigger organisations have a huge number of job titles. For large organisations, it is a preference and an advantage to have JDs available throughout the organisation (Job Accommodation Network [sa]). Kenexa (2011) explains that the job title is an exceptional position to start building a JD and is an effective approach to indicating what a person does. MacFarland (2016:06) also understands a job title as significant, since every employee wants a title that speaks of knowledge, ability, and success; it also defines the scope, role, and duties of the employee.

The job title is the main function of the job and should include a numeric code to categorise the different positions in the organisation (Caruth et al 2008:106). Snell et al (2015:160) agree on the importance of embracing the job title for classification purposes and illustrate job placement in the organisational hierarchy. All employees want to feel significant in the organisation, therefore it is important that the employer should describe each employee's job title and position within the organisation. Divisions and provincial management should classify established job titles for the main purpose of the posts. Thus, a working title is a name used to depict a particular group of tasks performed by a person in an organisation (Armstrong & Taylor 2014:607).

Caruth et al (2008:106) regard the job title as an essential element and the core identifier of the job document. It defines the purpose and the level of the job performed. Thus, the job title shows the work performed, differentiates the job from other similar jobs, and is consistent with other job titles in the organisation. According to Fine and Getkate (1995:47), job titles centre around the main job function and therefore vague or specific job titles should be avoided; instead proper generic job titles should be used that describe both the job level and responsibility. Job titles are seldom broken down so finely that there is a separate title for each employee unless the job is unique.

### **2.7.3 Job Level**

Jobs are categorised into various classifications and levels. The job salary level and range indicate the reasonable level of compensation connected to the employment as dictated by the job evaluation system. Therefore, the JD should determine a salary range appropriate to the post and the work required for the specific level (DPSA 2009). Additional compensation, such as performance bonuses and annual raises, should also part of the description. Most organisations, yet not all, use similar terminology and phrasing to characterise the level of complexity and of a particular position. The specific level implies the work to be done for the compensation offered (Claasen [sa]). Furthermore, according to Wolfe (2018), the job level indicates employee reviews, salary levels, goals, and possible career paths.

### **2.7.4 Organisational Placement and Structure**

The organisational structure illustrates a detailed description of the employee's role in the job. Thus, it illustrates supervisory responsibilities and to whom each employee is subordinate to directly and indirectly. An organisational flow chart portrays all organisational positions and their chain of importance (Wolfe 2018). It is vital to indicate reporting lines in a JD which explain the position's responsibilities by indicating who the job holder reports to and who reports to them, as well as to give the employee an understanding of the organisation's hierarchical structure. Organisational placements show tasks and links between the individual jobs. Furthermore, employees can understand how their activities fit into the organisation as a whole. The approved organisational structure represents a graphical illustration of the immediate post's career path, and should always reflect the actual situation (Baldegger 2012:233). The organisational structure illustrates the reporting structure within the organisation and identifies who reports to who (Harper 2015:64). Bowes (2012) indicates that the reporting structures direct the employee communication process, as well as to who the employee reports directly, therefore it is necessary to amend the JD if the organisational structure changes. An organisational structure illustrates the level of responsibility for the tasks that the employee must perform. The placement formulates

informed decisions, the interaction of teams, workflows between the different functions, and effective service delivery (Bowes 2012).

It is additionally helpful to incorporate an organisational placement to show how the job fits in the functioning region. This indicates the sense of responsibility to complete the required tasks. An organisational placement is a map with vertical and horizontal lines between boxes to indicate working relationships within the work environment. Working relationships indicate employees and the placement of components, as well as which post types work closely together (Mader-Clark 2013:04). Organisational placement sufficiently indicates the job placement in the approved organisational establishment. It also represents the graphic illustration of the immediate post's career path and the movement opportunities as per the approved organisational structure (Ceplenski 2013a). According to Kenexa (2011), the organisational placement indicates the post and the next higher post in the organisational structure.

The organisational structure in the JD sufficiently indicates the position of the post in the approved organisational establishment. Thus, the organisational placement should correspond with the approved organisation placement, as it can negatively influence the organisation's effectiveness and the employee's career pathing (Sostrin 2013:16). The organisational placement in the JD illustrates a three-level job placement. In general, the job title reflects on the second level, in the middle. In the case of an entry-level job, the job title must be indicated on the bottom of the three levels. Furthermore, the names and ranks should not be indicated within the organisational placement (Swallow 2011). A poor authoritative structure can cripple an organisation if there are an excessive number of levels of bureaucracy. It can likewise affect an organisational pay structure to such a degree that many jobs will be overpaid while others would be underpaid. Employees end up noticeably disappointed and anxious (Bowes 2012). According to Wilkinson and Johnstone (2016:229), organisational placement is a simplified organogram that indicates the post's place in the approved organisational structure and also indicates the next higher post that the employee reports to. The

organisational placement is a true reflection of the reporting and supervisory structure channels (Bowes 2012).

### **2.7.5 Purpose of the Job**

The job purpose is a short explanation of the post's classification and the motive behind the existence of a job in the organisation. It additionally serves to give some sign of how an occupation connects to the organisational mission and aims (DPSA 2009). The job purpose is one sentence that incorporates a general proclamation of duties and specifies who the employee reports to (State Accident Insurance Fund (SAIF), 2014). As indicated by Swallow (2011), the job purpose is short, to the point, and briefly outlines the position. Caruth et al (2008:106) indicate that it depicts the job's purpose and the nature of the job, explains and summarises the reason behind the job, and clarifies how it relates to other jobs within the organisation. The job purpose does not contain a detailed list of job obligations, problems, undertakings, or activities. Just as JDs classify what a person should do to succeed in a key role, it can also aid to define the proficiency requirements for a talent pool (Jones 2015).

### **2.7.6 Key Performance Areas and Tasks**

KPAs and the tasks are the main responsibilities and goals to reach organisational effectiveness (DPSA 2009). This area is characterised as vital to the organisation and the employee task outputs criteria to achieve the enhancement of organisational success and effectiveness. KPAs demonstrate specific, realistic, and achievable outputs in line with the organisational goals (Bhuvanaiah & Raya 2014:61).

#### **2.7.6.1 Key Performance Areas**

KPAs are deliverables to meet as per the performance assessment frameworks for a particular job, enhance effectiveness towards the strategic goals of the SAPS, and must be clearly defined in the relevant JD and performance plan (Chugh 2014:150). The KPA section is the best place to show whether the employee will communicate with the local community and internal employees (Caruth et al 2008:106). It is stated in fairly broad terms and should contain detail regarding what the job is attempting to accomplish.

KPAs are essential functions of the position and contain five to ten responsibilities; each one should start with an action verb and be phrased in the present-tense (Swallow 2011). Supervisors must ensure that the expected KPAs of a particular job is successfully executed by reaching the target key targets of the organisation.

KPAs describe the job as current and include vital job tasks (Salary.com [sa]). According to Swallow (2011), KPAs should be in the order of priority and indicate the desired results to be achieved to fulfil the general purpose of the job. The listing must cover every task that will take 5% or more of the employee's time each day (Wolfe 2018). More than eight KPAs are probably a list of duties and not main responsibilities. It is useful to list the relevant KPAs of the job. Duties representing less than 5% of the employee's daily tasks are not essential to list and not critical to effectively perform the job (Bardot [sa]).

**Table 2.2: Key Performance Areas and Task Outputs**

<b>KEY PERFORMANCE AREAS</b>	1.	
<b>KPA 1:</b>		
<b>TASKS</b>	<b>TASK OUTPUTS</b>	
1.1.	1.1.	

### **2.7.6.2 Tasks and Task Outputs**

One of the most critical parts of the JD is the list of tasks and task outputs, which may also be called obligations and accountabilities (Pille 2010:07). Tasks are actions related a group of activities to define the beginning and end to produce a service, therefore, JD listed tasks should not be defined too narrowly (Longenecker, et al 2013:538). Kenexa (2011) understands that daily tasks and expected job responsibilities can change rapidly, especially when reporting lines change (Bardot [sa]). Job tasks should represent the ranking and show the significance of a specific duty to the general job occupation. According to Carnes (2017), tasks of the employee should be clearly spelt

out in the JD employment contract. Longenecker et al (2013:538) believe it is not significant to list each task expected, but only the essential duties. The SAIF (2014) concurs that it is not necessary to describe in detail all the work that has to be done, but the details of the key components of each task being performed must be specified.

According to Brannick, Levine and Morgeson (2007:51), the JD contains a list of duties and responsibilities, along with the time required to complete each task. In general, KPAs are two to three sentences and indicate an outcome, having an active task, an object, and a purpose of the job. Wilkinson and Johnstone (2016:229) agree that tasks and responsibilities are the real heart of the JD. The task and task outputs section in the JD includes duties, responsibilities, essential functions, non-essential small functions, tasks, and activities. According to Reddy ([sa]), an allocated task should start with action verbs to clarify the exercises.

### **2.7.7 Job Requirements**

Kenexa (2011) explains that the job requirements are the minimum requirements to carry out the specific work successfully. For legitimately faultless JDs, the correct job requirements should be specified in the official employment contract and not according to management's preferences. The key parts of a JD include, for example, the academic qualification needed, the specific type and length of experience required, past positions, and tasks that have to be carried out by the employee in this position (Bardot [sa]). According to the SAIF (2014), the three significant abilities incorporated into job requirements are knowledge, necessary skills, and experience. These fundamental job requirements are essential and should be described in the JD for a particular job and in a unique way that characterises the basic job elements. In some instances, it is challenging for an organisation to understand the balance between academic requirements versus on-the-job experience (Bowes 2012). For effective work performance, it is required to specify the necessary skills in the JD. Should the official position demand computer use, a comprehensive software programme list should be reflected in the JD (Wolfe 2018). Correct job requirements should be specified in the JDs. Key job requirements to be included in the JD are general duties, tasks,

qualifications, knowledge, necessary skills, experience, and tools to execute a job effectively (Csordás 2013). HR practitioners and job analysts systematically analyse job responsibilities, tasks and task outputs, skills, qualifications, and the experience needed to execute a job professionally and successfully (Doyle 2018b).

#### **2.7.7.1 Skills**

Cummings and Worley (2014:211) define a skill as an expected ability a person should achieve to meet the KPA of a job such as, for example, computer programming, accounting, and laboratory procedure skills. It is a list of the appropriate knowledge, skills, and capabilities required, which support the key responsibilities in the JD. Skills improve practices and set standards for the prospective applicant when applying for a job. Although advanced skills are required for many jobs, HR professionals are having extreme difficulties in recruiting skilled workers (Wolfe 2018). Skills are the capacity to do an errand with predetermined outcomes frequently within a set time frame and with outputs in line with established standards. But before skills can be specified, the necessary research must be done to determine the appropriate skills and the level of those skills required for the job. Thus, skills must be specific and not listed to match a particular candidate's profile, but must be appropriate in line with the job as such, for example, presentations skills, technical skills, and computer software skills (Brannick et al 2007:86).

#### **2.7.7.2 Qualifications**

Qualifications refer to formally complete tertiary diplomas and degrees issued by an accredited educational institution. According to Salary.com ([sa]), job qualifications describe the minimum level of education required to perform the job. As examples of formal qualifications, Cummings and Worley (2014) mention a national senior certificate or alternatively an educational degree. As indicated by the Job Accommodation Network ([sa]), supervisors need essential skills, academic qualifications, regular training, and experience for a successful management process. Some jobs will need candidates to have a specific academic qualification level, for instance the employer

may require a secondary school certificate, an advanced degree, or a graduate degree (Doyle 2018b).

Qualifications relevant to the work to be done must be listed in the JD, so that organisational duties and responsibilities will be carried out effectively. The lowest qualification applicable to the job and in line with the service to be performed by the employee must be listed in the JD to ensure that applicants are not treated unfairly and to attract talented applicants to apply for the advertised job. The organisation should list the educational prerequisites for employment in the occupation posting (Doyle 2018b). An organisation may not ask for an advanced qualification in the occupation prerequisites and should not post higher standards for the post, for instance requiring applicants to have advanced degrees (Salary.com [sa]). Every mandatory and preferred qualification should be listed in the JD (Swallow 2011).

Thus, it must be stated whether qualifications are vital to be considered for the role, or just advantageous. From a lawful point of view, overstated prerequisites may screen out disproportionately more women, minorities, or disabled people, hence leaving the organisation open to lawsuits. The lowest acceptable level of qualifications ought to consistently apply to all candidates. For instance, if the employee can perform the job with a national senior certificate, or a degree from tertiary education institution, it should be indicated as the minimum qualification requirement (Cummings & Worley 2014:389).

### **2.7.7.3 Training**

Training refers to courses and modules being designed to develop individuals for a specific job, to complete and execute the KPAs of the post successfully. It is teaching and also creating in oneself, as well as other people, any ability or skill that identifies particular beneficial competencies. Training improves productivity and enhances individuals' ability and productivity. Montesh (2011:09) outlines that the SDA 97 of 1998 emphasises training in South Africa in line with the South African Qualifications Authority (SAQA) Act 58 of 1995. Persons from numerous professions and occupations allude to this kind of training as a professional improvement. JDs can likewise be used

to determine areas that need development and advancement when desires and prerequisites are not being met (Fernandez 2014:80).

#### **2.7.7.4 Organisational and Statutory Requirements**

Statutory and organisational requirements prescribed by the working environment refer to an official license, permit, or registration required by law and prescribed by statutory bodies for engaging in and practising a certain occupation. One example is a social worker that is required to be registered with the Health Professional Council of South Africa, be in possession of a driver's license and security clearance, and sign a performance plan (Lombard, Pruis & Mahlangu 2014:8).

#### **2.7.7.5 Personal Attributes**

Sostrin (2013:49) explains that personal attributes include aptitudes, physical characteristics, personality traits, and interests. Personal attributes must be indicated to show the key behaviours required to perform the job effectively. According to Rolfe ([sa]), the four personal attributes that are most valued by employers are proactivity, resilience, adaptability, and positivity. The personal attributes of an individual that are most valued by employers are listed by Dixon ([sa]) as determination, dependability, independent worker, leadership qualities, planning and organisational skills, problem-solving skills, punctuality, respect, self-motivation, team working, and time management.

#### **2.7.7.6 Experience**

Experience requirements allude to various years of experience in a general way, as well as in a specific role, that are needed to succeed in the job, for example, three to five years' experience (Doyle 2018b). According to Cummings and Worley (2014:80), experience refers to relevant work-related experience, the type of work performed, and the number of years in which knowledge and skills are acquired within a specific job or field. Chambers (2015) reasons that the JD expresses the work expected and extent of the employment. Furthermore, it ought to show the experience required to carry out the job effectively.

The work experience of past employees in an organisation and the experience of current employees in comparative positions provide proof of real obligations performed. The experience required by the ideal candidate should be listed as precisely as possible in the JD, for instance, should the placement require computer usage, the JD should list the type of computer software the ideal candidate will be utilising to perform effectively in the particular position (Wolfe 2018).

#### **2.7.7.7 Working Conditions and Environment**

Working conditions and the physical environment of any unusual job condition should be indicated in the JD so that the employee knows the job expectancies (Kenexa 2011). The work environment is defined in section 213 of LRA 66 of 1995 (South Africa 1995a). There is a distinction to be drawn, in this regard, between the public service and the private sector. In the public service, the workplace is the national department, provincial administration, provincial department, or organisational component contemplated in the PSA 103 of 1994 (South Africa 1994). In the private sector, the workplace is the place where employees of the employer work. According to Swallow (2011), working conditions and physical environment refer to the conditions under which the post incumbent must complete the tasks and work. Work conditions and environment can include, for example, hot, unfriendly, private, outdoor, noisy, bad lighting, no ventilation, and so forth. If the employee needs to travel from time to time, then the frequency and percentage should also be noted under working conditions and environment within the JD, as well as the time that will be spent on travelling. Physical requirements and distinct working conditions should be included in the JD employment contract.

According to the OHS Act 85 of 1993 (South Africa 1993), working conditions allude to the workspace and all conditions influencing work in the work environment, including work hours, physical perspectives, lawful rights, and obligations. As a rule, working conditions cover a wide scope of subjects and issues, from working time, for instance working hours, rest periods, and work routines, to compensation, and in addition the physical conditions that exist in the work environment (Salary.com [sa]). Working hours

including overtime regulated by chapter 2 in the BCEA 75 of 1997 (South Africa 1997) and will be discussed in Chapter Three of this research under Section 3.5. Special working conditions like shifts and overtime, and occasional extra hours to meet deadlines, must also be stated in the JD employment contract. Physical requirements should be spelt out, for instance, noisiness, and work in unusual places (Sostrin 2013:133). Should an employee agree to work in a wide geographical area, for example, in cases where the employee has to travel or work in various parts of South Africa or even abroad, it is important to indicate the circumstances in the JD (Landau 2015).

#### **2.7.7.8 *Equipment and Tools***

Equipment and tools are used by the employee currently occupying the position to succeed in the outputs of the job. The type of equipment and tools used to carry out the job successfully, such as hardware, structures, machines, instruments, devices, and materials, must be mentioned in the JD. For example, if the job incorporates the use of computer programming, the type of hardware should be stipulated under this heading (Sostrin 2013:221). It is also suitable to illuminate the position's prerequisites, which may incorporate performing routine duties, including modifying settings; cleaning and disassembling equipment; replacing faulty parts; and so forth (Cummings & Worley 2014:455). According to Reddy ([sa]), JDs can be characterised as a method for gathering and recording work-related data which contributes to identifying the working title and stipulating the job area, work commitments, and job requirements.

**Table 2.3: Job Requirements**

<b>JOB REQUIREMENTS</b>	
<b>SKILLS</b> The job requires skills in:	<b>QUALIFICATIONS</b> •  <b>TRAINING</b> •  <b>STATUTORY AND ORGANISATIONAL REQUIREMENTS</b> •
<b>PERSONAL ATTRIBUTES</b>	
<b>EXPERIENCE</b>	
<b>WORKING CONDITIONS/ENVIRONMENT</b>	
<b>EQUIPMENT/TOOLS</b>	

Under Section 2.7.4, skills, qualifications, training, organisational and statutory requirements, personal attributes, experience, working conditions and environment, equipment and tools relevant to the job were discussed.

### **2.7.8 Job Description Employment Agreement**

The JD employment contract is between two legal parties, namely the employer and the employee, for the purpose of rewarding an employee for services rendered, as well as enabling the employer to have legal supervision and control of the employee's work (Potgieter 2014). Kuhn (2010) argues that it is wise to document the tasks of the job in a written JD employment contract. Various employees incorrectly trust they are not bound by the organisation's directions if there is no signed work contract. A working relationship starts once both parties conclude a working or employment agreement. Dara (2013) sees the JD as a compulsory part of the work contract and an appointment instrument. JDs should always be reviewed and discussed with any current job holder.

The JD is only valid and acceptable if all interested parties have signed the last page of the employment contract document, specifically the job holder and supervisor. Thereafter, it should be reviewed and verified by the relevant HR officer to ensure it is of an appropriate standard.

An employee should always verify the information before signing an employment contract, by reading through it and verifying the meaning of the legal aspects. Thus, employees should understand what is expected by the employer and agree to it, as it is fundamental to settle a JD agreement between the job holder and the supervisor (Graduateland 2016). According to Alabdelkarim et al (2014:25), supervisors should give the employees an opportunity to review individual JDs before they comment and sign the agreement. Furthermore, to show that both the incumbent and the supervisor agree with the JD, both should sign and date the agreement to make it a working employment contract. The signed date for both parties should correspond and be captured on the PERSAP (DPSA 2009). The supervisor's signature indicates that the JD represents the job and its requirements. A dated signature by HR indicates that the job has undergone an evaluation and complies with applicable laws and regulations. Should the job holder and the supervisor not agree on some of the elements of the JD, comments can be noted. Barriers which can inhibit performance should be noted as comments by the incumbent and the supervisor. A signed and dated JD indicates the proper review has been undertaken (Kenexa 2011).

However, the SAPS JD subsection is persistently challenged when providing advice and support regarding the drawing up of JDs in the Service. One of the challenges is the legal implications of a JD if an employee refuses to sign an agreement. Therefore, a legal opinion was obtained from the SAPS Division: Legal and Policy Service, who replied in terms of the SAPS Employment Regulations (SAPS 2008) that the National Commissioner must establish JDs in the Service. As such, it is a legal JD employment contract and does not need the countersignature of an incumbent to be valid. It is, therefore, not correct to state that without a signature the JD is a worthless document (SAPS 2001). Still, organisations should encourage consultation and agreement

between supervisors and subordinates regarding the content in the JDs. According to DPISA (2018), agreements must be signed by both parties which include the employer and the supervisor for it to be valid and binding.

The fundamental components of the JD employment contract are a job information summary, KPAs, job requirements, and the agreement. The JD is a voluntary employment agreement in which the employee agrees to execute certain predetermined work obligations in the organisation. Furthermore, the organisation consents to pay a settled compensation to the employee and the employer gains the right to supervise the employee with regards to the way the employee executes duties (Potgieter 2014).

**Table 2.4: Job Description Agreement**

<p><b>SECTION D: JOB DESCRIPTION AGREEMENT</b></p> <p>I _____ (full name) understand what is expected of me as an incumbent in this post and I concur with it.</p> <p><b>COMMENTS:</b></p> <p><b>SIGNATURE OF INCUMBENT OF THE POST</b> <b>DATE:</b></p> <p><b>COMMENTS:</b></p> <p><b>SIGNATURE OF SUPERVISOR</b> <b>DATE:</b></p>
--

It is a fact that not many employees really read the JD employment contract. Consequently, it is prudent to provide employees with a duplicate of their employment

contract that they can take home and read before signing so that they can understand what would be required of them once they have signed (Labour Guide [sa]).

## **2.8 CHAPTER SUMMARY**

In summary, this chapter provided a critical overview of JDs, fiercely debated the way JDs are portrayed, defined the rationale behind JDs, provided the purpose of the JD employment contract, and explained and highlighted the unknown value of JDs to the organisation, employer and employee. This chapter also explained challenges connected to JDs and the value chain JDs inevitably bring to the organisational HRP. Thereafter, international best practices to develop elegant and organised JDs and the coordination and monitoring of the JD were discussed. The format and design of the JD in the SAPS towards effective police performance was also explored. Chapter Three will discuss the legal and regulatory framework of JDs in the SAPS.

## **CHAPTER THREE: THE LEGAL AND REGULATORY FRAMEWORK OF JOB DESCRIPTIONS**

### **3.1 INTRODUCTION**

Police officers must obey and conform to SAPS employment laws, legal and regulatory frameworks, and applicable regulations. Should a police officer challenge an employment decision, the most important employment contract that will be requested is the JD. This JD employment contract is used in labour law to attribute rights and responsibilities to each party. The contract is between an employee and an employer. The employment contract prevents unlawful service terminations. The JD serves as legitimate documentation and might be beneficial in the event that an employee submits a potential claim against the organisation.

Chapter Three will highlight the legal and regulatory frameworks in SA, including the background of the JD employment contract, the Constitution (South Africa 1996), LRA 66 of 1995 (South Africa 1995a), Employment Equity Act 55 of 1998 (South Africa 1998a), BCEA 75 of 1997 (South Africa 1997), OHS Act 85 of 1993 (South Africa 1993), SDA 97 of 1998 (South Africa 1998b), SAPS Act 68 of 1995 (South Africa 1995b), SAPS Employment Regulations (SAPS 2008), Overview Functions and Achievements of SAPS (SAPS 2012), Annual Performance Plan 2018-2019 (SAPS 2018a), and PSR (DPSA 2016).

### **3.2 BACKGROUND OF THE JOB DESCRIPTION EMPLOYMENT CONTRACT**

The Native Labour Regulation Act 15 of 1911 (South Africa 1911) disallowed strikes in terms of professional career associations and presented a framework for moving occupations around. More than 70,000 Chinese workers were transported to South Africa and utilised via property owners to undermine wages. For 16 years, from 1979 to 1995, a few basic advancements happened in South African law. Before 1995,

employment relations were subject to employment contracts, but in 1995 the LRA 66 of 1995 (South Africa 1995a) was compiled by the Industrial Court, which imposed legal labour-related standards (Potgieter 2014).

The main question to be asked when drafting a bill is whether the "representatives" and "supervisors" remain within the framework meaning of the precedent-based law (Hachiya, Shoop & Dunklee, 2014:268). This has for quite some time been a troublesome errand in South Africa, as it is not clear in every case whether the responsibilities get listed in the employment contract. Correspondingly, organisations are bound by the work resolutions and are at risk through representatives. The primary source to be inspected when establishing a working relationship is the JD employment contract, which is signed by both parties (Bruce 2008). A JD employment contract is generally characterised as an agreement between two people, the organisation and the worker, for the job tasks and duty administrations for remuneration, granting the organisation the right to oversee and control the employee's work (Potgieter 2014).

The LRA 66 of 1995 (South Africa 1995a), together with other work enactments, set down essential rights and obligations, as well as solutions for guaranteeing decency in work relationships and therefore it is valuable to align the specific job to the correct legislation when compiling JDs (Potgieter 2014).

### **3.3 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA**

The Constitution (South Africa 1996) represents the supreme law of RSA. It also sets out the principal rights and dynamic obligations of the citizens and, interestingly, characterises the local government structure. Additionally, South Africa is known for its ethnic and cultural diversity, often referred to as the 'Rainbow Nation'. It is a country where creative expression flourishes and its endless cultural diversity is embodied through traditional and modern interpretations of songs, dance, theatre, design, fashion, and food. The Constitution is an independent and democratic based Act with the qualities and ethics of human dignity, the outstanding accomplishment of fairness, persistent change of human rights and law-based opportunities. Furthermore,

Constitutional processes must continue to provide society with statutory qualities, equity, and human rights, making all citizens equal, focusing on the ethical and personal satisfaction of every citizen, and building a united and democratic South Africa that is able to take its rightful place as a sovereign state in the family of nations.

Chapter 2 of the Constitution (South Africa 1996) contains the Bill of Rights, which sensibly secures human rights. The South African Government has an obligation to universally respect, protect, ensure, and satisfy the basic rights as stipulated in the Bill of Rights. This part of the Bill of Rights enumerates the civil, political, economic, social, and cultural human rights of the people of South Africa (South Africa 1996). Most of these rights apply to anyone in the country, with the exception of the right to vote, the right to work, and the right to enter the country, which apply only to citizens. They also apply to juristic persons to the extent that they are applicable, taking into account the nature of the right (South Africa 1996).

In terms of the Constitution (South Africa 1996), Section 22, each citizen has the right to the opportunity of trade, occupation, and profession. Thus, every citizen in South Africa has the privilege to select an occupation and on the other hand a calling. Section 23 of the Constitution (South Africa 1996) characterises the employees' and organisations' rights to have reasonable labour practices. Section 23 of the Constitution (South Africa 1996) deals particularly with labour relations, giving that everybody has the privilege of reasonable, fair labour practices and the privilege to:

- form and join an employers' organisation;
- participate in the activities and programmes of an employers' organisation;
- unionise; and
- form and join a federation.

Section 23(1) (South Africa 1996) expressly protects the right to fair labour practices, with the reference to "everyone" encompassing far more than merely employees and workers; it also includes would-be workers, employers, and juristic persons. Section 23 is not entirely universal, however, as soldiers are excluded from its ambit insofar as

they may not strike in a time of war. The general guarantee of fair labour practices has far-reaching effects on the civil courts' approach to the interpretation of the rights of parties to employment contracts which is a JD in the SAPS. All courts are enjoined, when applying and developing the common law, to have due regard to the spirit, purport, and objects of the Bill of Rights. This calls for a reconsideration of some of the assumptions underlying the common law, as it pertains to the JD employment contract, in particular, the employer's power of command and unfettered rights in respect of promotion and dismissal (Potgieter 2014).

In Cape Town, the Constitutional Court overturned another decision of the Labour Appeal Court, which restrictively interpreted the LRA 66 of 1995 (South Africa 1995a). It had been argued that the term "everyone" did not include an organisation, but the court ruled otherwise. Furthermore, the court ruled that, under the original section 197 of the LRA 66 of 1995 (South Africa 1995a), the JD employment contract transferred automatically when businesses were transferred, irrespective of the wishes of the employees. With regard to the freedom to rely directly on the Constitution, employees rely directly on the Constitution to challenge practices not covered by the LRA 66 of 1995 (South Africa 1995a), such as transfers.

### **3.4 LABOUR RELATIONS ACT**

Before 1995, a worker could be fired or paid despite the main reason for dismissal or payment. Thus, it meant that the employee would still have a job, even if they did not do the job. Since 1995, a representative may be expelled only for bad behaviour and operational reasons. In terms of the LRA 66 of 1995 (South Africa 1995a), labour legislation has been extended to protect the job security of non-standard employees and to provide them with additional protection against abusive practices. In 1995 the CCMA saw the presentation of negotiating gatherings, which take into consideration correspondence regarding the organisation's business (Potgieter 2014). The LRA 66 of 1995 (South Africa 1995a) additionally also ensures social justice by establishing the rights and duties of employers and employees. It also regulates the organisational

rights of trade unions and deals with strikes, lockouts, workplace forums, and other ways of resolving disputes. It provides a framework for the resolution of labour disputes through the CCMA, Labour Court, and Labour Appeal Court.

The LRA 66 of 1995 (South Africa 1995a) defines when a person can be seen as an employee. This assumption was presented as a huge correction to the LRA 66 of 1995 (South Africa 1995a) and the BCEA 75 of 1997 (South Africa 1997). If at least one of the elements is available, the individual is perceived to be an employee. The LRA 66 of 1995 (South Africa 1995a) defines an employee as:

- any person, excluding an independent contractor, who works for another person or for the State and who receives, or is entitled to receive, any remuneration; and
- any other person who in any manner assists in carrying on or conducting the business of an employer, and 'employed' and 'employment' have meanings corresponding to that of 'employee'.

The JD employment contract is the basis of the employee and an employer's working relationship. Without a JD employment contract between the parties, the rules of labour law do not apply (Potgieter 2014). It is important, therefore, to determine what the essentials of the JD employment contract are. Also, the LRA 66 of 1995 (South Africa 1995a) and the BCEA 75 of 1997 (South Africa 1997) protect both employees and persons seeking employment against discrimination for exercising the rights conferred on them by the Acts. Thus, on the first day of employment, the golden rule is to put the JD in writing and to ensure protection for the employer and employee under the BCEA 75 of 1997 (South Africa 1997) and the LRA 66 of 1995 (South Africa 1995a).

The LRA 66 of 1995 (South Africa 1995a) is the most significant law for regulating employment regulations. However, there is no obligation in terms of the LRA 66 of 1995 (South Africa 1995a) to have a formal and binding employment document in place with regard to a working relationship (Du Toit [sa]). According to Cummings and Worley (2014:412), well-written JDs can eradicate "this is not my job" thinking and are exceptional to use as proof against an employee or employer. If the job responsibilities

and tasks are indicated clearly and in simple terms in the JD, then there will be little uncertainty between the employer and the employee, which also reduces or excludes the aspects of labour practice. Claasen ([sa]) states, as an example, that employers regularly receive complaints from their employees that the duties given to them are not part of their job and are not prescribed in their JDs. Thus it becomes clear that it may be better to strategically define the JD in a deliberately broad manner to prevent these kinds of arguments from arising.

As an example, the researcher refers to a secret arbitration in East London, which involved a respondent who transported new motor vehicles on the back of a trailer from point A, the workshop, to point B, the dealership. At some point, it was demanded that the respondent physically drive the new vehicles to the dealership. According to Claasen ([sa]), the question arose: "Is there no one to transport the vehicles on the extraordinarily heavy vehicles to the dealership?" The carrier driver declined and the union defended the driver, because the union felt that the transporter driver's obligations were restricted to driving newer vehicles on their own wheels to the dealership. The defendant assumed that requiring the respondent to act as an escort driver was legal and reasonable; the carrier driver had no benefit to decline, since it was not specified in the JD. The arbitrator expressed that although an employer can instruct an employee to execute a duty as not described in the JD employment contract, it still depends on the terms and conditions of the employment agreement (Claasen [sa]). The Labour Appeal Court referred to the Employee Handbook, which states that all employees shall obey legitimate instructions. Thus, employers should make sure that a JD should specifically state the list of tasks and responsibilities and, furthermore, the employer can instruct the employee to execute additional duties, which are reasonable within the ambit of the JD and in line with organisational priorities. Patil and Bhakkad (2014:39) point out that the JD is a critical piece of the legitimately binding employment contract.

In another case in 2016, in the Minister of Safety and Security v Booysen (Labour Protect [sa]), an officer on duty in full police uniform and performing crime prevention

duties, visited his girlfriend, Ms Booysen, at home and shot her with his service pistol. This is wrongful conduct for a SAPS officer. The high court established that the Minister is liable for the conduct of the SAPS police officer who shot Ms Booysen and committed suicide by shooting himself, therefore hereafter he will be referred to as 'the deceased'. At the trial of the matter, only Ms Booysen testified during the trial. The issue was to determine whether the Minister was liable for injuries suffered by Ms Booysen as a result of the deceased's conduct. It is on these facts that the court a quo found the Minister liable to compensate Ms Booysen for her injuries. This is a classic 'deviation' case, where an employee deviates from the ordinary JD employment tasks. It is this finding with which the Minister is aggrieved.

According to Labour Protect ([sa]), an unfair labour practice includes any unfair conduct, act, or omission that arose between an employer and an employee, which includes an unfair action by the employer in terms of promotion, demotivation in the training of an employee, or with regard to the provision of benefits to the employee. Section 185 of the LRA 66 of 1995 (South Africa 1995a) indicates that every employee has the right not to be subjected to an unfair labour practice. According to Labour Protect ([sa]), an unfair labour practice means any unfair act or omission that arises between an employer and an employee, involving:

- the unfair conduct by the employer relating to the promotion, demotion, probation, or training of an employee or relating to the provision of benefits to an employee;
- the unfair suspension of an employee or any other unfair disciplinary action short of dismissal in respect of an employee;
- the failure or refusal of an employer to reinstate or re-employ a former employee in terms of any agreement; or
- occupational detriment, other than dismissal, in contravention of the Protected Disclosures Act 26 of 2000 (South Africa 2000), on account of the employee having made a protected disclosure defined in that Act.

Alabdelkarim et al (2014:25) maintain that JDs decrease the disputes amongst the organisation and employees, and in this way the productivity and professionalism of

the organisation increase. Well-developed JDs assume a significant role in an organisation's capacity to shield it against discrimination claims; such JDs demonstrate employment, promotion, and termination decisions made on international best practices and fair labour standards (Kenexa 2011). JDs outline organisational interactions and display how several components and other entities are related to each other. When using the benefits of JDs to the fullest, it resolves grievances, decreases conflicts, and enhances organisational communications (Bruce, 2008). However, JDs are not a platform for complaints, grievances and disillusionment of an employee who is in the post (Cummings & Worley, 2014:455).

Fine and Getkate (1995:229) concur; the JD is a helpful apparatus for measuring execution and is a fundamental note in disciplinary matters.

### **3.5 EMPLOYMENT EQUITY ACT**

The Employment Equity Act 55 of 1998 (South Africa 1998a), hereafter referred to as the EEA 55 of 1998, deals with matters such as fairness with respect to an employee with a positive human immunodeficiency virus (HIV) status, and also matters of affirmative action policy in society. The BCEA 75 of 1997 (South Africa 1997), the OHS Act 85 of 1993 (South Africa 1993), and SDA 97 of 1998 (South Africa 1998b) must be perused with the EEA 55 of 1998 (Potgieter 2014).

The EEA 55 of 1998 (South Africa 1998a) disallows immediate and indirect discrimination of an employee or candidate for work based on race, sex, religion, political views, sexual orientation, age, incapacity, culture, dialect, family obligation, marital status, and so forth.

### **3.6 BASIC CONDITIONS OF EMPLOYMENT ACT**

It is surprising exactly how many supervisors do not provide JD employment contracts. They appear to have some wild dream that “in the event that it is not in writing, it does not exist”, or that if there is JD employment contract, supervisors can do what like with

their employees. These are not dreams, but nightmares which are certain to land the organisation in hot water at the CCMA (Labour Guide [sa]). Thus, section 29 of the BCEA 75 of 1997 (South Africa 1997) indicates that every employer is required by law to give a newly appointed employee a JD employment contract on the first day of employment. Section 29 of the BCEA 75 of 1997 (South Africa 1997) does oblige the employer to provide the employee with a written employment contract on the day of commencement with definite particulars, for example employer's particulars, job title, description of duties, employment date, the employee's ordinary working hours and days, as well as details of the employee's remuneration. Therefore, the employee's responsibilities and tasks should be in writing once the employment commences and therefore it is advisable to set out organisational duties in a written JD employment contract. Many employees mistakenly believe they are not bound by employer's instructions if there is no written JD employment contract. The absence of a written contract does not invalidate the employment agreement (Kuhn 2010).

The purpose of the BCEA 75 of 1997 (South Africa 1997) is to improve economic growth by providing basic employment conditions that include minimum wages, working hours, overtime, public holidays, and leave. According to chapter 2 of the BCEA 75 of 1997 (South Africa 1997), every employer in South Africa is obligated to control employee working hours and the family responsibility leave of employees (Labour Guide [sa]). Based on section 27 of the BCEA 75 of 1997 (South Africa 1997), employees may take family responsibility leave when a child is born; when a child is sick; or in the event of the death of a spouse, life partner, parent, adoptive parent, grandparent, child, adoptive child, grandchild, or sibling. Employers may require reasonable proof of the birth, illness, or death for which an employee requests leave (Labour Guide [sa]).

Working time, including overtime, is regulated by the BCEA 75 of 1997 in chapter 2 (South Africa 1997). The amount of normal time worked is a matter of contractual agreement between employer and employee. Some employees, for instance, only work 40 hours per week. The statutory limitation of 45 hours per week means that the

employee may not work more than 45 hours per week as part of normal work hours. Employees who earn above the determined threshold amount must negotiate the normal number of working hours per day or per week with the employer. For example, in another case mentioned by Erasmus and Du Toit ([sa]), an employee left work one day as the employee had already worked the maximum number of hours overtime permitted by the BCEA 75 of 1997. The employee was charged and dismissed. Thereafter the dispute was referred to CCMA for arbitration. The respondent was of the opinion that the employees had, for many years, worked overtime in excess of the permitted three hours per day when the respondent's peculiar operational requirements called for freshly picked mushrooms to be packed. On the day in question, according to the respondent, the packing would have taken only about 15 to 30 minutes more overtime work to complete. The commissioner upheld the applicant's dismissal. The Labour Court found the dismissal of the employee substantively unfair and the employee was to be reinstated, without loss of benefit, from the date of dismissal.

In terms of the BCEA 75 of 1997 (South Africa 1997), certain procedures must be followed when either an employer or employee wishes to terminate employment. Service terminations can involve either the voluntary or involuntary termination of employment. Voluntary termination includes resignation or retirement. Employment termination can also be involuntary – when an employee is terminated by the employer. Therefore, it is essential to have a smooth termination process in place that complies with the legislative framework which deals with this matter. Some reasons that may lead to terminations are: resignation, death, retirement, dismissal, desertion, end of contract, and any other reason recognised by law (South Africa 1997). Termination of employment is an action taken by the employer to end the employer and employee relationship. Whatever the reason is for the termination of employment, notice of termination of a contract of employment must be submitted in writing to the line manager. Although employers have the basic right to terminate an employee's employment, employers must comply with the employment and labour standards and human rights laws for their jurisdiction, and must treat employees fairly. Normally, the completion of service termination applications takes a long time. It involves applications

on systems that are not necessarily up to date and not all processes are finalised on the day of termination of service. Therefore, if data is required on a computer on a given date regarding how many employees are in possession of a JD and by comparison with the number of employee strengths, there may be a gap, as termination of employment still reflects employee strength on the system, but not necessarily as in possession of a JD. These official statistics reflect negatively on JD compliance on the PERSAP (HRcouncil 2018).

The BCEA 75 of 1997 (South Africa 1997) and the EEA 55 of 1998 (South Africa 1998a) are designed to give effect to the right to fair labour practices. Both Acts replicate the equality clause in the Constitution in its totality, adding that one may not discriminate on the basis of HIV status (Potgieter 2014). In terms of the common law, one does not have to have a written contract; therefore, not having the contract in written form is not a fatal flaw, as the contract can be verbal. A number of statutes require specific employment contracts in writing to be in place in the workplace. Article 29 of the BCEA 75 of 1997 (South Africa 1997) prescribes that the employer must provide the employee with information and details in writing and provide specific aspects, such as working hours and remuneration.

Furthermore, the employment contract is based on the agreement; the parties must enter into it voluntarily. This idea finds expression in section 13 of the Constitution (South Africa 1996), which provides that “no one may be subjected to slavery, servitude or forced labour”, and section 48 of the BCEA 75 of 1997 (South Africa 1997), which states that “all forced labour is prohibited”. Another implication of the fact that the employment contract is that it must comply with the requirements of South African law for a valid contract. If it does not comply with these requirements, it will not be regarded as binding and enforceable. Consensus between the parties means that both must have a serious intention to create mutual rights and duties to which they will be legally bound. They must both be aware of the nature of the duties and have the intention to execute the responsibilities and tasks in a lawful manner (Potgieter 2014). In addition,

the BCEA 75 of 1997 (South Africa 1997) indicates that fair labour practice aspects include employment contracts, employee records, and pay sheets.

According to Claasen ([sa]), the BCEA 75 of 1997 (South Africa 1997) has an effect on the employee JDs as it directs the legitimate parts and duties of the person filling the post. This means the Act obligates the employer to stipulate occupation particulars in writing once employment starts. The signed agreement encapsulated in the JD protects both the employer and the employee in terms of organisational responsibilities.

Employers can only benefit if supplying employees with JDs, although they are not legally required to do this. Irrespective of the organisation's dimensions, JDs protect employers' welfare by permitting the organisation to provide written documentation of the employees' duties in the event that performance problems arise during an employee's period of employment (Mayhew [sa]). Bowes (2012) agrees with the BCEA 75 of 1997 (South Africa 1997) that JDs are the basic foundation of organisational success. Thus, to quantify organisational achievement and success, the organisational goals and aims need to be recorded; hence the JD is a record of the employee's tasks and responsibilities to add to organisational success and effectiveness (Ceplenski 2013a).

Nowhere in the SAPS document framework is a time frame described to indicate by when a new employee's JD must be signed. When advertising the post, the JD is supposed to be in place and present already. In other words, the newly appointed employee should sign the JD on the date of appointment. Should the JD not be immediately in place and not reflect on the PERSAP, there will be inconsistency and impact on the JD compliance and reporting statistics. Therefore, an employee is required to sign the code of conduct and JD on the day of their appointment.

### 3.7 OCCUPATIONAL HEALTH AND SAFETY ACT

Under the law, employers are obliged to provide their employees with reasonably safe and healthy working conditions. The scope of this duty extends to providing proper machinery and equipment, trained and competent supervisory staff, and a safe working environment. If the employer fails to meet with this obligation, affected employees are not in breach of contract if they refuse to work until the dangerous situation is corrected. Employers should ensure that the working conditions are safe and healthy as governed by the OHS Act 85 of 1993 (South Africa 1993), which implements strict liability on the employer and states how much must be paid to the employee if an accident occurs.

JDs are lawful compliance records to cover the legal foundation in the OHS Act 85 of 1993 (South Africa 1993). JDs must imitate non-discrimination laws and avoid specifying race, religion, age, sex, nationality, or disability. It is unfair to discriminate on these aspects (McConnachie 2017). In terms of the OSHA 85 of 1993 (South Africa 1993), JDs contain a segment to outline the working conditions, particularly when these conditions are understood as uncomfortable, dangerous, or hazardous. In addition, working conditions on the JDs set out how tasks and responsibilities should be executed effectively in a particular condition, for example in an office environment. Furthermore, JDs can aid to cover an organisational legal base and is a critical part of deciding the basic elements of an occupation. JDs should indicate the basic work abilities for the specific job. People with disabilities also explore the posted positions and the essential functions and standard practices within the job advertisement may be unintentionally discriminatory (Ceplenski 2013b). Therefore, organisations should make certain the depictions of physical prerequisites are correct. This offers fairness to employees with disabilities (Bruce 2008). When formulating a JD for applicants with disabilities, it is essential to stipulate aligned duties in the JD to accommodate such applicants to enable them to perform these tasks. Then the applicant cannot answer the question that can turn into a compliance risk for the organisation and create public criticism for a lack of commitment to Equal Opportunity Employment (SymbianceHR [sa]).

According to Cummings and Worley (2014:303), JDs offer a decent deal for people with disabilities in the event they can carry out the job with reasonable accommodation. This permits candidates with incapacities and disabilities to be appointed if they can complete those key fundamental tasks, regardless of the possibility that they cannot do lesser tasks. According to Bruce (2008), JDs can be used to decide whether a candidate with a disability meets all the requirements for the job. On the off chance that a person meets the requirements of the advertisement and can perform the basic job functions, the organisation is obligated to show whether the applicant can execute the functions with a sensible accommodation (Job Accommodation Network [sa]). According to the SAIF (2014), written JDs are an essential management tool and influence everything, from selecting the correct candidate, to training newly appointed employees, forming performance expectations, and getting the desired results.

The relationship between employees and employers in terms of health and safety legislation is important to address and pay attention to, especially in the industrial working environment. An immature work relations framework has a tendency to be authoritarian, with rules managed by a business without immediate or roundabout employee contribution aside from accepting employment on the terms offered. Additionally, another ceaseless contention is that the economic reliance of an individual employee on the employer remains the basic certainty of their relationship, one that has genuine potential results with regards to safety and health. The organisation is viewed as having a general obligation to provide a safe and healthy working environment and to train and equip employees to execute occupations securely. The employee has an obligation to adhere to the safety and health directions during work hours and the performance of tasks (Trebilcock [sa]).

### 3.8 SKILLS DEVELOPMENT ACT

The SDA 97 of 1998 (South Africa 1998b) gives an institutional structure to devise and execute national, divisional, and work environment techniques to create and enhance the abilities of the South African workforce; to incorporate those systems inside the National Qualification Framework (NQF) and the SAQA Act 58 of 1995 (South Africa 1995c); to provide learnerships to accommodate qualifications; to accommodate the financing to improve skills through a levy grant scheme and a National Skills Fund; to accommodate and control business administrations; and to accommodate matters associated therewith. Chapter 4 in the SDA 97 of 1998 (South Africa 1998b) addresses an employment contract:

- (1) If a learnership agreement concerned when the agreement was concluded, the JD of employment is not affected by the agreement.
- (2) If the learner was not in the employment of the employer party to the learnership agreement concerned when the agreement was concluded, the employer and the learner must enter into a JD employment contract.
- (3) The JD employment contract with a learner contemplated in subsection (2) is subject to any terms and conditions that may be determined by the Minister on the recommendation of the Employment Conditions Commission established by section 59(1) of the BCEA Act.
- (4) Chapters Eight and Nine of the BCEA apply, with the changes required by the context, to a determination made in terms of subsection (3) except that:
  - a. For the purposes of section 54(3) of that Act, the Employment Conditions Commission must also consider the likely impact that any proposed condition of employment may have on the employment of learners and the achievement of the purposes of this Act; and
  - b. Section 55 (7) of that Act does not apply.
- (5) A JD employment contract for a learner may not be terminated before the expiry of the period of duration specified in the agreement unless the agreement is terminated in terms of section 17(4).
- (6) A JD employment contract of a learner terminates on the expiry of the period of duration specified in the agreement unless the agreement was concluded with a person who was already in the employment of the employer party to the agreement when the agreement was concluded (South Africa 1998).

### 3.9 SOUTH AFRICAN POLICE SERVICE ACT

The SAPS Act 68 of 1995 (South Africa 1995b) charges the SAPS with the responsibility to stop, fight, and investigate criminality; sustain public order; ensure security for South African occupants and properties; uphold and implement bylaws; make sure offenders are brought to justice; contribute to addressing the causes of crime; and enhance the operational and cost-effective use of resources. The SAPS Act 68 of 1995 (South Africa 1995b) states that the SAPS National Commissioner may determine standards and training specifications for the officers in the SAPS. Job-related improvement is favourable and an advantage for the employee and for organisational growth (Wheeler 2013). Officers are required to sign a code of conduct and a JD with an appointment. The SAPS occupation group has the main purpose of defending the local community and in this way, police officers can be viewed as professionals. Morals and ethical conduct are significant roles in upholding the general perception of the SAPS as an expert organisation. Over and above, the SAPS Code of Conduct (SAPS [sa]) represents a written undertaking which obligates every SAPS employee to maintain a sheltered and secure condition for every one of the members of the general population of South Africa. In this matter, to direct an effective service to the South African community, it is elementary for the SAPS to adjust policy with given legislation, goals, and plans.

Currently, in the SAPS, there is no standard that determines how long after a person has taken up a job the JD must be in place. So there are many arguments and some confusion regarding this aspect. However, the PEP instruction 1 of 2005 (SAPS 2005) indicates if an employee performs duties during the start of a financial year for an uninterrupted period of 60 calendar days, duties should be recorded in the performance plan (SAPS 2005). In terms section 29 of the BCEA 75 of 1997 (South Africa 1997), an employer must present to employees in writing, on the day they start to work for the employer, particulars regarding the employment relationship. This is normally done in the form of a JD to make the document formal and binding on both parties (Du Toit [sa]).

### **3.9.1 South African Police Service Employment Regulations**

According to Chapter 4 of the SAPS Employment Regulations, Part 1:26 (2), JDs must be aligned with the vision and mission of the SAPS, with an appropriate emphasis on service delivery and police effectiveness (SAPS 2008). Furthermore, according to Chapter 4 of the SAPS Employment Regulations, Part 1:26 (2), the National Commissioner is required to review JDs at least once in five years. In addition, it also indicates that JDs must comply with the minimum requirements of the SAPS Employment Regulations explicitly, the KPAs of the job, and the essential requirements in accordance with an appropriate career path (SAPS 2008).

### **3.9.2 Overview Functions and Achievements of the South African Police Service**

Change is happening in our lives, fast, and there is not a single stoppage to be found. We can either take it further to our advantage or remain on the sidelines as the parade passes by. To deal with this change we have to dispose of old suspicions, make new procedures, and utilise new instruments. However, it is essential for employees within the organisation to grow in their careers, and for that reason the Division: HRU (formerly known as Career Management) is responsible for transferring employees' career opportunities, promoting career management and administration frameworks, and implementing HR practices and procedures within the SAPS. This incorporates the following (SAPS 2012):

- Optimising personnel utilisation by developing, implementing, and maintaining systems in support of the HR plan, HRU, HR policies, and managing career incidents and practices of employees.
- Implementing and maintaining a comprehensive HR plan for the SAPS.
- Developing and implementing national HR instructions and HR policies in the SAPS.
- Developing comprehensive JDs for the SAPS and developing a computerised JD system in support thereof.
- Developing and implementing a scarce skills strategy for the SAPS.

- Developing and implementing a framework for career planning and career pathing.
- Development, maintenance, facilitation, and monitoring of the implementation of the SAPS Employment Equity Plan and Affirmative Action programmes and processes.

The above-mentioned functions and achievements of the SAPS clearly acknowledge that human resources are precisely the most significant asset to build an equipped, practical, productive, and proficient organisation. Therefore, the SAPS should focus on the needs to a more integrated HR approach and framework. HRU exists as six pillars and highlights a specific staffing strategy, staffing practices, salary and service conditions, performance management, as well as HR training and labour relationships (SAPS 2014).

### **3.9.3 South African Police Service Human Resource Annual Operational Plan**

The Human Resource Annual Operational Plan (HR AOP) is critical to the enhancement of the operational and support environments, which require the continued alignment of learning programmes with the business requirements, particularly in the operational environment. This alignment compels the review of certain outdated programmes and the introduction of new learning programmes. The SAPS Strategic Plan of 2014-2019 (SAPS 2014) includes five sub-programmes:

- Programme 1: Administration.
- Programme 2: Visible Policing.
- Programme 3: Detective Service.
- Programme 4: Crime Intelligence.
- Programme 5: Protection and Security Services.

The sub-programme Administration in the SAPS provides strategic leadership, management, and support services to the SAPS and provides for the functions of the Civilian Secretariat for the SAPS. The strategic objective is to regulate the overall management of the department and provide centralised support services (SAPS

2018a). The SAPS Annual Performance Plan 2018-2019 (SAPS 2018a) is a comprehensive plan that provides inputs for strategic thinking which guides the actual strategy formation and directs the SAPS organisational structure, the establishment of JDs, and employment and equity planning (SAPS 2018a). The SAPS Strategic Plan of 2014-2019 (SAPS 2014), includes a diagnosis of the environment and competitive situation and represents a guiding policy on what the organisation intends to accomplish. The Justice Crime Prevention and Security (JCPS) cluster's goals are focused and aligned with the NDP 2030, which envisions people living in South Africa feeling safe by professionalising and demilitarising the SAPS, adopting an integrated approach to policing to promote safety, and encouraging local community participation in community safety (NPC 2012). Fundamental HRP changes within the SAPS create police effectiveness and should focus on the legal and regulatory framework and applicable regulations that are in place. If every commanding officer knows the content of the JD to which he mutually agreed and what the expected duties are exactly, it would be much easier to positively enhance police effectiveness. Police officers' JDs describe the essential duties and specific tasks that the police officers need to faithfully execute in a specific job in terms of the SAPS Strategic Plan 2014-2019 (SAPS 2014). As a prescribed management tool, the HR AOP in place indicates that the Division: HRU structure and function document in the JD subsection should develop, implement, and maintain generic JDs in the SAPS, develop directives for writing JDs, develop and maintain a JD database, conduct JD inspection, and manage resources allocated to the subsection (SAPS 2016).

Given the goals of the SAPS Strategic Plan 2014-2019 (SAPS 2014), the priorities and responsibilities of the Divisional Commissioner (DC) are already in place in the HR AOP (SAPS 2016) to deliver services and support to the employees within the SAPS. In summary, the SAPS Employment Regulations and HR AOP functional analysis direct the SAPS to implement effective and efficient JDs in the SAPS.

### **3.10 PUBLIC SERVICE REGULATIONS**

All government units need to institute JDs for each job occupation category within their department, as directed by Chapter 4 of the PSR of 2016, Part 1:39 (1-2) (DPSA 2016). This regulation obliges government departments to develop and implement a JD for every post in the organisation, indicating the primary job tasks and requirements with an appropriate emphasis on service delivery (DPSA 2009). The SAPS is a department within government, and the National Commissioner is, therefore, responsible for establishing a JD for each post and group of posts in the Service and these JDs should be reviewed at least once every 60 calendar months and, where necessary, redefined so that they remain appropriate and accurate. In the event that there is a need to audit JDs more frequently, organisations are urged to do so. When updating a JD, it is basic to indicate what has changed, although it is not necessary to update a JD when minor changes have been made (DPSA 2009). All employees, including Senior Management Service (SMS), must have a signed JD. According to Kuhn (2010), an employee's responsibilities should be set out in a JD employment contract when the employee initiates employment.

### **3.11 LEGAL COMPLIANCE AND PRINCIPLES**

A JD is not just a piece of paper but contains authoritative record and information that indicates overview, encouragement, guidance, and discipline to employees in the organisation (Mader-Clark 2013:10). JDs are clear and particularly convey a specific meaning when requested on the basis of a legal matter (Snell et al 2015:179). As indicated by McConnachie (2017), JDs actively support law-abiding and administrative compliance. For the employer, JDs are the principal line of proper defence and a unique opportunity to engage with employees. Whereas employees can comprehend what their routine duties are and know what to achieve. Therefore, the inner judicial office should also peruse the JD (Kenexa 2011).

Positive JD features outweigh the possible negatives and are supportive of constitutional difficulties. In general, keeping JDs up to date as living employment contracts makes the performance of tasks less complicated and gives employees the voluntary consideration to successfully complete their work tasks (Csordás 2013). Furthermore, JDs support and show effective decision-making and compliance necessities under fundamental laws and direction from the law and regulatory bodies (Champoux 2016:138). The JD is a valuable document and specifies who should do what tasks in an organisation. Additionally, an organisation has to conform to official labour guidelines with an organisation associated and accreditation groups (DPSA 2009).

### **3.12 CHAPTER SUMMARY**

This chapter highlighted the legal and regulatory frameworks in SA, including the background of the JD employment contract, the Constitution of the RSA (South Africa 1996), LRA 66 of 1995 (South Africa 1995a), the EEA 55 of 1998 (South Africa 1998a), the BCEA 75 of 1997 (South Africa 1997), the OHSA 85 of 1993 (South Africa 1993), the SDA 97 of 1998 (South Africa 1998b), the SAPS Act 68 of 1995 (South Africa 1995b), the SAPS Employment Regulations (SAPS 2008), Overview Functions and Achievements of SAPS (SAPS 2012), SAPS HR Annual Operational Plan (SAPS 2016), and PSR (DPSA 2016). Chapter Four will address the research methodology related to this study.

## **CHAPTER FOUR: RESEARCH METHODOLOGY**

### **4.1 INTRODUCTION**

Research methodology is the systemic way of explaining and answering the research problem, and the way information is collected to implement organisational decisions. In this chapter the research methodology used in this study is explained. The discussions in this study on an exploration of the design of JDs in the SAPS served as a motivation for the researcher to explore the perspectives and challenges experienced by SAPS officers pertaining to JDs. However, it was fundamental to use the appropriate research methodology concepts to correctly use the research processes and interpret the results accurately.

The examination of philosophical worldviews will now follow. Specific focus will be given to the social constructivist worldview that was chosen as the study's framework, which is guided by fundamental perceptions and views of participants to explore the design of JDs in the SAPS. In addition, this chapter covers the research design and methodology, population and sampling method, data collection, data analysis, the trustworthiness of the study, and ethical research considerations. The data collection methods include individual semi-structured interviews and focus groups, and these will both be addressed.

### **4.2 PHILOSOPHICAL WORLDVIEWS**

A perspective involves beliefs and the actual impact those beliefs have on the basis of individual views, considerations, and knowledge. One's perspective is also seen as the logic of life, belief, point of view, philosophy of life, self-confidence, and religious beliefs (Creswell & Clark 2017:38). Creswell (2013:06) identifies four different worldviews, namely: post-positivist, social constructivism, advocacy, and pragmatic. In planning a research study, the researcher must carefully consider the philosophical worldviews of

the specific research techniques and principles to interpret the approach in practice. Over the years, the diversity of research studies has promoted information and communication technology and also brought about the implementation of new processes and systems (Creswell 2013:12).

As per Bless, Higson-Smith and Sithole (2013:58), research approaches can either use quantitative research strategies, qualitative research strategies, or a mix of both methodologies. The quantitative approach depends broadly on numbers and accurate measurements in the understanding of findings. The qualitative approach uses chosen samples to analyse and comprehend the phenomenon being investigated. Nonetheless, qualitative research provides additional continuous reflection and participatory interaction, and usually provides more room for adjustment in the study. Qualitative research gives the researcher the opportunity to gain access to the research participants' views and opinions and to understand the individual participants through their experiences (Creswell 2013:12). Unmistakable highlights of qualitative research may end up being of far greater significance with the emphasis on understanding the phenomena in their own right. Open exploratory research questions are boundless, useful in strategic choices for enhancing the validity of the design plan and analysing data (Thorne 2016:94).

The social constructivist worldview was identified as the study's framework, which is a suitable approach with the rationale to explore and describe the opinions and views of employees regarding the design of JDs in the SAPS environment. As Collin (2013:80) outlines, social constructivism is the truth and reality out there. A social constructivist worldview is usually seen as a qualitative research approach in which individuals seek appreciation for their living environment. It creates connotations from their familiarities and comfort zones. Participants' views of the situation being studied were of the utmost importance to the researcher, as well as the research questions that emphasised clear and general viewpoints and connotations the participants have of the circumstances.

Open-ended research inquiries were proper to the social constructivist worldview, as the researcher listened intently and with an open mind to the participants' viewpoints and experiences. In addition, the social constructivist perspective concentrates on the particular contexts where people live and work. Researchers perceive their own particular foundation, interpret results, and place themselves within their own experiences (Creswell 2013:08). The researcher selected the social constructivist worldview with the expectation of deciphering aspects and implications of the design of JDs in the SAPS.

### **4.3 RESEARCH DESIGN AND METHODOLOGY**

Creswell (2013:03) characterises the research design outline as a fundamental arrangement and principles to separate the outcomes from wide assumptions of thorough data collection methods and analysis when conducting a study. Furthermore, Punch (2013:114) clarifies that the research design is the glue that holds the research project together, illustrates the significant parts of the research plan, and discusses focal research questions.

#### **4.3.1 Qualitative Research Design**

Qualitative research design incorporates an explanatory and realistic method to deal with the world, reflect results/findings in a natural way, comprehend endeavouring, and interpret the meaning conveyed by individual phenomena (Denzin & Lincoln 2011:08). According to Rossman and Rallis (2012:62), qualitative research design is a wise way to deal with the phenomena under investigation; it is realistic, explanatory, and attracts multi-strategies of inquiry. It expects people to use what they perceive and receive and the significance of phenomena depend on information gathering strategies. The researcher's role in this qualitative research was to get the opinions and viewpoints of the study participants. The qualitative design is concerned with understanding phenomena from the participants' perspectives and it suggests that there is a fixed rule and direction to follow in understanding the research problem. The research design explores, interprets, and describes a group of people who have a particular shared

purpose or interest in social and humanitarian manners. The research plan is methodical and subjective, and portrays life experiences.

Holloway and Wheeler (2013:103) understand that a basic part of guaranteeing data integrity is the exact and accurate analysis of the research findings and discoveries. Improper research analysis mutilates logical findings, deludes tolerant readers, and negatively impacts on the society's general impression of the research. The plan was valuable in the survey to discuss important features and an opportunity to discuss important key themes. Sociological sciences are used to measure human behaviour, and seek possible reasons to promote and develop a concept of the world. The base of the interpretative approach lies in the realities and life experiences of individuals. Furthermore, Bell (2014:20) believes qualitative research is more concerned with understanding each perception than concentrating on the way individuals understand their experiences and the world they live in. The principle thought behind qualitative research is to determine what question to ask the participants and to discuss the exploration of data research information.

Merriam (2014:71) states, qualitative research concerns a disciplinary background, investigates the why and how of decision-making, and has a solid basis in the field of human science to comprehend the government general and projects. There are several types of research design, which are exploratory, descriptive, explanatory and policy-orientated. These categories are not mutually exclusive; they may have different fields of emphasis. According to Gray (2013:36), there are four study forms, namely exploratory, descriptive, explanatory, and interpretive. Bless et al (2013:60) suggest using an exploratory research design when there is limited knowledge in the specific research region, or when existing research is confusing, contradictory, or not advancing. In order to achieve the research aim, exploratory approaches were identified as a suitable research design. The research aim was to gain insights and viewpoints from the support and operational career stream HR practitioners regarding the designing, monitoring, and evaluation of JDs in the SAPS. Thus, the most important aspect of this research was to ask the participants questions about the problem

(Creswell 2013). A qualitative approach was followed; the project structure connects the resource elements and research study data to conclusions. It furnishes the researcher with the opportunity to consider and arrange the research plan and approach (Bryman & Bell 2015:536). Before commencing with data collection, the researcher explored current knowledge on the subject through literature reviews and the most recent information related to the research topic, namely an exploration of the JD design in the SAPS.

Exploratory research studies discover, pursue, and explore the truth about something, as well as asking questions, gaining innovative experiences, considering recent thoughts, and gathering information about a phenomenon. The approach, therefore, supported deciding whether it was worth it to explore the research problem (Yin 2013:08). Creswell (2013:235) states that exploratory research is used when the subject matter is new and when information is complex to gather. Usually, a problem is being investigated when few earlier surveys or findings have been made regarding a particular aspect or problem. The aim of the exploratory research is to produce a well-rounded picture of the situation, and generate new ideas and tentative theories. As the name proposes, exploratory reviews seek to investigate what happened and to carry out inquiries about it. Exploratory research studies lead centre gathering interviews, conversing with information-rich participants in the specific field and directed the writing of a review (Gray 2013:26).

The researcher chose an exploratory review to obtain additional information and viewpoints to deliver a balanced photo of the present circumstance on the design of JDs in the SAPS. The exploratory research design was useful because updated information regarding the problem was obtained. To explore the background and gain a broader understanding of the identified research problem, semi-structured interviews and focus groups were conducted with information-rich HR practitioners in the study field, and relevant literature related to the topic was reviewed.

### **4.3.2 Research Methodology**

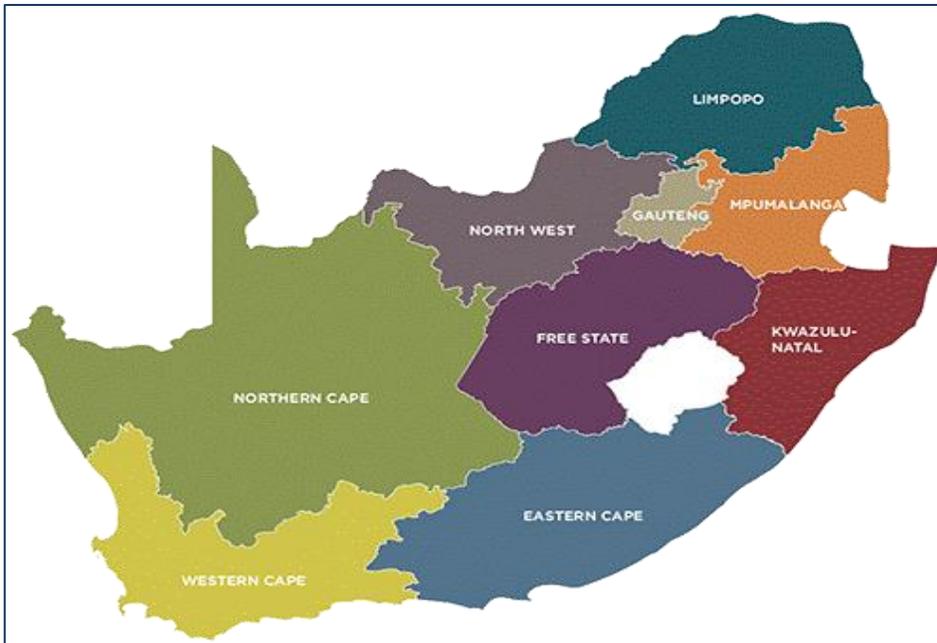
The research study will provide practical suggestions to the SAPS to positively enhance appropriate measures and standard procedures for an effective JD process in the SAPS in line with its vision, mission, organisational strategic goals, and priorities, with an appropriate emphasis on police performances. In order to accomplish the principal objectives as indicated in Section 1.4, qualitative research interviews were conducted with relevant participants by using a deliberately organised and structured research strategy. It is necessary to prepare and refer to the applicable literature on the specific topic of the study in Chapter Six. The study's geography, population, and sample will be clarified below.

## **4.4 POPULATION AND SAMPLING METHOD**

A research population is known as a well-defined characterised gathering of people and objects known to display comparable attributes. All people and objects inside a specific population have typical and binding characteristics. As a rule, the population is too vast to precisely quantify anything. In limiting the population size, a sample size procedure was considered. The following discussion endeavours to discuss the study population and sampling used.

### **4.4.1 Study Geography**

South Africa is a country on the southernmost tip of Africa and the SAPS is fundamentally responsible to maintain law and order in this region (Faull & Rose 2012:24).

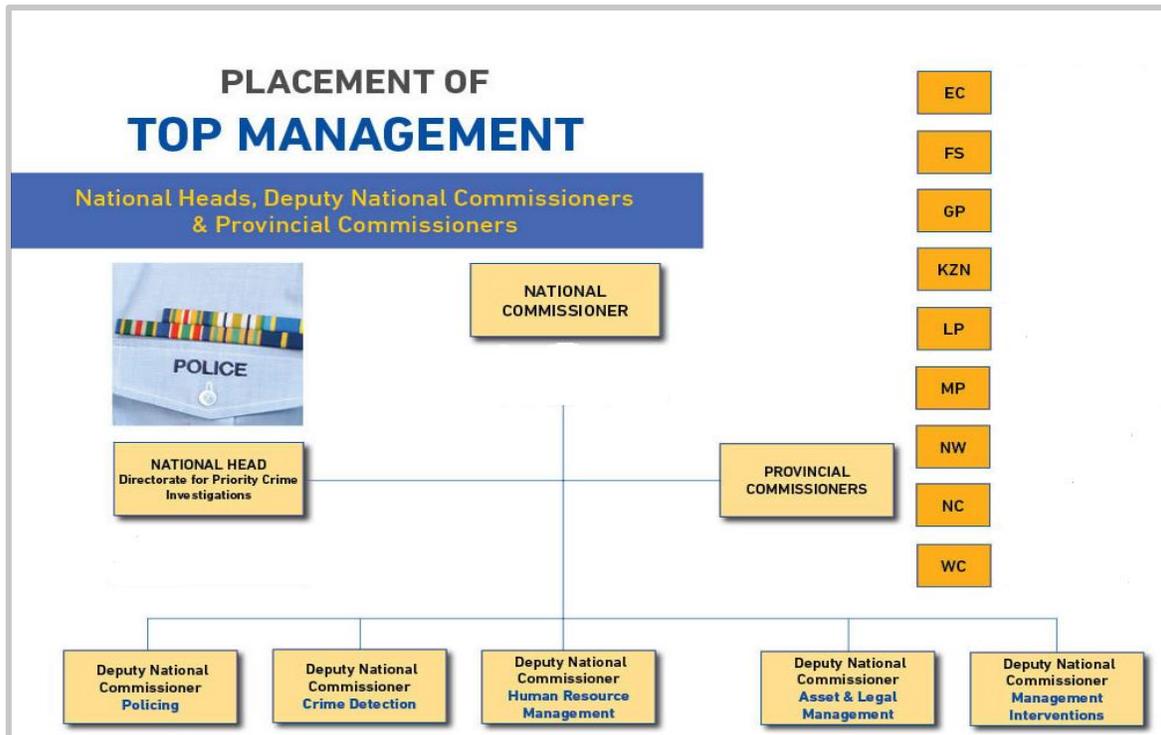


**Figure 4.1: Provinces of South Africa**

(Source: Provincial Government of South Africa 2017)

On 1 September 2017, South Africa's population was estimated at 57,531,672 (87,5 million) people on a total land area of 1,213,090 Km<sup>2</sup> (468,376 square miles). South Africa is divided into nine provinces, as illustrated in Figure 4.1.

There are 1,138 police stations in South Africa, which are divided according to the provincial borders as indicated above. A Provincial Commissioner is appointed in each province who report directly to the National Commissioner. According to the latest SAPS data from 2017, there are currently 102,059 employed visible policing officers in South Africa appointed under the SAPS Act 68 of 1995 (South Africa 1995b). Therefore, the police-population ratio is 1:389 (Provincial Government of South Africa 2017).



**Figure 4.2: Placement of Top Management in the South African Police Service**  
(Source: SAPS 2018b)

The placement of top management in the SAPS is illustrated in Figure 4.2, indicating the National Commissioner on the top level, thereafter the National Head of the Directorate for Priority Crime Investigations (DPCI), and the nine Provincial Commissioners. The Deputy National Commissioners (DNCs) are represented in Figure 4.2: DNC of Policing, DNC of Crime Detection, DNC of HRM, DNC of Asset and Legal Management, and DNC of Management Interventions.

#### 4.4.2 Study Population

According to Denzin (2017:174), the study population refers to the collective factors that the people or objects being studied have in common. Merriam (2014:224) points out that the population includes the framework to collect and analyse data. The population is otherwise called a collection of people and questions known to possess comparative qualities. All people and fundamental questions in a particular population

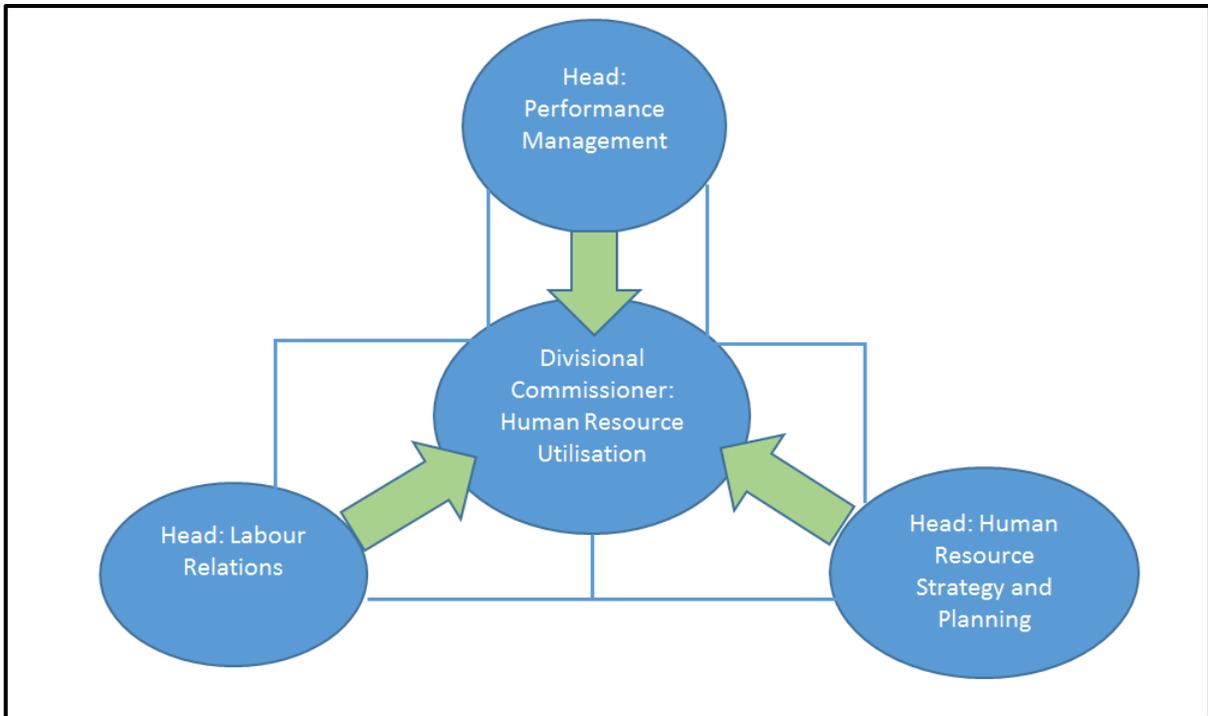
have a typical, restrictive character and quality. As a rule, the depictions of the population and the basic restricting normal for its people are the same.

The study population consisted of SAPS employees who are information-rich HR practitioners appointed on divisional, provincial, and station level, as they support and monitor JDs from where they are stationed. The HR practitioners were identified and chosen from two National Head Office divisions and five provinces as illustrated in Figure 4.2. The two divisions selected were the HRU, which reports to the DNC of HRM, and Operational Response Services (ORS), which report to the DNC of Policing. The HRU Division is responsible for developing, maintaining, and monitoring JDs for all SAPS occupational classes which cover a supportive career stream, and the ORS Division has an extensive operation career stream understanding in policing activities. As part of the researcher's job responsibilities and planning, the researcher has to conduct JD inspections at the following provinces annually: North West (NW), Free State (FS), Northern Cape (NC), Limpopo (LP), and Gauteng (GP). This was seen as an excellent opportunity to personally conduct semi-structured interviews and focus groups in these provinces. Before approaching the participants, the researcher obtained permission to conduct research in the SAPS in terms of SAPS National Instruction 1 of 2006 on Research (SAPS 2006). Permission to conduct a research study at various environments in the SAPS was requested via an application letter to the Head: Strategic Management as per Annexure B.

The DC of Research, Lieutenant General, Doctor BM Zulu, who reports to the DNC of Management Intervention, approved an authorised letter wherein permission was granted to conduct research in the SAPS in terms of SAPS National Instruction 1 of 2006 on Research (SAPS 2006). This authorisation created an excellent foundation to establish a trusted relationship with participants. Knowledgeable participants who possess rich information regarding the design of JDs in the SAPS were selected to guarantee extensive co-operation with the researcher. Some participants were in the support career stream and others from the operational career stream. Although the SAPS organisation consists of SAPS Act 68 of 1995 (South Africa 1995b) personnel

and PSA 103 of 1994 (South Africa 1994) personnel, there was no differentiation or discrimination between the employee member groups from the two Acts. Creswell (2013) states that the researcher should select participants and destinations for the study since they can intentionally advise a shared comprehension of the research problem and a crucial phenomenon in the study, which for this case relates to exploring to the design of JDs in the SAPS. All participants possess extensive information-rich knowledge in the design of JDs in the SAPS.

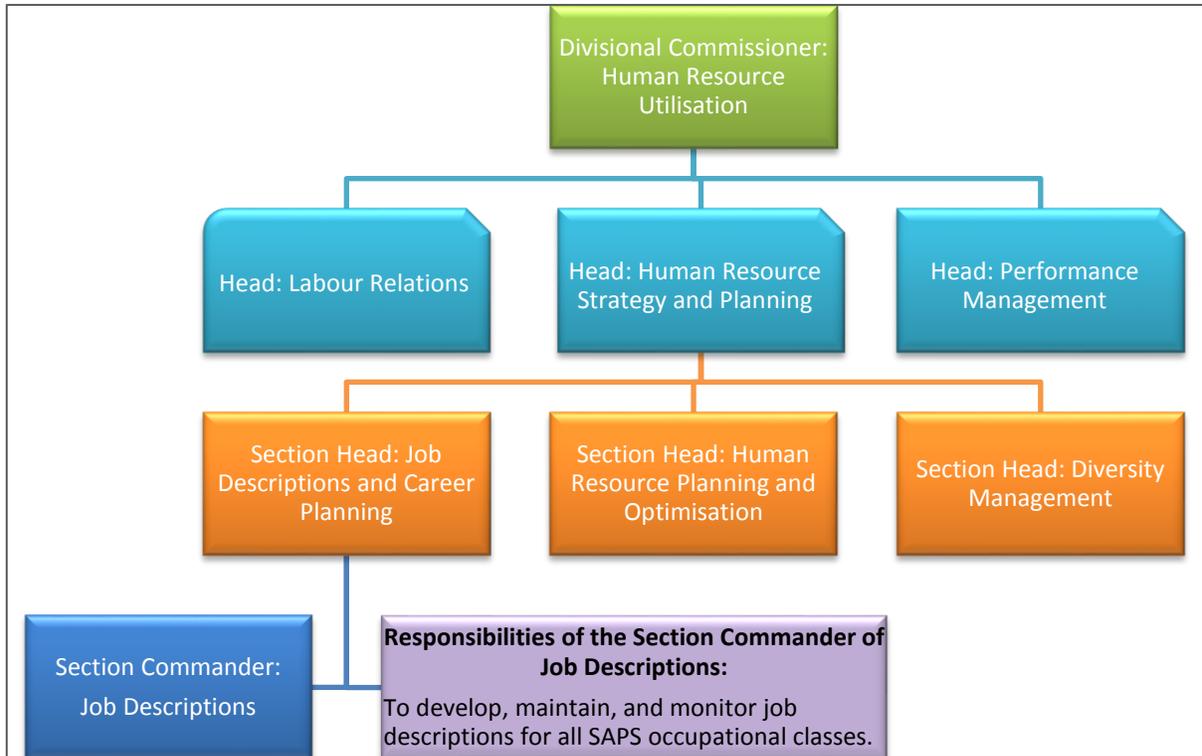
The target population refers to the entire group of individuals to which researchers are interested in order to generalise the conclusions. Participants are selected from the selected sample to participate in the interviews in this study. Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. In research, it is impossible to assess every single element of a population so a group of people, smaller in number than the population, was selected (Babbie & Mouton 2012). In reality, due to budget, time, and feasibility constraints, it was impossible to impossible to use the whole population (Merriam 2014:246) and thus a sample is taken. Qualitative research methods do not rely on large sample sizes, although the prevalent method yields significant insights (Bouma & Ling 2004:118).



**Figure 4.3: National Division of Human Resource Utilisation**

(Source: SAPS 2016)

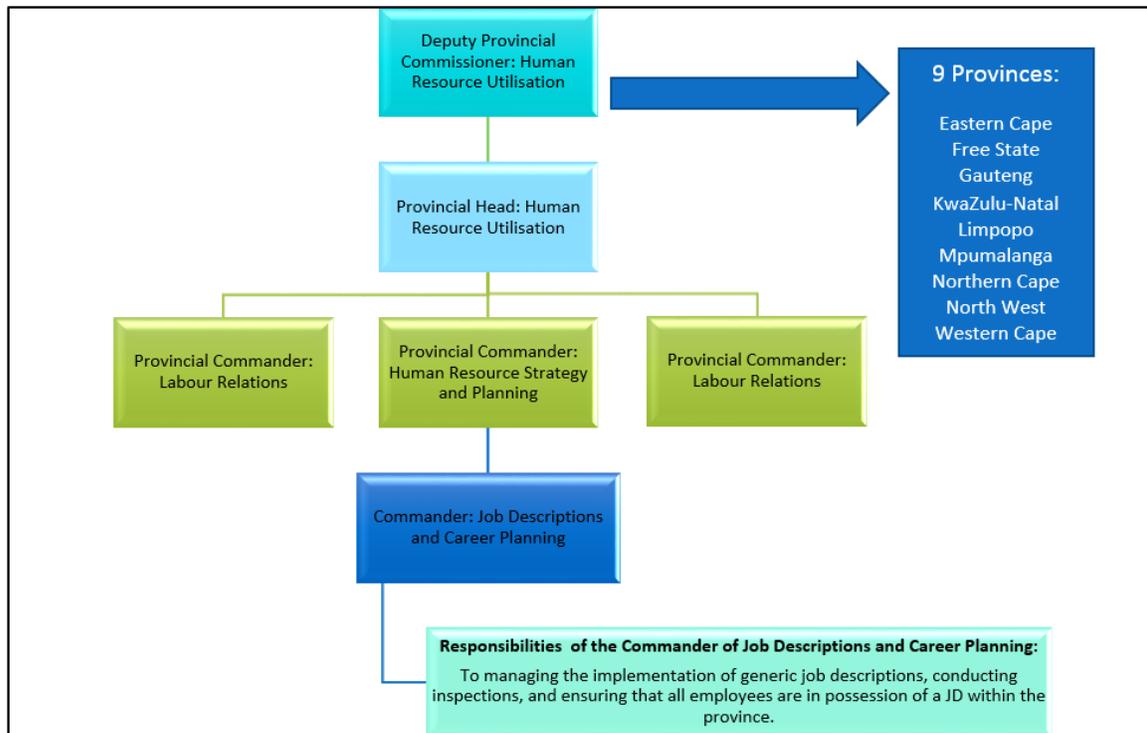
On National Head Office level, the DC of HRU is directly accountable to the DNC of HRM with the purpose of regulating all HRU related matters in the SAPS (SAPS 2016). Component Heads of Performance Management manage HR performance in the SAPS; the Head of Labour Relations manages labour relations and compensation within the SAPS; and the Head of HR Strategy and Planning manages HR planning, career development, and employment equity practices in the SAPS. These Component Heads directly report to the DC of HRU, as indicated in Figure 4.3. All duties and functions of the three Component Heads are integrated with each other in the working environment. Since the topic of this research is to explore the design of JDs in the SAPS, it is necessary to indicate and illustrate that the responsibility for monitoring and evaluating JDs at National level falls under the Head: HR Strategy and Planning (SAPS 2016) and reflected in Figure 4.4.



**Figure 4.4: Job Description Responsibilities on National Level**

(Source: SAPS 2016)

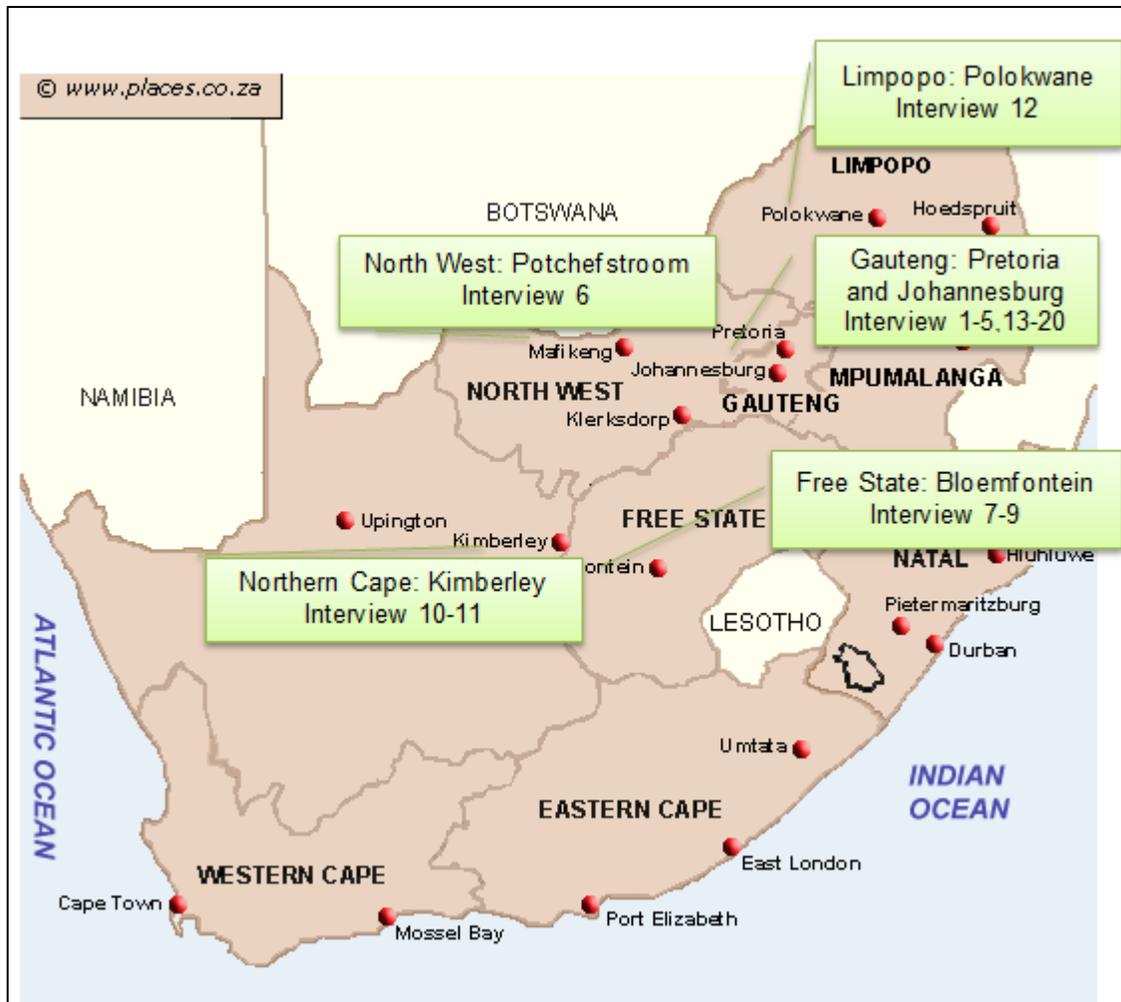
In Figure 4.4: National Head Office and the Component Head of HR Strategy and Planning are responsible for managing HR planning, career development, and employment equity practices in the SAPS. The Section Head of JDs and Career Planning is accountable to the Component Head of HR Strategy and Planning. Furthermore, the Section Commander has the responsibility to develop, maintain, and monitor JDs for all SAPS occupational classes (SAPS 2016).



**Figure 4.5: Job Description Responsibilities on Provincial-Level**

(Source: SAPS 2016)

As illustrated in Figure 4.5, on provincial-level, each of the nine provinces has a DPC of HRM. The Provincial Head of HRU is directly accountable to the DPC of HRM, with the purpose of regulating the overall management of the component HRU within the province. These include managing performance, labour relations, and HR strategy and planning within the province. As per Figure 4.5, the Commander of JDs and Career Planning is responsible for managing the implementation of generic JDs, conducting inspections, and ensuring that all employees are in possession of a JD (SAPS 2016). Therefore, information-rich HR practitioners from the provinces were part of this study, as they comprehend the necessity of designing, monitoring and evaluating JDs in the SAPS, especially on provincial-level.



**Figure 4.6: Geographical Illustration of Interviews Conducted**

(Adapted from: SA Places [sa])

To obtain viewpoints from the operational and support stream, this research study was conducted in the following provinces: the North West, Free State, Northern Cape, Limpopo and Gauteng. As part of the researcher duties, there was an excellent opportunity to conduct official inspections in the mentioned provinces during the 2017/2018 financial year. During the official inspections, as part of the protocol, the Deputy Provincial Head of HRU was approached by the researcher to obtain permission to interview relevant HR practitioners. The intention was to find a population with similar views and perspectives on JD design, monitoring, and

coordination in their environments. The geographical representation of where the interviews took place is illustrated in Figure 4.6.

#### **4.4.3 Sampling**

Sampling represents a process used in scientific research analysis in which a predetermined number of participants is taken from a broader population. The methodology used to sample from a vast population naturally depends on the specific type of analysis being performed. Qualitative research sampling concentrates on utilising findings beyond the research sample. Qualitative research endeavours to sample extensively enough and to interview profoundly enough that all the critical viewpoints and varieties of the study phenomenon are included in the sample. A complete determination of specific population's values and relationships is obtained through the determination of attributes of the sample with the purpose of judging the pertinence of the findings. The research findings are important because the research purpose contributes to the world's understanding of the phenomenon under study (Hart 2018:45). In a qualitative research study, non-numerical data from specific words are analysed. The benefit of data analysis is that it organises information, breaking a full-scale problem into small parts which support scientific research (Kalpesh 2013).

Bryman and Bell (2015:429) define sampling in qualitative research as mostly purposeful and with a specific criterion in mind. Probability and non-probability sampling analysts apply their inclusion and exclusion criteria to select the subjects related to a review. From the perspective of knowledge about the phenomenon, criterion sampling looks for conceptual applicability and not representatives; it entails selecting participants from diverse environments who provide the most reliable information intimately related to the research topic (Bless et al. 2013:172). It was significant to select a sample from the SAPS population with the purpose of identifying facts from participants who can yield deep and rich data. The sample scale was reasonably small. The researcher wanted to probe deeper into the problem at hand and therefore non-probability sampling was identified to include knowledge of the study phenomenon. Study participants were purposefully chosen so that semi-structured interviews and

focus groups could be conducted with information-rich participants to determine the support and operational career stream HR practitioners' views regarding the design of JDs in the SAPS. Employees in the support environment have the knowledge and specific skills in the compilation and monitoring of the administrative tasks of the SAPS, whereas the operational police officers interact directly with the local community and organisations, and maintain the safety and security of the public.

#### **4.4.4 Selection of Participants**

In qualitative studies, there is usually a need to identify a suitable sample from which valuable data and information can be obtained. The sampling identifier was the aim of researching up-to-date knowledge of the value of JDs through an exploration of the design of JDs in the SAPS. If a researcher wants to draw conclusions about an entire population, a sample must be chosen to represent that population. Qualitative researchers select their data from a targeted sample (Leedy & Ormrod 2014), in the case of this study information-rich SAPS HR practitioners from both the support and operational career streams to gain insight into the JD processes in the SAPS.

Identified study participants were purposefully chosen to conduct semi-structured interviews and focus groups. At every division, province, and station, HR practitioners have been appointed to efficiently implement, monitor, and evaluate JDs as one of their KPAs. Regarding the selection of HRU members for this study, HRU is the Division that is responsible for the development, maintenance, and monitoring of JDs for all occupational classes in the SAPS. The DC of ORS was approached to select appropriate participants who could provide the best information for the purpose of this study. In the case of selecting participants for the interviews in the provinces, the Provincial Heads of HRU were approached to select participants that could, in their opinion, contribute to the study.

**Table 4.1: Participants Sampled**

	Division/ Province	Stationed	Salary Level			Type of interview	Participant code
1	HRU	JD Coordinator at division	10			Semi-structured	ID1
2	HRU	Subsection JDs	10			Semi-structured	ID2
3	ORS	JD Coordinator at division	7			Semi-structured	ID3
4	ORS	JD Coordinator at division	7			Semi-structured	ID4
5	ORS	JD Coordinator at division	6			Semi-structured	ID5
6	NW	JD Coordinator for province	10			Semi-structured	ID6
7	FS	JD Coordinator at stations	5	Lev	No	Focus Group 1	G1:1-8
			7				
			6	5	2		
			5	6	1		
			8	7	2		
			8	8	3		
8	FS	JD Coordinator for province	10			Semi-structured	ID7
9	FS	JD Coordinator for province	7			Semi-structured	ID8
10	NC	JD Coordinator for province	8			Semi-structured	ID9
11	NC	JD Coordinator at stations	7	Lev	No	Focus Group 2	G2:1-9
			5	5	3		
			6	6	3		
			7	7	3		
			6				
			7				
5							
6							
5							
12	LP	JD Coordinator for province	8			Semi-structured	ID10

13	ORS	JD Coordinator at division	10			Semi-structured	ID11
14	HRU	Subsection JDs	8			Semi-structured	ID12
15	GP	JD Coordinator at province	10			Semi-structured	ID13
16	GP	JD Coordinator for province	6			Semi-structured	ID14
17	GP	JD Coordinator for province	7			Semi-structured	ID15
18	ORS	JD Coordinator at the unit	6	Lev	No	Focus Group 3	G3:1-10
			6				
			5	5	2		
			5	6	4		
			6	8	2		
			8	10	2		
19	GP	JD Coordinator at stations	10	Lev	No	Focus Group 4	G4:1-13
			8				
			10	5	2		
			6	6	2		
			5	7	3		
			8	8	3		
			10	10	3		
			5				
			8				
			6				
7							
7							
7							
20	HRU	Subsection JDs	10			Semi-structured	ID16

A total of 20 interviews were conducted, of which 16 were individual semi-structured interviews and four were focus group interviews. Altogether, seven components in the SAPS took part in this study: the HRU and ORS divisions and five provinces, namely North West, Free State, Northern Cape, Limpopo, and Gauteng, as indicated in Table 4.1.

**Table 4.2: Participant Levels per Province and Division**

Division/Province			Focus Group	Levels					Semi-structured	Levels				
				5	6	7	8	10		5	6	7	8	10
Divisions	2	HRU							4				1	3
		ORS	1	2	4		2	2	4		1	2		1
Provinces	5	NW							1					1
		FS	1	2	1	2	3		2			1		1
		NC	1	3	3	3			1				1	
		LP							1				1	
		GP	1	2	2	3	3	3	3		1	1		1
<b>7</b>			<b>4</b>	<b>9</b>	<b>10</b>	<b>8</b>	<b>8</b>	<b>5</b>	<b>16</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>7</b>
				<b>38</b>					<b>16</b>					

In Table 4.2, the participants' salary levels level per province and division are illustrated. In total, 38 focus group participants took part in the focus groups and 16 semi-structured interviews were conducted. Thus, 54 participants took part in this research study overall.

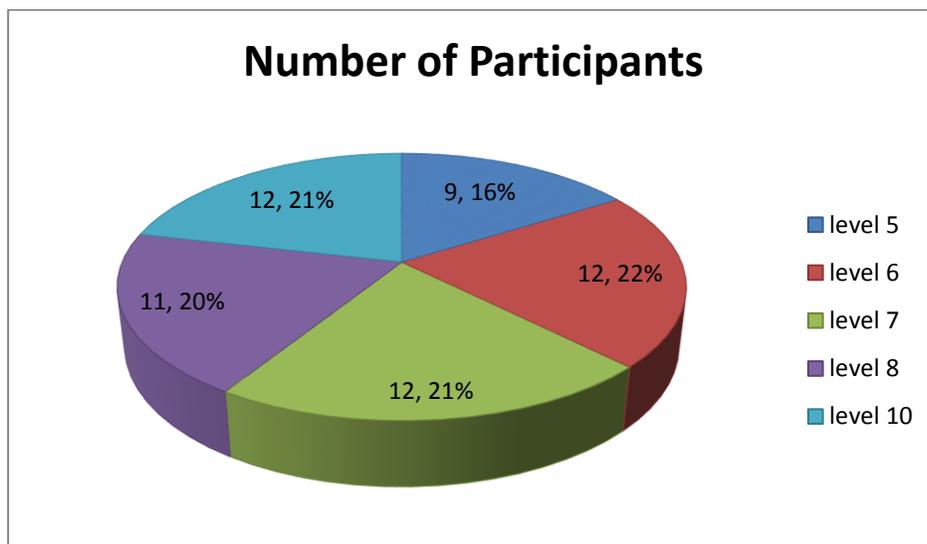
**Figure 4.7: Participants per Salary Level**

Figure 4.7 indicates the percentage of participants per salary level that took part in this study. Participants' salary levels ranged between level five and level ten, with 9,16% on level five, 12,22% on level six, 12,21% on level seven, 11.2% on level eight, and 12,21% on level ten.

#### **4.5 DATA COLLECTION**

Data collection is the way to gather information and any variable factors of interest in a standardised and established way that empowers the researcher to assess, answer, and evaluate the results of the particular collection. Qualitative researchers utilise various types of information in any unique analysis. Contingent upon the circumstance and the research type, the researcher utilises perceptions, viewpoints, interviews, composed archives, and so forth to obtain a valuable research finding. It was imperative that information gathering techniques adhere to ethical principles to ensure that the data gathered could be traced and confirmable. For the data collection process, privacy and confidentiality should also be kept in mind. There are different ways to make a record accurate and useful, and this was done during the semi-structured interviews and focus groups by utilising handwritten notes and audio-recordings (Sutton & Austin 2015:226). Qualitative data collection captures verbal accounts and accurate descriptions in specific words. Additionally, the researcher adopted an open-ended approach to gathering data and information to encourage the participants to elaborate on their versions. Data collection in qualitative research emphasises comprehensive, interdependent, dynamic, and holistic structures (De Vaus 2013:06).

Before commencing with data collection, the researcher interpreted current knowledge on the specific research topic through a literature review, as presented in Chapter Two and Three. However, the researcher became mindful of the central idea of pre-understanding the phenomenon, although it shapes data information gathering and interpretation. Gathering reliable data effectively takes effort before information analysis can start to confirm the accuracy of the data. For the exploration, data analysis is essential as it gives an explanation of controversial and diverse ideas, concepts,

theories, and strategies that support the conclusions and proposals. De Vos et al (2011:94) recommend data collection when the problem is complex, includes interdependent issues, and allows for rich facts to be collected to explore the possible origin of the specific problem. There are different techniques used to gather reliable data, which include structured interviews, survey journals, and official records. The data collection process represents a systematic process for collecting disorganised data to obtain sufficiently clear answers to the specific research questions (Tuckman & Harper 2012:426). Bouma and Ling (2004:118) state that qualitative research incorporates data collection techniques, semi-structured interviews and focus groups, and literature review. Open-ended questions were used appropriately to share participants' views and sufficiently established the broader understanding of JDs in the SAPS. Therefore, participants were visited personally to gather wide-ranging information on the active research topic.

With the intended goal of this research, the researcher conducted semi-structured interviews and focus groups to gather fundamental information from participants. The researcher made observations amid the interviews and field notes were kept. Prior to the interview, the participants were informed that their support and participation in the research study was completely voluntary and their confidentiality guaranteed consistently. After the researcher had clarified the motivation behind the research to the participants, as per Annexure F, and they agreed to participate, they were given an informed consent form to peruse and sign wilfully before the interview began. The informed consent form is attached to this study as Annexure E.

Interview schedules were utilised as per Annexure G and H, which are divided into four subsections: biographical information, engagement questions, exploration questions, and an exit question. The essential first part of the interview schedules naturally had to do with biographical information on the following variables: where the participant was stationed, number of years in the service, rank, experience, and whether the employee is in possession of a JD. Part two dealt with engagement questions to sufficiently establish a baseline to help the participants understand the focus area of the study and

included participants' most significant responsibilities. In part three of the interview schedules, the exploration questions aimed to gain responses pertaining to JDs, professionalism, legislation, and fundamental principles aligned to a comprehensive evaluation of JDs in the SAPS. Part four contained the exit question, which concluded the interviews and placed the emphasis on participants' comfort in the research study.

Semi-structured interviews were used to allow discussions with the participants, rather than a straightforward question and answer session, and these interviews included open-ended questions to inspire the participants' comprehensive understanding of the design of JDs in their individual areas in the SAPS. For accurate information, a recording device was used to record the interviews. Interview gatherings were around three hours long, but were allowed to finish earlier if necessary, as per participants' requests and circumstances. Through the interviews, the researcher listened mindfully to the participants while they described their viewpoints and everyday working experiences in the design of JDs in the SAPS. Field notes were also recorded during the interviews by the researcher in this particular study. The field notes are proposed to be perused as proof that gives significance and understanding in the comprehension of the research plan and design (Babbie & Mouton 2012).

Before commencing with the planned interviews, the promoter indicated that a pilot study is valuable to test and improve upon the study design prior to launching a full-scale research project. De Vos et al (2011:95) recommend conducting a pilot test, which consists of carrying out all aspects of the total data collection process on a small scale. The pilot study must take all heterogeneous factors into consideration. The pilot study is a process for testing and validating the instrument by administering it to a small group of participants, or one participant in the case of an individual, semi-structured interview. According to Van Teijlingen and Hundley (2002), a pilot study tests a small-scale preliminary study in order to evaluate the study's feasibility, time, and costs, as well as to improve upon the study design if necessary, prior to commencing with the full-scale research project. As suggested by De Vos et al (2011:95), a researcher should use the experience gained during the pilot study to

carefully evaluate the strong and weak points encountered during the interviewing process. Following this process will familiarise the researcher with the way to enter the research environments and the process involved in conducting the interview. In this research, a pilot study was conducted with one participant utilising an individual, semi-structured interview to develop and train the researcher for interviewing. The interview was recorded on a compact disc (CD) using a digital audio-recorder. The contents of the CD were discussed with the research promoter and the researcher was given guidance for the successive interviews. This selected research process was confirmed and determined as the most suitable method by the promoter. As interviews were continuously conducted, the researcher became more comfortable, and gained experience, confidence, and awareness of her own level of interviewing skills. In order to improve the researcher's interviewing skills, the researcher attended a three-day course on presentation and public speaking skills, presented by LeMark Training and Development in Pretoria. Unit standards 242839 and 242840, NQF level 4, were successfully completed by the researcher.

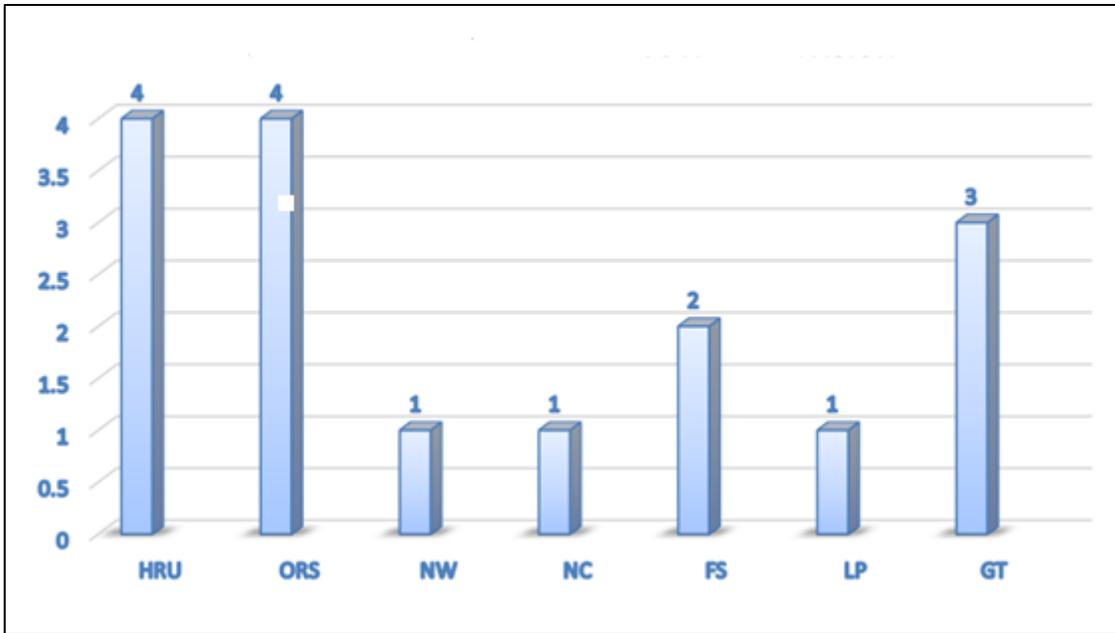
Interviews were conducted over a period of three months, between 19 July 2017 and 22 September 2017. After interviewing, observing, and recording data from participants, the researcher gave the transcribed interviews to the promoter. The promoter confirmed and assessed the interview quality and considered it good enough to encompass the recorded information into the actual study and use it in the data analysis process. By making use of a digital audio-recorder, rich information was gathered and later transcribed verbatim.

The researcher conducted individual semi-structured interviews because the researcher could prepare questions ahead of time. The semi-structured interviews also allowed the participants the freedom to express their views in their own terms. The participants provided reliable, comparable, and qualitative data and could ask the researcher questions (Keller & Conradin 2018). Also, focus group interviews were conducted with participants to develop and improve the data being gathered. The main purpose was to enhance data and to create important guidelines in the effective design

of JDs in the SAPS. The value of the information gathered during the focus group interviews is dependent on the defined objectives, as mentioned in Section 1.4 (Lotich 2018).

#### **4.5.1 Individual Semi-Structured Interviews**

In the qualitative research technique, semi-structured interviewing involves conducting individual, semi-structured interviews with participants to discover their perspectives and viewpoints on a specific problem, programme, or situation. It is also a collection method to capture and record valuable, descriptive data on participants' attitudes and perceptions to unfold complex processes. Qualitative research data collection approaches include communication with participants on a one-on-one basis to interact directly with participants. Researchers approach participants with the aim to collect rich answers concerning the study's problem statement. The researcher interacts with the participants to obtain an understanding of their experiences and to explore the design of JDs in the SAPS. Qualitative data collection requires converting observations into words and using open-ended question procedures to consider the data. Open-ended alludes to the overall approach to gathering data which implies flexible, careful inquiries about the problem statement so that every participant can express his/her knowledge and experiences. Thus, the information is richer to create deeper insight into and obtain knowledge about the phenomenon under review (Creswell 2013:220). Sixteen semi-structured interviews were conducted with eight divisional and eight provincial HR information-rich participants from the SAPS operational and support career stream personnel who support and monitor JDs, as indicated in Table 4.1 and 4.2.



**Figure 4.8: Semi-Structured Interviews per Province and Divisions**

Individual Semi-Structured Interviews were conducted with individuals from SAPS Head Office Divisions: HRU and ORS, from the North West, Free State, Northern Cape, Limpopo and Gauteng provinces as illustrated in Figure 4.8 and interview schedule as per Annexure G was utilised.

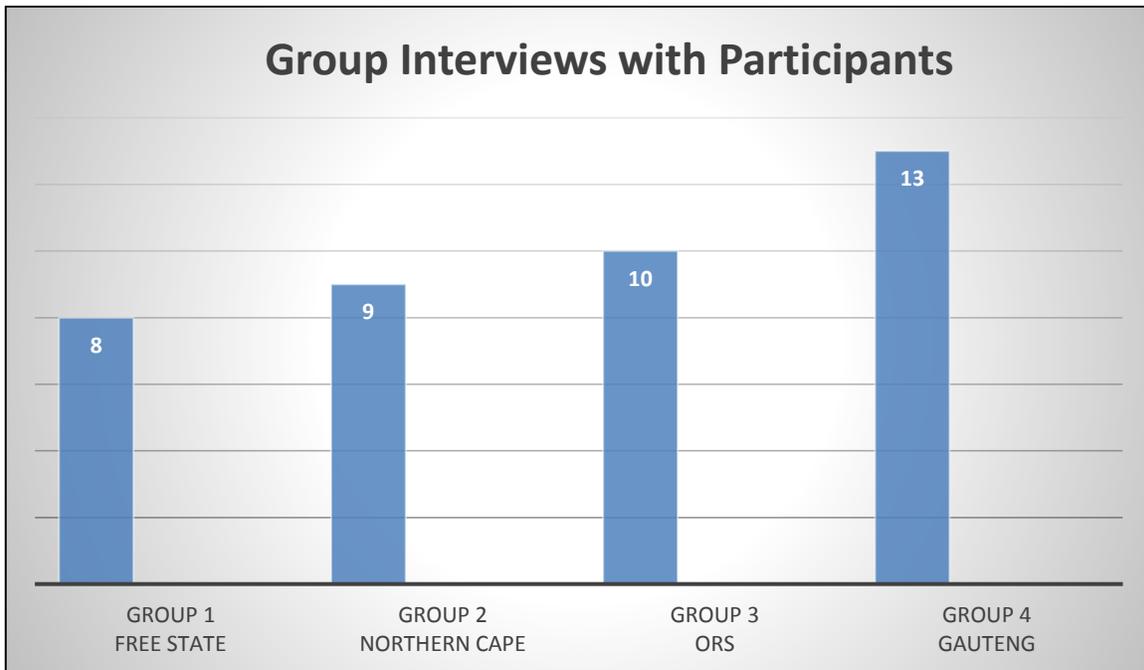
All interviews were secure and conducted in a private and quiet environment to ensure participants were kept comfortable and were allowed to share their genuine experiences, and this was done until the point of saturation was reached. The clarification of their experiences during the interviews empowered the researcher to make more inquiries to test the appropriate responses given until the point when data was rehashed and the researcher could not accumulate new information. In the interview procedure, the researcher spoke calmly and confidently, thus gaining the trust of the participants. The questions asked during the interviews were relevant to the topic of the research and to the participants. This helped to acquire the participants' perspectives of and experiences in the design of JDs in the SAPS.

#### **4.5.2 Focus Group Interviews**

A focus group is a gathering involving people with specific attributes who concentrate discourses on a given point. A focus group interview in qualitative research is where the researcher interacts and obtains general information about the participants' insights, opinions, judgments, convictions, and attitudes. Participants are placed into an interactive group setting where they are allowed to engage with other group participants (Blake, Lemay, Kearney & Mazor 2011:533). According to Statistics Solutions ([sa]), focus group interviews are the real unsung heroes of qualitative research, and can positively affect a qualitative research study. Focus group interviews are interviews conducted with a group of participants to collect a variety of information. These interviews can be as small as four participants and sometimes as large as 10. While qualitative researchers will often create a list of questions and continue moving down the line, focus group interviews utilise what are known as prompts. A prompt can be a statement or question that the researcher throws out to the participants, before taking a step back. Instead of asking a whole bunch of questions, natural conversations emerge based on the prompt and the researcher will only redirect the conversation if it strays from the topic at hand. In sociology, a focus group comprises eight to 10 participants. A group containing less than six participants tends to restrain the discussion, since there are insufficient diversity qualities to activate a valuable and imaginative discussion. Oftentimes with larger focus group containing 12 or more participants, some participants dominate the discussions while others fade into the background (Merriam 2014:75).

For the end goal of this review, the researcher conducted interviews with four focus groups from provincial and divisional HR information-rich participants from the SAPS. The focus group interview participants were from the operational and support career stream personnel who support and monitor JDs from one SAPS Head Office Division: ORS, and three provinces, namely the Free State, Northern Cape and Gauteng, as per the interview schedule in Annexure H. The four focus groups included eight, nine, 10 and 13 participants respectively, as illustrated in Figure 4.9. Focus group four consisted of 13 participants, although Merriam (2014:75) suggests that a focus group should have

more than 12 participants. This was because 13 participants arrived on the day scheduled for the fourth focus group, and to reject a volunteer party would be inappropriate and unfit.



**Figure 4.9: Group Interviews with Participants**

Focus group interviews were selected because participants give information on how groups of people think or feel about a particular topic, they give greater insight into why certain opinions are held, help improve the planning and design of new programmes, provide a means of evaluating existing programmes, and produce insights for developing strategies for outreach (Marczak & Sewell [sa]).

The recruitment of the participants for the focus group interviews did require planning, communication, and effort. The interview schedule was valuable since the researcher has collected facts from participants in the session. During the group interviews, participants took the opportunity to listen to other participants in the group, which enabled group participants to re-evaluate their own specific points of view. The researcher did not try to convince any one of the interview groups to reach an agreement, but rather gave everyone a chance to express their honest opinion.

The researcher had to overcome some of the challenges by developing a sense of trust between the researcher and the participants. The challenge of winning the trust of the participants was subsequently overcome by the researcher, through concentrating on their privacy and the protection of their viewpoints and perceptions, which was the main data collection instrument for this study. Once a rapport and trust were established, the researcher conducted the interviews. At the beginning of the interviews, some participants showed uncertainty, but as the interview process progressed and was successfully completed, the participants could participate with a positive attitude and confidence, contributing valuable information to the study. The researcher could see the participants undergoing a mindset change and that they wanted to know more about the study topic.

In summary, four focus groups and 16 semi-structured interviews were conducted, coming to a total of 20 interviews. In total, 54 participants took part in the research interviews. For the purpose of this research, a field notes folder was maintained to complement the audio-recordings of the interviews. Field notes enabled the researcher to keep up and remark upon impressions, natural settings, practices, and nonverbal signals that may not be caught through the sound recording. The field notes gave a critical setting to the elucidation of recorded audio information and helped the researcher to remember vital components during information examination.

#### **4.6 DATA ANALYSIS**

Data analysis is the strategies, methods, and processes used to analyse and interpret information, and intends to sort out, give structure to, and inspire the meaning of the acquired results. The analysis represents a procedure to review, change, and remodel information with a view to achieving a specific decision for a given circumstance (Kalpesh 2013). Qualitative data analysis refers to the processes and procedures that are used to analyse the data and provide some level of explanation, understanding, or interpretation. Qualitative data analysis typically occurs simultaneously with the data

collection (Creswell 2013:381). Data analysis is a method of collecting, gathering, modelling, converting qualitative facts, recommending assumptions, and decision-making (Bihani & Patil 2014:96). The research aim and objectives as indicated in Section 3.1 and Section 4.1 guided the data analysis. Although with regard to the organising of the data obtained from individual and focus group interviews, there was no distinguishing between the content of these interviews. Thus, information on both types of interviews was handled in the same manner.

The transcribed information as obtained from the interviews with participants was thereafter organised and thought about. The researcher first attempted to understand the information by listening to the audio-recorded files. Thereafter, a transcription service was utilised by the researcher to assist with the process of transcribing the interviews. The data was transcribed verbatim and a report of authenticity was issued by the transcriber as per Annexure I. Audio-recorded interviews were uploaded onto a secure and encrypted site used by the professional transcriptionist. Professional transcriptionists are persons who are skilled, experienced transcribers that deliver accurate transcripts. Professional transcriptionists ensure that transcripts have minimal to no errors, work fast, have the necessary tools and equipment to finish the job on time, and protect the privacy of the study participants (McGowan Transcriptions [sa]). Thus, the audio-recorded interviews were transcribed to paper format. The researcher perused and read over the written and composed transcripts.

During the interviews, the researcher obtained a general and broader idea what the participants' concerns and viewpoints were relating to the design of JDs in the SAPS. As a researcher, it was reassuring to realise how much information the interviews contained, but as each systematic and meticulous analysis began, certain themes stood out and emphasised the research.

Before writing the narrative, the data from the transcripts needed to be analysed. Data analysis organises, arranges, gives structure to the acquired information and includes several steps. Organising data entails validating data and answering the research

questions in a specific area, keeping in mind what the research study attempted to find out in the first place.

The data analysis was done by coding techniques which were categorised into relevant themes and sub-themes. A well-ordered, step-by-step process was pursued to break down the information, which entailed organising the information, finding and arranging thoughts and ideas, building larger subjects in the information, and ensuring reliability and validity in the data analysis for the research findings and explanations (O'Connor & Gibson 2003). Tesch (1990) recommends the following steps when the sorting of information into themes and sub-themes:

- read the in vivo transcriptions through and write down the first ideas that come up;
- understand the underlying meaning of the information and write it down; and
- group similar topic into themes and sub-themes.

The participants' thoughts, words, and expressions were coded and categorised. In this stage the researcher learned new things, which included things she did not expect to hear. These thoughts were organised into codes and categories. Thus, the six fundamental themes were distinguished. Each response theme has one or more related topics that contain deeper meaning and information, and was collapsed under one of the six main themes. The dynamics of the interaction between the researcher and participants were influenced by the personal characteristics of both parties. Differences in age, experience, education, and background will all have an effect on the outcome of the interviews. The researcher gave the raw information in the form of transcriptions to a professional and experienced independent co-coder for data analysis, verification, and confirmation as per Annexure J. After a consensus agreement dialogue between the analyst and the independent co-coder, the analysed information was validated, ensuring trustworthiness.

## **4.7 TRUSTWORTHINESS OF THE STUDY**

Rossman and Rallis (2012:60) state that high-quality research possesses trustworthiness and credibility that includes the perception of acceptable standards for practice, being sensitive to ethical issues, and being mindful of politics in the research world and the study context. Holloway and Wheeler (2013:311) are of the opinion that this is a complex matter, as qualitative researchers regularly disagree on how to judge the trustworthiness of their study. However, there are several attainable strategies and criteria that can be used to upgrade the trustworthiness of qualitative research conclusions. Bryman and Bell (2015:400) translate internal validity into credibility, external validity into transferability, reliability into dependability, and objectivity into confirmability. Thus, trustworthiness covers four criteria, namely: credibility, transferability, dependability, and conformability. Creswell (2013:201) also indicates that terms such as credibility, transferability, dependability, and conformability are used to describe trustworthiness.

### **4.7.1 Credibility**

Credibility standards include establishing the research outcome. It comprises the objective and subjective components of the believability of a source or message (Maxwell 2012:32). Marshall and Rossman (2011:251) point out that the goal of credibility is to support the research to make sure the focus topic is appropriately identified and described.

Credibility refers to confidence in the truth of the data and its interpretation. Credibility standards and principles were set up by conducting the research in such a way that the phenomenon of the design of JDs in the SAPS was precisely portrayed. This guideline was steadfastly adhered to and the researcher related the verbatim statements of the participants by means of a digital audio-recorder. Other credibility strategies used in the study to reinforce the findings included achieving a prolonged engagement in the research field, persistent observation, triangulation of data by at least three sources, and “in vivo” quotes, which were taken directly from the participants’ interviews.

#### **4.7.2 Transferability**

De Vos et al (2011:419) reason that the research analyst should inquire whether the exploration results are transferable from a particular context to another. Transferability involves a concentrated investigation of a small group of people having comparative qualities which cannot be generalised to other contexts. Qualitative research encourages the researcher to develop thick descriptions and explanations of the cultural details (Bryman & Bell 2015:402). To address transferability, the researcher provided a thick description of the setting. In particular, the thick depiction is a system which helps to give a more extravagant and full comprehension of the setting.

Transferability was established by giving proof of the research findings that could be applied to different settings, circumstances, and populations. With the end goal to accomplish transferability in this research, the researcher purposively selected a sample of participants and provided detailed narratives to communicate the research findings. Participants responded to the questions presented in the interviews, as will be illustrated by verbatim quotes, in other words, thick description. These rich depictions will shift readers to the circumstance as experienced by the researcher during the interviews and will subsequently enable readers to gain a feeling of shared experiences. Thus, readers will be in a situation to pass judgment on the transferability of the findings.

#### **4.7.3 Dependability**

Glaser and Strauss (2017:32) state that in order to confirm dependability, the researcher has to ask whether the exploratory procedure is legitimate, and if it has been well-reported and examined. Each phase of the examination procedure should be traceable and documented. According to Bryman and Bell (2015:403), researchers should adopt an auditing approach. Therefore, the research process, problem formulation, participant selection, field notes, interviews, and data analysis should be accessible. The procedure ought to likewise incorporate how much hypothetical derivations can be justified. Reviewing has not turned into a way to deal with improving

the dependability of qualitative organisational reports, partly because some concerns related to the procedure. One is that it is exceptionally challenging since qualitative research regularly creates extensive data sets and this can be a noteworthy reason why it has not turned into an approach for approval. Dependability was addressed to make sure each stage of the research was traceable and documented.

To ensure dependability, the researcher kept detailed transcripts of the interview schedules that were used during the interviews. The research the methodology that was followed included the details of the sample that was included in the study, records of the audio-recorded conversations, field notes, signed informed consent forms, and transcript records of the of the interviews conducted for this study in the exploration of the design of JDs in the SAPS.

#### **4.7.4 Conformability**

Bryman (2012:362) contends conformability is the degree to which others agree or corroborate with the research findings. Each qualitative research is unique in itself, but the researcher can still adopt means such as documenting the procedures for rechecking data. There are various procedures for improving comparability. It is concerned with guaranteeing objectivity, while at the same time perceiving that complete objectivity is incomprehensible in organisational research. The researcher needs to act in understanding with some basic honesty; it should be clear that the researcher has not permitted individual qualities and theoretical viewpoints to impact the study's discoveries. Furthermore, to guarantee conformability, the researcher should not permit individual qualities and theoretical perspectives to unduly influence the results derived from the study. The researcher ensured the security and minimised the discomfort of the participants. At the point when a participant felt some discomfort in participating in some questions, they could request to skip the question.

The researcher kept a detailed record of the interview guide and subsequent transcripts of the interviews conducted. As a result, the findings and interpretation of those findings can be readily connected to the data provided by the participants. Any biases,

motivations, interests, or perspectives of the researcher were thus eliminated and confirmability was ensured.

In summary, trustworthiness through credibility, transferability, dependability, and conformability was used to upgrade the qualitative research discoveries in this particular research study. In terms of credibility, the problem was explored and described the setting of the design of JDs in the SAPS.

#### **4.8 ETHICAL RESEARCH CONSIDERATIONS**

Research ethics refer to the standards that are necessary to conduct the research in a mindful and ethically protective way. Ethics are the moral principles and standards used to manage moral decisions and associations. Ethical standards fall into four primary zones: to uphold a strategic distance from participants, to ensure the consent of participants, to respect participants' confidentiality and privacy, and to avoid the use of duplicity (Gray 2013:68).

Participation in this study was voluntary and a person could indicate whether he/she wanted to be part of this research study. The researcher protected the participants' anonymity and developed their trust to enhance research integrity. In the event that a participant who had volunteered to participate in this research study decided not to participate, the participant had the privilege to withdraw from this study at any time, without any negative results or penalties. On the occasion where participants choose not to participate in this research, there was no obligation to explain their reasons and the data was destroyed.

Based on the University of South Africa's (UNISA) Research Ethics Policy, the researcher protected the dignity, confidentiality, and privacy of participants (UNISA 2007). All information is kept and regarded as classified and confidential, as guaranteed by the researcher. The recorded data were transcribed verbatim and analysed. All information and informed consent forms were safely stored on a computer

with a password and hard copies were sealed in an envelope separately to protect the participants' identities. These envelopes were secured in a file organiser and the researcher reported back to the UNISA College of Law Research Ethics Review Committee to confirm that the researcher has complied with the real obligations imposed by the UNISA Research Ethics Policy Committee as per Annexure A.

#### **4.8.1 University of South Africa's Policy on Research Ethics**

In terms of the UNISA Research Ethics Policy (UNISA 2007), all research at UNISA must obtain ethics clearance. This policy is based on the vision of UNISA: towards the African, the University is shaping futures in the service of humanity. The UNISA Research Ethics Policy was studied and the ethical concern involved in this exploratory research was taken into account by the researcher. Grounded in the ethical policy principles, the researcher protected the dignity, confidentiality, and privacy of the participants (UNISA 2007) as per Annexure E, the informed consent form.

#### **4.8.2 South African Police Service National Instruction on Research**

In terms of the SAPS National Instruction 1 of 2006 on Research (SAPS 2006), permission to conduct the research study at the various environments in the SAPS was requested via an application letter to the Head: Strategic Management – as per Annexure B. The application letter included permission to interview police officers from the HRU and ORS divisions, as well as the Provincial Offices. The Research Division interconnected with the HRU and ORS Divisions and the Provincial representation office of Gauteng to grant the researcher permission to conduct this research study as per Annexure C. Thereafter, the DC of Research signed an authorised letter wherein permission was granted as per Annexure D to conduct research in the SAPS in terms of SAPS National Instruction 1 of 2006 on Research (SAPS 2006).

#### **4.8.3 Additional Ethical Considerations**

Ethical considerations are related to good moral values and were considered as significant research strategies in all the research phases. According to Friesen, Kearns, Redman and Caplan (2017:19), the Belmont Report on Ethical Principles and

Guidelines for the Protection of Human Research Subject is a basic reference that guides Institutional Review Board (IBR) behaviour and examination proposition, including human subjects, to guarantee the exploration meets the moral establishments of the controls. The Belmont Report condenses moral standards and directs the research study. The key moral standards for using any human subjects for research are respect, beneficence, and justice (Friesen et al 2017:19).

Respect entails protecting the autonomy of all people, treating them with courtesy, and allowing for informed consent (Friesen et al 2017:19). Beneficence can be understood as making the best interests of research individuals a top priority. The researcher decreased risks and opened up points of interest to members and society. For example, while choosing a research plan, the researcher should ask whether there is another approach to gain similar data with lower risks to participants. Permission to conduct a study on “an exploration of the design of job JDs in the SAPS” was requested in terms of the UNISA Research Ethics Policy (UNISA 2007) as per Annexure A and in terms of SAPS National Instruction 1 of 2006 on Research (SAPS 2006). The Belmont Report standards are followed to obtain specific information and understanding with regard to people, beneficence, and justice (Friesen et al 2017:19).

#### **4.8.4 Researcher’s Background**

The proper context and specific purpose of the study is explained in Annexure F. Therefore, the researcher should bracket her experience to contribute to the research to evaluate JDs in the SAPS. The researcher has 27 years of active service in the SAPS and currently at the commissioned rank of Lieutenant Colonel, stationed at HRU Division, in the JDs and Career Planning Section. The researcher has a broad general knowledge base of the SAPS, which includes policing, crime detection, HRM, and information systems. For several years, the researcher’s work responsibilities included the development, maintenance, and monitoring of generic JDs on the SAPS Intranet database system. Furthermore, the researcher conducts individual JD inspections, scientifically verifies JD compliance on the PERSAP, and provides sufficient support and necessary guidance. With the researcher’s direct exposure, active involvement,

and extensive experience in JDs, the seriousness and comprehensive evaluation of JDs in the SAPS became a burning matter to the researcher as indicated in Section 1.2.

#### **4.9 CHAPTER SUMMARY**

This chapter extensively covered the research methodology, philosophical worldviews, and the research design and methodology. In this chapter, the study geography, population, and the sampling and selecting of participants were indicated. The data collection methods, namely the individual, semi-structured interviews and focus groups, were addressed. Furthermore, Chapter Four explained data analysis and the methods utilised by the researcher to ensure the trustworthiness of the study, as well as the ethical research considerations that were taken into account during the study. The presentation of the study findings will be described in Chapter Five and verbatim quotes will be utilised.

## **CHAPTER FIVE: PRESENTATION OF THE STUDY FINDINGS**

### **5.1 INTRODUCTION**

For many kinds of research, the main work of interpretation cannot be done until all the data have been collected and analysed. Therefore, to present the study findings on an exploration of the design of JDs in the SAPS it is fundamental to list and interpret participants' perceptions and viewpoints. At this stage of the study, there are many points of view and ideas that have to be merged. This information should make sense to the reader and present the study findings.

Chapter Five presents the empirical data which were derived from the interviews with the participants following a constructive research discussion relating to the specific research questions which directed the research study. Empirical data were analysed to correctly identify, describe, and explore a comprehensive evaluation of JDs in the SAPS. A presentation on the empirical findings derived from two interview schedules will be provided. Semi-structured interviews and focus groups were conducted with SAPS participants, both from the support and operational career stream personnel, to gain their valuable insights and viewpoints on the value of JDs in the SAPS. Interview schedules as per Annexure G and H were used to obtain answers from questions and the raw data were analysed.

The findings will be described in this chapter. The participants from the four focus groups can be identified by the code G1, G2, G3, or G4 in front of each participant's unique number. Each participant from the individual, semi-structured interviews was allocated a number from ID1 to ID16. The findings follow the sequence as illustrated in the summary provided in Table 5.1.

**Table 5.1: Summary of Main Themes and Sub-themes**

<b>1. Value and Benefits of Job Descriptions</b>
<ul style="list-style-type: none"> <li>• Job description protects the employee and the organisation</li> <li>• Job descriptions communicate employees' roles in the organisation</li> <li>• A job description is an employment contract that protects employees against unfair labour practices</li> </ul>
<b>2. Processes to Coordinate and Monitor Job Descriptions to ensure Effective Management</b>
<ul style="list-style-type: none"> <li>• Yearly process with sequence of steps to check and monitor job descriptions</li> <li>• PERSAP compliance inspection and training</li> <li>• Regulatory directives for developing job descriptions</li> <li>• Responsibility for the development of the generic job descriptions</li> </ul>
<b>3. Potential of Job Descriptions to enhance Police Performance</b>
<ul style="list-style-type: none"> <li>• Job description roles in the enhancement of SAPS performance</li> <li>• The communication of job descriptions to members is essential for professionalism</li> </ul>
<b>4. Knowledge and Skills for Designing Job Descriptions</b>
<ul style="list-style-type: none"> <li>• Knowledge of the environment</li> <li>• Knowledge of the existence of the job description</li> <li>• Computer literacy and research skills</li> <li>• Communication skills and training proficiency</li> </ul>
<b>5. Attitudes, Experiences and Challenges of Job Descriptions</b>
<ul style="list-style-type: none"> <li>• Attitudes towards job descriptions</li> <li>• Negative attitude due to not being informed on the role of job descriptions</li> <li>• Changes in the structure of HR management</li> <li>• HR Office uninformed and confused about job titles</li> <li>• Service terminations without changes on the system</li> <li>• Employees perform duties and tasks outside their job descriptions</li> </ul>
<b>6. Recommendations of Electronic Job Description Systems</b>
<ul style="list-style-type: none"> <li>• SAPS Intranet</li> <li>• PERSAP</li> </ul>

Table 5.1 represents the six main themes and sub-themes identified after data analysis. The themes represent the value and benefits of JDs; processes to coordinate and monitor JDs to ensure effective management; the potential of JDs to enhance police

performance; knowledge and skills for designing JDs, attitudes, experiences; and challenges connected to JDs; and recommendations of electronic JD systems. Emerged themes and categories will be described and linked to verbatim quotes from the interviews.

After breaking down and analysing the information on the six main themes, these rising themes were described and enriched with in vivo quotes. The first theme to be discussed is the value and benefits of JDs.

## **5.2 THEME 1: VALUE AND BENEFITS OF JOB DESCRIPTIONS**

This theme aimed to determine whether local police officers appreciate the practical value of a JD in the HRP, or only see it as an official document and employment contract to be enclosed with the PEP document. For the qualitative researcher, it was significant to see if local police officers really realised the bigger picture and value of JDs in the SAPS. To address the specific theme, the following questions were put to the participants:

- *Please explain the value and benefits of JDs in the SAPS?*
- *JDs can contribute to good HRPs. Identify and explain particular HRP, for example, recruitment, which can benefit from JDs.*

### **5.2.1 Job Description Protects the Employee and the Organisation**

Participants who responded positively refer to distinct advantages that fit the organisation and mutual benefits for the employee. The following participants highlighted the distinct advantages of well-planned JDs for the organisation as per “in vivo” quotes:

G4:2 *“A JD is a contract document between the employer and the employee. That is why it is significant because it aligns the organisation goal and the mission.”*

G4:9 *“...it gives the core responsibilities of a specific post. It makes it clear what is the KPAs and what the post entails.”*

- G4:11 *"...in the posted advertisement, JDs are what is entailed in the advertisement for that job, more or less the KPA. It also can be used to advertise the post."*
- ID13 *"Recruitment, to advertise a post I must already possess knowledge about what is the post requirements, the KPAs of the post, what's the relevant training required, what the relevant experience has required. Instances like us in ORS, when we advertise say for instance a post in Public Order Police and that is specialised, to have certain skills, have certain training. Training, recruitment and promotions are very significant. Employee health and wellness, if you have a poor performer and are not performing, does he have a JD? Does he know what is expected of him? Does he know what legislation is applicable to the work?"*
- ID10 *"When you do an ill health or one of those boards, you use your JD. Almost in everything, all the HRM related things you use your JD... if there is an accident, and there is a question about where you supposed to be in that vehicle or not, then they use the JD to see was that part of your duties."*
- ID12 *"...monitor the members at the operational level; they are performing in terms of where the SAPS require them to perform."*

One advantage of JDs for the organisation and employees is that it is an employment contract between two persons, the employer and the employee, that indicates clear KPAs and core responsibilities. Most exposed participants highlighted the critical importance and advantages of JDs in terms of promotions, recruitment, and selection, as well as training. In light of the organisational benefits, participants highlighted the nominal value of JDs in monitoring official performance and outputs to contribute to establishing productivity and winning community support in the process. JDs support recruitment and selections for posts and promotions. Participants also highlighted the critical advantages and the value of JDs to assist in appointing the appropriate employee and to monitor outputs towards organisational goals. JDs can also defend and support the HR employer from key issues with employees by indicating precisely the boundaries in which the employee should function, for example in case of accidents and when monitoring performance.

### 5.2.2 Job Descriptions Communicate Employees' Roles in the Organisation

The advantages of JDs for employees that participants identified should be read in relation to the attitude of employees. The following "in vivo" quotes substantiate this argument:

- ID1 *"In terms of the HR AOP, management is supposed to have some sort of a briefing session or workshop to familiarise, call all our employees at lower levels, because your HR AOP plan is all about what is it that we expected, the deliverables, the target, every employee will have to see where he or she fits in the operational plan. Saying irrespective of your level, we really recognise you at this planning; you add value to that operational plan. Because it escalates down, that is where it gives us a clear indication of compiling our JD, our duties."*
- ID8 *"The value is enormous; the implementation is not so good. But the value of it is excellent. The implementation lacks in the crosscutting responsibilities, OD, HRU, Personnel Service and whoever and people on ground level, there is a lacking element there in that we do not talk to each other."*
- ID10 *"The reason why people do not see the importance of JDs because they feel it is not linked to anything. If you start training people and you emphasise these things, then they will start seeing the bigger picture. Just to get them to that point, it is difficult."*

Two participants alerted the researcher to the fact that although JDs are valuable, it will still depend on training and communicating with members about their role in the organisation based on their JD. Communication seems to be a very significant issue that also emerged from participants. Management is supposed to have a briefing session or workshop to familiarise employees with the HR AOP and give a clear indication on the compilation of the JDs. According to the participants, the value of JDs is enormous, but the implementation is not so good due to the different components in the SAPS as, for example, the Component OD and the HRU and Personnel Service divisions do not communicate work similarities to each other. Employees do not see

the value of a JD, as it does not link to anything. But if HRU Division's JD personnel and trained HR practitioners from provinces and divisions take the responsibility to train employees and place emphasis on the JDs, they will see the bigger picture.

### 5.2.3 Employment Contract to Protect the Employee against Unfair Labour

The following extracts from exposed participants imply that clear guidelines composed by authorities and signed by the employee convey an overwhelming sense of security in that the employees are protected as long to stay within the boundaries and specific settings:

- G1:6 *"A JD protects you, because we are in the police, we comply and complain second, you are forced, but you have a backup plan, it is your JD now. There is a good part of JDs aiding us to consider on a way how to help people that are doing JDs."*
- ID4 *"There are benefits to it because you get covered; it is a legal document. When I talk about injuries on duty and that can happen to you while you are in the workplace and then the organisation will take care of you because you were working in line with what was prescribed for you to do in your workplace. This is a document that you can use to cover yourself. Danger allowance, finance can allocate funds for this person because the JD clearly mentions he works in a highly hazardous environment, so there is this allowance that you are entitled to have if you are working in that kind of environment and it is you can only get that if the JD has it in it, that shows that you are working this kind of work."*
- G4:5 *"JDs, you can benefit a lot. If you apply for a service allowance, you need JDs; you must attach your JD. When applying for cash bonuses, certain people, as at our station, studied B-Tech in forensics and that is not applicable to their posts. If you attach the JD, they do not approve it, because it is not in the specific field."*
- G4:4 *"It is an agreement between the employer and the employee. Also helps management do not relocate people and create a post where there is no post."*

- G4:13 *“...for applying for bursaries, when you apply for incapacity, and ill health, you must attach a copy of your JD, promotions and courses.”*
- ID10 *“They require employees to streamline their careers, as an HR practitioner; I cannot just go and have a bursary that is unrelated to HR duties. For the employee himself, because if you are looking at a career, if you are considering your career and future, you can use your JDs and check out the different career paths and the requirements.”*

All participants highlighted the paramount importance and value of JDs. Some participants are of the humble opinion that JDs protect the employee against unfair labour practices. The JD is seen as is an official legal employment contract to defend and regulate the relationship between the employer and the employee. In addition, it contains advantages specific to employees, such as injuries on duty, service allowance, and disputes, and assists when an employee applies for incapacity or ill health benefits, bursaries, or bonuses. Participants in this study identified more advantages specifically for employees, particularly in the case of HRPs, which they can benefit tremendously from, including promotion, successful recruitment, and selection for a post and chosen career path, as well as development and training opportunities. JDs also help to prevent management from relocating employees and creating a post where there is no post. JDs provide excellent opportunities for the sustainable development of the employee. The JD protects the organisation and supports the HR employer from key issues with employees, and also monitors employees' performance. For the SMS, it is traditionally a practical matter of “command and control” towards organisational goals.

### **5.3 THEME 2: PROCESSES TO COORDINATE AND MONITOR JOB DESCRIPTIONS TO ENSURE EFFECTIVE MANAGEMENT**

The main objective of this theme was to discover the current processes that are utilised to coordinate and monitor the success of JDs in the SAPS. It is therefore of utmost importance to determine what steps should be taken to ensure that each employee has a valid JD and that the employee knows what the employer expects to do daily tasks

successfully. In order to obtain valuable information regarding this aspect, the following questions were put to the participants:

- *As an HR practitioner, provide me with the processes and steps you perform to implement and coordinate JDs successfully in your work environment?*
- *In your experience, what are the best practices to monitor JD compliance in the SAPS?*

### **5.3.1 Yearly Process with Sequence of Steps to Check and Monitor Job Descriptions**

The participants' responses indicate a variety of perceptions:

- ID1 *“In the beginning of each and every financial year, I would write a letter or info to inform every employee to say this is the beginning of the financial year, ensure you compile a JD, our JD and your performance plan and then they would be submitted to my office. Upon submission, I will have to peruse them. If there are no queries, then have to go into the system, we are using the PERSAP system, and then we have to capture them on the system as per compliance with the performance management.”*
- ID8 *“In the beginning of a new financial year, we will compile an inspection plan as well as a training plan; communicate it with the practitioners on accounting station, station level and unit level of the provincial units. Then we will inspect and send them back with the results of the inspection and require them to bring it back with the corrections. Before that, we will train or retrain them, or refresh the training. It is once a year that each and every station will be able to send people to a training meeting, where they will be trained and then should their people be rotated or chanced for whatever reason, they can then make an appointment for a one-on-one basis to be trained, then inspect, send back, corrections, re-inspect.”*
- ID10 *“So at the beginning of the year, I will start sending out reminders to the people to revise the JDs to make sure that it is still in line with the work. I will also send out reminders to remind them that a JD is for five years, so they must compile*

*new ones if the five years expire. Then I conduct inspections at each station within our province and all the provincial components and we try to do it before September every year and also the capturing of the JDs on the system.”*

G4:11 *“What happens to the process of JDs, it is a yearly programme, but every year the programme needs to be done and kept in the system. A JD is valid for five years before it is being reviewed. So what happens, if the incumbent did not change the position or the post, it will remain that way for five years. Every year we start from a financial year, it is a financial year programme where we give it back to the employee to revise it, to remind himself or herself about the JD, but it might be signed once in five years unless there are some changes. If there are no changes, it continues to the next financial year and then that date on which it was first signed will be kept on the system, to say that the JD was formed and signed maybe two years ago, but then we know that it is valid for five years.”*

The JD process includes a yearly process with a sequence of steps to check and monitor JDs. Reminders are sent out to ensure the JDs are valid and still within the five-year time frame, and to compile updated ones if the JD is older than five years. Inspections are conducted, and the JDs are perused and compared to PERSAP compliance in line with the performance management system.

### **5.3.2 PERSAP Compliance Inspection and Training**

On the other hand, activities to coordinate the JD process include conducting audits and inspections by using the PERSAP:

ID12 *“... as an HR practitioner, I monitor it on the system to check if the JD... or I conduct an audit from a certain station to check if they are compiling them in terms of the procedures in the SAPS on the system I want to check if the job title or the JD is corresponding with the one on the printout is where I can monitor if the member... or it is aligned with the member’s JD and the job title. Because you will consider out, sometimes they say the number is a sector*

*member, but then whereas he is supposed to be crime prevention or Client Service Centre official.”*

- ID13 *“For our centralised offices, my personnel conduct a 100% inspection on the JDs and is also captured in the database to ensure we do comply with the submission of the JDs in terms of the relevant guidelines. There is not actually a document that I have seen from JD section to say that the inspections must be done, but we have issued, for instance, this year, an instruction that all inspections at the decentralised units, they must do a 100% inspection of their documents. That inspection report, in a prescribed format, must be submitted to our office. We have a database where we monitor the submission for the decentralised office.”*
- ID16 *“We use the PERSAP system, that is where we can see if all the members have got the JDs that really you can see that is where you see if every member has got the JD or not and then from there, after monitoring the system, we do inspections at the stations to see the quality of the JD and to see exactly is it real or what.”*
- ID14 *“Conduct workshops, train members from the beginning how to compile JDs, what is the importance of JD, do the intervention and aligning of JDs with them. Explain exactly how their JD should look vice versa what they are practically doing ourselves, for they must have an individual understanding of the JD... I inspect it manually, do the physical inspection of their JDs then I verify what they are doing, they're performing is in line with what is in their manual. Inspection and auditing, do the auditing, JD auditing.”*

Activities to coordinate the JD process include conducting audits and inspections by using the PERSAP, and also providing training and conducting workshops related to the JD agreement. Employees conduct a 100% inspection on the PERSAP to ensure database compliance.

### 5.3.3 Regulatory Directives for Developing Job Descriptions

This sub-theme was adopted to consider which documentation and specific regulations indicate the possible reason why employees in the SAPS must have a JD and which documentation directs JD development. With the focus to collect information in line with the theme, the following questions were put to the participants:

- *Which documentation in place in the formulation and development of a JD? What regulates legislation, documentation in the SAPS?*

Individual participants generously listed a variety of documentation and legislation for guiding the development of JDs, as illustrated by the following quotes:

G1:5 *“The Labour Law states clearly that you need to sign an agreement.”*

G4:11 *“...we have a national instruction PEP which gives us guidelines regarding JD. So every member must have a JD before he or she can perform any duty. So it is a national instruction and the code of conduct.”*

ID2 *“...the functional structure of OD, the structure of that particular environment and the old JD of that post.”*

ID4 *“All the legislation, national instructions, the policy, standing orders, Acts. So as an HRU practitioner, I must always familiarise myself with these things... Employment Regulation 2008... there is PEP document that goes hand in hand. The SAPS Act 68 also has that part in it.”*

ID8 *“It starts at the Constitution, PSR, operational plan, national instruction on PEP, although it is not directly, it still talks to each other.”*

ID14 *“Job evaluation and then job analyses, because we have to explain to each other what we want to develop a JD, must do research, job analyses, then we can develop a JD.”*

Documentation and prescriptions for guiding the precise formulation and sustainable development of JDs were mentioned by the participants. These examples included the Constitution, the LRA 66 of 1995 (South Africa 1995a), the SAPS Act 68 of 1995 (South Africa 1995b), the SAPS Code of Conduct (SAPS [sa]), OD documents, existing and

previous JDs, operational plans, Employment Regulation 2008 (SAPS 2008), PSR 2016 (DPSA 2016), and the BCEA 75 of 1997 (South Africa 1997).

#### 5.3.4 Responsibility for the Development of the Generic Job Descriptions

The following question came up:

- *Who is responsible for designing an employee JD? Why do you say so?*

It seems the participants are uncertain who is responsible for developing generic JDs.

The following quotes confirm this statement:

G4:6 *“The National Head Office must research and draw the generic JD and send it to the provincial office. The provincial officer must implement and coordinate the JD to the station levels.”*

G4:9 *“The National Head Office is to set the trend; to develop the generic JDs that we are supposed to have on the intranet. So what I want to say is that the National Head Office should develop it, they should load it up on the computer for us to use it and the Provincial Office is there to check and monitor compliance.”*

G4:5 *“...at the station level, it is the responsibility of HRM, hand in hand if there is any input from the commander regarding specific tasks. If you wait for the commander, you will probably be in a situation that you are without JDs.”*

G4:12 *“JD starts with the National Head Office with the OD who identifies a post and after identifying the post. So their role will be to monitor every post from the National Head Office, to see if whether it is in line with the organisational vision and then the same with the provincial office. The province, their duties will be aligned more with the provincial vision.”*

The majority of the participants indicated that generic JDs should be written by “National Head Office”, as it is precisely the level where people are responsible for intentionally creating key posts, advertising them, and filling the posts. After that, the responsibility for “fine-tuning” the JD lies with the HRM office where the employee is

stationed. Some participants were of the opinion that the local HRM office at station level is responsible for developing the JDs. According to the one participant, if the employee waits for the commander, there will be no JDs. Another philosophical viewpoint was that the National Head Office, Component OD, identify the post. So, the main responsibility lies with Head Office for JD compliance, but the provincial office coordinates and implements it as a reporting line between the station and Head Office, to see if whether it is in line with the organisational vision of the SAPS.

#### **5.4 THEME 3: POTENTIAL OF JOB DESCRIPTIONS TO ENHANCE POLICE PERFORMANCE**

Theme 3 of the research study is focused on whether it would contribute to the enhancement of police performance, should well-developed JDs be in place and every employee be precisely aware of what is expected of him/her in terms of the job responsibilities.

To gain valuable information on specific aspects, the following questions put to the participants:

- *As an HR practitioner working with JDs, what roles can JDs perform in the enhancement of performance in the SAPS?*
- *Policing style serves as a reflection of the police work in the community. What impact can well-written JDs have on the SAPS policing style?*

##### **5.4.1 Job Description Roles in the Enhancement of SAPS Performance**

The following answers were given to these questions:

ID2     *“So JD can enhance performance if people performing the job will follow what is in the JD; they will not do the job as they wish. A clear written JD will help the police to do their job in the community, as it will be clearly mentioned the task and task output that particular police must do in that particular community.*

*Well-written JD will benefit the community, as I regard it as a guide, the police how to do their work.”*

- ID5 *“JDs will assist you to perform your job in a professional and a workable way, because then you understand what’s expected of you and then in the way, for example, if I have to make arrests outside in the public, that it is clear, make arrests, that’s one of my KPAs in my JD, it is simple, but towards the community, if I act in a professional way and I am arresting people, I am doing that, I am working with my community.”*
- ID14 *“It will reflect well to the community because they are working according to the rules and regulation, the way the JD want us to perform the duty. If you follow the JD guideline and perform your duties accordingly, it will reflect good and well on the image of the police.”*
- G2:8 *“...the community will start having faith in the police and the community will not take the law into their own hands. The community will also then give valuable information to the police and will tell the police hey, listen here, Piet is dealing in drugs.”*
- G1:6 *“...if everybody understands the JD, it will enhance your service delivery. If I understand what is expected of me, how I need to treat the others around me, that’s including the community, then it will clearly enhance service delivery because of you a proper member of the SAPS. That is with discipline, with integrity, because now you understand what is expected of you.”*

Clearly communicated JDs are essential to positively enhancing professional behaviour, but only if members perform their jobs as written in their JDs. In addition, clearly formulated, understandable JDs will support employees and is an excellent guide for members on how to work accordingly. By working according to JDs, the professionalism, discipline, and service delivery of the police will be enhanced in the eyes of the community. Should police officers work according to the rules and regulations, their actions will reflect positively on the entire SAPS and present a professional image to the community. In this way, the community will start having faith in the police and the community will not take the law into their own hands. All

participants positively indicated that clear JDs can indeed enhance professionalism, for example, if all employees comprehend exactly what is expected of them and if they implement their JDs as prescribed. Participants agree that professionalism is expressed in the conduct of members. It constitutes the manner in which they approach their work. Professionalism means being true to the SAPS moral rules of conduct.

#### **5.4.2 The Communication of Job Descriptions to Members is Essential for Professionalism**

JDs are essential for professionalism, but not a guarantee of professional behaviour. Communication with members about JDs is essential to enhance work ethics and professional behaviour. A couple of participants referred to work ethics and how it relates to professionalism:

- G4:9 *“Professionalism... it is how you execute that JD. You can have a wonderful JD, but if you underperform according to that JD, you are supposed to perform, that is not going to enhance the person’s work on how he performs his tasks. He will just do the bare minimum to ensure that it is in compliance with that legislation, even if you have balanced and well set out JDs.”*
- G4:6 *“...if you take out legislation from the JD or the directives, people just do the minimum? Yes, there are individuals that will just do... if you are supposed to make ten copies per day, he will go to his grave with just ten copies, even if there is another lie [task] on his desk, he will do that tomorrow. There are people in the organisation like that. If you have a detailed JD, then you will get a more professional organisation, but it all depends on the individual himself.”*
- G2:1 *“...to be written professionally and effectively, but if those JDs explain to the members, they will know what is expected of them. The commanders often know what the JD is saying and they know what the content of the JD is saying, then there can be professionalism in the police, JDs. There should be a discussion about that JD between the member and the commander. We have JDs currently in the police, but there is no communication.”*

- G3:1 *“KPA’s that just highlighting it in everyone’s JD would actually standardise what needs to happen in terms of conduct. So if those elements can actually appear onto everyone’s JDs, then... and people make sensitive and aware of it, then it can be able to address some of the issues in terms of standardisation and understanding of how things should happen.”*
- G1:5 *“If they give you guidance in your work environment on how to behave, how you should interact on the specific job, the tasks you have to perform, that can in a sentence create professionalism, we do not treat people in a professional way in when we do the assessments.”*

In summary of Theme 3, certain participants were of the opinion that if employees execute their JDs accordingly it will be wonderful, but the real situation in the SAPS is that some members underperform and that is not going to enhance their work because they only do the minimum. Other participants were of the opinion that the directives and legislation in the content of the JD require members to be professional, but it all depends on the individual himself/herself.

## **5.5 THEME 4: KNOWLEDGE AND SKILLS FOR DESIGNING JOB DESCRIPTIONS**

In general, the phenomenon is that a person occupies a post, but does not have the necessary skills to carry out the responsibilities of that post. Even in the case of JDs, certain skills and attributes are required to develop JD documents, and to monitor and coordinate the process. So the question arose: *Why do we struggle to build a generic database?* It appears that the person/s who writes JDs has to possess certain skills. To highlight the relevant skills, the following question was put to the participants:

- *What are the basic requirements and skills a person must have before developing and monitoring JDs?*

The quotes in the following sub-sections are examples of their views.

### 5.5.1 Knowledge of the Environment

Knowledge environments are social practices and actions intended to encourage community information building, basic leadership, and decision making as interference contingent upon the epistemological premises and objectives. Physical experience and knowledge of the environment were highlighted, as illustrated by the following quotes from participants:

ID3 *“Experience and knowledge, if you have not been in the environment of understanding JDs, it will be difficult to design a JD.”*

G4:12 *“Knowledge of the job, of the person that is going to do that. You cannot just develop a JD whereas you have never been physically in that environment.”*

ID14 *“You must be knowledgeable about the environment in the police; you must have an experience of that environment to compile a JD for that particular environment. Have a basic understanding of police functions at various units and posts. Command structures must also have background knowledge of the job titles, to be able to advise because your job titles are not necessarily the same as the ranks.”*

Some participants highlighted that the skills needed to develop JDs include having experience in, and understanding and knowledge of the environment of the particular JD. Participants' experiences are that the employee should first have physically been in a specific environment to have acquired knowledge before the person can be skilled in developing JDs. The person should also have a basic understanding of police functions in various units, the background of command structures, ranks, and job titles.

### 5.5.2 Knowledge of the existence of the Job Description

Other skills needed to develop JD employment contracts are the foundation to understand the JD employment contract and to have a strong organisational understanding. It is important to understand the SAPS HR organisational framework that acknowledges police language, in order to be more effective in the development of JDs. The following quotations illustrate the participants' opinions:

- ID4 *“Broader knowledge when it comes to the Acts, the legislation on what is the policies and because in a JD there will be tasked there, but those tasks must be what is accepted by the government policies, national instruction, or a policy or something that guides it.”*
- ID8 *“Know how to compile a JD and how to monitor JD on the system if it is correctly captured. In-service training or workshop from the national office will suit fine and then thereafter, as HR practitioners at the provincial-level, we will coordinate or have a workshop with members so that they can know what is expected from the National Head Office.”*
- D13 *“You must have the basic knowledge about why we have a JD, what is the format of the JD. Obviously, computer literacy, so I usually advise my HR practitioners when we do the training, even though it is the responsibility of the line function supervisor to compile the JD, please assist them because they will not have the relevant skills for instances in terms of the computer knowledge.”*

Participants indicated that knowledge of the existence of the JD, as well as a broader knowledge of relevant Acts, legislation, and policies, are needed. The person developing JDs must know how to compile and monitor JDs on the system, support employees, and conduct in-service training and workshops to coordinate HR practitioners so they can know what the National Head Office expects. The person that develops a JD should have knowledge of the post. The post must be analysed to give the background about what is required for the job, and list the type of skills, attributes, knowledge, qualifications, training, experience, and equipment needed for that job.

### 5.5.3 Computer Literacy and Research Skills

Computer literacy and research skills are crucial for the effective design of JD employment contracts. In this fast-growing technology environment, the JD developer should have access to a computer and should have computer and research skills. The following quotes express this sentiment:

- ID1 *“...computer literacy and experience, we will capture it on the system that we do have and I would say professionally as well. It is part of one of the skills, professional; your work needs to be professionally presented.”*
- ID2 *“A person must also be computer literate to be able to develop a JD, must have access to the SAPS Intranet to get more information of the SAPS Intranet. It is about research, and the person must have the skill of research.”*
- ID14 *“We must have knowledge and skills on how to compile a JD and if you must go and Google may be to get information from outside.”*
- G4:6 *“Research skills are significant because there was this time we refused to sign wrong JDs that were sent by the National Head Office. They had to come down and conduct an interview with us and consider what it is that you are doing at the station. So research skills are very much significant.”*

It was pointed out that the developer should have computer and research skills to compile a JD accurately. Furthermore, knowledge can be acquired by doing research on the job. The developer should know how to structure the JD professionally and may research information outside the organisation.

### 5.5.4 Communication Skills and Training Proficiency

Communication skills and training proficiency are important for HRPs and effective JD designing. To be truly successful in any role, you need to understand yourself and others, and know how to build and maintain effective relationships with employees and colleagues. The following responses from participants regarding communication skills and training proficiency were obtained:

- ID6 *“Communication skills and interpersonal skills... give them feedback and assist them in any case, interpersonal and negotiation skills, where they feel they do not have an understanding, so you need to come and sit down and negotiate.”*
- ID4 *“Training skills, but now there is a system that we have, that I can go into it and check it, whether is it in line or that and you must be a person who is able to explain things to people.”*
- ID13 *“So you also need to be analytical to be able to understand what you are writing, language proficiency also. What we usually tell the people also when we do the training, is write the JD at the level that the member’s whose JD it is supposed to be, will understand.”*

Other required skills included communication skills, interpersonal and negotiation skills, computer literacy, training skills, and to be analytical enough to be able to understand what you are writing.

## **5.6 THEME 5: ATTITUDES, EXPERIENCES, AND CHALLENGES OF JOB DESCRIPTIONS**

The key theme was aimed at sufficiently establishing the employees’ understanding and feelings about having a JD in place. On this specific theme the following questions were put to the participants during the interviews:

- *From your perspective, what are employees’ attitudes towards JDs? Do you think SAPS employees co-operate in the effective implementation of JDs?*

### **5.6.1 Attitudes towards Job Descriptions**

On these fundamental questions, the following direct responses were obtained:

- ID4 *“Hope I do not get into trouble for answering that one. What I must say is that most employees do not see the importance of JD. They see it as just a paper, exercise, as something that they have to do, sign and file it away.”*

- ID5 *“Honestly, it is a paper exercise for most people. Nine out of 10 times we consider that the people just sign it for the sake of signing it, not reading the document, not checking whether the job that was given to them is in line with what they are actually doing.”*
- ID10 *“My personal, honest opinion is that 80% plus of the members of the police see it as a paper exercise. No, they do not have a choice; we force them to cooperate.”*
- G4:8 *“JDs are a ‘paper exercise’. Because they know that if they get a rating of three on their PEP, they will get paid progressions. That is why it is all about the attitude and is wrong; it is only a paper exercise.”*
- G4:12 *“...the operational members – I am going to take most of the operational members – most of them, they do not have much time on the JD and the PEP, to be honest. It is a process, as a coordinator of JDs or HRM commander or coordinator of PEP or JD.”*

From the direct responses from the qualitative interviews, it was found that employees’ attitudes towards JDs are predominantly negative and they do not take it seriously. There is no proper incentive for proactively engaging with JDs since it is seen as “paper exercise”. The possible reasons they indicated were profound ignorance about the use of JDs and the advantages of JDs for employees. A sufficient number of participants indicated that for most employees, a JD is something that they have to sign before they can go on with their real work. They have barely read and do not know what is in their JDs. Over and above this, operational members working with crime especially do not spend the proper amount of time to dutifully attend and understand the explicit content of their JDs.

### **5.6.2 Negative Attitude due to Not Being Informed on the Role of Job Descriptions**

Some employees are negative due to not understanding and not being informed about the specific goal and the role of JDs, as per the following “in vivo” quotes:

- ID3 *“Employees are so negative when it comes to the JD. They really do not understand as to why they always have to do it repeatedly and there are some changes. Today you will be telling them it is correct, the next time there will be some changes. It frustrates them. They are so negative towards it; they do not see any importance of the JD. On the lower levels, people do not really understand the importance of JDs. On the supervisory level, the supervisors do not care about the JDs, they only care about the PEP documents, because the JDs the members think the JD does not link to anything.”*
- ID9 *“Negative, very negative. Not all of them. There are employees positive about it and definitely want to know more about it and then there are just give it to us and they just sign.”*
- ID20 *“Most members are demoralised about JDs. We are doing this almost every year, then we are not promoted; there is no growth with us. Then I had to say to them, remember, the JD talks about your performance plan and it has a lot of things that are applicable to you. For you to be qualified for promotion, the JD and the performance plan, you have a satisfactory rating of three, wherein you also qualify for the promotion.”*
- G4:4 *“...the members are negative regarding JDs; they only use the document when they need it for other purposes, and although they endorse the documents they do not know what is standing in the documents.”*

Employees are very negative about JDs and find them demoralising. They merely use the official document when they require it for other purposes. Participants genuinely think the JD does not link to anything, and they promptly sign the documents without knowing what is written in them. Not all employees are negative about JDs, although some participants indicated that members are ignorant about the distinct advantages of JDs and that attitudes start changing when they are trained and well-informed:

- ID2 *“Other employees are negative towards JDs and others are positive. They understand what the JD is, but to my experience, those who are negative towards JDs are the employees who do not quite understand.”*

ID4 *“Many of them, initially, they thought the JD is just something you have to fill, sign and go. As incidents happen, they start understanding. So, if I have this document with me, I was covered. At that time it was valued.”*

ID13 *“It is only after we train them, they realise the legislation, for instance, I was also one of those persons that thought, ‘it is only a paper exercise’. But when you really apply your mind, do a proper JD, it is really a good management tool to establish your duties, what is supposed to be done in that specific post. Yes, most of the SAPS people still have a problem with the buy-in, for most of them it is even now a paper exercise, but here and there while we are attending training, we are also changing some attitudes.”*

Employees’ attitudes toward JDs are predominantly negative. The favourable view of the participants does not take note of the considerable importance of JDs; they see it only as a paper exercise, something that they have to do. The document is not read-only signed and filed it away. Employees are negative due to not understanding and not being informed about the goal and role of JDs. They really do not understand why they repeatedly have to change their JDs every year. However, there are some employees that are positive about JDs and definitely want to know more about it.

### **5.6.3 Changes in the Structure of Human Resource Management**

The aim of this sub-theme was to define what challenges HR coordinators experience in the coordination and monitoring of JDs. From the National Head Office’s viewpoint, it is not always possible to identify the challenges and frustrations that occur at station and provincial-level regarding JDs. To get inputs for this theme, the following question was put to the exposed participants:

- *What challenges did you face in the coordination of JDs? Can you provide alternative suggestions to avoid these challenges?*

One challenge that was identified by participants represents the changes in the structure of HR Management and the following quotes were recorded:

- ID1 *“We merged as Divisions: HRM into HRU with the current structure. That means everyone needs to change their JDs.”*
- ID2 *“It is the removal of the JD coordinators, those who have been trained to coordinate JD in their environment or sections. The management has got the tendency of removing these people, swop them to the other and bring other people who have gained no knowledge in terms of JDs. My suggestion is if the SAPS can implement what you call the career path in the SAPS, but if a person is an HR practitioner, he must receive a promotion or he must make HR practices his career. He must be promoted in that environment so that we can retain the necessary skills that are needed in that environment. In that way, I will be keeping the right people for the right job.”*

Participants from the qualitative interviews agreed that the merging and the frequent changing of organisational structures are a unique challenge. Even when an official member is moved from one component to another by the commander, the JD is not updated and the HR office remains uninformed.

#### **5.6.4 Human Resource Office Uninformed and Confused about Job Titles**

Another key challenge seems to be that commanders are not communicating employee changes to HR. The following quotes regarding this matter were obtained:

- G1:5 *“...at the one office personnel are placed in the FE. For instance, she is performing, and the JD that I have to create for her does not compare. They take a warrant officer that is currently doing our Management Information Centre and they put her into the crime prevention in a warrant officer post, because there is no post at our Management Information Centre in support and the JD and the job title does not link. Your commander decided to transfer you to another, maybe to SAPS 13. So I am going to give you the JD of SAPS 13, but the job title actually, I am confused, the job title and the standardised JD that somehow, somewhere the job title will be saying you are PO whereas you*

*are doing SAPS 13, meaning that your title as being a personnel officer, it does not correspond with your JD.”*

- G2:1 *“There are presently regulations when you move to another section, it should be done. There should be a change in the system, it should be communicated, indicate you are going to transfer to that station. You who were moving there, but you just move verbally, that is where the problems are going to be. So if you move you must make sure and that things are done and you have a JD.”*
- G4:8 *“I am agreeing before you can transfer someone, those members that they move must apply for transfers and it goes through the transfer committee. So you cannot just move a person and that is the problem we have at our station.”*
- G4:3 *“Placement constitutes a challenge. The commander who is managing people; they place employees anywhere without informing the HRU component. This is the fundamental challenge, which makes our JDs not to talk about the post that the member is currently occupying.”*
- G4:12 *“...if the station commander decides to move somebody, it is the duty of HRM to change the membership of the system, because every incumbent in the post is registered in a name of the post. Working in the HRM, you can go on the system and check my identification number or PERSAL number and you will consider me that I am bounded at HRM. Once I move out of HRM to Supply Chain Management, the system must collaborate and directly moved to Supply Chain Management. It is the duty of HRM to make certain the system and the physical part of the people correspond. HRM cannot guard everyone on the station. If there is a change that has been done, it must be informed to capture the necessary changing procedure on the PERSAL system.”*

People are placed according to the FE, although commanders move personnel as it reasonably satisfies them. So the job title makes personnel confused. People are moved from one key component to another which do not correspond with the JD. In order to move personnel legally and correctly on the system, there are proper regulations in place. It was also mentioned that the transfer committee should always be consulted in the movement and transfers of personnel. Proper placements are

challenging, as commanders move employees around as it pleases them. Placement changes must be communicated to HRM so that the change can be captured on the PERSAP.

### **5.6.5 Service Terminations without Changes on the System**

Two unique challenges that cause considerable frustrations are service terminations and duty arrangements without fundamental changes to the electronic system, as indicated in the following quotes:

G4:7 *“...the problem that we are facing is you consider members are deceased or on pension, but still, there is a list that is coming that says outstanding JD. Then our station, they said we must do the JD, even if the member is no more and then we must make a certificate that says the member is deceased. Then sometimes it takes up to months, they are asking for the same person, even if they know that person is deceased. So I do not know how we are going to resolve this, and obviously, it reflects negatively on our compliance statistics.”*

G4:5 *“...we are all facing the very same challenge almost every year and terminations of service, it is a very critical one, because it sometimes takes two to three years before you can take out that person from the duty list.”*

G4: 4 *“...Challenges from our side are when members are placed on duty arrangements on task teams and there is no JDs for the post. This is a challenge because it is a post created by the cluster commander, by management, to say they must perform these duties and there are no guidelines for what they really are doing.”*

Participants also pointed out another critical issue, namely that correct records are not being kept of the JDs of active members, because of service termination, duty arrangements, or the termination of duty arrangements. In terms of service terminations, involving deceased members or members on pension, this information will not be updated immediately; in fact, it sometimes takes two to three years to be

updated on the system. These official statistics reflect negatively on JD compliances on the PERSAP.

### **5.6.6 Employees Perform Duties and Tasks outside their Job Descriptions**

Another challenge facing employees is when they must perform duties and tasks outside of their JDs for the sake of getting the job done out of loyalty to the organisation. The following quotations from participants illustrate this:

G1:2 *“No, I am doing much more than what is in my JD. The work needs to be done, depends on the circumstances the work needs to flow. If the next person is not there, you just carry on and do it.”*

G1:3 *“Need to fill up according to the need to fill up at a certain position or fill up... it is loyalty and commitment to the organisation.”*

G2:7 *“...but if it is something that maybe I am in the office and then the commander’s request you to go and do something; I do not see any problem in doing that.”*

G2:8 *“No, you do whoever’s job, who is not there. If I am not there, she’s doing my work, even though it is not in her JD, and then we will be told there is a shortage of manpower.”*

Participants indicated that they did not perceive these extra duties and tasks as a problem. Should they not perform these duties outside their JDs, they will be informed that there is a local shortage of manpower. A distinct theme emerged about considerable frustrations and apparent inconsistencies between the official JDs and what the members were expected to do, as well as the numerous changes in the JDs. Members’ experiences and frustrations are reflected as per the following “in vivo” quotes:

ID3 *“JDs are not smooth running; members are frustrated regarding JDs. They will be changing time and again and when you try and tell them, and they say it was pointless. They do not see the need for a JD anymore. The people who are designing the JDs, they need to be consistent when they come up with an*

*idea or any changes not to change it each and every time because really, they are so frustrating to the members. For us to convince them is so difficult. I believe management can do something about it, I believe so.”*

ID4 *“The supervisor or commander or whoever in charge wants to change a JD for some reason and you consider the employee says ‘no, I was not employed for that, I did not apply for that, now why are you changing my JD to be doing this whereas I have applied to be doing one, two, three, now you want me to do seven, eight, nine?’ Then what happens, one of them does not want to sign the document and if one person did not sign the document was not a legal document.”*

ID10 *“The fact that the generic JD is compiled and available on the intranet, if we send it out like that, people implement it just as it is and that JD is not always in line with what the member is doing and for me it is really unfair labour practice to use a JD that is not in line with what you are doing.”*

Generic JDs are compiled and available on the SAPS Intranet, and people implement it just as it is even though those JDs are not always directly in line with what the member is doing. Participants observed that official members who develop the JD and publish it on the SAPS Intranet should be consistent when amending generic JDs. Members are frustrated regarding JDs, especially with regard to the continuous amendments and changes in the JDs, and see JDs as pointless. Commanders change job duties to ensure the job is done correctly, but the JD is no longer officially in line with the duties for which the responsible person was appointed. Participants are challenged by the quality of JDs, as well as quality checking of JDs, as per the following “in vivo” quotes:

ID8 *“Quality checking by commanders on various levels, the supported commander, because there are places where small things are not on the standard and it seems like a small thing. It is one or two things, but it is huge, it is unsigned, the job title is wrong.”*

ID9 *“Sometimes the language, because you do get people, especially from the rural areas, that do struggle with the language. Some of them especially they grew*

*up in an Afrikaans community and now it is English and sometimes they do not really understand what is expected of them.”*

ID10 *“System capturing is not reliable for me. So if I can change it, I will change the capturing, so you first do your inspections and then your capturing. I personally have a problem with a generic JD, because, they implement it like that and then at the end day, use that JD to compile a performance agreement. You have your member who must be rated on half of the duties on that performance agreement; it is unrelated to what they are doing. So the key challenge is compiling JDs that are linked to the station and what they are really doing. People compiling JDs must start at ground level. Start your research at ground level and not at the National Head Office level. The fact that people at station level do not really compile JDs, they expect from the Provincial Office and the National Head Office to compile these JDs. That is a challenge because that is where this problem is coming in that our members have a JD that is not really in line with what he’s doing.”*

In concluding Theme 5, one challenge that was positively identified by two participants is the changes in the structure of HR Management. Therefore, a significant challenge remains that members are being moved to another job without changes being communicated to HR. A distinct theme emerged about considerable frustrations being caused by the inconsistencies between the official JDs and what the members are actually expected to do by the responsible person in charge (commander). Members are frustrated about the regular changes in the JDs. The development of JDs is not made by knowledgeable people and they are not user-friendly. Some participants alluded to the fact that JDs should be compiled by people who possess the practical knowledge of the setting and the specific requirements, and the JDs should also be user-friendly. The participants in the study argued that the commanders should quality control the JDs to ensure that the document is official and valid. Language use in JDs is a factor. One participant did not think that the capturing of JDs on the PERSAP is reliable and the participant also had a problem with the generic JDs on the intranet.

## 5.7 THEME 6: RECOMMENDATIONS OF ELECTRONIC JOB DESCRIPTION SYSTEMS

Theme 6 is specifically focused on the general use of the electronic computerised system regarding JDs and to determine whether participants have computer system skills, as well as whether they understand the value of using the JD systems. To determine these aspects, the participants were asked the following question:

- *In the development and monitoring of JDs, computerised systems are used. What are the benefits of these systems for the SAPS?*

### 5.7.1 South African Police Service Intranet

Responses from participants regarding the SAPS Intranet are cited below in the following excerpts:

G3:9 *“I know there is various generic JDs on the intranet. I would like that to be improved because currently, it is a generic one, it does not really take all the tasks in relation to that specific job of that person in mind. There is a lot, but there are so many issues that must be added.”*

G1:5 *“Sorry, there are no generics for everything, so we have to create our own JDs. So in a sentence, the intranet, regarding JDs does give us guidelines, but no, in another sentence, no go. Because sometimes some of the generics are not applicable at all to the work functions that we are doing in real life.”*

G2:5 *“...the JD that you used is outdated, but it is the one that you took from the intranet.”*

G2:8 *“...it needs critical updating.”*

G2:1 *“...it is not really user-friendly, and we must struggle now. They have now reduced the search. The intranet, although it is not working, at the minimum there is something. It should not be taken down but should be improved because that is now at least what we have now to get information. It is not better, but at least it is something. So what we are saying is let them fix that is*

*better. If they take it out, then it is going to be a worse situation than there are currently.”*

Suggestions for improving the user-friendliness of the SAPS Intranet were indicated by two participants, as indicated by their statements:

G2:1 *“Let them hire a website technician to design that website in a user-friendly manner for people to understand exactly where what is and let them put a search button there, that actually works.”*

G3:1 *“In terms of contribution to the system, which is a new trend. There, is a review of policing, they on the communication, NODAL system [SAPS Intranet] and everybody who actually has access to the computers can actually see and I am sure it is communicated to everybody. So then the inputs from the staff can then be maybe put together and if possible be put into the system”.*

All participants are aware of the various generic JDs on the SAPS Intranet, but not all considered it useful. The issues mentioned related especially to the user-friendliness of the SAPS Intranet. The JDs are outdated for a specific post and thus there is a great need for improvement, especially with the input from individuals in the specific post. Some participants mentioned that although the generics JDs are helpful, the SAPS Intranet needs critical updating. It should not be taken off the system because there is at least some information that gives a foundation to build on and improve the currently available information regarding generic JDs.

### **5.7.2 Personnel System for the South African Police Service**

Participants specifically commented regarding the PERSAP:

G2:3 *“...we are using the PERSAP system, 2.36.1/2/4/5 and also 50, but that is for the capturing the JDs and the approvals of the JDs, and also to do the printouts to put in the file for the provincial office to see that you do capture it.”*

G1:3 *“It is more for the management thereof and for the record keeping purposes of the members.”*

In terms of the PERSAP, participants highlighted that JDs are captured on the system mainly for management record keeping and compliances. Suggestions from participants for improving the user-friendliness of the SAPS Intranet imply training for system users in order to ensure effective use of the computerised facility. All should contribute to the central communication of the SAPS Intranet system, as everyone in the SAPS has access to computerised systems. Inputs for improvement from anyone in the SAPS can contribute to an effective and efficient SAPS Intranet system.

## **5.8 CHAPTER SUMMARY**

Chapter Five included an effective presentation of consistent findings and results of the study. It set out the findings of a more proper understanding and design of JDs in the SAPS. Individual, semi-structured interviews and focus groups were conducted with relevant participants. The main themes in this chapter on the design of JDs in the SAPS were: the value and benefits of JDs; processes to coordinate and monitor JDs to ensure effective management; the potential of JDs to enhance police performance; knowledge and skills for designing JDs; attitudes, experiences, and challenges of JDs; and recommendations of electronic JD systems. Chapter Six contains a reflection on the findings.

## **CHAPTER SIX: A REFLECTION ON THE FINDINGS AND THE LITERATURE**

### **6.1 INTRODUCTION**

In the previous chapter, the results were gained from the analysed data. This chapter is essential for the study and will contain a reflection on the findings, themes from Chapter Five, and a literature review from Chapter Two and Three. For the study, it is important to give a summary of the findings and to link themes and sub-themes to an exploration of the design of JDs in the SAPS in comparison to previous research on designing JD employment contracts in other organisations.

Therefore, Chapter Six will include the similarities and differences between the findings of this research study and previous research, in light of the methodology applied to accumulate data. The research findings will likewise be organised in a consistent sequence without preconceptions. The discussion will be split into the main themes as follows: value and benefits of JDs; processes to coordinate and monitor JDs to ensure effective management; the potential of JDs to enhance police performance; knowledge and skills for designing JDs; attitudes, experiences and challenges of JDs; and recommendations of electronic JD systems.

### **6.2 VALUE AND BENEFITS OF JOB DESCRIPTIONS**

The practical value and benefits of JDs in the SAPS HRP were explained in Theme 1 in Chapter Five. It contained three sub-themes: JD protects the employee and the organisation, JDs communicate employee role in the organisation, and a JD is an employment contract that protects employees against unfair labour practices.

### **6.2.1 Job Description Protects the Employee and the Organisation**

Participants who responded positively referred to distinct advantages that fit the organisation and mutual benefits for the employee. It was mentioned that the JD document is a work contract between the employer and the employee that indicates clear KPAs and core responsibilities. Most exposed participants highlighted the critical importance and advantages of JDs by means of promotions, recruitment, and selection, as well as training. In light of the organisational benefits, participants highlighted the nominal value of JDs as the monitoring of official performance and outputs to contribute to establishing productivity and winning community support in the process. JDs support recruitment and selections for posts and promotions. Participants also highlighted the critical advantages and the value of JDs in appointing the appropriate employees and monitoring outputs towards achieving organisational goals. JDs can also defend and support the HR employer from key issues with employees by indicating precisely the boundaries in which the employee should function in cases of accidents and when monitoring performance.

Above all, a JD protects the employee and the organisation. As mentioned by Potgieter (2014) (see Section 2.7.8), the JD employment contract is between two legal parties, namely the employer and the employee, for the purpose of rewarding an employee for services rendered, as well as enabling the employer to have legal supervision and control of the employee's work. In addition, Sostrin (2013:16) states that a JD is an exceptional employment contract to portray job responsibilities, specific tasks, reporting structure, and work environments, and a document to guide responsibility (see Section 2.2). Also in Section 2.2, Armstrong and Taylor (2014:604) outline that a JD reflects the responsibilities that the job holders should exercise. A JD is more concerned with tasks than desired results, and with the obligations to achieve the organisational requirements. In Section 2.3.2., Goel (2012:215) agreed a JD employment contract describes job information to understand the duties and key responsibilities for a particular job to fulfil the organisational expectations. In Section 1.6.1, Dozier (2013) characterised a JD as a document which indicates clear KPAs, core responsibilities, and job obligations. It usually includes whom the employee reports to, work demands,

and the academic qualifications and cognitive abilities needed by the responsible person for the job.

A well-drafted JD for an advertised job will support the successful recruitment and selection process to appoint the suitable candidate, as mentioned by Ceplenski (2013a) (see Section 2.3.1). In light of the organisational benefits, the nominal value of JD is a fundamental instrument to mastermind the job placement in an organisation. In addition, job employment simplifies the scope, obligations, and responsibilities of a precise occupation. Furthermore, enrolment, determination, introduction, evaluation, progression, and compensation contribute to HRPs (Bodnarchuk 2012:05) (see Section 1.2). Cummings and Worley (2014:450), as mentioned in Section 2.5.7, state that performance expectations instantly recognise the obligations and official duties required by the employer and the recommended JDs. According to Grote (2015:13), as mentioned in Section 2.3.4, a JD intimately links a specific job to various specific tasks and requirements to measure each employee's performance. As deliberated in Section 2.5, Armstrong and Taylor (2014:604) state that HRPs provide obliged details to sufficiently develop JDs, job profiles, and learning specifications. JDs are significant to outline the organisational work to ensure successful recruitment and performance management, and to execute effective administration, work assessments, and pay structure reviews. As quoted in Section 2.5.9, SymbianceHR (2016) states that without the JD that propagated the task posting, the essential functions and therefore the minimum job requirements will not be clear, causing confusion and wasting time, effort, and money within the initial screening procedure. While Carnes (2017) mentions that the JD employment contract stipulates the rights and responsibilities of both parties, protects the worker's job security, and protects the employer against certain risks (see Section 2.3.4).

### **6.2.2 Job Descriptions Communicate Employees' Roles in the Organisation**

The advantages of JDs for employees that participants identified should be read in relation to the attitude of employees. Two participants alerted the researcher to the fact that although JDs are valuable, it will still depend on training and communicating with

members about their role in the organisation based on their JD. Communication seems to remain a significant issue that also emerged from participants. Management is supposed to arrange briefing sessions and workshops to familiarise employees with the HR AOP and provide a clear indication on the compilation of the JDs. According to the participants, the value of JDs is enormous, but the implementation is not so good due to the various SAPS components that do not effectively communicate with each other regarding work similarities, such as the OD, HRU, and Personnel Service. Employees do not see the value of a JD, as it does not link to anything. If employees are trained in the use of JDs and emphasis placed on the value of JDs, they will see the bigger picture.

According to Champoux (2016:138), effective JDs support organisations to communicate responsibilities, appoint the most suitable candidates, manage successful performance, and develop employees in their jobs successfully, as stated in Section 2.3.2. JDs are a key reason for sufficiently preparing ambitious projects and indicates how employees can progressively improve on a decent job (Stredwick 2013:52) (see Section 2.5.3). It is significant to forcibly impose high-quality organisational standards and official policies. To meet organisational effectiveness means the entire organisation should interrelate and work collaboratively; it is significant to forcibly impose high-quality organisational standards and official policies as explained by Wilkinson et al (2016:16) (see Section 2.3). Therefore, management should intervene with employees via workshops and briefing sessions to provide a clear indication of the value and compilation of JDs. Successful communication on JDs will bring enormous value to organisational success.

### **6.2.3 Employment Contract to Protect Employee against Unfair Labour**

Clear guidelines from authorities that have been signed by the employee convey an overwhelming sense of security in that the employees are protected as long they stay within the listed boundaries and specific settings. The paramount importance and value of JDs are that JDs protect the employees against unfair labour practices. The JD is seen as an official legal employment contract to regulate the relationship between the

employer and the employee. In addition, the JD contains advantages specific to employees pertaining to matters such as injuries on duty, service allowance, incapacity and ill health benefits, bursaries, bonuses, and disputes. More advantages are identified which employees specifically can benefit from, particularly in the case of HRPs, including promotion, successful recruitment, and selection for a post and chosen career path, as well as development and training opportunities. JDs also help to prevent management from relocating people and creating a post where there is no post. The JD protects the organisation and supports the HR employer from key issues with employees and monitors employees' performance. For the SMS, it is a practical matter of "command and control" towards organisational goals.

An employment contract protects the employee against unfair labour practices. Thus, employees should understand what is expected by the employer and agree to it, as it is fundamental to settle a JD agreement between the job holder and the supervisor (Graduateland 2016) (see Section 2.7.8). A signed JD employment contract by both the employer and employee conveys an overwhelming sense of security in that the employees are protected as long they stay within the boundaries. Supervisors regularly feel too incompetent to convey quality feedback and have successful performance discussions as explained by Loy (2008) (see Section 1.2). The fact is that the JD is seen as an official legal employment contract that regulates the relationship between the employer and the employee. The LRA 66 of 1995 (South Africa 1995a) protects employees against unfair labour practices as indicated in Section 2.5.5, and regulates the issue of fairness during employment. According to Labour Protect ([sa]), as mentioned in Section 3.4, unfair labour practices include any unfair conduct or omission that arose between an employer and an employee, in terms of promotion, demotivation in the training of an employee, or with regard to the provision of benefits to the employee.

### **6.3 PROCESSES TO COORDINATE AND MONITOR JOB DESCRIPTIONS TO ENSURE EFFECTIVE MANAGEMENT**

Current processes to coordinate and monitor JDs to ensure effective management was discussed in this theme. The steps that are taken to ensure every employee has a JD and knows what is expected in carrying out the daily tasks were determined. The following four categories of information were obtained from participants: yearly process with a sequence of steps to check and monitor JDs, PERSAP compliance inspection and training, regulatory directives for developing JDs and the responsibility for the development of the generic JDs.

#### **6.3.1 Yearly Process with Sequence of Steps to Check and Monitor Job Descriptions**

The JD process includes a yearly process with a sequence of steps to check and monitor JDs. Reminders are sent out to ensure the JDs are valid within the five-year time frame and to compile updated ones after the five years have passed. Inspections are conducted, and the JDs are perused and compared to PERSAP compliance in line with the performance management system.

The working environment is constantly improving and technology also improves how the service should be delivered and where employees work, as well as the demands of performance management deliverables, as stated by Hodgetts and Hegar (2008:03) (see Section 1.6.2). Therefore, JDs are monitored and evaluated on an annual basis. It is a yearly process with a sequence of steps to check and monitor JDs. The National Commissioner is required to review JDs at least once in a five-year period as directed by Chapter 4, Part 1:26 (2), of the SAPS Employment Regulations (SAPS 2008) (see Section 3.8.1) and Chapter 4, Part 1:39 (1-2) of the PSR (South Africa 2016) (see Section 3.9). This obliges government departments to develop and implement a JD for every post in the organisation, indicating the primary job tasks and requirements with an appropriate emphasis on service delivery (see Section 3.10). The National Commissioner is, therefore, responsible for establishing a JD for each post and group

of posts in the Service and required to review JDs at least once every 60 calendar months, and where necessary, redefine them so that they remain appropriate and accurate as directed by the DPSA (2009) (see Section 3.10). According to SymbianceHR (2016), as stated in Section 2.6.1, organisations should invest their energy and valuable resources wisely to gain the necessary knowledge and moral support to develop and monitor their JDs.

### **6.3.2 PERSAP Compliance Inspection and Training**

Activities to coordinate JD processes include conducting audits and inspections by using the PERSAP compliance system, providing training, and conducting workshops related to the JD employment agreement. The JDs are captured on the PERSAP to ensure JD compliance and the statistics retrieved from the system confirm the percentage of SAPS personnel that have a valid JD.

Employees should verify and monitor that JDs are captured on the PERSAP to ensure database compliance. According to the DPSA (2018), the monitoring of JDs is an important aspect, as reflected in Section 2.6.1. All HODs and government components must ensure that the employees' information is captured on the PERSAP as determined by the PSR (2016) (see Section 2.6.1). Thus, to coordinate JD activities, the HR practitioners conduct audits and inspections by using the PERSAP and also provide training to JD coordinators. Garza (2013) states, as explained in Section 2.6.1, that contract monitoring can seem intimidating and therefore it is suggested to get access to the JD employee contracts that need to be monitored. Also, one must understand what the JD employment contract entails and ensure that the contract is analysed and captured on the relevant computerised system. Training is normally conducted at workshops related to the employment JD agreement. Training is extremely important to HR coordinators. As indicated by Wheeler (2013) (see Section 2.5.3), extensive knowledge naturally requires studying, will signify perpetual changes in a person's previous experience, and generously provides the opportunity to attain creative abilities.

### **6.3.3 Regulatory Directives for Developing Job Descriptions**

Documentation and specific regulations indicate the possible reason why employees in the SAPS must have a JD and which documentation is in place to direct the development of JDs. Prescripts and documentation for guiding the precise formulation and sustainable development of JDs were mentioned by the participants. It included the Constitution (South Africa 1996), the LRA 66 of 1995 (South Africa 1995a), the SAPS Act 68 of 1995 (South Africa 1995b), the SAPS Code of Conduct (SAPS [sa]), OD documents, existing and previous JDs, operational plans, Employment Regulation 2008 (SAPS 2008), the PSR 2016 (DPSA 2016), and the BCEA 75 of 1997 (South Africa 1997). A number of statutes require employment contracts to be in writing in the workplace environment. Article 29 of the BCEA 75 of 1997 (South Africa 1997) prescribes that the employer must provide the employee information in writing and indicate specific aspects, for example, working hours and remuneration (see Section 3.6). All government units need to institute JDs for each job occupation category within their department, as directed by Chapter 4 of the PSR of 2016, Part 1:39 (1-2) (South Africa 2016) (see Section 3.10). This regulation obliges government departments to develop and implement a JD for every post in the organisation, indicating the primary job tasks and requirements with an appropriate emphasis on service delivery (DPSA 2009) (see Section 3.10). Furthermore, according to Chapter 4 of the SAPS Employment Regulations, Part 1:26 (2) (SAPS 2008) the National Commissioner is required to review JDs at least once in five years. In addition, it also indicates that JDs must comply with the minimum requirements of the SAPS Employment Regulations, as explained in Section 3.9.1, with reference to SAPS (2008).

### **6.3.4 Responsibility for the Development of the Generic Job Descriptions**

It seems the participants are uncertain whose responsibility it is to develop the generic JDs. The majority of the participants sufficiently indicated that generic JDs should be written by “the National Head Office”, as it is precisely the level where people are responsible for intentionally creating key posts, advertising these posts, and filling them. After that, “fine-tuning” it remains the HRM office’s responsibility, where the employee is stationed. However, some participants are of the opinion that the local

HRM office at station level is responsible for developing the JDs. According to the one participant, if the employee waits for the commander, there will be no JDs. Another philosophical viewpoint was that the National Head Office, Component OD, identify the post. So, the main responsibility lies with Head Office for JD compliance, but the provincial office coordinates and implements it as a reporting line between the station and Head Office, to see if whether it is in line with the organisational vision of the SAPS.

As mentioned in Section 2.6.2, Ojimba (2017) states that drafting JDs is not the most exciting responsibility, nevertheless, it is significant to intentionally set the comprehensive framework for all activities done in the organisation. Berger and Berger (2015:121) maintain that anyone in the local organisation can write a JD (see Section 2.6.2). As indicated in Section 1.2, Heathfield (2018) states that the supervisor to whom the employee reports should direct the sustainable development of the JD. However, the particular employee that performs the relevant tasks can increase the value of the JDs tremendously, as he/she is the job subject matter expert. In addition, the direct supervisor can develop the JD, although the HR practitioner can also compile the JD. However, the direct supervisor remains the responsible person to ensure the existence of the JD and to verify the content (Leonard & Trusty 2015:330) as stated in Section 2.6.2. Bruce (2008) mentions that an organisation can decide to develop JDs within the organisation itself or, alternatively, use external consultants (see Section 2.6.2). In addition, one of the obstacles remains that the external consultant does not know exactly what the organisational tasks and responsibilities are, and does not have any experience with, knowledge of, or background information concerning the organisation. This sometimes means that job requirements are misinterpreted and incorrectly defined. Therefore, according to Bardot (2016), an organisation should consider the development of the JDs as an in-house task (see Section 2.6.2).

## **6.4 POTENTIAL OF JOB DESCRIPTIONS TO ENHANCE POLICE PERFORMANCE**

If JDs are in place and every employee knows exactly what is reasonably expected of them according to their job responsibilities, it can contribute to the enhancement of police performance. To address valuable information specifically about the potential of JDs to enhance police performance, the following two related sub-themes were discussed: JD roles in the enhancement of SAPS performance and JD communication to members is essential for professionalism.

### **6.4.1 Job Description Roles in the Enhancement of SAPS Performance**

Clearly communicated JDs are essential to positively enhance professional behaviour, but only if members perform their jobs as written in their JDs. In addition, clearly formulated, understandable JDs will support employees and is an excellent guide for members on how to work accordingly. This, in turn, enhances professionalism, discipline, and service delivery in the eyes of the community. In this way, the community will start having faith in the police and the community will not take the law into their own hands. All participants positively indicated that clear JDs can indeed enhance professionalism if, for example, all employees comprehend exactly what is expected of them and if they execute their job as prescribed in their JDs. Participants agreed that professionalism is expressed in the conduct of members. It is evident in the way they approach their work and treat people. Professionalism means being true to the SAPS moral rules of conduct.

As per Section 1.7, Dozier (2013) argues JDs enhance the organisation's capability to execute specific tasks and produce specific outputs as undertaken. If concrete guidance and practical steps are provided, it will enhance the SAPS JD compliance process in line with the organisation's priorities, strategic goals, vision, and mission, with an applicable emphasis on service delivery as highlighted in the PSR 2016 (DPSA 2016), as specified in Section 1.2. Should police officers work and perform services according to the stipulated rules and regulations, and act positively and correctly, it will

reflect a positive and professional image to the community. This statement is in the line of the view of Stredwick (2013:52) that the JD is a key reason for sufficiently preparing ambitious projects and indicates how employees can progressively improve on a decent job (see Section 2.5.3). As mentioned in Section 2.3.4, Nink (2015) maintains that it is not an easy task for employees to achieve targeted achievement goals if they do not know what is expected of them. Employees should know when they are not performing well and therefore supervisors need to clarify expectations and support employees to understand the structure they work within and prioritise their tasks. They should help employees measure the difference they make and hold them accountable for their results. Additionally, supervisors should be available to answer employees' questions and provide ongoing support, feedback, and communication so that employees always know whether they are meeting expectations. According to Wheeler (2013), as revealed in Section 3.9, a job-related improvement is favourable and an advantage for the employee and for organisational growth. The SAPS occupation group has the main purpose of defending the local community and therefore a police officer can be regarded as a professional. Morals and ethical conduct play a significant role in upholding the general perception of the community of the SAPS as a professional organisation (SAPS 2015).

#### **6.4.2 The Communication of Job Descriptions to Members is Essential for Professionalism**

JDs are essential for professionalism, but are not a guarantee of professional behaviour. Communication with members about JDs is essential to enhance work ethics and professional behaviour. A couple of participants referred to work ethics and how it relates to professionalism. Certain participants are of the opinion that if employees execute their JDs accordingly it will be wonderful, but the real situation in the SAPS is that some members underperform and it will not enhance a person's work when they only do the minimum. Other participants are of the opinion that the directives and legislation in the JD content bind members to be professional, but it all depends on the individual self.

Wolfe (2018) deliberates that powerfully developed JDs are communication methods to meet organisational goals and ensure effective processes (see Section 1.6.1). As stated in Section 1.6.1, Boyle and Holben (2012:646) describe a JD as a profound organisational communication instrument to express and arrange work into job placements, particularly in an organisation such as the SAPS, to enhance police professionalism, effectiveness, and performance. As stated in Section 2.2, Erasmus and Schenk (2008:486) perceive a JD as an essential HRP to powerfully build up the employee and organisational professionalism. Alabdelkarim et al (2014:25) maintain that JDs increase the productivity and professionalism of the organisation and the employees (see Section 3.4).

## **6.5 KNOWLEDGE AND SKILLS FOR DESIGNING JOB DESCRIPTIONS**

In general, the phenomenon is that a person occupies a post, but does not have the necessary skills to carry out the responsibilities of that post. Even in the case of JDs, certain skills and attributes are required to develop JD documents and monitor and coordinate the process. Highlighting the relevant knowledge and skills required for designing a JD, the following four sub-themes were discussed: knowledge of the environment, knowledge of the existence of the JD, computer literacy and research skills, and communication skills and training proficiency.

### **6.5.1 Knowledge of the Environment**

The skills needed to develop JDs include having an understanding and knowledge of, as well as experience in the environment of the particular JD. Participants stated that the employee should first have physically been in a specific environment and acquired knowledge before the person can develop JDs. The employee should have a basic understanding of police functions at various units, as well as knowledge of command structures, ranks, and job titles.

In order to develop JDs, the developer should have a remarkable knowledge of the working environment. In other words, as indicated by Kenexa (2011) and cited in

Section 2.6.5, a person should not draft a JD if not personally familiar with the position, as crucial elements will undoubtedly be overlooked. The developer must have the necessary attributes, which include innovative practices and planning, as well as the skills to facilitate the gathering of information and addressing the organisational objectives. HR practitioners know the essential undertakings, obligations, and configurations required according to the organisational structure. The JD developer should have the skill to understand the experience and have knowledge in the environment of the particular JD. This person should be the subject matter expert to effectively set expectations within the organisation. Thus, the JD developer should also to have the necessary knowledge of the JD employment contract from back to front to ensure effective service delivery and performance, which is important to protect the organisation. To ensure expectations are set realistically and milestones are achieved, the following are essential tools in every JD employment contract developer: negotiation and influencing skills, effective communication and project management skills, and the ability to inspire and manage change, as indicated by (Gassner [sa]) (see Section 2.6.5).

As mentioned in Section 2.6.5, Smith (2018) finds that it is important to have certain skills in the development of JD employment contracts, which is a key part of organisational strategic discipline. The development of JD employment contracts requires a high level of understanding of the environment, as well as the organisational dynamics and culture itself. A solid understanding of the JD employment contract and the organisation is also needed to develop JD employment contracts. Belschak-Jacobs et al (2013:773) reveal that it is important to understand the police's HR organisational framework that acknowledges that police language is more effective in the development of JDs (see Section 2.6.5).

### **6.5.2 Knowledge of the existence of the Job Description**

Participants indicated that they have knowledge of the existence of the JD, as well as a broader knowledge of relevant Acts, legislation, and policies. The JD developer must know how to compile and monitor JDs on the system, support employees, and conduct

in-service training and workshops to coordinate HR practitioners so they can know what the National Head Office expects. The person that develops a JD should have knowledge of the particular post and analyse the post to give background information on what is required for that job, namely the type of skills, attributes, knowledge, qualifications, training, experience, and equipment needed for that job.

As stated in Section 2.6.5, Smith (2018) maintains that people who are responsible for developing JD employment contracts must understand the JD employment contract; have strong organisational understanding; possess decision-making, strategic planning, and research skills; and must also be computer literate. According to Brewer and Wilson (2013:368), as indicated in Section 2.5, properly defining and meticulously documenting JDs convey organisational goals and ensure an appropriate incentive for both the organisation and the employee. According to Beierlein et al (2013:314), as stated in Section 1.6.1, JD employment contracts are generally written in a narrative form, but some specialists include a list of essential skills. For example, strategic HR planning methods are needed to develop a JD for an organisation and therefore require experienced JD developers who understand the employment contract content. As Loy (2008) directs, when developing JDs, internal consistency and formality within the organisation are significant and effective (see Section 2.7). It is useful to standardise JDs for work categories and levels. It is the supervisor and representative's responsibility to transfer the organisational commitment to the employees, but with due regard to labour law. The LRA 66 of 1995 (South Africa 1995a) sets down essential rights, obligations, and solutions for guaranteeing decency in the organisational relationship and therefore it is valuable to align the specific job to the correct legislation when compiling JDs, as directed by Potgieter (2014) (see Section 3.2).

### **6.5.3 Computer Literacy and Research Skills**

During the interviews, it was implied that computer and research skills are important to deliver the expected and final expectations of the JD document. Further knowledge can be gained by doing research on the work and specifically to question employees in a

particular job in terms of acquiring knowledge. The developer should know how to structure the JD professionally and may research information outside the organisation.

Computer literacy and research skills are crucial for the effective design of JD employment contracts. In this fast-growing technological environment, the JD developer should have access to a computer and should have computer and research skills to be able to design JDs. In Section 2.6.5 it was mentioned that LaPlant (2018) sees computer literacy skills and talents as important to the development of JD employment contracts because it is a necessary skill to possess to keep up with the fast development and growth of technology. Employers require their employees to have computer skills as a result of organisations becoming more dependent on effective communication technology and computers. Possessing computer literacy skills may be an essential part of the organisation's success and may be a good tool for the development of JDs. Computer skills increase performance, improve communication, and are crucial for any working environment. Organisations rely heavily on computerised technology to expeditiously complete vast amounts of tasks according to Basel (2017) (see Section 2.6.5). Therefore, in the case of the SAPS that is widely spread over the whole of South Africa, computer literacy is of cardinal importance to reach every SAPS employee. Furthermore, knowledge can be acquired by doing research on the specific job and interviewing skills can be an advantage.

#### **6.5.4 Communication Skills and Training Proficiency**

Other skills required for designing JDs include communication skills, interpersonal and negotiation skills, computer literacy, training proficiency, and the ability to be analytical in order to understand what you are writing.

Burke and Noumair (2015), as stated in Section 2.6.5, say that the person who develops professional JDs in an organisation is also called a learning development officer and must have the necessary professional skills to compile a JD. These include social skills, which entail communicating with employees at any level, inspiring others, and influencing attitudes when needed. Written and auditory communication skills

make it easier to inform and advise others clearly, and this can be enhanced by problem-solving and negotiation skills. According to (Gassner [sa], as stated in Section 2.6.5, to ensure expectations are set realistically and milestones achieved, the following are essential skills that every JD employment contract developer should possess: negotiation and influencing skills, effective communication and project management skills, and the ability to inspire and manage change. Research and communication skills are also highly recommended skills in the development of JD documents. Furthermore, according to Burke and Noumair (2015), the ideal person to develop JDs should have initiative and ability to offer controversial ideas, and manage time in line with the organisational objective to meet deadlines (see Section 2.6.5). Other skills that were identified as useful, are training skills and the ability to be analytical to be able to present the JD concept and the bigger picture to employees and HR practitioners. According to Cedefop (2011), as mentioned in Section 2.6.5, to empower employees to be more capable in a specific field, work-based learning should be joined with more organised and systematic learning. Employees need satisfactory skills, knowledge, and competence to support them in their work environment. Therefore, it is critical for the JD employment contract developer to have training skills to offer on-the-job training and workshops to improve organisational effectiveness.

## **6.6 ATTITUDES, EXPERIENCES, AND CHALLENGES OF JOB DESCRIPTIONS**

This theme aimed to establish the employees' understanding and feeling about having a JD in place. The following six sub-themes were extracted: attitudes towards JDs, negative attitude due to not being informed on the role of JDs, changes in the structure of HR management, HR office uninformed and confused about job titles, service terminations without changes on the system, and employees having to perform duties and tasks outside their JDs.

### **6.6.1 Attitudes towards Job Descriptions**

From the direct responses from the qualitative interviews, it was found that employees' attitudes towards JDs are predominantly negative and that JDs are not taken seriously

by employees. They experience no proper incentive for proactively engaging with JDs, as it is seen as a “paper exercise”. Participants overwhelmingly voiced the perception that most employees adopt a negative attitude towards JDs. The possible reasons they indicated were profound ignorance about the use of JDs and the personal advantages of JDs. A sufficient number of participants indicated that for most employees, a JD is just something they have to sign before they can go on with the proper work. They have barely read their JDs and do not know what is documented in them. Over and above this, operational members working with crime do not spend the proper amount of time to dutifully attend to and understand the explicit content of their JDs. According to Mader-Clark (2010:10), as stated in Section 3.11, a JD is not just a piece of paper but contains authoritative record and information that indicates overview, encouragement, guidance, and discipline to employees in the organisation. As stated in Section 1.2, Pille (2010:07) maintains that employees do not consider the value of well-written JDs and are unaware of the potential uses and this often leads to negative attitudes to SAPS professionalism. Employee and employer stress and trauma, labour relations, and conflict often result in employees being dissatisfied. JDs are used to invent effective HRPs; keep up desired compensation, development, and performance management; and add well-being, excellent health, operational safety, and legitimate work relations to the work environment, according to Fine and Getkate (2014:229) (see Section 2.5).

Operational members do not have the proper time to attend to and understand the explicit content of a JD. According to the Labour Guide ([sa]), as mentioned in Section 2.6.2, the JD employment contract is a fundamental record as it controls work conditions between the organisation and employee. It describes exactly the organisational benefits and labour relations, and it indicates what the employee is qualified for in terms of the working environment in line with the organisational strategy, policy, and legislation.

### **6.6.2 Negative Attitude Due to Not Being Informed on Role of Job Descriptions**

Employees find JDs very negative and demoralising; they only use the official document when they require it for other purposes. Thus, employees' attitudes toward JDs are predominantly negative. The view of the participants is that SAPS employees do not take note of the considerable importance of JDs and consider them to merely be a paper exercise, something that they have to do. They do not read the document before signing it and filing it away. Employees are negative due to not understanding and not being fully informed about the goal and role of JDs. They really do not understand why they have to change their JDs every year. However, there are some employees that are positive about JDs and definitely want to know more about it. Not all employees are negative about JDs, although some participants indicated that members are ignorant about the distinct advantages of JDs and that attitudes start changing when they are trained and well-informed.

According to Heathfield (2018), as mentioned in Section 1.2, JD employment contracts become out-of-date very fast due to the changing work setting. The employee JD often needs negotiation opportunities and amendment processes, at a minimum quarterly. This obligates the employee and employer to meet regularly to institute specific and measurable objectives. The employee and supervisor should check the statements in the JD together. The JD should represent all key obligations, concentrate on desired results, and accurately portray what is needed to meet the job tasks for that particular position (see Section 2.6.4). The direct supervisor should take a few minutes during the performance appraisal procedure to consult with the employees to update their JDs so that it stays current, as mentioned by Jones (2015) (see Section 2.6.4). According to Swallow (2011), as stated in Section 2.5, JDs have considerable interest in the employee, realistically portray the main KPAs of the job, and illustrate the significant performance expectations and job training. According to Babu and Reddy (2018:2), as stated in Section 2.5, JDs should be efficiently developed to fulfil processes, for example to rank classifications, illustrate placements, increase

resources, handle transfers, ensure fair promotions, follow career paths, and develop future standards.

As stipulated Ceplenski (2013a) and mentioned in Section 2.6.4, the updating of JDs is not obligated by law, but doing so may help to stay relevant to existing employment law compliance. Also mentioned in Section 2.6.4, the Labour Guide ([sa]) states that employers must inform employees of their contribution to the organisation as stipulated in the written JD service contract and also review and verify the content of the contract annually to ensure that it accommodates the organisational needs. Creating and keeping JDs for decent jobs in the organisation is tedious (SymbianceHR 2016), as mentioned in Section 2.6.4. However, Mayhew ([sa]) reasons that specific responsibilities and tasks should be recorded prolifically and updated frequently, but in extensive consultation with the relevant employee who executes the relevant duties (see Section 2.6.4).

Participants were of the opinion that if employees were trained on JDs and informed about JDs, it would change their attitudes towards JDs. It is essentially clear that numerous organisations have never been educated on the various advantages and prerequisites of presenting precise and acceptable JDs. Therefore, it is important that the employer ensure training and workshops for the employees on the value and importance of the JD employment contract, as explained by Cedefop (2011) and mentioned in Section 2.6.5.

### **6.6.3 Changes in the Structure of Human Resource Management**

Participants from the qualitative interviews agreed that the merging and frequent changing of organisational structures are a unique challenge. Another challenge they specified was when an official member was moved to another functional unit, but the JD did not get adapted and the HR office was not informed.

The merging and the frequent changing of organisational structures are a unique challenge. Bowes (2012) indicates that the reporting structures direct the employee

communication process, as well as to who the employee reports directly, therefore it is necessary to amend the JD if the organisational structure changes (see Section 3.7.4). Furthermore, employees can understand how their activities fit into the organisation as a whole. As mentioned in Section 3.7.4, Baldegger (2012:233) states that the approved organisational structure represents a graphical illustration of the immediate post's career path, and should always reflect the actual situation. The organisational structure in the JD sufficiently indicates the position of the post in the approved organisational establishment. Thus, the organisational placement should correspond with the approved organisation placement, as it can negatively influence the organisation's effectiveness and the employee's career pathing, as stipulated by Sostrin (2013:16) in Section 3.7.4.

Regarding the issue of official members being moved to another functional unit without informing the HR office or adapting the JDs, Claasen ([sa]) states that "employers ought to be mindful not to rush to amend JD in a 'willy-nilly' fashion" (see Section 2.6.4). According to Sravani (2017) as mentioned in Section 2.3.2, regardless of re-evaluating existing JDs, JDs should accommodate organisational needs. Carnes (2017) states that should the employer transfer an employee to another position or amend the duties, the JD employment contract must reflect these amended job duties (see Section 2.6.4). The JD employment contract is not set in stone; employees cannot have the idea that once the JD employment contract has been signed, it can never be changed. Thus, the functions and duties incorporated and recorded in the JD may be changed at any time, within organisational boundaries and inside the parameters of the post held by the employee, as established by Claasen ([sa]) (see Section 2.6.4). It does not mean the employer can change anything in the JD as it suits them. Every amendment in the JD must be reasonable, lawful, and fair, and should follow proper procedure (Labour Guide [sa]).

#### **6.6.4 Human Resource Office Uninformed and Confused on Job Titles**

Another key challenge seems to be that responsible commanders are not communicating employee changes to HR. Employees are placed according to the FE,

but Commanders still move personnel as it pleases them. There is considerable confusion amongst top-level employees on job titles. People are moved from one key component to another which do not correspond with the JD. In order to move personnel legally and correctly on the system, there are proper regulations in place. It was also mentioned that the transfer committee should always be consulted in the movement and transfers of personnel. Proper placements are challenging, as commanders move employees around as it pleases them. Placement changes must be communicated to HRM so that the change can be captured on the PERSAP.

Another challenge is that the HR office is uninformed of personnel placements. According to National Head Office guidelines, personnel should be placed in line with the FE. The activities that are critical to executing the HR plan effectively are successful recruitment, selection, placement, training, and development. Ultimately, this is followed by control and objective evaluation of successful performance as indicated in JDs and to check whether the HR planning matches the specific objectives and official policies. Kerzner and Kerzner (2017:128) stipulate, as mentioned in Section 2.5.4, that employees should be placed according to their skills and in line with the FE. Smartsheet ([sa]) states that HR strategies unanimously support organisational strategies that include the general organisational strategy, the HR strategic plan, and the HR plan and activities (see Section 2.5.4).

As indicated, commanders move personnel around as it pleases them and do not communicate employee changes to HR. Although commanders can move employees around, it should occur as prescribed by approved procedures. JDs must indicate important and clear information, such as the necessary skills, training, and qualifications to allow movement in a career path to take place (South Africa 2016). Although according to Humphries (2007) in Section 2.6.4., there can be confusion if an employer moves employees around without informing the HR practitioners. HR personnel sometimes find that they are too intensely involved with operational roles outside their spectrum, such as dealing with complaints, while having other duties to deal with. So the expectations of the organisation must be clear and supervisors must

be clear about their role in overseeing employees. All movement should be updated and communicated to the HR office in order to be captured on the PERSAP. Every movement and placement must be communicated to HR when an employee is moved from one key component to another, as there are proper directions in place to move personnel legally and correctly on the system. The PERSAP is used by the SAPS to consolidate various important HR capacities, for example storing employee data; overseeing payrolls, recruitment processes, and organisational benefits; and monitoring attendance records. It guarantees ordinary HR processes are manageable and convenient to obtain. It also consolidates HR activities as a discipline and, more specifically, it is essential for the information technology field as mentioned by Chugh (2014:150) in Section 2.6.8.

According to Csoka (2016), in Section 2.7.2, there is only one job title for a job and it should be specific and should coordinate job responsibilities. The job title is the main function of the job and should include a numeric code to categorise the different positions in the organisation, as indicated by Caruth et al (2008:106) (see Section 2.7.2). According to Chambers (2015), as stated In Section 1.2, the job title is a significant part of an organised system of titles, as it gives the understanding of where the job fits into the organisational hierarchy.

### **6.6.5 Service Terminations without Changes on the System**

Two unique challenges that cause considerable frustrations are service terminations and duty arrangements without fundamental changes to the electronic system. Participants also pointed out another critical issue, namely that correct records are not being kept of the JDs of active members, because of service termination, duty arrangements, or the termination of duty arrangements. In terms of service terminations, it involves deceased members or members on pension, and this information will not be updated immediately; in fact, it sometimes takes two to three years to be updated on the system. These official statistics reflect negatively on JD compliances on the PERSAP according to the HRcouncil (2018) (see Section 3.6).

In terms of the BCEA 75 of 1997 (South Africa 1997), as mentioned in Section 3.5, certain procedures must be followed when either an employer or employee wishes to terminate employment. Whatsoever the reasons are for terminating an employee, it is wise to always follow the proper termination procedures. Service terminations are an action taken by the employer to end the employer-employee relationship. Employers have a basic right to terminate the employment of an employee, but along with that right come responsibilities. Employers must comply with the employment labour standards and human rights legislation for their jurisdiction and beyond that, employers must treat employees fairly and in good faith as defined by common law or civil law. Thus, due to the lengthy process involved in finalising a service termination, it is challenging to have accurate and up-to-date records regarding this aspect.

#### **6.6.6 Employees Perform Duties and Tasks Outside their Job Description**

Another challenge facing employees is when they must perform duties and tasks outside of their JD for the sake of getting the job done out of loyalty to the organisation. Participants indicated that they did not perceive these extra duties and tasks as a problem. But they indicated that if they did not perform these duties that fell outside of their JDs, they were informed that there is a local shortage in manpower. A distinct theme emerged about considerable frustrations and apparent inconsistencies between the official JDs and what the members expected to do, as well as the numerous changes in the JDs.

It was found employees perform duties and tasks outside of their JD for the sake of getting the job done out of loyalty to the organisation. Participants indicated that they did not perceive these extra duties and tasks as a problem. Elements that make employees perform more than expected of them include motivation and inspiration, as well as recognition, is given to them when they reach expected targets and goals successfully. They receive direction from their supervisors on what is expected of them, how much, and when. Their supervisors allow them to have accountability; they do not just walk away and hope for the best. The employees appreciate the feeling of accountability. It is also motivating when supervisors are available and accessible

whenever an employee needs support. They listen, and when an employee encounters a problem, they actively help him/her to solve it. These supervisors are approachable and responsive. This makes the employee feel part of the project and working environment, as mentioned by Nink (2015) (see Section 2.6.6). According to Moltz (2017) in Section 2.6.6, organisations with happy employees outperform others. Happy employees are more productive, which reduces employee absence, exhaustion, and pressure. Once employees enjoy their work, they tend to be more concentrated in their activities and responsibilities, thus fulfilling their tasks with enthusiasm.

As indicated by Kuhn (2010) in Section 2.5.5, it is sometimes standard for employers to give employees tasks and duties that are not specified in the JD employment contract. The employees are then forced to execute duties as needed. Bowes (2012) indicates that often, too many specific tasks are allocated to an employee and for a specific situation, after which the incumbent becomes confused and frustrated due to prioritised requests to complete their work effectively (see Section 1.2). Additionally, this ends up in role ambiguity, as employers and employees are unsure of what the employee should do (Bruce, D 2011:6).

Thus, supervisors should make it a point to show their teams that they are valued and their work is appreciated. For some, that means ensuring that each employee knows how their work contributes to making life better for the customers they serve. They are able to see clearly where the employee fits into the bigger picture within the organisation. Thompson (2017) states, as mentioned in Section 2.6.6, that there are countless ways to create a culture of happiness within the organisation. The organisation and the employer have to make it a priority and be willing to try new things to find something that works. When this happens, not only will your team be more productive as they enjoy their time at work, but the organisation will reap the many proven benefits that come from having a happy team. For employees to stay motivated, they need to be encouraged and in doing so they will perform positively and successfully. Employers should let the employees feel that their contributions are rewarded and appreciated – being thanked for their hard work can make them feel good and keep them motivated, as mentioned by Nink (2015) in Section 2.6.6.

## **6.7 RECOMMENDATIONS OF ELECTRONIC JOB DESCRIPTION SYSTEMS**

To determine the general use of the electronic computerised system regarding JDs and to determine whether participants have computer system skills, as well as whether they understand the value of using the JD systems, the following sub-themes were discussed: SAPS Intranet and the PERSAP.

### **6.7.1 South African Police Service Intranet**

All participants are aware of the various generic JDs on the SAPS Intranet, but not all considered it useful. The issues mentioned especially relate to the user-friendliness of the SAPS Intranet. The JDs for specific posts are outdated and therefore there is a great need for improvement, especially with the input from individuals in these specific posts. Participants mentioned that although the generic JDs on the SAPS Intranet are helpful, they urgently need updating. However, these outdated JDs should not be taken off the system so that there is at least some information that gives a foundation to build on to improve the currently available generic JDs.

According to Petersen (2018), as stipulated in Section 2.6.8, computer systems are essential organisational tools in the organisational environment, including service delivery and effective administration. The SAPS uses computer systems for internal and external communications via email, compliance, an update of a record, word processing, research, and so forth. All participants are aware of the SAPS Intranet and almost all personnel in the support environment have intranet access to share information on what is happening and anything else trending in the organisation. The intranet leads to knowledge management, no matter where an employee works. The SAPS Intranet has an enormous amount of information available. The SAPS Intranet must be user-friendly so that employees can easily get organisational documentation and information without using the global internet, in order to save time and cut costs. Participants have an issue with the intranet due that it is not user-friendly. As mentioned by DeBoni (2018) in Section 2.6.9, the intranet should present relevant and updated

information so that employees can locate what they are looking for; therefore, the intranet should always reflect what the intranet users are looking for. If you want employees to use the intranet, the site needs to be easy to use. If the intranet website is not user-friendly, this can do more harm than good.

All employees should contribute to the central SAPS Intranet system, as everyone in the SAPS has access to computerised systems. Inputs for improvement from anyone in the SAPS can contribute to an effective and efficient SAPS Intranet system. HR is the hierarchical function that is most responsible for employee requirements. As Nelson (2017) directed in Section 2.6.9.1, fruitful organisations perceive the significance of keeping an open exchange with their employees and utilising the correct systems, tools, and methods to gain valuable inputs and information from the employees for the benefit of the whole organisation. All intranets have specific features, such as a comment function, document sharing, and a form of notifications. By using these types of methods, employees will provide input that will contribute to work improvement and feedback, as stipulated by Thillainayagam (2018) (see Section 2.6.9.1).

### **6.7.2 Personnel System for the South African Police Service**

On the PERSAP, participants highlighted JD capturing on the system, although they see the value of the system for management recordkeeping and compliances. Type of information to be captured on the HR employee information database includes JD records, transfers, leave, training, performance management, and so forth according to Rietsema ([sa]) (see Section 2.6.9.1). PERSAP provides methods for storing, breaking down, and appropriating data for different employees, for example retaining, capturing, and complying with JD employment contracts, general administration, managing payroll, HR planning, recruiting, learning, performance employment records, scheduling, absence management, statistics, and grievance handling. PERSAP allows development in traditional processes and increases strategic decision-making as mentioned by Chugh (2014:150) in Section 2.6.9.1.

## **6.8 CHAPTER SUMMARY**

The discussions in this chapter portrayed briefly the research findings that emerged from this research study and clarified what other researchers found on similar subjects. The consequences of the discoveries were reported. It was significant for the research under review to contain a reflection on the results of previous research on the design of the JDs in different organisations. Chapter Six was essential to the study and contained a reflection on the findings and themes in Chapter Five and literature review from Chapter Two and Three. Furthermore, this chapter included the similarities and differences in the findings gained from the viewpoints of participant interviews and highlighted the methodology applied to the accumulated data. The main themes discussed included: the value and benefits of JDs; processes to coordinate and monitor JDs to ensure effective management; the potential of JDs to enhance police performance; knowledge and skills for designing JDs; attitudes, experiences and challenges of JDs; and recommendations of electronic JD systems. Chapter Seven will outline the summary, recommendations, and conclusion of the study.

## **CHAPTER SEVEN: SUMMARY, RECOMMENDATIONS AND CONCLUSION**

### **7.1 INTRODUCTION**

Should the SAPS take the recommendations in this chapter to heart, it can improve JD consistencies, and assist employees, supervisors, and management to: understand the value of JDs; comprehend the JD process to ensure effective management; perceive the potential of JDs to enhance police performance; comprehend the knowledge and skills required to design JDs; recognise challenges; and improve the standard of the design of JDs.

This chapter summarises the thesis on an exploration of the design of JDs in the SAPS from Chapter One to Six. The research findings lead to the recommendations and conclusions in the research study and are based on the key findings derived from the themes and will be described in Chapter Seven. The summary, recommendations, and conclusion of this study will now be discussed.

### **7.2 STUDY SUMMARY**

Throughout the study, the researcher intended to achieve the aim and objectives mentioned in Section 1.3 and 1.4. This last chapter concludes the thesis by briefly summarising the entire study. The recommendations are made based on the findings from the study and the main themes and sub-themes depicted in Table 5.1. In this study, the researcher aimed to explore the design of JDs in the SAPS.

Chapter One started with an introduction to the researcher's reason for undertaking the research, namely to explore the design of JDs in the SAPS. A comprehensive and detailed problem statement was provided regarding JDs in the SAPS. The study aim was accomplished, namely, to explore the design of JDs in the SAPS. The research objectives were compiled to scientifically verify the significant factors in order to

understand correctly the research problem and to consider possible solutions to overcome it. The research objectives were to explore the design of JDs in the SAPS from the support and operational career stream personnel's perspective. The specific objective of exploring the following matters from the perspective of the support and operation career stream personnel was furthermore achieved:

- the value of JDs in the SAPS;
- the process the SAPS follows to compile the JDs;
- the potential of JDs to enhance performance in the SAPS;
- the knowledge and skills required to design JDs;
- the challenges in designing JDs; and
- recommendations for the improvement of the design of JDs.

The chapter further defined the key theoretical concepts that are central to the substantive dimension of this study, which include JDs, performance management, and service delivery. The value of the research and the structure of the thesis in terms of chapter layout were presented.

In Chapter Two, the significance of JDs was discussed within a broader context. In summary, this chapter proposed a synopsis on the JD critical overview, fiercely debated the way JDs are portrayed, defined the rationale behind JDs, provided the purpose of the JD employment contract, and explained and highlighted the unknown value of JDs to the organisation, employer and employee. This chapter also explained challenges linked to JDs and the value chain JDs inevitably bring to the organisational HRPs. Thereafter, international best practices to develop elegant and organised JDs and the coordination and monitoring of the JD were discussed. The format and design of the JD in the SAPS towards effective police performance was also explored.

Chapter Three highlighted the legal and regulatory frameworks in SA, including the background of the JD employment contract, the Constitution (South Africa 1996), the LRA 66 of 1995 (South Africa 1995a), the EEA 55 of 1998 (South Africa 1998a), the BCEA 75 of 1997 (South Africa 1997), the OHSA 85 of 1993 (South Africa 1993), the

SDA 97 of 1998 (South Africa 1998b), the SAPS Act 68 of 1995 (South Africa 1995b), the SAPS Employment Regulations (SAPS 2008), Overview Functions and Achievements of the SAPS (SAPS 2012), SAPS HR AOP (SAPS 2016), and PSR (DPSA 2016).

Chapter Four extensively covered the research methodology, philosophical worldviews, and the research design. In this chapter, the study geography, population, and the sampling and the selecting of participants were indicated. Also, the data collection methods were addressed, namely individual semi-structured interviews and focus groups. Furthermore, in Chapter Four, the data analysis process was explained together with the methods utilised to ensure the trustworthiness of the study and that ethical research considerations were taken into account. To gather data from participants' experiences, the participants were asked the research questions as presented in Annexure G and H.

Chapter Five included an effective presentation of consistent findings and results of the study. It set out the findings of a more proper understanding of the design of JDs in the SAPS. Individual semi-structured interviews and focus groups were conducted with relevant participants. The main themes in this chapter included: the value and benefits of JDs; processes to coordinate and monitor JDs to ensure effective management; the potential of JDs to enhance police performance; knowledge and skills for designing JDs; attitudes, experiences, and challenges of JDs; and recommendations of electronic JD systems.

Chapter Six portrayed briefly the research findings and clarified conclusions reached by other researchers on the subjects that emerged from this research study. The consequences of the discoveries were reported. It was significant for the research under review to contain a reflection on the results of previous research on the design of the JDs in different organisations. Chapter Six was essential to the study and contained a reflection on the findings, themes from Chapter Five, and a literature review from Chapter Two and Three. Furthermore, this chapter included the similarities

and differences between the findings of this research study and previous research, in light of the methodology applied to accumulate data. The main themes and sub-themes are discussed as illustrated in Table 5.1.

Throughout the research, it was mentioned that a JD employment contract is of enormous value and benefit to the SAPS organisation, employer, and employees. A JD protects the employee and the organisation, and communicates the employee's role to support the employee against unfair labour practices. There should be proper processes in place to coordinate and monitor JDs to ensure effective management that should include a yearly process with a sequence of steps to check and monitor JDs, conduct PERSAP compliance inspections and training, as well as develop regulatory directives for JDs.

Additionally, JDs have the potential to increase police performance by addressing and communicating the important role of JDs to employees who are essential to professional service delivery. Certain knowledge and skills are required for designing and developing JDs, which include the knowledge of the environment, knowledge of the existence of the JD, computer literacy, and research skills, as well as communication skills and training proficiency. Certain attitudes about, experiences of, and challenges connected to JDs were identified that must be taken note of. Attention must be paid to attitudes and negativity towards JDs due to the fact that employees are not informed about the important role that JDs play. Structure changes need to be communicated as well, and HR offices must be constantly informed of HR-related changes. Furthermore, attention must be paid to the confusion surrounding job titles, the updating of service terminations on the PERSAP, and also to instances where employees perform duties and tasks beyond what is indicated in their JDs. For the purpose of this study, certain recommendations of electronic JD systems were provided from participants pertaining to the SAPS Intranet and PERSAP compliance system. The recommendations are based on the study findings and are intended to improve the effective design of JDs in the SAPS.

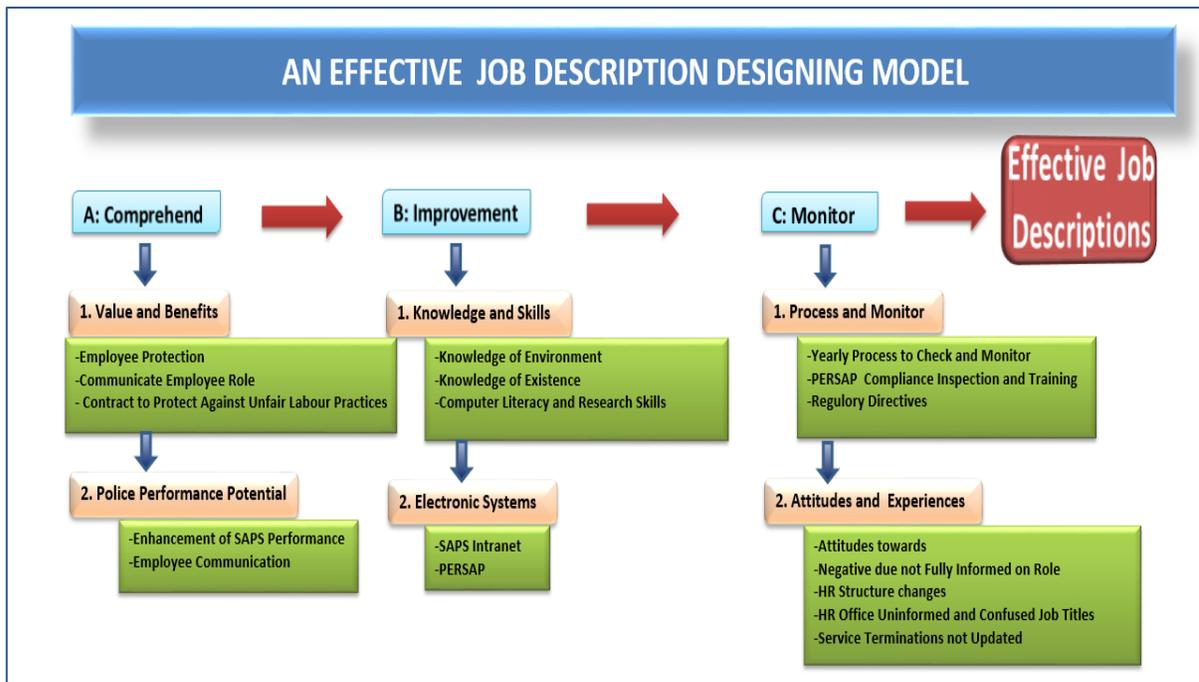
### 7.3 RECOMMENDATIONS

A recommendation in research is a critical suggestion about what should be done and is suitable for a particular purpose. It can be regarded as the best course of action in a certain situation. Clearly, to implement research recommendations, organisations should focus on proper evaluation of past positive outcomes. The focus of this section is the recommendations regarding the implementation and design of JDs in the SAPS to ensure effective performance. The recommendations are based on the study findings and are intended to improve strategies utilised to enhance and improve the design of JDs in the SAPS. The recommendations are presented in Figure 7.1. For an effective JD process in an organisation, it is important to understand the value of JDs and to continually update, regularly evaluate, and monitor these JDs. The recommendations are formulated into specific themes and are as follows:

- To comprehend JDs, it is necessary to understand the value and benefits of the JD. The JD is a valuable communication tool in that it protects the organisation, employer, and employee. Furthermore, police performance potential should not be overlooked, as JDs lead to the enhancement of police performance and promote effective communication.
- To ensure the improvement of JDs, it is important that the JD developer has the right knowledge and skills to design a JD effectively, including knowledge of the JD environment, knowledge of the JD document, computer literacy, research, and communication and training skills. A further improvement involves updating and amending the current electronic systems in place, including the SAPS Intranet, to update generic JDs on the database and improve PERSAP compliance data integrity.
- To monitor JDs involves processes such as checking the JD on an annual basis, ensuring accurate PERSAP compliance, and providing training to fellow employees. It is imperative to increase everyone in the organisation's opinion of and experience with JDs. Aspects around this include addressing the negative opinions concerning JDs; addressing the important role that JDs play; helping

employees to understand why JDs need to be amended sometimes, especially in the case of management decisions; addressing the confusion surrounding job titles; and implementing a way of providing service termination updates to the system.

This research study contributes to the value of JDs for the organisation, employer, and employee. Although there are shortcomings and challenges regarding the design of JDs in the SAPS, it is also important to convey the value chain that the JD provides to HRPs, as illustrated in Figure 2.8. Processes to coordinate and monitor JDs to ensure effective management include yearly processes with sequenced steps to check JDs, PERSAP compliance, and continual training for HR practitioners. There are regulatory directives to develop and understand the reason behind JDs and another concern is the responsibility to develop generic JDs. The JD communication process to members is seen as essential in order to ensure the enhancement of police performance and professionalism. To highlight the relevant knowledge and skills required to design a JD, the following four sub-themes were discussed: knowledge of the environment, knowledge of the existence of the JD, computer literacy and research skills, and communication skills and training proficiency. To establish the participants' understanding of JDs, the following aspects were extracted: attitudes towards JDs, negative attitude due to not being informed on the role of JDs, changes in the structure of HRM, HR office uninformed and confused about job titles, service terminations without changes on the system, and employees performing additional duties and tasks outside their JDs.



**Figure 7.1: An Effective Job Description Designing Model**

The researcher's contributions and will add value to the effective designing, monitoring, and coordinating of JDs in the SAPS. The recommendations depicted in Figure 7.1 to ensure effective JD implementation in the SAPS are reflected in three steps (light blue blocks): comprehend, improvement, and monitor. Under each step are two key elements to focus on as depicted in light orange. If everything is put in place as described above and shown in Figure 7.1, it will ensure an effective JD process in the organisation that will positively influence police performance and professionalism.

The recommendations of this study present how JDs can be designed and communicated to ensure that JDs are effectively managed and efficiently utilised in practice. The recommendations are based on the individual, semi-structured interviews and focus groups, as well as reviewed literature.

### **7.3.1 Recommendations to Assist Employees to Comprehend Job Descriptions**

Understanding the meaning and value of JDs is worthwhile. Therefore, the value and benefits of the JD and its potential to enhance police performance were identified in this recommendation.

#### **7.3.1.1 Value and benefits of job descriptions**

A JD protects the employee and the organisation and it is a work contract between the employer and the employee that indicates clear KPAs and core responsibilities. This enables the employer to have legal supervision and control over the employee's work. The JD employment contract describes the work responsibilities and work risks of both parties. The critical importance and advantages of JDs in terms of promotions, recruitment, and selection, as well as training. The organisational value of JDs highlighted by participants include the nominal value of JDs in monitoring official performance and outputs to contribute to establishing productivity and winning community support in the process in which the employee should function, for example in case of accidents and when monitoring performance.

JDs also defend and support the employer from key issues with employees by indicating the boundaries in which the employee should function, for example in case of accidents and when monitoring performance. Without the JD, employee functions and job requirements will not be clear, inflicting confusion and wasting time, effort, and money within the initial screening procedure.

Communication is significant and management is supposed to arrange briefing sessions and workshops to familiarise employees with the HR AOP to provide a clear indication on the compilation of the JDs. Successful communication on JDs will bring enormous value to organisational success. The value of JDs is enormous, but they are not implemented effectively as the various SAPS components, for example OD, HRU, and Personnel Service, do not communicate work relationships with each other. If JD training is conducted by National Head Office and the provincial offices, and emphasis

is placed on the JDs, employees will conceive the bigger picture of JDs to positively enhance organisational effectiveness. The JD is the key element to successfully complete projects and support employees in the work improvement. In order to enhance organisational effectiveness, the entire organisation should interrelate and work collaboratively. The JD is an employment contract that also protects employees against unfair labour practices. Once signed, the clear guidelines in JDs from authorities convey an overwhelming sense of security in that the employees are protected as long they stay within the boundaries and specific settings listed. The JD is seen as an official and legal employment contract that regulates the relationship between the employer and the employee. In addition, the JD contain advantages specific to employees such as injuries on duty, service allowance, and disputes, and assists when an employee applies for incapacity or ill health benefits, bursaries, or bonuses. JDs prevent management from relocating people or creating a post where there is none.

### ***7.3.1.2 The potential of job descriptions to enhance police performance***

Clearly communicated JDs are essential to positively enhance professional behaviour, but only if members perform their jobs as written in their JDs. In addition, JD is an excellent guide for members on how to work accordingly and, in so doing, enhance professionalism, discipline, and service delivery in the eyes of the community. In this way, the community will start having faith in the SAPS again and will not take the law into their own hands. Professionalism expressed in the conduct of members forms the manner in which they approach their work and treat people. A well-written JD is an advantage for the employee and organisational growth. Morals and ethical conduct play significant roles in upholding the community's general perception of the SAPS a professional organisation. Furthermore, JDs are essential to HRPs and to enhance work ethics and professional behaviour. Directives and legislation in the JD employment contract bind members to be professional, but it all depends on the individual. JDs increase the productivity and professionalism of the organisation and the employees.

### **7.3.2 Recommendations to Improve Job Descriptions**

Ensuring the improvement of JDs entail having the right knowledge and skills to design a JD effectively, including knowledge of the JD environment, knowledge of the JD document, computer literacy, and research, communication, and training skills. A further improvement involves increasing the current electronic systems in place, including the SAPS Intranet, to update generic JDs on the database and improve PERSAP compliance data integrity.

#### ***7.3.2.1 Knowledge and skills for designing job descriptions***

Developing JD skills is to have an understanding of JDs, specific job experience, and knowledge of the JD environment because key elements cannot be overlooked during the development of a JD. Also, such a person should have a basic understanding of police functions at various units and be aware of the background of command structures, ranks, and job titles. The developer should have certain skills, including facilitation, innovation, planning, information gathering, basic leadership, and discovery skills to address organisational goals. This person should be the subject matter expert to effectively set expectations and should have a high level of understanding of organisational dynamics and culture.

Knowledge of the existence of the JD and the tasks of the job, as well as a broader knowledge of relevant Acts, legislation, and policies is important in the development of JDs. The developer must know how to compile and monitor JDs on the system, support employees, and conduct in-service training and workshops to coordinate HR practitioners so they can know what the National Head Office expects. JD specialists should have essential skills, such as strategic HR planning methods, and should understand the employment contract content. It is also important for such specialists to be computer literate and possess research skills. Other required skills include communication skills and training proficiency, and to be analytical enough to be able to understand what they are writing. Additionally, written and auditory communication skills make it easier to inform and advise others clearly, and this can be enhanced by problem-solving and negotiation skills. The ideal person to develop JDs should have

initiative and the ability to offer controversial ideas, and manage time in line with the organisational objective to meet deadlines.

### **7.3.2.2 *Recommendations of electronic job description systems***

On the intranet, the JDs are outdated for a specific post and therefore is a great need for improvement, especially with the input from individuals in the specific post. The generic JDs on the SAPS Intranet are helpful and should not be taken off the system, so that there is at least some information that gives a foundation to build on and improve the currently available JDs. The intranet leads to knowledge management no matter where an employee works; there is an enormous amount of SAPS-related information available on the SAPS Intranet. It is essential that the intranet has solid search capabilities so employees can rapidly find significant data. It is important is to have a user-friendly intranet website that has a strong presence, to ensure intranet website success. Everyone in the organisation should contribute to the central communication of the SAPS Intranet system, as everyone in the SAPS has access to computerised systems. Inputs for improvement from anyone in the SAPS can contribute to an effective and efficient SAPS Intranet system.

The PERSAP is a recordkeeping and compliance system. PERSAP provides methods for storing, breaking down, and appropriating data for different job holders, for example retaining, capturing, and complying with JD employment contracts, general administration, managing payroll, HR planning, recruiting, learning, performance employment records, scheduling, absence management, statistics, and grievance handling. The PERSAP enables improvement in traditional processes and enhances strategic decision-making.

### **7.3.3 *Recommendations to Monitor Job Descriptions***

The monitoring of JDs involves processes to check JDs on an annual basis, ensure accurate PERSAP compliance, and provide training to fellow employees. It is imperative to positively influence everyone's attitudes about and experience with JDs. Aspects around this include addressing employees' negative opinions of JDs,

addressing the important role that JDs play, helping employees to understand why JDs need to be amended sometimes, especially in the case of management decisions; addressing the confusion surrounding job titles; and implementing a way of providing service termination updates to the system.

#### **7.3.3.1 Processes to coordinate and monitor job descriptions to ensure effective management**

The JD process includes a yearly process with a sequence of steps to check and monitor JDs, sending out reminders to ensure that JDs are valid within the five-year time frame, and compiling updated JDs. Performing inspections on individual JD documents and comparing JDs captured on the PERSAP according to the performance management system are also part of the JD processes to coordinate and monitor JDs. The National Commissioner is required to review JDs at least once in a five-year period or once every 60 calendar months and, where necessary, redefine them so that they remain appropriate and accurate, and show the primary job tasks and requirements of a specific post, with an appropriate emphasis on service delivery.

The JDs are captured on the PERSAP to ensure JD compliance and the statistics retrieved from the system confirm the percentage of SAPS personnel that have a valid JD. The monitoring of JDs is an important aspect and HR practitioners must ensure that employees' information is captured on the PERSAP. Training is extremely important to HR coordinators, as training and learning improve a specific person's independent existence tremendously and contribute meaningfully to organisational effectiveness and professionalism. Therefore, JD training and workshops should be conducted by National Head Office and the provincial offices for HR practitioners.

Documentation and specific regulations indicate the possible reason why employees in the SAPS must each have a JD. Prescripts and documentation for guiding the precise formulation and sustainable development of JDs include the Constitution (South Africa 1996), LRA 66 of 1995 (South Africa, 1995a), SAPS Act 68 of 1995 (South Africa 1995b), SAPS Code of Conduct (SAPS [sa]), OD documents, existing and previous

JDs, operational plans, SAPS Employment Regulations (SAPS, 2008) and the PSR (DPSA 2016). Article 29 of the BCEA 75 of 1997 (South Africa 1997) prescribes that the employer must provide the employee, in writing, with information related to their job and indicate specific aspects, for example, working hours and remuneration.

The development of generic JDs is not the most exciting responsibility, but it is nevertheless significant to intentionally set the comprehensive framework for all processes in the organisation. Anyone in the local organisation can write a JD; the local HR practitioner, direct supervisor, responsible manager, or the incumbent. Regardless of who writes the JD, it should be unbiased, up to date, and in a standardised format. In addition, the direct supervisor can develop the JD, although the HR practitioner can also compile the JD. However, the direct supervisor remains the responsible person to ensure the existence of the JD and to verify the content. In addition, one of the obstacles remains that the external consultant does not know exactly what the organisational tasks and responsibilities are, and does not have any experience with, knowledge of, or background information concerning the organisation. This sometimes means that job requirements are misinterpreted and incorrectly defined. Therefore, according to Bardot (2016), an organisation should consider the development of the JDs as an in-house task (see Section 2.6.2).

### **7.3.3.2 Attitudes, experiences and challenges of job descriptions**

A JD is not just a “paper exercise”, but is the main document indicating the comprehensive tasks and responsibilities of the job. A possible reason for employees’ negative attitudes towards JDs is their ignorance of the advantages for the employees themselves. Employees do not consider the value of well-written JDs and are unaware of the potential uses of JDs. This leads to negative attitudes regarding SAPS professionalism which, when combined with employee and employer stress and trauma, labour relations, and conflict, often result in dissatisfied employees. The value of JDs is enormous; they are used to invent effective HRPs, keep up desired consistencies between compensation, development, and performance management, and add to the work environment’s well-being, health, operational safety, and legitimate work relations. The JD employment contract is a fundamental record, as it controls work

conditions between the organisation and employee. It describes exactly the organisational benefits and labour relations and it indicates what the employee is qualified for in terms of the working environment in line with the organisational strategy, policy, and legislation.

There are some employees that are positive about JDs, who definitely want to know more about it and need the training to understand the advantages of JDs. JD employment contracts become outdated very fast due to the changing work setting. The employee JD often needs negotiations opportunities and amendment processes, at a minimum quarterly. The employee and supervisor should check the statements in the JD together. The JD should represent all key obligations, concentrate on desired results, and accurately portray what is needed to meet the job tasks for that particular position. The direct supervisor should take a few minutes during the performance appraisal procedure to consult with the employees to update the JD, so it stays current. JDs have considerable interest in the employee, realistically portray the main KPA's of the job, and illustrate the significant performance expectations and job training. JDs should be efficiently developed to fulfil processes, for example, to rank classifications, illustrate placements, increase resources, handle transfers, ensure fair promotions, follow career paths, and develop future standards.

The updating of JDs is not obligated by fundamental law, but it may help the organisation to stay relevant to existing employment law compliance. Creating and updating JDs for active jobs in the organisation is tedious. Specific responsibilities and tasks should be recorded accurately and updated frequently, but in extensive consultation with the relevant employee in a specific position. It is important that the employer ensures training and workshops for employees on the value and importance of the JD, as this can contribute to the organisation effectiveness.

Reporting structures have an impact on how employees communicate and who talks to who. Therefore, it is useful to amend the JD employment contract if the organisational structure changes. Furthermore, employees can understand how their activities fit into

the organisation as a whole and see a graphical illustration of the immediate post's career path. The organisational structure in the JD sufficiently indicates the position of the post in the approved organisational establishment. Thus, the organisational placement should correspond with the approved organisation placement, as it can negatively influence the organisation's effectiveness and the employee's career pathing. Regardless of the re-evaluation of existing JDs, the documents must be adapted to ensure the organisational needs are accommodated at all times. It is the employer's right to transfer an employee to another position or amend the duties, but the JD employment contract must then reflect these amended job duties. The JD employment contract is not set in stone; employees cannot have the idea that once the JD employment contract is signed, it can never be changed. Thus, the functions and duties incorporated and recorded in the JD may be changed at any time, within organisational boundaries and inside the parameters of the post held by the employee. It does not mean the employer can change anything in the JD or instruct as it suits them. Every amendment in the JD must be reasonable, lawful, fair, and follow proper procedure.

Placing employees according to their skills in line with the FE is important, although if commanders move employees around it should be as prescribed by approved procedures. To move personnel legally and correctly on the system, there are proper regulations in place. Ultimately, it is necessary to direct control and evaluation of successful performance as indicated in the JDs and to check whether the HR planning matches the specific objectives and official policies. JDs must indicate important and clear information, such as the necessary skills, training, and qualifications to allow movement in a career path to take place. However, it can be confusing if an employer moves employees around without informing the HR practitioners. HR personnel sometimes find that they are too intensely involved with operational roles outside their spectrum, such as dealing with complaints, while having other duties to deal with. So the expectations of the organisation must be clear and supervisors must be clear about their role in overseeing employees. All movement should be updated and communicated to the HR office, in order to be captured on the PERSAP. The PERSAP

is used by the SAPS to consolidate various important HR capacities, for example, storing employee data, overseeing payrolls, recruitment processes, organisational benefits, and monitoring attendance records. It guarantees ordinary HR processes are manageable and convenient to obtain. Additionally, there is only one job title for a job and it ought to be specific. The job title is the main function of the job and should include a numeric code to categorise the different positions in the organisation. The job title is a significant part of an organised system of titles, as it gives the understanding of where the job fits into the organisational hierarchy.

In terms of service terminations, involving deceased members or members on pension, this information will not be updated immediately; in fact, it sometimes takes two to three years to be updated on the system. In this manner, the workforce and the people without a JD do not match up with the workforce on the PERSAP. These official statistics reflect negatively on JD compliances on the PERSAP. Certain procedures must be followed when either an employer or employee wishes to terminate employment. Whatsoever the reasons are for terminating an employee, it is wise to always follow the proper termination procedures. Employers must comply with the employment labour standards and human rights legislation for their jurisdiction and beyond that, employers must treat employees fairly and in good faith as defined by common law or civil law. Thus, due to the lengthy process involved in finalising a service termination, it is recommended that processes be amended or added to the PERSAP to avoid negative JD compliance.

Participants indicated that they perform duties and tasks outside of their JDs for the sake of getting the job done out of loyalty to the organisation. Participants indicated that they did not perceive these extra duties and tasks as a problem. Elements that make employees perform more than expected of them include motivation and inspiration, as well as recognition is given to them when they reach expected targets and goals successfully. They receive direction from their supervisors on what is expected of them, how much, and when. Their supervisors allow them to have accountability and the employees appreciate the feeling of accountability.

Organisations with happy employees outperform others. Happy employees are more productive, which reduces employee absence, exhaustion, and pressure. Once employees enjoy their work, they tend to concentrate more on their activities and responsibilities, thus fulfilling their tasks with enthusiasm. Thus, supervisors should make it a point to show their teams that they are valued and their work is appreciated. Recommendations to encourage employees should promote the positive attitude of employees. Employers should let the employees feel that their contributions are rewarded and even just a “thank you” makes employees feel they belong.

#### **7.4 RECOMMENDATIONS FOR FURTHER RESEARCH**

Progress has been made in the exploration of the design of JDs in the SAPS, although many important research questions and needs regarding technical support for JD processes remain. Key recommendations for further research include:

- effective communication between role players in an organisation related to JDs;
- evaluate important key elements to be included in the JD employment contract;
- establish a user-friendly guideline in the development of a JD in the organisation;
- and
- evaluate the important role of JDs in the enhancement of professionalism.

#### **7.5 CONCLUSION**

The correct design of JDs in the SAPS can positively relate to effective management and performance. JDs must be comprehended, improved, and monitored to establish an effective JD process in the organisation, especially in the SAPS. It is necessary to understand the value and benefits of the JD, as it is a valuable communication tool that it protects the organisation, employer, and employee. Furthermore, police performance potential should not be overlooked, as JDs lead to the enhancement of police performance and promote effective communication. To ensure the improvement of JDs, the person involved in the design of JDs should have the right knowledge and skills, such as knowledge of the JD environment, knowledge of the JD document, computer

literacy, and research, communication, and training skills. A further improvement involves increasing the current electronic systems in place, including the SAPS Intranet, to update generic JDs on the database and improve PERSAP compliance data integrity. Monitoring JDs involves processes that include checking JDs on an annual basis, ensuring accurate PERSAP compliance, and providing training to fellow employees. It is imperative that everyone's attitudes and experience around JDs in the organisation be improved. Aspects around this include addressing employees' negative opinions of JDs, addressing the important role that JDs play, helping employees to understand why JDs need to be amended sometimes, especially in the case of management decisions; addressing the confusion surrounding job titles; and implementing a way of providing service termination updates to the system. If everything is put in place as described in this study, it will ensure effective JD processes in the SAPS that will, in turn, improve police performance and professionalism.

## REFERENCE LIST

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# ANNEXURE A: COLLEGE OF LAW, UNISA RESEARCH ETHICS REVIEW COMMITTEE



## COLLEGE OF LAW RESEARCH ETHICS REVIEW COMMITTEE

Date: 2016/05/24

Reference: ST 6  
Applicant: L. Smit

Dear L. Smit  
(Supervisor: Prof R Snyman)

### DECISION: ETHICS APPROVAL

Name	L. Smit
Proposal	An evaluation of job description in enhancing professionalism in the South African Police Service
Qualification	Dlitt et Phil (Police Science)

Thank you for the application for research ethics clearance by the College of Law Research Ethics Review Committee for the above mentioned research. **Final approval is granted.**

*The application was reviewed in compliance with the Unisa Policy on Research Ethics.*

*The proposed research may now commence with the proviso that:*

1. *The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics which can be found at the following website:*

[http://www.unisa.ac.za/cmsys/staff/contents/departments/res\\_policies/docs/Policy\\_Research%20Ethics\\_rev%20app%20Council\\_22.06.2012.pdf](http://www.unisa.ac.za/cmsys/staff/contents/departments/res_policies/docs/Policy_Research%20Ethics_rev%20app%20Council_22.06.2012.pdf)

2. *Any adverse circumstances arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the College of Law Ethical Review Committee.*



Open Rubric

University of South Africa  
Preller Street, Muckleneuk Ridge, City of Tshwane  
PO Box 392, Unisa, 0003, South Africa  
[www.unisa.ac.za/law](http://www.unisa.ac.za/law)

*An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants*

3. *The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

*Note:*

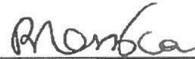
*The reference number (top right corner of this communique) should be clearly indicated on all forms of communication (e.g. Webmail, E-mail messages, letters) with the intended research participants, as well as with the URERC.*

Kind regards



---

PROF B W HAEFELE  
CHAIR PERSON: RESEARCH ETHICS  
REVIEW COMMITTEE  
COLLEGE OF LAW



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PROF R SONGCA  
EXECUTIVE DEAN:  
COLLEGE OF LAW

## **ANNEXURE B: APPLICATION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE**

Tel 012 4327637

Cell: 071 4830053

Lt Col L Smit

1234 Stanza Bopape Street  
Hatfield, 0083

8 July 2016

---

The Head  
Strategic Management  
Head Office  
South African Police Service  
Private Bag X94  
PRETORIA  
0001

### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE SERVICE: AN EXPLORATION OF THE DESIGN OF JOB DESCRIPTIONS IN THE SOUTH AFRICAN POLICE SERVICE: LT COL SMIT**

1. I am currently employed in the South African Police Service (SAPS), Division: Human Resource Utilisation (HRU), National Head Office, at Pretoria as a Lt Col.
2. Attached application to conduct a research in the SAPS on "*An exploration of the design of Job Descriptions (JDs) in the SAPS*".
3. Information in terms of National Instruction 1 of 2006: Research in the Service:

#### **Researcher Name and Surname:**

Lindie Smit

**Identification Number:**

730510 0279 088

**Residential Address:**

68B Joseph Street, Lynnwood Glen, Pretoria, 0081

**Work Address:**

1234 Stanza Bopape Street, Tulbagh Building, Post Park North, Hatfield, Pretoria, 0083

**Contact Details:**

Cell: 071 483 0053 and Work: 012 432 7637

**Academic Qualifications:**

- 2008 - Magister Technology (Master's Degree – (NQF level 9)) – in Policing: Safety and Security: Dissertation “Utilisation of Information Technology at police stations within the Republic of South Africa” Tshwane University of Technology (TUT);
- 2003 - Baccalaureate Technologiae Degree (Honours - NQF level 8) in Policing – Tshwane University of Technology (TUT);
- 2003 - National Diploma in HRM - University of South Africa (UNISA); and
- 1996 - National Diploma in Police Administration – Technikon SA.

**Relevant Experience in Conducting this Research:**

Employed by the SAPS, Head Office: Division: Human Resource Utilisation (HRU) Subsection JDs from 1 February 2012 and still, my work responsibility includes the developing and maintaining of JDs in the SAPS. With my exposure, involvement, and experience of JDs, the seriousness and evaluation of JDs in the SAPS became a burning issue for me. This study will not evaluate any individual JD in particular, but only the general JD process and practices currently in the SAPS and there is, therefore, no conflict of interest embedded in this study.

**Study Institution:**

University of South Africa: Criminal Justice, College of Law. I completed my Magister Technology Degree in Policing and currently registered at UNISA at the Department of Criminal Justice to complete my Doctoral Studies. I am conducting my research study under the supervision of Professor Rika Snyman. Information obtained from this research study will be reported to the College of Law, UNISA Research Ethics Review Committee with my confirmation that this research study complied with all the relevant obligations imposed by the UNISA Research Ethics Policy.

**Study Purpose:**

The purpose of the study is to evaluate JDs in the SAPS. It is, therefore, imperative to explore the opinions and viewpoints of individual job holders and Human Resource (HR) practitioners within the SAPS with regard to JDs and police performances. Further, to explore how JDs are used and viewed within the SAPS and how it could be used more efficiently and actively in every phase of an employee's career and the design of JDs in the SAPS.

**Research Instruments:**

Attached as per **ANNEXURE: E, F, G** and **H**.

**Ethics Committee Approval:**

In terms of the research protocol, the research study obtained ethical confirmation and approval from the College of Law, UNISA Research Ethics Committee, as per **ANNEXURE A**.

**Estimated Time Frame for this Research:**

Proposed time frame and any unanticipated issues that may arise, my intention is to submit my thesis by 31 January 2019.

**Method of Publication:**

For the study, the method of publication will be a Thesis format and publish on the UNISA website.

**Possible Research Interests for the benefit of the SAPS:**

Successful completion of this research and its results could have benefits for prospective students researching similar phenomena. The community and society can receive valuable guidance and opinions from this study as well as the academic faculty research production increase. SAPS and other HR industries could add value to the development of JD guidelines and implement effective and efficient JD compliance in line with SAPS the vision, mission and strategic goals and priorities with an appropriate emphasis on organisational effectiveness. Furthermore, new skills and knowledge can be obtained in everyday HR practice. Credit will be provided to the viewpoints of other authors.

The participants' rights in this research study include, the participants being voluntary and can withdraw at any time throughout the interview process if they want to as the informed consent form setting out the participant's rights and will be supplied to each participant.

It is standard procedure that the participant's and the Service privacy and anonymity are ensured. All data, information obtained over the span of this study will be treated with the most extreme confidentiality.

The study will not in any capacity hinder or interfere with the duties of the SAPS participants.

Your approval would assist me to a great extent in accomplishing the research aim and questions. Hope my application meets your favourable response.



..... Lt Col

**L SMIT**

**DATE: 8 July 2016**

# ANNEXURE C: DIVISION: RESEARCH REQUESTED PERMISSION FROM ROLE PLAYERS

SUID-AFRIKAANSE POLISIEDIENS  SOUTH AFRICAN POLICE SERVICE

**Privaatsak/Private Bag X 94**

Verwysing/Reference:	3/34/2
Navrae/Enquiries:	Maj Gen Gabela Lt Col Joubert
Telefoon/Telephone:	(012) 421 8271 (012) 393 3118

**DIVISION: RESEARCH  
SOUTH AFRICAN POLICE SERVICE  
PRETORIA  
0001**

- A. The Provincial Commissioner  
**GAUTENG**
- B. The Divisional Commissioner  
**HUMAN RESOURCE UTILISATION**
- C. The Divisional Commissioner  
**OPERATIONAL RESPONSE SERVICE**

**PERMISSION TO CONDUCT RESEARCH IN SAPS: AN EVALUATION OF JOB DESCRIPTIONS IN ENHANCING PROFESSIONALISM IN THE SOUTH AFRICAN POLICE SERVICE. DLITT ET PHIL: UNISA; RESEARCHER: L SMIT**

- A-C**
1. The above subject matter refers.
  2. The researcher, Lt Col L Smit, is conducting a research study with the aim to *evaluate job description in enhancing professionalism in the SAPS*.
  3. The researcher is hereby requesting permission to conduct in-depth interviews with Human Resource (HR) practitioners within the SAPS with regard to job descriptions and police professionalism. The identified participants for this study will be from SAPS National Office at the Sub-sections: Job Evaluation and Job Descriptions, the Division Operational Response Service: Ports of Entry Unit at OR Tambo International Airport

**PERMISSION TO CONDUCT RESEARCH IN SAPS: AN EVALUATION OF JOB DESCRIPTIONS IN ENHANCING PROFESSIONALISM IN THE SOUTH AFRICAN POLICE SERVICE. DLITT ET PHIL: UNISA; RESEARCHER: L SMIT**

and in the Gauteng Province at Dube, Temba and Vaal Marina Police Stations.

4. The proposal was perused according to National Instruction 1 of 2006. This office recommends that permission be granted for the research study, subject to the final approval and further arrangements by the offices of the Provincial Commissioner: Gauteng and the Divisional Commissioners: Human Resource Utilisation and Operational Response Service.
5. We hereby request the final approval by your office if you concur with our recommendation. Your office is also at liberty to set terms and conditions to the researcher to ensure that compliance standards are adhered to during the research process and that research has impact to the organisation.
6. If approval granted by your office, this office will obtain a signed undertaking from researcher prior to the commencement of the research which will include your terms and conditions if there are any and the following:
  - 6.1. The research will be conducted at his/her exclusive cost.
  - 6.2. The researcher will conduct the research without the disruption of the duties of members of the Service and where it is necessary for the research goals, research procedures or research instruments to disrupt the duties of a member, prior arrangements must be made with the commander of such member.
  - 6.3. The researcher should bear in mind that participation in the interviews must be on a voluntary basis.

**PERMISSION TO CONDUCT RESEARCH IN SAPS: AN EVALUATION OF JOB DESCRIPTIONS IN ENHANCING PROFESSIONALISM IN THE SOUTH AFRICAN POLICE SERVICE. DLITT ET PHIL: UNISA; RESEARCHER: L SMIT**

- 6.4 The information will at all times be treated as strictly confidential.
- 6.5 The researcher will provide an annotated copy of the research work to the Service.
7. If approval granted by your office, for smooth coordination of research process between your office and the researcher, the following information is kindly requested to be forwarded to our office:
  - **Contact person:** Rank, Initials and Surname.
  - **Contact details:** Office telephone number and email address.
8. A copy of the approval (if granted) and signed undertaking as per paragraph 6 supra to be provided to this office within 21 days after receipt of this letter.
9. Your cooperation will be highly appreciated.

  
**LIEUTENANT GENERAL  
DIVISIONAL COMMISSIONER: RESEARCH  
DR BM ZULU**

**DATE:** 2016/09/09

# ANNEXURE D: DIVISION: RESEARCH GRANTED PERMISSION TO CONDUCT RESEARCH

*South African Police Service*



*Suid-Afrikaanse Polisie*

Privaatsak Private Bag X94	Pretoria 0001	Faks No. Fax No.	(012) 393 2616
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Your reference/U verwysing:

My reference/My verwysing: **3/34/2**

Enquiries/Navrae: **Lt Col Joubert**

**Intem Mahamba**

Tel:

**(012) 393 3118**

**(012) 393 2423/4370**

Email:

**JoubertG@saps.gov.za**

**MahambaS@saps.gov.za**

THE NATIONAL COMMISSIONER  
SOUTH AFRICAN POLICE SERVICE  
PRETORIA  
0001

**L Smit**

**UNIVERSITY OF SOUTH AFRICA**

**RE: PERMISSION TO CONDUCT RESEARCH IN SAPS: AN EVALUATION OF JOB DESCRIPTIONS IN ENHANCING PROFESSIONALISM IN THE SOUTH AFRICAN POLICE SERVICE: DLITT ET PHIL: UNISA: RESEARCHER: L SMIT**

The above subject matter refers.

You are hereby granted approval for your research study on the above mentioned topic in terms of National Instruction 1 of 2006.

Further arrangements regarding the research study may be made with the following offices:

Provincial Commissioner: Gauteng:

- **Contact Person:** Lt Col Etsebeth
- **Contact Details:** (011) 274 7871

Divisional Commissioner: Human Resource Utilisation:

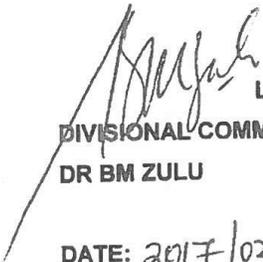
- **Contact Person:** Col van Onselen
- **Contact Details:** (012) 432 7316

**RE: PERMISSION TO CONDUCT RESEARCH IN SAPS: AN EVALUATION OF JOB DESCRIPTIONS IN ENHANCING PROFESSIONALISM IN THE SOUTH AFRICAN POLICE SERVICE: DLITT ET PHIL: UNISA: RESEARCHER: L SMIT**

Divisional Commissioner: Operational Response Services:

- **Contact Person:** Capt JJ Helberg
- **Contact Details:** (012) 400 5674

Kindly adhere to par 6 of our letter signed on the **2016/09/09** with the same above reference number.

  
**LIEUTENANT GENERAL  
DIVISIONAL COMMISSIONER: RESEARCH  
DR BM ZULU**

**DATE:** 2017/02/14

## ANNEXURE E: INFORMED CONSENT FORM

**Affiliation:** University of South Africa: Criminal Justice,  
**Title of the Study:** An exploration of the design of job descriptions (JDs) in the South African Police Service (SAPS)  
**Researcher:** Mrs L Smit  
**Promoter:** Prof H.F. Snyman  
**Cellphone Number:** 071 4830 053  
**E-mail:** [38335417@unisa.ac.za](mailto:38335417@unisa.ac.za)

I completed my Magister Technology Degree in Policing and presently enrolled at the University of South Africa (UNISA): Criminal Justice to complete my Doctoral studies. Part of my study includes researching and writing a doctoral thesis. I am conducting my research study under the supervision of Professor Snyman and the approved research title of the study is "*An exploration of the design of JDs in the SAPS*". Information obtained from the study will be reported to the College of Law, Ethics Review Committee with my confirmation that this research study complied with all the relevant obligations imposed by the UNISA Research Ethics Policy.

I am welcoming you to take an interest in my study. Participating in this study is voluntary. You may withdraw from the study at whenever. The study is depicted underneath to inform you about the study purpose, study procedures, inconvenience, discomforts, potential benefits, conflict of interest, anonymity and confidentiality, data records of interviews, results and study findings and participants' rights. As SAPS employees your performance evaluation will not be affected if you do not want to participate.

### Research Purpose

The study, research purpose is to evaluate JDs in the SAPS. It is therefore imperative to explore the opinions and viewpoints of individual job holders and HR practitioners

within the SAPS with regard to JDs and police effectiveness. Further, to explore how JDs are used and viewed within the SAPS and how it could be used more efficiently and actively in every phase of an employee's career and enhancement in the SAPS.

### **Procedures of the Study**

The study will include semi-structured interviews with individual information-rich HR practitioners and interviews with focus groups of SAPS participants from both the support and operational career streams to gain their insights and viewpoints on the value of JDs in the SAPS. Employees in the support environment have the knowledge and skills in the compilation and monitoring of the administrative tasks of the SAPS, whereas the operational police officials interact directly with the community, institute and preserve safety and security in the community. The identified participants are HR practitioners from SAPS National and the Provincial Offices as well as officials from the Operational Response Service (ORS) and GP: police stations. Interviews will be conducted by the researcher by utilising an interview scheduled to probe deeper; therefore, the purposive sampling is identified in order to identify information-rich individuals as participants. A digital audio-recorder may be used to record conversations. The interview sessions should not be longer than three hours, yet may end sooner by the characteristic process, alternatively on the demand of the participant or researcher, contingent upon the conditions.

### **Inconvenience and Discomforts**

An effort made by the researcher will ensure to guarantee the solace and comfort of the participants. Should participants encounter some uneasiness to respond to certain questions, it would be ideal if you request to skip the question? The participant may become exhausted or feel passionate distress soon thereafter a break might be asked or the interview might be deferred to a later date or ended if so wanted.

## **Potential Benefits**

Hopefully, partaking participants will feel the satisfaction of contributing to unravelling a problem and eliminating the research problem of the study. Participant's information can provide insights and a better understanding of the problem, which can stimulate future research. Successful completion of this research and its results could have benefits for prospective students researching similar information. The academic community and larger society can obtain valuable guidance and opinions from this study that can lead to enhanced the research institution quantum. SAPS and other HR industries could add value to the development of JD guidelines and implement effective and efficient JD compliances within the line to the SAPS organisational vision, mission and organisational strategic goals and priorities with an appropriate emphasis on professionalism. Furthermore, new skills and knowledge can be obtained in everyday HR practice. Credit will be provided to the viewpoints of other authors. From the researcher personal level, positively the participants will gain personal fulfilment once they have talked about specific issues with the researcher and in this way increasing individual insights preceding the interviews.

## **Potential Conflict of Interest**

It is important to mention the researcher is employed by the SAPS at the Subsection JDs and the researcher's work responsibility includes the developing and maintaining of JDs in the SAPS. With the researcher's exposure, involvement and experience of JDs, the seriousness and evaluation of JDs in the SAPS became a burning issue for the researcher. This study will not evaluate any individual JD in particular, but only the overall JD process and practices currently in the SAPS and there is, therefore, no conflict of interest embedded in this study.

## **Anonymity and Confidentiality**

Participation in this study is voluntary and you may decide whether part of this study. If a participant, undertake to participate in the study, research, they have the right to withdraw from the study whenever with none negative results or penalties. In the event where participants choose not to a study participant or pull back sooner or later amid the interview, there is no obligation to explain the reason therefor and the data shall be destroyed. Based on the UNISA Research Ethics Policy the researcher will regard and secure the participant's dignity, privacy and confidentiality. All information will be kept and regarded as secret and confidential as guaranteed by the researcher. Interview schedules will be scanned, safely stored on a computer with a protected password and sealed in an envelope separately to protect the participant's identities. These envelopes will be locked in a file cabinet and the researcher will report back to the College of Law, Ethics Review Committee to confirm that she has complied with all the relevant obligations imposed by the UNISA Research Ethics Policy.

## **Data Records of Interviews**

The data recordings collected will be coded using a fake name (pseudonym) or initial and numbers. As previously mentioned to gather information, a digital audio-recorder may be used to record the conversations. Therefore, it is requested to voluntarily agree to be audio-recorded. The researcher shall transcript the audio-recorded information and may provide a reproduction of the transcripts upon request. Participants have the right to review and edit the audio-recorded information. Comments from participants ask to erase will not be used and deleted from all records and documents. Once, the results of the research analysis are revealed or stated, no data information is going to be enclosed that will reveal your identity and will be protected or disguised. The audio-recorded data recordings will be stored for three years once the study has been completed then destroyed.

## **Study Findings**

Study findings will be shared with the participants and be presented as a group and no individual participant will be identified. The researcher and her study leader are the only individuals who will have access to the data information from the individual semi-structured and focus group interviews and herewith ensures that the data information will be treated as stipulated above. The results of this study are mirrored within the researcher's thesis, which is able to be hosted on UNISA's library site and an article will be published from it. The researcher will also publish the research findings in the SAPS Police magazine, where the participants will have free access to it.

## **Right not to be Participating and to Withdraw**

You may likewise decline to answer any inquiries you are hesitant to answer and still stay in the examination. You will not be dealt with any distinctively and no punishment or exploitation will be included in the off chance that you choose not to take an interest in the examination or in the event that you stop once you have begun.

## **Termination of Participation**

The researcher could withdraw a participant from the exploratory research if conditions emerge that warrant doing as intrinsically. Co-operation during this examination may be terminated without the member assent if the investigator(s) trust that any part of the study may put the researcher at undue risk. The researcher interest may likewise be ended in the event that she does not obey the UNISA Research Ethics Policy study convention protocol.

**The right of Access to Researcher**

Participants are welcome to contact the researcher on her contact number or e-mail address as stipulated in this interview schedule, at a reasonable hour, in connection with interview particulars, on the off chance that they wish so.

**Consent and Participation**

I, the undersigned, confirm that I have read all the information in this informed consent form, regarding “An exploration of the design of JDs in the SAPS” study and hereby grant permission to participate voluntarily without duress. Additionally, I am in agreement to be audio-recorded during the study interview.

Signed at: .....on this.....day of .....2017

Signature: ..... (Print Name.....)

*Thank you for your valuable contribution.  
Your time spent being part of the interview is appreciated.*

## **ANNEXURE F: INTERVIEW SCHEDULE: STUDY PURPOSE**

### **Title of the Study**

An exploration of the design of job descriptions (JDs) in the  
South African Police Service (SAPS)

### **Study Purpose**

For this study, the purpose is to evaluate JDs in the SAPS. The imperative is to explore the opinions and viewpoints of individual job holders and HR practitioners within the SAPS with regard to JDs and police effectiveness. Further, to explore how JDs are used and viewed within the SAPS and how it could be used more efficiently and actively in every phase of an employee's career and the enhancement of professionalism.

### **Instructions**

Two draft interview schedules were developed to conduct semi-structured interviews with individual information-rich HR practitioner's (**ANNEXURE G**) and interviews with focus groups (**ANNEXURE H**) from SAPS participants from both the support and operational career stream to gain their insights and viewpoints on the value of JDs in the SAPS. The draft interview schedules consist of four subsections including:

Part One: Biographical Information

Part Two: Engagement Questions

Part Three: Exploration Questions

Part Four: Exit Question

# ANNEXURE G: INTERVIEW SCHEDULE FOR SUPPORT CAREER STREAM

## INTERVIEW SCHEDULE FOR SUPPORT CAREER STREAM: HR PRACTITIONERS AT NATIONAL/PROVINCIAL/STATION-LEVEL

### The title of the Study:

An exploration of the design of job descriptions (JDs) in the  
South African Police Service (SAPS)

Name of Interviewer: Mrs L Smit

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Place: \_\_\_\_\_

### PART ONE: BIOGRAPHICAL INFORMATION

Participant	Stationed	Service years	Rank	JD experience	In the position of the JD
Summary					

### PART TWO: ENGAGEMENT QUESTIONS

1. As an HR practitioner, describe briefly your most significant responsibilities and activities in the coordination and monitoring of JDs in the SAPS.
2. Indicate whether you have received training on the coordination and monitoring of JDs and whether you need additional training. Has this training empowered you to compile, coordinate and monitor JDs?
3. What improvements have you accomplished within the field since beginning work with JDs?

4. From your perspective, what are employees' attitudes towards JDs? Do you think SAPS employees co-operate in the effective implementation of JDs? Please explain.

### **PART THREE: EXPLORATION QUESTIONS**

#### **JOB DESCRIPTIONS**

5. What is your understanding of a JD?
6. Please explain the value and benefits of JDs in the SAPS.
7. Should everyone in the SAPS have a JD? Please motivate your answer.
8. Who is responsible for designing an employee JD? Why do you say so?
9. What are the key elements of a quality JD?
10. As an HR practitioner, provide me with the processes and steps you perform to implement and coordinate JDs successfully in your work environment.
11. What challenges did you face in the coordination of JDs? Can you provide alternative suggestions to avoid these challenges?
12. JDs can contribute to good HR practices, identify and explain particular HRP for example, recruitment, which can benefit from JDs?
13. In your experience, what are the best practices to monitor JD compliance in the SAPS?
14. What is your understanding of the role of the National Head Office in the implementation and monitoring of JDs?
15. What is your understanding of the role of the Provincial Office in the implementation and monitoring of JDs?
16. What are the basic requirements and skills a person must have before developing and monitoring JDs?

#### **PROFESSIONALISM**

17. Can you explain to me what professionalism means in a policing context?
18. What do you see as the difference between professionalism and a profession?

19. As an HR practitioner, working with JDs, what role can JDs perform in the enhancement of professionalism in the SAPS?

#### POLICING STYLE

20. Policing style serves as a reflection of the police work in the community, what impact can well-written JDs have on the SAPS policing style?

#### LEGISLATION AND PRINCIPLES

21. Which documentation is in place in the formulation and development of a JD? What regulates legislation, documentation in the SAPS?
22. What regulates, for example, legislation and documentation of JDs in the SAPS?
23. Do you think clear guidance and instructions on JDs can lead to enhance professionalism in the SAPS?
24. To your knowledge when is it necessary to develop a new JD?
25. In the development and monitoring of JDs, computerized systems are used, what are the benefits of these systems for the SAPS?
26. In your opinion, what is the value of the current SAPS guidance and instructions to compile and implement effective JDs?

#### **PART FOUR: EXIT QUESTIONS**

27. As a participant in this study, do you want feedback on the considering of the study? If so, how do you prefer the feedback?

*Thank you for your valuable contribution.*

*Your time spent being part of the interview is appreciated.*

# ANNEXURE H: INTERVIEW SCHEDULE FOR OPERATIONAL/SUPPORT CAREER STREAM

## INTERVIEW SCHEDULE FOR OPERATIONAL/SUPPORT CAREER STREAM: OPERATIONAL RESPONSE SERVICES/STATION LEVEL

### Title of the Study

An exploration of the design of job descriptions (JDs) in the  
South African Police Service (SAPS)

Name of Interviewer: Mrs L Smit

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Place: \_\_\_\_\_

### PART ONE: BIOGRAPHICAL INFORMATION

Participant number	Stationed	Service years	Rank	Operational experience	In the position of the JD
1					
2					
3					
4					
5					
6					
7					
8					

9					
10					
Summary					

## **PART TWO: ENGAGEMENT QUESTIONS**

1. What are your most significant responsibilities and activities in your working environment?
2. Can you tell me what do you enjoy about your current job?

## **PART THREE: EXPLORATION QUESTIONS**

### **JOB DESCRIPTIONS**

3. Do you consider a JD as a significant document and what value has a JD for you as an employee in your career?
4. Does your supervisor explain your job responsibilities to you and do you ultimately understand the tasks and duties expected of you?
5. Do you perform only those duties as set out in your JD, if not, what prevents you or what are the reasons that you not only perform the specific tasks?
6. Are you sometimes asked by a supervisor to perform duties that are not reflected in your JD? What would your response be if so instructed?
7. How do your HR practitioners educate and empower you in the awareness and importance of a JD?

### **PROFESSIONALISM**

8. Can you explain to me what professionalism means in a policing context?
9. Do you trust effective and well-written JDs can enhance professionalism in the SAPS? Why do you say so?

10. At your level, what role can you perform in the enhancement of professionalism at your station/unit?

#### POLICING STYLE

11. Policing style serves as a reflection of the police work in the community, what impact can well-written JDs have on the SAPS policing style?

#### LEGISLATION AND PRINCIPLES

12. What legislation, documentation regulates JDs in the SAPS?
13. In the development and monitoring of JDs, computerized systems are used, what are the benefits of these computerised systems for the SAPS?
14. Do you as an employee of the SAPS have the authority to amend your JD? If yes, under which circumstances?
15. We as police officers should provide a SAPS professional service to the community, what regulates to deliver an expert service to the community?

#### **PART FOUR: EXIT QUESTIONS**

16. As a participant in this study, do you want feedback on the considering of the study? If so, how do you prefer the feedback?

*Thank you for your valuable contribution.*

*Your time spent being part of the interview is appreciated.*

## ANNEXURE I: TRANSCRIBER'S CERTIFICATE

### TRANSCRIBER'S CERTIFICATE

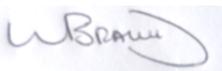
I, the undersigned, hereby certify that insofar as it is audible, the foregoing is a true and correct verbatim transcription of the proceedings recorded by means of a digital recorder.

DATE OF RECORD : 2017-09-11  
DATE COMPLETED : 2017-11-02

### TRANSCRIBER'S NOTES

1. Transcripts are typed verbatim.
2. In distinct words and or phrases are indicated with sound system timestamps.

SIGNED BY:



SWORN TRANSCRIBER: WILNA BRAND

DATE: 2017-11-02

# ANNEXURE J: INDEPENDENT CO-CODER CERTIFICATE FOR DATA ANALYSIS

## DECLARATION BY INDEPENDENT CODER

I, Susan S Terbraunche, confirm that I

- had access to the transcripts of the data obtained through this study;
- I did not have access to any information that could enable me to identify the participants; and
- I will adhere to the agreement of confidentiality relating to the data obtained.

Signed at Somerset West on 7 April 2018

(place)

(date)

S Terbraunche

J. J. J. J.

Signature of independent coder

Signature of witness

## ANNEXURE K: EDITOR'S STATEMENT

### EDITOR'S STATEMENT

10 January 2019

I hereby declare that I have edited this document entitled *An Exploration Of The Design Of Job Descriptions In The South African Police Service* by Lindie Smirk (student number 39335417). The edit entailed correcting spelling and grammar where necessary, and checking for consistencies in style and reference method used, according to guidelines provided by the student. I have not helped to write this document or altered the student's work in any significant way. I will not be held accountable for bad spelling or grammar where the student has rejected my editing or made changes after I had completed my edit.

It was not my responsibility to check for any instances of plagiarism and I will not be held accountable should the student commit plagiarism. I did not check the validity of the student's statements/research/arguments.



**Lindie De Beer**

**Contact Details:**

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✉ [Lindie@grammarsmith.co.za](mailto:Lindie@grammarsmith.co.za)



GRAMMAR  
SMITH