

*Road Traffic Management Corporation*

*Draft National Road Traffic Law Enforcement Code*

**ANNEXURE 14**  
**PAM MODEL PRO FORMA**

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**WORKSHEET 1: Operations, Workload and roadway data**

**OBJECTIVE:** Identify data items to be used for determining the number of patrol personnel within a jurisdictional area.

**METHOD:** Data is identified as either operations, workload or roadway

**1.1 Jurisdictional Area Name**

**1.2 Operations data for the Jurisdictional Area**

1.2.1 Shift Length (Hours)

1.2.2 Average Number of on-duty hours on patrol per year per officer

1.2.2.1 Average Work Week (average number of paid hours per week per officer)

1.2.2.2 Average number of benefit (paid) off duty hours per year per officer

1.2.2.3 Average number of on-duty hours spent on non-patrol temporary assignments per year per officer

1.2.3 Average number of officers to be supervised by each operational supervisor

1.2.4 Percentage of operational supervisor on-duty time spent on uncommitted patrol, reactive and self initiated activities

1.2.5 Patrol Operations - Category 1

1.2.5.1 Roadway Type  
Coverage per week (hours) (maximum value = 168)

1.2.5.2 Average uncommitted patrol speed (km/h)

1.2.5.4 Patrol interval performance objective (hours)

1.2.6 Patrol Operations - Category 2

1.2.6.1 Roadway Type  
Coverage per week (hours) (maximum value = 168)

1.2.6.2 Average uncommitted patrol speed (km/h)

1.2.6.4 Patrol interval performance objective (hours)

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- 1.3 Workload data for the Jurisdictional Area**
- 1.3.1 Total number of days in the sample period
- 1.3.2 Total number of accidents
- 1.3.3 Average service time per accident (hours)
- 1.3.4 Total number of other calls for service handled by the authority during the sample period
- 1.3.5 Average service time per other calls for service (hours)
- 1.4 Roadway Data for the jurisdictional area**
- 1.4.1 Roadway: Freeways
- 1.4.2 Roadway: strategic provincial roads

## Worksheet 2: Administrative time

**OBJECTIVE:** Determine the average number of minutes per hour per officer to be spent on administrative activities within the Jurisdictional area

**METHOD:** Based either on policy decision or historical experience

### 2.1 Average number of minutes per hour per trooper - Policy decision

2.1.1 Select administrative time performance objective in minutes per hour per officer

Continue with section 2.3

OR

### 2.2 Average number of minutes per hour per officer - historical experience

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- 2.2.1 Total time (hours) spent on administrative activities within the authority during the sample period
- 2.2.2 Total on-duty hours on patrol within the jurisdictional area during the sample period
- 2.2.3 Fraction of time spent on administrative duties (2.2.1/2.2.2)
- 2.2.4 Average number of minutes per hour per officer (2.2.3 x 60)
- 2.3 Administrative time**
- 2.3.1 Minutes per hour per officer, select either 2.1.1 or 2.2.4,  $0 \leq 2.3.1 \leq 60$

**Worksheet 3: Reactive Time**

**OBJECTIVE:** Determine the number of officers required to handle accidents and other calls for service within a jurisdictional area

**METHOD:** Based on the total time required to handle all accidents and other calls for service, and the shift length

**3.1 Daily service time requirements for accidents**

- 3.1.1 Total number of accidents within the jurisdictional area during the sample period
- 3.1.2 Average service time (hours) for each accident
- 3.1.3 Total obligated time for accidents within the jurisdictional area during the sample period (3.1.1 x 3.1.2 or enter directly)
- 3.1.4 Total number of days in the sample period
- 3.1.5 Average workload per day for accidents (Hours) (3.1.3 / 3.1.4)

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- 3.2 Daily service time requirement for other calls for service**
- 3.2.1 Total number of other calls for service within the jurisdictional area during the sample period
- 3.2.2 Average service time (hours) for every call for service
- 3.2.3 Total obligated time for other calls for service within the jurisdictional area during the sampling period
- 3.2.4 Total number of days in the sampling period
- 3.2.5 Average workload per day for other calls for service (Hours)  $(3.2.3 / 3.2.4)$
- 3.3 Total number of officers required per day for reactive time**
- 3.3.1 Total average workload per day within the jurisdictional area  $(3.1.5 + 3.2.5)$
- 3.3.2 Shift length (hours)
- 3.3.3 Average number of officers required within the jurisdictional area per day to meet the average daily workload

#### **Worksheet 4: Proactive time - Self initiated**

**OBJECTIVE** Determine the average number of minutes per hour per officer to be spent on self initiated activities within the jurisdictional area

**METHOD:** Based either on policy decision or historical experience within the jurisdictional area

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**4.1 Average number of minutes per hour  
per officer - policy decision**

4.1.1 Select self initiated performance objective for the  
jurisdictional area, minutes per hour per officer

Continue with section 4.4

OR

**4.2 Average number of minutes per hour  
per officer - policy decision (indirect)**

4.2.1 Total number of self initiated contacts within the  
jurisdictional area during the sample period

4.2.2 Total time (hours) spent on self initiated contact  
within the jurisdictional area by all officers on  
patrol during the sample period

4.2.3 Average time (hours) per self initiated contact  
within the jurisdictional area during the sample  
period ( $4.2.1 / 4.2.2$ )

4.2.4 Select number of self initiated contacts per shift  
per officer performance objective

4.2.5 Shift length (hours)

4.2.6 Number of self initiated contacts per hour per  
officer ( $4.2.4 / 4.2.5$ )

4.2.7 Self initiated performance objective for the  
jurisdictional area in minutes per hour per officer  
( $60 * 4.2.3 * 4.2.6$ )

Continue with section 4.4

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### **4.3 Average number of minutes per hour per officer - historical experience**

4.3.1 Total number of hours spent on self initiated contacts within the jurisdictional area by all officers on patrol during the sample period

4.3.2 Total on-duty hours by officers on patrol within the jurisdictional area during the sample period

4.3.3 Fraction of time spent on self-initiated activities within the jurisdictional area during the sample period (4.3.1 / 4.3.2)

4.3.4 Average number of minutes per hour per trooper to be spent on self-initiated activities within the jurisdictional area. (60 \* 4.3.3)

### **4.4 Proactive Time (Self Initiated)**

4.4.1 Minutes per hour per officer (4.1 or 4.2.7 or 4.3.4)

## **Worksheet 5: Proactive Time - Uncommitted patrol**

**OBJECTIVE:** Determine the number of officers required within the jurisdictional area to provide an adequate level of visibility and availability

**METHOD:** Based on: (1) the patrol interval, and (2) the probability of immediate response to accidents and other calls for service or the average travel time to accidents and other call for service.

### **5.1 Uncommitted patrol visibility**

5.1.1 Shift Length (Hours)

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- Number of officers required per day for uncommitted patrol on category 1 roadways in the jurisdictional area
- 5.1.2 Roadway Type
- 5.1.2.1 Length of roadway
- 5.1.2.2 Hours of coverage per week
- 5.1.2.3 Average patrol speed (km/h)
- 5.1.2.4 Performance objective patrol interval (hours)
- 5.1.2.5 Number of officers required per day to meet the patrol interval performance objective for category 1 roadways in the jurisdictional area
- 5.1.2.6  $(5.1.2.2 \times 5.1.2.3) / (7 \times 5.1.2.4 \times 5.1.1 \times 5.1.2.5)$
- Number of officers required per day for uncommitted patrol on category 2 roadways in the jurisdictional area
- 5.1.3 Roadway Type
- 5.1.3.1 Length of roadway
- 5.1.3.2 Hours of coverage per week
- 5.1.3.3 Average patrol speed (km/h)
- 5.1.3.4 Performance objective patrol interval (hours)
- 5.1.3.5 Number of officers required per day to meet the patrol interval performance objective for category 1 roadways in the jurisdictional area
- 5.1.3.6  $(5.1.3.2 \times 5.1.3.3) / (7 \times 5.1.3.4 \times 5.1.1 \times 5.1.3.5)$
- 5.1.4 Total number of officer required per day to meet patrol interval performance objective within the Jurisdictional area

Option: Complete Section 5.2 OR Supplemental worksheet OR Section 5.3

### Uncommitted patrol availability - Immediate response

- 5.2
- 5.2.1 Shift Length (Hours)
- 5.2.2 Coverage per week (hours)
- 5.2.3 Effective number of shifts per day  $(5.2.2 / (7 \times 5.2.1))$
- 5.2.4 Average number of on duty officers for reactive time (3.3.3)
- 5.2.5 Average daily number of on-duty officers per shift  $(5.2.4 / 5.2.3)$



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- 5.2.6 Performance objective, percentage of accidents, call for service and self initiated activities immediate response (between 50 and 90)
- 5.2.7 Number of officers required per shift (use 5.2.5, 5.2.6 and table 3\_1)
- 5.2.8 Total number of uncommitted patrol officers required per day within the jurisdictional area to provide immediate response to performance objective percentage of accidents and calls for service. (5.2.3 x 5.2.7 or enter value from supplemental worksheet 1)
- Continue with section 5.4 OR
- 5.3 Uncommitted patrol availability - Travel Time for area patrol (5.3.1 - 5.3.6) or line patrol (5.3.7)**
- 5.3.1 shift length (hours)
- 5.3.2 Coverage per week (hours)
- 5.3.3 Area (sq km) of the jurisdictional area
- 5.3.4 Average response speed (km/h) equal to or greater than average patrol speed
- 5.3.5 Average travel time performance objective (min)
- 5.3.6 Number of officers required within the jurisdictional area to meet the average travel time performance objective for area patrol
- 5.3.6.1 Calculate K ( $K = 40 / (5.3.4 \times 5.3.5)$ )
- 5.3.6.2 Calculate  $K \times K$
- 5.3.6.3 Number of officers required for area patrol ( $(5.3.6.2 \times 5.3.3 \times 5.3.2) / (7 \times 5.3.1)$ )
- 5.3.7 Number of troopers required within the jurisdictional area for line patrol (enter value of zero or value from supplemental worksheet 2)
- 5.3.8 Total number of officers required within the jurisdictional area for area and line patrol ( $5.3.6.3 + 5.3.7$ )

*Road Traffic Management Corporation**Draft National Road Traffic Law Enforcement Code***5.4 Uncommitted patrol availability**

5.4.1 Total officers required within the jurisdictional area (5.2.8 OR 5.3.8)

**5.5 Total number of officers required for uncommitted patrol**

5.5.1 Average number of officers required per day for uncommitted patrol within the jurisdictional area, select the larger of 5.1.4 or 5.4.1

**Worksheet 6: Average daily number of on-duty officers**

**OBJECTIVE:** Determine the average total number of officers required per day within the jurisdictional area

**METHOD:** Combine the total number of officers required for reactive and patrol activities with the per officer time requirement for self-initiated and administrative activities. Adjust the number of officers based on the percentage of two officer patrols and, if applicable, minimum staffing levels.

**6.1 Number of on-duty officers per day - all one-officer patrols**

6.1.1 Administrative time (minutes per hour per officer, 2.3.1)

6.1.2 Average number of officers required per day to meet reactive time workload (3.3.3)

6.1.3 Self initiated time - minutes per hour per officer (4.4)

6.1.4 Average number of officers required per day to meet patrol time requirements (5.5)

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6.1.5 Average total number of on-duty officers required per day for all patrol activities within the jurisdictional area, one officer per unit  $((6.1.2 + 6.1.4)/(1 - 6.1.1/60 - 6.1.3/60))$

## 6.2 Adjustment for two trooper patrols

Note If two officer patrols are not used enter 6.1.5 into 6.2.4 and continue with section 6.3

6.2.1 Percentage of time patrol units within the jurisdictional area are staffed with two officers

6.2.2 Fraction of time patrol units within the jurisdictional area are staffed with two officers  $(6.2.1/100)$

6.2.3 Adjustment factor: average number of officers per unit  $(1 + 6.2.2)$

6.2.4 Average total number of on-duty officers required per day for all patrol activities  $(6.1.5 \times 6.2.3)$

## 6.3 Adjustment for minimum staffing levels

Note If minimum staffing levels are not used enter 6.2.4 into 6.3.2 and continue with Worksheet 7

6.3.1 Average minimum number of on-duty troopers required per day for all activities based on authority policy

6.3.2 Average daily number of patrol officers required for all patrol activities, select the larger of 6.2.4 and 6.3.1

## Worksheet 7: Special Assignments and field supervision

OBJECTIVE: Determine (1) the revised number of on-duty officers needed per day because of troopers on special assignments and (2) the number of field supervisors required

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## METHOD:

The number of officers for special assignments is based on the number of specialists assigned by the authority and the percentage of time each spends on field patrol activities. The number of field supervisors is based on the span of supervision (set by authority policy) and the percentage of field supervisors on-duty time spent on patrol activities.

### 7.1 Number of full time, on-duty officers required per day adjusted for field supervisors

7.1.1 Average number of officers to be supervised by every field supervisor

7.1.2 Percentage of field supervisor time spent on patrol activities ( between 0 and 100)

7.1.3 Fraction of field supervisor on-duty time spent on patrol activities

7.1.4 Total number of on-duty officers required per day within the jurisdictional area for all patrol activities (6.3.2)

7.1.5 Adjustment factor  $(7.1.1 / (7.1.1 + 7.1.3))$

7.1.6 Adjusted daily number of full time on-duty officers required  $(7.1.5 \times 7.1.4)$

Note If no special assignments personnel are included enter 7.1.6 into 7.2.4 and continue with section 7.3. If they are included continue with 7.2

### 7.2 Number of on-duty officers required per day adjusted for special assignment personnel

7.2.1 Special assignment 1

7.2.1.1 Special Assignment name

7.2.1.2 Average number of on-duty troopers per day on specialized assignment 1

7.2.1.3 Percentage of on-duty time spent on patrol activities by officers assigned to special

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- assignment 1 (between 0 and 100)
- Percentage of on-duty time spent on non-patrol activities by officers assigned to special assignment 1.  $(100 - 7.2.1.3)$
- 7.2.1.4 Fraction of on-duty time spent on nonpatrol activities by officers assigned to special assignment 1.  $(7.2.1.4 / 100)$
- 7.2.1.5 Adjusted daily number of on-duty officers assigned to special assignment 1,  $(7.2.1.2 \times 7.2.1.5 \times 7.1.5)$
- 7.2.1.6
- Note If personnel for a second and third special assignment is to be included simply repeat 7.2.1 for subsequent assignments or continue with step 7.2.2
- 7.2.2 Adjusted total daily number of officers required per day.  $(7.1.6 + 7.2.1.6)$
- 7.3 Total number of field supervisors required for the adjusted number of on-duty officers
- 7.3.1 Total number of on-duty field supervisors required per day  $(7.2.2 / 7.1.1)$

## Worksheet 8: Total staff requirements

**OBJECTIVE:** Determine total staff needed to support the required daily on-duty field personnel

**METHOD:** Use the shift relief factor, daily on-duty staff requirements and the number of staff and command positions based on authority policy

**8.1** On duty officers and field supervisors required per day

8.1.1 Total number of on-duty officers per day within the jurisdictional area (7.2.4)

8.1.2 Total number of on-duty field supervisors required in the field per day (7.3.1)

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**8.2 Shift relief factor****8.2.1 Shift length**

**8.2.2** Total hours on one shift during one year ( $365 \times 8.2.1$ )

**8.2.3** Average work week (average number of paid hours per week per officer, 1.2.2.1)

**8.2.4** Average number of paid hours per year per officer ( $365 \times 8.2.3$ )/7

**8.2.5** Average number of benefit (paid) hours off per year per officer (1.2.2.2)

**8.2.6** Average number of on-duty hours on temporary assignments (non-patrol) per officer per year. (1.2.2.3)

**8.2.7** Average number of on-duty hours on patrol per year per officer ( $8.2.4 - 8.2.5 - 8.2.6$ )

**8.2.8** Shift Relief Factor ( $8.2.2 / 8.2.7$ )

**8.3 Total number of required officers and field supervisors within the jurisdictional area**

**8.3.1** Total number of officers ( $8.1.1 \times 8.2.8$ )

**8.3.2** Total number of field supervisors ( $8.1.2 \times 8.2.8$ )

**8.3.3** Total number of officers and field supervisors ( $8.3.1 + 8.3.2$ )

**8.4 Number of staff and command personnel**

**8.4.1** Select number of staff and command personnel required for the number of officers and field supervisors

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- 8.5**                      **Total staff requirements for the jurisdictional area**
- 8.5.1                    Number of officers
- 8.5.2                    number of supervisors
- 8.5.3                    Number of staff and command personnel
- 8.5.4                    Total required staff

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**ANNEXURE 15**  
**ANALYSIS AND PLANNING**



## PLANNING LAW ENFORCEMENT ACTIONS AND OPERATIONS

### Introduction

Solving conflict in the traffic environment requires a multidimensional approach. This requires proper planning and resource utilisation which in turn depends on information. The critical staff shortages experienced by traffic authorities increases the need for efficiency.

Without reliable information managers of traffic authorities often waste the efforts of staff in non-deserving areas or sometimes in the correct areas but at incorrect time slots, whilst concentrating on incorrect road user groups and/or behavioural patterns.

All of the above result in limited or no results leading to frustration amongst staff and apathy and even disdain amongst road users and communities.

To ensure success, a traffic manager should follow a systematic approach by gathering and analysing information before planning and embarking on law enforcement activities.

### Required information

- (a) Accident data – historic data;
- (b) Offence trends – data obtained from spot checks;
- (c) Other information such as public complaints, major traffic incidents, road infrastructure reports, etc.;
- (d) Staff and resources available ;
- (e) Enforcement data such as number of prosecutions instituted, which includes roadside vehicle check reports and warning notices issued; and
- (f) Staff data such as hours worked, time spent on patrol, as well as kilometres travelled, etc.

## Analysing information

**Accident report data - use previous 12 month's data.**

- (a) Step 1 – Where?
  - (i) Identify the ten intersections with the highest accident rate;
  - (ii) Identify the ten links with the highest accident rate;
  - (iii) Identify locations with significant percentage increase in accident rate;
  - (iv) Plot locations on a map of area; and
  - (v) Perform in-loco inspection of the relevant area and take photographs indicating problems.
- (b) Step 2 – When?
  - (i) Identify critical days of the week; and
  - (ii) Identify critical times of day.
- (c) Step 3 – Why?
  - (i) Identify causation – offender; and
  - (ii) Identify causation – road environment.

### Offence Trends

- (a) Conduct surveys at identified locations at identified times and days to determine offence trends; and
- (b) Compare survey results with any previous survey results for those locations.

### Other Information

- (a) Correlate the above results with any public complaints relating to the location and the approaches to it;
- (b) Correlate the above results with any major incident; and
- (c) Correlate the above results with any road infrastructure changes.

### Planning

Once information has been gathered and analysed, specific projects can be planned and resources allocated.

The attached form provides a framework to ensure a systematic approach.

**Traffic Law Enforcement Project - Operational Plan**

Authority \_\_\_\_\_

Location \_\_\_\_\_

|   |  |
|---|--|
| <b>Project Name</b>   |  |
| <b>Situation Summary</b><br>(Specify location and highlight problems to be addressed, primary accident causatory factors and time distribution.)  |  |
| <b>Documentation</b><br>Attach the following documentation : <ul style="list-style-type: none"><li>• Accident Situation (accidents, fatalities, serious, minor damage)</li><li>• Accident Distribution by :<ul style="list-style-type: none"><li>○ Day of week</li><li>○ Time of day</li></ul></li><li>• List of identified hazardous actions.</li><li>• List of public/media complaints/reports.</li></ul> |  |
| <b>Geographical Target Area</b><br>(Brief description of area. Road surface and layout, intersection, buildings, object obstructing the view, traffic characteristics such as public transport route, pedestrian patterns and any other environmental factors that might cause accidents.)  |  |
| <b>Overall Goal/Purpose</b><br>(Describe the overall purpose as well as the expected outcome of the project.<br>Example reduce fatalities by 10%)   |  |

|  |  |
|--|--|
| <b>Objectives</b><br>(List Project objectives – It must be clearly defined, achievable, measurable with clear time frames.<br>Example - Increase seatbelt wearing rate from 40% to 70% by the end of December 2007)                                    |  |
| <b>Target Groups</b><br>(List road user groups that are identified as primary contributors to accidents in the area.<br>Example - Male drivers under the age of 23.)   |  |
| <b>Stake Holders / Role Players</b><br>(List external stakeholders that can assist with the project.<br>Example – SAPS, Correctional Services, Engineers Department etc)   |  |
| <b>Key Performance Indicators</b><br>(List the key performance indicators that will be used to measure the success or failure of the project.<br>Example Law enforcement hours, number of arrests, number of vehicles stopped etc.)                    |  |
| <b>Implementation Procedure</b><br>(Describe the implementation of the project.<br>Number of law enforcement hours, resources required, enforcement methods e.g. speed checks, roadblocks, road environment improvements, educational programmes etc.) |  |
| <b>Scheduling</b><br>List available resources and work schedules. Duty rosters can be attached.  |  |
| <b>Implementation Period</b><br>(Specify the duration of the project as well as proposed follow up periods to strengthen the effect.)  |  |
| <b>Expected/Identified Constraints</b><br>(List constraints to the project with suggested solutions.)  |  |
| <b>Feedback</b><br>(Implement feedback methods to record   |  |

|  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Hours worked.</li><li>• Prosecutions instituted</li><li>• Warnings Issued</li><li>• Vehicles stopped and checked</li><li>• Preliminary accident statistics</li><li>• Offence trends – spot-checks)</li></ul> |  |
| <b>Evaluation Procedure</b><br>Describe the process that will be used to evaluate the results. This should include the short interval monitoring time frames as well as specifics on the key performance areas that will be used.                    |  |

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**ANNEXURE 13**  
**OFFICER MONTHLY REPORT**

| Monthly Report on Law Enforcement Duties Performed (Hours) |        |   |   |   |   |   |   |   |   | Authority |    |    |    |    |    |    |    |    |    | Month |       |    |    |    |    |    |    |       |    | TO1 |    |       |
|--|--------|---|---|---|---|---|---|---|---|-----------|----|----|----|----|----|----|----|----|----|-------|-------|----|----|----|----|----|----|-------|----|-----|----|-------|
| Officer  |        |   |   |   |   |   |   |   |   | Number    |    |    |    |    |    |    |    |    |    | Shift |       |    |    |    |    |    |    |       |    |     |    |       |
| Duties   | 1      | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10        | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20    | 21    | 22 | 23 | 24 | 25 | 26 | 27 | 28    | 29 | 30  | 31 | Total |
| Patrol Time (40%)  |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Road Blocks (mini or full scale) (30%)                     |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Manned Speed (10%)   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Calls for service (5%)                                     |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Attend accidents (5%)                                      |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Sub Total LE Hours (90%)                                   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Point Duty   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Traffic Surveys  |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Escorts  |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Court  |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Accidents (Collisions)                                     |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Races / Special Events                                     |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| * Training   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Meetings   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Administration   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| ** Assist Other Sections                                   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Assist Public  |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Sub Total Admin Hours (10%)                                |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Total Hours Worked   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| + Off Sick   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| + Off Other (Leave)  |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| - Overtime   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| = *** Duty Roster Hours                                    |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| **** Accident Reduction Program                            |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Kilometers Covered   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Officer initials   |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Supervisor's Initials                                      |        |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    |       |    |     |    |       |
| Total Cases by Category                                    | A      |   | B |   | C |   | D |   | E |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    | Total |    |     |    |       |
| Total Points by Category                                   | A      |   | B |   | C |   | D |   | E |           |    |    |    |    |    |    |    |    |    |       |       |    |    |    |    |    |    | Total |    |     |    |       |
| Speeding Cases   | Normal |   |   |   |   |   |   |   |   |           |    |    |    |    |    |    |    |    |    |       | Total |    |    |    |    |    |    |       |    |     |    |       |

\* Training = All Formal Training at College or elsewhere.  
 \*\* Assist Other Sections = EDL and full time assignment to other Sections e.g. Radio Room, Cashiers, Process etc.  
 \*\*\* Duty Sheet Hours = Total Hours Worked + Time Off Sick + Time Off Other - Overtime.  
 \*\*\*\* Accident Reduction Program = Formal programmes such as Alive Alive

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**ANNEXURE 14**  
**OFFICER MONTHLY EVALUATION**

| Monthly Evaluation For Individual Traffic Officers      |      | Authority ..... |      |       |      |      |      |      |      |      |      |     |      | T03                                      |  |
|---|------|-----------------|------|-------|------|------|------|------|------|------|------|-----|------|--|--|
| Officer .....   |      | Number .....    |      |       |      |      |      |      |      |      |      |     |      | Evaluation for the period ..... to ..... |  |
| MONTH   |      | Jul.            | Aug. | Sept. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | Jun. | TOTAL                                    |  |
| <b>Appearance</b>                                       |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Points for Personal Appearance - out of 10              |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Points Vehicle Inspections - out of 10                  |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Total 1 (out of 20 Points)                              |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Appearance %  |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Appearance Points                                       |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| <b>Law Enforcement</b>                                  |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Category A Documents                                    | X 10 |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Category B Documents                                    | X 5  |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Category C Documents                                    | X 3  |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Category D Documents                                    | x 2  |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Category E Documents                                    | x 1  |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Total 2   |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Law Enforcement (LE) Hours Worked                       |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Law Enforcement Productivity                            |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Law Enforcement Points                                  |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| <b>Bonus Points</b>                                     |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Points for Initiative - out of 10                       |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Points for Discipline - out of 10                       |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Court Attendance (Failure to attend - Deduct 10 points) |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Total 3 (out of 20 Points)                              |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Bonus %   |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Bonus Points  |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Overall Performance for the Month                       |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Supervisor's Initials                                   |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |
| Officer's Initials                                      |      |                 |      |       |      |      |      |      |      |      |      |     |      |  |  |

**Instructions for completing of Evaluation Form**

Total 1 = The sum of the points allocated above

% = Total 1 X 100 divided by 20

Factor 1 = ,1 X %

Total 2 = Sum of points for Documents issued

Law Enforcement Productivity = Total 2 divided by LE Hours Worked X 8

Factor 2 = Law Enforcement Productivity X ,6

Court Attendance automatically score 10 points with it being forfeited if an officer do not attend court during the course of the month.

Overall Performance = Appearance Points + Law Enforcement Points + Bonus Points

**PLEASE NOTE :**

1. This form must be forwarded to the new supervisor when a officer is transferred to another shift.
2. At year end, this form must be forwarded to the area manager who will ensure that it is filed on the officer's personal file.
3. This form must be filed on the personal file that is kept by the Principal Clerk - Administration.

**ANNEXURE 15**  
**POINTS ALLOCATION FORM**

## Road Traffic Management Corporation

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| Law Enforcement Notices - Points Allocation                          |    | T04        |   |   |   |   |
|--|----|------------|---|---|---|---|
| Officer:   |    | Authority: |   |   |   |   |
| Month:   |    | Number:    |   |   |   |   |
|  |    | A          | B | C | D | E |
|  |    | 10         | 5 | 3 | 2 | 1 |
| <b>LICENSING OF DRIVERS</b>  |    | <b>PTS</b> |   |   |   |   |
| Unlicensed Drivers   | 3  |            |   |   |   |   |
| Learner Driver without Supervision                                   | 2  |            |   |   |   |   |
| Failure to Produce Driving Licence                                   | 2  |            |   |   |   |   |
| Other Offences regarding Driver licensing                            | 1  |            |   |   |   |   |
| <b>REGISTRATION LICENSING</b>  |    |            |   |   |   |   |
| Unlicensed Unregistered Motor Vehicles                               | 2  |            |   |   |   |   |
| Number Plate Offences  | 1  |            |   |   |   |   |
| Other Offences regarding Reg. and Licensing                          | 1  |            |   |   |   |   |
| <b>MOVING VIOLATIONS</b>   |    |            |   |   |   |   |
| Drive Under the Influence of Alcohol or Drugs                        | 10 |            |   |   |   |   |
| Reckless, Negligent, Inconsiderate Driving                           | 10 |            |   |   |   |   |
| Robot Disobedience   | 5  |            |   |   |   |   |
| Disobey Stop Sign  | 3  |            |   |   |   |   |
| Disobey other Road Signs   | 3  |            |   |   |   |   |
| Offences regarding the Duties of Drivers                             | 3  |            |   |   |   |   |
| Turning Right in Face of Oncoming Traffic                            | 3  |            |   |   |   |   |
| Turning without Signalling   | 2  |            |   |   |   |   |
| Illegal Overtaking   | 3  |            |   |   |   |   |
| Changing Lanes   | 2  |            |   |   |   |   |
| Enter Road or Intersection when Unsafe                               | 3  |            |   |   |   |   |
| Other offences regarding Rules of the Road                           | 3  |            |   |   |   |   |
| <b>SPEED VIOLATIONS</b>  |    |            |   |   |   |   |
| Speeding - Vehicles Checked  | 2  |            |   |   |   |   |
| Speeding Offences  | 3  |            |   |   |   |   |
| <b>STOPPING AND PARKING</b>  |    |            |   |   |   |   |
| Stopping where Prohibited  | 3  |            |   |   |   |   |
| Stopping causing Danger or Obstruction                               | 3  |            |   |   |   |   |
| Park so as to Obstruct a Vehicle Entrance                            | 2  |            |   |   |   |   |
| Parking in Exclusive Parking Bays                                    | 2  |            |   |   |   |   |
| Parking - Prohibited not mentioned elsewhere                         | 2  |            |   |   |   |   |
| Parking meter violations   | 1  |            |   |   |   |   |
| Parking loading zone   | 1  |            |   |   |   |   |
| <b>LOADS AND PROJECTIONS</b>   |    |            |   |   |   |   |
| Overload - Passengers  | 5  |            |   |   |   |   |
| Overload - Goods   | 5  |            |   |   |   |   |
| Exceeding Projection Limits  | 5  |            |   |   |   |   |
| Insecure Load Spillage   | 3  |            |   |   |   |   |
| <b>VEHICLE DEFECTS</b>   |    |            |   |   |   |   |
| Defective Service or Parking Brake                                   | 5  |            |   |   |   |   |
| Defective Steering   | 5  |            |   |   |   |   |
| Defective Tyres  | 3  |            |   |   |   |   |
| Defective Silencer   | 3  |            |   |   |   |   |
| Deposit Oil or Fuel on Road Surface                                  | 2  |            |   |   |   |   |
| Other Defects not mentioned elsewhere                                | 2  |            |   |   |   |   |
| <b>SUNDRY</b>  |    |            |   |   |   |   |
| Public Motor Vehicle Offences  | 5  |            |   |   |   |   |
| Municipal By-Laws  | 3  |            |   |   |   |   |
| Talking on Cell phone while Driving                                  | 2  |            |   |   |   |   |
| Not Wearing Seat Belt or Crash Helmet - Child Restraint              | 5  |            |   |   |   |   |
| Excessive Noise - Willful Act  | 3  |            |   |   |   |   |
| Arrests : Other  | 5  |            |   |   |   |   |
| Arrests : Warrants   | 10 |            |   |   |   |   |
| False or Forged Documents  | 5  |            |   |   |   |   |
| Warrants finalised (payment)   | 2  |            |   |   |   |   |
| <b>NOTICES</b>   |    |            |   |   |   |   |
| Roadside Inspection Sheet (Level 1) Manual                           | 3  |            |   |   |   |   |
| Roadside Inspection Sheet (Level 1) TOPC                             | 2  |            |   |   |   |   |
| Roadside Inspection Sheet (Level 2) Manual                           | 5  |            |   |   |   |   |
| Roadside Inspection Sheet (Level 2) TOPC                             | 3  |            |   |   |   |   |
| Roadside Inspection Sheet (Level 3) Manual                           | 10 |            |   |   |   |   |
| Roadside Inspection Sheet (Level 3) TOPC                             | 5  |            |   |   |   |   |
| Notice to Discontinue the Use of Motor Vehicle                       | 3  |            |   |   |   |   |
| Written Warnings   | 3  |            |   |   |   |   |
| Accident report form handed in (OAR Form) - Minor Injuries/Damage Or | 3  |            |   |   |   |   |
| Accident report form handed in (OAR Form) - Serious Injury/Fatal     | 10 |            |   |   |   |   |
| <b>SUMMARY</b>   |    |            |   |   |   |   |
| Total Cases  |    |            |   |   |   |   |
| Total Points   |    |            |   |   |   |   |

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**ANNEXURE 16**  
**DISCIPLINARY PROCEDURE PRO FORMA**

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## NOTICE OF A DISCIPLINARY ENQUIRY

NAME: ..... DATE: .....

You are hereby notified that a disciplinary enquiry will be held on:

..... at ..... at .....  
DATE TIME VENUE

to consider the following alleged transgression(s) on your part:

.....  
.....  
.....

According to the Disciplinary Procedure, you have the right to be represented at the enquiry by a fellow officer or representative of your choice. Should you require the services of an interpreter, please advise the undersigned prior to the enquiry.

You have the right to invite your witnesses and submit evidence.

Should you fail to attend or fail to furnish acceptable reasons for your non-attendance; the disciplinary enquiry will be held in your absence.

.....  
SIGNATURE TITLE DATEACKNOWLEDGEMENT OF RECEIPT.....  
OFFICER DATE

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**NOTICE OF A DISCIPLINARY ENQUIRY AND SUSPENSION WITH FULL PAY****NAME:** .....**DATE:** .....

You are hereby suspended from work with immediate effect, on full pay, and are required to attend a disciplinary hearing to consider the following transgression(s) on your part:

..... at ..... at .....  
DATE TIME VENUE

.....  
.....  
.....

According to the Disciplinary Procedure, you have the right to be represented at the enquiry by a fellow officer or representative of your choice, invite witnesses and submit evidence. Should you require the services of an interpreter, please advise the undersigned prior to the enquiry. Should you fail to attend the hearing as scheduled without notifying management in advance and providing an acceptable reason, the enquiry will be held in your absence and your suspension with full pay will cease with immediate effect. Your services may also be terminated (dismissed). In this event you will forfeit your payment in lieu of notice.

.....  
SIGNATURE TITLE DATE

**ACKNOWLEDGEMENT OF RECEIPT**

.....  
OFFICER DATE





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8. SANCTION:

.....  
.....  
.....

SIGNATURE OF CHAIRPERSON: .....

DATE: .....

*Road Traffic Management Corporation**Draft National Road Traffic Law Enforcement Code***DISCIPLINARY WRITTEN WARNING/FINAL WRITTEN WARNING****STRICTLY PRIVATE AND CONFIDENTIAL**

TO: (Officer's name and address)

DATE: .....

**DISCIPLINARY WARNING**

A formal disciplinary enquiry was held on ..... (date) to investigate the following alleged offence on your part:

.....

.....

This serves to confirm that you were found guilty of the offence as stated, and were given a written/final written warning as follows:

.....

This written/final written warning shall be valid for ..... months.

You are advised that you may exercise your right to appeal against this warning within three (3) working days of the date of this warning.

Please note that failure to observe this notice during the validity of this warning may lead to more serious disciplinary action being taken against you.

.....  
SIGNATURE OF CHAIRPERSON

=====

I acknowledge and understand the above.

.....  
SIGNATURE OF OFFICER

.....  
DATE

**NOTES:**

1. The officer must be given a copy of the warning.
  2. A copy of this warning should be kept on the officer's personal file for the duration of the warning.
- .....
- .....

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**ORDINARY DISMISSAL**

Full Address (Officer's):

Date: .....

.....

.....

.....

.....

Dear Mr/Ms .....

**RE: TERMINATION OF EMPLOYMENT**

We regret to confirm that your employment by the Road Traffic Management Corporation is terminated with immediate effect from ..... (last date of physical employment).

The reason for your dismissal was fully discussed with you at the disciplinary enquiry on .....

Remuneration due to you, as well as your certificate of service will be available for collection on ..... Any monies owed by yourself to the Company will be deducted from any remuneration owing to you.

Please ensure that all property of the Company is returned before you leave the Company's premises.

In terms of the Company's disciplinary procedure, you may exercise your right of appeal against your dismissal within five (5) working days of the date of this letter.

Yours faithfully

.....

Road Traffic Management Corporation

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**SUMMARY DISMISSAL**

Full Address (Officer's)

Date: .....

.....

.....

.....

.....

Dear Mr/Ms .....

**RE: TERMINATION OF EMPLOYMENT**

We regret to confirm that your employment by the Company is summarily terminated. Your dismissal is therefore with immediate effect.

The reason for your dismissal was fully discussed with you at a disciplinary enquiry held on .....

All remuneration due to you, as well as your certificate of service, will be made available to you on ..... Any monies owed by yourself to the Company will be deducted from any remuneration owing to you.

Please ensure that all property of the Company is returned before you leave the Company's premises.

In terms of the Company's disciplinary procedure, you may exercise your right of appeal against your dismissal within five (5) working days of the date of this letter.

Yours faithfully

.....

-----

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**APPEAL AGAINST DISCIPLINARY ACTION****Section A (TO BE COMPLETED BY OFFICER OR REPRESENTATIVE)**

Disciplinary action was taken against me on .....

I wish to appeal against the disciplinary action for the following

Reason(s) (Grounds of Appeal):

.....  
.....  
.....  
.....

I ask that the following action be taken:

.....  
.....  
.....  
.....

Signed: ..... Date: .....

**Section B (TO BE COMPLETED BY SUPERIOR)**

Date Appeal Received : .....

Date of Appeal Hearing : .....

Superior's comments and findings concerning the appeal:

.....  
.....  
.....  
.....

Signature of Superior: ..... Date: .....

Signature of Officer: ..... Date: .....

Signature of Representative: ..... Date: .....

(if present)..

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**GRIEVANCE PROCESS FORM**

1. To : ..... (Superior) Date: .....  
 2. From : ..... (Officer)  
 3. Department : .....  
 4. Branch : .....

5. A meeting is requested to discuss the following matter(s) (Describe the grievance). (Attach separate page(s) if more space is needed):

.....  
 .....  
 .....  
 .....

6. Indicate the Category of Grievance (Individual/Group)

7. If Group Grievance – Number of Officers involved: .....

8. Name of Officer/Representative concerned: .....

9. What is the desired outcome:

.....  
 .....

10. Has the issue/concern been discussed with your superior? YES/NO

11. If the answer is YES, what was the superior's decision (outcome):

.....  
 .....

I accept/do not accept the decision of the meeting. I wish/do not wish to proceed with the grievance to the next level.

.....  
 OFFICER SUPERIOR REPRESENTATIVE

**NOTE** – If the grievance is referred to a higher level, another form should be used and attached to this completed form.

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**ANNEXURE 20  
SERVICE LEVEL AGREEMENT**