

## WHEN THE BEST WALK AWAY: THE SILENT CRISIS IN SOUTH AFRICAN POLICE SERVICE SPECIALISED UNITS

Dr. John Motsamai Modise\*

Tshwane University of Technology

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**Abstract:** This article examines the silent attrition of specialised personnel in the South African Police Service (SAPS), focusing on elite units such as the Tactical Response Team (TRT), National Intervention Unit (NIU), and Task Force. It aims to analyse the causes of departures, assess the impact on policing effectiveness, and propose evidence-based strategies for retention and operational sustainability. South African evidence (SAPS, 2023; ISS, 2022; CSV, 2021; Parliament, 2023; Civilian Secretariat, 2022) reveals that highly trained members of specialised units are exiting quietly, leading to a loss of institutional knowledge, operational expertise, and mentorship capacity. International studies (UNODC, 2022; OECD, 2021; IACP, 2019; World Bank, 2020; Violanti et al., 2017) show similar trends in elite policing worldwide, linking attrition to burnout, organisational stress, and insufficient incentives. The quiet exit of these officers constitutes a systemic crisis affecting policing capacity and public safety. A systematic literature review was conducted, integrating five South African sources and five international sources across the themes of operational stress, organisational culture, leadership, psychological well-being, and private sector pull. Real-world examples, deployment statistics, and case studies from Johannesburg and Pretoria were used to contextualise findings. Comparative international evidence from NYPD, Metropolitan Police Service, and other elite units was included to provide global perspectives. The findings Operational Stress: High deployment rates and exposure to violent incidents contribute significantly to burnout and resignations. Leadership and Organisational Culture: Poor management, limited recognition, and lack of mentorship exacerbate attrition. Private Sector Pull: Competitive salaries and better working conditions in private security attract elite officers. Loss of Institutional Knowledge: Departure of senior officers reduces skill transfer and mentorship capacity. Psychological Health: Mental health challenges, trauma, and stress are key drivers of exit. International Parallels: Attrition patterns in elite units worldwide mirror South African trends, highlighting universal challenges in elite policing retention. The attrition of specialised SAPS officers represents a silent crisis with multi-level impacts, including reduced operational readiness, weakened mentorship structures, and diminished public trust. Addressing the crisis requires a combination of leadership reform, structured career pathways, competitive remuneration, psychological support, and systematic knowledge management. Implementation of these measures will strengthen retention, enhance operational effectiveness, and contribute to safer communities.

**Keywords:** South African Police Service (SAPS), Specialised policing units, Attrition and retention, Tactical Response Team (TRT), National Intervention Unit (NIU), Operational readiness, Institutional knowledge, Leadership and organisational culture.

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### INTRODUCTION

Specialised policing units are central to modern crime control, particularly in high-risk environments characterised by violent and organised crime. In South Africa, elite formations within the South African Police Service (SAPS) including the Tactical Response Team (TRT), National Intervention Unit (NIU), and Task Force play a decisive role in stabilising volatile situations, responding to armed threats, and supporting investigations into serious and violent offences. Their operational relevance is underscored by persistently high crime levels: SAPS crime statistics indicate that South Africa records over 27,000 murders annually, alongside high incidences of armed robbery and aggravated assault (SAPS, 2023). These conditions necessitate highly trained, rapidly deployable units capable of managing complex and dangerous scenarios.

However, growing evidence from key South African oversight and research bodies including the Institute for Security

Studies (ISS), Centre for the Study of Violence and Reconciliation (CSV), Civilian Secretariat for Police Service, and Parliament of South Africa points to a steady decline in the retention of experienced personnel within these specialised units. SAPS annual reporting (2023) further highlights structural pressures within the organisation, including excessive workloads, limited career progression, and resource constraints. For example, detective case allocations in South Africa often exceed 150 dockets per investigator, far above internationally recommended norms, placing immense strain on operational members and support units alike.

Real-world developments illustrate the seriousness of this trend. Following the July 2021 unrest in Gauteng, TRT deployments revealed critical gaps in experience levels, with reports indicating that several seasoned operators had exited the service or transitioned into the private security sector. This shift is

particularly visible in urban centres such as Johannesburg and Pretoria, where specialised SAPS units form the backbone of rapid response and high-risk policing. Despite their importance, these units are increasingly staffed by less experienced members, raising concerns about operational readiness and effectiveness.

South African studies (SAPS, 2023; Civilian Secretariat, 2022; ISS, 2022; CSV, 2021; Parliament, 2023) consistently link this attrition to organisational stress, poor working conditions, and limited institutional support. Members in specialised environments are frequently exposed to traumatic incidents, extended working hours, and high-risk deployments, contributing to burnout and job dissatisfaction. Furthermore, the expansion of South Africa's private security industry now one of the largest globally—has created attractive alternative employment pathways for skilled officers, offering better remuneration and working conditions (ISS, 2022; CSV, 2021).

This trend is not unique to South Africa. Internationally, similar patterns of attrition have been documented in agencies such as the Federal Bureau of Investigation, Metropolitan Police Service, and New York Police Department, where burnout, organisational dissatisfaction, and shifting labour dynamics have contributed to significant losses of experienced personnel. Notably, the New York Police Department reported that over 5,000 officers resigned in a single year following 2020, reflecting a broader global challenge in retaining skilled law enforcement professionals.

The convergence of South African and international evidence suggests that the attrition of specialised police personnel is not merely an isolated human resource issue, but rather a structural crisis affecting policing institutions. In the South African context, the quiet exit of elite SAPS members represents more than individual career decisions it signals a weakening of institutional capacity, a loss of critical expertise, and a growing challenge to the sustainability of effective, professional policing.

## BACKGROUND

South Africa continues to experience persistently high levels of violent and organised crime, placing extraordinary pressure on policing institutions. According to the South African Police Service (SAPS) Crime Statistics (2023), the country records over 27,000 murders annually, alongside tens of thousands of cases of aggravated robbery, assault, and sexual offences. These figures position South Africa among the countries with the highest violent crime rates globally, underscoring the need for highly skilled and specialised policing responses. In this context, specialised SAPS units such as the National Intervention Unit (NIU), Tactical Response Team (TRT), and Task Force are indispensable in stabilising high-risk environments and responding to complex criminal threats.

South African scholarship consistently highlights that the effectiveness of these units is shaped by broader structural and institutional challenges. Research by the Institute for Security Studies (ISS, 2022) indicates that rising violent crime trends, combined with limited policing capacity, have placed specialised units under sustained operational strain. Similarly, the Centre for the Study of Violence and Reconciliation (CSV, 2021) emphasises that inequality, unemployment, and social dislocation continue to drive crime patterns, increasing reliance on specialised interventions for rapid and targeted responses.

Oversight reports from the Civilian Secretariat for Police Service (2022) and the Parliament of South Africa (2023) further reveal systemic weaknesses within SAPS, including resource constraints, inadequate training support, and uneven distribution of skilled personnel. For instance, parliamentary oversight has noted that specialised units are often deployed beyond their intended scope due to shortages in general policing capacity, leading to operational fatigue and reduced effectiveness. SAPS internal reporting (2023) also highlights that high workloads, including excessive case allocations and frequent deployments, place significant pressure on elite units, particularly in high-crime provinces such as Gauteng.

A practical illustration of these pressures can be observed in the deployment of the NIU during periods of civil unrest and public disorder. During the July 2021 unrest, NIU members were deployed extensively across Gauteng and KwaZulu-Natal to restore order, often working extended hours under high-risk conditions. While their intervention was critical in stabilising the situation, post-operation assessments pointed to operational fatigue and capacity gaps within these units, raising concerns about long-term sustainability.

International research reinforces the importance of specialised policing capacity in addressing complex crime. Organisations such as the United Nations Office on Drugs and Crime (UNODC), International Association of Chiefs of Police (IACP), OECD, and the World Bank emphasise that specialised units are essential for managing organised crime, terrorism, and large-scale public disorder. Comparative examples illustrate this point: the National Intervention Unit's role in South Africa mirrors that of elite response units within the Metropolitan Police Service and the New York Police Department, where specialised teams are critical in responding to emergencies, riots, and high-risk operations.

However, while these international models demonstrate the value of specialised policing, they also highlight the risks associated with inadequate investment and poor workforce management. Globally, policing institutions that fail to retain skilled personnel and maintain operational readiness face declining effectiveness. In South Africa, these challenges are amplified by the scale of violent crime and socio-economic pressures, making the sustainability of specialised units not only a policing concern but a broader issue of national security and governance.

In summary, the South African policing environment is characterised by high crime rates, structural inequalities, and institutional constraints, all of which elevate the importance of specialised SAPS units. At the same time, these very conditions place immense pressure on such units, exposing vulnerabilities that are increasingly evident in patterns of attrition and declining operational capacity.

## PROBLEM STATEMENT

The quiet exit of experienced personnel from specialised units within the South African Police Service (SAPS) represents a deepening systemic and institutional crisis that threatens the effectiveness and sustainability of policing in South Africa. While attrition within law enforcement is not uncommon, the loss of highly trained members from elite units such as the Tactical Response Team (TRT), National Intervention Unit (NIU), and Task Force is particularly concerning due to the specialised nature

of their skills and the strategic role they play in combating violent and organised crime.

South African evidence from key institutions including the Institute for Security Studies (ISS), Centre for the Study of Violence and Reconciliation (CSVR), Civilian Secretariat for Police Service, and Parliament of South Africa consistently points to declining morale, organisational dissatisfaction, and increasing workplace pressures within SAPS. The SAPS Annual Report (2023) further highlights structural challenges, including excessive workloads, limited career progression, and resource shortages. For example, detectives in South Africa often manage over 150 case dockets each, significantly exceeding manageable investigative thresholds and contributing to burnout across units that rely on investigative support.

Statistical indicators reinforce the severity of the problem. South Africa continues to experience high levels of violent crime, with over 27,000 murders annually (SAPS, 2023), increasing reliance on specialised units to respond to high-risk incidents. However, Parliamentary oversight reports (2023) have raised concerns about declining capacity within these units, noting that experienced members are leaving faster than they can be replaced. Similarly, the Civilian Secretariat (2022) reports that organisational stress, inadequate support systems, and perceived inequities in promotion and recognition are key drivers of dissatisfaction among SAPS members.

Real-world developments illustrate the operational impact of this attrition. In provinces such as Gauteng, specialised units deployed during high-risk operations including responses to armed robberies and public unrest have increasingly relied on less experienced personnel following the exit of seasoned operators. Reports from the ISS (2022) and CSVR (2021) indicate that many of these experienced members transition into the private security sector, where they are offered improved remuneration, better working conditions, and reduced bureaucratic constraints. This migration not only weakens SAPS capacity but also contributes to a broader shift of critical security expertise from the public to the private domain.

The central issue underpinning this crisis is the loss of institutional knowledge and operational expertise that cannot be rapidly replaced. Specialised SAPS members undergo years of training, operational exposure, and skills development. Their departure results in:

- Reduced tactical and investigative competence.
- Weakened mentorship for junior members.
- Declining institutional memory.

These losses are cumulative and have long-term implications for policing effectiveness.

International research further contextualises this challenge. Studies by the United Nations Office on Drugs and Crime (UNODC), OECD, International Association of Chiefs of Police (IACP), the World Bank, and Violanti et al. (2017) demonstrate that high attrition rates in specialised policing environments are strongly linked to organisational dysfunction, including poor leadership, inadequate support systems, and high occupational stress. These global patterns mirror the South African experience, suggesting that SAPS is facing a broader institutional crisis rather than an isolated workforce issue.

In essence, the quiet departure of elite SAPS members is not merely a human resource concern but a structural failure with far-reaching implications. It signals declining organisational resilience, undermines operational readiness, and ultimately weakens the state's ability to effectively combat crime. Without targeted intervention, this trend risks entrenching long-term capacity deficits within SAPS, compromising both public safety and the legitimacy of policing in South Africa.

## AIM OF THE STUDY

This study aims to critically examine the growing attrition of skilled personnel from specialised units within the South African Police Service (SAPS), with a specific focus on understanding its causes, assessing its impact on policing effectiveness, and proposing evidence-based recommendations for institutional reform.

Firstly, the study seeks to analyse the underlying causes of attrition in SAPS specialised units such as the Tactical Response Team (TRT), National Intervention Unit (NIU), and Task Force. South African research from the Institute for Security Studies (ISS, 2022) and the Centre for the Study of Violence and Reconciliation (CSVR, 2021) highlights that organisational stress, prolonged exposure to violence, and inadequate institutional support are major drivers of dissatisfaction among police officials. This is further supported by findings from the Civilian Secretariat for Police Service (2022), which identifies poor leadership practices, limited career progression, and perceived inequities in promotion systems as contributing factors to declining morale. Statistical indicators from SAPS (2023) reveal that high workloads such as detectives handling over 150 dockets per officer create unsustainable working conditions that extend into specialised operational environments.

Secondly, the study aims to assess the impact of attrition on policing effectiveness. The continued loss of experienced personnel has significant implications for operational readiness, investigative quality, and response capability. According to oversight reports from the Parliament of South Africa (2023), capacity constraints within specialised units are increasingly evident, particularly in high-crime provinces such as Gauteng. With South Africa recording over 27,000 murders annually (SAPS, 2023), the reliance on highly skilled tactical and investigative units is critical. However, the departure of experienced members weakens tactical coordination, reduces mentorship opportunities for junior officers, and contributes to delays in complex investigations. ISS (2022) further notes that declining expertise within SAPS undermines its ability to effectively combat organised and violent crime.

Thirdly, the study seeks to propose evidence-based recommendations aimed at strengthening retention and enhancing institutional resilience within SAPS. Drawing on South African policy and research insights (SAPS, ISS, CSVR, Civilian Secretariat, Parliament), the study aims to identify practical interventions such as improving working conditions, enhancing leadership accountability, investing in mental health support, and developing structured career pathways for specialised personnel. These recommendations are grounded in the recognition that the sustainability of specialised policing units is essential for maintaining public safety and ensuring the effectiveness of the criminal justice system.

In summary, this study is designed to provide a comprehensive and evidence-based understanding of the attrition crisis within SAPS specialised units. By integrating empirical data, institutional reports, and real-world policing challenges, it aims to contribute to both academic discourse and policy development in the field of policing and criminal justice in South Africa.

### Study Objectives

The study aims to investigate the silent attrition in South African Police Service (SAPS) specialised units and its impact on operational effectiveness. The specific objectives are:

#### To analyse the causes of attrition in SAPS specialised units

- Investigates factors such as operational stress, organisational culture, leadership quality, and private sector pull (SAPS, 2023; CSV, 2021; ISS, 2022; UNODC, 2022; Violanti et al., 2017).

#### To assess the operational and organisational impact of personnel departures

- Evaluates how the loss of experienced officers affects rapid response, mentorship, and institutional knowledge in elite units (Civilian Secretariat, 2022; Parliament, 2023; IACP, 2019; OECD, 2021; World Bank, 2020).

#### To identify strategies to improve retention and workforce sustainability

- Explores evidence-based interventions, including leadership reform, career pathways, psychological support, and competitive incentives (CSV, 2021; ISS, 2022; UNODC, 2022; IACP, 2019; SAPS, 2023).

#### To draw lessons from international best practices

- Compares South African attrition trends with elite policing units globally to inform policy and management reforms (Violanti et al., 2017; OECD, 2021; World Bank, 2020; UNODC, 2022; IACP, 2019).

### Research Questions

Aligned with the objectives, the study seeks to answer the following questions:

#### What are the primary factors contributing to the attrition of specialised SAPS personnel?

- Linked sources: SAPS (2023), ISS (2022), CSV (2021), UNODC (2022), Violanti et al. (2017)
- How does the departure of elite officers affect operational readiness, mentorship, and institutional knowledge? Linked sources: Civilian Secretariat (2022), Parliament (2023), IACP (2019), OECD (2021), World Bank (2020)

#### What policies, incentives, or interventions can be implemented to improve retention in specialised units?

- Linked sources: CSV (2021), ISS (2022), SAPS (2023), UNODC (2022), IACP (2019)
- What lessons can South Africa learn from international elite policing units regarding workforce retention and sustainability? Linked sources: Violanti et al. (2017), OECD (2021), World Bank (2020), UNODC (2022), IACP (2019)

Each research objective is explicitly linked to one or several research questions. South African sources furnish local empirical context, whereas international sources present comparative views and worldwide best practices.

### SIGNIFICANCE OF THE STUDY

This study is significant in that it addresses a critical yet under-examined dimension of policing in South Africa the attrition of skilled personnel from specialised units within the South African Police Service (SAPS). Given the country's persistently high levels of violent crime, including over 27,000 murders annually (SAPS, 2023), the effectiveness of specialised units such as the Tactical Response Team (TRT), National Intervention Unit (NIU), and Task Force is essential for maintaining public safety and national security.

From a policy perspective, this study provides evidence-based insights that are directly relevant to policing oversight and reform. Research conducted by the Institute for Security Studies (ISS, 2022) and the Centre for the Study of Violence and Reconciliation (CSV, 2021) highlights the increasing pressure on SAPS to respond effectively to complex crime patterns, including organised crime, armed robbery, and public violence. By focusing specifically on specialised units, this study contributes to a more targeted understanding of where institutional weaknesses are most pronounced and where reform efforts should be prioritised.

The study is also significant for governance and accountability. Reports from the Civilian Secretariat for Police Service (2022) and the Parliament of South Africa (2023) have consistently emphasised the importance of strengthening leadership, improving working conditions, and enhancing workforce management within SAPS. By examining attrition through an institutional lens, this study supports ongoing efforts to improve oversight mechanisms and promote a more professional, accountable policing environment.

In practical terms, the study highlights the operational consequences of losing experienced personnel. South African evidence indicates that high workloads such as detectives managing over 150 case dockets combined with exposure to high-risk environments contribute to burnout and declining morale (SAPS, 2023; ISS, 2022). The loss of skilled members weakens tactical response capabilities, reduces investigative quality, and limits mentorship for less experienced officers. This has direct implications for case resolution rates, response times, and overall policing effectiveness, particularly in high-crime areas such as Johannesburg and Pretoria.

Furthermore, the study is significant in highlighting the broader socio-economic implications of attrition. As noted by CSV (2021) and ISS (2022), the migration of skilled SAPS members to the private security sector contributes to a growing imbalance between public and private security provision in South Africa. This shift not only undermines state capacity but also raises concerns about equitable access to safety, as private security services are often inaccessible to lower-income communities.

Academically, this study contributes to the body of knowledge on policing, organisational behaviour, and criminal justice in South Africa. While existing literature has explored general policing challenges, there is limited focused research on the retention of specialised units. By integrating empirical data,

institutional reports, and real-world examples, this study fills an important gap and provides a foundation for future research.

In summary, the significance of this study lies in its ability to:

- Inform policy and institutional reform within SAPS.
- Highlight the operational risks associated with attrition.
- Contribute to improved governance and accountability.
- Advance academic understanding of specialised policing challenges

Ultimately, the study underscores that addressing attrition in specialised SAPS units is not merely an organisational priority but a national imperative for ensuring effective, equitable, and sustainable policing in South Africa.

## GAPS IN THE STUDY

Despite the critical importance of specialised units in the South African Police Service (SAPS), existing research and literature reveal several key gaps that this study seeks to address:

### *Limited Empirical Focus on Attrition in Specialised Units*

Most South African research (SAPS, 2023; ISS, 2022; CSVR, 2021; Civilian Secretariat, 2022; Parliament, 2023) focuses on general policing challenges or violent crime trends, with little attention given specifically to the causes, patterns, and consequences of attrition within elite SAPS units such as TRT, NIU, and Task Force. This creates a knowledge gap in understanding the unique pressures and dynamics affecting specialised personnel.

### *Insufficient Integration of Quantitative and Qualitative Data*

Although crime statistics and annual reports provide quantitative data on workloads and resignations, there is limited qualitative research capturing the lived experiences, perceptions of morale, or workplace satisfaction of specialised unit members. For example, while SAPS (2023) reports the number of resignations, the underlying reasons related to stress, burnout, or organisational culture are less well-documented.

### *Lack of Comparative and International Perspectives*

South African studies rarely compare retention challenges with international best practices or benchmarks. International literature (UNODC, OECD, IACP, World Bank, Violanti et al., 2017) demonstrates how elite policing units in countries such as the US and UK manage attrition, workload, and stress. Integrating these insights with local contexts can provide actionable strategies that are currently missing in South African research.

### *Limited Focus on Organisational and Leadership Dynamics*

While structural constraints are widely acknowledged, there is insufficient research on how leadership, governance, and institutional culture directly influence attrition in specialised SAPS units. The Civilian Secretariat (2022) and Parliamentary reports (2023) identify leadership and accountability challenges but provide little analysis of their operational consequences on specialised unit retention.

### *Gap in Evidence-Based Recommendation*

Existing studies highlight problems but often stop short of providing concrete, evidence-based interventions to reduce attrition. There is a need for research that not only identifies causes and impacts but also proposes sustainable strategies for improving workforce retention, morale, and institutional resilience.

## Summary of Gaps:

- Narrow empirical focus on specialised units
- Limited qualitative insights into member experiences
- Lack of integration with international comparisons
- Insufficient attention to leadership and organisational culture
- Deficiency in actionable, evidence-based solutions

Addressing these gaps will enhance understanding of attrition in specialised SAPS units and inform interventions aimed at sustaining operational readiness, protecting institutional knowledge, and improving policing effectiveness in high-risk South African environments.

## THEORETICAL FRAMEWORK

The theoretical framework for this study draws on organisational behaviour, human resource management, and policing theories to understand attrition in specialised units of the South African Police Service (SAPS). Specifically, it integrates concepts of Organisational Stress Theory, Herzberg's Two-Factor Theory of Motivation, and Social Exchange Theory to examine the causes, consequences, and mitigation strategies for workforce loss in elite police formations.

### Organisational Stress Theory

Organisational Stress Theory posits that high job demands, insufficient resources, and poor workplace support contribute to stress, burnout, and eventual withdrawal from employment (Luthans & Youssef, 2007; applied in South African policing context by ISS, 2022). In SAPS specialised units, officers face extreme operational pressures, including extended deployments, exposure to violent incidents, and limited staffing (SAPS, 2023). Studies by the Centre for the Study of Violence and Reconciliation (CSVR, 2021) highlight that prolonged exposure to high-risk situations correlates with declining morale and an increased likelihood of resignation.

### Herzberg's Two-Factor Theory of Motivation

Herzberg's theory distinguishes between hygiene factors (e.g., salary, working conditions, job security) and motivators (e.g., recognition, achievement, career progression) as determinants of job satisfaction and retention (Herzberg, 1966; adapted to South African policing by Civilian Secretariat, 2022). In specialised SAPS units, hygiene factors such as inadequate protective equipment, insufficient leave, and poor compensation interact with the lack of motivational factors—limited recognition and slow career advancement—leading to high attrition rates. Parliamentary oversight reports (2023) indicate that officers often leave due to dissatisfaction with both remuneration and professional growth opportunities.

### Social Exchange Theory

Social Exchange Theory (SET) posits that individuals remain committed to organisations when perceived benefits outweigh costs, and leave when the relationship becomes imbalanced (Blau, 1964). Applied to SAPS, this theory explains why specialised unit members may exit to the private security sector: higher pay, better work-life balance, and safer conditions represent perceived benefits that exceed what SAPS provides (ISS, 2022; SAPS, 2023). SET underscores the transactional nature of organisational loyalty, highlighting the need for improved incentives and support to retain specialised personnel.

## Integration of Theories in Context

These theories collectively offer a robust framework for analysing attrition in SAPS specialised units:

- Organisational Stress Theory explains the psychological and operational pressures that contribute to burnout and withdrawal.
- Herzberg's Two-Factor Theory identifies specific job-related conditions that either motivate or demotivate officers.
- Social Exchange Theory provides insight into decision-making processes, particularly why officers may transition to private security.

By integrating these theories, the study can systematically examine the causal factors of attrition, its operational impacts, and potential retention strategies, providing both explanatory and prescriptive insights grounded in South African policing realities.

## LITERATURE REVIEW

The retention of specialised police personnel is a critical issue in South Africa, particularly within elite units of the South African Police Service (SAPS) such as the Tactical Response Team (TRT), National Intervention Unit (NIU), and Task Force. Existing literature highlights both the local and international dimensions of workforce attrition, linking it to organisational stress, poor working conditions, leadership challenges, and alternative employment opportunities.

### South African Literature

Research conducted by the Institute for Security Studies (ISS, 2022) underscores that high crime exposure and operational fatigue are primary drivers of attrition within SAPS specialised units. ISS data indicate that in Gauteng, specialised units experience **over 15% annual turnover** among experienced officers, directly affecting operational readiness during high-risk deployments.

Similarly, the Centre for the Study of Violence and Reconciliation (CSVR, 2021) identifies psychological stress and lack of institutional support as critical factors influencing officers' decisions to leave elite units. Officers frequently report feelings of being undervalued despite the dangerous nature of their work, contributing to declining morale.

The Civilian Secretariat for Police Service (2022) further highlights that poor leadership, delayed promotions, and inadequate recognition exacerbate attrition. Their survey of specialised unit members revealed that over 60% of respondents considered leaving SAPS due to dissatisfaction with management practices and career stagnation.

SAPS annual reports (2023) provide quantitative evidence of this trend, showing that elite units are increasingly staffed by less experienced personnel, with operational deployments in urban centres such as Johannesburg and Pretoria often relying on officers with under three years of specialised experience.

Parliamentary oversight reports (2023) contextualise these findings within broader institutional challenges, noting that the growth of South Africa's private security sector has attracted skilled officers away from public policing, creating a "brain drain" effect that undermines state capacity to manage violent crime.

Finally, ISS (2022) and CSVR (2021) emphasise that the loss of institutional knowledge within specialised units reduces mentorship opportunities for junior officers, weakening the

organisational capacity to maintain high-performance standards in tactical operations.

### International Literature

Globally, workforce attrition in specialised police units reflects similar organisational dynamics. The United Nations Office on Drugs and Crime (UNODC, 2022) identifies burnout, operational fatigue, and low job satisfaction as leading contributors to departures from elite law enforcement teams. Their comparative study across Europe and North America found that units with higher operational demands experience attrition rates of 10–20% annually, mirroring South African patterns.

The International Association of Chiefs of Police (IACP, 2019) highlights that high-risk deployments, insufficient support systems, and poor leadership are key factors influencing retention in elite units such as SWAT teams in the United States. Similarly, OECD (2021) research indicates that retention challenges are not unique to high-crime environments; they also affect countries with relatively low violent crime, where expectations of professionalism, career development, and psychological support influence decisions to stay or leave.

The World Bank (2020) examines the link between organisational incentives and workforce retention, demonstrating that competitive remuneration, structured career paths, and recognition programs significantly reduce attrition in elite law enforcement units. Violanti et al. (2017) provide empirical evidence linking high-stress policing environments to health risks, burnout, and resignations, reinforcing the need for organisational interventions to sustain workforce capacity.

Real-world examples corroborate these findings. In New York, the NYPD's Special Operations Command experienced over 5,000 resignations in 2021 alone, attributed largely to stress, low morale, and better opportunities in the private sector. In London, the Metropolitan Police Service's elite units face similar pressures, where retention is strongly influenced by work-life balance and professional development opportunities.

### Synthesis

The literature illustrates that attrition in specialised policing units is a multifaceted problem, influenced by:

- Operational pressures and exposure to high-risk environments (ISS, 2022; UNODC, 2022)
- Poor organisational support, leadership, and recognition (CSVR, 2021; Civilian Secretariat, 2022; IACP, 2019)
- Alternative employment opportunities in the private sector (Parliament, 2023; World Bank, 2020)
- Psychological and health-related consequences of burnout (Violanti et al., 2017; SAPS, 2023)

In the South African context, these factors converge to create a "silent crisis" within SAPS specialised units, where operational capacity is compromised, and institutional knowledge is increasingly lost to private security firms. International comparisons confirm that similar dynamics occur globally, highlighting the universal need for strategies that integrate psychological support, career development, and organisational reform to retain elite law enforcement personnel.

### THEMES OF THE STUDY

Based on the literature review and theoretical framework, the study identifies several core themes related to the attrition of personnel in South African Police Service (SAPS) specialised

units. These themes reflect the multifaceted nature of the crisis and guide the subsequent discussions, analysis, and recommendations.

### **Organisational Stress and Burnout**

High operational demands, exposure to violent incidents, and prolonged deployments are key stressors affecting specialised SAPS units (ISS, 2022; CSV, 2021). Officers often report feeling overworked and undervalued, contributing to burnout and increasing resignation rates. SAPS data (2023) indicates that over 40% of specialised unit personnel cite work-related stress as a primary reason for leaving, highlighting the operational impact of psychological strain.

**Real-world example:** In Gauteng, Tactical Response Teams were frequently deployed during post-2021 civil unrest, revealing shortages of experienced operators due to burnout-induced exits (SAPS, 2023; CSV, 2021).

International studies support this theme. UNODC (2022) and Violanti et al. (2017) show that stress-related attrition in elite units is a global phenomenon, with high-risk policing environments correlating strongly with resignations.

### **Leadership, Organisational Culture, and Recognition**

Leadership practices and organisational culture significantly influence retention. The Civilian Secretariat (2022) and Parliamentary reports (2023) note that poor communication, lack of recognition, and inequitable promotion pathways demotivate specialised officers, prompting exits. ISS (2022) also highlights that units with supportive leadership and strong mentoring programs exhibit lower attrition rates.

**Real-world example:** In certain SAPS TRT deployments, officers cited frustration with limited career progression and inconsistent recognition of achievements, leading to voluntary departures. International parallels exist in the Metropolitan Police Service and NYPD, where leadership quality directly correlates with retention in specialised units (IACP, 2019; OECD, 2021).

### **Impact of Alternative Employment Opportunities**

The growth of South Africa's private security sector presents attractive alternatives for specialised officers. Parliament (2023) reports that competitive salaries, better working conditions, and reduced bureaucratic constraints drive experienced officers to private companies. CSV (2021) notes that the migration of tactical operators and investigators contributes to a "brain drain," weakening state policing capacity.

**Real-world example:** Post-2021 Gauteng unrest saw multiple NIU members resign to join private security firms offering double the remuneration of public service. International studies mirror this phenomenon, with elite police units in the US and UK losing personnel to private security and corporate enforcement roles (World Bank, 2020; UNODC, 2022).

### **Loss of Institutional Knowledge and Mentorship**

Attrition in specialised units results in the depletion of institutional memory and operational expertise. ISS (2022) and SAPS (2023) report that senior operators often leave without adequately mentoring junior personnel, leading to skill gaps. This compromises operational efficiency, reduces tactical knowledge transfer, and diminishes unit readiness.

**Real-world example:** In Johannesburg, TRT deployments have increasingly relied on officers with less than three years' experience, delaying response times and limiting tactical effectiveness (SAPS, 2023; CSV, 2021). International evidence

from NYPD SWAT teams highlights similar risks, where the loss of senior officers reduces operational capacity during high-risk interventions (Violanti et al., 2017).

### **Psychological Health and Well-being**

Mental health support and coping mechanisms are central to retaining specialised officers. CSV (2021) and ISS (2022) emphasise that exposure to traumatic incidents without adequate psychological support contributes to resignations. International studies (UNODC, 2022; IACP, 2019) similarly indicate that stress management programs and counselling are critical for retention in elite units.

**Real-world example:** Post-deployment trauma in Pretoria's NIU officers has been linked to voluntary exit, demonstrating the need for institutionalised mental health support programs (SAPS, 2023; Civilian Secretariat, 2022).

### **Summary of Themes**

1. Organisational Stress and Burnout – Operational pressures and exposure to violence.
2. Leadership, Organisational Culture, and Recognition – Influence of management and career progression.
3. Alternative Employment Opportunities – Migration to private security sectors.
4. Loss of Institutional Knowledge and Mentorship – Impact on operational efficiency.
5. Psychological Health and Well-being – Importance of mental health support.

These themes provide a foundation for the discussion, key findings, and practical recommendations sections, linking empirical evidence to actionable strategies for mitigating attrition and sustaining specialised policing capacity in South Africa.

## **DISCUSSIONS AND KEY FINDINGS**

This section synthesises the literature, thematic analysis, and empirical evidence to provide an integrated understanding of the attrition crisis in South African Police Service (SAPS) specialised units. The discussion highlights the operational, organisational, and socio-economic implications of the silent exit of experienced personnel.

### **Organisational Stress and Operational Pressure**

The evidence shows that high operational demands, prolonged deployments, and exposure to violent incidents significantly contribute to attrition among specialised SAPS units (ISS, 2022; CSV, 2021; SAPS, 2023). Officers in Tactical Response Teams (TRT) and National Intervention Units (NIU) face a workload exceeding the capacity for sustainable performance, with some units reporting over 120 high-risk deployments per year (SAPS, 2023).

#### **Key Finding:**

Operational pressure directly correlates with burnout, reducing both morale and retention. Units experiencing high deployment rates rely increasingly on less experienced personnel, weakening tactical efficiency and compromising public safety.

#### **International Context:**

UNODC (2022) and Violanti et al. (2017) highlight similar trends in elite police units globally, where high-risk operations without adequate support lead to resignations and loss of institutional knowledge.

### **Leadership, Organisational Culture, and Recognition**

South African evidence (Civilian Secretariat, 2022; Parliament, 2023) demonstrates that leadership quality and organisational culture significantly influence officer retention. Specialised unit members cite poor communication, lack of recognition, and slow career advancement as primary motivators for leaving. ISS (2022) notes that units with structured mentorship and supportive leadership experience 20–30% lower attrition rates.

**Key Finding:**

Leadership and organisational culture are critical in retaining specialised personnel. Poor management not only drives attrition but also undermines operational cohesion and team morale.

**International Context:**

IACP (2019) and OECD (2021) emphasise that globally, effective leadership and structured career pathways are essential to maintain skilled officers in high-risk policing roles.

**Alternative Employment and Private Security Sector Pull**

The private security sector in South Africa has become a significant competitor for specialised police talent. Parliament (2023) reports that officers are often offered double the remuneration and less stressful working conditions compared to SAPS. CSVr (2021) highlights that the migration of experienced officers constitutes a “brain drain,” with serious implications for public policing capacity.

**Key Finding:**

Economic incentives and better working conditions in the private sector contribute substantially to attrition, particularly among highly trained specialists such as TRT operators and NIU officers.

**International Context:**

Similar patterns occur internationally, with elite officers in the NYPD and Metropolitan Police Service moving to private security or corporate enforcement roles (World Bank, 2020; UNODC, 2022).

**Loss of Institutional Knowledge and Mentorship**

Attrition has a compounding effect on organisational capacity. ISS (2022) and SAPS (2023) report that the exit of senior operators limits mentorship for junior personnel, reducing skill transfer and tactical competency. This also affects readiness during critical deployments in high-crime areas such as Johannesburg and Pretoria.

**Key Finding:**

The departure of experienced personnel weakens both operational efficiency and institutional knowledge, resulting in a long-term decrease in unit effectiveness.

**International Context:**

Violanti et al. (2017) demonstrate that in elite police units worldwide, losing experienced members without structured knowledge transfer creates operational vulnerabilities during high-stakes interventions.

**Psychological Health and Well-being**

South African studies (CSVr, 2021; ISS, 2022; Civilian Secretariat, 2022) emphasise that psychological well-being is a key retention factor. Trauma exposure, stress, and limited counselling contribute to resignations. SAPS (2023) reports that over 35% of resigning specialised officers cited mental health concerns as a primary reason for leaving.

**Key Finding:**

Addressing mental health through structured support programs is essential for reducing attrition and sustaining operational readiness.

**International Context:**

IACP (2019) and UNODC (2022) show that psychological support mechanisms, including counselling and stress management programs, significantly improve retention in elite policing units globally.

**Summary of Key Findings**

Theme	Key Findings	South African Evidence	International Evidence
Organisational Stress	High workload and deployments drive burnout and exit	ISS, CSVr, SAPS	UNODC, Violanti et al.
Leadership & Culture	Poor management and recognition increases attrition	Civilian Secretariat, Parliament, ISS	IACP, OECD
Private Sector Pull	Better pay and conditions attract specialised officers	Parliament, CSVr	World Bank, UNODC
Institutional Knowledge Loss	Exit of senior officers limits mentorship	ISS, SAPS	Violanti et al.
Psychological Health	Trauma and stress prompt resignations	CSVr, ISS, SAPS	IACP, UNODC

The discussions reveal that attrition in SAPS specialised units is driven by a combination of operational stress, poor organisational culture, inadequate leadership, economic pull factors, and mental health challenges. These factors interact to

create a “silent crisis” that undermines tactical readiness, erodes institutional knowledge, and diminishes overall policing effectiveness. International comparisons confirm that these are not unique challenges, but effective mitigation strategies—leadership

development, mental health support, competitive incentives, and knowledge transfer can significantly improve retention.

## KEY TAKEAWAYS

From the discussions and analysis of literature, several critical insights emerge regarding the attrition crisis in South African Police Service (SAPS) specialised units:

### Attrition Is Multi-Faceted

The loss of specialised personnel is influenced by a combination of organisational stress, poor leadership, insufficient recognition, alternative employment opportunities, and psychological strain (ISS, 2022; CSV, 2021; Civilian Secretariat, 2022; UNODC, 2022; Violanti et al., 2017). Addressing only one factor is unlikely to significantly improve retention.

### Operational Impact Is Immediate and Long-Term

Departures weaken operational readiness, reduce mentorship for junior officers, and compromise institutional knowledge (SAPS, 2023; ISS, 2022). Units increasingly rely on less experienced members, affecting response times and effectiveness in high-risk environments such as Johannesburg and Pretoria.

### Leadership and Organisational Culture Are Critical Retention Factors

Supportive leadership, transparent promotion pathways, and recognition of achievement significantly reduce attrition (Civilian Secretariat, 2022; Parliament, 2023; IACP, 2019; OECD, 2021). Leadership quality influences both morale and operational cohesion.

### Private Sector Pull Is a Growing Threat

Attractive remuneration, better working conditions, and career opportunities in the private security sector are drawing skilled officers away from SAPS (Parliament, 2023; CSV, 2021; World Bank, 2020). Without competitive incentives, the public sector risks continued loss of elite personnel.

### Mental Health Support Is Essential

Trauma exposure, stress, and burnout are major contributors to attrition. Structured psychological support programs are necessary to sustain workforce capacity (CSV, 2021; ISS, 2022; IACP, 2019).

### International Comparisons Confirm Global Relevance

Attrition in elite policing units is not unique to South Africa. Comparative evidence from the NYPD, Metropolitan Police Service, and other international units demonstrates that operational stress, leadership, and incentives consistently influence retention (UNODC, 2022; Violanti et al., 2017; OECD, 2021).

### Summary

- Attrition in SAPS specialised units is **systemic and multi-dimensional**.
- Operational readiness, institutional knowledge, and mentorship are **severely impacted**.
- Leadership, organisational culture, competitive incentives, and mental health support are **critical levers** for retention.
- Lessons from international policing contexts can inform South African interventions.

## CO-IMPACT

The attrition of specialised SAPS personnel has **multi-layered consequences** that extend beyond the immediate operational environment, affecting communities, national security, and broader social stability.

### Impact on Community Safety

The exit of experienced officers reduces the capacity of units such as the Tactical Response Team (TRT) and National Intervention Unit (NIU) to respond effectively to high-risk incidents. According to SAPS (2023), urban centres like Johannesburg and Pretoria have seen **slower response times to violent incidents**, which can exacerbate public insecurity. CSV (2021) notes that reduced operational capacity increases the risk of escalation in organised crime and civil unrest.

### Organisational Impact

Attrition undermines internal cohesion and mentorship structures within specialised units. ISS (2022) highlights that when senior officers leave, the remaining personnel often lack guidance, leading to operational inefficiency and reduced morale. The Civilian Secretariat (2022) stresses that these gaps can result in procedural errors, delays in critical operations, and diminished investigative quality.

### Economic and Social Consequences

The migration of skilled officers to the private security sector has economic implications. Parliament (2023) reports that salaries paid by private security companies often exceed those in SAPS by up to **100%**, creating a competitive drain of talent. This diverts highly trained personnel from public service, impacting the delivery of justice and potentially increasing costs for community security interventions.

### Policy and Strategic Implications

Attrition signals weaknesses in institutional policies and workforce management. Without targeted interventions, SAPS faces long-term challenges in sustaining elite units, which are critical for maintaining law and order in high-crime areas (ISS, 2022; SAPS, 2023). International evidence supports this concern: OECD (2021) and UNODC (2022) indicate that the loss of elite officers in comparable policing contexts reduces operational efficiency, community trust, and the effectiveness of high-risk interventions.

### Societal Confidence and Public Perception

Communities may perceive attrition as a decline in the government's ability to manage crime effectively. CSV (2021) notes that repeated high-profile incidents where elite units are understaffed can erode public trust, reducing cooperation with law enforcement and participation in community policing forums.

### International Comparisons

Globally, the loss of elite officers has similar co-impact. In the NYPD and London Metropolitan Police, attrition has led to reliance on less experienced officers for critical incidents, necessitating structural reforms to retain highly trained personnel (Violanti et al., 2017; IACP, 2019). These international parallels highlight the importance of proactive workforce management, psychological support, and career development initiatives to maintain operational effectiveness.

## Summary of Co-Impact

- **Community Safety:** Slower responses and increased vulnerability in high-risk areas.
- **Organisational Efficiency:** Loss of mentorship, decreased morale, and operational gaps.
- **Economic and Social:** Brain drain to private security; public service loses human capital.
- **Policy and Strategy:** Attrition exposes weaknesses in workforce management and planning.
- **Public Confidence:** Repeated understaffing may erode community trust.
- **Global Relevance:** Attrition in elite units affects policing outcomes internationally, providing lessons for SAPS.

## LIMITATIONS

While this study provides a comprehensive analysis of attrition in South African Police Service (SAPS) specialised units, several limitations should be acknowledged:

### Data Availability and Reliability

Access to detailed personnel records, deployment reports, and attrition statistics is limited due to confidentiality and operational security concerns. SAPS (2023) provide aggregated data, but unit-level variations may not be fully captured, potentially underestimating attrition in specific elite teams.

### Focus on South African Context

The study primarily examines SAPS specialised units in urban centres such as Johannesburg and Pretoria. Findings may not fully reflect conditions in rural policing contexts or other provinces with differing operational challenges (ISS, 2022; CSV, 2021).

### Limited Longitudinal Evidence

Although SAPS reports and studies from ISS and CSV provide snapshots of attrition trends, long-term data on career trajectories, retention, and operational performance is sparse. This limits the ability to quantify the full cumulative impact of attrition over multiple years.

### Reliance on Secondary Sources

The study heavily relies on secondary literature, including government reports, NGO studies, and international research (UNODC, 2022; IACP, 2019; Violanti et al., 2017). While these sources are credible, primary data collection through interviews or surveys with departing officers could provide deeper insights into personal motivations and organisational dynamics.

### International Comparisons

While international examples provide valuable context, differences in socio-political, economic, and institutional environments may limit the direct applicability of global findings to SAPS specialised units (OECD, 2021; World Bank, 2020).

### Psychological and Confidential Factors

Some factors influencing attrition, such as personal mental health concerns, family considerations, and perceptions of organisational support, are difficult to quantify. CSV (2021) notes that officers may underreport psychological stress or workplace dissatisfaction, which can skew the understanding of attrition drivers.

These limitations indicate that while the study provides strong evidence of the causes and impacts of attrition in SAPS specialised units, further primary research, longitudinal tracking, and granular unit-level data are necessary to fully understand and address the silent crisis.

## IMPACT OF THE ARTICLE

This article provides significant insights and practical value for policy makers, law enforcement leadership, academic researchers, and community stakeholders regarding the silent crisis in South African Police Service (SAPS) specialised units. Its impact can be considered across multiple dimensions:

### Policy and Strategic Impact

By systematically identifying the causes and consequences of attrition, the article informs policy formulation and strategic workforce planning. Evidence-based recommendations can guide SAPS and the Civilian Secretariat to implement retention strategies, improve leadership practices, and introduce competitive incentives for specialised officers (Parliament, 2023; Civilian Secretariat, 2022).

**Example:** The study's findings could support the development of structured career pathways, mentoring programs, and deployment schedules that reduce burnout and retain critical skills in elite units.

### Operational and Organisational Impact

The article highlights the operational consequences of attrition, including reduced tactical readiness, slower response times, and loss of institutional knowledge (SAPS, 2023; ISS, 2022). Leadership can leverage these findings to strengthen unit cohesion, training, and knowledge transfer mechanisms, ensuring that operational capability is maintained despite staff turnover.

### Academic and Research Contribution

The study fills a gap in South African policing literature by combining local empirical evidence with international comparisons. It provides a structured theoretical and thematic framework for future research on elite policing, workforce management, and retention strategies (CSV, 2021; UNODC, 2022). Researchers can build on this foundation to conduct primary studies, longitudinal analyses, or comparative studies across provinces and policing contexts.

### Societal and Community Relevance

Communities in high-crime areas such as Johannesburg and Pretoria directly benefit from insights into elite unit retention. By strengthening specialised units, the article indirectly contributes to improved public safety, faster response to violent incidents, and higher public trust in policing institutions (CSV, 2021; ISS, 2022).

### International Policy Lessons

By integrating evidence from the NYPD, Metropolitan Police Service, and other global elite units (IACP, 2019; Violanti et al., 2017), the article allows SAPS and South African policymakers to adapt global best practices in workforce management, mental health support, and retention strategies to the local context.

## Long-Term Strategic Implications

The study underscores the importance of sustainable workforce planning in elite units. Its findings can inform long-term investments in training, mental health, leadership development, and retention incentives, ensuring that specialised units remain effective against organised and high-risk crime.

### Summary of Impact

- **Policy and Strategy:** Evidence-based guidance for retention and workforce planning.
- **Operational Effectiveness:** Strengthened unit readiness, mentorship, and institutional knowledge.
- **Academic Contribution:** Fills literature gaps and provides a foundation for future research.
- **Community Safety:** Enhances public trust and rapid response capability.
- **Global Lessons:** Adaptation of international best practices for South African policing.
- **Long-Term Planning:** Supports sustainable development of elite policing capacity.

## PRACTICAL RECOMMENDATIONS

Based on the thematic analysis, discussions, and co-impact assessment, the following practical recommendations are proposed to address the attrition crisis in South African Police Service (SAPS) specialised units. These recommendations integrate South African realities with international best practices to strengthen retention, operational effectiveness, and organisational resilience.

### Implement Structured Career Pathways and Recognition Programs

- Develop transparent promotion criteria and merit-based recognition for specialised unit members (Civilian Secretariat, 2022; ISS, 2022).
- Introduce awards and incentives that acknowledge operational excellence to enhance morale and reduce voluntary exit.
- International precedent: IACP (2019) shows that units with formal career development plans experience 20–30% lower attrition rates.

### Strengthen Leadership and Organisational Culture

- Conduct leadership training programs targeting supervisors and commanders in specialised units (Parliament, 2023; CSV, 2021).
- Promote mentorship initiatives where senior officers guide junior personnel to ensure skill transfer.
- Encourage a culture of recognition and inclusion to foster loyalty and operational cohesion.

### Address Operational Stress and Burnout

- Implement deployment rotation systems to prevent overexposure to high-risk operations (SAPS, 2023).
- Introduce mandatory rest periods and monitor cumulative operational hours.
- Benchmark: OECD (2021) recommends workload management programs in elite units to sustain performance.

## Enhance Psychological Health Support

- Establish institutionalised mental health programs, including counselling, peer support, and trauma debriefings (CSV, 2021; ISS, 2022).
- Regular mental health assessments to identify early signs of stress and burnout.
- International examples: NYPD and Metropolitan Police have integrated psychological resilience programs to reduce attrition (Violanti et al., 2017; UNODC, 2022).

## Competitive Remuneration and Incentives

- Review salary structures and offer competitive allowances to reduce migration to the private security sector (Parliament, 2023).
- Provide non-monetary incentives such as professional development courses, advanced tactical training, and sabbatical opportunities.
- International parallels: World Bank (2020) notes that remuneration packages directly influence retention of elite officers.

## Knowledge Management and Mentorship Programs

- Implement a formal knowledge transfer framework to capture institutional memory when senior officers leave (ISS, 2022).
- Encourage shadowing and co-deployment programs, where junior officers learn from experienced members.
- This ensures continuity in operational effectiveness and reduces skill gaps.

## Monitoring and Evaluation Mechanisms

- Establish a dedicated unit within SAPS to track attrition trends, collect exit interviews, and report on workforce morale (Civilian Secretariat, 2022; SAPS, 2023).
- Use data-driven insights to adapt retention strategies and deployment policies.
- Benchmark: UNODC (2022) advocates for systematic monitoring to anticipate workforce shortages in high-risk policing units.

### These recommendations aim to:

- Reduce attrition in SAPS specialised units.
- Maintain operational readiness and institutional knowledge.
- Improve officer morale, psychological well-being, and job satisfaction.
- Ensure sustainable elite policing capacity in South Africa.

## PRACTICAL RECOMMENDATIONS FOR SAPS, DEPARTMENT OF SAFETY, AND NATIONAL GOVERNMENT

The attrition of specialised SAPS personnel requires coordinated action from police leadership, the Department of Safety, and national policymakers. The recommendations below are targeted at strengthening retention, operational readiness, and public confidence in law enforcement:

## Leadership and Organisational Culture Reform

- SAPS and the Department of Safety should implement leadership development programs for commanders of specialised units.
- Promote a culture of recognition, accountability, and mentorship to improve morale and reduce resignations.
- Government oversight can monitor leadership effectiveness and enforce accountability mechanisms.

## Career Pathways and Professional Development

- Establish transparent promotion systems, merit-based incentives, and continuous professional development programs.
- The National Government can fund specialised tactical and strategic training for elite units, aligning career progression with advanced skills.
- Incentivise officers through scholarships, certifications, and international exchange programs.

## Mental Health and Well-being Support

- Department of Safety and SAPS should implement **institutionalised psychological support**, including trauma counselling, stress management workshops, and debriefings after high-risk operations.
- Mandate **mental health assessments** and create a safe reporting environment for officers facing stress or trauma.

## Competitive Remuneration and Incentives

- National Government should review pay scales for elite units to **match or approach private sector offers**, reducing migration of highly skilled officers.
- Include **performance bonuses, hazard pay, and non-monetary incentives** like extra leave, advanced training, and sabbaticals.

## Operational Planning and Workload Management

- SAPS should implement **deployment rotation and workload management systems** to prevent burnout.
- Department of Safety should track high-risk deployments and allocate sufficient resources to maintain operational effectiveness.
- Ensure specialised units have **backup personnel and rapid reinforcement protocols** for high-crime urban areas.

## Knowledge Management and Mentorship Programs

- SAPS should introduce **structured mentorship programs** and formal knowledge transfer procedures.
- The Department of Safety can facilitate **institutional databases** to capture operational experiences and tactical expertise of departing officers.

## Monitoring, Evaluation, and Policy Oversight

- National Government and Department of Safety should establish a **task force to monitor attrition trends, deployment efficiency, and officer satisfaction**.
- Regular reporting can guide evidence-based policy reforms and workforce planning strategies.

## Expected Outcomes

- Reduced attrition in SAPS specialised units.
- Improved operational readiness and response in high-risk areas.
- Enhanced morale, retention, and professional growth among elite officers.
- Strengthened public trust in policing institutions.
- Evidence-based policy formulation and sustainable workforce planning.

## CONCLUSION

The quiet attrition of specialised SAPS personnel in elite units such as the Tactical Response Team (TRT), National Intervention Unit (NIU), and Task Force represents a silent yet profound crisis within South African policing. This study has shown that the loss of these highly trained officers is not merely a workforce issue; it undermines operational readiness, erodes institutional knowledge, weakens mentorship structures, and diminishes public confidence in law enforcement.

Key findings reveal that attrition is driven by operational stress, inadequate leadership, limited recognition, private sector incentives, and psychological strain. The combined effect of these factors threatens the stability and effectiveness of specialised units, particularly in high-crime urban centres such as Johannesburg and Pretoria. Comparative international evidence underscores that this is a global challenge, yet South Africa's unique socio-economic and operational context intensifies its local impact.

Addressing this crisis requires coordinated action by SAPS, the Department of Safety, and national government. Strategic interventions—such as leadership reform, structured career pathways, competitive remuneration, mental health support, and knowledge management—are essential to retain elite officers and maintain operational efficiency. Failure to act risks a long-term depletion of tactical expertise, reduced community safety, and weakening of public trust in policing institutions.

Ultimately, this article underscores the urgent need for evidence-based workforce planning in South African policing. By implementing the recommended strategies, SAPS can safeguard its specialised units, preserve institutional knowledge, and ensure that elite officers remain committed to serving the public, even under the most challenging operational conditions. The study serves as both a warning and a guide for national policymakers, law enforcement leadership, and stakeholders committed to strengthening public safety.

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