

HR VOICE

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20

HIGHLIGHTS

from the
SABPP AGM
last month

**PERSISTENCE
PAYS OFF!**



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BOARD DESK



20

HIGHLIGHTS FROM THE SABPP AGM LAST MONTH

On behalf of the Exco of the SABPP Board, we would like to welcome you to the July or mid-year edition of HR Voice for 2017. On 22 June we had one of the highlights on the SABPP calendar, i.e. our Annual General Meeting (AGM). The AGM is a special meeting for 5 reasons:

- The SABPP board members report back on the previous year by releasing the latest Annual Report;
- It is an opportunity to discuss challenges and opportunities, in particular how we meet the needs of our professional members;
- The AGM is also an excellent networking opportunity with more than a hundred HR professionals in one room;
- Members get the opportunity of directly meeting SABPP board members, management and staff to see the faces behind the phone calls, emails and tweets and to meet them in person;
- We always have a special guest speaker to inspire us to even greater heights going forward.

The SABPP Board realises that for most members it was simply not possible to attend the AGM due to the distance between us and other commitments. Thus, we use this opportunity of reflecting on the AGM and key highlights from 2016 as disclosed in the annual report. The highlights from the AGM were as follows (the first two items actually happened at the AGM while the other eighteen points are extracted from the Annual Integrated Report 2016):

1. For the first time at an AGM we had an international guest speaker, Rajesh Kamath from one of the HR associations in India called More than HR Global (MTHRG) who inspired us with his speech entitled "Building Professional Communities;"
2. More than 100 delegates at the AGM;
3. Launch of a new vision, mission and HR Voice 2.0 Strategy for SABPP;
4. Fourth Annual National HR Standards Roll-out Conference;
5. Many in-house HR standards presentations at several organisations;
6. Our most visible year in terms of public conference exhibitions and presentations;
7. Conducting six audits against the national HR Standards and release of 2nd Annual HR Audit Tribune and 1st Annual HR Audit Awards;
8. Development and launch of Labour Market Scenarios 2030 Report;
9. Visits to 16 university campuses and several student chapters formed;
10. Green status in terms of uploads on the National Learner Records Database;
11. A record of 1067 new HR professionals registered;
12. Increasing our regional footprint to eight provincial committees;
13. Good international recognition such as a visit by the largest HR body in the world, the Society for Human Resource Management from the USA, a visit by an Indian HR association to SABPP (MTHRG), as well as the first group of HR auditors trained in Zimbabwe;
14. Participated in the development and launch of South Africa's first talent management platform, Talent Talks, thereby providing a daily article to all members;
15. Establishment of three new committees, HR Citizen to champion volunteering work, and HR Governance to build a national HR Governance framework, and Change Management Committee to champion the change management standard developed;
16. More than 100 articles published on the Internet, newspapers or in magazines;
17. The launch of a new online membership system for improved communication, interaction, including member self-help and engagement with our office staff and fellow members;
18. Excellent growth in social media interaction with more than 11 000 twitter followers, as well as an Instagram account opened by the end of the year;
19. Launch of HR Candidateship programme to empower young graduates for work readiness in accordance with the HR Competency Model;
20. Comprehensive progress report regarding SABPP work in the provinces, including the growth of student chapters at universities.

We would like to thank all delegates who could attend the AGM for their attendance and inputs. Your comments and suggestions are valuable in assisting the SABPP Board and management in refining our HR Voice 2.0 strategy and improving our service delivery to you. We also want to acknowledge the role of all SABPP committees and their chairpersons in achieving so many successes over the last year, while we continue to improve in working as HR and office professionals on all our challenges and opportunities for improvement.

The SABPP Annual Integrated Report has been shared as printed copies to all members at the AGM. The following seven additional communication channels have been used to distribute the Annual Report via the Internet, electronic communication and social media platforms: Email, website, google, blog HR Today, twitter, facebook and linked-in. Simply download it from any of these platforms. We would also like to encourage our nine provincial committees to do face-to-face sessions in all the provinces to discuss the SABPP Annual Report. Already, the province of Kwazulu-Natal is leading the pack with their KZN AGM on 5 July, congratulations to the SABPP KZN Chairperson Reuben Dlamini for this excellent provincial leadership in getting the annual report out to our KZN members within two weeks of the national AGM. Surely, the other provinces will follow the KZN example.

We also want to inform you that the SABPP Annual Report is formally submitted to the following government institutions in accordance with our governance requirements and statutory duties:

- Parliament (Legal Deposits Act);
- Department of Social Development (Non-Profit Organisations Act)
- South African Qualifications Authority (National Qualifications Framework Act)
- Quality Council for Trades and Occupations (Skills Development Act)

ANNUAL

GENERAL

MEETING

22 JUNE 2017

The above achievements are clear examples of evidence of the commitment of the SABPP Board and staff to build the HR profession. Given the impact of the above successes, as the Exco of the SABPP Board, we are confident of yet another successful year as we embark on the second half of the year 2017. We will focus on key actions to drive the HR Voice 2.0 strategy of SABPP, and further expand our capacity to deliver according to the needs of the HR professional and learning provider markets. Examples of further deliverables for the rest of the year are as follows:

- Development and launch of South Africa's first Leadership standard;
- Launch of National HR Academy;
- Refinement and launch of National HR Metrics Scorecard;
- 5th Annual HR Standards Conference;
- Release of 6th Annual Women's Report;
- Release of 3rd Annual HR Audit Tribune;
- Launch of 1st Annual HR Standards Report;
- Several value-adding alliances to be formed;
- Full roll-out of the new online membership system;
- Launch of first HR Risk Management book.

It is important to note that the Annual Report clearly depicts the roll-out of the HR Voice 2.0 strategy in all provinces. While our digital strategy ensures daily online communication with members wherever they are, we are also mindful of the need for direct personal networking at provincial level. We will empower our provincial committees to arrange local sessions for SABPP members within the provinces, while we continue from our office in Johannesburg to pursue further opportunities for HR impact in the provinces. Recent examples of such efforts are as follows:

- Presentation on HR professionalisation at KZN Treasury in Pietermaritzburg;
- Participation in the Ethekwini Talent Management Learning Exchange in Durban;
- Launch of the SABPP Northern Cape Committee in Kimberley;
- First event of the SABPP Mpumalanga Committee in Mbombela;
- HR Standards session for HR Managers in North-West Province (Rustenburg);
- Launch of SABPP Student Chapter at North-West University (Mafikeng & Potchefstroom campuses);
- Launch of SABPP Student Chapter at Cape Peninsula University of Technology in Cape Town;
- Project to support the Gauteng Department of Health and their hospitals with HR standards and audits;
- Ethics training by the SABPP Free State Committee;
- Professional certification ceremony at the Oliver Tambo District Municipality in Mthatha in the Eastern Cape and invitation to join the HRD Council of the district;
- Accreditation of Walter-Sisulu University Ibika Campus in the Eastern Cape and Cape Peninsula University of Technology in the Western Cape;

- Representation at the Western Cape Premier's Skills Council;
- Project to audit five municipalities in Gauteng against the National HR Standards.

We want to thank all these provincial stakeholders for their invitations and positive engagement over the last six weeks. As you can see from our provincial footprint in the annual report, we have now reached the stage of significant provincial presence. In particular, the drive towards HR professionalisation by the Gauteng Department of Co-operative Governance, and Department of Health, as well as Ethekwini Municipality and KZN Treasury is indeed encouraging. We thank the MEC for Health in Gauteng Province, Dr Gwen Ramokgopa, the DDG for Health, Ms Pinkie Baloyi, and the HR Head at Ethekwini, Ms Kim Makhathini for their leadership in prioritising HR professionalism as a key imperative in their departments. SABPP is always open for supporting any organisation committed to embark on the journey towards HR professionalism, and given the strong foundation of the HR Competency Model and the National HR Standards, we are ready to professionalise all HR functions throughout the country.

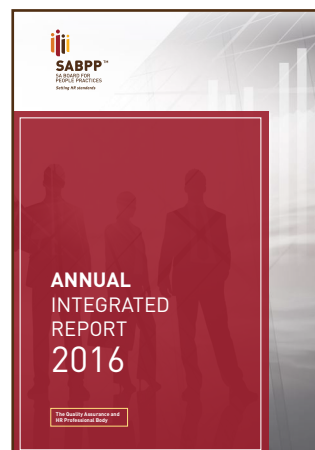
We wish all our stakeholders a prosperous July as we intensify our HR professionalism and quality assurance efforts during the second half of the year.

Marius Meyer
CEO: SABPP

Follow **Marius** on Twitter @MariusSABPP

Siphiwe Moyo
Chairperson

Follow **Siphiwe** on Twitter @SiphiweMoyo



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actually there is nothing *short-term* about our relationship with our delegates



our key objective is to mature long-term relationships with our delegates



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ALLIANCES

JOINT IPM/SABPP STATEMENT ON COLLABORATION



SABPP™

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Setting HR standards

It gives us great pleasure to announce the first joint project of collaboration between the Institute of People Management (IPM) and the SA Board for People Practices (SABPP). IPM and SABPP signed a memorandum of understanding to collaborate in advancing the HR profession in South Africa. The first tangible output of this collaboration is to support the Gauteng Department of Health in professionalising HR practice in all the department's sites throughout the province. This project will include building HR competencies, applying HR standards, conducting HR audits, in addition to several other leadership development and HR capacity building interventions. IPM and SABPP will actively work together with the Department of Health to ensure that the people side of health services is optimised and strengthened in the interest of health service delivery. The interventions planned in the HR for Health Project are intended to professionalise HR practice by transforming the HR function into a high-performing non-clinical function focusing on enabling improved health care for the Department of Health. The project will focus on high performance HR practice aligned to overall improved health care service deliv-

ery and will therefore contribute directly to the achievement of the objectives and overarching strategy of the Department of Health in advancing the health and well-being of citizens in Gauteng. IPM and SABPP will keep the HR community informed of progress with this collaborative effort and it is our wish that this first major project of collaboration between the parties will pave the way for similar initiatives to advance HR professionalism throughout the country.

Mr Marius Meyer CEO: SA Board for People Practices (SABPP)

Dr Jerry Gule CEO: Institute of People Management (IPM)

To register as an HR Professional in accordance with the NQF Act, and to qualify as an Ex-officio Commissioner of Oaths please send an email to professional@sabpp.co.za or visit www.sabpp.co.za

A

B

C

QUESTIONNAIRE

on Stress



Stress is an ignorant state. It believes that everything is an emergency (Natalie Goldberg).



Did you know?

People-orientated professions such as:

- Human services (a.k.a. Human Resources),
- Education, and
- Health care
- are considered to be stressful occupations.

Burnout is often the endpoint for professionals who entered into a people-orientated occupation with a positive mindset and dedication to helping people (Maslach & Goldberg, 1998: 63).

Self-Assessment

1. What would you say is your current experience of stress?

- A. It is constant, profoundly unpleasant.
- B. It varies, sometimes intense, sometimes not an issue.
- C. It is occasional, not a problem.

2. What is your usual approach to work challenges?

- A. I worry about things that can go wrong.
- B. I wish I could be more self-confident.
- C. I tend to approach things confidently and positively.

3. How would you rate your working environment?

- A. Generally chaotic and unpleasant.
- B. It needs improvement.
- C. It is pleasant and conducive to working.

4. What happened when you last discussed your performance with your manager?

- A. My manager does not give feedback.
- B. The feedback did not fit the job that I am doing.
- C. I am meeting the agreed job objectives.

5. What was your workload like during the last couple of weeks?

- A. I often work late, but still not getting done.
- B. I put in extra time at work / take it home.
- C. My workload is reasonable.

6. How would you describe your manager?

- A. Generally demanding and ruthless.
- B. Fair, but pushy.
- C. My manager works hard to help me do a good job.

7. How helpful are you coworkers?

- A. They are not! I feel undermined by office politics.
- B. I wish they were more helpful and kind.
- C. We work together reasonably well.

8. What do you do when you've had a particularly bad day?

- A. I find it difficult to sleep that night.
- B. I find it extremely difficult to unwind.
- C. I can let go and relax at the end of the day.

9. How do you react when things are going badly?

- A. I cut myself off from people to focus on the job.
- B. I talk about the situation with colleagues / friends.
- C. I know where to go for help, I ask for it when I need it.

Analysis:

Mostly As: Your answers reveal that you are very stressed, life is difficult and you feel out of control of situations. Take immediate action to regain control of your life!!

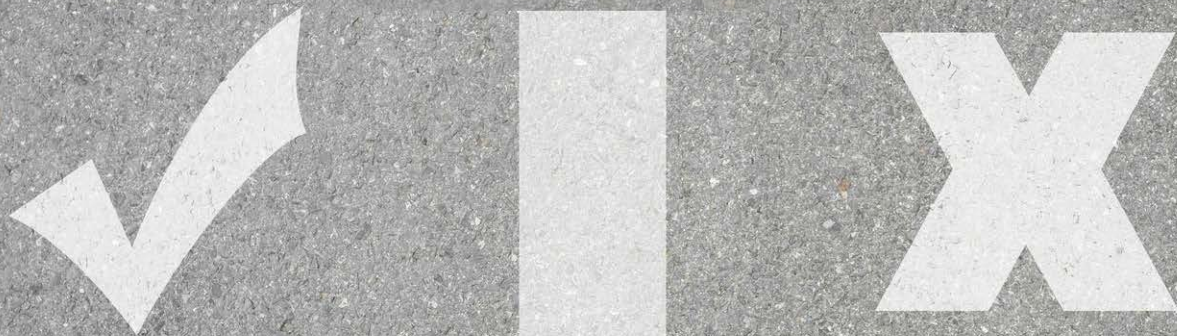
Mostly Bs: Your answers reveal that you are experiencing some level of stress, things are not terrible, but it could be better. Take action to identify and minimize your stressors.

Mostly Cs: Your answers reveal that life is going reasonably well for you, probably owing to a good support system and stress management strategies. Stay in control.

[Adopted from Shah, 2012]

ETHICS

CREATING AN ETHICAL CULTURE IN YOUR ORGANISATION



- Cynthia Schoeman

In theory creating an ethical culture makes great sense and should be a high priority objective for all organisations. But in practice there are a couple of stumbling blocks to realising this goal. Firstly, organisations do not always have a clear, strong rationale as regards what organisational or business need the culture change would fulfil or what benefit it would deliver. Secondly, changing an organisation's culture - in this case to be more ethical - is widely recognised as a very difficult leadership task. Unpacking these issues is important to ensure that the pursuit of an ethical culture is not undermined.

At the outset, it is relevant to position culture within the organisational context. Since the concept of organisational culture surfaced in the late 1970s, it has been well accepted in organisations. The King IV™ Code on Corporate Governance,

released in November last year, added significant further support to the importance of an ethical culture. King IV™ identifies only four good governance outcomes, of which the first is an ethical culture. This outcome is the focus of Chapter 1 of the Code, "Leadership, Ethics and Corporate Citizenship", which outlines principles and recommended practices in support of attaining an ethical culture. In particular Principle 2 states that "The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture".

What need does an ethical culture fulfil?

The primary organisational or business need that could be fulfilled by culture change derives from the definition of culture as "the way things are done around here" - because what this

definition illustrates is that culture shapes behaviour in organisations. The quest for more ethical workplace behaviour makes culture especially pertinent, to establish ethical conduct as the norm and to maintain ethical behaviour relative to internal and external stakeholders. This reason should be sufficient to position the creation and maintenance of an ethical culture as a primary goal.

But what of the situation when a company already considers the behaviour of its people to be basically ethical? The argument would typically follow that they have not experienced any major ethical scandals that gave rise to the need for action as regards the company's ethics. The absence of ethics being viewed as a problem therefore appears to invalidate the need for pursuing an ethical culture. But this attitude relies on the future being the same as the past, coupled to which, in the area of ethics a lack of attention can be seen as an opportunity for those who are not ethical.

What benefit does an ethical culture deliver?

But what of the benefit that an ethical culture can deliver? The rationale for creating an ethical culture is very persuasive.

A strong ethical culture can minimise the risk of ethical breaches and the negative costs and consequences that flow from ethical failure. The many high-profile ethical breaches reveal a wide range of costs. Companies have faced huge financial costs in the form of fines or legal settlements. Costs to reputation have ranged from eroded confidence in an organisation to a negative impact on its share price. In some instances, the cost has also led to the closure of the business.

On the positive side, an ethical culture brings the benefits of promoting ethical conduct and greater levels of compliance. Eclipsing this is the fact that a strong ethical culture creates a more trustworthy workplace. In situations of high trust organisations are likely to enjoy the advantages of better and faster decision making, greater consistency of responses and decisions, good confidence in top management action and more individual accountability with less need for policing. In an article fittingly entitled "The Most Valuable Business Commodity: Trust", David Williams, author of *The 7 Non Negotiables of Winning*, acknowledged that the trust we create matters most to our success. He sees trust as one of the primary "things in work, and in life, [that] are unmeasurable and without equal".

An ethical culture also lends itself to better stakeholder relationships. All stakeholders can easily recognise the benefits of dealing with an ethical organisation and they would place greater value on relationships that are characterised by, for example, honesty, fairness and respect than on less trustworthy associations.

The benefits of being recognised as an ethical organisation by external stakeholders include the ability to attract and retain top staff and board members, improved investor and market confidence, reduced cost of capital, easier access to capital, improved brand equity, and enhanced corporate reputation.

The ultimate benefit an ethical culture should deliver is to provide the organisation with a unique source of competitive advantage. Ironically, each fresh corporate scandal enhances the value of organisations seen to be ethical and makes them even more likely to be rewarded for their ethical stance.

The reasons and arguments in favour of an ethical approach are therefore both strong and sound. It therefore remains for the organisation to decide whether it leverages the need an ethical culture can deliver and values the benefits.

Is it really difficult to create an ethical culture?

The second obstacle centres on the difficulty associated with changing an organisation's culture. There are numerous reasons why it is viewed as a difficult undertaking, among them that, much like DNA, the culture of an organisation is embedded in the entire organisational system. That culture has probably also evolved over time entrenches it further.

To address this challenge necessitates a strong, integrated approach to change culture and truly embed an ethical culture. A sound ethics management system - what King IV™ refers to as "the governance of ethics" - is an optimal approach. Our model rests on the following six key pillars:

1. leadership commitment
2. ethics goal and strategy
3. ethical standards
4. ethics awareness and understanding
5. ethics recognition and reward
6. ethics assessment, monitoring and reporting.

Some of these elements are well recognised or already in place in organisations, and thus not especially difficult, while others are either addressed inadequately or not at all and consequently warrant particular attention.

1. Leadership commitment

Most, if not all, organisations would acknowledge that the commitment of the organisation's leaders is non-negotiable to realise an ethical culture, and that the success of realising this outcome depends on their active, on-going attention. This element should not be difficult - but, without this support, the culture change is likely to be limited to pockets within the organisation.

2. Ethical standards

A pillar of the ethics management system that most organisations have already addressed is codifying their ethical standards. This would typically take the form of a code of ethics or a code of conduct and supporting ethics-related policies.

The effectiveness of an organisation's ethical standards is a crucial foundation for an ethical culture that defines what is and is not acceptable. Its effectiveness rests on a number of factors, namely that the standards should be clear and well communicated, should be enforced with total equality, and (echoing point 1 above) should enjoy the unwavering commitment of leaders at all levels to the company's values and rules.

3. Ethics goals and strategy

Defining the organisation's ethics goal(s) and the supporting strategy is an important factor in pursuit of an ethical culture. Without the clarity of a stated, ideal ethical goal, the initiatives to change or improve the culture risk not being focused or aligned. As the cheshire cat so aptly said to Alice when she asked for directions in Wonderland without a destination in mind, "if you don't know where you're going, any road will do". The obvious ethics goal would be to build and maintain an ethical culture. But this is often not included in organisations' vision, mission or strategic objectives – and it needs to be.

4. Ethics awareness and understanding

Ethical awareness is generally an under-used feature of an ethics programme. But high levels of ethical awareness make a valuable contribution to building an ethical culture, not least because high levels of ethical awareness serve as an effective deterrent to misconduct. This can be achieved via innovative, interesting awareness campaigns and regular communication.

But awareness is not enough: Ethics understanding is also critical. A sound understanding of ethics is achieved in numerous ways of which training is key. Clearly the training needs to be relevant to the employees' roles, responsibilities and ethical challenges. It also needs to engage employees because the ideal outcome is not merely understanding, but a greater commitment to ethics – which is crucial for the creation of an ethical culture.

A challenge in this area is that the most effective training is face-to-face training, which incurs costs and takes time. Time should not be viewed a problem because training does not have to take the form a standard two day workshop. That's great if it's possible, but just as much can be accomplished via a series of regular short ethics conversations that can be scheduled for a few hours.

A reluctance to fund quality interventions to build and maintain a broad-based commitment to ethics among leaders and employees is a problem that undermines the pursuit of an ethical culture. While ethics training cannot claim to eliminate the risk of misconduct, it can reduce the risk. A positive perspective is to compare the cost of training with the potential cost of ethical failure.

5. Ethics recognition and reward

Given that ethical conduct is core to an ethical culture, it follows that its value should be recognised. This can easily be done using employee recognition programmes, such as employee of the month, that include ethical behaviours or ethical values among its nomination criteria.

Rewarding ethics directly is fraught with risks. It can contradict ethical practice to pay someone to be ethical. But ethics can be recognised and rewarded via the inclusion of ethical behaviours or ethical values as performance measures in a performance management system. This reinforces ethics as a facet of good performance, which in turn strengthens the company's ethical standards, maintains ethical awareness and works to shape behaviour, all of which adds support to building and maintaining an ethical culture.

6. Ethics assessment & reporting

A critical step - and a good starting point - in pursuit of an ethical culture is that ethics is regularly assessed to provide an accurate, representative picture of the organisation's ethical status. (An added bonus is that ethics assessments also meet the recommendations and requirements in King IV™ and the Companies Act Social and Ethics Committee.)

However, measuring ethics is often not done well enough, if at all. While companies measure and track other key indicators, such as sales, costs, safety or profitability, may fail to measure what matters most to overall success: ethical behaviour and the extent to which ethics is exercised to stakeholders. Like most of the factors above, this is not a difficult step.

The criteria that would determine the effectiveness of an assessment (which are met by the Ethics Monitor web-based survey) include the following:

- It should provide accurate, quantitative measures that identify the organisation's ethical strength and vulnerabilities. This allows management to focus attention on specific areas in the organisation or on the actions that are most necessary to improve ethics and address ethical risks.
- To ensure the credibility of the results, all employees should be given the opportunity to complete the assess-

ment. When the assessment includes only a small sample of employees, the validity of the results risks being queried - by management if the results are unexpectedly poor and by employees if the results are better than they experience it. Similarly, the opinion of just the board or executives does not constitute a representative view of the whole organisation.

- The tool or methodology that is used needs to assess the ethical behaviours experienced by employees in the workplace. This is likely to entrain employees' perceptions of ethics in the workplace as well which, based on the view that 'perceptions are reality', is perfectly relevant to the results. While ethics awareness is important, it is not a sufficient measurement of an organisation's ethical status since it is not necessarily an indicator of behaviour.
- The assessment tool must ensure the anonymity and confidentiality of the employees and their responses, which is vital to access their honest responses.

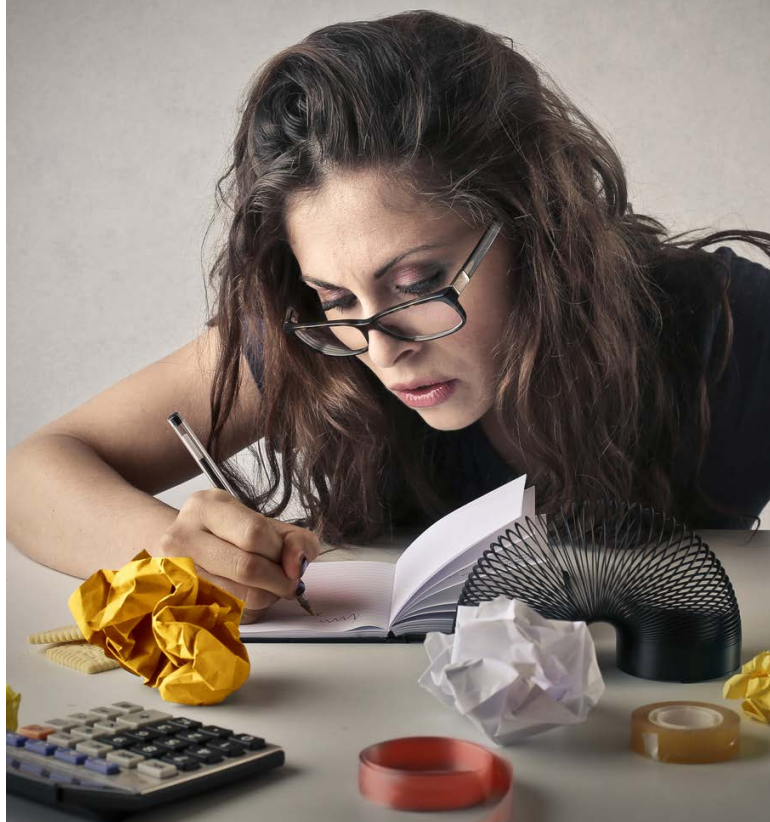
The assessment warrants being done by an independent party for the greater credibility they can provide. Adding to the detailed information the assessment should provide, the measurement of ethics also allows for accurate ethics reporting and serves as a crucial source of assurance for internal and external stakeholders.

In conclusion, the arguments against the pursuit of an ethical culture should not be viewed as obstacles. Instead organisations should focus on customizing an integrated approach based on the above six pillars of the ethics management system to realise the goal of an ethical culture.

Cynthia Schoeman is MD of Ethics Monitoring & Management Services, author of *Ethics Can*, *Managing workplace ethics* and *Ethics: Giving a Damn, Making a Difference* and a member of the SABPP's Ethics Committee.

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PERSISTENCE PAYS OFF!

“Patience, persistence and perspiration make an unbeatable combination for success”

Napoleon Hill

This story has its roots in a vision of HR Professionals employed by the Gauteng Department of Cooperative Governance and Traditional Affairs (COGTA). The seeds were sown a few years ago to professionalise and standardise HR best practices in municipalities driven by consistency and governance.

After numerous letters, proposals and open tenders, SABPP was recognised by the independent panel as the organisation who has the competence and credibility to assist with this crucial process.

Careful and detailed preparation between the parties, resulted in a comprehensive plan to determine the current status of HR integrated practices and processes of five selected municipalities in Gauteng. The route chosen was that of auditing the municipalities’ HR practices against the integrated approach of SABPP HRM Standards.



The process unfolded with awareness training of the municipalities before the audits. Below is evidence of the first training session in Sedibeng which included Lesedi and Emfuleni municipalities.



First training session in Sedibeng which included Lesedi and Emfuleni municipalities.

This is only the beginning of our exciting journey with Gauteng COGTA and municipalities to uplift HR professionals and in that manner contributing to the National Development Plan to achieve 'Building a capable and developmental State'. The SABPP team would like to thank Mboneni Lesoga at Gauteng COGTA for their leadership role in making this historic project a reality.



Tsholofelo Kgatitswe (CoGTA), Suran Moodley (Lead Auditor), Yendor Felgate (Lead Auditor), Malebo Maholo (HR Audit Officer) Annetjie Moore (Head of Audit unit), Marius Jacobs (Lead Auditor), Mboneni Lesoga (CoGTA), Mpho Mafetu (CoGTA)

Photos with compliments of CogTA

INDUSTRY NEWS

PENSION LAW IS HR BUSINESS IN CASES – (part II)

- Makhado Ramabulan

Introduction

As discussed in the previous series, in South Africa, it is not compulsory for employers to provide a pension/provident fund (fund) in terms of the Pension Funds Act, 24 of 1956 (PFA), that is, unless the employer belongs in certain industries or sectors of which the bargaining charter of that industry or a sectoral determination of that sector makes it compulsory. Therefore, for an employer who does not belong in an industry or a sector where participation in a fund is compulsory, the decision to participate in a fund is voluntarily made by the employer in consultation with its employees. However, once the decision to participate in a fund is made, the employer is bound by the rules of the fund until it decides to officially terminate its participation. After an employer commences participation in a fund, it must register all employees who qualify for membership and pay contributions on their behalf. The issue of an employer's duty to register its employees with the fund it participates in came up in the matter of *Nkwanyana v Hospitality and General Provident Fund and others* [2013] 3 BPLR 402 (PFA). In this matter the employer neglected to register an employee with the fund and failed to pay contributions on his behalf. The employee discovered after the termination of his employment that he was not a member of the fund in which his employer participated. Mr Nkwanyana (the complainant) complained to the Office of the Pension Funds Adjudicator (the Adjudicator) and this is what subsequently transpired. Before engaging the facts of the case it is important to remember the Adjudicator is a statutory Tribunal mandated to resolve pension fund complaints in terms of the PFA. At the end of each investigation, the Adjudicator must issue a judgement referred to as a determination and in terms of section 300(1) and (2) of the PFA, respectively, a determination of the Adjudicator is:

"deemed to be a civil judgment of any court of law had the matter in question been heard by such court, and shall be so noted by the clerk or the registrar of the court, as the case may be."

AND

"A writ or warrant of execution may be issued by the clerk or the registrar of the court in question and executed by the sheriff of such court after expiration of a period of six weeks after the date of the determination, ..."

This simply means that a determination of the Adjudicator is a civil judgement which the complainant could have obtained by instituting a civil claim in a court of law. If the unsuccessful party who has been ordered to make payment to the successful party fails to pay, the sheriff of the court where such a determination is filed can sell the unsuccessful party's property in execution to recover the amount of the judgement together with interest and the sheriff's costs.

Employer's duty to register all qualifying employees with the fund and contribute on their behalf

In the *Nkwanyana* matter, the complainant had alleged in his complaint that he joined the employer on 31 January 2008 until his termination on 28 September 2011. He also submitted that during the course of his employment, monthly provident fund deduction were being made from his salary and in support, he attached to his complaint a copy of his salary advice reflecting the deductions made. Both the fund and the employer were requested to respond to the complaint. A response was received from the administrator, on behalf of the fund, confirming that the employer was indeed a participating employer in the fund. It submitted that, however, the complainant was not registered with the fund and that no contributions or information were received on the complainant's behalf from the employer. It submitted further that, as a result, the fund had no benefit for the complainant. It also provided a copy of the rules of the fund relating to the complainant's employer. The employer failed to respond to the complaint despite the initial request and the follow-up requests. The Adjudicator decided to consider the matter despite the failure by the employer to respond.

In considering the matter, the Adjudicator looked at the fund's

rule on membership applicable to the complainant's employer. The rule in question provided that all permanent employees of the employer between the ages of 18 years and 60 years were required to join the fund. The complainant was at the commencement of his employment with the employer, 30 years old and he had indicated that he was a permanent employee as reflected in his salary advice. Furthermore, the salary advice showed that there were deductions for provident fund purposes even though these deductions were never received by the fund. The Adjudicator in making her ruling found that although the complainant was not registered with the fund as per the rules, the complainant should have been registered as a member and contributions made on his behalf and a withdrawal benefit paid when his employment was terminated. The adjudicator concluded that the employer was at fault in failing to register the complainant and as a result, it should be ordered to register him retrospectively from March 2008 until September 2011 and submit all the relevant contribution schedules reflecting contributions that ought to have been made on his behalf (that is, including both employer and employee contributions). The Adjudicator ordered the fund, on receipt of the said information from the employer, to compute the benefit that the complainant would have been entitled to if he been timeously registered and contributions received on his behalf and to charge interest in terms of section 13A(7) of the PFA. The Adjudicator also made an alternative order that should the employer fail to register and submit the schedules for the complainant as ordered, the fund should reconstruct the complainant's records based on the information provided by the complainant. The fund was ordered to submit the amount due on behalf of the complaint to the employer for payment and the fund to transmit the payment received to the complainant.

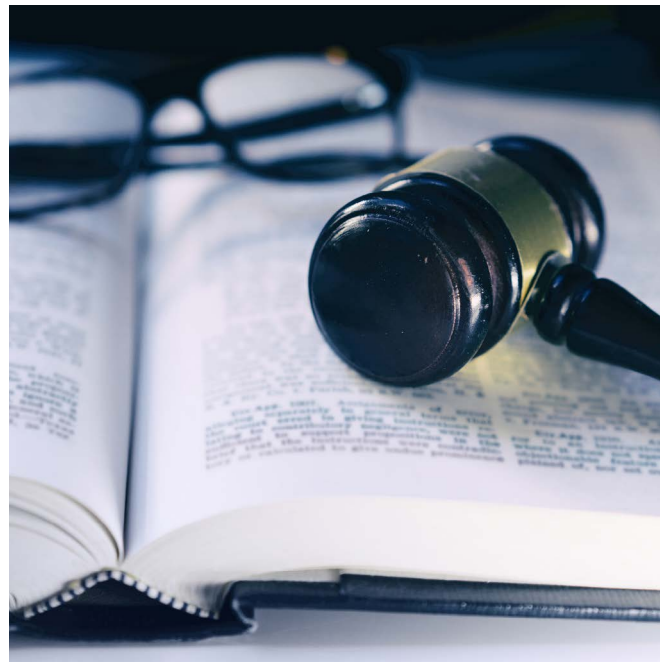
Comment

The Nkwanyana matter reiterates the point that if an employer decides to participate in a fund, the decision of whether to register a member or not is no longer up to it, that issue will be determined in terms of the rules of the fund. Thus, if an employee qualifies for membership in terms of the rules of the fund, on termination of employment, the employee will be deemed in terms of the law to have been a member of that fund whether such registration and contributions did happen or not. The disadvantage with this scenario for the employer is that, where the employer was only required to pay monthly contributions in terms of the fund, due to its failure to register a member it will also be required to pay interest to reflect investment returns that the contributions would have earned had the member been timeously registered in terms of section 13A(7) of the PFA. Furthermore, the employer's failure to participate in the Adjudicator's process only serves to add salt to injury, in that, where no response is received to a com-

plaint, only the complainant's version is before the Adjudicator when the ruling is made and in such an event, the complaint's version is accepted without contest even if the employer may have had a genuine explanation why a particular rule was not followed. Thus, the Adjudicator is empowered as happened in the Nkwanyana matter to issue a default determination. The employer should endeavour to respond to all complaints received from the Adjudicator or the courts including admitting liability where it is due.

It is therefore imperative that employers be conversant with the rules of the fund in which it participates and be aware of the demands imposed by those rules on it. Only then will an employer be able to know when it is required to register a new employee and the level of contributions that are required to be made on behalf of such a member. It is often the case that the fund rules will specify a condition of membership, as was the case in Nkwanyana that for an employee to be registered the employment must be permanent. Therefore, an employee on probation or temporary employment will not qualify to be registered as a member. As always, what is referred to as the employer's responsibility is in actual fact the responsibility of the HR practitioner within the employer.

Advocate Makhado Ramabulana is a pension law consultant at Mutodandimo Enterprise (Pty) Ltd (Disclaimer: please take note that the above information is for educational purposes only and does not constitute financial or legal advice).



HR STANDARDS

Deploying Learning and Development Initiatives, Some Key Considerations

Eugene Lebele



It is very confusing when peers always pose the same yet misguided question: what makes learnerships successful? Tempting as it is to give a knee jerk answer, one has to step back and start at the point of origin. This article intends to highlight some key issues to be considered when embarking on a learning and development journey. It is not meant to be prescriptive or exhaustive, but rather to stimulate engagement leading to better implementation of skills development programmes across sectors.

The point of departure should be the clarification of strategic intent. Why do we have to act? What do we have to do? This is different from beginning by looking at what learnership to implement. The latter assumes that learnerships are the answer to whatever problem or opportunity the organisation is looking at. The clarification and confirmation of strategic intent provides the compass to whatever learning and development initiative you embark on. For example, if the organisation is aiming at building talent pools of future employees, then the direction is pointing at the strategy and business plan. Where is this organisation going? How and in which areas will future employees contribute? Decisions on the programme, stakeholders and implementation issues will be driven by investment in human capital framework.

This approach will be different when divesting and skilling employees to transition to other forms of economic activity. On the other hand, programmes meant as a societal response to skills shortage and job creation will have a different focus. Walking a mining executive through this process made him realise that skills to be developed might not have anything to

do with mining at all. It talks to the labour market dynamics and needs of the immediate community perceived as potential beneficiary. This approach plants the seed for meaningful engagements between human resources and its business partners, grounding flying pigs at the planning phase. It also helps clarify some key stakeholders.

I was once involved in an international programme at its tail end. Conflicts amass between various parties. Coming from outside, what became clear was that contested issues could have been resolved upfront. The root of the problem was that certain stakeholders were not involved at the beginning, only for their endorsement required at the end of programme. This was catastrophic to the career development of the youth who were supposed to be beneficiaries. The grass was (as always) the victim of elephant's warfare! The clarification of strategic intent will guide (not prescribe) who key stakeholders in the organisation and outside should be. It helps also to clarify their roles such as endorsement, approval and advocacy upfront.

These could range from SETA leadership, professional bodies, community structures to placement agencies where the training would be geared to assisting the unemployed to be economically active.

Identifying these team members should also consider key players such as the champion (sponsor) and the project manager. Ideally, the champion should be a senior leader in the organisation. It should be a person within influence within structures, well respected by peers and can open doors for

the programme. This should not be a “Project Siberia”, that is, an initiative no one is interested in and is given to someone who adds no value. Usually such individuals are a general liability to the organisation yet being kept for a different purpose, for example, political influence or token leadership. Such an appointment sets the programme up for failure before kickoff. Learning and development should not be treated as a retirement centre.

Equally important is the appointment of the project manager to drive this intervention. This should be a person who understands learning and development processes, legislation and the business of the company. This individual does not necessarily have to be an employee of the organisation depending on the size of the intervention. Major interventions would require full time focus instead of an additional performance area to critical role.

The journey would now be at defining what programme to embark on as a vehicle for attaining the desired outcome. It is here where various options such as skills programmes, internships and learnerships are considered. This exercise will be guided by factors such as skills complexity, legislative requirements and resource (financial and non-financial) availability. I always advocate that content should not be limited to discipline requirements, especially when dealing with youth and new entries to the workplace. Issues of lifestyle (health, gender relations, financial management) are as important as ethics and technical skills in developing productive members of society. There is no harm in creating additional module(s) to what currently exists or when crafting new programmes. In fact, these should be fundamentals of development programmes given the class, race and gender challenges South Africa is still facing in the present day. The defined programme takes to the next step on the selection of potential learners.

One of the key challenges in the recruitment phase is invitation of potential learners to programmes. Despite clarifying minimum requirements, the media advertisement is bound to attract even those who do not have relevant requirements. This will happen given the high unemployment rate. A strong brand image would also contribute to this as all want to associate with positive, strong brands and people who make them. This cannot be avoided but could be minimised by considering other alternatives such as accessing existing databases. The mileage from media would not be lost if advertorials, existing platforms and social media are effectively utilised as communication tools.

Communication inside and out of the organisation is important for understanding and support of the programme. I had a project in my portfolio at a telecommunications company aimed at skilling females in the technical domain. The participants did extremely well. To our surprise, the male counterparts were infuriated by the fact that the women were skilled in the latest technology. This was perceived as a threat to their jobs and assumed power (race, class and gender) relations. What was not communicated was the fact that the programme was

intentionally created to give females access to technology disciplines. Males would also be trained. However, it should also have been emphasised that certain things have to change as part of the broader transformation process. New technology is not an exclusive fiefdom of white males. Technology in general is not owned by males. Women are equally competent to be technologists and managers. Thus, given the changing role of women, the gender salary gap will close. This goes back to defining the strategic intent and communicating it throughout the organisation. This would have given the organisation opportunity to engage with informed resistance.

New interventions are not only a threat to those who perceive themselves as sidelined. They can also be threatening to assumed prophets as well. While deploying e-learning in a traditional training environment, I was amazed by the rapid escalation of printing costs of training material and number of training events scheduled nationally. The reduction of these costs was supposed to be one of the benefits of the solution. Upon investigation, we found out that trainers were actively marketing their course offering to employees and managers to attend more facilitator led programmes while shooting down the new solution. E-learning was a threat to their jobs and existence. Not much effort was spent on communicating the transformation process and how it would change, not eliminate, the role of trainers.

The ability to communicate should also focus on reporting to stakeholders. These include compiling value adding reports internally and externally to parties such as SETAs or industry where required. One of the key pitfalls in training reports is failure to show value in the excellent work being done. It is no wonder that training budgets (and HR in general) tend to be cut first during belt tightening. Reports should not be a traditional aggregation of numbers and confirmation to expectations but rather an affirmation of the importance of investment in human capital. A lot of work had been done in Return on Investment (ROI) which can guide compilation of such documents.

In conclusion, learning and development initiatives can be routed to paths of success if time is invested on planning. This includes clearly defining the configuration of resources such as goals, people, content, communication channels and finances. The above points are not exhaustive but rather key areas for consideration for successful implementation of interventions.

Eugene Lebele is the Chief Information Officer at LouMash (Pty) Ltd, a human capital solutions company. He is a graduate of the University of Cape Town, Stellenbosch, UNISA, Gordon Institute of Business Science and Korea Internet Security Agency.

The SABPP published a Fact Sheet: “The Learning and Development landscape in SA”. Click link to view the Fact Sheet: <http://sabpp.co.za/sabpp-fact-sheets/>

LQA

Walter Sisulu University (WSU) Ibika Campus– Accreditation and awarding of Top Student.

The Walter Sisulu University - Ibika Campus hosted an accreditation ceremony on the 31 May 2017. The honored guests at this ceremony included SABPP Chief Executive Officer Marius Meyer and Head of Learning and Quality Assurance Naren Vassan. The ceremony served as a platform for the SABPP to officiate the accreditation of the Walter Sisulu University - Ibika Campus which was confirmed in November 2016. The ceremony was in attendance by approximately 200 delegates comprising Human Resource Management students enrolled at the university, lecturers, the HR Advisory Board and Academic staff of the Management Sciences Department from the Butterworth, East London and Mthatha Campuses.

SABPP has approved and accredited the Walter Sisulu University (Ibika Campus) with its accreditation for their National Diploma: Human Resource Management and their BTech: Human Resource Management as the curriculum is relevant, meets industry requirements and the assessment approach and tools used are of a high standard. The awarding of this accreditation means that graduates from the Walter Sisulu University (Ibika Campus) should be able to practice HR skills with reasonable understanding and application of knowledge. Beyond the formalities of the ceremony, guests were treated to live entertainment. Ms Bongeka Solani – 3rd Year Diploma in Human Resources was awarded by the SABPP as the Top Student for the National Diploma: Human Resource Management.



SABPP CEO Marius Meyer with Staff and Students from the National Diploma: Human Resource Management



TOP STUDENT Ms Bongeka Solani –3rd Year Diploma in Human Resources receives her award from SABPP CEO Marius Meyer

Ethics and Professionalism in Assessment and Moderation Practices

On the 2nd June 2017 the SABPP’s Learning and Quality Assurance (LQA) department hosted an event that targeted all SABPP constituent Assessors and Moderators, independent consultants and accredited training providers. This annual event sought to discuss the importance of ethics and professionalism in assessment and moderation practices.

Delegates engaged with speakers and a few key points were raised and elaborated upon, these points included:

“I understand that ethics is not negotiable when assessing”
“We must take cognizance that RPL is unique for every person, as their experience, skills, knowledge and application differs. So, all evidence must be evaluated with the purpose of making a fair assessment and judgement”

“The QCTO has made me aware that assessment practices going forward towards new occupational qualifications are managed by training providers that must cover Knowledge, Skills, Workplace application”

The final commitment by the respective stakeholders at this workshop was to develop a document which addresses ethics when facilitating assessment practices.





Gordon Tlhale, Industry consultant and registered assessor with various SETAs.



SABPP welcomes business administration interns to our offices

SABPP has always embraced the concept of workplace learning and in this spirit, has welcomed the opportunity to host three learners from AMATHUBA-HUB (Pty) Ltd. The interns settled in on the 1st June 2017 and SABPP will host them until the end of October 2017. This opportunity is primarily to provide them with office experience, record keeping experience, minute writing, event coordination, life skills and portfolio completion.

We welcome:

- 1. Lumka Tshomela – in the SABPP HR Audit and Marketing Department
- 2. Mpho Ramulifho – in the SABPP Learning Quality Assurance Department
- 3. Keketso Selane – in the SABPP Professional Registration Department



Ms. Diane Kemp, Deputy Director Assessment Practices at the QTCO



Professor Sakkie van der Merwe, Emergence Growth (Pty) Ltd.



Boston City Campus Graduation.

On 24 May 2017 Boston City Campus hosted their 2016 graduation ceremony at the Linder auditorium in Johannesburg, which was attended by students, parents and academic staff. This prestigious annual higher education ceremony included two qualifications which are quality assured by SABPP. The graduates of these two qualifications formed part of the first cohort of graduates to complete these qualifications. The ululations and praise singing from the proud and excited parents and support teams in the audience increased the excitement that the graduates felt on being awarded their qualifications.

These qualifications are offered in the form of distance learning, and also include learner support which comprises academics and specialists in the industry whom are available to assist learners (virtually and on campus). The assessments comprise formative and summative examinations which are managed under examination conditions at all the Boston sites. SABPP has also adopted external moderation/verification by looking at electronic evidence which can be managed from any site. We look forward to the next group of learners that will graduate where SABPP will award the top student prize. If this learner is an employed learner and working in the Human Resources Department, we will proudly sponsor the professional registration fee for 2017.



SAQA ID	Qualification Title	NQF Level	No. of Learners	Top Student
21080	Higher Certificate: Commerce: Human Resources Development	5	3	Micayla-Kendra Badenhorst
21081	Higher Certificate: Commerce: Human Resources Management	5	13	Masego Temane





NEW MEMBER INFORMATION SYSTEM

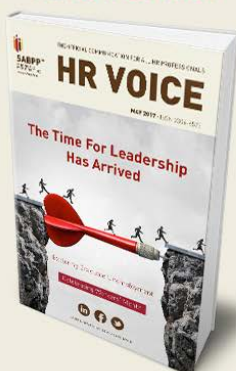


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MAY 2017 HR VOICE



Organisation Effectiveness: Harnessing Knowledge Management (KM) to support change mastery and continuous improvement

- Emmanuel Haruperi

The increasing beat of globalisation continues to drive complexity that is volatile, uncertain, complex and ambiguous (VUCA) in the business environment. This creates unprecedented change, making it very difficult for organisations to maintain focus and work effectively towards goals. Traditional service excellence, driven by communications, attitudes, product knowledge and leadership, are falling short of helping organisations achieve market leadership; much less maintain it once achieved.

In response to VUCA, organisations have variously developed strategies to aggressively manage talent and strengthen the employee feel-good factor in their culture, thereby continuously improving their capabilities to effectively reconfigure operations to meet customer needs. Organisations are aware, however, that their own abilities to be forward thinking and encouraging of transformative approaches driven by change-oriented mind-sets, will be key factors in the success of these strategies. Such and similar approaches promise employees in organisations becoming masters of change that keep the organisation competitive on the market.

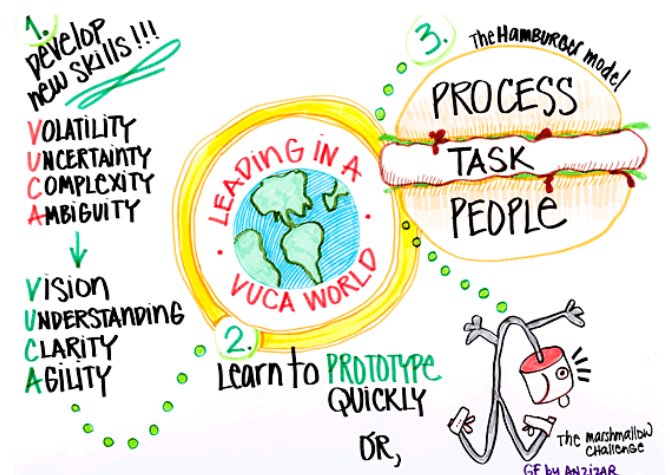


Employees – particularly those talented and high performers – are forever pursuing excellence in execution of their roles. That pursuit will, invariably, produce the vital learning moments that can help meet the challenges of VUCA. Indeed, it is in these learning moments that competitive advantage is created for the organisation. But, unfortunately, in many organisations, a few people only experience these learning moments, and the experiences tend to be at individual level, rather than shared.

The key questions for organisations looking to harness the power of these learning moments are:

1. Whether those experiencing those learning moments are aware of them as they happen; and, once they are?
2. Can they, and are they able to share them across the organisation, to enhance competitive advantage?

The answer to both questions lies in skilling people for perpetual change mastery within a dynamic culture. This is critical to mitigating the impacts of accelerating change, thus ensuring organisations' continued competitiveness.



HR, in particular Learning and Development (L&D) practitioners, and or whoever is the knowledge officer on the ground, can work with team leaders to actively seek out and capture these learning moments, extracting developing and disseminating the lessons, insights and knowledge products they can generate; thus, nurturing new capabilities that improve organisational effectiveness and efficiency.

Such active pursuit of learning moments can feed and sustain the systems for organisational competitiveness. Subsequently this creates a dynamic organisational culture, which is fertile breeding ground for the kind of change masters who become stewards of organisational effectiveness in pursuing the service excellence essential to maintaining competitive advantage.

With a change mastery skill set the team must master transformative organisational effectiveness strategies, drawn from learning moments anchored in organisational learning perspectives, whose main purpose is to advance organisational effectiveness. The learning perspectives must embrace non-judgemental values, rather focusing on driving service excellence. This way change mastery capabilities feed directly into how team functionality ensures organisational knowledge and talent requirements are met in ways that promote utilisation of organisations' collective knowledge.

Change mastery within dynamic cultures breeds masters of change who have the ability to scan their own, business and or market, environment, analyse it and have the courage to reconceive their strategy and act on it. It is really a paradigm shift, where employees, particularly the talented and or high performers, have the ability to see their work anew and, imbued with self-confidence, reflectively develop creative and innovative solutions to effectively manage change. This process is by no means smooth; however, this is because employees and leadership capabilities, with respect to their targets, tend to vary widely.

The learning moments discussed here will only happen in organisations whose cultures are dynamic and strongly oriented towards change mastery supported by a strong learning perspective. It would be of interest to practitioners to further concentrate on building learning environments to assist organisation staff in developing self-assessment capabilities for new knowledge areas, to improve their behaviour change with renewed skill set. Organisational cultures that nurture dynamism, change mastery, with strong learning approaches, are intricately organically designed, making it critical that there be a set of guiding principles from which all organisation staff, especially the talented and or high performers, draw part of their value system. Such guiding principles may include:

The Principle of Belonging

This is the most defining of all the principles. While staff come to pursue personal goals through the organisation, it is very important that they become, and feel themselves to be, intimately part of the organisation. Hence individual actions are always viewed from an organisational perspective. The individual can never, and must never, become bigger than the whole. Organisational/Brand identity is collective.

The Principle of Inclusivity

Talented and high performers tend to be lone voices, if not rangers. They also tend to experience their learning moments on their own. For these learning moments to be accepted, and enjoy the widest possible ownership and legitimacy, there must be a process that guarantees access to relevant staff - especially team leaders - most broadly representative of the entire organisation. Further: it is critical for these learning moments to be open to constructive criticism from the entire, relevant, span of the organisation - different perspectives must be welcomed. The progression to a final knowledge product should involve as many staff members as possible.

The Principle of Communication

In every organisation communications are both formal and informal. It is very important for practitioners to understand the power and intricacies of their organisations' communication nodes.

The Principle of Continuous Learning

The gleanings of lessons and insights from learning moments to their development into full knowledge products, to the creation of sharing and learning platforms for the entire organisation to learn from, must be a continuous process. As these processes interact to produce results, continuous learning becomes habit for organisation staff. Consequently, change agents will become masters of change while others will remain followers; but, ultimately, the whole organisation will enjoy enhanced effectiveness and efficiency.

The ability for employees to adapt to the VUCA environment is vital. Their response will define the sustainability and success of the business in the changing environment that demands the learning and application of new skill-sets. By utilising the guiding principles mentioned above, HR encourages and supports the survival within the VUCA environment, and manages their delivery to the business, employees and the external customers of the business.

Emmanuel Haruperi is a Chartered HR Professional and Chartered Marketer.



MEMBERSHIP

Call for Committee Members

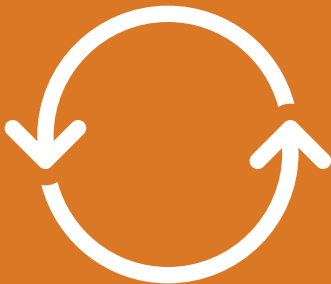
SABPP is looking for Professional Registration Committee Members. The Committee meets every last Wednesday of the month for two hours to finalise the applications. Anyone who is registered at an HR Professional or above is welcome to join.

Contact us on registrations@sabpp.co.za



Renewals

A call to all members who have not paid for their 2017 renewal fees. Please pay your outstanding fees to avoid penalties and to keep your membership active and to maintain your appointment as a Commissioner of Oaths by the Minister of Justice.



Ethics Committee

The SABPP Ethics Committee requires more members given the growth in committee activities. Please contact our Governance Office on 011 045 5400 or executiveoffice@sabpp.co.za



Call for Member Upgrades

To all SABPP Existing members

Did you know that if you have improved your qualifications, experience and level of work. You can apply for an upgrade to a higher level?

The cost for application to a higher level of registration is a non-refundable fee of R950.00. An independent registration committee of senior HR Practitioners meet monthly to process applications and to jointly decide on which level they will register HR Professionals, you will need to use a three-page application form and complete all pages. Please attached any new qualifications, updated CV and give us a proper motivation for the upgrade request.

Contact us on 011 045 5400 or retention@sabpp.co.za



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STUDENT CHAPTER

SABPP NWU Potchefstroom Campus Student Chapter Launch



On the 29th May 2017 SABPP travelled to North-West University Potchefstroom Campus on a journey to launch the 11th SABPP Student Chapter across the country. Traveling was SABPP CEO Marius Meyer; SABPP CEO Xolani Mawande; Marketing Intern Mr Andile Ngubane and HR Intern Lerato Tshewule. This student chapter consisted of more than 100 students and the attendance of this launch was nothing less than amazing.

We had the Acting Dean of the Faculty of Economic Management Sciences, Prof Jan van Romburgh do the opening and welcoming. Acting Director of the School of Human Resource Management, Prof Lene Jorgensen did the student address; Mr Marius Meyer, CEO of SABPP followed next with the SABPP Student Address. It was then time to hand out the certificates and SABPP COO, Mr Xolani Mawande did the handover of these certificates then straight after that the students had to elect their own committee. This was a very exciting activity as

there were more than 100 students and they needed to select 10 members of the committee.

The committee members are as follows Ryan Gossayn (Chairperson), Taylor Weeks (Vice Chairperson), Jürika Boshoff, Doreth Hanekom, Jenna McLaren, Danel Walters, Jaco Barnard, Salome Janse Van Vuuren, Taryn Africa and Rhulani Majuba. We thank the programme leader and lecturer, Ms Debbie Mtshelwane for co-ordinating this whole launch and the NWU Potchefstroom Campus Student Chapter is lucky to have lecturers like her in their campus.

If you wish your University to be part of the SABPP Student Chapter please call Andile 011 045 5400 or email andile@sabpp.co.za

By **Andile Ngubane**

HR Career day - VUT

The year 2017 began on a high note for the SABPP Student Chapter of the Vaal University of Technology, who organised the HR Career Day on 20 April 2017 at the prestigious Desmond Tutu Hall. The event was attended by more than 200 HRM students. Characterised by four distinct sessions – ‘Career prospects in HR’, ‘Recruitment and Selection’, ‘Employee relations and its significance to the organisation’, and ‘Why become a member?’. Each of the sessions was anchored by seasoned professionals in their various capacities - Dr P.A. Joubert (HOD: HRM Vaal University of Technology), Mr S. Ngcobo (CEO: DOT Recruits), Mr S. Makume (Employee Relations Manager: Rand Water), and Mr X. Mawande (COO: SABPP). Each session was followed by a question and answer session to clarify grey areas of the information disseminated. Students were enlightened and inspired thereafter, as they clamoured for more frequent sessions. During the course of the event, token of appreciation packages were handed out to each guest speaker immediately after their session by Ms Fathima Mahomed (Lecturer: HRM VUT) and a group photograph of everyone present was captured at the end of the day.



Vaal University of Technology

Your world to a better future



HARAMBEE MOCK INTERVIEWS 15TH JULY 2017



On the 15th of July 2017, HR Managers of the SA Board for People Practices (SABPP) will be doing mock interviews at the Harambee Youth Employment Accelerator, preparing unemployed youth for possible future job interviews. Since interviews require a lot of preparation, and can be very overwhelming for first time job seekers, this initiative not only prepares the youth but creates the opportunity for learning and dealing with employers' expectations.

Harambee connects employers with first-time job seekers who are locked out of the formal work economy. Harambee ensures that candidates go through professional assessments that match them to specific sectors and roles, and prepares them for the workplace with the right behaviour and attitude. Harambee was established in 2011, and has successfully placed 30 000 candidates within the network of nearly 280 employers and has 85% job retention success. This includes candidates with disability.

Let us celebrate Nelson Mandela Day by empowering the country's youth with our interviewing skills as HR Managers. The SABPP and its HR Citizen Committee supports Harambee in accelerating youth employment in South Africa. HR Professionals interested to make a difference to society, are welcome to contact:

SABPP Customer Service Officer, Bongi Ndaba on customerservice@sabpp.co.za or (011) 045 5400.



Nelson Mandela
1918-2013



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EVENTS

JULY EVENTS



07 July

Event Name: How to Prepare for an SABPP HR Audit

Venue: 223 Jan Smuts Avenue, Rosebank Johannesburg, Gauteng South Africa

Time: 08:30am

12 July

Event Name: Powerful Morning Talk on Transformation

Venue: SABPP Training Room 223 Jan Smuts Avenue, Rosebank Johannesburg, Gauteng South Africa

Time: 08:00am



15 July

Event Name: Mock Interviews at Harambee

18 July

Event Name: HR Standards Workshop

Venue: SABPP Training Room 223 Jan Smuts Avenue, Rosebank Johannesburg, Gauteng South Africa

Time: 08:00am

20 July

Event Name: Ethics Foundation Workshop

Venue: SABPP Training Room 223 Jan Smuts Avenue Rosebank, JHB, Gauteng South Africa

Time: 08:00am

07 Aug

Event Name: Ethics Foundation Workshop

Venue: Cape Town

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