

Information Tables: MEM progress (cont)

Table 2: Approved MEM offers per Age Group as at 7 August 2006

RANK	AGE GROUP										Grand Total
	18-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		
MAJ GEN	0	0	0	0	0	1	2	4	0	7	
BRIG GEN	0	0	0	0	0	3	1	14	0	18	
COL	0	0	0	2	8	20	13	20	0	63	
LTCOL	0	0	16	41	43	38	10	17	0	165	
MAJ	0	7	43	39	13	13	5	6	0	126	
CAPT	0	15	29	15	2	2	6	5	0	74	
LT	0	3	4	1	1	0	0	1	0	10	
2LT	0	0	0	0	1	0	0	0	0	1	
CPLN	0	0	0	0	1	0	0	1	0	2	
WO1	0	0	1	17	37	53	27	77	1	213	
WO2	0	0	13	26	33	34	11	16	0	133	
S SGT	0	1	52	42	31	18	8	9	1	162	
SGT	0	13	47	15	13	5	1	3	0	97	
CPL	0	2	18	13	7	4	0	3	0	47	
L CPL	0	1	1	5	3	1	0	0	0	11	
PTE	1	5	12	19	9	7	3	2	0	58	
AUX SERV	0	0	0	0	0	0	0	1	0	1	
PSAP	0	0	0	1	0	0	0	0	0	1	
TOTAL	1	47	236	236	202	199	87	179	2	1,189	
PER CENT	0.08	3.95	19.85	19.85	16.99	16.74	7.32	15.05	0.17	100	

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Information Tables: MEM progress (cont)

Table 3: Approved MEM Separation per Year and Month

BUDGET AUTH	2006												2007 Total	2008 Total	Grand Total			
	Month Out																	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC						
SA ARMY	55	10	10	122	35	10	38	25	8	8	4	4	14	268	5	0	348	
AIR FORCE	11	4	5	82	2	7	14	8	9	9	6	3	8	157	15	1	184	
SA NAVY	0	0	28	7	4	3	10	25	7	7	1	3	9	104	9	0	113	
SAMHS	10	2	3	63	19	15	11	24	9	4	3	2	6	161	8	0	179	
SERVICE CORPS	1	0	0	3	0	0	5	2	0	1	0	0	1	12	0	0	13	
HR SUP CEN	1	1	0	10	4	2	3	5	1	0	0	0	3	29	2	0	32	
LEGAL SERV	1	2	0	0	2	2	2	0	0	0	0	0	0	8	0	1	10	
J TRG	2	2	0	1	2	1	2	0	4	0	1	0	0	13	1	0	16	
CORP COMS	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	
RES FORCE	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
FOREIGN REL OFF	1	0	0	0	2	0	0	1	0	0	0	0	0	3	0	0	4	
EO	0	2	0	0	1	0	0	0	0	0	0	1	4	0	0	0	4	
C SANDF	0	0	1	0	0	0	0	0	0	1	0	0	0	2	0	0	2	
DEF INSPEC	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	2	
POL PLAN	0	0	0	1	1	0	1	0	1	1	0	0	0	5	0	0	5	
LOG DIV	0	0	2	29	3	3	13	7	7	1	2	1	1	69	0	0	69	
CMI	8	3	3	6	17	7	6	4	0	3	1	3	1	54	3	0	65	
POL AGENCY	14	5	2	14	4	4	5	3	2	1	5	0	2	47	0	0	61	
DEF INT	3	2	2	3	1	0	3	1	1	0	0	0	0	13	1	0	17	
J OPS	8	2	1	4	2	2	6	13	5	1	1	2	3	42	4	0	54	
ACQUISITION	0	0	2	2	1	0	2	0	0	0	0	0	0	7	2	0	9	
TOTAL	117	35	59	349	100	56	121	118	54	37	24	18	49	1020	50	2	1,189	

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Information Tables: MEM progress (cont)

SANDF APPROVED MEM EXITS: DECLARED DISABLED MEMBERS

PLANNED AND EXECUTED MEM FOR DISABLED MEMBERS

YR OUT	MONTH OUT	RANK	MUSTERING	RACE AND GENDER					Grand Total		
				AFRICAN M	AFRICAN Total	WHITE M	WHITE W	WHITE Total			
2006	MARCH	MAJ	NURSING	0	0	0	1	1	1		
		WO1	TECHNICAL AIR	0	0	1	0	1	1		
		PTE	INFANTRY	1	1	0	0	0	1		
	3 Total			1	1	1	1	2	3		
	APRIL	S SGT	TECHNICAL	0	0	1	0	1	1		
		4 Total			0	0	1	0	1		
	JUNE	MAJ	INTELLIGENCE	0	0	0	1	1	1		
	6 Total			0	0	0	1	1	1		
	JULY	CPLN	CHAPLAIN	0	0	0	1	1	1		
		WO2	TECHNICAL	0	0	1	0	1	1		
		S SGT	INFANTRY	1	1	0	0	0	1		
7 Total				1	1	1	1	2	3		
OCTOBER	WO1	CATERING		0	0	1	0	1	1		
	10 Total			0	0	1	0	1	1		
	2006 Total			2	2	4	3	7	9		
Grand Total				2	2	4	3	7	9		

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Information Tables: MEM progress (cont)

Table 5: Departmental MEM Costs Per Rank

RANK	MEMBERS	SEVERANCE COST	LEAVE COST	TOTAL COST	AVE COST	ITEM 10 SAVINGS
MAJ GEN	7	4 973 182	1 845 204	6 818 386	974 055	4 605 419
BRIG GEN	18	11 734 996	5 378 298	17 113 294	950 739	10 116 972
COL	63	22 321 750	7 505 509	29 827 259	473 449	22 177 323
LT COL	165	24 173 684	7 233 767	31 407 451	190 348	42 435 855
MAJ	126	10 143 615	1 782 836	11 926 451	94 654	25 072 992
CAPT	74	4 493 535	813 263	5 306 797	71 713	12 300 354
LT	10	464 541	93 347	557 888	55 789	1 228 820
2LT	1	37 861	977	38 838	38 838	80 577
WO1	213	31 731 993	10 033 132	41 765 125	195 080	41 469 183
WO2	133	12 709 728	3 172 149	15 881 877	119 413	21 375 228
S SGT	162	10 203 699	1 847 671	12 051 369	74 391	20 927 646
SGT	97	3 836 504	578 793	4 415 297	45 519	10 097 118
CPL	47	1 675 017	333 285	2 008 302	42 730	3 622 745
L CPL	11	281 886	58 516	340 402	30 946	743 105
PTE	56	1 465 438	312 801	1 778 239	30 659	2 836 722
AUX SERV	1	38 991	467	39 458	39 458	52 739
PSAP	1	207 733	101 637	309 370	309 370	82 950
CPLN	2	198 427	21 258	219 686	109 843	408 248
Total	1 189	140 692 580	41 112 908	181 805 488	152 906	219 833 996

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Summary of MEM Information Tables

- 75% of all approved MEM exits = White
- 25% of all approved MEM exits = Black
- 422 (74%) out of the 574 middle-management MEM exits are White males
- 268 (22,5%) out of 1 189 approved MEM exits are members 50 yrs and older
- 183 (15%) of approved exits are members in critical musterings of whom 173 are White
 - The above creates capacity for the advancement of Designated Persons
- 9 approved MEM exits (0,7% of total) are declared disabled persons
- RM 107 already paid out in DOD benefits

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HR STRATEGY 2010 IMPERATIVES AND MIDDLE-MANAGEMENT TRANSFORMATION



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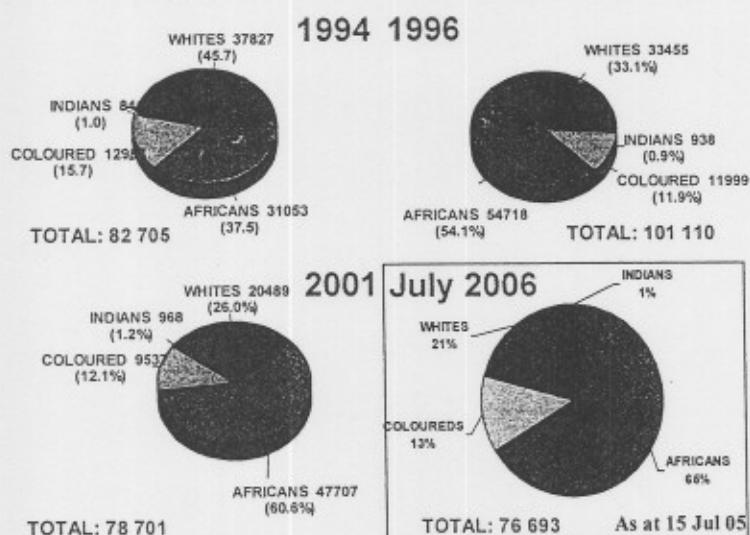
HR Strategy 2010 Imperatives and Middle-Management Transformation

- Desired End State 5 of HR Strategy 2010 requires "an optimally representative DOD"
- The DOD's MTEF Integrated HR Policy and Budgeting Guidelines state: "All Services and Divisions must plan and budget for the expeditious achievement of the required equity status **at all levels** and in all musterings and occupational classes as described in the 1998 Defence Review...calling for robust recruiting, talent scouting, selection, placement, ETD opportunities, coaching, mentoring, fast tracking, succession planning and promotion to normalise equity status
- The MEM partially contributes towards the above goal, including at middle-management levels

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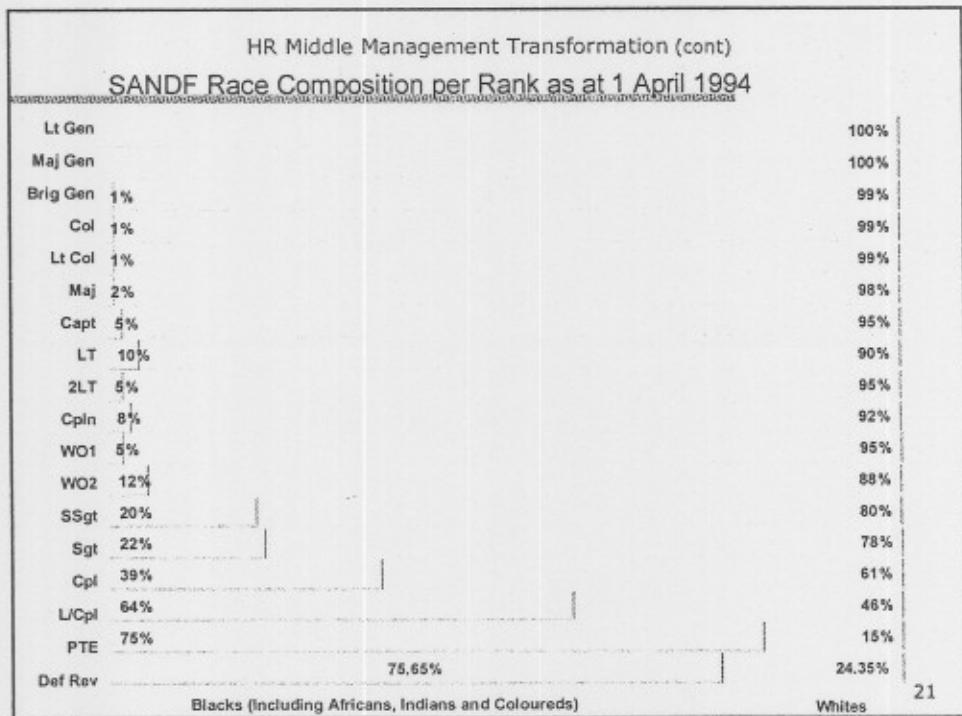
HR Middle Management Transformation

CONTEXT: DOD TOTAL RACE DISTRIBUTION FOR 1994, 1996, 2001 AND 2006



Includes DAP & PSAP

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HR Middle Management Transformation (cont)

SANDF's Race-Rank Distribution as at 15 July 2006 (after MEM took effect)

Lt Gen	6 (7.5%)	2 (25%)
Maj Gen	26 (70%)	1 (3%)
Brig Gen	76 (46%)	48 (29%)
Col	277 (34%)	329 (41%)
Lt Col	637 (35%)	716 (40%)
Maj	1 148 (49%)	598 (26%)
Capt	1 554 (60%)	393 (15%)
LT	923 (75%)	321 (25%)
2LT	337 (80%)	84 (20%)
Cpln	103 (76%)	33 (24%)
WO1	705 (29%)	1 695 (71%)
WO2	1 201 (48%)	1 322 (52%)
SSgt	3 667 (63%)	2 179 (37%)
Sgt	6 987 (84%)	1 319 (16%)
Cpl	8 281 (93%)	635 (7%)
L/Cpl	8 320 (95%)	300 (5%)
PTE	18 501 (97%)	4 172 (-22%)
Def Rev	76% Black (African, Coloured & Indian)	24% White

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HR Strategy 2010 Imperatives and Middle-Management Transformation (continued)

SANDF MIDDLE-MANAGEMENT TRANSFORMATION: HR STRENGTH FOR 1998, 2005, 2006

Rank	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White Male	White Female	Male Total	Female Total	Total
Col 1998	56	2	3	1	1	0	588	30	647	33	680
Col 2005	198	34	26	1	4	2	512	78	739	115	854
Col 2006	204	37	26	3	6	2	462	70	637	112	809
Lt Col 1998	166	11	25	0	2	2	1276	212	1470	225	1696
Lt Col 2005	362	87	74	6	12	7	984	228	1422	328	1750
Lt Col 2006	407	106	92	8	15	9	941	226	1466	349	1804
WO1 1998	73	2	118	0	8	0	1488	197	1687	199	1886
WO1 2005	309	28	256	0	47	2	1499	303	2110	333	2443
WO1 2006	343	33	270	1	66	2	1393	302	2062	338	2400
WO2 1998	217	16	266	2	39	0	1367	404	1889	421	2310
WO2 2005	653	33	403	20	78	2	1101	335	2136	440	2676
WO2 2006	609	104	394	25	66	3	1010	312	2079	444	2523

Note: HR strength as at April 1998, July 2005 and July 2006

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HR Strategy 2010 Imperatives and Middle-Management Transformation (continued)

RACE & GENDER TRANSFORMATION: DOD PSAP MIDDLE-MANAGEMENT HR STRENGTH: 1998/99 VS 2006

Post Class	African Male	African Female	Coloured Male	Coloured Female	Indian Male	Indian Female	White Male	White Female	Male Total	Female Total	Total
Dep Dir 1998	7	4	2	2	7	5	58	39	74	48	122
Dep Dir 2006	33	7	8	1	11	4	101	50	153	62	215
Asst Dir 1998	4	4	8	1	2	2	97	108	111	115	226
Asst Dir 2006	63	45	32	4	21	19	180	153	296	221	517
Contl Dir 1998	21	16	56	10	3	4	203	233	283	263	546
Contl Dir 2006	62	48	117	7	6	3	140	214	325	272	597

Note: Dep Dirs = Salary Level 11-12
 Asst Dirs = Salary Level 9-10
 Control Officials = Salary Level 8

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Summary of Middle-Management Transformation Tables

- The current middle-management strength is a function of the DOD's personnel flow and throughput with promotions and exits being primary instruments leading to the current composition
- SANDF Middle-Management Promotions:
 - 2004: 425 (47%) out of 895 promoted were White
 - 2005: 239 (37%) out of 638 promoted were White
- SANDF Middle-Management Exits (all reasons):
 - From 2000 – 2006: 1 921 (81%) out of 2 370 were White
 - In 2005 alone: 212 (74%) out of 285 were White
- There is a definite improved trend in middle-level promotions
- The continuing high voluntary exit tempo of Whites also assist the DOD/SANDF to improve its equity targets

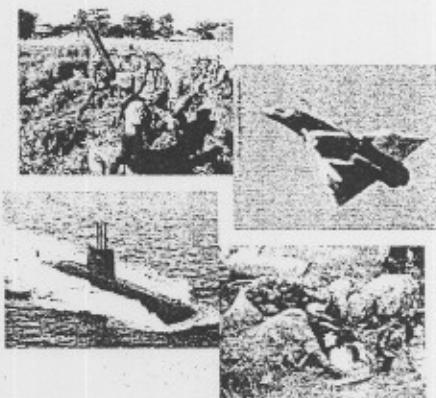
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Conclusion

- Steady results are being achieved on stated objectives eg representivity and age profiles with the implementation of the MEM and through the DOD's career management process, including promotions
- The MEM contributes partly towards correcting equity imbalances at middle-management levels
- It is however, too early to determine the same impact for the implementation of the EISP wrt PSAP
- It is also difficult to forecast the exact rightsizing results, as MEM/EISP acceptances are voluntary
- The tempo of implementation for both the MEM and EISP will determine their specific contribution towards HR rightsizing in the DOD
- There is continuous (monthly) monitoring of progress
- Continued emphasis is placed on succession planning efforts to the MEM's application

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DISCUSSION/QUESTIONS



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