



SABPP™
SA BOARD FOR
PEOPLE PRACTICES
Setting HR standards

THE OFFICIAL COMMUNICATION FOR ALL HR PROFESSIONALS

HR VOICE

DECEMBER 2017 • ISSN 2304-8573

Celebrating
success of

2017

*Special Holiday
Edition*



SABPP IS NOW REGISTERED AS AN NPO 117218

INSIDE

BOARD DESK

- Top 17 highlights in 2017

FEATURED

- How Visional is your Vision?

LQA

- 10 achievements of the LQA department

HR STANDARDS

- 10 HR Standards Achievements 2017

OPERATIONS

HR AUDIT

- Reflections of 10 celebrations 2017

KNOWLEDGE AND INNOVATION

MEMBERSHIP

- Our top 10 milestones for 2017 were as follows;

YEAR 2017

- Top 10 Achievements of Facilities and Support Services
- Marketing
- Reflecting on 2017: 17 guidelines for leveraging lessons and opportunities
- End the year, not your career with this year's office party

INDUSTRY NEWS

- Celebrating retail talent this December
- Live life Deliberately
- South Africa's Leadership as the biggest opportunity and risk in future
- Appreciating Emergency Staff this December 2017

HOLIDAY

- Holiday Safety Guidelines
- Have A Good Holiday

STUDENT CHAPTER

- Ibika Student Chapter Election Day

PAGE 4 CONTACT US

PAGE 9 LEARNING & QUALITY ASSURANCE
Naren Vassan
naren@sabpp.co.za

PAGE 14 KNOWLEDGE & INNOVATION
Lathasha Subban
hrri@sabpp.co.za

PAGE 16 MARKETING & STAKEHOLDER RELATIONS Ceanne Schultz
events@sabpp.co.za

PAGE 18 HR AUDIT Annetjie Moore
annetjie@sabpp.co.za

PAGE 20 HR STANDARDS Shamila Singh
shamila@sabpp.co.za

PAGE 23 PROFESSIONAL SERVICES & PROFESSIONAL REGISTRATIONS
Zanele Ndiweni
registrations@sabpp.co.za
or Tebogo Mahesu
professional@sabpp.co.za

PAGE 25 SOCIAL MEDIA Jaco du Plessis
jaco@sabpp.co.za

PAGE 27 ADDRESS 223 Jan Smuts Avenue,
Rosebank, Parktown North,
PO Box 2450 Houghton, 2041, South Africa.
T: 011 045 5400 / F: 011 482 4830
www.sabpp.co.za

DESIGN BCore
www.bcore.co.za

PAGE 36 ADVERTISING HR Consultants and providers who want to advertise their products and services in the HR Voice, should please contact Ceanne Schultz from SABPP.
T: 011 045 5413
events@sabpp.co.za

EDITORIAL SUBMISSIONS Please send editorial submissions to Lathasha Subban.
lathasha@sabpp.co.za

PAGE 42 CONTRIBUTORS
Marius Meyer
Xolani Mawande
Naren Vassan
Annetjie Moore
Zanele Ndiweni
Sarie Venter
Addi Lang
Peter Streng
Ceanne Schultz
Dr Shamila Singh
Lathasha Subban

HR Professional Practice Standards:

HR Standards Update

2017



SABPP™

SA BOARD FOR
PEOPLE PRACTICES

Setting HR standards

The Quality Assurance and
HR Professional Body

[Click to download](#)

BOARD DESK

Top 17

highlights

in 2017

Welcome to the special holiday edition of HR Voice. Most of us are finalising our last work deliverables for the year before we go on the traditional annual leave cycle. The only exceptions are our colleagues in retail, traffic, police and emergency services who work even harder during December. Overall, the Board of SABPP is satisfied with another successful year for SABPP in building the HR profession. In fact, this year we celebrated our 35th anniversary and we are proud that we also produced some new highlights during 2017. In certain cases, we managed to sustain successful initiatives from the past, in other cases, we started with new projects adding value to the HR profession, students and learning providers.



The top 17 highlights during 2017 were as follows:

1.

The year 2017 was another successful year in welcoming a large number of new HR professionals joining the SABPP family with almost 1000 new professional registrations. The new online professional registration system ensured that we have made the transition to the full automation of the registration process, thereby eliminating unnecessary paper work as we now have a digital registration system in place. Already 42% of our members are managing their profiles on the online system and we encourage the remaining 58% to join the era of digital HR.

2.

This year we interacted directly with more than 100 corporate clients and we managed to visit most of them personally. The HR for Health project for the Gauteng Department of Health has been a significant project in assisting them with the professionalisation of HR at the head office and indeed the different hospitals in the province. Another big project was the auditing of five municipalities against the HR standards under the leadership of the Gauteng Department of Cooperative Governance and Traditional Affairs (GCOGTA).

3.

SABPP managed to continue attracting international interest with our HR standards and audit work, in particular from India, Australia, Botswana, Zimbabwe and Namibia. In fact, we have now audited the first organisation outside South Africa, i.e. Botswana. We welcome our neighbours in Botswana to the HR Standards and Audit journey.

4.

The 5th Annual HR Standards Conference is always the highlight on the SABPP annual calendar and we thank HR professionals for their participation in this special occasion when we also celebrated our 35th anniversary as an HR Professional body.

5.

The development and launch of South Africa's first leadership standard was probably the top highlight of the year. Now that leaders have a clear guideline on leadership, we look forward for leaders to rise and taking their organisations and society forward with focus and dedication. We thank all business leaders who already signed the leadership pledge as a visible expression of their commitment to making the leadership standard work.

6.

The new payroll standard has been an historical achievement and we thank our alliance partner, the South African Payroll Association for collaborating with us in developing the first payroll standard for South Africa.

7.

This year we interacted directly with more than 100 corporate clients and we managed to visit most of them personally. The HR for Health project for the Gauteng Department of Health has been a significant project in assisting them with the professionalisation of HR at the head office and indeed the different hospitals in the province. Another big project was the auditing of five municipalities against the HR standards under the leadership of the Gauteng Department of Cooperative Governance and Traditional Affairs (GCOGTA).

8.

The Learning and Quality Assurance Department has yet again received green status for SAQA uploads, and several new providers were registered during 2017. The SABPP quality assurance function celebrated their 15th year as South Africa's HR quality assurance partner or "HR SETA." The new online quality assurance system launched in November will streamline all quality assurance processes and further ensure digital HR in the learning and quality assurance space.

9.

While we were always able to show large numbers of new professional registrations, retaining members has been a problem in the past. This year, we turned it around by exceeding our budget target for professional registration renewals, due to significant work done by our retention office and other key SABPP stakeholders reaching out to our members. Admittedly, members who don't renew their professional registrations also lose their status as Ex-Officio Commissioners of Oaths and this fact may also have contributed to the high retention rate.

10.

Our Knowledge and Innovation Department managed to mobilise a large pool of authors and produced a record of more than 200 articles this year. In most months, the target of one article a day was achieved. These articles are available from google, the SABPP website, twitter, Instagram and the Talent Talks platform.

11.

Using our experience of auditing a total of 26 organisations in six provinces, we also published our first book on HR Risk Management, a significant milestone in supporting HR Directors and management teams to mitigate human capital risks in organisations.



12.

Building on our visits to several university campuses over the last few years, we have now formed a total of 12 student chapters throughout the country, growing the total number of student members close to 2000. We are proud of this strong HR youth talent pipeline as the future HR Managers of the country.

13.

Having opened an Instagram account over the last year, a total of 800 photos about SABPP activities are now available on Instagram for HR professionals all over the country. Moreover, our twitter followers have now reached the significant milestone of 15 000 followers, making SABPP the second most followed professional body in South Africa (after SAICA). We thank our HR professionals and other stakeholders for their social media engagement and for being so active on social media.

14.

SABPP managed to launch our ninth provincial committee in the Northern Cape, thereby ensuring that we now have provincial committee presence in all nine provinces. We thank our provincial leadership and committees for accepting our invitation to champion the HR profession at a regional level.

15.

This year was the most successful year for SABPP in terms of converting good alliances into tangible value-adding partners building the HR profession. A special word of thanks to all our alliances for partnering and collaborating with SABPP in taking the HR profession to new heights with tangible outputs for our members and their organisations.

16.

The SABPP research portfolio is growing and we supported several post-graduate students with their studies. In particular, we are proud of the first master's study on HR governance as an output of the SABPP HR Governance Committee. Congratulations to our new HR governance master's expert, Merriman Mohloai for successfully completing his research paper.



17.

Lastly, and as a reward for the above 16 highlights, SAQA extended our status as a recognised HR professional body in accordance with the NQF Act until 2022.

Of course there were many other highlights such as the launch of the new SABPP Code of Conduct, but we can't mention them all here. Other achievements will be covered in the Annual Report of 2017 to be tabled at the Annual General Meeting in 2018.

On behalf of the SABPP Board we want to acknowledge the SABPP management and staff, and all our committees for ensuring the above successes during 2017. Furthermore, we want to thank all our HR professionals for their hard work and dedication in doing good professional work at their organisations. Let us reflect on our successes, but also be open and honest in dealing with all challenges and problems we need to confront as true professionals who are always ready to improve the status quo.

Wishing you all a good period of well-deserved rest and festive season during the December holidays - a time for friends and family and rejuvenation until we are ready to continue with our professional work when we return to the workplace in 2018.

SABPP greetings



Sipiwe Moyo
Chairperson



Marius Meyer
Chief Executive Officer



FEATURED



2018

How Visional is your Vision?

by Peter Streng

A serious question indeed! How transparent, inclusive, open, inspirational, vivid or visible is your organisation's VISION? Does it muster the scrutiny of all respective Stakeholders?

When assisting organisations to develop a Vision and then to craft that future dream of the organisation into a Vision Statement, I reduce the complexity of the task by using the most obvious word in the circumstance, i.e. Vision to facilitate the process.

In essence, the word Vision has both a denotative (direct or literal meaning) and a connotative (implied or alternative) meaning. It's literal meaning is often taken to mean "good eyesight" and its connotative meaning "a visualisation or dream of the future for the organisation".

Taken further; the word VISION is then further optimised as a sort of acronym of itself: using the letters of the word VISION to list its own inherent key success factors, if not non-negotiables, i.e.

V **I** **S** **I** **O** **N**

Visible **Inspirational** **Sustainable** **Inclusive** **Original** **Necessary**

The Visibility of the Vision is all-important. Visible to one's Employees, Suppliers, Clients/Customers, Community, Business Associations, Bankers, Investors, Lenders, all State Institutions at whatever level and any person or organisation who has some interest in your organisation. In short, your universe, the totality of your Stakeholders need to envision your Vision. If your Vision is not visible, then your Stakeholders won't know who and what you are; what your Organisations stands for, or believes in; what drives it and what you strive to achieve as an organisation. The Vision defines your organisation; it is the mirror of it's soul, it is the DNA of the organisation, the raison d'être of its Organisation's existence.

Clearly, the Vision should be Inspirational in that it should provide direction, that it should inspire, motivate and galvanise the organisation and provide a vivid idealised description of the desired outcome that inspires, energizes and helps you create a mental picture of your ultimate aspiration. Not just its inspirational message, however, but how it is translated into inspirational and visionary leadership through an equally exciting and inspirational communication process to reinforce both its Visibility and Inspirationality.

That the Vision should be Sustainable is the proverbial 'no-brainer' – it can't be a pipe dream; it can't be hope against hope wishful thinking. That it has to be a realistic and achievable (or very nearly) Lodestar, is really stating the obvious, otherwise it will convey an unintended message to each of your stakeholders. For example, if one's employees do not think that the Vision is real, they will not take it seriously, in which case, at best it will be a failed PR exercise, and at worst, a performance disaster in the making.

Now available

HR Risk Management:
Managing People
Risks and Leveraging
Opportunities

SABPP™
SA BOARD FOR
PEOPLE PRACTICES
Setting HR standards

MARIUS MEYER & PENNY ABBOTT

To foster employee commitment to the ultimate goal of the organisation, the Vision really has to be Inclusive. This suggests that some critical (primary) stakeholders need to be involved and engaged in the process of defining your Vision, e.g. through a Vision-generating process involving your Employees, the Board (if a public company), Investors & Lenders (where appropriate) who need to understand what it is that you want to achieve, and hence, their respective perspectives need to be added to the decision-making process (of defining your Vision).

Speaking to the Visibility, Inspirationality, Sustainability and Inclusivity of the Vision, it must be, therefore, Original. By this I mean, that the Vision must be owned by all who either participated in developing it and/or to whom it will directly apply. It can't be owned and inculcated if it is as transparent as fake news. It has no traction when it is Googled and/or 'cut and pasted' from that of another Organisation. It can't be Original, if it is not the 'real you'. It is rather best not to have one.

Speaking of which, what if your Organisation doesn't have a Vision. Well, it doesn't mean that the Organisation is not successful. It simply means, from the vantage point of all your Stakeholders, that you must, therefore, exist in a vacuum, in a bubble of isolation, concerned just with profits to the exclusion of all else. One can't exist with, and through Stakeholders, without a meaningful relationship, without a connection in some shape or form, or without some form of engagement. It is through Stakeholders that every organisation benefits. One vital way to reach that 'audience', to reap the benefits accruing from those relationships, is by having an effective Vision.

A Vision is, therefore, a beacon of sorts for the Organisation's Stakeholders, something they can see, experience, feel and relate to. Therefore, for long term viability and sustainability of the Organisation, it simply is a business imperative, a Necessity if you will, to have a Vision. Ignore it at your peril! Or, in line with the SABPP leadership standard, instil the vision in your organisation to set you up for success.



How different would your life be if someone didn't tell you about SABPP?



**SABPP A VOICE FOR THE HR PROFESSION
REFER HR PROFESSIONALS
FOR REGISTRATION!**

professional@sabpp.co.za





ORGANISATIONAL DEVELOPMENT CONFERENCE

20, 21 & 22 February 2017
*TOADBURY Hall Country Hotel,
Johannesburg*

Attend this comprehensive programme on the 21-22 February 2018 in Johannesburg, enhance your capacity as a champion to organisational effectiveness and learn from South Africa's top OD experts! Leave the conference with:

- Insights on how to face present and future challenges facing OD
- Design thinking skills to help you in driving organisation strategy, new product development and other innovative approaches
- Tips for sharpening your OD toolkit
- Skills for making optimum strategic decisions that are aligned with the organisation's objectives.
- the latest intervention methods and improvements that are driven towards thriving as opposed to just surviving amongst complex economic and societal issues.

For more information contact **Siphiwe Mashoene** siphiwe@knowres.co.za

MEET SOME OF OUR HIGH-LEVEL SPEAKERS



Derrick Cooks,
CEO,
Freethinking



Faaizah Wadee, Head of
Change Management,
Liberty Group SA



Lydia Mdluli, Head:
Organisational
Effectiveness, African Bank



Prof Paul Evans,
Academic Director,
INSEAD Business School



Sydwell Shikweni,
Transformation
Director, Merchants



Themba Chakela,
General Manager, Group
Organisational
Effectiveness, Britehouse



Visit www.kr.co.za

Proudly brought to you by 

LQA



10 achievements of the LQA Department

The Learning and Quality Assurance Department achieved the following 10 milestones during 2017

- 1.** Centralising of Final Integrated Summative Assessment (FSA) – First examination conducted on 30th November, first among all SETA's Quality Assurance Partners (QAP) and Professional Bodies with quality assurance function.
- 2.** Maintained its "GREEN STATUS" on the SAQA – National Learner Records Database upload during the changeover of new system.
- 3.** Monitored "Assessment Centre" for facilitating centralized examinations based on Quality Council for Trades and Occupations (QCTO) standards.

4. We were the first professional body to facilitate a Department of Higher Education and Training (DHET) Compliance awareness workshop for private providers accreditation.
5. We signed a joint MOU with 12 professional bodies in acknowledging cross professional bodies accreditation process towards CPD Events/programmes.
6. Submitted two formal requests to QCTO for re-aligning existing legacy (unit standards based) qualifications towards occupational qualification.
7. Facilitated 3 Universities renewal of higher education accreditation with SABPP, i.e. University of Pretoria, Southern Business School and Cape Peninsula University of Technology.
8. Awarding top training providers on a new-set of criteria and also launched "OVERALL TOP TRAINING PROVIDERS" which becomes effective from 2018.
9. We have approved 65 CPD training providers with 163 programmes for the benefit of its members. We have also approved a training provider that provide e-learning as a platform to SABPP Members.
10. Successfully launched the new online Learner Management System for training providers.



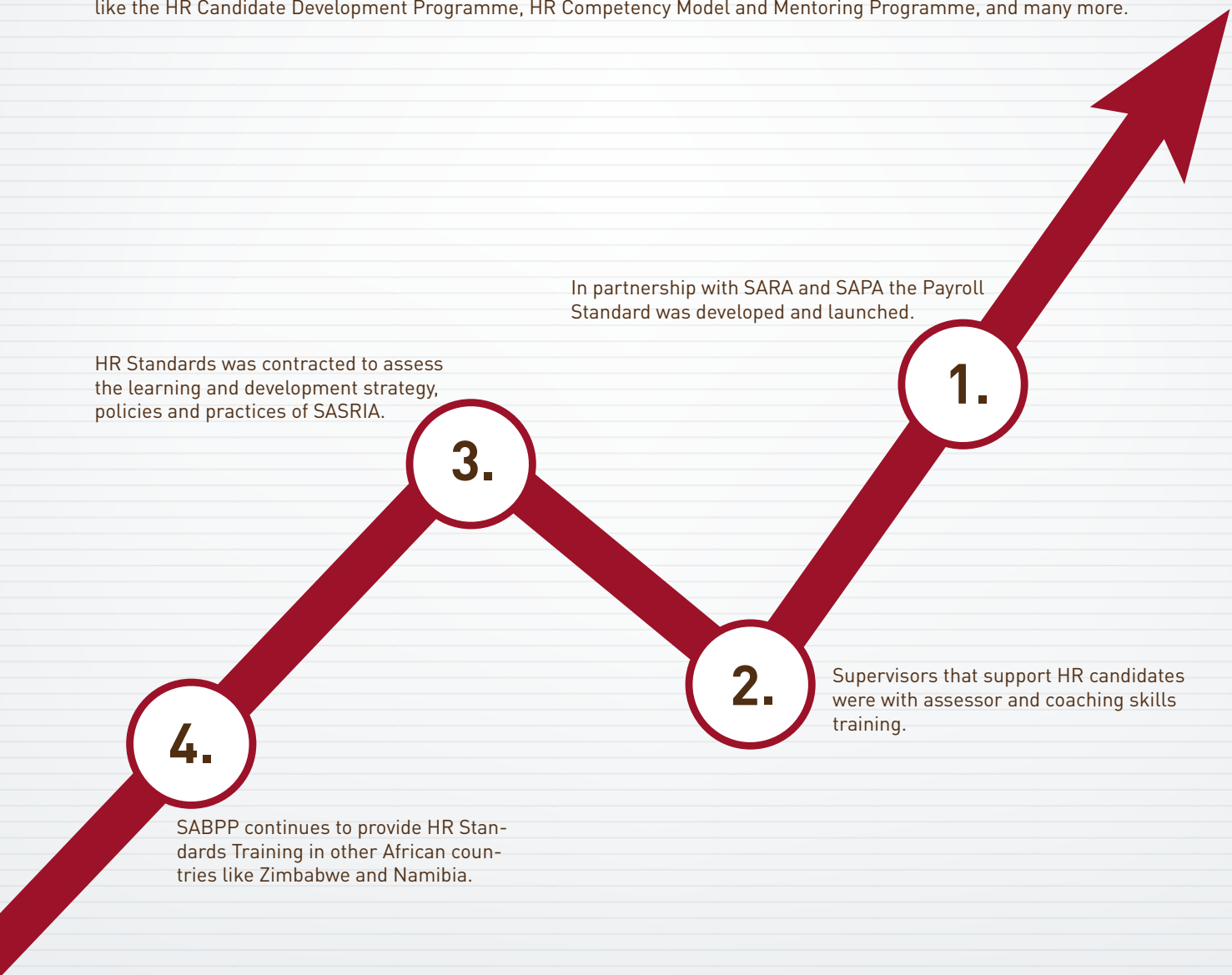
Naren Vassan:
SABPP HOD: Learning and
Quality Assurance

HR STANDARDS

10 HR Standards

Achievements 2017

The HR Standards Unit was formed in August 2016 and its primary role is to develop standards, provide advisory services, create awareness and training HR practitioners on HR Standards. The Unit also has oversight of other special projects like the HR Candidate Development Programme, HR Competency Model and Mentoring Programme, and many more.



A draft guideline for academia was developed for aligning HR curriculum to HR Standards.

5.

A HR Service Delivery Perception Index was developed to assess the perceptions to measure HR Service.

6.

The HR Strategy of the Agricultural Research Council (ARC), Rand Mutual Assurance and the Engineering Council of SA, City of Tshwane and Lesedi Municipality was reviewed using the Strategic Human Resource Management Standard.

7.

A tool was developed for Internal Auditors to audit HR using HR Standards.

9.

8.

Masters and Doctorate Students did research on HR Governance and Standards

10.

A record number of HR Standards and HR Practice Standards Workshops were conducted.

Dr Shamila Singh
SABPP HOD: HR Standards & Projects

#HRStandards



OPERATIONS



It has been a very great year for the operations department although there were challenging issues that emerged along the way.

Despite all the challenges, the operations department have had some great things happening.

1. Students:

- We have launched four (4) student chapters in addition to the seven (7) student chapters that are already launched, making up a total of eleven (11) students chapters launched this far.
- SABPP has sponsored the HRUF National Student Award in which we had the top three (3) namely; 1) Tshegofatso Dirane (UJ)- 1st runner up who received a sum of R15 000

and a recognition certificate 2) Zuko Hlanjwa (CUT)- 2nd runner up (R 7 000) and a recognition certificate 3) Vuyisanani Mazolwana (WSU)-3rd runner up (R3 000) and a recognition certificate.

- SABPP went on to sponsor the Top Student Awards at all the universities that are accredited by us. We have sponsored a sum of R2 000 as well as a recognition certificate to each top student at 14 campuses.

2. SABPP Staff:

SABPP have spotted some talent and decided to give them the opportunity to experience the world of work. The following are the additional members to the team:

- Lerato Tshewule – HR Intern
- Vutivi Mavuyangwa – Finance Intern

- Noluthando Malgas- Marketing Intern
- Ceanne Schultz- Marketing officer
- Thulani Ndwandwe- Caretaker

Dr Shamila Singh was appointed to the board of the South African Nursing Council.

By the end of 2017, the following members will be completing their studies:

- Malebo Maholo and Derisha Pillay will be completing their 2 years honours degree with the University of Johannesburg.

3. Annual General Meeting:

Other than the AGM in Gauteng the following provinces also had their AGM:

- Kwa-Zulu Natal
- Western Cape

Thanks to all of you who contributed to the success of the AGM.

4. Finance:

We started at a high note, but finances regressed during the year when income streams were under pressure. However, things picked up thanks to a number of large projects and some departments which worked on improving the income. The year ended with our unprecedented high level of reserves and a high surplus, in addition to the approval of a large budget exceeding R30 million for 2018.

5. IT:

The problematic LQA system was replaced with a user friendly good state of the art system that has high reviews from staff and stakeholders, yet it cost us nothing extra. We thank our learning providers for their patience during the migration to the new system.

6. Provincial committees:

To date all provinces have new SABPP structures at regional level. The following provinces had changes in leadership:

- Western Cape
- Northern Cape
- Eastern Cape (added some members)

A special word of welcome to our ninth province, the Northern Cape for joining the HR professional journey.

7. National committees:

The following were relaunched to attract more members and to drive transformation

- L & D committee
- Ethics committee

8. New Department

Successful establishment of Facilities department with a manager, cleaner, receptionist and caretaker.

9. HRUF

2017 session was successfully hosted by Walter Sisulu University (WSU) in the Eastern Cape. It was well attended by

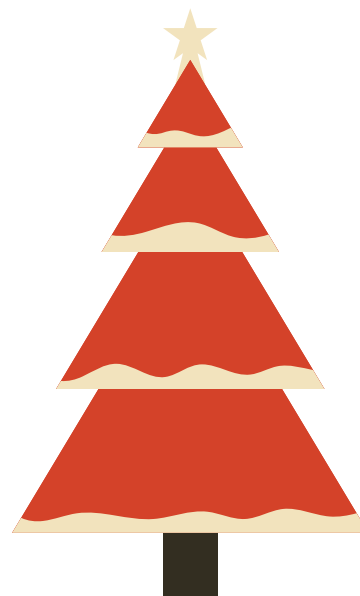
about forty academics and top university HR students. We still encourage other universities to consider participating in the forum. At the same session a new leadership team was elected led by Dr Pierre Joubert (VUT).

10. Visibility due to increased value

SABPP continued to gain traction. More members than ever before renewed their membership. Members and non-members are trusting SABPP more as evidenced by SABPP dealing with more disciplinary cases.



Xolani Mawande
SABPP COO



HR AUDIT

Reflection of 10 Celebrations (2017)



THOROUGHLY
THRIVING

YEAR END REFLECTIONS

10 Highlights
ACCOMPLISHMENTS. BEST MEMORIES.

5 Disappointments
FAILURES. MISSED OPPORTUNITIES.

3 Game Changers
UNEXPECTED THINGS THAT CHANGED YOUR PRIORITIES.

3 Areas Of Focus
WHAT YOU SPENT MOST OF YOUR TIME ON.

3 Things You Forgot
WHAT YOU DID NOT GET AROUND TO.

Reflection
HOW DOES THIS INFORM YOUR PLANS FOR NEXT YEAR?

READ MORE AT THOROUGHLYTHRIVING.COM

As a student I thought reflection is only for old people who reminisce about their youth and experiences, but as birthdays gone by, the realisation is that wise people reflect on life.

Yearend is often time for reflection and as the SABPP HR Audit unit, we would like to share some of our special highlights of 2017, such as HR audits completed, growth of HR Auditors, co-opetition, new solutions/products and alliances.

Businesses embark on the HR Audit process for various reasons, some want a benchmark against HR best practices and prepare relentlessly before the audit. Another may want to determine where the current gaps in HR strategy alignment and integration, policies, practices and implementation are and set the development plan from that benchmark. Follow up audits are beneficial for previously audited companies who require to measure progress on improved practices.

1. HR Audits at Municipalities

One of the most significant HR Audits was the HR Audit of 5 municipalities, initiated by Gauteng-Cogta through a tender process. The process was exceptionally planned and run by a Steering committee by G-Cogta and SABPP. The main focus was to create a blueprint against the HRM Standards and eliminate inconsistencies in all 11 municipalities in Gauteng. In the process skills transfer and learning through cross-functional HR teams was critical to build sustainability and continuous improvement. The senior managers of the municipalities experienced the benefits from the HR Audit, coupled with increased credibility for the HR departments. An intensive case study was done on the process and will be published soon. This was a major breakthrough in the Public sector and consequently could open many doors for HR Audit in this sector.





2. Follow-up Audits

A second highlight is when previously audited companies, implement the HR Audit recommendations and request a follow up audit to ensure continuous improvement and set the bar just higher in the HR Profession.

3. Audit outside South Africa

Surely the third major achievement is our first cross-border HR Audit. Working together with our alliance partner in Botswana, Emergence Growth who prepared the first company in Botswana very well for the HR Audit. It shows the impact and appreciation of the HRM Standards and the HR Audit, not just in SA & Africa, but in other parts of the world.

4. Impact of Audits

My sincere appreciation to previously audited companies - TCTA, G-Cogta, St.Stithians Private Schools and the Chairperson: HR Audit Council for participation in an active panel discussion at SABPP Leadership event and carry the flag high on the positive business impact of the HR Audits.

5. Growth of HR Auditors

Part and parcel of what SABPP stands for is developing people. During 2017 around 50 auditors participated in HR Audits up to beginning of November. There will be another opportunity or two before the end of this year. This is a major milestone, especially as we look at the number of candidate auditors who become certified after the required 'practicals' to display their deep understanding of HR and the importance of integration and alignment with business strategy. This development of HR Auditors is also aligned with the HR Audit unit Employment Equity Strategy and among the certified auditors are five Black females and one Black Male, who was promoted to a Lead Auditor. Without the HR Auditors' commitment and support, this unit would not be able to exist.

6. Co-opetition

During mid-year, Gauteng Department of Health, contacted SABPP and IPM to work together on the HR for Health Project. This co-opetition is a ground breaking as a first in 35 years. The CEO's issued a pro-active memo to all members, which was received in a positive light.

7. New Audit Tools

With the successes of the HRM Standards and the HR Audits to measure, we assess possible new solutions and products all the time.

The first product on the shelf will give companies the opportunity to assess/audit the more than 30 Professional Practice Standards (PPS). To date, one of the SABPP ambassadors, Sakkie van Greunen developed the assessment tool for the initial eight PPS, which was launched at the 5th Annual HR Standards Conference.

Secondly, linked to a client request, SABPP developed a Payroll Standard in conjunction with SAPA members. The assessment tool and audit will be available from January 2018.

For more information, email to hraudit@sabpp.co.za

8. Alliances

The definition of an alliance is broadly the "relationship based on similarity of interests, nature or qualities" https://www.google.co.za/search?q=definition+of+alliances&rlz=1C-1FLDB_enZA571ZA682&oq=definition+of+alliances&aqs=chrome..69i57.5668j0j7&{google:bookmarkBarPinned}sourceid=chrome&{google:omniboxStartMarginParameter}ie=UTF-8

Such similarities are important for SABPP to professionalise HR. During the past year we worked closely with several partners on professionalising HR, breakfast session, joint events and business development.

SA Reward Association (**SARA**) & SA Payroll Association (**SAPA**) - these professional bodies have a clear HR focus. Apart from working together, the benefits of these bodies are extended to SABPP, SARA and SAPA members to benefits from discounted rates for alliance conferences, workshops, CPD and many other. The parties share best practices and leverage national discussions such as NHI.

Cowan-Harper Attorneys is a legal alliance through whom we offer discounted rates to our members for relevant legal trending events relevant to the workplace.

Emergence Growth is a local and Africa partner assisting SABPP to grow our footprint beyond SA.

9. International interest

The SABPP Audit Unit continues to attract significant international interest. This year we again experienced good support from thought leaders in Australia.

10. Audit Council

To strengthen the governance of the audit process and methodologies used by the Audit unit, the SABPP Audit Council has played a critical role in providing strategic guidance to the Audit Unit.

“In the business world, the rear-view mirror is always cleaner than the windscreen” – Warren Buffet.

Reflection gives us the rear-view mirror view. With 2018 a blink away, let’s celebrate our successes, learn from disappointments and live in the moment to identify the game changers in your life, business and family.



Annetjie Moore
SABPP HOD: Audit Unit

**Please note
SABPP Office
closing times**

22 December 2017
until
2 January 2018

LINKEDIN/SABPP
JOIN THE DISCUSSIONS

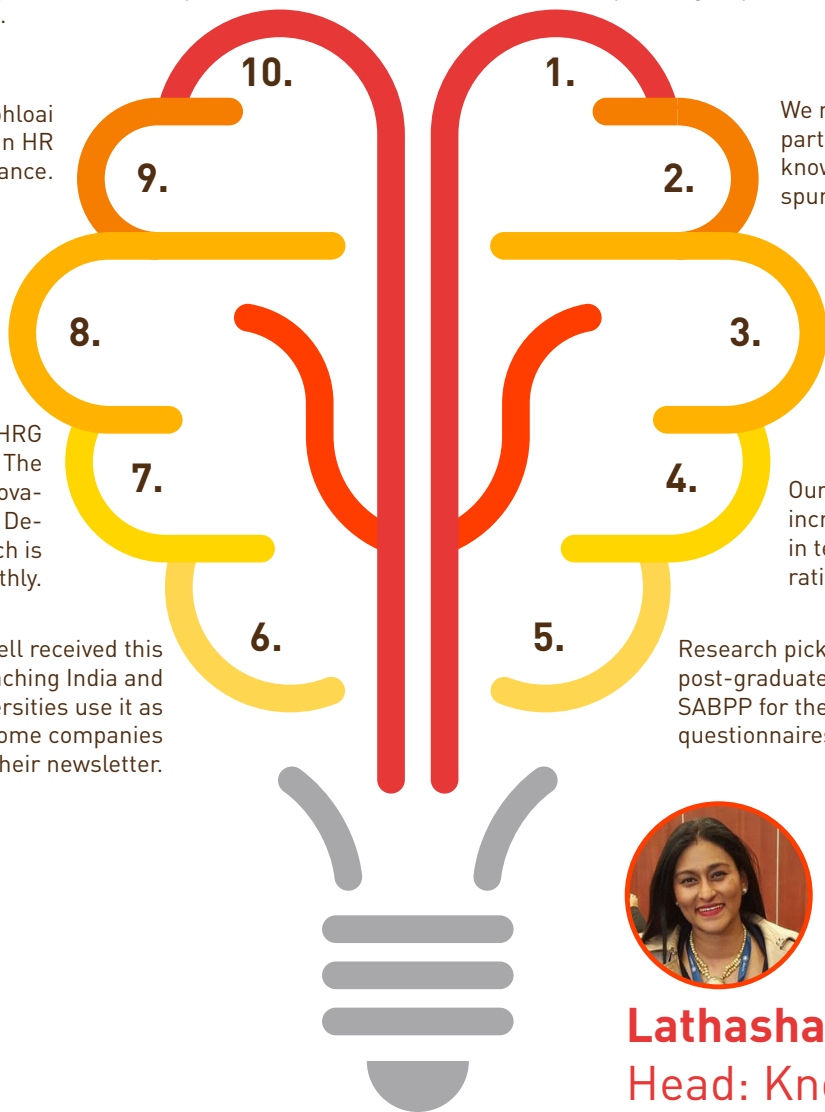
FACEBOOK/SABPP
JOIN THE DISCUSSIONS

KNOWLEDGE AND INNOVATION

Top 10 highlights:

The Tropics International Business Summit provided a platform for the sharing of the Leadership Standard with 15 African Countries.

Ethics training has taken off and we were asked to train private groups and companies.



10. Napo Merriman Mohloai published his masters in HR Governance.

9. Knowledge transfer and capacity building and professional advisory work was done at several organisations.

8. The India alliance with MTHRG is strong and collaborative. The Head Knowledge and Innovation writes the People and Development publication, which is published monthly.

7. The Fact sheets were well received this year, with awareness reaching India and Australia. Some universities use it as learning content and some companies publish it with their newsletter.

1. We managed to create partnerships to increase our knowledge base and hence spurn out many articles.

2. Endorsements of consulting products or services increased significantly this year, in comparison to the previous years.

3. Our alliance partners have increased, and we get more in terms of events, collaboration and creating visibility.

4. Research picked up and many post-graduate students used the SABPP for the distribution of their questionnaires.



Lathasha Subban
Head: Knowledge and Innovation at SABPP

South African **Leadership Standard**

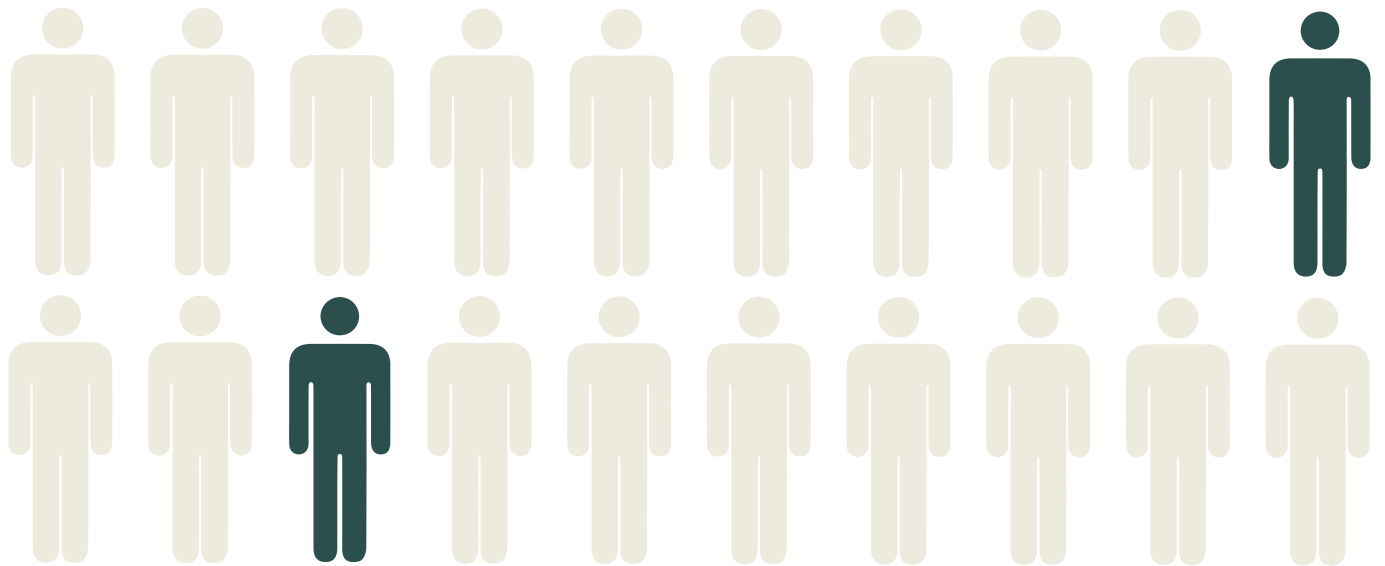


2017 First Edition



Click to download

MEMBERSHIP



Our top 10 milestones for 2017 were as follows;

1. New online membership system was launched in February 2017 (YM)

2. Membership scanning project carried out successfully. (all member files removed from our premises and put in storage).

3. Changing from manual registration to online registration

4. Allowing members with an online platform to manage their profiles and effect changes as they occur

5. 100% paperless documentation in Membership department

6. Professional Registration Committee doing 100% on-line evaluation as from September 2017

7. 2017 Renewals target met and exceeded by end of October

8. Having a large number of Professionals Upgrading to a level more relevant to their skills and expertise leading to meeting the 2017 upgrades target by end of October

9. Having new Registrations/Members from all companies where presentations were done

10. Participating in the Leadership Standard Journey



Zanele Ndiweni:
SABPP Manager:
Professional Registrations

South African Leadership Standard



2017 First Edition

YEAR 2017

Top 10 Achievements of Facilities and Support Services

Given the phenomenal growth of SABPP over the last five years, our newest department was created to support all operations and projects. The top 10 milestones were as follows:



1. New Department starting 1st January 2017.

This role was created to assist the COO in dealing with Maintenance on the building and suppliers, security, reception and cleaning of facilities. The Facilities Manager supports the employees in which manner may be needed, regarding IT matters, printing, stationary, parking, refreshments and maintaining the building when necessary.



2. Moving offices end March 2017 from 8 Sherborne Road Parktown to 223 Jan Smuts avenue Parktown North.

On the 31st March 2017 we have moved our offices very successfully with no incidents or damage from 8 Sherborne Road Parktown to 223 Jan Smuts avenue Parktown North. It was quite a challenge to get used to the traffic noise, but all for a good cause. The New Office is much bigger, warmer and sunnier than the old Office.



3. Health & Safety, assessment

The Department of Labour was invited to provide an assessment on Health & Safety in September. This is part of the commitment of SABPP to ensure compliance with the Occupational Health and Safety Act in assuring safety for staff and visitors.



4. First Aid & Fire Marshall Training

We have identified staff who will be trained in First Aid and Fire Marshall training before the end of the year.



5. Security

Our own CCTV system and alarm was installed in May 2017. We have appointed a Caretaker assisting us from the 1st April 2017 who is staying in on the premises and he is also helping with events and meetings to ensure all cars are parked inside and are safe while the training / meetings are commencing.



6. HR Standards files

The Facilities and Support Services department played a vital role in ensuring the printing of all SABPP materials for the workshops and other events. Almost 500 HR Standards files were printed for this purpose during 2017.



7. Events / Workshops / Meetings

The Facilities and Support Services department played a key role in ensuring that all events and meetings run smoothly in co-ordinating sufficient parking and that the rooms are ready for such events, workshops and meetings.



8. Cleaning

The cleanliness of the office is a great highlight. Offices were previously cleaned once a week and since our own Cleaner was appointed the offices now get cleaned twice a week. The bath rooms get cleaned twice a day, especially when we have events, workshops and meetings.



9. IT (Telephone, internet)

It is very seldom that we don't have internet access and the telephones are always working, except when we have power failure.



10. Office equipment

We have replaced all desk tops with laptops except in the Governance Office.



Sarie Venter:
SABPP Manager: Facilities and Support Services

MARKETING

1. One of the major highlights for 2017 was launching the first South African National Leadership Standard as well as the Payroll Standard.
2. The Marketing department has played a very active role in organising the Ethics Foundation workshop in several Provinces throughout the year.
3. We have been invited to attend various exhibitions such as Work 2.0, Eskom, Global Business Solutions, Mastering SAP HR & Payroll, Future of HR to name a few, which has allowed us to contribute to the growth of the SABPP membership.
4. The Marketing Department appointed its first ever permanent Marketing Officer, Ceanne Schultz and offered two marketing internships to young graduates.
5. Our brand on social media has become more visible which has led to more followers.
6. We have formed close relationships with our alliances which will enable the SABPP to be more visible. These alliances include IPM, IMPSA, SARA and SAPA.
7. The Marketing department ran successful events throughout the year at the Head Office situated in Johannesburg as well as the regions where we receive the support from our provincial committee members.
8. We have supported all our departments with events, thereby ensuring that everything runs smoothly from marketing to assisting on the day.
9. We have played a major role in the HR Voice ensuring that our members receive the publication every month.
10. The SABPP has been visible on radio as well as television enhancing our marketing tremendously.



Ceanne Schultz is the Marketing Officer at SABPP



The longest running and most respected authoritative industry gathering for HR Directors on the continent!

HR Directors Conference

13, 14 and 15 March 2018

*CSIR International Convention
Centre, Pretoria*

Join leading HR experts at the KR HR Directors 2018 conference themed, *“Providing Direction and hope in turbulent times”*. The event focusses on today's diverse and complex business environment and the challenge of the unknown we face as business leaders. You will receive practical insights to shape the future direction of work, the workforce and the workplace – thus creating an agile vision for the future of business.

With almost a decade of experience hosting the industry's most talked about conference, you can't afford to miss it!

200 + ATTENDEES | 30+ EXHIBITORS | 40+ SPEAKERS

3 ENGAGING POWERFUL WORKSHOPS | 3 DAYS OF LEARNING & INSPIRATION

3 TRACKS

For more information contact **Busie Mjimba** busie@knowres.co.za

MEET SOME OF OUR HIGH-LEVEL SPEAKERS



Bebe Oyeguna,
Talent Director
Schneider Electric



Prof Derick de Jongh
Founding Director, ALCRL



Dr Joni Musabayana,
Director, ILO



Dr Makhosi Khoza,
SA Politician



Mechell Chetty,
HR Vice President
Unilever



Nanda Scott,
Executive Vice President
HR Kwesé



Visit www.kr.co.za

Proudly brought to you by

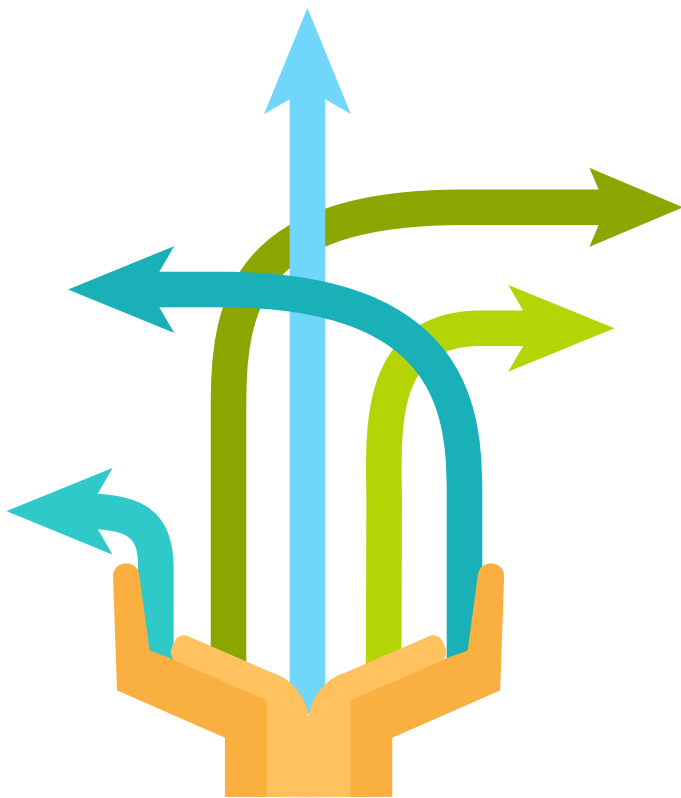


Reflecting on 2017: 17 guidelines for leveraging lessons and opportunities

As most people are finalising their work to enjoy the holiday season, it is time to reflect on the successes, challenges and opportunities of the year. The new South African Leadership Standard developed by SABPP in September 2017 highlights the importance of reflection for all leaders with the aim of improving your performance as a leader. The skill of reflection is very important for all HR Professionals. It helps you to sit

back and say: What worked and what did not work? Where did I make mistakes? What could I have done better this year? Ultimately you want to draw on the lessons of 2017 to become even better next year.

However, few people leverage the opportunity of reflection, especially after they have experienced a particularly tough year such as 2017. Making some time to do serious reflecting is not only useful to get closure on the year, it is really a good first step towards setting yourself up for success the next year. If you can do some serious introspection on the lessons of the year, perhaps where you made some mistakes as we all do, but more importantly identifying good opportunities for doing things better the next year. This form of deep and focused reflection ensures that you reposition yourself as a more effective person going forward. Here is a list of 17 guidelines for reflecting on 2017:



1. Reflect on your successes. Write down all the good things that happened to you.
2. Review your challenges and mistakes and identify opportunities for improvement and development.
3. Identify all the people who made a difference in your life - colleagues, staff, friends and family and write a personal note to all of them who contributed to your success.
4. Reflect on the balance in your life - did you really make sufficient time for all the things you like apart from your work commitments?
5. Identify all the obstacles you encountered and reflect on how well you managed to deal with these stumbling blocks in your life.
6. Think about all the interesting clients or places you visited throughout the year and consider how these unique experiences enriched your life.
7. Write down the names of your top ten relationships and treasure how these interactions helped you to be suc-

cessful during the year.

8. Identify the highlight of the year – what was that one or two achievements or incidents that made this year memorable?
9. Think about all the new people you met this year and identify the one or two who really impressed you and see how you learned from this experience.
10. Consider any regrets you had this year and think about ways of turning this around next year, if possible.
11. Be honest with yourself by identifying what you learned about yourself this year that you need to stop doing or changing your behaviour in becoming more successful.
12. Identify opportunities you missed out on this year such as a lost opportunity and consider how you can make up for that next year.
13. Think about your worst disappointment this year and reflect on the lessons from it so that you can get closure on it.
14. Consider the extent to which you achieved your goals for the year.
15. It is possible that you neglected key relationships this year and decide on how you will change that next year.
16. Reflect on the extent you have grown as a person this year and indicate how much development you still need to achieve your career goals.
17. If you are in a leadership position or fulfil leadership roles at work or broader society, ensure that you apply the “reflecting for improvement” element of the South African leadership standard (available from #LeadershipStandard on twitter or www.sabpp.co.za)

In conclusion, reflecting on 2017 brings you to one key question: Was 2017 a successful year for you? If so, well done, you made it! If not, don't despair, the next opportunity is around the corner – the new year 2018 that will present new chances for using your talent to achieve even greater things than the year before. Build on your successes and work through your challenges. I also realise that talented employees are hard on themselves, they are achievement orientated and want to attain great things despite the challenges and negative things around us. And of course, your organisation culture, politics and the broader socio-economic environment may not always be conducive to good work. But as I always say to my staff and students: Yes, life is hard, but you are harder!

Marius Meyer is CEO of the SA Board for People Practices (SABPP) and Lead Author for Talent Talks. An earlier version of this article appeared in Talent Talks.



Talenttalks

The heartbeat of business. Africa. The future.





End the year, not your career with this year's office party

As we approach the last two weeks of work for most employees, companies are taking their staff out for the end-of-the year office party. This is a great opportunity for employers to celebrate successes and to thank their teams for all the hard work during the year. Moreover, it is the last chance for team-building this year. Most organisations experienced a tough year, given the current business environment, South Africa's junk status, political uncertainty and slow economic growth. Even more reason to celebrate achievements, despite the turmoil and depressed business environment. Notwithstanding these challenges, the reality is that top talent in most organisations ensured another year of survival and sustainability of business operations.

Office parties represent a positive end to the year, but it is also the last opportunity this year to destroy your personal brand and career. The old saying "It takes years to build a reputation and only an hour to destroy it" is even more true for office parties. As one of the highest alcohol consuming nations in the world, South Africans are at high risk to fall victim to alcohol abuse and the inappropriate behaviour that goes with it.

As published in Sunday Times, Auguste Coetzer from executive search firm Talent Africa provides the following tips to ensure that office parties do not create end of the year headaches for organisations:

- Choose your venue wisely. If you have strong corporate values, an inappropriate venue or location will send the wrong message to staff.
- Take pride in the organisation of the event, even if it is a braai or other more informal function.



- While staff work can be recognised, refrain from acknowledging only certain individuals while all staff contributed to the success of the organisation.
- If you know people will be drinking, act responsibly and arrange transport.
- Remind all staff about the company policy on posting inappropriate images or messages on social media.

While most office parties are an ideal opportunity to ‘let your hair down,’ employees should be careful not to damage their reputation in the process. You can let your hair down without letting your team or career down. Talented employees have achieved so many successes in building their personal brand, that it is not worth it to destroy your reputation in a few hours. Also, professionals such as accountants, engineers, psychologists and HR professionals have to conform to the code of conduct as prescribed by their professional bodies. The SABPP Code of Conduct with its four values – responsibility, integrity, competence and respect provide clear guidelines of appropriate conduct, even during office parties.

Last week I attended the end-of the year HR function of the Ethekwini Municipality held at Sahara Kingsmead Cricket Stadium in Durban. The event was well-organised and everything went smoothly according to plan. If I can summarise the event, I would say that it was all about professionalism. Our chair for the day, HR Manager, Juggie Moodley managed to achieve the perfect balance between being serious when it matters and using a sharp sense of humour to add a lighter side to the proceedings. It was an honour for me as the guest speaker and to launch the new Leadership Standard for the HR community of the Ethekwini metro. We then reviewed the Wellness Programme of the city, followed by a quiz on the HR profession and a commemoration of World Aids Day. The HR team was also encouraged by the communications unit to become part of a drive to participate as blood donors. In addition, the Extended Learning Unit of the University of Kwazulu-Natal



provided a brief overview of the need for HR business partnering. We even had a Father (or rather “Mother”) Christmas at the event. Congratulations to the HR Head, Kim Makhathini and the Acting Deputy HR Head, Mary-Anne Cobarg with an excellent event.

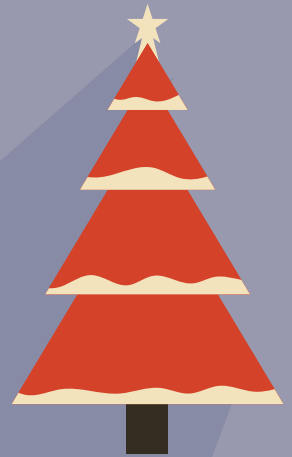
Thus, as professionals end-of the year functions can be an appropriate way to reflect on the year, to celebrate successes, to recognise achievements and to inspire teams to greater heights the next year. And of course, to have some great fun after a hard year!

Be yourself, but leave the office politics at the office. Connect with individuals you don’t always have the opportunity to interact with. Build your relationships and celebrate all the successes of the year; this will put you in a positive frame of mind as you close-off your work activities for the year and get yourself ready for some rest and the new year. End the year on a high note, and be careful not to engage in career limiting behaviour. Professional behaviour is the hallmark of talented employees and all opportunities to engage with others should be utilised to keep on building your brand and reputation. Enjoy this year’s office party!

Marius Meyer is CEO of the SA Board for People Practices (SABPP). An earlier version of this article appeared in Talent Talks.w



INDUSTRY NEWS



Celebrating retail talent this December



South Africa is blessed with a thriving retail and wholesale sector. In fact, the country has the 6th most shopping centres in the world making it one of the top ten retail nations in the world. The moment you think there is no more space for a shop, a new centre arises from nowhere, and guess what: The new shop is full of customers immediately despite difficult economic conditions, let alone the poor savings culture among South Africans.

While an abundance of shops, trollies, tills and Christmas specials are the visible expression of a thriving retail sector, especially during the festive season in December, the unsung heroes of this sector are the country's retailers – the

masterminds behind every shopping bag and every cent spent this season and indeed throughout the year. Every shop is managed by a branch or shop manager, with several departmental supervisors making things happen on the shop floor. And of course, sales and support staff being available to assist customers in the shop. Let alone all the retail planners and other corporate retailers and staff who manage group planning and operations at head or regional offices.

The impact of our CEOs at our top retailers cannot be over-estimated. When Whitey Basson started at Shoprite, it had 8 stores in the Western Cape. Today it has 2689 all over Africa and counting. From a socio-economic perspective,

Shoprite has made a huge contribution to job creation in South Africa. The company employs more than 144 000 employees, making it one of the largest private sector employers in South Africa and Africa's largest retailer. The retail sector is very competitive and growth has been phenomenal in recent years. It is therefore also not surprising that South African retailers have expanded to other African countries with significant success.

At the heart of South Africa's retail sector is a highly skilled pool of retail talent. The Wholesale & Retail Sector Education and Training Authority is at the centre of skills development in the sector. Likewise, Human Resource and Talent Managers have played a key role to ensure that the right talent is attracted, developed and retained in this highly competitive sector of the South African economy.

While most of us will take our December holiday break, we are mindful of the fact that this is peak season for our colleagues in retail. They will work longer hours serving a greater number of clients. Moreover, in key tourist centres such as Cape Town, Durban, Johannesburg, the value of retail in support of local and international tourism cannot be over-emphasised.

This year SABPP has been in contact with the HR teams of several retailers. We trained the PicknPay HR team on the HR Standards and we want to congratulate their HR professionals under the leadership of HR Executive Pearl Maphoshe for embarking on the HR Standards journey. Clearly PicknPay understands the importance of sound HR practice in ensuring effective retail operations. Also, PicknPay was one of the most active participants in the development of South Africa's first leadership standard. General Manager, Nuno Pires and HR Operations Head, Jeff Dube will be remembered as our top retail leaders at this historic occasion during September and October 2017.

On behalf of SABPP I would like to thank our retail employees for their commitment to customer service throughout the year, and the extra hard work during December. While the rest of us will enjoy our holidays and pop in at your stores for holiday shopping, our retailers are working extra hard during the festive period with its extended shopping hours. Not only do you keep our holiday makers and tourists satisfied, you are playing a key role in strengthening the South African economy. We realise that this sector is highly dependent on good talent to keep shops open and running in a professional and customer-friendly manner.

Marius Meyer is CEO of the SA Board for People Practices (SABPP). An earlier version of this article appeared in Talent Talks, alliance partner of SABPP. See www.talenttalks.net for more articles on talent management.



WOOLWORTHS



Appreciating Emergency Staff this December 2017



by Lathasha Subban

“PRETORIA – Human factors have been the main cause of the spate of fatal road crashes that have claimed more than 845 lives around the country, so far this holiday season.”

Transport Minister Dipuo Peters.

Source: <https://www.enca.com/south-africa/festive-road-fatalities-at-over-845---peters>

While we all look forward to slowing down, and enjoying the festive season, the emergency staff of the country will be working. The country has been known to have an increase of accidents and incidents during the festive period, that warrant the need to have medical staff, police and emergency professionals to be on duty.

Emergencies in health issues, and crime do not take a holiday. These heroes and heroines work long hours, putting life before time and work to saving a life or assisting individuals in times of crisis. As many of us will be spending our festive holidays like Christmas or New Years with friends and family, some paramedics, police and nurses, doctors, support staff (administrators, security etc) emergency staff will be spending their time on the roads, assisting citizens in emergency situations, in the hospitals, in the operating theatre, or in the emergency or casualty wards.

In the season of “joy, forgiveness and family”, we should not forget the emergency staff who are working during the festive

period. As we spread and celebrate the seasons cheer and joy, we should give a thought and a “big thank you” to these incredible people.

We can go further by ensuring that we practice “safe” behaviour during the festive season. Here are some tips to assist:

- Don’t drink and drive.
- Seatbelts, seatbelts, seatbelts.
- All children (0-8 years) should be secured in car seats.
- Watch your speed limits.
- Plan your trips well.
- Ensure your vehicle is roadworthy.
- Be aware of others on the road.
- Crime increases during the festive, so take the necessary precaution and be safe.

When in an accident, your life will be in the hands of total strangers, who will do everything in their power and ability to save your life or see to your injuries. Without their commitment to their profession and their commitment to save lives, many would not be enjoying festive seasons now or into the future. On behalf of the SABPP, I would like to say, “thank you” to all the nurses, doctors, police and emergency staff who will be working this festive season. We appreciate your commitment, your sacrifice and your professionalism, and hold you in full admiration.

Lathasha Subban is Head of Knowledge & Innovation at SABPP

SA crime stats for 2017 (1 April 2016 to 31 March 2017)

Category	2016	2017	Change
Property-related Crimes	543 524	540 653	-0.53%
Other Serious Crimes	479 075	469 276	-2.05%
Contact Crimes	623 233	608 321	-2.93%
Contact-related Crimes	124 804	120 730	-3.26%
Crime detected as result of police action	355 926	390 021	+9.58%
Total	2 126 552	2 129 001	+0.12%

Source: <https://businesstech.co.za/news/lifestyle/207087/south-africa-crime-stats-2017-everything-you-need-to-know/>

Live Life Deliberately



Addi Lang, Cancer Coach, Facilitator, Live Life Deliberately 4 Tier Wellness Program speaks to HR Voice on enhancing existing Employee Wellness Standards.

Many of you are, or are working with top executives of very large and successful corporations. Strict companies with tense working environments. You may begin to watch how the priorities in many lives in the work environment become misaligned in the pursuit of bottom line. Could executives be worrying too much about that which is inconsequential in the scope of life and not enough about what happens to cancer warriors who return to work after diagnosis? What to say, what not to say, how to help them re-enter the workspace, how to help those around the survivor. This includes line managers, HR as an entire unit, and wellness managers, not only EAP managers.

People ask me, (especially during PINKtober), what in particular, inspired me to create the unique offerings of the program that is now accredited, with CPD points, by the SABPP. I believe it was a combination of things in my life that have led up to this point. The most important reason I tell myself is to encourage others to truly live their lives deliberately. But what really motivated me to feel the need to create something that will make a more meaningful difference to other cancer survivors, and all those around them. Something more helpful than just wearing a pink ribbon during the month of October? Something that alerts SA Government, corporations and organisations to the need for a cancer policy to be put in place for our workforce?

It was during a period when I was reflecting on how far I had come over the past 2 years since my cancer diagnosis. I had held a press conference, I had created a global awareness campaign, I had created a 50 minute documentary, which I believed was my contribution to society and that this roadmap would be enough. I wanted to go on to take what I believed was a well-deserved sabbatical and retreat into the world of apathy that comes from a late stage cancer diagnosis. And then the tipping point, I read a poem. A simple poem with 36 lines. Little did I know how much my life would change from that moment. Titled simply, The Dash. Having been a part of a State Supreme Court Justice's speech, from being printed in best-selling novels to high school yearbooks, to plays and acting classes. I believe that by sharing this poem with you, (written by Linda Ellis) you will understand for yourselves what inspired me, together with my beloved life partner David, to prepare organisations to prevent the collapse of an employee on diagnosis, to live life deliberately after diagnosis and to equip HR to enhance existing Employee Wellness Standards set by SABPP.

Live your DASH –

The line etched into a headstone between the dates of birth and death ... represents each step we take on earth ... and every single breath.

To many it's just a hyphen, marking time between the years, but in that little dash is a lifetime of laughter, love and tears.

Some deem themselves successful if they can spend in large amounts, but how you live your only dash is all that really counts. Because success should not be measured in what you will buy or own, but in the pride you feel in the person you're with ... when you are all alone

Time steals our days and hours before we recognise the theft. And we live each day not knowing how much of our dash is left. Responsibilities of daily life: the bills, the job, the cash, affect the way we choose to use this important little dash.

Memories in the making are happening now and happening here; if we don't take the time to make the time, they quickly disappear.

To experience each moment: ...to laughto love ...to live ... to learn just how much to take from life ... and just how much to give.

Consider your lifetime as a novel – you, the sole author and creator, writing and living every chapter, for those to read and cherish, later.

Will they say you lived your dash with worry, stress and chatter; or know you seized every chance you had to: Make Every Moment Matter.

Regrets? I have a few. Too much worrying. It all works out and it would have worked out without the worries and the tears. If I would have only known then what I know now. But, I did and so do you. We're all going to die. Stop worrying and start to Live Life Deliberately".

Written by Addi Lang, founder of Forever Changed Global Awareness Campaign

To find out more about how to book Live Life Deliberately 4 Tier Wellness Program contact SABPP 011 045 5400 or contact Addi Lang on 074 973 99 99 www.foreverchanged.co.za

Addi Lang

Founder: Forever Changed Global Awareness Campaign



South Africa's #LeadershipStandard: Leadership as the biggest opportunity and risk in future

by Marius Meyer & Penny Abbott



HR Risk Management:
Managing People
Risks and Leveraging
Opportunities

SABPP™
SA BOARD FOR
PEOPLE PRACTICES
Setting HR standards

MARIUS MEYER & PENNY ABBOTT

New SABPP Book on HR Risk Management

The biggest opportunity and risk in future is leadership. If there is one thing we have learned about corporate and governmental success and failure over the last thirty years it is that organisational performance, whether private or public sector depends on leadership. Governmental performance depends on leadership. There is a direct correlation between sustainable economic growth and competitiveness in the world, and the quality of a country's leadership. While some economies may achieve short term growth with mediocre leadership, it is simply not sustainable. The best companies and the best countries have the best leaders. Therefore, the best bulwark against corporate and national governance disasters is good leadership. Thus, companies should invest more in leadership development. While senior leadership development should indeed be prioritised, all leaders – middle managers and supervisors alike should be developed. In addition, we need more leaders who do not necessarily have the title of a manager, but who provide leadership with the quality of their work. The best scientists, product developers, IT specialists and other experts also need to be developed as leaders. Brilliant ideas, concepts and experiments bring us nowhere if the right decision-makers are not influenced to buy and champion great ideas.

Too many organisations and too many countries have under-performed because of poor leadership. Hence, poor leadership is the biggest risk in organisations. They cost their organisations millions, and they cause damage to society at large. The appointment of poor leaders cannot be perpetuated. Now is the time to appoint leaders with the greatest potential and then to develop them continuously in realising their potential for the benefit of their organisations, its people and other stakeholders, and society at large. Moreover, all leaders need to be trained in Risk Management, given the fact that they themselves pose the biggest risk to business.

Sooner or later national governments will realise that competitiveness, economic growth, political stability and prosperous societies depend on the quality of its human capital. Poor government policy and ineffective implementation of national strategies will not produce an adequately supply of human capital. It is imperative that all obstacles to the provision, development and optimisation of human capital be removed. While some leading companies have made excellent progress in developing corporate talent management strategies, the public sector needs to come to the party by developing similar talent management strategies. Also, countries now need talent management strategies at a country level, by mobilising all relevant stakeholders such as learning providers, universities and other talent building centres to holistically produce and develop talent for a country.

The article is an extract from the new SABPP book entitled HR Risk Management: Managing People Risks and Leveraging Opportunities.

The book has been written by Marius Meyer and Penny Abbott from SABPP.

Order your copy by phoning Ceanne on (011) 045 5400 or send her an email on Ceanne@sabpp.co.za

HOLIDAY



HOLIDAY SAFETY GUIDELINES

by Marius Meyer

In 2007 I had the privilege of being part of the launch of the Roodekrans Neighbourhood Watch in my suburb called Roodekrans in Roodepoort, in the west rand of Johannesburg. It became a success story in community policing, so much so that within three years it attracted more than a 1000 members to become one of the five largest community policing forums in the country. In fact, I used HR knowledge and skills to engage and mobilise the community against crime. Now, ten years later, I thought of sharing some of our holiday safety guidelines with the readers of HR Voice to ensure a safe and peaceful holiday this December. In the table below you will first find some safety tips at you house (left hand column), followed by guidelines at your holiday place (right hand column):

SAFETY AT YOUR HOME



- Arrange for a student to stay in your house while being away and to feed the dogs. Book one on www.occupied.co.za
- Give your local Sector Police Vehicle number to the student so that they can reach the police car directly.
- Do not leave the lights on when going away for a couple of days, rather install a timer switch.
- Inform the Neighbourhood Watch that you are away. Make sure that they have your contact details in case something goes wrong at your house.
- Arrange for someone to take out your post every day and to put out and remove your dustbin every week.
- Cut your grass the day before you leave so that it will look quite neat for some time.
- Tell your neighbours that you are going away.
- Hide and put valuables away (e.g. jewellery, laptops, DVDs etc.).
- Your house should be well lit during the night (use a smart alarm system or timer for remote activation or ask a neighbour to switch your lights on).
- When packing all your stuff in the car before you leave, do not do this outside, but inside the garage so that people from the street do not see you packing in.
- Don't put empty boxes of gifts and appliances outside.
- Test your alarm before you go.
- Ensure that your house is locked and windows closed.
- Offer your drive way as extra parking space to your neighbours to create the impression that someone is at home.
- Don't leave garden equipment outside.
- Download the new Safety App Namola on your smart phone and utilise its safety features to prevent crime.
- Don't disclose your departure and return dates on social media for criminals to see.

An earlier version of this article was published in Crime Lines and Roodepoort Record. The full case study was published in the scientific journal, Acta Criminologica: The Southern African Journal of Criminology in 2011 co-authored by Marius Meyer (SABPP) and Johan van Graan (UNISA).

SAFETY AT YOUR HOLIDAY PLACE



- Travel light – don't carry heavy suitcases around.
- Tag your luggage properly.
- Take the Neighbourhood Watch committee members' phone numbers, as well as your insurance policy number with you.
- Stay alert, even after a long drive – criminals know that you are tired and will use the opportunity to take a chance.
- Go to the Info Centre or nearest Police Station and obtain the local Sector Police Vehicle number. Keep this number on you throughout the holiday period (or use 10111) and use the Namola App.
- Keep an eye on your children (or grand children) at all times and inform them not to talk or go to strangers.
- Do not leave anything inside your car when driving or parking (e.g. cell phones, sun glasses, iPads).
- If you see a crime risk, e.g. suspicious vehicle or person, send a SMS with details to the SAPS Crimeline 32211 or phone sector police or report on Namola App.
- Hide and put valuables away (e.g. jewellery, iPads, DVDs etc.).
- Stay alert throughout the holiday, wherever you are, e.g. at ATMs, shopping centres, the beach etc. Rest, but be careful not to be too relaxed – stay alert.
- Be careful at shopping centres, especially near banks and jewellery shops.
- Do not leave your possessions unattended, e.g. luggage and smart phones.
- If you stay in a hotel or holiday apartment, keep the doors locked at all times, especially at night or when you leave the place.
- Keep your car locked and alarm activated at all times.
- Use your credit card wisely and safely – don't take chances with strangers at restaurants and shops.
- Drive carefully, and be careful of hijackers and other criminals, we want to see you back safely in 2018!

HAVE A GOOD HOLIDAY

REST, RELAX AND DE-STRESS

by Marius Meyer



Most people I spoke to this year said that they had a difficult year, i.e. a year full of challenges, problems, set-backs and in some cases, even disasters. As HR professionals we are aware of the problems experienced by managers and employees. Despite positive interventions such as employee engagement and wellness, HR managers deal with several negative aspects in the workplace such as grievances, disciplinary cases, retrenchment, disputes and strikes. We are therefore in a good position to support our teams with encouragement or advice on how to deal with difficult issues and challenges.

However, we have now reached the holiday period, and it is also important to optimise your holiday to not only “recover” from the hardships of 2017, but also to rejuvenate yourself to be ready for another year full of opportunities, hard work, and yes, indeed new or reoccurring challenges. As HR professionals we spend so much time looking after other people, that we forget to look after ourselves. Here are some guidelines to ensure a good holiday this December:

- Ensure that you are ready to go on leave and that the leave planning and administration of all employees have been completed and that contingency plans are in place;
- Ask a co-worker to take messages for you at work, or to answer key clients so that you don't worry about unfinished work or ongoing client engagements;
- Plan your holiday properly by ensuring that you take everything you need with you (your medicine, phone, chargers, ID book etc.);
- Have a clear budget for the holiday and don't exceed it – don't spend on unnecessary things you will regret it next year when you run out of money during the second half of January;
- Make time for the things you really like to do, especially those things you do not get enough time for during the year – make a list of your favourite things and do them;
- Get as much rest as possible – relax and enjoy your holiday;
- Switch off from your work. As professionals who are serious about our work, it is not always easy to switch-off completely, but you cannot rest fully if you keep on thinking about work;
- Don't look at your emails the whole day – put your smart phone away for some hours during the day, it is not important to be connected 24 hours a day during your holidays;
- Take a break from social media, it is not necessary to update the world about all your activities or thoughts during the holiday;
- Visit or interact with friends or family members you may have neglected during the year – make up for lost time;
- Make new friends and keep in contact with them next year;
- Spend quality time with your loved ones – engage in longer, deeper and more uninterrupted conversations, but take some breaks from these discussions, you also need some time doing nothing or enjoying your hobbies;
- Get some extra sleep this holiday, there is no better way to rest than good and longer periods of sleep you may have missed out on during the year;
- Look after your health, get some exercise and don't eat too much. A holiday is also a time to look after your body – go for a walk and eat some healthy food at least once or twice a day;
- Focus on de-stressing by meditating and taking a break from your stressors such as hard work, assignments, studies etc.;
- Admittedly, some families have their own stressors – a difficult family member, a naughty child, an irritating or loud neighbour. Tolerate them where you can, or rather take a break from these distractions. Make time for yourself, you don't need to entertain others the whole day – create some “me” time at least once a day;
- While an HR Manager should follow the example of CEOs to read at least a book a week, read at least two books during December;
- Ensure that you get enough rest and relaxation through-

- out the holiday;
- While physical rest is important, ensure that you also achieve balance in terms of emotional, spiritual and financial wellness – a good holiday is all about good rest and variety – your body and mind need a break;
- Don't only rest in your comfort zone, it is good for your wholeness as a person to occasionally try something totally different than your normal routine e.g. go to the theatre, take a swim or walk in the neighbourhood, bush, beach or forest;
- Practice safe and good behaviour. Don't leave your common sense at home - too much alcohol, food, shopping or spending time in the sun without sunscreen could cause more harm than good;
- Vary your routine by not getting up at the same time every day, or having dinner at the same time. Use the holiday to take a break from the normal work week routine;
- Do at least one act of kindness to a stranger or disadvantaged person this holiday – remember that some people are not as privileged as you to be on holiday, thus count your blessings and share your wealth with those in need;
- Have fun – engage in several fun activities such as playing with children, catching fish, playing games, watching movies or other similar activities;
- Celebrate the official public holidays such as Day of Reconciliation, Christmas Day, Family Day and New Year's Day in ways that really epitomise the spirit and meaning of these holidays;
- Reflect on your successes during the year, and while it is appropriate as a professional to also think about the challenges you experienced, don't get bogged down into negative feelings or emotions. Put the set-backs, worries and hardships of this year behind you. Keep your mind positive while you relax, and leave next year's worries for 2018.

The above guidelines are useful in ensuring a good holiday full of interesting activities and good rest and relaxation. Put yourself and your loved ones at the centre of your holiday - you deserve a good period of rest to get yourself ready for another busy year. Enjoy your holiday!



A blue banner graphic for LinkedIn. At the top, the letters 'in' are written in white on a dark blue, brush-stroke-like background. Below this, a white arrow-shaped box contains the LinkedIn logo and the text 'LINKEDIN/SABPP JOIN THE DISCUSSIONS'. To the right of this box is a large, white, right-pointing arrow.

A blue banner graphic for Facebook. At the top, the letter 'f' is written in white on a dark blue, brush-stroke-like background. Below this, a white arrow-shaped box contains the Facebook logo and the text 'FACEBOOK/SABPP JOIN THE DISCUSSIONS'. To the right of this box is a large, white, right-pointing arrow.

STUDENT CHAPTER



IBIKA STUDENT CHAPTER ELECTION DAY



It gives honour and pleasure to be one of the accredited Universities and to be the host of the best highlight and great achievement for our campus as our student was one of the top 3 students of the National HR Student Awards, putting us on the map as a great university.

We felt, like we needed an active executive of the Student Chapter (this led us to set a date to elect such executive on the 23 October 2017) to maintain our standard as to be one of the best universities on creating HR Standards by ensuring that they are implemented even on our HR students.

It was a well spent day and the programme ran smoothly and was a fruitful one as we also had words of encouragement from the COO himself of the SABPP. It was a small and brief programme whereby the Human Resources Students were responsible for that programme. Mr Mawande motivated us a lot that "your background does not determine your future; you can come from nowhere and end up somewhere. It does not matter if you were born by a domestic worker mother but what matters is that where you want to go in future". Those were some of his words that gave us all hope that as long as we are focusing on building our future, our background really

does not matter. He further said that SABPP is there to help us jump start our careers as there are many people who are currently working in HR. So we should ask ourselves what is going to help you stand out.

In addition he concluded and culminated how important is Human Resources in any department, so he told us to be proud and confident of our course as it is the engine of every department.

We as the newly elected executive for 2017/18 are looking forward on changing students or peoples attitude towards Human Resource Management and we are looking forward on taking our HRM department to the next level of cause with SABPP's assistance.

All in all, our programme was a success and we left there so motivated, as we are heading to our exams we now know that it is only the future that matters and it is in our hands.

SABPP wishes all HR Students a successful exam and a good period of rest as you make the transition to a new academic year or the workplace next year.



GET STARTED TODAY

AND GET ACCESS TO THE BENEFITS

JOIN NOW

**KICKSTART YOUR
HR PROFESSIONAL
CAREER WITH SABPP**

 MORE INFO

 REGISTRATION FORM

 EMAIL



SABPP™

SA BOARD FOR
PEOPLE PRACTICES

Setting HR standards