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HR VOICE

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FEEDBACK

on the 5th Annual HR Standards Conference:

35th Anniversary



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INSIDE

BOARD DESK

- Feedback on the 5th Annual HR Standards Conference

FEATURED

- SABPP 35th Anniversary

LEADERSHIP

- Launch of the South African #LeadershipStandard: A practical guideline for leaders
- Developing a Business Case for Women Leadership
- Presenting the SABPP Leadership Standard to Leaders across the African Continent
- South Africa's #LeadershipStandard: Leadership as the biggest opportunity and risk in future

COLLABORATION

- Launch of South Africa's first Payroll Standard

MEMBERSHIP

LQA

- Benefit of Occupational Qualifications
- History in the making: SABPP Examinations
- MBA vs Future Earnings: Financiers Bet on High-End Qualifications

INDUSTRY NEWS

- Comair Limited certified as one of the Top Employers South Africa 2018
- Cancer at work

STUDENT CHAPTER

- Dear HR Class of 2017
- Career Day and SABPP Student Chapter

EVENTS

- November Events

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PAGE 21

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PAGE 23

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PAGE 26

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PAGE 33

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PAGE 36

BOARD DESK

Feedback

on the 5th Annual HR Standards Conference:



SABPP has been through an exciting period during September and October to develop and launch South Africa's first Leadership Standard journey. The leadership standard was developed on 14 September, followed by market consultation, and then the official launch on 26 October at the 5th Annual HR Standards conference. We are proud of the process and outcome of the Leadership Standard Journey. A special word of thanks to all the participants who helped us to develop the leadership standard. We also want to thank Prof Theo Veldsman from the University of Johannesburg for his role in assisting us facilitating the development and signing of the leadership pledge. As HR leaders, we are the first group of leaders to commit to the leadership pledge. From now on, as HR professionals we will prioritise leadership as one of our top areas of development and action in the workplace and society in general.

Another highlight from the 5th Annual HR Standards Conference has been the launch of South Africa's first payroll standard. The payroll standard has been developed jointly by SABPP and the SA Payroll Association (SAPA). We want to thank the Chairperson of SAPA, James McKerrell for this first significant output from our alliance.

Other highlights from the conference were:

- Release of eight self-assessment tools to audit some of the HR Professional Practice Standards such as change management, organisation design, employment equity, diversity and inclusion and employer branding.
- Launch of new SABPP book entitled "HR Risk Management: Managing People Risks and Leveraging Opportunities."
- New SABPP Code of Conduct to guide HR practitioners in their daily professional conduct.
- HR Strategy template for 2018 aligned to the Strategic HR Management Standard.

We want to thank the HR professional community for their enthusiastic support at the 5th Annual HR Standards Conference. It is indeed a significant milestone now that the HR standards initiative has achieved its 5th year of roll-out. To those of you who could not attend, please download highlights and articles on twitter @SABPP1 using hashtag #LeadershipStandard. You can also see all the photos from the event on Instagram @sabpp_1.

In addition to the 5th Annual HR Standards Conference, we also want to share 10 other highlights during the month of October with the broader HR community:

1. SABPP celebrated its 35th anniversary (see other article in HR Voice featuring 35 highlights over the last 35 years);
2. Memorandum of Agreement signed between SABPP and the Nelson Mandela Bay HR Forum to advance the HR profession in Port Elizabeth;
3. SABPP Western Cape AGM and Michelle Visser from Stellenbosch University elected as the new Chairperson of SABPP in the Western Cape;
4. SABPP participation in the Knowledge Resources HR Business Partner Conferences in Cape Town, Durban and Pretoria;
5. HR Standards and Audits case study session facilitated for the Gauteng Department of Co-operative Governance and Traditional Affairs;
6. Continuous capacity-building involvement of SABPP staff and coaches at the Gauteng Department of Health;
7. SABPP participation in Future-Fit HR Conference of Kumba Resources in the Northern Cape;
8. Accreditation site visit to the University of Pretoria HR Department, and Southern Business School;
9. Involvement in the Future of Work Conference of Terrapin in Sandton;
10. First anniversary of Talent Talks, a talent management alliance partner of SABPP.

On behalf of the SABPP Board, we would like to thank the outgoing SABPP Western Cape Chairperson, Bonnie Johansen for a successful term of office in growing the HR profession in Cape Town. We wish her a good transition on her new plans as she leaves the province and country to explore greener pastures.

As we enter the last two months of 2017, we are reminded of the goals we set ourselves in January to achieve this year. The question is: Did we achieve these goals? If not, use November and part of December to complete your work for the year. Wishing you all a productive month of November as you start concluding your activities for the year. And let us focus on our role as leaders in accordance with the new leadership standard – we are not only HR leaders, we are business and government leaders leading our organisations and our country forward.

Leadership greetings



Siphwe Moyo
Chairperson



Marius Meyer
Chief Executive Officer



FEATURED

35

YEARS

SABPP 35th Anniversary: Top 35 highlights

In October 2017 we celebrate the 35th Anniversary of the SA Board for People Practices (SABPP) as the HR professional and quality assurance body of South Africa. It has been a rich history with many milestones along the journey to establishing HR as a fully-fledged profession in South Africa. Despite several challenges and setbacks along this journey towards HR professionalisation, in this article I want to outline some of the biggest achievements over the last 35 years. Some of the top highlights over the 35 years were as follows:

NO	YEAR	KEY MILESTONES
1	1982	SABPP established as a fully-fledged professional body for the HR profession.
2	1983	Professional registration committee formed and first HR professionals registered.
3	1983	First Code of Conduct for the HR Profession launched.
4	1984	SABPP crest registered with Bureau of Heraldry (Legal Deposits Act).
5	1985	First Charter of SABPP published in Government Gazette.
6	1989	First full-time Registrar appointed (Huma van Rensburg).
7	1989	First Annual Report published.
8	1990	Process starts to accredit universities and first universities accredited.
9	1990	First Generic HR Competency Model developed.
10	1992	Glossary of Personnel Terminology developed
11	1994	Programme of Continuous Professional Development (CPD) started.
12	1998	HR Standards Generating Body launched.
13	2002	Position of Registrar expanded to become Chief Executive Officer.
14	2002	SABPP appointed as Education and Training Quality Assurer by SAQA.
15	2007	HR Research Initiative formed to develop an HR research agenda for the profession.
16	2009	Master's degree published on HR as a Profession.
17	2009	Opinion paper on HR as a Profession.
18	2009	Position paper on HR Implications of King III published.
19	2010	Start of series of annual SABPP Women's Reports (2010-2017).
20	2011	Publishing of book "Wisdom from HR Mentors" featuring work of SABPP mentors.
21	2011	New strategy HR Voice launched to ignite a new growth path for SABPP.
22	2011	Embarked on process to establish social media platforms for SABPP.
23	2012	A new South African HR Competency Model launched (replacing 1990 model).
24	2012	SABPP recognised as a professional body by SAQA (new NQF Act).
25	2013	New series of monthly Fact Sheets produced.
26	2013	Development of first National HR Standards in the world.
27	2014	Development of HR Professional Practice Standards.
28	2015	Launch of HR Audit Unit and first companies audited against HR standards.
29	2015	Approval of SABPP professionals as Ex-Officio Commissioners of Oaths by the Minister of Justice (Justices of Peace and Commissioners of Oaths Act)
30	2015	Publishing of book Ethical Competence in HR Management Practice.
31	2016	Development of Labour Market Scenarios for 2030 with Clem Sunter.
32	2016	Establish HR Standards department to drive HR standards in South Africa.
33	2017	Complete the process of establishing 9 provincial committees, in addition to 12 student chapters throughout the country.
34	2017	South African Leadership Standard developed and launched.
35	2017	Publishing book HR Risk Management: Managing People Risks and Leveraging Opportunities.

Admittedly, it was not an easy task to limit this exercise to 35 milestones only, in fact, there were hundreds of other highlights not mentioned here and most of them are covered in the annual reports of SABPP. What makes these achievements special, is that most of them were achieved by the dedicated commitment of hundreds of volunteers working with the SABPP management and staff to make it happen. Furthermore, in several cases one milestone opened the door for another or a series of new achievements to be realised. For instance, the HR Competency model evolved into the HR Standards, which, in turn opened the door for HR Audits against the standards. And so the journey continues to build on these milestones and to continue developing HR as a profession as new opportunities and challenges arise. The current HR Voice 2.0 strategy below has been formulated to ensure that SABPP fulfils its mandate as an HR professional body in a way that will make a difference to professional work and impact of HR professionals.

HR VOICE STRATEGY: 2016-2018

SETTING HR STANDARDS – SABPP: THE VOICE OF THE HR PROFESSION



HR PROFESSIONALISM: 4 PILLARS, 4 PRINCIPLES (VALUES), 6 TOP PRODUCTS, 7 PRIORITIES



As we celebrate the 35th anniversary of SABPP, I want to thank my predecessors for their sterling work in getting us here. I also want to thank the hundreds of volunteers (board and committee members) for their time and effort supporting the SABPP office and staff in so many interesting, but value-adding projects. If we build on these successes and embark on new projects and initiatives to take the HR profession forward, we will achieve more successes along the journey to HR professionalisation.

Marius Meyer is CEO of the SA Board for People Practices (SABPP).

SOUTH AFRICAN LEADERSHIP STANDARD: MY LEADERSHIP PLEDGE



In my calling as a leader, and in my aspiration to be an outstanding leader, I commit myself to the leadership standard with the following actions:

1. to challenge the status quo with courage, perseverance and resilience in the relentless search of a better future for all, including addressing socio-economic challenges
2. to create and pursue an inspiring, inclusive, and shared vision/dream that will leave a worthy, lasting legacy for current and future generations
3. to serve others and the common good unselfishly through a 'we' agenda, even if personal sacrifices are required of me
4. to live our values with unwavering integrity at all times, and to be ethical in all I do by being good, doing good, and ensuring good
5. in demonstrating genuine authenticity, to lead by example, my talking and walking being the same under all circumstances
6. to take personal accountability for all of my decisions, actions and their consequences, and also of those I am leading
7. to treat those I lead with respect, dignity, fairness and care, and create deep trusting relationships with them around a shared destiny
8. to enable and empower those I am leading to be courageous, challenging followers, filled with passion, hope, confidence, and faith
9. to be visible and present where it truly matters and to ensure that real value is being added
10. to reflect on my leadership and to continuously develop myself as a leader, and to support other leaders and staff in their development and performance

Name: _____

Surname: _____

Signature: _____

LEADERSHIP

Launch of the South African **#LeadershipStandard**:
A practical guideline for leaders

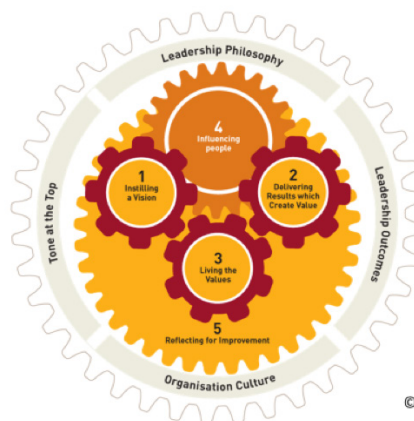
by Xolani Mawande

On 14 September 2017 a group of HR and other managers convened to develop a leadership standard for South Africa. The session was facilitated by the SA Board for People Practices (SABPP). The purpose of the project is to provide a set of clear guidelines for leadership on how to become effective leaders. After a period of consultation the leadership standard was launched at the 5th Annual HR Standards Conference on 26 October in Kyalami, Johannesburg. The current reality is that we face a lack of leadership in the private sector, government and non-profit organisations. Some organisations are underperforming because of poor leadership, despite pockets of excellence throughout the country.

Now that we have developed a leadership standard for South Africa, it is good to see that so many stakeholders have expressed an interest in participating in this historic exercise. The focus of the project is to create a consistent standard for achieving leadership outcomes in ensuring that the goals of organisations are achieved. Clearly, leadership is the most important factor in achieving organisational success and raising the bar for leaders with an explicit leadership standard is therefore of utmost importance.

It was decided to develop a draft framework which was further refined as we made progress on the leadership standard journey. After several iterations the first version of the leadership standard launched on 26 October is as follows:

#LeadershipStandard Framework



The South African leadership standard framework consists of four key principles underlying the five elements of leadership:

- Leadership philosophy: It is essential that a leader has an explicit philosophy on leadership. The leadership philosophy outlines the thinking and beliefs about leadership. It answers the questions: What do I believe as a leader? Why is leadership important for me and my organisation?

- Tone at the top: The tone at the top filters down to all staff, but in essence it means the leader sets the tone at the top and the example of the leader is then followed by others in the organisation. A commitment to ethics and high performance from the top is essential for the whole organisation.
- Organisation culture: Leaders determine the organisation culture, in other words how things are done at the organisation.
- Leadership outcomes: Finally, the organisation achieves certain goals as a result of the leadership of its leaders, including how they influence people to execute the strategy.

The five elements of leadership are depicted in the inner circle of the leadership framework:

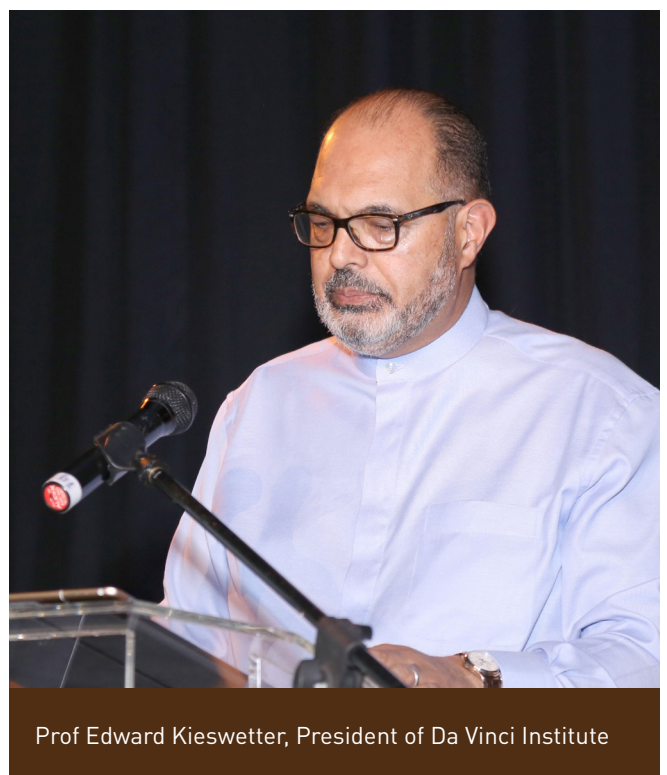
1. Instilling a Vision: A leader's vision is a succinct description of what the leader wants to achieve with teams in broad terms. In essence, the vision depicts the dream of the leader.
2. Delivering Results which Create Value: All organisations deliver value to stakeholders in the form of products or services. The leader should ensure that results are delivered in the form of the explicit value of products and services in meeting the needs of stakeholders.
3. Living the Values: The values of leaders guide their behaviour, and that of their team members.
4. Influencing people: Leaders achieve goals through people, and the ability to lead people and teams is therefore a key element of the leadership standard.
5. Reflecting for Improvement: Lastly, leaders should continuously learn, seek feedback and reflect on their behaviour and actions to identify opportunities for improvement.

In the light of the above explanation, it is evident that the leadership standard framework provides a clear illustration of what leadership is all about. The leadership standard framework will guide the further facilitation and development of the standard as it unfolds during the implementation process. It provides a picture of the key elements of leadership to guide the thinking and actions of leaders as they lead their organisations and its people on a daily basis. In addition, the leadership standard also signals a marriage between management (processes, systems, controls, methodologies) and leadership (vision, culture, values, influence and reflection). I wish all leaders success in the application of the leadership standard and on their own leadership journey towards leadership excellence.

Xolani Mawande is COO of SABPP. He launched the leadership standard at the 5th Annual HR Standards conference in Johannesburg on 26 October 2017.



Xolani Mawande, SABPP COO addressing the audience



Prof Edward Kieswetter, President of Da Vinci Institute



SABPP and Talent Talks Team and delegates



A room full of delegates



HR Audit panel discussion facilitated by Bebe Oyegun



Talent Talks team and SABPP CEO, Marius Meyer cutting the cake for 35th birthday of SABPP



SABPP Board Members, Brian Matthee and Frank de Beer



Frank de Beer and Rene' Schoeman of Bytes Sytems Integration with SABPP CEO, Marius Meyer



Paul Krige and Karel Stanz from the University of Pretoria



Nhlanhla Nene, Director: Wits Business School opening the Leadership Standard conference



SABPP staff and delegates enjoying the conference



Xolani Mawande, COO of SABPP enjoying with delegates



James McKerrell, Chairman of SAPA launching the first South African payroll standard

Leadership

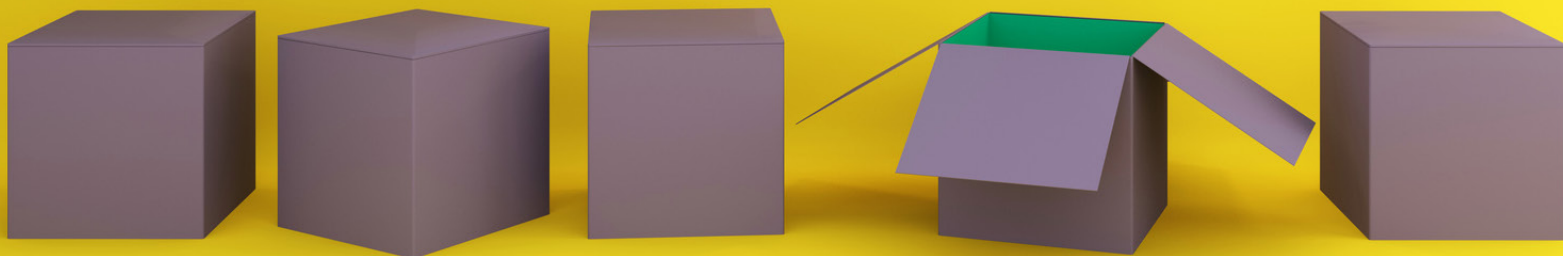
Standard Journey

Development of a National Leadership Standard in South Africa



Developing a Business Case for Women Leadership

by Dr. Shamila Singh



Introduction

Becoming more gender representative is no longer a compliance issue. There must be a paradigmatic shift in thinking to explore what are strategic significance of gender diverse boards, inclusive and gender sensitive cultures, upliftment and celebration of women leaders and better representation of women in key decision-making positions.

The Commission for Employment Equity Annual Report (2016-17) analysis of the gender representation at the senior management level remain unchanged from previous reporting periods. The analysis of the reports demonstrates the females represents 30% for the past three reporting periods. Equitable representation of women at this strategic decision-making level is highly unlikely given this trend.

Patel and Buiting (2013) proposed that women's affluence and influence make them a lucrative market opportunity. A global study by Silverstein and Sayre (2009) revealed that women globally earned \$13 trillion which is double the combined GDPs of China and India (\$5.6 trillion).

Another significant finding is that, global studies depict that women control between 64-70% of consumer spending (Silverstein and Sayre, 2009 and Accenture (2006). These scholars propose that women be represented so that products and services are more aligned to consumer needs and the consequence is competitive advantage.

Another study commissioned by Barclays (2013) shows a trend in more women being self-employed and creating their own wealth. Another dimension is that women are living longer than men and are likely to be beneficiaries of inheritance of their husband.

Another global study by Catalyst (2007) and Wilson & Atlantar (2009) compared Fortune 500 companies on the representation of women on boards and the corporate performance. The effect of better gender diverse teams on board level resulted in a Return on Equity increase by 53%, Profit Margin by 42%, and Return on Invested Capital by 66%.

Moreover, another factor is that women are concerned about future welfare of the next generation and hence reinvest their earning in their children's education and health. Conversely, the study shows that men spend greater amounts of money on entertainment (Goldman Sachs, 2009).

Another trend globally is that women are increasingly becoming well-educated. In the UK 54% of the post-graduates are women. This is not the case for India, Pakistan and South Africa.

The above findings provide tangible evidence of the contribution of women to society, business and economy. These studies further provide the prominence of women's role in creating value, increased performance and good governance. Within

the South African context similar studies must be done to ensure that all barriers and challenges that women encounter should be addressed so that women can continue to positively contribute to society, business and the economy.

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Presenting the SABPP Leadership Standard to Leaders across The African Continent



The Tropics Business Summit 2017, was held from the 18th-21st October 2017 in Johannesburg, and hosted over 100 delegates from all over the world. Leadership was a burning issue at the conference, and I had the privilege to present the Leadership Standard to the many leaders who attended.



The SABPP Leadership Framework 2017

The legacy of leadership in South Africa has been a long journey, beginning with leadership of an oppressive nature to one of democracy and inspiration. South Africa has seen its fair share of the different shades of leadership, and the consequences of leadership decisions going wrong, however this is not unique to just South Africa. Most of the delegates could resonate to the experience of our country, as leadership is or was a crisis globally.

Being in the presence of fellow colleagues from our African continent, Europe and further, helped me realise that leadership is the catalyst to a country's history. The drive for leadership in South Africa inspires the drive for leadership in our continent, as we all share the same or similar experiences and challenges.

However, I had to bring to the forefront South Africa's leader who made a lifetime of difference to the country and its people. The leader that the world uses as an example of great, inspirational, transformative leadership. The leader that the world holds and borrows his leadership style and lessons. The leader that was from South Africa but changed the world, our Madiba.



I stood there proudly talking about the leadership that changed a country through its people, by leading with forgiveness, kindness and putting the people first. The SABPP Leadership standard drives the very attributes that Madiba possessed and exuded like the 5 elements of the Leadership Framework:

- Instilling a Vision
- Delivering Results which create value
- Living the Values
- Influencing People
- Reflecting for Improvement

So why now is leadership so imperative? Why is there a need to standardise and share? The answer lies in the challenges we face today and the legacy of leadership that should never be forgotten. The SABPP Leadership Standard Journey is created because:

"Our South Africa of the mid to late 2010's is generally acknowledged to be experiencing a crisis of leadership. For some time now we have been confronted daily with examples of organisational failures in all spheres of the economy and many institutions of our society, which can largely, and maybe completely, be traced back to a failure of leadership as the root cause. Our reputation as a nation is under threat and the repercussions are felt financially and socially by everyone in the country.

The leadership crisis has to be looked at also as a moral crisis, because sometimes we can see strong leadership, but coming from a poor moral base which does not place morals, ethics and good governance at the forefront. The results are scandals, corruption and damage to people.

Our young democracy cannot afford such leadership problems if we are to solve our national development problems, which manifest largely as unemployment, inequality and poverty, and get ourselves back onto a path of an economic growth which will benefit all South Africans.

We have pockets of excellent leadership which can be seen also across all spheres of the economy, individuals who deliver valuable results and role model good moral leadership, but these pockets do not spread their positive influence as much as we would hope they would, so we do not achieve a critical mass of good leadership."

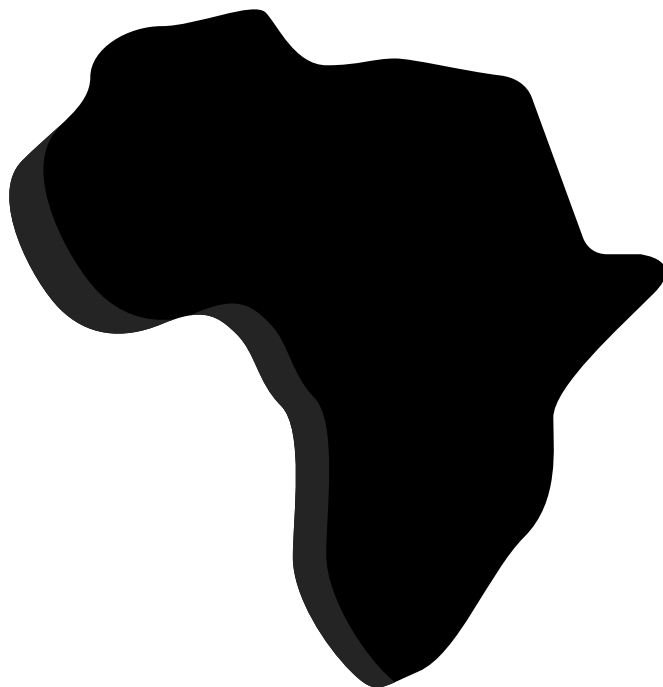
As I reached my last slide which highlighted the issues that required leadership and focus, on women and education, health and sanitation, gender equality and women in leadership; I felt a sense of oneness with the delegates in the room. As almost

every head that nodded in agreement that something needs to be done, someone or many need to take charge and lead the projects, and change must be driven for the sake of the people; I hereby challenged the room to take ownership of the challenges within their country and "do something about it."

I realised that the first step to creating any form of leadership, is to invite great minds and passionate souls onto a platform that enables sharing, meeting and collaboration. This summit enabled leaders to meet, share and collaborate.

Our country and continent have many issues that need our minds, time and focus. Challenges need solutions and we as Africans have what it takes to create those solutions, hence my challenge still stands: "If you have the passion and are willing to put in the time and effort to improve our continent, I will commit."

Next year October 2018, will be the report on my challenge, with many rising to the challenge. The truth about leadership is leading with heart, guided by mind and supported by people. Africa is the cradle of human kind, it's no surprise that the Leadership standard is born here.



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

by Marius Meyer & Penny Abbott

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.



New SABPP Book on HR Risk Management

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 Noluthando on (011) 045 5400 or send her an email on noluthando@sabpp.co.za

COLLABORATION



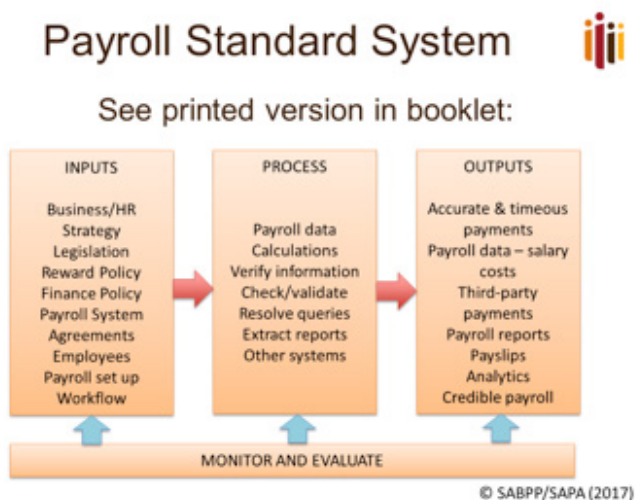
From 2014 to 2017 the SA Board for People Practices (SABPP) developed a total of 25 HR Professional Practice Standards in support of the 13 National HR Management System standard elements. Each Professional Practice Standard sets out the operational/tactical process that constitutes good practice in that particular area of HR Management, giving expression to practical issues in more detail than can be covered in the main HRM standard. In 2017 SABPP formed an HR collaboration alliance with the South African Payroll Association (SAPA) and the South African Reward Association (SARA). As a first step towards collaboration, it was decided that SABPP and SAPA would work together to develop a payroll standard for South Africa (to be added to the suite of 25 HR Professional Practice Standards of SABPP). The purpose of the payroll standard is to ensure the sound governance, professionalism and a consistent approach to payroll practice.

SABPP and SAPA would like to thank all the contributors to the development of the payroll standard, and in particular the following individuals for their leadership role in the development and/or comment phases of the payroll standard:

- Dr Shamila Singh, Head: HR Standards (SABPP)
- Ms Annetjie Moore, Head: HR Audit Unit (SABPP)
- Elizabeth Dhlamini-Kumalo, Head: HR Governance Committee (SABPP)
- Mr Allen Lombard, Chief Operating Officer (SARA)
- Ms Renske Coetzee, Head: HR (Redefine Properties)
- Cathie Webb, Chief Operating Officer (Accsys)
- Lavine Haripersad, Payroll Manager (Twinsaver) and Vice-chairperson, SAPA
- Moira du Plessis, Payroll Manager (Concor)
- Sue Molyneux, Payroll Consultant (Britehouse)
- Doreen Didgen, Payroll Manager (Tsogo Sun)
- Frank de Beer, Organisation Development Manager

- (Bytes Systems Integration)
- Michael Glensor, Lead Auditor (SABPP)
- Yendor Felgate, Lead Auditor (SABPP)
- Elizabeth Warren, Lead Auditor (SABPP)

The payroll standard covers the full spectrum of payroll activities as depicted in the figure below. The standard describes how companies should manage all aspects of the payroll system.



The payroll standard was launched at the 5th Annual HR Standards Conference of SABPP in Kyalami, Johannesburg. More information about the HR Management System Standards and HR Professional Practice Standards is available from the SABPP office on (011) 045 5400 or on the websites www.sapayroll.co.za or www.sabpp.co.za Regular updates about the HR Standards and payroll standard are provided via twitter @SABPP1 @SAPayroll

We trust that the payroll standard will make a contribution to improving the quality and consistency of payroll practice in South Africa. We would like to encourage users of the standard such as HR Managers, Financial Managers, Payroll Managers and Payroll Officers, Remuneration Managers and Payroll Providers to ensure the consistent application of the standard in the workplace.

Marius Meyer
CEO: SABPP
www.sabpp.co.za
 Twitter: @SABPP1



SABPP™
 SA BOARD FOR
 PEOPLE PRACTICES
Setting HR standards

James McKerrell
Chairman: SAPA
www.sapayroll.co.za
 Twitter: @sapayroll



SAPA South African
 Payroll Association

MEMBERSHIP

SABPP continues to do remarkable things. We continue striving to improve the members benefits and value. We have previously launched the HR competency Model, HR Standards, HR Audit, Published books and in November 2017 we launched the Leadership Standard.

However, to keep up with all these improvements, SABPP will require an increased budget. We have therefore recommended and been approved to increase membership fees by 8,5%. The new fees will therefore look as follows:

	2018 First time registration fee	2018 Annual renewal fee
MASTER HR PROFESSIONAL Completed HR Related Doctorate/ Masters + 6 years top HR management level experience + organogram	R3 544	R1 916
CHARTERED HR PROFESSIONAL Completed HR related honours + 4 years senior HR management level experience + organogram	R2 911	R1 650
HR PROFESSIONAL Complete 3 years HR related degree/diploma + 3 years middle management experience + organogram	R2 284	R1 389
HR ASSOCIATE Completed 2 years HR related diploma + 2 years HR experience	R1 582	R1 032
HR TECHNICIAN Completed 1 year HR related certificate + 1 year HR experience	R1 329	R770
HR CANDIDATE HR related qualification	R1 200	R696
Application for Upgrade to higher level of Registration	R 950	

2018 Renewal invoices were sent during the second week of October. Follow-up emails and sms will be sent during the first week of November. Please remember to use the registration or invoice numbers as the reference for your EFT payment and please send us the proof of payment.

- Members who renew between October and 31 December get a 5 % discount.
- Members who will pay between 1 January 2018 and March 2018 will pay the full amount.
- Members who will pay after 01 April 2018 will be charged a penalty fee.
- Members who do not make payment by the 31 July 2018 will be deregistered.
- It is important to note that it is illegal to continue as a Commissioner of Oaths while you are not a member in good standing with SABPP.

We thank our members who continue to pay faithfully thereby supporting all our projects. We will strive to maintain the best possible service that you have come to expect from us.

For Renewals contact – retention@sabpp.co.za

For New Registrations – professional@sabpp.co.za

Escalations new registrations / renewals – registrations@sabpp.co.za

Please phone our office on (011) 045 5400 if you have any enquiries. Also, please note that you can now manage your own profile via the online system.

SABPP would like to thank the first 56 HR professionals for renewing their professional registrations for 2018. These professionals are leading our renewal process for the new year. Many thanks to them for being so proactive, we are sure they will inspire the rest of us to step up and settling our professional registration accounts.

The first 100 paid up members will be part of our lucky draw winning a copy of the new book by Marius Meyer and Penny Abbott from SABPP.



LQA

Benefit of Occupational Qualifications

- The learner is awarded a qualification that is related to an occupation in the industry, which is designed by Community of Expert Practitioners (CEP) and officially recommended by the Quality Council for Trades and Occupations (QCTO) for registration by South African Qualification Authority (SAQA) on the National Qualifications Framework (NQF).
- Learners are given an opportunity to gain the following:
 - o Knowledge
 - o Practical skills
 - o Workplace experience
- Training is provided by an accredited training provider who is accredited and monitored by the QCTO.
- Learners are assessed externally - All qualifying must sit for an External Integrated Summative Assessment (EISA) managed and conducted by the "Assessment Quality Partner" (AQP).
- All learners' results are moderated, verified and certificated by QCTO.
- In the nutshell there are multiple stakeholders that form part of the learners' achievement process which adds value to the competency level of these learners.
- With an Occupational Qualification, learners are certified as competent practitioners of a certain occupation – as a valuable asset to any company!

History in the making: SABPP Examinations

The quality assurance department is managing the designing and setting of final examinations for all learners that have enrolled since 2017 for the following qualifications:

SAQA ID	Qualification Title	NQF Level
67463	FET Certificate: HR Management & Practices Support - Credits 140 (Learning Programme ID 49691)	4
61595	FET Certificate: Business Administration Services (Learning Programme ID 93568)	4
49692	National Diploma HR and Practices - Credits 249	5

These SABPP examination scripts are set by a group of experts which is approved by industry. This process is implemented to maintain professional standards.

MBA VS FUTURE EARNINGS: FINANCIERS BET ON HIGH-END QUALIFICATIONS



The value of pursuing an MBA is increasingly coming under scrutiny, given the substantial investment of time and money, and in light of the fact that the qualification is no longer as sought-after as it was during its heyday.

What is clear, however, is that an MBA from an elite institution is still a safe bet, and that its value is estimated so highly that lenders are willing to finance these studies.

"In recent months, we have noted some niche lenders invite study-loan applications from prospective students, but only from those who intend to study at top international business schools," says Debbie Goodman-Bhyat, CEO of Jack Hammer, rated as one of the top 3 executive search firms in South Africa.

"What is interesting here, are the credit risk criteria – the ability of borrowers to repay their loans, based on their likely future earnings once they attain their international MBA."

Debbie Goodman-Bhyat CEO, Jack Hammer

Goodman-Bhyat says 'elite' MBAs – those from top international business schools – appear to be moving into the sought-after space previously occupied by most MBAs, from any institution. The shift is that MBAs from local tertiary institutions are considered to be a good qualification, but not a decisive one.

"An MBA itself is no longer a differentiator for professionals who are looking to make themselves more desirable from a hiring perspective," she says.

"The MBA is now so common, that the prestige and exclusivity of it has diminished significantly over the years. Twenty years ago, it was a rare and highly prestigious degree to attain, with graduates adding a golden arrow to their bow as they then became assured of substantial career and advancement, and the resultant package hikes that would offset their investment in their MBA studies in no time."

However with graduates flocking to obtain their MBAs – in the belief that this will undoubtedly set them up for a hugely successful career in the corner office – MBAs have become a ubiquitous presence on CVs, balancing the scales between demand and supply.

"The MBA – let's call it a general MBA to distinguish it from elite international qualifications – no longer adds the prestige factor, nor can one expect higher packages solely due to gaining the qualification," says Goodman-Bhyat.

"Further, the degree itself is not seen as one which arms graduates with the one big elusive quality that every company now wants – leadership. Granted, the MBA promotes itself

primarily as a business management qualification – but as one rises up the ‘management’ ladder, so too is one required to have both people management and business leadership expertise.

“These two come hand in hand, and significant promotions with people management responsibility are not granted purely on the degree qualification. One would need to show actual experience and success managing people, and ambitious leaders should consider focusing on this area instead.”

Goodman-Bhyat says that those considering MBA studies must seriously reflect on the how, where and in aim of what result they want to pursue this qualification.

“Prospective students need to know that yes, companies will take notice if the qualification is acquired from an international, preferably Ivy League institution. In these instances, there is a good chance that a professional will be snapped up for a top job, with a highly desirable package.

“But as always, career mapping should be done strategically. An MBA will always add value, as would most other post-

graduate degrees, but pursuing an MBA could turn out to be an expensive and disappointing exercise if done for the sole reason of landing a top position with a lucrative financial package.”

**ISSUED BY: MEROPA COMMUNICATIONS
ON BEHALF OF: JACK HAMMER**

For further information or comment, please contact Gwen at Meropa: 021 683 6464 or mail gwenb@meropact.co.za .

About Jack Hammer

Jack Hammer finds leaders who grow great companies. The company is rated in the top 3 executive search firms in SA and through their IRC partnership, in the top 3 globally. Jack Hammer consults to many of the region’s top blue chip corporates, global multinationals, and private enterprises, with a focus on senior management, executive and board level appointments.



INDUSTRY NEWS



Comair Limited certified as one of the Top Employers South Africa 2018

Johannesburg, 13 September 2017 - Comair Limited is proud to announce that it has been officially certified by the Top Employers Institute for its exceptional employee offerings.

The annual international research undertaken by the Top Employers Institute recognises leading employers around the world: those that provide excellent employee conditions, nurture and develop talent throughout all levels of the organisation, and which strive to continuously optimise employment practices. Comair has been awarded the exclusive Top Employers South Africa 2018 certification.

The Top Employers Institute globally certifies excellence in

the conditions that employers create for their people. It has just announced the results of this year's research into the employee conditions of significant employers in South Africa. Comair is one of the select organisations to achieve the Top Employers South Africa 2018 certification and delighted to be officially recognised as a leading employer.

Crucial to the Top Employers process is that participating companies must complete a stringent research process and meet the required high standard in order to achieve the certification. To further reinforce the validity of the process, all answers were independently audited, meaning this research has verified Comair's outstanding employee conditions and

earned them a coveted spot among a choice group of certified Top Employers.

The Top Employers Institute assessed Comair's employee offerings on the following criteria:

- Talent Strategy
- Workforce Planning
- On-boarding
- Learning & Development
- Performance Management
- Leadership Development
- Career & Succession Management
- Compensation & Benefits
- Culture

David Plink, CEO at Top Employers Institute: "Optimal employee conditions ensure that people can develop themselves personally and professionally. Our comprehensive research concluded that Comair Limited provides an outstanding employment environment and offers a wide range of creative initiatives, from secondary benefits and working conditions, to performance-management programmes that are well thought out and truly aligned with the culture of their company."

Erik Venter, CEO of Comair, says, "We are delighted with this award. It's easy enough for employers to say that their people are their greatest asset, but living that value requires consistency and investment. A good indicator of Comair's commitment to that ethos is that more than half of our staff complement of 2 100 have been with the company for more than 10 years. We believe that's due to stable leadership and finding the right people. That has many benefits, including a war-chest of institutional memory and a sense of family."

Eve Liebetrau, Human Resources Executive Manager of Comair, concurs and adds: "Comair's evolution, from simply operating two airline brands, into a diversified travel business, offers us the opportunity to help people build careers in a variety of aviation- and travel-related fields, while retaining the focus required to run an airline profitably, safely and efficiently."

To learn more about the Top Employers Institute and the Top Employers certification visit: www.top-employers.com.

About Comair

Comair Limited is a South African aviation and travel company, offering scheduled and non-scheduled airline services within South Africa, Sub-Saharan Africa and the Indian Ocean Islands, as its main business. The company operates under its low-fare airline brand, kulula.com, as well as under the British Airways livery, as part of a license agreement. Managed and owned by South Africans through its listing on the JSE, Comair has been operating successfully in this country since 1946. Comair is the only known airline to have achieved operating profits for 71 consecutive years, has a

safety record which is internationally recognised and a level 4 B-BBEE recognition. Comair has independently been certified by the Top Employers Institute, as one of the Top Employers South Africa 2018.

For more information on Comair, visit www.comair.co.za

Issued by

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The logo for kulula.com features the word "kulula" in a bold, lowercase, green sans-serif font, followed by ".com" in a smaller, blue sans-serif font.The SABPP logo consists of three vertical bars of varying heights and colors (orange, red, yellow) to the left of the letters "SABPP" in a bold, black, sans-serif font.

SABPPTM
SA BOARD FOR
PEOPLE PRACTICES
Setting HR standards

223 Jan Smuts Avenue, Rosebank

F: +27 11 482 4830 info@sabpp.co.za @SABPP1
T: +27 11 045 5400 www.sabpp.co.za [company/sabpp](https://www.linkedin.com/company/sabpp)

A decorative horizontal bar at the bottom of the SABPP advertisement, composed of several colored segments in shades of orange, red, and yellow.

SABPP CODE OF CONDUCT



Individual Practitioner Commitments

As a professional HR practitioner, I commit myself to uphold and be loyal to the SABPP's ethical values and standards.

The core values of:

- Responsibility
- Integrity
- Respect
- Competence

I further commit myself to enhance and support the reputation of our HR profession through my personal conduct and my professional behaviour.

I serve society through applying my knowledge and skills in partnering with and serving managers and employees to:

- Make a difference to the communities I touch;
- Develop performance, skills and quality of work life of all employees;
- Support sustainability of the organisation;
- Contribute to the economic and social development of South African society inside and in the external context of my organisation.
- Promote ethical behaviour within organisation

My part in living the four values is further elaborated on below.

ETHICAL VALUES

1. Responsibility

- I accept responsibility for the outcomes of my decisions and actions.
- I accept responsibility to think proactively and anticipate positive and negative consequences of my decisions and actions.
- I accept responsibility to ensure compliance with the Constitution, laws, regulations, Codes of Good Practice, and my organisation's policies and codes.
- I accept responsibility to work towards achieving SABPP's HR Management Standards thereby living good practice.
- I accept my responsibility to assist in building an organisation fully representative of the broader population at all levels and which eliminates institutional racism and other barriers to equality, employment equity.
- I accept responsibility to bring serious breaches of the SABPP's ethical values by other SABPP members to the attention of the SABPP in terms of the complaints procedure.
- I accept responsibility to work towards universal professional registration of people working in HR roles through encouraging colleagues to register with the SABPP.

2. Integrity

- I understand that my effectiveness as a credible activist HR practitioner rests on my personal integrity.
- I commit to build trust in me through acting with:
 - Honesty
 - Objectivity
 - Fairness of judgement
 - Consistency of action.
- I commit to declare and address actual and potential conflicts of interest as they arise in my professional and personal capacity.
- I commit to ensuring that I meet agreed expectations of the people I serve.

3. Respect

- i. I commit to upholding human rights as enshrined in the Constitution of my country and to make human rights values part of my everyday life and language by listening, learning, communicating and educating, and by being open minded and impartial.
- ii. I commit to treat everyone with dignity, fairness and respect.
- iii. I commit to work towards eliminating discrimination of whatever type and to uphold the principles of anti-discrimination and anti-racism in the workplace and in society.
- iv. I commit to work towards achieving equality and diversity and to ensure that prejudice and discrimination do not go unchallenged. I will follow all SABPP professional guidelines and standards promoting diversity in the workplace.
- v. I respect the confidentiality of information that is entrusted to me.
- vi. I respect members of the various work teams of which I am part and ensure that I behave effectively as a team member.

4. Competence

- i. I understand and accept that it is our professional duty to integrate and apply sound human resource management principles, policies and practices in accordance with the SABPP's HRM Standards in all aspects of people management and to assess the value that we add.
- ii. I commit to ensure that I am competent to perform my professional HR role and that I have a good understanding of the business of my organisation.
- iii. I regularly assess myself against the expectations of the profession and the changing requirements of my roles and undertake personal and professional development where I have identified gaps.
- iv. I make sure I keep myself up to date with knowledge in the HR field through continuing professional development.
- v. I ensure that I am aware of the limits of my professional competence and I refer to other professionals where appropriate.
- vi. I commit to supporting my fellow HR practitioners in developing their competence including through role modelling and mentoring.

I AGREE TO ABIDE BY THESE COMMITMENTS AND ACCEPT THE PROFESSIONAL CONSEQUENCES OF ANY BREACH OF THESE.

<p>Signed: _____</p> <p>Name: _____</p> <p>Registration Number: _____</p> <p>Date: _____</p>
--

<p>Witnessed by: _____</p> <p>Name: _____</p> <p>Signature: _____</p> <p>Date: _____</p>
--



Cancer at work

Addi Lang is a 52 year-old woman living with cancer who is on a mission to address occupational health policies when it comes to the disease.

Ground-breaking advances in medical technology and treatment have made it possible for millions of people diagnosed with cancer to live longer with the disease. But in spite of improving survival rates, incidents of cancer continue to grow. Given that more and more people are being diagnosed with cancer, organisations need to consider how cancer will impact their employees and businesses.

We spoke to Addi Lang, a 52 year-old woman living with cancer, who is on a mission to address occupational health policies when it comes to the disease. Addi was diagnosed with late stage cancer before launching her Forever Changed Global Awareness Campaign dedicated to helping those living with cancer and advocating for the inclusion of cancer policies in the work place in South Africa.

The progress in medical science means that like many other previously life threatening diseases, cancer can be overcome. But when we think about cancer, we tend to think only about accessing appropriate treatment and very little consideration is given to the rest of an individual's life, particularly when it comes to work. If cancer continues to affect more people, there's a need to take cancer into account when it comes to occupational health policies. So what happens when cancer survivors go back to work and resume their lives before diagnoses? Are there guidelines in place to help companies support and assist employees who've been diagnosed? If not, why not?

Addi's story of hope & purpose

Before Addi's late stage diagnosis, she was a dynamic and

successful business owner, working as a casting agent, promoting Arts & Culture across the country and beyond. In spite of her experience with misdiagnosis, inadequate medical aid cover and the severe side effects of chemotherapy, today Addi is an accredited cancer coach and founder of the Forever Changed Global Campaign – an initiative that aims to educate those living with cancer to rediscover how to live full and impactful lives.

As part of the global awareness campaign, Addi, together with her life partner David Salomon, launched a four-tier corporate wellness programme that is accredited by SA Board for People Practices (SABPP) called "Live Life Deliberately", that not only aims to open dialogue about the urgent need for a cancer policy in the workplace. SABPP is a lifestyle partner to The Forever Changed Global Awareness Campaign and has endorsed both the campaign and the content of Live Life Deliberately Wellness Programme.

According to Addi, both the Forever Changed Global Awareness Campaign and the Live Life Deliberately Wellness Programme goes a step further than pink ribbon campaigns, which have made great strides in awareness and early detection, but don't engage stakeholders in the realities of employee needs beyond diagnoses.

Working with cancer

Currently there's no data available in SA that shows how the burden of disease is affecting the workplace either in terms of productivity or absenteeism. According to a survey conducted by cancer charity, Macmillan, there are about 750,000 people

of working age living with cancer in the UK. Under the UK law, cancer patients are classed as disabled from diagnosis for the rest of their lives, protecting them against unfair dismissal and discrimination. SA's lack of legislated cancer policy at work puts employees at risk of dismissal but, according to Addi, if a cancer patient keeps their employment an even bigger challenge is finding the "new normal" when they return to work after diagnosis and treatment.

"Employees living with cancer will no longer see life in the same way that they did before diagnosis. There will always be the trauma that is associated with receiving the test results, which becomes an on-going battle. As much as one tries to put it behind them and to carry on with a positive outlook for the future, life as they knew it has changed, for everyone," said Addi.

Employers need to understand that recovery is a process that takes time. Those returning to work may have difficulty readjusting or are dealing with mental health issues associated with long-term illness. Live Life Deliberately works with HR and managers to reintegrate cancer survivors into the workplace in a manner that is supportive, considered and proactive.

Road to wellness

Even without a national policy on cancer in the workplace, there are a number of steps employers can take to ensure that employees are supported on their return to work. A good starting point is having a clear, formal policy on cancer care at work that makes allowances for the numerous differences in treatment and recovery from person to person. According to Head of Knowledge and Innovation at the SABPP, Lathasha Subban, the management of cancer in the workplace should fall under the Wellness strategy or department of an organisation.

"Wellness can assist in terms of medical aid education, counselling, coaching for employees that are diagnosed, their managers and colleagues," said Subban.

Awareness of the illness must be incorporated and communicated to the organisation to make sure that both the employer and employee know their rights and responsibilities when it comes to managing the disease. The wellness programme should include practises that encourage a healthy work-life environment such as management working together with employees to redistribute workload and responsibilities during recovery.

"Partnering with organisations that can assist the stress and impact of cancer on all parties is also an option to co create a cancer-specific wellness programme that: provides on-going support for employees who are living with cancer, or loved ones living with cancer; is committed to continuous education, and regular screening, as well as financial management programmes that can assist cancer diagnosed employees to manage the cost of treatment," concluded Subban.

Live Life Deliberately also advocates a holistic approach to

wellness, incorporating the whole individual's needs from physical, emotional, financial, mental and spiritual to practice a healthy, balanced lifestyle. For some employers, this could mean restructuring a traditional 9 – 5 work day, creating opportunities to work remotely, designing more effective teams and communication strategies and/or incorporating automation to reduce the time and effort spent on certain functions.

"Ultimately, the need for a cancer policy in the workplace in South Africa requires leadership and the attention of Government to regulate policy and implement guidelines. We are working towards making sure cancer gets the same priority among decision makers as HIV/AIDS," said Addi.

The Forever Changed Global Campaign has earned the recognition and endorsement from numerous partners since its launch October 2014 because of Addi's vision to advocate for health rights and choices, including MediaCom, SABPP, Jetline Sandown, MEC South Africa, Knowledge Resources, Just You Model Management, Foundation for the Development of Africa, Adreach, SA Congress of Non Profit Organizations, Tropics Media Group, International Arts Talent Showcase, A Food Affair, Soaring Free Superfoods and Leafy Greens Café. For more information about the Forever Changed Global Awareness Campaign and Live Life Deliberately Wellness Programme visit www.foreverchanged.co.za or contact Addi on 074 973 9999.



Addi Lang


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STUDENT CHAPTER

Dear HR Class of 2017



The SA Board for People Practices (SABPP), the HR professional and accreditation body would like to wish you all the best for your HR and Industrial Psychology exams this October and November.

We realise that studying at higher education level is a stressful yet rewarding experience and is the gateway to your future. It is the key that will open countless doors to the opportunities that await you when you enter the HR profession. This year we visited 16 campuses, and it was wonderful interacting with many of you in both city and rural campuses from Western Cape all the way to Limpopo, as well as liaising with your academic, management and administrative staff at your university. In addition to all the student chapters we launched over the previous two years, in 2017 we opened some new student chapters:

- Cape Peninsula University of Technology
- Central University of Technology, Free State (Bloemfontein Campus)
- North-West University (Mafikeng Campus)
- North-West University (Potchefstroom Campus)
- Pearson Institute of Higher Learning (Pretoria Campus)
- University of Free State (Qwa-Qwa Campus)

A new milestone this year has been the launch of the HR

Youth Council representing the chairpersons from the top SABPP student chapters. The HR Youth Council will be the collective voice of SABPP Student Chapter leaders taking the professional interest of HR students forward at a national level, including representing SABPP at policy and governance levels. More information will be provided soon.

The year 2017 will also be remembered as the second year of our annual HR student awards, congratulations to all the finalists and winners this year. HR student success is key to setting the bar high for the HR youth at our campuses all over the country.

As SABPP, we are your professional partner, and engaging with you as the future HR managers of South Africa is an honour indeed. Furthermore, the launch of the SABPP student membership model and student chapters was a huge success with a high level of interest across the country (those of you not yet on board, please contact us on students@sabpp.co.za) You can also check out our special student section on our website (www.sabpp.co.za), we created this just for you. Also, please see South Africa's first Talent Management platform created in partnership with SABPP (www.talenttalks.net) It has a special section for youth talent and is therefore very relevant to you.



Despite the ongoing challenges experienced at many campuses, we thank you for all the hard work and sacrifice with your studies this year. We also want to acknowledge your lecturers and support staff for the effort they have put in to guide you with the academic and administrative side of your studies. We trust that you will be rewarded with good marks to open the door for a bright future as an HR professional in practice. Please keep on engaging with us on facebook and twitter @SABPP1 and Instagram @sabpp_1. Your university supported you for the last few years, while SABPP is your lifelong professional partner for the next 45 years. You have learned a lot this year, but this is only the beginning of the path towards life-long learning and professionalism.

The journey that you began in January with your study year is about to reach its end and we, SABPP, will be at the finish line celebrating your academic results with you. Please let us know on facebook, instagram or twitter the moment you receive any good news about your marks from your university. You will remember how we challenged you not to be a 50% achiever when we visited you at your campus earlier this year. The HR and business market needs you to excel, in fact South Africa really needs you to achieve your best as a top performing HR student and future HR professional. Moreover, as the country with the first National HR Standards you are part of this historic achievement, and together with SABPP you are potentially a leading scholar and world leader on HR Standards. This year we expanded this initiative by also developing the world's first national leadership standard to improve leadership practice in South Africa. For more details follow the hashtag #LeadershipStandard.

Please stay connected with us on twitter @SABPP1 and @MariusSABPP and @xolani_mawande during and after the exams. We will keep on to publish job and internship opportunities for you on twitter. Our relationship has only started and we are ready to take it to a new level of significance during 2018.

Wishing you a successful exam with super results!

“Real education consists of drawing the best out of yourself.”
(Mohandas Gandhi)



Marius Meyer
Chief Executive Officer



Xolani Mawande
Chief Operating Officer



Naren Vassan
Head: Learning & Quality



CAREER DAY

AND SABPP STUDENT CHAPTER

A SABPP student chapter career day in collaboration with the Department of Industrial Psychology and People Management (IPPM) was held at University of Johannesburg Soweto campus on the 12th of October. The main purpose of the event was to help students to gain insight into the world of work. This event was also aimed at preparing the students for interviews as they begin their professional careers. The event also assisted third year students to build relations and network with experienced professionals in the relevant field. The event was opened by Che' Govender and Head of the Department of IPPM, Professor Freddie Crous.

The keynote speakers from industry, Ms. Cabangile Sithole and Ms. Nondumiso Mashinini, discussed the importance of first impressions and presenting yourself professionally upon entry to the corporate world. They also stressed the expectations of HR graduates in industry which included having a positive attitude, being dedicated as well as having good communication and decision-making skills.

The elections of SABPP student chapter representatives were conducted by Mr Xolani Mawande, the chief operating officer of SABPP. When discussing the importance of the duration of HR internships, he mentioned that internships should span six months to a year, and can be extended more than a year by agreement.

Student members of the SABPP student chapter who wanted to be representatives, had to briefly present on why they should be chosen and the initiatives they would bring about through the student chapter. Student chapter representatives were elected as a result of the votes cast based on the sound speeches made by members.

The Career Day also included invigorating talks by Dr. Cookie Govender on the importance of work integrated learning to kick-starting one's career and Mrs. Sadi Seyama who spoke on creating your personal brand.

Student Perspective on the Career Day:

"As students the event gave us a new perspective by allowing



Xolani Mawande, COO of SABPP addressing students

us to see the bigger picture that Human Resources is not only about hiring and firing, but also entails Employee Relations and Training and Development of employee e.g. extensive orientation training. The talks on HR careers kept students captivated and brought about understanding and meaning to the Human Resources profession. The event closed with an engaging, motivational speech by Mr Lucky Langa who expressed that there is a future in Human Resources as a profession and that we as students should be the ones who bring change for the better."

The elected Student Chapter Representatives:

Chairman : Onke Ngwentle
Deputy Chair: Develinia Olifant



EVENTS



NOVEMBER EVENTS

21

Nov

HR Standards Workshop

When: November 21, 2017 8:00 AM

Where: SABPP Training Room

223 Jan Smuts Avenue Rosebank, JHB, Gauteng South Africa

Contact: Bongji Ndaba bongjin@sabpp.co.za 011 045 5400

23

Nov

Ethics Foundation Workshop

When: November 23, 2017 8:00 AM

Where: 223 Jan Smuts Avenue Rosebank, JHB, Gauteng South Africa

Contact: Ceanne Schultz events@sabpp.co.za 0110455400

05

Dec

HR Standards Workshop

When: December 5, 2017 8:00 AM

Where: 223 Jan Smuts Avenue Rosebank, JHB, Gauteng South Africa

Contact: Bongini Ndaba bongini@sabpp.co.za 011 045 5400

07

Dec

Ethics Foundation Workshop

When: December 7, 2017 8:00 AM

Where: 223 Jan Smuts Avenue Rosebank, JHB, Gauteng South Africa

Contact: Ceanne Schultz events@sabpp.co.za 0110455400

08

Dec

Annual Training Providers Forum

When: December 8, 2017 8:00 AM

Where: 223 Jan Smuts Avenue Rosebank, JHB, Gauteng South Africa

Contact: Derisha Pillay derisha@sabpp.co.za 011 045 5400

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