

SANDF UPDATED RESERVE FORCE (PART TIME COMPONENT) SERVICE SYSTEM



SUMMARY OF THE UPDATED RESERVE FORCE (PART TIME COMPONENT) SERVICE SYSTEM

INTRODUCTION

NATIONAL POLICY AND STATUTORY PRESCRIPTS

1. The Constitution of the Republic of South Africa 1996 and the Defence Act, 2002 require the establishment and maintenance of a Reserve Force (ResF) whilst the Defence Review, 2015 provides for a key role for the Reserves (Res) within a new policy framework for the development of the Defence Force over the next 20 years.

2. The requirements of national policy on defence as set out in the Constitution of the RSA (1996), the White Paper on Defence (1996) and the Defence Review, 2015 are contextualized and aligned with the Military Strategy and the Force Employment Requirements. The Constitution provides that there will be a ResF. The utilization of Res provides the DOD with a greater capacity to execute military missions and, at the same time, enhances the ability of the DOD to contribute to other national objectives such as nation building, poverty alleviation, skills development through education and training, youth leadership and development. Furthermore, a greater participation by citizens in the military establishes a broad base of public support and national will for military missions, especially when these missions encompass objectives other than national defence.

3. The Government's approach to national security is all inclusive. It involves not only safety and security but also economic and social development, and it also links strongly to regional stability. In the context of a primarily defensive posture, the maintenance of a ResF allows for a deterrent capability which has a low profile and thus will not be seen as an overt threat in the regional context.

4. The Defence Act Prescripts require the following;

- a. "The Defence Force will develop an appropriate Reserve Service System together with the Regulations to the Defence Act that will guide the development of a personnel management code to enable the management of the Reserves. The development of the Reserve Service System will take into account the social and economic realities of South Africa, the aspirations of those that serve in it as well as the organisational requirements of Defence.
- b. The Reserve Service System will be voluntary and based on a contract system with clear entry and exit criteria. It will be formalised as part of singular integrated human resource management system that seeks to ensure that the most sustainable, effective, integrated and affordable balance between Regulars, Reserves, Defence Civilians and Auxiliary Service personnel that can augment the requirement during both peacetime and wartime.
- c. The Reserve Component will therefore be organised, staffed, equipped, trained and maintained at an appropriate level of combat readiness. Reserves will conform in every respect to the professional standards required of a military force and they will be capable of serving alongside their Regular counterparts in complex operations."

MILITARY STRATEGIC CONSIDERATIONS FOR THE RESERVES

5. Strategic Intent. The Reserves (Res) as contemplated in the Defence Act are considered to be and therefore will be maintained as a national strategic asset in pursuance of South African national security and further elaborated on in the White Paper on Defence, Chapter 5 that states that “for political, strategic and economic reasons, the SANDF will be an all-volunteer force. It will comprise a relatively small Regular Force, including a civilian component, which is backed up by a sufficiently large Part Time Force.” It is further stated that “a basic structure of this nature is extremely cost-effective and allows for flexibility in force levels according to the internal and external security environment”. The Defence Review, 2015 describes this as the “One Force Policy”.

6. “One Force Concept”. The Military Strategy 2016 (Draft) states that the SANDF will thus be maintained as a formidable, combat-effective fighting force that can decisively and successfully defend South Africa’s land, air, sea and cyber spaces, vital interests and strategic lines of communication. A “One Force” approach will therefore be pursued, in which the one force policy will enable the concept of the standing and surge ability in the SANDF whereby the surge military ability provides the expansion capability of the SANDF for major combat operations and crisis response.

7. This ability is based on the following:

- a. The standing military ability will consist of Regular (Reg) and Res at different readiness levels, with the Reg being the bulk of the ability.
- b. The surge requirements will comprise both Reg and Res, with the Res being the predominant provider.
- c. This provides the ability to expand and reduce the forces in a relatively short time.

8. The standing and surge ability must consist of supported and balanced land, air, maritime, special forces and cyber capabilities that are able to meet contingencies within appreciated time periods.

9. Regulars (full-time uniform members) and the Reserves (part-time uniform members) will constitute an integrated Defence Force. These components are integrally reliant on each other for a cohesive combat capability. The balance between Reg and Res may change from time to time based on requirements.

MOD&MV AND CSANDF FOCUS AREAS

10. Ministerial Priority

- a. Human Resources (HR) Renewal. This priority relates to the directing of the renewal of the departmental human resource function to ensure that the personnel profile is able to meet both current and future defence obligations. The Minister of Defence and Military Veterans furthermore directed that the ResF is an absolute requirement and must be revitalised to be able to perform its designated roles.
- b. Focus Area of Minister of Defence and Military Veterans. The Minister of Defence and Military Veterans during the 2018 budget vote in May 2018 directed

that the following aspects will receive specific attention to rejuvenate the personnel component to enhance the effectiveness of the SANDF:

- i. Maximising the combat capability of the SANDF by staffing the combat units with existing young, healthy and fit soldiers. This will improve both the average staffing of units, as well as the mean-age of those units.
- ii. Ensuring the retention of technical, medical and other scarce skills.
- iii. Driving career management and succession planning in pursuit of a young, professionalised and skilled Defence Force.
- iv. Deficiencies and corruption in the current Reserve Force System must be addressed and the,
- v. Overhauling the entire Reserve Force Service System.

11. CSANDF Focus Area: Revitalization and Effective Utilisation of Reserves (Per APP). In support of the MOD&MV priority “Human Resources Renewal Direction”, a policy and strategy on the revitalization and transformation of the Reserves will be promulgated and implemented systematically in the medium term.

12. The policy will ensure that the Res will have an effective feeder system of new recruits together with a leader group development system (including the University Reserve Training Programme (URTP)) that gives the required capacity to fulfill their role including augmenting the Reg, forming part of the standing and surge military capability, providing for the expansion capacity of the SANDF as well as providing certain specialist scarce skills.

THE CURRENT STATUS OF THE SANDF RESERVES AND ISSUES THAT ARE ERODING THIS CAPABILITY

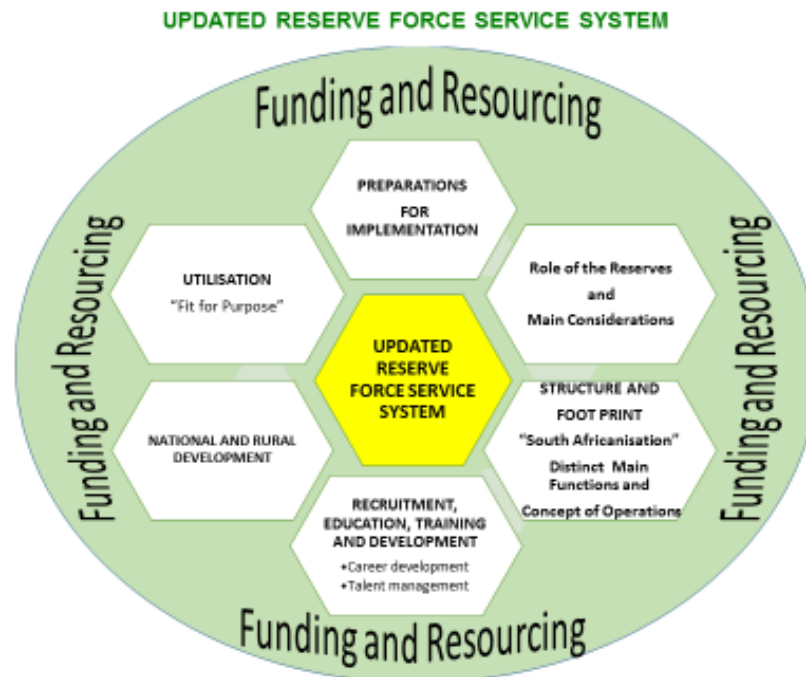
13. The SANDF Res is currently affected by severe budget constraints resulting in a lack of a feeder system of new recruits, an ageing force, limited leader group development and restricted continuation training. There is also a lack of an effective mechanism to assist Res in obtaining civilian employment during and after Res service.

14. The current reality however differs from the prescripts and policy. There is a lack of consensus on the precise make-up, role and function of the Res within the DOD with the “one force” concept not being uniformly interpreted and applied throughout the organisation.

15. Furthermore the cost effectiveness of the Res is neither fully understood nor appreciated.

16. The current Reserve Force Service System does not fully meet the organisational requirements, the prevailing socio-economic dynamics and the individual aspirations of the members serving in it and it therefore needed to be reviewed, “South Africanised” and redesigned for the enhanced role it will be expected to play in the envisaged military regions.

UPDATED RESERVE FORCE (PART TIME COMPONENT) SERVICE SYSTEM



THE ROLE OF THE RES

17. The role of the Res as per the Defence Review, 2015 is as follows:

- a. Augment the Reg in on-going operations and the day-to-day activities of the Defence Force.
- b. Form part of both the standing and surge military force capability.
- c. Provide the expansion capability of the Defence Force for major combat operations and crisis response.
- d. Provide certain specialist and scarce skills to the Defence Force.
- e. Provide the main specialist capabilities for reconstruction and development.
- f. Enhance the relationship between Defence and public and private sector employers and the community at large.

PREPARATIONS FOR THE IMPLEMENTATION OF THE UPDATED RESERVE FORCE SERVICE SYSTEM

18. Preparations for Updated ResF Service System. The following should be done in anticipation of the implementation of the Updated Reserve Force Service System;

- a. Implementation of Regulations for the Reserves, 2017.
- b. Tidy up of nominal role to remove non effective members.
- c. Review of the following HR, Medical, Log & Fin policies.
 - i. Leave including deployment, maternity and admin actions for capturing of ResF leave.
 - ii. S&T deductions.
 - iii. Notch Increments.
 - iv. Doing business with the State.
 - v. Voluntary service without remuneration.
 - vi. Outstanding medals.
 - vii. Accommodation in military messes.
 - viii. Sick and Hospital leave.
 - ix. CHA challenges.
 - x. DFCS recommendations.
 - xi. Employer support
 - xii. One Force Policy.
- d. Process to register as a Military Veteran – Inputs to Mil Veterans Act.
- e. Elimination of corruption in call ups – Board of Inquiry and Investigation
- f. Call ups to be done by committee.
- g. SA Army unit name changes.
- h. University Reserve Training Programme (URTP) – completion of training.

MAIN CONSIDERATIONS FOR AN UPDATED RESF SERV SYST

19. The following main considerations are applicable:
- a. The SANDF requires a viable Res within the One Force due to the appreciated and continued dependence on the Res in order to fulfill the SANDF obligations as contained in the Joint Force Employment (JFE) requirements and as also described in the Defence Review, 2015.
 - b. The new Military Strategy requires that the SANDF develops combat, combat support and combat service support capabilities both in the Res and the Reg that conform to the POSTEDFIT systems approach.
 - c. Viability will only be achieved through interventions such as developing an Updated Reserve Force Service System with a tailored recruitment and feeder system, leader group development system, a tailored Res ETD system, appropriate service conditions and personnel management to ensure the required competencies and to stop further degradation.
 - d. The Res will be required to support the proposed military regions which will ultimately impact on their footprint within the RSA.
 - e. The SANDF and consequently the Res will be expected by government to become more involved in the socio-economic and civil affairs domains by supporting the requirements of a developmental state.
 - f. The Updated ResF Serv Syst will be aligned with the Defence Review, 2015, and must be fully implemented by the end of Milestone 1.
20. The Updated ResF Serv Syst must also address civilian job facilitation during and after service in the Res.
21. The Updated ResF Serv Syst provides for the aspects as reflected in Table 1 and 2 below;

**TABLE 1
DISTINCT MAIN FUNCTIONS REQUIRED FROM THE SERVICES FOR THE UPDATED
RESF SERV SYST**

Ser No	Service	Required Functionality
	a	b
1	SA Army	<ol style="list-style-type: none"> i. <u>The Conventional Reserve Function (Surge Capability)</u>. This capability is required to enhance the capacity of the RegF to reinforce, strengthen or to ensure that operations can be sustained to counter a threat. ii. <u>The Immediate Deployable Capability (Supplementing the Reg)</u>. This is a requirement that calls for a part-time force (utilised on a semi-RegF basis) that provides a support capacity. iii. <u>"The Home Guard" Function</u>. This element can be defined as a "Home Guard"

Ser No	Service	Required Functionality
	a	b
		<p>militia type system linked up with and structured to support the developmental agenda of government.</p> <p>iv. <u>The Specialist Capability</u>. The intention is to create and administer a database and service system that enables the utilisation of a pool of accessible Res specialists in a diverse range of disciplines.</p>
2	SA Airforce	<p>i. <u>Aligned Structure</u>. A new dispensation that will create a structure to maintain the critically needed musterings within the SAAF supported by an effective feeder and training system.</p> <p>ii. <u>Air Reserve Squadrons and Tactical Airfield Units</u>. The re-activation of the Air Reserve Squadrons (Sqns) and activation of the Tactical Airfield Units.</p> <p>iii. <u>Engineers/University Reserve Training Programme (URTP)</u>. Engineers will be sourced inter alia from the URTP.</p> <p>iv. <u>Specialist Capabilities</u>. This pool will consist of approved posts, comprising aircrew (other than aircrew of the Air Res Sqns), aeronautical technicians, and other civilian aviation experts.</p>
3	SA Navy	<p>i. The Naval Res will remain the main provider of manpower for sea border patrol, harbour protection and the wider concept of Homeland Defence.</p> <p>ii. The SA Navy will not, in the MTEF, re-activate Res units and sub units.</p>
4	SAMHS	<p>i. The SAMHS ResF entities coupled to the Area Military Health Units (Future Medical Battalions), Military Hospitals and Specialist Institutes will augment the RegF in providing comprehensive military health support/service to Services and Divisions throughout the identified military regions during the execution of daily defence functions and ordered commitments.</p> <p>ii. In order for the SAMHS ResF to execute its mandate it is required that the future approved Force Structure of the SAMHS reflects a 30% representation of Res in all SAMHS Force Design Elements.</p>

TABLE 2: UPDATED RESERVE FORCE SERVICE SYSTEM CONCEPT OF OPERATIONS

Ser No	Required Functionality	Detailed Actions
	a	b
1	South Africanisation,	<p>i. Achieving Defence Review Goals 1 – 3, embracing</p> <p>(1) Conventional Reserve</p> <p>(2) Border Safeguarding</p> <p>(3) Peace Support Missions</p> <p>(4) Specialist Skills</p> <p>ii. Supplementing the RegF</p> <p>iii. One Force Approach</p> <p>iv. Military Regions</p> <p>v. Nodal Points</p> <p>vi. Home Guard</p>
2	Recruitment and Basic Military Training	<p>i. Due to the current socio-economic conditions a very high level of interest in joining the Defence Force is being experienced. It is therefore appropriate and practical that the</p>

Ser No	Required Functionality	Detailed Actions
	a	b
		<p>minimum requirements for selection be increased and elevated to ensure that the best candidates with the “warrior” capability are selected. Such recruitment must meet the race and gender criteria of the SANDF.</p> <ul style="list-style-type: none"> ii. Recruitment must comprise a mixture of high school and tertiary graduates with an appropriate medical and psychometric profile and a genuine commitment to serve in the SANDF within the spirit of volunteerism. Such recruitment will be done at unit level (where appropriate and practical). Quality control and psychometric testing will be done independently. iii. The recruitment levels will be designed to meet the Milestone 1 requirements and will be in line with the national imperatives. iv. The feeder system of the Res will make use of separate categories of intake and a URTP as well as the ability to recruit people with scarce or specialist skills. v. Services and Divs must appreciate the growth and rejuvenation requirement targets required to grow from their current Res component strengths to those required in the design and structure of the SANDF. The rank age profile of the Reserves must be addressed. vi. Basic military training will be done at centres of excellence and/or nodal points. Such training should be done separately from Reg intakes except where the scale does not make this efficient. The quality of training will be independently assessed in cases where it is decentralised to units or squadrons. vii. The Young Lions, Siyandisa, Naval Cadets, National Youth Development System and the Reserve Leadership Development programme incorporating the URTP, (Officer, NCO and technical specialist members’ development) can be used as a potential feeder mechanism for both Reg and Res.
3	Military Education, Training and Development (ETD)	<ul style="list-style-type: none"> i. A tailor made Res ETD system catering for the unique needs and requirements of the ResF Serv Syst into formal promotion and developmental courses and continuation training. ii. Effective and appropriate training which conforms fully to the “One Force Policy” requirements and results in the equality of standards in the Reg and Res. iii. The new concept must ensure that training standards in the Res and the Reg are enhanced to ensure that only the members who continue to demonstrate that they meet their mustering profile and are fit for purpose are retained. iv. Leadership is imperative for the development and sustainment of a Updated ResF Serv Syst. The focus for the development of junior leaders should be both on Officers and Other Ranks and the selection profile should include not only academic potential but also an appropriate profile for operational deployment.

Ser No	Required Functionality	Detailed Actions
	a	b
		<ul style="list-style-type: none"> v. A Res Leadership Development Programme based on the URTP is to be implemented to attract high potential tertiary institution under-graduates for junior leaders and specialist skills requirements for both the Res and Reg. C Def Res, in conjunction with Svcs and Div will provide the corporate strategic direction. vi. Training models, including maximum utilization of Distance Learning (DL) and E-Learning models must be modularised and developed. vii. Courses should accommodate both employed and unemployed Res members. Consideration should be given to short intensive residential phases (in close proximity to Res F members). viii. Continuation training must be focused on military warfighting competencies and must also include the strengthening Border Safeguarding (Land, Sea and Air) competencies. Services are to determine annual continuation training targets and allocate commensurate resources. Additional financial allocations, made in terms of the policy option on ResF continuation training, are to be factored into the calculations and expenditure must be reported on to C Def Res quarterly. ix. Military training must be aligned to and be complemented by aspects which will empower members to contribute to the Government's developmental agenda and meet their own aspirations. x. Training courses are to include Civil Military Cooperation (CIMIC) and CIVIC Education. xi. The benchmark results in respect of incentives for members including study and other dispensations, with other military systems and developed proposals must be implemented
4	Footprint and Structure	<ul style="list-style-type: none"> i. Alignment with military strategic considerations including the military regions. ii. The strategic location or placement (footprint) of Res units linked inter alia to military regions, nodal points, garrisons, airstrips, harbours or Reg units must be appreciated and finalised bearing in mind operational requirements as well as viability, including social considerations in their broadest sense, when matched to identified communities and areas and a contribution to the Developmental Agenda. iii. Reserve Force Structure Element (Res FSE) facilities must be included in the DOD repair and maintenance programme. Most of these facilities require significant attention. iv. Supporting the Force Preparation imperatives. v. Rural development and civil military interface co-operation. vi. Force design which will include both the Reg and Res F components (sometimes as composite entities) within the One-Force approach must be finalised to enhance the following capabilities:

Ser No	Required Functionality	Detailed Actions
	a	b
		<ul style="list-style-type: none"> (1) Command and Control and Administration (Support) Capabilities. (2) Landward Defence Capabilities. (3) Air Defence Capabilities. (4) Maritime Defence Capabilities. (5) Military Health Capabilities. (6) Support Capabilities including; <ul style="list-style-type: none"> (a) Logistics. (b) Military Police Agency. (c) Chaplaincy. (d) Defence reserves. (e) Legal Services Division. (f) Inspector General. (g) Defence Corporate Communications. (h) Command Communication and Information.
5	Utilisation	<ul style="list-style-type: none"> i. <u>The Updated Concept</u>. The updated service system will be based on the revised concept where Res are retained without an expectation of being appointed or rerouted to the Reg environment. Such appointments to the Reg will be done on a case by case basis at the behest of the SANDF. ii. <u>“Fit for Purpose”</u>. The concept is to be based on a principle of fit for purpose age restrictions. Officers and other ranks should be addressed separately. Contract periods will vary depending on the category of Res. iii. <u>Call up Schedules</u>. Res members are to be provided with a schedule of potential future call ups which will enable them to plan for the future and which will assist in ensuring transparency and fairness in all call ups. iv. <u>In addition to the Role described in Par 17 above, the Res can be used to;</u> <ul style="list-style-type: none"> (1) supplement the Reg in PSO, Border safeguarding, Air space surveillance, Intervention operations, Intelligence gathering, administration and the provision of specialist skills; (2) support internal operations in support of the SAPS; (3) support Regional Support Operations; (4) provide a surge capability; (5) support daily defence activities; and (6) support to other State Departments.
6	Maintenance	<p>Maintenance and sustainment of ResF personnel and equipment are critical activities in the process of rejuvenating the Res component of the SANDF. The following components are critical:</p> <ul style="list-style-type: none"> i. Career management and personnel administration. Level 2 and 3 structures must be capacitated for this task especially in the personnel administration environment, and the necessary expertise wrt Res policy and administration must be rebuilt. ii. HR policies, plans and guidelines for all levels. iii. The regular exiting of members who are not fit for purpose

Ser No	Required Functionality	Detailed Actions
	a	b
		<p>and/or no longer active in the Res.</p> <ul style="list-style-type: none"> iv. Equipment and facility maintenance. v. Budget management and control. vi. The signing of new tailor-made service contracts as set out in the Regulations for the Reserves, 2017 for each category of ResF.
7	National and Rural Development.	<p>The Res must</p> <ul style="list-style-type: none"> i. serve a valuable social role, particularly in a diverse society; ii. provide an economic boost to targeted areas of the country; iii. enhance the establishment and development of identified sectors of industry; and iv. the MOD & MV approved the concept of Project KOBA TLALA whereby the SANDF must use its footprint in rural and semi-rural areas in terms of units, land and spending of resources in conjunction with local communities, rural towns, provincial governments and other stakeholders to augment rural developmental initiatives. This will be done through Project KOBA TLALA by providing nodal points (NPs) or hubs from which community engagement, stakeholder co-ordination and structural requirements are assessed towards creating viable sustainable local economies can take place.
8	Career Path Development, Talent Management, Skills Development and Further Education	<p>This concept will focus on the following:</p> <ul style="list-style-type: none"> i. <u>Talent Management</u>. The identification of prioritised candidates, potential assessment, matching of candidates appropriately with job clusters, training for related function within the military and other sectors and ongoing utilisation in the military. ii. <u>Skills Training of Res Members</u>. Res members, who are mainly unemployed, should also be re-skilled with regard to occupational skills so as to empower them to make a contribution to the country and the communities in which they reside. This should be conducted at Res NPs (where possible) where there will be a civil/military interface and co-operation. iii. <u>Re-skilling Funding Models</u>. Various Re-skilling Funding Models need to be considered. National Skills Fund, Seta funding, partnership and co-funding access in the three spheres of Government, a Skills Development Fund (in line with the B-BBEE Framework and Skills Development Mandates) and other funds could be utilised. The present artisan training and other programmes must be enhanced to allow for sector skills development to enable Res members to make a meaningful contribution to provincial and local community upliftment programmes. The Res NPs can be harnessed to exploit opportunities in this regard. iv. <u>Utilisation of Res Inherent Skills to Contribute to Socio-economic Upliftment</u>. Res members should be empowered in terms of specific skills for example, water purification, animal

Ser No	Required Functionality	Detailed Actions
	a	b
		<p>health, and project management planning skills and community development and liaison to make a contribution to the approved national and rural development plan implemented at a provincial level. This will partially be achieved by Project KOBA TLALA. A link must also be set up with Res members who have obtained certain skills at the DOD Works Formation such as site supervisors, builders etc. to make a contribution in rural communities as part of the SANDF National and Rural Development Plan. Res NPs can play a vital role in this regard.</p> <p>v. <u>Exit Strategies</u>. Initiatives must be developed to ensure structured, orderly and humane exit strategies for Res who no longer meet the stringent deployability requirements. Re-skilling must be considered and be linked to existing programmes such as the national and rural development initiative. Transfers to other government departments should also be facilitated.</p> <p>vi. <u>Employer Support</u>. The concept of employer support is to be decentralised to a regional level through the Defence Provincial Liaison Councils (DPLCs) with regular interaction facilitated by Def Res Provincial Offices in support of Services and Divisions requirements. Services and Divisions are encouraged to use this capability and should establish direct links to employers, provincial governments and other government departments.</p>

CONDITIONS OF SERVICE AND SERVICE BENEFITS

22. Service Conditions. There should be no discrimination between the compensation of Reg and Res for services of the same/similar nature (for example when deployed).

23. Remuneration Scales. The recommendation in January 2017 by the Defence Force Service Commission that the SANDF should develop a pay progression for Res members to progress to the next salary notch, should be implemented once financial and administrative requirements are clarified if and when they are implemented for the RegF.

24. Other Benefits. These will be based on fixed term contracts. The benefits will be based on current service conditions enhanced by inter alia the following:

- a. Medical Benefits. Res will be entitled to full medical benefits during the contract period based on an initial number of mandays utilised in the ResF. This will apply to the member and does not include the spouse and dependants. The recommendations of the Defence Force Service Commission in May 2018 must be evaluated. A “post deployment medical” after an extensive deployment should be considered.

- b. Sick Leave and Recuperative Leave. As with their Reg counterparts, Res members are entitled to both sick leave and recuperative leave for medical conditions that manifest while on continuous service.
- c. Funeral Cover. Res will be entitled to full funeral cover during the contract period based on an initial number of mandays utilised in the ResF.
- d. Contributions to a Provident/savings Fund. Reserves will be required to contribute to a provident/savings fund whilst in service so as ensure that they have money for the times when they are not called up. (Proposal)
- e. Deployment Leave. Res shall be entitled to the same deployment leave benefits as the Reg.

25. Resilience. Res members and their families will benefit from the Resilience Programme before, during and after deployments.

CONCLUSION

26. The Updated Reserve Force Service System will ensure compliance with the Constitution and the Defence Review, overcome difficulties in current system and that the decline is arrested, if funded

For any further information, contact the Defence Reserves Division or the Directors/SSO Reserves of the Services and Divisions.

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