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# HR VOICE

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## WOMEN'S MONTH

Special Edition



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# BOARD DESK

**The South Africa**  
we want - for ourselves  
and the next generations!

*-Thandi Thankge*

The United Nations has declared 18 July Mandela Day. It is Nelson Mandela whom we quote today as having said "It is all in our hands". He further stated that "it all seems impossible until it is done" Whilst his quotes might be subjected to many interpretations, one that needs no unravelling is related to "... in our hands". Logic should prevail over sense atleast in this scenario. And that is about safe-guarding our future and of those who will come after us. What are we doing to guarantee our children's future? The answer lies in empowering women and girl-children, that is in our homes, schools, workplaces and everywhere else.

There is no doubt that over the years the contribution of women in the world economy has grown immensely. The 2015 McKinsey Global Institute estimates that the world may achieve as much as 42% of the full potential or up to \$12 trillion of annual output in 2025. South Africa seems to be even more aggressive in that according to the Status of Women in the South African Economy Report 2015, it estimated that the women's contribution to GDP is currently somewhere between 35% to 45%. This obviously excludes the contribution of women through unpaid work, which is quite common. This is not an insignificant contribution, however this indicates that still much more need to be done, if we are to advance our economy by using its full human capital. Forward-thinking leaders understand that human capital is core to having a competitive advantage. Countries that focus systematically on talent competitiveness tend to do better economically.

We further acknowledged that when more women are involved in the economic activities the economy grows faster. Politically, South African women have played a significant role in shaping the future of this country. We are reminded of this,

as we commemorate Women's Day on 9th August, wherein 1956, a total of about 20 000 women of all races marched to the Union Buildings to protest against the discriminatory pass laws which had restricted the movement of black people in the country. Fast-forward to modern day democratic South Africa, one sees an opportunity to further accelerate the role that women play in shaping, the country we all want politically and economically. As much as we acknowledge that progress has been made in the public service, so much more is yet to be addressed in the private sector, when it comes to women under-representation at senior managerial level. Industries such as construction, mining, finance, technology and transport sectors are some of the areas of concern. According to Global Talent Competitiveness Index, women are mostly over-represented as employees in community and social sciences where we see, with a split of 61% women compared to 39% males this year (2017).

On a practical level though, challenges over the years have continued to affect not only women in our society but also the youth of this country. The most concerning challenge on the

implementation of the National Development Plan is the unemployment rate that was seating at 27.7% in the first quarter of 2017 – the highest rate in many years. One of the contributing factors that can help reduce this is by addressing the human capital challenges in South Africa through life-long learning initiatives. In the workplace, our role as Human Resource Practitioners is to promote women’s economic empowerment through education, training and skills development initiatives. One can argue that a significant amount of money is spent annually on skills development interventions, but the question is whether this is done in a structured and integrated manner so as to yield meaningful benefits not only for the company but for the entire country. South Africa is ranked 67th overall on the 2017 Global Talent Competitiveness Index, whereas the country’s ability to retain talent South Africa is lowly ranked at 101 - out of 108 countries. This indicates that organisations should pro-actively adopt a professional approach to managing and developing talent in a sustainable manner.

The SABPP HR standards have so far indicated that out of all the audits conducted, Talent Management remains a challenging standard for most companies to accomplish. So, the challenge remains with us to embark on the audit process - in our own respective companies - so as to identify areas of development such as talent management, learning and development, performance management standards and others. These should be addressed for the benefit of upskilling and uplifting the country’s proficiency level in all disciplines. In most organisations, women who are normally at the bottom of the rank require more attention, not only in terms of development but also in terms of promoting family friendly policies that encourage flexible working practices as well as diversity and inclusion management practices. Imagine a South Africa that will have the lowest rate of unemployment and poverty ascribed to HR practitioners, having played a significant part in advancing the country’s overall human capital. This is even more so because over the years the HR profession has seen females progressing fairly well into senior management roles in a number of companies nationally. Consequently, the right decision-making processes have taken a progressive positive turn with regard to management practices, where encouraging female development is and should be lesser of the challenge than it used to be in years gone by.

According to the recent World Economic Forum on Africa 2017, African leaders have recognised the urgency of investing in the continent’s women to ensure they are productive agents of their growing economies, and have articulated the African Union 2017 Roadmap around that theme. Beyond policy, governments are encouraged to work very closely with the private sector, multidimensional organisations and civil society to scale up the things that work, and make that agenda a reality. On behalf of the SABPP Board Exco it is also my pleasure to release the 7th Annual SABPP Women’s Report today. A special word of acknowledgement to our women at work study leader, Prof Anita Bosch MHRP from the University of Stellenbosch Business School and her co-authors with this major

achievement. The sponsorship of both Stellenbosch Business School and the University of Johannesburg is much appreciated and a clear sign of the commitment of these two institutions to the research and practice of women empowerment in the workplace. This publication inspires HR Managers to continue with the campaign of advancing women empowerment and gender equality in the workplace and society at large. I want to encourage all SABPP stakeholders to distribute this report widely so that we can accelerate all current programmes in promoting gender equality in business, government and other spheres of society.

**Women empowerment is a must for the betterment of South Africa’s future!**



**Thandi Thankge**  
Vice-chairperson: SABPP



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# FEATURED



## Boost your Career: Get paid what you deserve - *Natalie Singer*

There can be no doubt that the gender pay gap exists across the world. In South Africa the statistics vary, depending on which specific demographic you focus on. According to Analytico Salary Analysis Model™ conducted in 2016, there are discrepancies based on gender as well as race. If one compares white professionals only, women are paid 42% less than their male counterparts. Comparing black professionals only, black females earn 17% more than their male counterparts, likely a result of the focus of Employment Equity in boosting women of colour within the workplace. However, a comparison of female professionals still indicates a 30% average pay differential between white and black women.

The recent inclusion of Equal Pay for Work of Equal Value into the Employment Equity Act is driving the process of reducing discriminatory pay practices. Focus is now being given to the review of remuneration policies and effort expended on rectifying any unfair pay discrepancies in the workplace. However, because justifiable differences such as recognition of qualification, experience and value the individuals can bring to an organisation are considered when calculating the remunera-

tion offered at employment, there is still the chance that women could end up drawing the short straw.

### Is the Confidence Gap holding women back in the workplace?

Research indicates that, on average, women tend to have lower confidence levels than men, particularly when it comes to negotiation. The reasons for this vary, but most seem to reference historical realities where women were viewed as the fairer (or should that read weaker?) sex and were excluded from participating actively in society. It's not that long ago that women were finally allowed to cast their vote, or take up jobs in traditionally male-dominated sectors.

Thankfully we're in the 21st century and every career avenue is open to all, with many women breaking barriers daily. Research conducted by Linda Babcock and Sara Lashever and contained in their book, *Women Don't Ask*, highlights the fundamental differences in how men and women negotiate. Based on their findings, it could be argued that some of the responsibility for the existing pay divide rests with women ourselves.

The findings indicate that more than twice as many women than men felt apprehensive when it comes to any sort of negotiation and that men initiate negotiations four times more often than their female counterparts. This reluctance to negotiate leads to men realising better deals across the board – from buying a car to securing a raise.

Babcock and Lashever go on to say that women are more pessimistic about how much is likely to be available and so ask for, and get less, than men would – on average, 30% less. In the context of employment and negotiating salary, this approach leads women to begin their careers on the backfoot, generally earning 13% less than their male colleagues within their first year of work. Extrapolate this underperformance in negotiation for each annual increase or job change and add in the likely gaps in employment due to maternity and childcare, and it's not difficult to see why the gender pay discrepancy by mid-career is likely to be 32%.

It seems that many women are just so grateful to be given an opportunity, especially in roles where they might typically have been overlooked because they're women, that they accept the job without negotiating the terms, believing that their performance will prove their worth and result in a wage increase. Sadly, this rarely happens.

By leveraging our understanding of the marketplace, boosting our confidence and standing up for ourselves, we should be in a better position to negotiate more equitable terms of employment, in particular remuneration.

### 3 Tips to Boost your Confidence & get what Pay you deserve:

#### 1. Know your Worth

An essential component for successful negotiation is understanding the playing field. What is the market rate for someone with your skills, qualification and experience? There are a multitude of resources that you can utilise to access this sort of information and which can give you a guide to work from, including:

- [www.payscale.com](http://www.payscale.com) (choose South Africa)
- [www.mywage.co.za](http://www.mywage.co.za)
- [www.careers24.com](http://www.careers24.com) (salary comparison)
- [www.careerjunction.co.za](http://www.careerjunction.co.za) (salary review)

#### 2. Quantify your Value

Negotiation hinges on the compromise between two parties, where each determines what they're willing to pay for what they want/need. When last did you sit down and quantify your successes? What have you achieved in your career? How does this translate into value for an organisation? Where possible, avoid vague statements, focusing on tangible facts. Consider how these two statements might be received differently by a potential employer:

#### Statement 1:

"I am an experienced HR Business Partner with a proven track record in skills development"

#### Statement 2:

"I have successfully facilitated more than 100 learnerships, enabling the organisation to boost its PDI talent pool, resulting in the attainment of Employment Equity goals at Occupational levels 2 – 3. In addition, these learnerships were partially funded and the resulting skills development spend contributed towards the company's achievement of an improved BBBEE score."

Help a potential employer see why they absolutely must have you and why the remuneration you're asking for will be a good investment.

### 3. Be Bold

Confidence is essential. The adage "fake it until you make it" could be good advice here too. Go into the negotiation prepared, and don't be shy to sell yourself. You need to believe in yourself if you want someone else to buy into you too.

Peg your desired remuneration and consider beginning your negotiation a little higher. Be clear, before you enter the negotiation, what your fall-back and walk-away positions are. Negotiation requires compromise so if the organisation is not willing/able to pay what you initially asked for, consider what other compromises you might be willing to trade for a lower salary – flexible or shorter working hours perhaps?

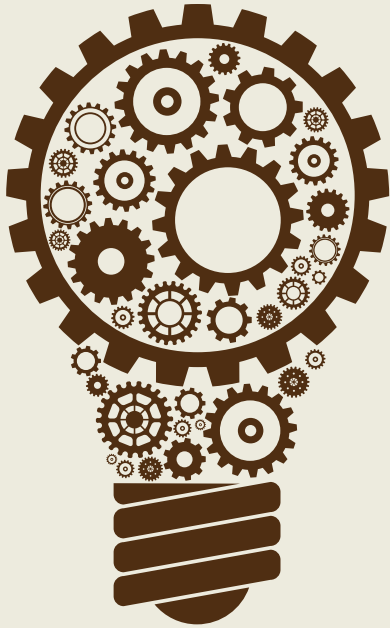
It is critical that individuals, women especially, are confident about their value, how they compare to market, and the contribution that they make to the organisation they work for. Armed with this knowledge and self-belief, you'll be better equipped to handle a negotiation on remuneration.

#### About the Author:



Natalie Singer is the founder of Talent3sixty, specialist talent management consulting and training business.

# MEDIA STORY



## SA Businesses Need to Drive Micro-enterprises to Ensure they Thrive

*- Heidi Newton-King, Director at Spier*

With unemployment in South Africa surging to 27.7% in the first quarter, more and more people are having to rely on their own entrepreneurial smarts to make ends meet.

It should come as no surprise, therefore, that micro-enterprises are among the biggest drivers of the South African economy – the SME sector contributes as much as 42% to GDP, according to the Small Business Development Agency.

While there are no recent statistics, Bureau of Economic Research and Stats SA has indicated there are well over 2 million SMMEs.

This sector is not only for people struggling to find work. It is, increasingly, the hotbed of great entrepreneurial and innovative business ideas. Those that thrive do so in spite of manifold challenges. According to SEDA, these include access to finance and credit, poor infrastructure, low levels of research and development, red tape, high labour costs, shortage of

skills, high crime levels and inadequate access to financially viable markets.

One company doing its utmost to support micro-enterprises so that they overcome these challenges is Spier, the Stellenbosch wine farm. Its support of micro-enterprises is a manifestation of its commitment to do business in ways which bring positive change to the environment and community.

The genesis of partnerships that Spier is involved in has generally come from its staff, who have identified a number of business opportunities and needs. "Often with the help of employees with entrepreneurial aspirations, Spier identifies opportunities to start a small business," Spier sustainability director Heidi Newton-King says. These ideas have enabled Spier "to create and support sustainable jobs, and develop a spirit of enterprise development that would in turn create wealth and jobs for the community."

The company then provides the means to make it happen – including mentoring, seed capital, facilities, the guaranteeing of contracts to a certain value – enabling the entrepreneurs to get their businesses up and running.

It's a win-win situation: through this support, Spier is also meeting its supply chain goals by supporting small, black-owned, local businesses. Some initiatives have also enabled the farm to cut costs.

"By the time the entrepreneur approaches new clients, they have found their feet by working with us, learnt about our business needs and more importantly, their business limits! It creates a solid foundation for new business," says Newton-King.

These collaborative partnerships have led to the establishment of a number of successful entrepreneurial ventures.

### **Debinisa Transport Company**

Spier driver and messenger Caswill Mentoor approached Spier in 2009 with a dream of starting his own transport company, and Spier facilitated the formation of a joint venture between Mentoor and one of its transport contractors, Louw Vervoer.

To ensure it was able to finance the initial stages of its business, Debinisa was guaranteed a percentage of Spier's transport business. At the same time, this has helped Spier fulfil its procurement aims, and has enabled Louw Vervoer to pitch for BEE business.

Mentoor has grown his business from one to four trucks as he expanded his client base and today, he is no longer dependent on Spier for his businesses success.



*Caswill Mentoor - Debinisa Transport*

### **Primo Vino Packaging and Reworks**

Spier provided the seed capital to Primo Vino to set up a company that customises and repackages wine bottles to meet the requirements of different customers and markets.

Former Spier employee Shaun Theunissen, who started the company in 2009, says his partnership with Spier was "a life-saving opportunity". The company now employs four contract and eight permanent staff, operating from a warehouse in Cape Town where the farm's exports, warehousing and local distribution are centralised.



*Shaun Theunissen - Primo Vino Packaging team*

### **Mountain View Tank Services**

With a secure service commitment from Spier, Reynold Visser was able to obtain bank finance and buy his own vehicle to start his bulk wine transport service, Mountain View Tank Services, which takes wine to Spier's bottling plant supplier from its cellar or from the cellars of its bulk wine suppliers.

Visser says he started his business to lift his family out of poverty, but became so indebted trying to keep it afloat that he struggled to make ends meet. The partnership with Spier was the turning point to success.

Issued by HWB Communications on behalf of Spier - for more information please contact: Nicole Chamberlin (Newsroom editor): +27 (0)79 192 0105 or nicole@hwb.co.za



*Reinhold Visser - Mountainview Tank Services*

### About Spier

One of South Africa's oldest wine farms and a well-known Western Cape landmark, Spier outside Stellenbosch is passionate about the environment and supporting the local community. It regularly buys from and supports trusted local suppliers, and its philosophy is to make a difference every day in the lives of its guests, staff, the environment and community.

A sustainability pioneer over the past 15 years, Spier today recycles 100% of its wastewater and over 98% of its solid waste. It is a WWF Conservation Champion, and is recognised by Fair Trade in Tourism and the Wine Industry Ethical Trade Association. Its cellar carries FSSC 22000 certification and Fairtrade accreditation.

Three centuries since Spier's start in 1692, the farm is still family-owned. The Enthoven family bought it in 1993, lives on the farm and works with the Spier team to bring positive change to the environment and community. Today Spier has a fresh, conscious energy, and is focused on art and good, ethical farming. It produces six ranges of award-winning wines and serves seasonal farm-to-table food at its four-star hotel and four restaurants.

Spier offers conference delegates wanting to do business in an inspiring environment, 12 different meeting venues with varying capacities and settings, as well as various picnic spots and open-air cocktail or dining spaces. Venues include the four-star, 153-room Spier Hotel with boardroom; 430-seater auditorium; historic Manor House and adjacent oak-shaded courtyard; and three river- and mountain-facing conference rooms which can be used separately or combined to seat 150 delegates.

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- Building your team of champions and vendors
- Developing accountability measures
- Implementing your wellness plan
- Monitoring and evaluation for continuous improvement
- ROI measurement and feedback



## Event details

Module 1: 12 -14 September  
Module 2: 10 – 12 October

**08:30 – 16:30**

The Factory  
115 Grant Avenue,  
Norwood

## RSVP

Ashley Galliard  
ashley@thrivewellnesshub.co.za

## Cost

R13200 per person

# OUR WOMEN



taking time  
to thank  
women that  
inspire

## Boys club, Girls club

- *Lindiwe Ncongware*

The 'boys club' is a term popularly used to describe or refer to a group of managers who un-officially look after one another at work formally and informally. The 'boys' in this club will always 'hang' together, playing golf or other activities, having drinks and meals together. This goes beyond social encounters into the workplace where they 'take care' of one another in terms of benefits and privileges and sometimes promotions, salaries and other connections. Most often and in many organisations the 'boys club' consists literally of men. Yes, there are women in a few of these clubs however they do not have equal privileges as the other male members of this informal club. What is even more surprising is that not all men in these positions are part of the 'boys club' either. The big question is, "what does it take to be part of the boys' club? Why can women not be a big part of the 'boys club'? Why do we never talk about the 'girls club'?"



Talking to some of my female colleagues about why they are not part of the 'boys club' and why they think it is difficult to join this club, they eluded to the biggest obstacle being the life of a working woman. I thought deeply about how the life of a working woman could eventually expose and subject women to inequality, exclusion and discrimination in the workplace. I thought maybe as women we are not assertive or ambitious enough. That maybe we do not fight for our place in the workplace and are rather complacent and looking for things to be dropped on our laps instead of fighting for them, until one day the penny dropped when I found myself in a similar situation. I arrive at work as usual and get on with my daily duties. A meeting appointment pops up for an urgent operations committee meeting where the senior and top management of the organisation will be in attendance for a surprise visit from our headquarters. The meeting is scheduled for 2pm – 6pm followed by a dinner with the team and management to mingle and dine. I study this schedule with worry as I know that I am somehow at a disadvantage already. Nevertheless, I go with the flow of the day as busy as it is right into the scheduled meeting. Unfortunately our guests are running late from another engagement so we carry on with other matters whilst we wait for them to arrive. Finally they arrive and start addressing the team on business matters. I sit listening with interest and am very engaged.



When I look at my watch, it is already 5:30pm and we are nowhere near the end of the discussions and there I am listening attentively, but distracted. I remember that I haven't picked my sons up from aftercare which closed at 5pm; I am sitting there hoping that either my friend or colleague has picked them up together with their children especially when they realised I wasn't showing up; I am hoping that my sons don't have homework; I am thinking about what left-overs could be in the fridge that I could quickly warm up for them since I won't have time to cook a proper meal; I am wondering if I had ironed their uniform for the next day; I worried about missing the dinner with the team and how this was not the first time and if this is a career limiting move. My goodness! I look at my watch one more time, it is 5:50pm! I still wonder "am I the only one worried?" I look around the room and realise that 80% of attendees are male, and the more elderly females who don't have small children like I do and those that are much younger

females who did not live with their families in the same town. This now makes me more worried.

I start running the two scenarios through my head trying to make a decision around this predicament. Send a few messages to find out where my sons could be at this time until eventually I sent the last message to my boss who was also in the room and quietly tip-toed out of the meeting room heading straight to my car and then home to my children. The next day when I met with the other managers and asked how the night went, they in turn asked where I was and why I didn't join them for dinner. As I was explaining my predicament, I realised why I was not part of the 'boys club'. I mean how could I be when I do not have the time to mingle with the boys? When all of them were excited about the dinner, I was worried about my family obligations, and I missed out on a time to rub shoulders and possibly be inducted into the 'boys club'.

I understood my friend's reasons. I felt bad. Missing out on the late meetings and dinners means missing out on inside jokes, bonding sessions, inside information, informal announcements, access to getting to know your colleagues or seniors personally which makes it easy for you to relate to them and slowly bring you to their level, an opportunity for them to pledge their commitment to you whenever you need them. Fact is I cannot be as spontaneous as they are because I play a role in my family that their wives play in their lives. At the end of the day for me to be as spontaneous as the boys are, something has got to give.

In the end women have to choose between being a wife and being in corporate. This breeds another social issue as it feeds into the incrementing divorce rate as women find themselves not being able to balance the two lives equally and creating unhappiness in their families. When a woman chooses the corporate life and accept entry into the boys club they somehow abandon their roles in the families or seconds it to the nanny or housekeeper. This tug of war for women is also contributing to the slow increase of women in leadership or top management positions. I realised why there will always be such a huge gap between men and women in the organisation; why we are not equal; why there are boys clubs and no girls clubs.

**Lindiwe Ncongwane is Chairperson of SABPP in the North-West Province and a Learning & Development Manager at a large hotel group.**



# Having Fun Growing a Business through Diversity - *Basadi Letsoalo*

**Transformation leader and board executive of Adcock Ingram Holdings Limited, Basadi Letsoalo, tells how diversity can be used positively, to grow businesses, motivate and engage employees and satisfy customers.**

I am now convinced that diversity, if seen as a powerful tool and harnessed properly to serve the business purpose, can be an asset contributing to positive business growth, motivation and customer satisfaction.

Diversity should not only have a pigmentation perspective but should also look at diversity in terms of aspects such as skills, background, experience, age, orientation and qualifications. Companies should aim for a broad spectrum with varying backgrounds lending to appropriate expertise. Leadership, particularly at board level, is most certainly important and the driver of change.

That transformation starts at the top, there is no doubt. Creating awareness internally, making the policies turn into reality and become a living part of the business fibre, are essential for success. It is necessary for all to be sensitive to the ultimate goal of gender parity and fairness.

Getting the right people in the business is driven through the talent management strategy and led visibly by the actions and 'speak' of the executive leadership team. In turn, communication to the next business level drives understanding, shared meaning and the extension of the process through the business echelons.

The talent acquisition process must be geared to finding the right skills, attitude and competencies within the desired demographic framework. Don't forget about people with disabilities, who need to make up quite a sizeable part of the work force.

The acceptance that transformation is a long term goal – not long term so as to delay implementation - but rather to achieve a structure that will live on and is not geared solely to satisfy the next B-BBEE rating, is essential. Coaching, guidance and motivation are all part of the essential investment in moving a business forward to the next level. The frustration, so often heard, that 'as soon as I have trained them, I lose them', must be avoided through succession management and retention, which are key to business sustainability.

My advice is to move away from money as the primary retention driver. A collegial and conducive work environment, stretch assignments, on the job training and work-life balance, remain important goals for many and should be facilitated in our pressured working environments. A key learning has been the promotion of fun in the workplace - laughter is always the best medicine!

Women in particular need special consideration and flexibility, to nurture their commitment to the business and to retain them. Flexibility in working arrangements can go a long way to deal with life cycle stages such as pregnancy and motherhood. Special needs can be satisfied by allowing work from home or flexibility in working hours, especially for new mothers and this type of consideration is appreciated by the recipient, while not detracting from business performance.

But ultimately it is the business results that count and this is where diversity can play such a significant role. A diverse business structure aligns with a diverse customer base – it is not about a scorecard at the end of the day. It is ultimately business success and sustainability by which the investment in transformation and diversity can be measured. You will be proud if you can say that the demographics of your company align, not just to create a scorecard, but align to reflect the business as a whole and also resonate with customer needs.

*Basadi Letsoalo joined Adcock Ingram in January 2008 and on 25 August 2016 was appointed to the board as Executive Director – Human Capital and Transformation. Basadi has a Master's degree in Psychology and a Master's qualification in Leadership, Performance and Change.*



# An HR Perspective of the Future of Women in the Corporate SA”?

*- Co-Authored by KZN SABPP Committee Members*



Linda Chonco



Cecilia Maronko



Evodia Tlhomelang



Thembi Sihya



Siyandiswa Khuzwayo



Thanda Hlela

The latest 2016-17 Commission for Gender Equality Report, themed “real transformation makes business sense” confirmed that at executive management level, women are a meagre 22% vs 78% males, whilst at Senior management category, females are at 33.3 % vs males at 66.7%. In August 2015 JSE changed its listing requirements to prompt listed companies to disclose the female representation on their boards and drive transformation and diversity at an executive management level. In January 2017, it was declared that all listed entities will need to have a policy on the promotion of gender diversity at board level, as well as disclose how they are performing against this policy. This means that in this current reality, HR professionals must be deliberate and intentional in driving a legitimate inclusive women agenda.

Dave Ulrich calls on HR professionals to be paradox navigators, to sit in front at the table to ensure delivery of real business results. To be able to navigate discussions, implement strategies that are gender inclusive, our role is to understand how this will bring business growth. How will an increase of women at top and senior management level drive business growth? If we are able to answer this question in line with our respective businesses, the implementation of the strategy is not difficult.

In a recent article in Fin24, it was noted that poor education, lack of confidence and structural barriers keep women out of the workplace or in low-paid jobs. How are we as HR professionals addressing these aspects in our businesses? Do we have plans in place to increase their education levels, are women given opportunities to build their confidence and how are we breaking any structural changes?

According to the Top Employers Institute, 94% of certified employers in South Africa report beginning to implement spe-

cific diversity initiatives to help women progress into senior management. These range from working flexitime (64%) and compressed working hours (26%) to on-site crèche facilities (9%) and nursing rooms (25%).

Taking the leadership as professionals in this space with the understanding of driving business growth will lead to positive economic change in our society. We need to be bold in implementing innovative and disruptive strategies, to change the status quo, address structural and systematic challenges in the workplace.

The future of women in the corporate SA is brighter than it is challenging in that obstacles are dealt with by natural influencers and change agents. HR Practioners provide repeated service to EEA compliance and robust debate on the merits of their client’s state of compliance to EEA. The EEA however does equip labour with an enforcement clause to achieve compliance. (Section 53 of EEA, 1998)

Understanding the current perspective of the EE participants involved, it is evident that the ‘wilful compliance’ has not been achieved. This is after a soft as well as cohesive approach by government in implementing the EEA in the spirit of encouraging and motivating wilful compliance. The question remains, what should motivate business and corporate to comply?

Conclusion: The 4th Industrial Revolution is Now, The tipping point for women is Now. The time for HR professionals to take a quantum lead in our responses to these challenges is Now!

## Reflection on role of women by SABPP Staff

### Being a woman in a workplace and experiences - *Keketso Vanessa Selane*



Women are learning though they face push back, I realize that men win more promotions in the workplace. More challenging assignments and more access to top leaders than women do. As Women we need to be on point regarding our duties we need to focus on achieving our goals and have a strong mission for accomplishment.

From my experiences, I came across challenges and I was powerful enough to handle them professionally I refused to

allow those circumstances to determine my destiny because I always decide what they mean.

I would like every woman who's told she is bossy to be told instead she has leadership skills. Women are comfortable, understanding and loyal, they tend to bond with their work keep to their promises and they are responsible.

### As women let's be the voice

- *Tebogo Makesu*



As women let's be the voice, courage, leaders and motivators for the oppressed women out there without voices and hopes that it is possible to have a bright future.

*"If I shout alone I might not be heard by the world but together we will be heard and understood"*

### The Strong Independent Woman

- *Cearne Schultz*



The strong independent woman is one who gets up and carries on regardless of trials and tribulations thrown her way. She is brave, confident and God fearing. She is a daughter, a mother, a wife, a sister. She is the perfect example of how nothing is impossible, she may not have had the opportunities many others have, but she created her own. Through trying times, she worked harder than ever before. She smiles in hard times and cries in best times. The strong independent woman is an example for many young ladies today to prove that nothing is too hard to achieve!

*"You may encounter many defeats, but you must not be defeated. In fact, it may be necessary to encounter the defeats, so you can know who you are, what you can rise from, how you can still come out of it."- Maya Angelou*

## No women should - *Sarie Venter*



No woman should allow themselves to be nothing. No woman should tolerate abuse. You have a right to be treated with re-

spect. If your man can't treat you with respect he is not worthy of you in any aspect.

## She is a women - *Nontokozo Masondo*



"Being Female is Natural, it is freely given, However, it takes a Special Breed to sanction as a Woman."

Her nature is to nurture and shelter, in her womb life is knitted and embraced, the warmth of her arms is the heartfelt demonstration of her beauty.

She builds a home for the nations, she feeds her neighbours children, she comforts the bereaved, her voice echoes across the world and heals all who hear it.

The warmth of her smile reflecting her heart, colors the day of all who are around her, she plows the fields tirelessly to feed her family.

Even with her imperfections and weaknesses, she strives in pursuit to build her empire, leaving a legacy for generations to come.

She selflessly neglects herself for the well-being of those around her.

Let us crown her with praise and celebrate her always, because she is always there.

She is a woman!!!

## My Journey - *Derisha Pillay*



I believe a strong woman is defined by the confidence she portrays when she speaks out. What is most important to note about this is the journey she has walked in seeking this voice. It is never an easy journey and yet a woman holds the remarkable ability to use the bricks thrown at her to build a foundation to rise. Tell her that she cannot do it, that is the best motivation you can provide to any woman! Had it not been for decades of oppression and inequality, I believe the modern woman would not be thriving and excelling in all aspects of life. Through the difficulties, women have conquered and capitalised on opportunities thrown at them. Through my employment at the SABPP, I have met and continue to meet so many women who are such a great motivation to me in terms of my career, my lifestyle and most importantly my character. As a young female graduate I walked into an organisation with no idea of how I wanted to develop myself. In retrospect, I deem myself most fortunate to have started my career at the SABPP. I met various calibres of women, all with different

passions and yet one goal – to conquer, empower and succeed. It is amazing to see just how many women are involved in the training and development industry and the passion they hold for upskilling and developing youth and the South African workforce. I have been fortunate enough to receive constant motivation and encouragement from these women. In the spirit of women's month, I give thanks to every strong woman I have been blessed to meet in the last two years and seven months. I aspire to absorb as much wisdom, knowledge, confidence and determination from you. I believe a strong woman is defined by the confidence she portrays when she speaks out, I have felt my mind grow and the volume of my voice increase in a period of just two years and seven months. In conclusion, I have realised that every working woman realises that we cannot succeed if half of us are held back and hence have strived on and subsequently inspired so many others to do the same.

## The Role of being a woman

- *Mpho Ramulifho*

The essential role of being a mother is still the divine mission assigned to women alone. It illustrates the influence a mother plays to her child and in the long run to the society; that as a mother strives to nurture and teach a child, she explicitly makes the world a much better place. Women are given an opportunity and a privilege by God to be His partner in giving life to another human being.

The status of a mother's working position, whether full-time or part-time does not affect the importance she places on being there for her family and supporting their needs. Instead a mother's employment builds stronger relationship within the family.



## It is time for you to Arise!

- *Lerato Tshewule*

I would like to encourage all the women out there, especially the young women.

### It is time for you to Arise!

It is time to stand up for yourself and fight, fight for what you believe in;  
It is time to unleash the warrior in you;  
It is time to stand up and take charge of your life;  
It is time to show the world that you don't only exist but you are living to fulfil your purpose;  
It is high time to start believing in yourself;

Stand up, young women and embrace your gifts and talents; Stand up "Mbokodo" and start living the great life you are destined for;

**Yes, Mama might not have made it, Papa might not have made it but YOU CAN (Conquer Anything). You are the light in the darkness that you might be in.**

Arise young women, the world needs someone like you;  
**A WARRIOR-A CONQUEROR.**  
The time is here and the time is now!



## Women in the workplace

- *Lumka Tshomela*

Being a working woman to me means being empowered to develop myself even more.

For me, it comes down to a question of why shouldn't a workplace be customised to fit women as much as it is to fit men? Women are large in number and have the power to influence things for our daughters.

As a mom, I am doing everything I can so that tomorrow, my daughter is not faced with the same gender stereotype women are facing today.

I chose to be a working mother and student. Why should I compromise on either?



# A Message of Gratitude from an Intern to a Dr - *Malebo Maholo*



My experiences on being a woman in the workplace would seem incomplete if I did not refer to myself as an exceptional woman. Believe me, defining myself as an exceptional woman would not have been possible three years ago, if this individual did not play a significant role in moulding me to become one. She walked into the office with a stern face, smiled occasionally and had an infectious laughter when you just managed to win her over. She types her fingers at a pace unimaginable, imparting her valuable knowledge and research for the entire HR community to absorb and to learn from. She delivers timeously, professionally and is undoubtedly uncompromising, and that, my good people, is what ethics is all about. If I have learnt anything from this woman, it would be to put my fears aside and make your own rules.

She always said to me, if you believe in something no matter how insignificant, you stand behind it.

Ladies and gentlemen, I'm proud to announce that my exceptional woman is none other than Dr Penny Abbott. The woman I aspire to become, in her I see a manifestation of greatness.

I hope to become an exceptional version of Dr Abbott to the next Malebo Maholo.



Dr Penny Abbott

*"When you've worked hard, and done well, and walked through that doorway of opportunity, you do not slam it shut behind you. You reach back and you give other folks the same chances that helped you succeed." - Michelle Obama*

# Now is the time for women to rise

- *Vutivi Mavuyangwa*



Now is the time for women of destiny to emerge and take their rightful place in the business sector, the society, the movement, the school and the church, now is the time for women to rise spiritually, mentally, physically, socially, economically, socially and politically.

Now is the time for women's presence to be felt in our global village. Now is the time for women to change the world for good. Now is the time for women to be ready to be part in shaping and influencing events in cities, countries, nations, continents and the entire world. I believe that in the new gen-

eration and millennium we will see women presidents of the countries, prime ministers and CEOs of their own companies I will personally want to see women operating in a position of strength economically, politically and influencing every level of human life.

Now is the time to walk tall oh women, walk with boldness, power, power of knowledge, power of wisdom, power of integrity, power of money, beauty, and confidence. Now is the time.

# The Status of Female Transformation in South Africa - *Dr. Shamila Singh*



This article seeks to understand the state of female transformation in South Africa. Below the analysis will be done by analysing the Commission for Employment Equity Report (2016-17), Black Women’s Association Leadership Census (2015), and reports generated by the Bureau for Gender Equality and the Commission for Gender Equality.

Conclusively these reports show that marginal progress has been achieved and transformation is mostly about a tick box approach. New approaches are needed to move the compliance paradigm like the introduction of fines for non-compliance, tackling the barriers, understanding the new forms of exclusionary practices and the intersectional nature of discrimination of females. In addition, interventions at the individual level is required to understand stereotypes, unconscious biases and issues of internalised oppression. The nature and face of sexism has changed its form yet there is still so much emphasis on the numbers and compliance. The numbers are important but the numbers are dependent on unearthing the barriers to female transformation. Then only will the numbers turn!

**The Commission for Employment Equity (2016-17) Report, released paints a bleak picture of the progress of transformation in the workplace.**

**Black people, women and persons with disabilities remain under-represented at top and senior management levels. It is not an exaggeration to say that not much has changed.**

## The Commission for Employment Equity Report (2016-17)

A number of statistics will be analysed to understand the degree of transformation for females.

### The National Economically Active Population (EAP) by population group and gender

The EAP includes people from 15 to 64 years of age who are either employed or unemployed and who are seeking employment. The EAP is meant to assist employers during the analysis of their workforce to determine the degree of under-representation of the designated groups. Further, it guides employers by assisting them in the setting of their numerical goals and targets to achieve an equitable and representative workforce.

**Workforce profile at Top Management and Senior Management by Gender for 2015/6 & 2016/7**

Gender	CEE Statistics 2016 - 2017		CEE Statistics for 2015 - 2016	
	Top Management	Senior Management	Top Management	Senior Management
Female	22	33.3	25.35	33.4
Male	78	66.67	74.65	67.6

Figure 1: CEE Statistics for top and senior management for two periods (2015/6 & 2016/7)

The statistics for 2016-17 (CEE Report) reveal that more than two thirds of employees (66.7%) in Senior Management are male, while Females only account for 33.3% as can be seen in Figure 1. These statistics are however encouraging, given the fact that with career progression and promotions, these employees would naturally move to Top Management.

**Workforce Movement and Skills Development for Top Management**

WORKFORCE MOVEMENT AT TOP MANAGEMENT LEVEL BY RACE AND GENDER											
Category	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile all employees	5867	1924	3895	33192	2705	1030	1395	7673	1704	310	59695
	9.8%	3.2%	6.5%	55.6%	4.5%	1.7%	2.3%	12.9%	12.9%	0.5%	100%
Recruitment	19.4%	3.4%	5.6%	40.1%	9.6%	1.8%	3.5%	10.6%	5.3%	0.6%	100%
Promotion	13.0%	5.0%	7.9%	37.2%	7.8%	3.4%	4.6%	17.4%	2.3%	0.9%	100%
Termination	14.5%	3.6%	4.9%	49.1%	7.2%	1.7%	1.8%	11.6%	4.8%	0.8%	100%
Skills Development	65.8%	1.8%	2.9%	17.0%	3.6%	1.2%	1.6%	6.1%	0.00%	0.00%	100%

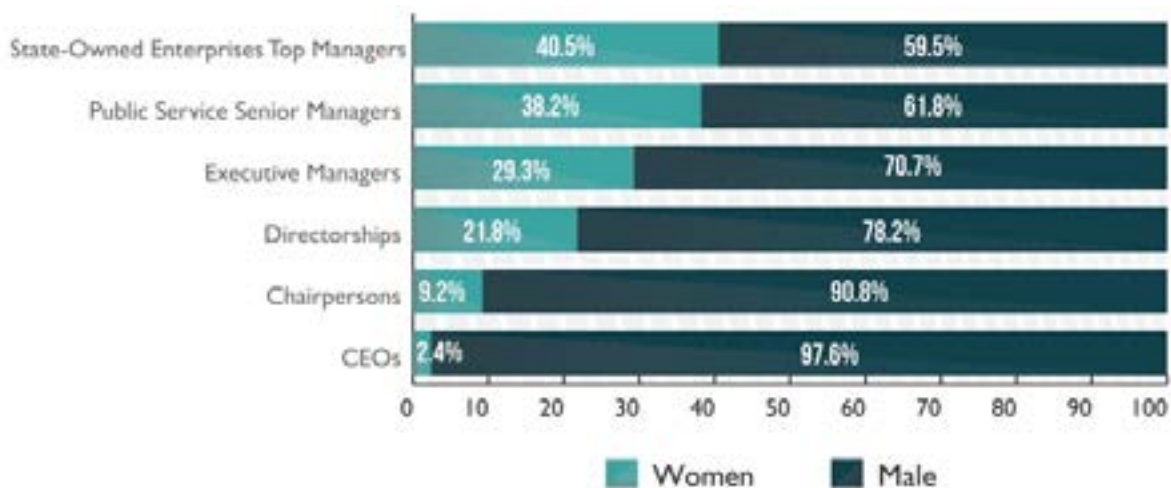
Figure 1: CEE Statistics for top and senior management for two periods (2015/6 & 2016/7)

Table 1 shows that the White group and predominantly White Males are afforded higher levels of recruitment and promotion opportunities as compared to the designated groups. The table furthermore indicates that the rate at which the White groups exit organisations, appear to be higher than the rate at which they are recruited into organisations. This trend suggests that with natural attrition the representivity of the White group and more so of White Males will be reduced with time, albeit at a very slow pace.

The above statistics also reveal that White male and female benefit more than the designated group in terms of recruitment, promotions and skills development. Also interesting to note that both white male and female are terminating employment at significant rates 49.1% and 11.6% respectively for white male and female.

**Women in Leadership Census 2015**

According to the Business Women’s Association Report, of a total of 293 organisations, only 34 Top Performing Companies were identified, of which 24 are JSE-listed and 10 state-owned enterprises (SOEs). A company is considered a ‘Top Performing Company’ if 25% or more of director positions and 25% or more of Executive Manager positions are held by women. The study revealed that Absa Bank Limited tops the list of Top Performing Companies. Whilst it is commendable that the Top Performing Companies have increased representation of women, it is very concerning that only 8.79% of JSE-listed companies have 25.0% or more female directors.



**Other significant findings from the study**

<b>Female Representation</b>
Women are mostly appointed in Non-Executive directorship positions.
9.2% of women hold Chairperson positions
Only 2.4% of women are appointed to CEO positions
Women are still excluded from the most important key decision-making positions within organisations.
Black women are best represented at Director level, White women are more representative at the Executive Management level.
Amongst BRICS countries South Africa has almost double the percentage of women Directors, compared to its nearest competitor, China (at 11.1%).
Research on Higher Education revealed that throughout the 26 public universities in South Africa men continue to outnumber women in senior positions by a ratio of 3:1. The research however reflects that Deputy Vice Chancellor Academic, and the Dean of Students positions are relatively well represented by women.
Research on the healthcare Sector illustrated that the majority of medical school entrants are now women however, the proportion of women who enter specialist programs remains low.

**Failure to comply with Employment Equity**

The CEE report revealed that some employers resist employment equity policies and do not see transformation as an imperative and there is no setting or monitoring of EE targets by employees and unions.

The slow pace of transformation has led to renewed calls for increased punitive action. In 2014, the Employment Equity Act was amended so companies failing to prepare or implement equity plans can be fined up to R2.7-million or 10% of turnover for the worst repeat offenders.

During 2016-17, 192 companies were referred for prosecution. Of those, 19 have paid R18.5-million and 79 are not opposing the fines and will have to pay R118.5-million. The rest of the transgressors are opposing their cases, involving fines of R135-million. The commission proposed more punitive action for non-compliance of employment equity.

**Forms of discrimination**

A study conducted by Benjamin (2008) highlighted some of the forms of discrimination and inequality that females experience in the workplace.

- Labelling women doing a particular job as packers while men doing a similar job were labelled machine operators (Southern Hemisphere, 2008).
- Most women who participated felt that despite laws prohibiting discrimination, they experienced inequality in respect of pay, job grading, job descriptions, promotions, treatment of women by male management and involvement in decision-making structures (Benjamin, 2008).

- Many of the women said that their caregiving roles were one of the main factors that made their situation different to that of men workers.
- Some participants stated that pregnancy emphasised their status as “second class citizens”, and caused management to view them as “irresponsible, unreliable” and a “nuisance”.
- Within their unions, women also felt undermined and unheard. In the words of a focus group participant: “Your ideas are dismissed and if you are building gender structures, your programmes are suppressed, your budgets are not approved.
- There is a tendency to generalise about women’s problems at work, without recognising that different categories of women face different challenges. For example, older women fear being overlooked for promotion or training opportunities. Another example, older women also complained of menopause and leg problems.
- Stereotype thinking that females can only do certain types of work.
- Females are prevented from taking advantage of assignments that involve travel and international work assignments.

**Promoting gender equality at work**

Some of the below practices have been agreed in collective agreements which extends beyond the Basic Conditions of Employment Act to take more cognisance of the challenges that females encounter.

The protection of employees during pregnancy and after the birth of a child which was drawn up in 1998. This codes states, among others, that two 30-minute breaks should be allowed per day for breast-feeding or expressing milk during the first six months of the child’s life.
The code of good practice on the handling of sexual harassment cases (first drawn up in 1998 and amended in 2007) aims both to promote workplaces that are free of sexual harassment, and provide procedures to be followed when it occurs.
A parental rights model proposal to include paid maternity and paternity leave, paid leave for ante- and postnatal care, social security provisions and adoption leave, stillbirth, miscarriage and abortion leave. Some of these provisions have been achieved in some companies.
Unions must ensure elected company-based (female) gender co-ordinators who sit on the national negotiating teams to ensure that gender demands are included in the list of demands submitted to management.
Provision for pap smear.
Provided that approved seats with suitable backrests should be provided for all female employees.

**Conclusion**

The article revealed that the progression for females are slow and that much work is needed to transform the workplace and create an enabling environment for the progression of females.

## Partnering with Industry to Create Sustainability

### WE ACCOMMODATE THE UNIQUE SPECTRUM OF YOUR BUSINESS

At Knoskat (Pty) Ltd, we understand that every business is unique. Our HR outsourcing services are designed to accommodate the unique spectrum of your business requirements. Whether you're looking to ensure compliance with employment laws, position your company as a progressive employer of choice, establish a proven, technology-based HR program, or leverage a team of specialists for managing your payroll, benefits, and HR administration, you'll enjoy the convenience of a personalized HR experience that provides as little or as much HR support as you need. Human Resource outsourcing, Human Resource optimization, Organizational re-engineering and design, Training and Development of employees of the organization, Corporate Social development in the community in terms of Social Responsibility initiatives, recruitment and selection and talent sourcing is some of the specialized services provided by Knoskat (Pty) Ltd group of companies.

### WE ANSWER YOUR CHALLENGES

As part of our HR Outsourcing family, Knoskat HR Services would be the answer to the challenges with your day-to-day and strategic HR needs. HR Processes and practices: Proper and dedicated HR Practices is crucial to the wellbeing of the workforce. We develop systems, implement processes, and guide HR personnel, coach and mentor HR personnel to enable them to fulfil their duties optimally and in line with the business strategy.

#### **RECRUITMENT, SELECTION AND HEAD HUNTING**

By using our Executive & Professional Search services, you'll attract high caliber, experienced employees who fit your culture.

#### **HR CONSULTING**

We perform a variety of HR Consulting and special HR projects to help you achieve your "human performance" goals.

#### **HR COMPLIANCE AUDITS**

We can help your company identify national and legislative compliance discrepancies, which will prevent you from paying fines and penalties.

#### **HR STRATEGY & ORGANIZATIONAL PLANNING**

More and more organizations have begun to understand how to turn their HR Departments into profit centers through strategic development.

#### **EMPLOYEE HANDBOOKS**

At Knoskat HR Services we can help you lay the groundwork for how your business runs from day to day. We will develop your Employee handbook ensuring that your operational culture, processes and systems as well as relevant policies, procedures and rules is captured in an easy to read and understand booklet.

#### **COMPENSATION PLAN DEVELOPMENT**

We'll develop your company's compensation strategy that is competitive, equitable, and attracts the right talent while enhancing the company culture. In addition Knoskat Payroll will ensure your compliance with relevant taxation and legislative requirements.

#### **EMPLOYEE TRAINING PROGRAMS**

Our professionals will lead employee training programs that have been proven to significantly improve the productivity and effectiveness of your organization. We create ISO accredited environments through system development, document alignment and standardization of processes and procedures over a wide range of disciplines with emphasis on Human Capital Management.

### ADDITIONAL SUPPORTIVE SERVICES

- HR Systems Development
- Skills Audits and Training Matrix Development
- Design and Development of Training Systems
- Training and Development of Union Officials
- Discipline Management Facilitation
- CCMA and Bargaining Council
- Development and Implementation of Performance Management Interventions
- Development and Implementation of Job Profiling and KPI's in line with Job Profiles
- Development of Social Labour Plans (SLP)
- Facilitation of Implementation Phase of SLP



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Contact us for all your HR and Training needs and assessment or alternatively send a mail to [info@knoskat.co.za](mailto:info@knoskat.co.za) for a full company profile and prospectus

# WOMEN'S REPORT

## Executive Summary of the SABPP 2017 Women's Report

Do you really know how to manage women at work? The SABPP Women's Reports are aimed at empowering you with evidence-based information to know how to act and think about women-specific management, leadership and HR-practices. If you think that information about women is meant for women only, think twice. The SABPP Women's Reports provide a glimpse of the world of work through the eyes of women which often leads to improvements for both men and women. For instance, is maternity leave fair on men? Should women be treated differently at work in order to be fair towards them? These are questions that we aim to answer in the 2017 Report. The topic of this year's report is: Fairness in relation to women at work.

In Chapter 1 we consider how society leads itself into believing that our lived experience of gender relations is a given – and how we may start changing our thinking so that gender relations in the workplace can improve. Chapter 2 provides a glimpse of fairness when it comes to the private world of families. In this chapter we are called to consider how gender relations are political and the consequences of the exclusion of care in society. Chapter 3 focuses on the structural inequalities of gender at work and provides a rationale for justice for women. Chapter 4 focuses on paternity leave and how Employment Law may not be fair towards men and same-sex partners. The last chapter presents a Human Resource Management view on the justification for fairness towards women at work.

This year's report explores that alternative truth in order to influence leaders, HR practitioners and line managers to think before they act. We invite you to inform yourself about these matters in order to advance your leadership and HR-practice. The report is co-sponsored by the University of Stellenbosch Business School and the University of Johannesburg.

For more information about the report please contact [anita.bosch@usb.ac.za](mailto:anita.bosch@usb.ac.za)

Prof Anita Bosch MHRP  
Women at Work – Associate Professor: Human Capital Management & Leadership  
University of Stellenbosch Business School



# INDUSTRY NEWS

## CREATING AN EFFECTIVE WELLNESS

- Wendy McNally



It's not unusual for wellness programs to start off with a big splash and then subside to a mere trickle. By our very nature, women are nurturers and care givers and this inherent quality enables us to drive our wellness initiatives par excellence.

We know that successful corporate wellness programs have brought real results to organisations such as reducing costs relating to illness and injuries, improving productivity levels, creating a positive workplace culture, and motivating employees towards adopting a healthier lifestyle. We also know that designing an effective corporate wellness strategy that's efficient and holistic is a daunting challenge, particularly when HR leaders are required to manage multiple aspects of the program.

To guide you along this process, we present seven key steps you'll need to consider when designing an effective corporate wellness strategy:

### **1. Understand your company's business focus**

#### **Are you speaking the right language?**

Understanding your organisation's business focus is a critical step towards designing an effective and successful corporate wellness strategy. Firstly, this ensures that your wellness strategy and program is aligned with, and supports the goals of the company. Secondly, if the strategy is explained in the language of key decision makers, CEOs and CFOs will better understand its elements, and leadership buy-in will be easier to secure.

**Key questions that HR and wellness leaders need to ask are:**

- What are the critical goals of the company at this point in time?
- Is the company prioritising growth and innovation, or is there a greater focus placed on operational efficiency?

Align your wellness strategy accordingly!

### **2. Gather and analyse information**

**How can you ensure that your wellness programs deliver results?**

Make sure you gather enough information to determine what will work for you. Review the following in your workplace:

- Health assessment results.
- Absenteeism and presenteeism rates.
- Current wellness initiative utilization and effectiveness.
- Employee demographics.
- Staff retention and job satisfaction rates.

Understand your employees and their wellness needs. What interventions are more likely to work? This will give you a better understanding of the types of wellness programs and incentives you should offer.

### **3. Define your wellness goals and objectives**

**What do you want your wellness programs to do?**

Once you have identified your business needs and know your employees' wellness challenges, you can determine your goals. Establish baseline numbers that you can compare to later. Setting specific wellness goals will give your efforts direction. Consider the following questions:

- What health risks and medical conditions are most prevalent in your organisation?

- What behaviours are linked to these conditions? Are these behaviours easy or difficult to change?
- How should your wellness programs contribute to your overall benefit strategy?
- How will you measure results and determine success?
- How you will build awareness and maximise participation?

#### **4. Define your strategy**

##### **How will you get your strategy to work?**

It's time to take your information and goals and turn them into an action plan.

Choose wellness incentives that best fit your business needs, workplace culture and employee interests.

##### **- Choose from a variety of wellness programs**

Keep in mind that wellness ranges from staying healthy to getting healthy and managing ongoing health conditions. The first step is to get your workforce engaged in their own health.

##### **- Include incentives as motivation**

Most employees want to improve their health, but need a push to get started. Well-designed wellness programs make use of incentives to get them off the ground. The right incentives can:

- Create awareness;
- Encourage enrolment and participation;
- Reward and reinforce efforts towards positive change;

##### **Depending on your objectives and the behaviours you want to change, you may reward employees for:**

- Completing or updating a health assessment;
- Receiving routine preventative care;
- Enrolling in or completing a wellness program;
- Completing or updating their personal health record.

Employees are likely motivated by different things so choose incentives that will have the most impact. Consider cash, merchandise, discounts or even intangible rewards like time off, celebrations or even employee recognition.

##### **- Short-term and long-term change**

Incentives typically work for short term behaviour change. Tackling deep-rooted health issues like smoking or obesity is more difficult. Personal health coaching may help to develop internal motivation and personal commitment to long-term behaviour change.

##### **- Recruit support from senior management**

Support and commitment from senior management is critical to the success of your wellness strategy. Organisations with the highest levels of success have strong management support, consistent and ongoing communications, and incentives to participate in the programs.

Senior management support also ensures that you have the resources you need to follow through effectively. Consider having them launch your initiatives, be the first to enrol in a quit smoking challenge or kick off a fitness campaign. Make

sure they are visible throughout the initiatives, reinforcing your wellness message.

#### **5. Establish a wellness committee**

##### **Who will champion your mission?**

The main role of a wellness committee is to communicate, participate, motivate, and support the organisation's wellness programs. Organisations that create a wellness committee benefit in several ways as the committee is able to:

- Represent and share co-workers' ideas and concerns.
- Reshape the company's culture to promote healthy living.
- Encourage a positive work environment.

In effect, the committee members become wellness "champions" responsible for promoting the organisation's goal of keeping colleagues healthy. Committee members provide critical "word-of-mouth" advertising that is essential to building strong awareness and participation.

Members should represent a cross-section of the employee population, representing various occupations, locations and demographics to ensure complete representation of the entire workforce population, and should present the following characteristics:

- Respected and trusted by fellow employees;
- Dependable and reliable;
- Personal interest in health;
- Sincere desire to help others enhance their quality of life;
- Commitment to help the program succeed;
- Available to meet at least once a month;
- Willingness to promote the importance of the health and wellness program among peers and co-workers;
- Good communication and interpersonal skills – not intimidated to talk to people.

#### **6. Develop an implementation plan**

##### **What happens now?**

After addressing all the questions for the design your strategy, and establishing your committee, it's time to develop a detailed implementation plan. Ensure that your plan includes:

- Wellness goals and objectives;
- Chosen programs and incentives;
- Timelines and milestones;
- A communication plan;
- An itemised budget;
- Implementation procedures.

##### **Communication is key:**

An effective wellness communication plan needs two things: consistency and leadership support. Make sure that communication is timely, regular and tailored to suit your targeted audience to encourage maximum participation.

##### **Partner with the right vendor:**

To get any worthwhile results from a wellness program, it's

virtually impossible to do it alone, and managing multiple vendors is a nightmare. Make sure that you choose a vendor who integrates easily into your organisation, is able to customise programs to your specific needs, and is innovative enough to keep it fresh. Choosing the right vendor not only makes you look good, but saves money in the long run and transforms your organisation. A win-win!

### 7. Evaluate your outcomes and refine your strategy

#### How do you know your wellness strategy is working?

As with any strategy, it is important to get regular feedback on progress and outcomes. Consistent evaluation is necessary to determine what is working and what isn't; and when it might be necessary to change direction to maintain maximum effectiveness.

Ask yourself, what key metrics will you measure?

- Financial outcomes: the direct monetized impact or return on investment (ROI) of your wellness strategy;
- Health impact: the effect of your wellness programs on the physical and mental health, behaviours and overall health status of your workforce;
- Participation: from overall program participation to more finite measures such as percentage of people who are eligible for a specific program, how many enroll, and the degree to which they participate;
- Satisfaction: both employer and employee satisfaction with the wellness program and a recommendation for specific ways to capture this measurement;
- Organisational support: the degree to which your organisation is committed to employee health;
- Productivity and performance: how to measure the impact of health on factors like time away from work and employee performance;
- Value on investment (VOI): a financial analysis that better reflects the broader savings potential of wellness programs, rather than an ROI measure designed to calculate revenue rather than savings.

An effective wellness strategy supports effective employees. Wellness is an investment in the employees, and plays a pivotal role in staff health. It's imperative for HR professionals or Wellness Practitioners to get it right!

Following the seven steps discussed in this articles provides a practice guideline in meeting the National Employee Wellness Standard developed by SABPP.

Wendy McNally is one of the partners of Thrive Wellness Hub (Pty) Ltd. She is an experienced training and development specialist, who has worked in the corporate field for many years. Her extensive knowledge of SETA, SAQA, NQF and QCTO processes is invaluable.




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# WHISTLE

# BLOWING



## Well-managed hotlines help in-house HR practitioners sleep well at night

Penny Milner-Smyth

Reflecting on over 25 years as in-house Human Resource practitioner, some of the wisest initiatives that I have implemented, in retrospect, have been ones that I approached with the greatest initial reluctance. If there is one thing that I most vehemently shied away from and that has subsequently helped me sleep at night, it has to be the introduction of an independently-managed 'whistle-blowing' system.

As a young organisation development manager, I had the notion that introducing a whistle-blowing facility that allowed anonymous reporting would signal defeat in the struggle to create what is popularly referred to in the US today as 'a speak-up culture'. Instead, I was the one that conceded defeat in the face of anti-fraud best practice recommendations by internal auditors who were a bit ahead of their time in the late 1990s.

A recent, routine external audit of our hotline reports and the effectiveness with which these had been managed prompted me to look back on the past 10 years of reports, made both openly and directly (usually to a HR representative) and anonymously (usually via our third-party managed whistle-blowing system).

Today I would feel negligent if our employees did not have the options of reporting to a third-party and maintaining anonymity. While most of the reports we receive are open and direct, as one would wish, I have seen the anxiety that coming forward can arouse in people regardless of how free of actual retaliation the culture is. It is not realistic to imagine that at all times any given employee will have the confidence to raise a concern in person.

At the time of implementation, I recall that the greatest source of concern expressed at all levels of the organisation was a fear of abuse of the system through false reporting for vexatious purposes.

In my experience this has seldom been the case, and such reports don't stand up to the skill of a trained hotline interviewer or investigator. What is more common is that circumstances have been misinterpreted and incorrect conclusions drawn, resulting in reports that are easily cleared through a fact-finding exercise.

It can be frustrating if the report was anonymous and you have no way of clarifying the misunderstanding with the caller. Fortunately our service provider generally secures agreement from callers to give their contact details to the hotline in confidence. In these instances we can send feedback from our investigation to the hotline call centre, and even ask follow-up questions for clarity, which are in turn conveyed to the caller without their identity being disclosed to us.

A more frequent observation is that many reports are prompted by a strong emotion, such as a feeling of injustice and outrage or a desire for revenge. This does not mean that the caller is themselves a complete innocent with totally pure intentions: it can simply mean that some line has been crossed that prompts the report. Many years back I dealt with a case where employees had been agreeing to bribe a supervisor with one chicken per additional overtime shift, but reported him when he raised the 'fee' to two chickens, which they believed constituted excessive greed. I soon learned that I should not dismiss reports on the grounds of sour grapes, as these can often provide invaluable information of wrong-doing that you would certainly rather know about than not.

What I have taken most comfort from is the fact that employees, including those in entry-level jobs on remote sites, will use the hotline for reporting values violations by colleagues and supervisors that would otherwise take place out of sight of an HR team member or responsive line manager.

The reason for sharing some of these observations is that the subject of whistle-blowing is attracting significant global attention and if you have yet to position yourself as a valuable business partner in this respect now is the time for you to take stock.

### International trends you need to be aware of

An increasing number of countries are:

- Passing legislation to encourage and protect whistle-blowers;
- Incentivising the reporting of irregularities to regulatory bodies;
- Placing whistle-blowing high up on their national anti-corruption agendas;
- Expecting businesses to put effective measures in place to promote a culture of ethics and integrity (the article on creating an ethical culture by Cynthia Schoeman in the July 2017 edition of HR Voice is a must-read);
- Holding businesses accountable for ensuring that there are ethical practices throughout their supply-chain;
- Requiring businesses to have reporting mechanisms in place that are effectively communicated to all stakeholders (employees, suppliers and even employees of suppliers, as examples);
- Expecting evidence that reports have been thoroughly investigated and that the outcomes of investigations are made available to regulators when, for example, a business claims that it was a 'rogue employee' who engaged in an act of bribery which has now come to the attention of authorities.

### In response, it is to be expected that businesses are:

- Putting whistle-blowing systems in place where these do not yet exist: they want to be the first to get reports of unethical practices in their organisation rather than finding out about them via the media or a regulator;
- Strengthening their ethics policies and training with a strong focus on reporting mechanisms;
- Improving communication of reporting mechanisms to employees;
- Actively fostering a reporting culture;
- Training managers on non-retaliation obligations;
- Extending communication of reporting mechanisms into their supply chains;
- Ensuring that all reports are adequately investigated and that the process followed and outcome reached is documented;
- Putting remedial measures in place where reports that are found to have substance in order to deter the likelihood of repetition at any time in the future.

The significance of these actions can also be understood from the perspectives of two other key stakeholder groups: customers and shareholders. The speed with which adverse publicity can spread via mainstream and social media and the speed with which share prices can plummet is putting the subject of reputation risk at the top of corporate enterprise risk management rankings.

### Locating our responsibility for ethics hotlines in the HR Management Standards

The actual role required of you in receiving and responding to reports of unethical conduct will vary depending upon the size and structure of your organisation. In large businesses it will be more likely that there are senior governance, compliance and legal specialists and even dedicated ethics officers who are primarily responsible for the management of reporting mechanisms.

Regardless of the specific role required of you as an HR practitioner in any one company, it is important that each of us recognise the relationship between effective reporting mechanisms and one of the three key pillars of the SABPP HR Management Standards: HR Risk Management.



People-related risk is one of the most complex risks for any enterprise and the need to mitigate the risks associated with unethical employee conduct requires that you champion the creation of an ethical work culture including the implementation and effective management of reporting mechanisms. Your direct contribution will be made in the competency areas of organisation development, learning and development and employment relations management.

### Selecting, positioning and optimising your ethics hotline

In addition to the best-practices in implementation that your legal advisors and service providers will recommend, here are suggestions that may add further value to the way that your business selects, positions and makes optimum use of your hotline.

1. Ensure that your whistle-blowing service provider has Ethics Hotline Service Provider Certification awarded by The Ethics Institute ([www.tei.org.za](http://www.tei.org.za)).
2. If your business operations or any part of your supply-chain extends beyond our borders, select a provider that is experienced in setting up reporting channels in other countries.
3. Select a provider that offers a range of reporting platforms including a toll free number, fax, email, online reporting, SMS and a WhatsApp facility.
4. Communicate that the hotline is not only for fraud and financial misconduct, but for all ethical and legal violations. Employees are increasingly using hotlines as a vehicle for reporting values violations and employers are increasingly encouraging reporting of all misconduct with legal and reputational implications such as sexual harassment, harmful environmental practices and non-adherence to minimum employment standards. There is a suggestion that ethics hotlines should be described as 'integrity hotlines', a label that may be particularly effective at capturing the consciences of your potential reporters.
5. Clarify that the hotline can be used for both open and anonymous reporting. The benefit of having a skilled independent interviewer taking a report from a caller who is willing to identify themselves is significant and can yield the most actionable reports you will receive.
6. When an open report is made directly without the use of the hotline, consider lodging the report with the hotline anyway. This means that you can have a single record of all reports in a given period and that your investigation process will be carried out to the auditable standards that you apply to hotline reports. When lodging such a report in the hotline system remember that reporter anonymity must be maintained if requested by them, even though you may know the reporter's identity.
7. Do not incentivise employee whistle-blowing as this can have the effect of deterring rather than promoting the level and quality of reporting while negatively impacting on the organisational culture and climate.

If we are to fulfil our full HR Risk Management responsibility it is essential that we exert a positive influence on the level of ethical conduct in our organisations. Let's embrace the valuable role that well-managed ethics hotlines can play in mitigating people-related risk and in the process earn ourselves a better night's sleep.

*Penny Milner-Smyth is a Durban-based Master HR Practitioner who has worked at a senior in-house level for over 25 years. She holds an MA (Research Psychology). For more information about Penny see <https://www.linkedin.com/in/pennymilnersmyth/>.*



*Penny Milner-Smyth*

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# STUDENT CHAPTER

## SABPP NWU Potchefstroom Campus Student Chapter Launch



On 29 May 2017, SABPP launched its very first Student Chapter at the North-West University, Potchefstroom campus, in the Totius Hall.

This was an exciting evening for everyone, as the SABPP plays an important role of ensuring that tertiary students are fully prepared for a working environment in the HR field.

An information session was held on 8 March, where SABPP COO, Mr. Xolani Mawande spoke about the nature and role of the SABPP, and its numerous benefits. SABPP does not only provide its registered students with a kick start to their young HR career by networking with students from various other universities, but also to network with the growing number of HR professionals. These networking opportunities give students the necessary insight they need to plan for their future, as well as to set goals.

Each of the newly registered SABPP students received their member certificates, handed to them by SABPP CEO, Mr. Marius Meyer, and Prof. Lené Jorgensen from the School of Human Resource Management.

The Potchefstroom campus hit yet another milestone within the realm of SABPP chapter, when the first ever student committee was also elected to represent the university, and to further the interests of the students.

Feelings of students attending the SABPP function:  
*"The function was insightful and it is exciting to hear about the support offered by the SABPP"* **Prudence Shweni**  
*"I'm grateful and excited for the opportunity to be part of the SABPP."* **Jamari Fouche**  
*"This function definitely motivated me to work hard and become a professional in my specific field."* **Kwutlwano Diale**

# EVENTS



## AUGUST EVENTS

### 07 Aug

**Event Name:** Ethics Foundation Works  
**Venue:** Vineyard Hotel Colinton Rd, Newlands, Cape Town, 7700  
**Time:** 08:00am - 12:30pm

### 11 Aug

**Event Name:** Working with the HR Management Standards  
**Venue:** 223 Jan Smuts Avenue, Rosebank, 2196  
**Time:** 08:00am - 12:30pm



## 18 Aug

**Event Name:** HR Measurement and Metrics - Western Cape

**Venue:** Van der Horst Building, Stellenbosch University (Bellville Park Campus) Carl Cronje Avenue

**Time:** 07:00am - 10:00am

## 22 Aug

**Event Name:** HR Standards Workshop

**Venue:** 223 Jan Smuts Avenue, 2196

**Time:** 08:00am - 16:30pm

## 22 Aug

**Event Name:** Cancer in the Workplace – SABPP and The Forever Changed Global Awareness Campaign

**Venue:** Sunninghill

**Time:** 08:00am - 11:50am

## 23 -25 Aug

**Event Name:** HR Auditor Training

**Venue:** Durban Kwa-Zulu Natal TBC

**Time:** 08:00am - 17:00pm



**24 Aug**

**Event Name:** SABPP EEDT Awards Launch  
**Venue:** To Be Confirmed  
**Time:** 08:30am for 09:00am

**24 Aug**

**Event Name:** Free State Afternoon Session  
**Venue:** To Be Confirmed  
**Time:** 14:00pm - 16:00pm

**30 Aug**

**Event Name:** Ethics Foundation Workshop  
**Venue:** 223 Jan Smuts Avenue Rosebank, 12196  
**Time:** 08:00am - 12:30pm

For any queries please contact us on [events@sabpp.co.za](mailto:events@sabpp.co.za)

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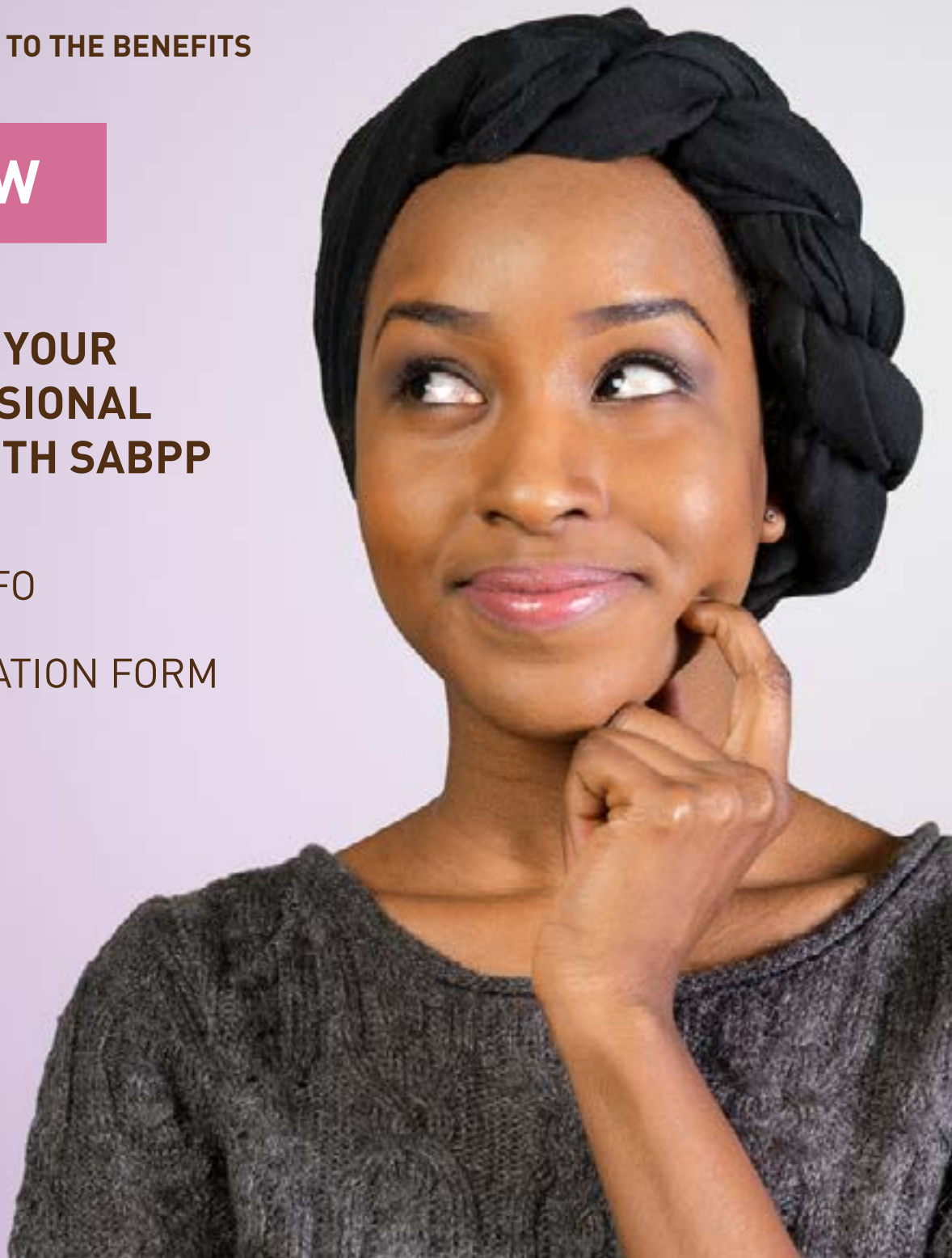
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