

HR VOICE

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**DIVERSITY,
TRANSFORMATION
AND INCLUSION**
Equipping the workplace for disabled staff

National Standard on Employment Equity And Diversity Management Sets A Clear Transformation Agenda For Creating Inclusive Workplaces



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BOARD DESK



South Africa and India join forces in advancing the HR profession

The month of February will be remembered for 10 major milestones for SABPP and the HR profession in South Africa. The highlights were as follows:

1. SABPP visit to India
2. First Annual Suppliers' Day
3. HR Standards workshop
4. Ethics and HR Governance Conference
5. Eastern Cape event
6. Commissioners of Oaths 2nd Anniversary
7. King IV training and ISO alignment
8. Launch of Member Zone
9. Visit to North-West University
10. First Board Meeting of the year

Let us summarise these highlights for you:

1. The visit to India is the first tangible output from the Memorandum of Understanding signed between SABPP and More than HR Global (India) in 2016. SABPP participated at their conference by presenting our HR professional work to our colleagues in India. We also visited six companies, including Tata, Emerson and Siemens. The two bodies will continue working together in advancing the HR profession in South Africa and India. A special word of thanks to Rajesh Kamath, Founder of More than HR Global for the kind invitation and support throughout the trip.
2. We would like to thank all our suppliers for attending the first Annual SABPP Suppliers' Day. This was a significant

milestone to celebrate the success of our relationship with our suppliers. Moreover, we are proud to launch our first preferential procurement policy now that given our growth SABPP is making the transition from an exempted micro enterprise to a BBBEE supplier ourselves.

3. Our first HR Standards workshop for 2017 was fully booked. If you missed out on this opportunity of empowering your HR team with the HR standards, please let us know on hrstandards@sabpp.co.za
4. Likewise, our Ethics and HR Governance on 23 February was a huge success, thank you to our Chairperson for the day, Samkelo Blom, the HR Executive of the Spur Group for facilitating the day in such a balanced (serious and humorous) way.
5. Congratulations to the SABPP Eastern Cape committee with their first successful event of the year. To show Board commitment, our chairperson Siphwe Moyo joined our Eastern Cape HR professionals at this special occasion.
6. It is now exactly two year since the Minister of Justice, Advocate Michael Masutha approved SABPP professionals as Ex-officio Commissioners of Oaths. We want to thank all our HR professionals for fulfilling this duty with the necessary professionalism and ethical conduct.

BOARD DESK

7. In our pursuit of ensuring that the quality of governance at SABPP is of a high standard, two of our senior staff members have been trained on the King IV Report and Code on Corporate Governance this month. You will notice continuous improvements in aligning all our governance practices to King IV so that your professional body will be well governed. Furthermore, we have now embarked on the journey to ensure that SABPP becomes an ISO certified organisation. We will do all the necessary development work during the first half of the year and attempt to conclude with the certification near the end of the year. All these attempts are efforts to improve our service to you as our valuable members.
8. We also launched our new membership portal last month. We want to thank all professionals who already signed up on Memberzone. This is your portal for interactivity with our staff and your fellow members. Let us use it to advance our professional practice going forward. In fact, this portal gives your direct access to the SABPP office every day, whether you are in Limpopo, Western Cape or the United Arab Emirates.
9. It was also great for us to meet with the students of North-West University Potchefstroom campus last month. We are inspired by the future HR generation, and we look forward to engage with HR students this year.
10. The first SABPP board meeting of the year was held on 24 February. Once again, on behalf of the board, we are proud to serve the HR profession for another year.




Marius Meyer - CEO

 @MariusSABPP



Xolani Mawande - COO

 @xolani_mawande



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- *Do you know the value of learning?*
- *Do you report on the impact of learning on the organisation?*

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Chapter 1 – The need to determine the value of learning and development

1. Determine the strategy for implementing learning and development – what is the business case for sustained development
2. Determine the departmental objectives
3. Apply the steps of the training needs analysis (TNA) to determine learning needs
4. Align individual required behaviour change to departmental objectives
5. Design the learning intervention

Chapter 2 – Competency models

1. Implement a Competency model to deliver strategic learning
2. Use the employees' Job Description to determine the KPI's
3. Determine SMART indicators of the job
4. Facilitate learning aligned to the outcomes of the job
5. Apply Blooms' Taxonomy
6. Apply Kirkpatrick's evaluation model
7. Identify performance measures
8. Identify a performance rating scale

Chapter 3 – Measure the value of learning and development

1. Apply Kirkpatrick's evaluation model
2. Identify a measurement area
3. Apply any of the 16 global measures to determine the area of impact
9. Identify impact measures which focus on measurable QQCT indicators: Quantity, Quality, Cost and Time
10. Determine the cost of learning
4. Identify the benefits of learning
5. Apply the ROI formula to determine the net benefits of learning
6. Isolate non-training variables (NTV)
7. Determine the monetary value and ROI percentage (%) as a result of learning
8. Present a true ROI value

Chapter 4 – Evaluate the value of learning and development

1. Evaluation: the purpose and steps to determine the impact and value of learning and development
2. Establish a learning culture to enhance changed behaviour and implement sustainable value
3. Report on diagnostic skills needs before, and skills transfer after learning and development
4. Review the ETD cycle: the steps from Needs

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FEATURED



Talent Diversity And Inclusion: National Standard On Employment Equity And Diversity Management Sets A Clear Transformation Agenda For Creating Inclusive Workplaces



By Marius Meyer

Despite South Africa's successful political transition in 1994, it is clear 22 years on that a non-racial South Africa in all aspects of society remains an elusive dream. The slow pace of transformation perpetuates inequality in the workplace and society at large.

Furthermore, the rapid distribution of racist and other inappropriate behaviour by means of social media platforms exacerbates the problem. In addition, there is a risk of race relations being adversely affected in the workplace, and this requires business leaders and HR Managers to step up in creating inclusive workplaces. If we are serious about talent, we have to be serious about creating diverse and inclusive workplaces in which talented employees can flourish.

Since South Africa became a democracy more than two decades ago, government and unions have been at the forefront of championing employment equity in the workplace. However, the performance of business in the area of employment equity has been disappointing and after twenty-two years we have failed to transform workplaces. On the other hand, several government departments managed to achieve and exceed employment equity targets, so much so that these organisations have started to recruit whites, coloureds and Indians in recent advertising campaigns.

True employment equity cannot be achieved without good diversity management practices.

Sadly though, government's good progress in employment equity occurred in some cases at the expense of service delivery. In the private sector, not even the Employment Equity Act, coupled with several versions of broad-based black economic empowerment laws and codes have managed to make a significant difference to employment equity profiles of organisations. While it was believed that legislated employment equity plans would turn things around, unfortunately these plans managed to only make progress in the area of gender equity, so much so that South Africa is now one of the top 30 countries in the world regarding gender equity in senior management. Yet, despite the rhetoric of the rainbow nation, our underperformance in workplace racial equity and disability remains an ongoing challenge. Also, the continuous excuses by managers that they "can't find the right talent" out of a population of 56 million people, can be challenged.

Against this backdrop of perpetual inequality in the workplace, the SA Board for People Practices (SABPP) managed to develop a set of 24 HR Professional Practice Standards since 2014. This is part of the first set of HR standards world-wide in an attempt to reduce inconsistencies in HR practice and to improve the quality of HR work in organisations throughout South Africa. Moreover, it will also standardise approaches to current challenges in areas such as absenteeism management, leadership development, succession planning and change management. The standards also focus on addressing the current poor progress in the critical area of employment equity by drafting a specific standard in this area. One of these standards is entitled employment equity and diversity (inclusion) management to address the lack of progress in this important area of transformation.

True employment equity cannot be achieved without good diversity management practices. The need for creating inclusive workplaces is at the core of sound diversity and employment equity practices. An inclusive approach to employment equity and diversity management means that an organisation must always create an environment inclusive of all diversity groups. The aim is to turn around the current approach of making business and people decisions without involvement of the designated groups. For instance, it is inappropriate to make a decision about disability without people with disabilities involved. The same principle applies to race and gender in the workplace.

The SABPP standard on employment equity and diversity management is defined as the systematic application of HR Management processes towards attaining and retaining a state of employment equity whilst developing a competent workforce to achieve social justice and organisational objectives in an organisation where diverse employees are highly engaged because they feel valued, respected, supported and treated as insiders within the organisation. The standard goes on to assert that a state of employment equity will only be reached when all previously disadvantaged groups are equitably represented in all occupational categories and levels in the workforce sustainably over time. With the current slow progress in employment equity it may take another thirty years before workplace racial equality is eventually achieved – a situation that is simply not acceptable after so many years of a democratic dispensation in South Africa.

In addition to the definition outlined above, the standard specifies fundamental requirements for good employment equity and diversity inclusion practices. These requirements are as follows:



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- Top management should lead, direct, visibly support and role model the policies, practices and behaviours required to achieve employment equity and inclusion.
- Employment equity progress often entails making difficult choices which should be clearly identified and analysed and conscious decisions made, and these decisions should then be clearly communicated to everyone in the organisation.
- Responsibility for employment equity should be shared between line management (which is accountable to stakeholders for employment equity progress) and HR (which should support line management with good policies, practices and development).
- Employment equity is a key organisational strategy and should therefore be appropriately catered for in performance management and remuneration practices.
- Achievement of employment equity, particularly at the skilled, professional and management levels, requires careful analysis and planning and the adoption of a long term planning and implementation approach which builds appropriate pipelines.
- Internal barriers to employment equity progress often include that diversity/inclusion practices are insincere or inadequate. The Code of Good Practice requirements to conduct analyses of barriers and enablers should be implemented in a manner appropriate to the organisation.
- HR leaders in the organisation should ensure that awareness levels around diversity/inclusion issues are high and real conversations take place about problems and solutions.
- Sustainable employment equity will not be achieved without positive perceptions of inclusion amongst all employee groupings. A narrow focus on diversity will not necessarily lead to these positive perceptions. Specific diagnoses and interventions are required to decrease perceptions of dominance by one group's culture and an organisational culture which is not comfortable for others. Issues such as prevalence of sexual harassment and verbal intimidation through the unnecessary use of gender, culture, religion and race references indicate a lack of inclusion in the organisation's culture, either generally or within certain sections of the organisation.
- Practices such as inflation of job titles to reach employment equity in higher levels, fronting to acquire BBBEE tenders, "poaching" of employment equity talent to the exclusion of

investment into development for internal candidates; inflation of remuneration packages for employment equity recruits which creates internal inequities; and unbalanced use of "golden handcuffs" are unethical and create unfairness and inequities within the organisation.

I am sure that very few business leaders will argue against the principles of employment equity and diversity management. Surely, no business leader wants to be accused of being discriminatory or exclusive in terms of its employment and workplace practices. Being untransformed is not only evidence of social inequality, it also poses significant reputational risk for business. However, effective implementation of employment equity has been as elusive as the achievement of employment equity targets. Chasing employment equity targets in the absence of an integrated employment equity and diversity management strategy coupled with sound supporting HR practices has been one of the major reasons for the lack of progress in employment equity. Hence, building on the fundamental requirements of the HR standard on employment equity and diversity

- 1** A commitment to social justice, equity and inclusion: This means that management commits to social justice, equity and inclusion by admitting that inequality is wrong and can only be corrected with decisive strategy and action.
- 2** Organisational productivity and effectiveness plan: While the social justice commitment is key, employment equity and diversity is a business imperative for driving business results. For instance, if a large number of your customers is in townships, it makes business sense to employ staff from townships to serve the needs of this market segment. The organisational productivity and effectiveness plan should cover the five phases of analysis, planning, implementation, monitoring and evaluation.
- 3** Diverse, inclusive and engaged workforce: If the first two phases are implemented successfully, the third phase is to achieve and maintain a diverse, inclusive and engaged workforce. During this phase you focus on building and celebrating diversity and ensuring that all employees are actively engaged and retained. Ensuring an inclusive and empowering work environment is the end-result of effective employment equity and diversity management implementation.



The SABPP HR professional practice standard on employment equity and diversity management ushers in a new era of creating truly inclusive work places – places where all employees irrespective of their diversity profile can be themselves and deliver their best performance for their organisations. At a national level, we cannot afford to waste another twenty years with no or slow progress in employment equity. The perpetuation of workplace and social inequality remains one of the biggest obstacles to labour and social stability in South Africa.

Looking beyond legislative compliance only, the standard challenges organisations to balance social justice with building a business-driven approach to employment equity and diversity management in an inclusive way, thereby ultimately leveraging diversity for both compliance and business purposes. I am challenging organisations to apply the fundamental requirements and implementation strategy of the standard. Diversity is not a problem, it is a business opportunity to create an inclusive and diverse workforce fully empowered to serve their equally diverse customers in the best possible way.

Applying the spirit and guidelines contained in the SABPP diversity and employment equity standard posits a dynamic approach to people management in a proactive and inclusive manner for the benefit of all stakeholders. As HR professionals, talent managers and business leaders, let us create diverse and united companies reflecting the broader population of South Africa. Building diverse talent pools will not only create representative organisations, it will enlarge talent pools for future development, talent optimisation and succession planning.

Equipping the workplace for disabled staff

It is estimated that one in seven people in the world lives with a disability and South Africa is no exception.

When South Africa became a democracy more than 20 years ago, new laws aimed at addressing various inequalities in the country were legislated. One of them being the Employment Equity Act, which ensured that people living with disabilities were provided equal employment opportunities in the workplace.

Even though government has put measures in place to ensure that persons with disabilities are not discriminated against, not all companies have implemented changes needed to accommodate persons with disabilities.

According to Portia Mahlalela, head of Operations at Alexander Forbes Health Management Solutions, most companies find it a challenge implementing the changes needed to make the work environment disability friendly. Some of the hurdles that face people with disabilities says Mahlalela are negative attitudes. “Trial and error is mainly utilised or a one size fits all approach which is not suitable for different types of disabilities,” Mahlalela said.

The Fasset Disability Toolkit for the finance, accounting, management consulting and financial service industries found that 2.2 % of employed persons with a disability had left their organisation. “Further investigation into the reasons employees were leaving the workplace included inequality in the workplace and the environment not being adapted to accommodate disability.”

To ensure that your organisation is able to accommodate persons with disabilities, you need to answer the following questions:

- Is my environment compliant to the National Building Regulations and Building Standards Act for the use of persons with disabilities?
- Can I accommodate individual disabilities, i.e. provide customised reasonable accommodation per disability that an employee may have?
- Are the teams the employee will be working with equipped on how to relate to a person with a disability?
- Are there no barriers to opportunities within the workplace e.g. promotions, advancement in careers, etc?
- Does my human resource development strategy include employment of persons with a disability?
- Do I have an on-boarding process on employment of a person with a disability in the workplace?
- Does my environment promote open disclosure of any disability?
- Is there a process of matching persons with disabilities to jobs suited to their ability, work capability and interest?
- Does my Health and Safety policy take into consideration employees within my environment with disabilities? Free from hazards and with evacuation processes in place.

According to Mahlalela, it is also important for an organisation to have an employment equity policy in place that supports persons with disabilities. "This can include information that is required when recruiting a person with a disability, retention and promotion plans for persons with disabilities and the creation of universal accessible environment for persons with a disability."

Mahlalela said it was also important for a company to ensure that the whole organisation is equipped and sensitised on various disabilities, as this would help in the promotion of equal opportunities. As Alexander Forbes Health, we advise organisations on the accommodation and management of persons with disabilities in the workplace.

The Department of Labour also provides a guide on the implementation of the Employment Equity Act, which can help companies ensure that they are not falling foul of the law.

I am sure that very few business leaders will argue against the principles of employment equity and diversity management. Surely, no business leader wants to be accused of being discriminatory or exclusive in terms of its employment and workplace practices.



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COO'S DESK



By Xolani Mawande, COO, SABPP



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The month of February has proved to be an exciting one for the Board.

1. The Head of HR Standards, Dr Shamila Singh, has been elected as a board member of the South African Nursing Council. We are very proud to have Dr Singh as part of our staff.
2. Our CEO, Mr Marius Meyer published the 5th edition of his Human Resources Development book series. The book is available for purchase as Lexus Nexis.
3. Lindiwe Nombaca, our Governance Officer, completed a Diploma in Marketing Management with the Institute of Marketing Management.
4. We were joined by a new staff member, Andile Ngubane as a marketing intern. Andile graduated with IMM in 2016. He holds a diploma in Marketing Management. We wish Andile a nice learning journey with SABPP.
5. We started engaging members on the new membership system. Here are some of the things you can do with on the system:
 - Registered members of the SABPP can update their profile online
 - You can book training and events online
 - Members can view invoices due to them
 - Verify membership



SABPP is moving offices!

**From 1 April 2017, our offices will be at
223 Jan Smuts Avenue, Rosebank.**

PROFESSIONAL SERVICES



Opportunity to participate in the SABPP committees

Are you a professionally registered member and a proud HR professional wishing to develop yourself by adding new skills? Or are you an experienced professional who would like to share your skills?

If so, SABPP invites members who are in good standing to join any committee of their choice from the committees listed below.

- Learning & Development committee
- Evaluation committee
- Labour market
- IT governance
- Learning and Quality Assurance (LQA)
- Ethics

SABPP COMMITTEES AND RESPONSIBILITIES

Committee	Purpose	Meetings	Chair	Vice-chair
Professional registration	To provide an independent governance mechanism for the professional registration of HR professionals	Once a month (last Wednesday of month)	Moshaba Moroena (Lecturer: UNISA)	Charles Myburgh (HR Director, Ellerine Holdings)
Learning and Development (L&D)	To promote HRD in South Africa	Four times a year	Mike Stuart (The Skills Handbook)	Barbara Mathibe (Sasria)
Continuous Professional Development (CPD)	To oversee the SABPP CPD process	Four times a year	Chaital Harry (Total)	Brian Matthee (Chrysosa-abe)
HR Citizen	To promote citizenship	Four times a year	Sivaan Marie	Menge Makgate
Quality Assurance	To oversee the ETQA function of SABPP by approving quality assurance of learning providers	Four times a year	Bebe Oyegun (Schneider Electric)	Gerda Oberholzer (Boston)
Ethics	To promote ethical conduct among HR professionals	Eleven times a year	Jenny Thanarayan (Rholig)	Ian Becker (Boston)
HR Governance	To promote ethical conduct among HR professionals	Once a year	Elizabeth Dhlamini-Kumalo	Dawid Swart
Higher Education	To oversee higher education curriculum development and accreditation	Three times a year	Prof Karel Stanz (UP)	Vacant
Labour Market	To consider the HR implications of labour market issues	Four times a year	Jenny Gobind (UJ)	Mbulelo Khutswayo (Exxaro)
Mentoring	To govern the SABPP mentoring programme	Four times a year	Getty Simelane (City Power)	Lynn Pamesky
IT Governance	To provide oversight over the SABPP IT governance	Three times a year	Corisa Kruger (Assupol)	Elsabe Bell (Britehouse)
Risk and Audit	To audit SABPP processes and to govern risks	Four times a year	Mpolai Liau	Madala Nkuna (Old Mutual)
Change Management	To drive change initiative and trends	Eleven times a year	Timothy Nkuebe (RMB)	Letticia Pinkoane (RAF)
HR Audit Council	To oversee the National HR Audits	Three times a year	Maropeng Sebothoma (SARS)	Nomsa Wabanie-Mazibuko

Please note that the committee participation is voluntary and pro bono. Furthermore, members will be expected to attend at least four (4) meetings in a year.

For more information please contact Lindiwe Nombaca at executiveoffice@sabpp.co.za



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HR STANDARDS



HR IN INDIA: A YEAR THAT WILL SHAPE A BOLD NEW HR



By Rajesh Kamath

The New Year 2017 has already seen umpteen articles written, which have predicted many trends for the year ahead. All predictions are based on emerging patterns at various leading organisations, generally large and most progressive. In this article, I shall attempt to provide you a view – from the telescopic to the microscopic, from around the world to closer back home, from best practice to the next practice, from the generic to the specific.

Most of all, I will arrive at which are those which will make waves at the Indian workplaces, so that each one can evaluate whether you are moving with the tide or can even make a strong case for the Business you partner. First let's understand which are the key drivers, causing a tremendous shift since the last 18 – 24 months and will continue to do so:

- Technology & Digitization
- Culture & Productivity
- Employee Centricity

The primary workplace trends which will continue strongly in 2017 are:

Employee experience:

While large global organisations such as GE have even roles as specific as “Head of Employee Experience”, this is clearly a trend that will matter even for the mid-sized organisations. This mainly refers to being able to view things from an employee lens and customising everything to that view – right from physical environments to learning to careers and even to benefits.

Performance management system improvements:

There have been a surfeit of shifts from the traditional rating and bell curve based performance management over last couple of years. This will evolve further in 2017 as organisations

are discovering more and more, what models strike the right balance between culture and higher performance. This is a fallout of years of standardising PMS without much creative effort.

Network of Teams:

Interestingly, even as many practices revolve around the individual, this is one for the better functioning of teams. After all, organisations, like organisms, are living dynamic creatures and have to adapt to the myriad shifts that are rocking the world today – both the social and the business. Structures of organisations will tend to become more and more networked and (relatively) flexible.

Human-machine collaboration:

So much has been said about how machines will displace jobs in just about every domain. From high end engineering to even the healthcare and nursing arenas. However, in 2017, we shall begin to visualise and move towards how this human – machine collaboration will add greater value to the customer. Artificial intelligence will empower employees and cause them to move up the value chain.

HR Operations growth:

There is considerable evidence that as more and more technology slips into every space of HR, HR will become a significant service organisation by itself and will need more scale and sophistication in HR operations.

Personalised workspaces:

This will be an interesting one to watch out for. While we did speak about customised employee experiences earlier, personalised and unique workspaces have hitherto been the practice of only the highly innovative organisations such as Google, IDEO and the like. This may undergo a sea change as many organisations will strive to optimise employee productivity, and especially of their best talent.

To focus on the single unit of organisation, the individual organism that makes them successful, the employee and what trends are emerging that will touch the lives of employees:

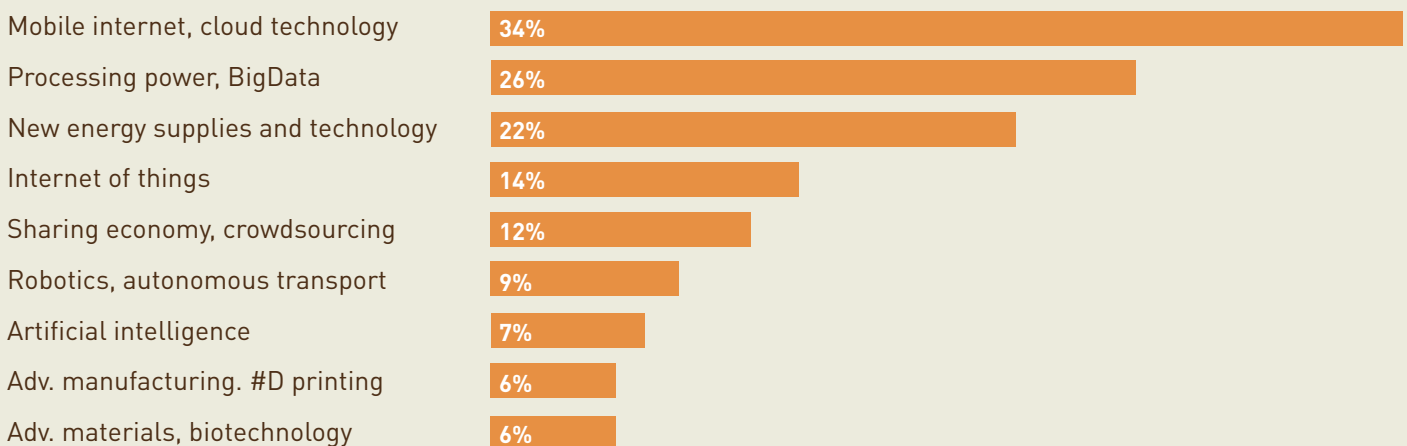
Benefits for parents:

This single aspect made news several times during the last year and this is just the beginning. Organisations seem to have become sensitive to the needs of new parents and are working in every way to provide leave and benefits that will make parenting a lesser challenge.

Ways of Learning:

MOOCs, gamification, tech tools will continue to become more commonplace this year as employers seek to make learning less dependent upon the standard classroom kind of training. Arguably, organisations have known for long now that learning can be driven only by the learner, but the positive change has started only recently.

TECHNOLOGICAL



Mental Health focus:

This is a trend that will become ever so important for performance conscious organisations. There is a paradigm shift from recruiting “medically fit” employees to ensuring the ‘holistic wellness’ of every employee. The emphasis within this is tilting towards the mental health of employees and proactively addressing mental health has become important to several organisations.

The trends covered so far, compel us to envisage how this will change the mindspace and life of the HR professionals, let’s touch some of these effects:

Creating Employee Experience:

HR will now be under tremendous pressure to be more reflective, introspective and creative to add this to their repertoire of skills. By implementing the SABPP HR System Standards Model, organisations can achieve good practice in employee experience.

Agile HR:

This is one exciting and valuable trend. An agile approach is typically used in software development, both to operate with speed as also to manage unpredictability. This agile approach is finding great application in talent acquisition and learning & development areas.

Use of Chatbots:

We may see HR at many workplaces beginning to employ “Virtual Assistants” to work alongside them for some daily operations such as suggesting interview questions and helping finding candidates, to even answering routine employee queries.

Career Mobility platforms:

There is distinct spurt in the growth of HR Technology start-ups of all kinds. While we may see the emergence of a variety of tech tools, one that is likely to establish itself is Career Mobility Platform, with the help of which employees can “test-drive” career options and also broaden skills leading to more engagement and retention.

Inclusive Work Environments:

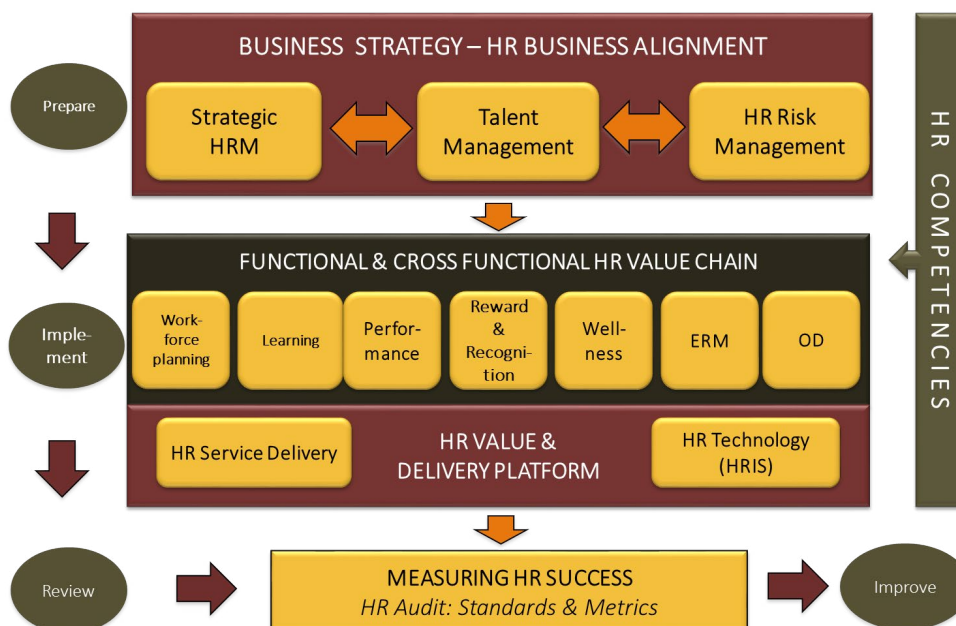
In addition to optimising workforce mix as described earlier, HR will become the specialist in also creating a more diverse workforce – tapping new pools of talent, People with Disabilities, women returning from breaks and so on – while also providing an environment that makes them feel wanted.

New HR Roles:

Needless to say, then, HR roles such as “employee experience officer”, “agile recruitment specialist”, “diversity champion” and many more titles will be seen in 2017, to closely mirror what their roles entail. HR Business Partner will probably break up into multiple roles as the specialisations begin to contribute to business much more.

Almost all that has been described so far can already be seen emerging in Indian organisations, and will continue to develop in the years ahead. However, my continuing professional work with organisations has led me to experience these additional trends.

SABPP HR SYSTEM STANDARDS MODEL



Greater focus on Leadership Development:

While one may say that this is certainly not new to Indian firms, what's interesting is that not only is this becoming mainstream, but the promoters, owners and boards of many companies are putting this on their mandates, alongside financial measures. It is heartening to see that leadership is no longer being restricted to top echelons of organisations, even the next few levels are now on the radar.

Women Employee Attraction, Development, Retention incl. POSH (Prevention of Sexual Harassment) implementation:

One may say that company law has made this statutory but there are encouraging signs that companies are not seeing this in a myopic way. Laudable efforts are underway in many forms – programs, mentorship, friendly policies, flexible arrangements will become the norm in 2017. Almost every organisation will sensitize and train employees on POSH.

Measures to handle widening gap between Classes & Masses:

One recent Conference on Talent Management highlighted the fact that organisations are waking up to the fact that the “Blue Collared” class have now transformed into the “light blue or gray collared” employees who are as aspiring as the executives (and why not?) Hence companies are slowly shifting their focus from “Long Term Settlement” to “Ongoing Workforce participation”. The era of Industrial Relations has passed and ER (Employee Relations) is a fulltime challenging role.

Managing Newer and varied employee cohorts:

Millennials are already the most dominant generation in nearly every organisation, yet Generation Z has slowly started entering the workforce and will demand new attention. Talent will now come in many new forms and managing them is an art. This will help HR professionals make themselves valued further.

Adapting and leveraging Labour Legislation:

There seem to be a slew of reforms taking place in Indian Labour Laws, in large parts, for the better. These are in areas of Maternity benefits, benefits such as Provident Fund and medical benefits. The HR professional needs to keep themselves abreast of these changing laws and take advantage of them to build a more potent workforce.

Preparing, coping and aftermath of disruption:

Perhaps the trend which holds the greatest challenge for Indian HR professionals, also offers the greatest opportunity for them to be noticed, to be a valued. Hundreds of start-ups are being created in India every year and changing business models and in some cases, even business paradigms. Largely driven by the on-line revolution, many old businesses are being pushed to reinvent or become obsolete. That said, many start-ups are also pushing other start-ups out of business. This means that stable employment and monthly salaries, annual performance appraisals and assured increments, are all becoming relics of the past. Leaders of these businesses are looking up to HR to make them employers of choice but perhaps preparing workforces to anticipate and tide over disruptions and even meltdowns will become HR's most cherished capability in 2017 and beyond.

What promise the rest of the year holds for the Indian HR professional to lead the way in shaping a Bold New HR! Did someone ever say, HR will disappear?

This article was written by Rajesh Kamath, HR Practitioner and correspondence for the SABPP from India, with editing by Lathasha Subban, Head: Knowledge and Innovation, of the SA Board for People Practices (SABPP). For more information, you can follow SABPP on twitter @SABPP1 and Instagram @sabpp_1 or visit www.sabpp.co.za

Rajesh Kamath a Keynote Speaker, Consultant, Facilitator, and Coach, and his main objective is to apply principles from ancient global wisdom to modern organisations. He is known for combining the best of western and Indian management sciences to provide Leadership consulting, coaching and learning solutions to the industry. He is the Founder of Chanakya Consulting Insights & Co - founder/ Co - Facilitator - MTHR Global & MTHR Global CxO Forum.



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INDUSTRY NEWS

PENSION LAW IS HR BUSINESS - part IV

This is our fifth and final article in this series of pension law is HR Business. I am reviewing the feedback received and will chart a way forward on how this learning experience is to continue and such shall be announced soon. In the current article, we will look at the following:

- Differences between a single employer occupational fund,
- Multiple employers' occupational fund and;
- At the same time, we will also look at the duties of the trustees within those occupational funds.

As discussed in the earlier articles, a pension fund can only start operating once it is registered with the Registrar of Pension Funds (Registrar) in terms of the Pension Funds Act, 24 of 1956 (PFA). Once registered, a fund takes a legal persona separate from its creator which in an occupational fund is often the employer. In the olden days, the norm was that one fund had one participating employer and as from the 90s, the trend has been shifting towards multiple employers sharing a single fund, the so-called **umbrella fund**. For convenience, we shall identify the two types of funds as the single employer fund and the umbrella fund when referring to the multiple employer fund.

That is, despite the fact that the umbrella fund is not referred to as such in the statutes. In this article, I will attempt to dissect the differences between a single employer fund and an umbrella fund and hopefully bring to light why an employer will choose the one type of fund over the other. Also, at the end of this discussion, we will briefly look at those occupational funds created either by Bargaining Councils (BC) for their specific industries or by Sectoral Determinations (SD) of the Department of Labour for specific employment sectors.

1

SINGLE EMPLOYER PENSION FUND

Chapter III of the PFA provides how a fund is to be managed and by who once it is created. It stipulates that a board of trustees must be appointed to manage the fund. It states that this board's main responsibilities are to manage the fund and its assets with care, diligence and good faith. Of interest, it requires that this board should have a minimum of 4 members of which at least half should be appointed by the members. This simply means that if the fund is for the employees of employer X, at least half of the trustees should be appointed by the employees and the balance can be appointed by the employer. This provision was meant to address the situation which prevailed previously when boards of funds were the management of the employer, seconded to the fund as trustees. This situation left very little room for the fund to have a separate identity and to have the interests of all members prioritised over those of the employer.

The provision contained in section 7 of the PFA that at least half of the trustees should be from the members (i.e. employees) is premised on the basis that only the members know what is best for them and will see to it that the fund is managed with their interest at heart. However, in practice there has been challenges regarding this provision in that some boards have been divided into camps of member appointed trustees versus employer-appointed trustees. This has the potential to undermine the smooth running and management of the fund and has a negative impact in that the best interests of the members are forgotten in battles between the two camps. Another drawback in the appointment of the member trustees has been that members have in certain instances simply seconded their union representatives or shop stewards as member-appointed trustees without looking into their suitability as trustees. Except for further polarising the board, this approach has in extreme cases lead to board decisions having to be vetted by unions elsewhere. The PFA requires that the newly appointed trustees must be trained to a 1 certain minimum standard to be able to carry out the statutory mandate within a period of six months from their date of appointment. This and other fund demands can have a negative impact on the employer's productivity and internal relations in general. The PFA and the decided cases make it abundantly clear that a trustee's responsibilities are first and foremost towards the members of the fund, regardless of who appointed the trustee.



A single employer fund is regulated by a single set of rules which in most instances would have been drafted by the participating employer to reflect the types of benefits that it wish to provide for its employees. That is, theoretically, the employer has a clean slate from which it can craft the type of retirement benefits that will suit its employees and its pocket at the same time. Indeed, in a proper functioning fund, a board comprising of both member-appointed and employer-appointed trustees will be able to weigh the benefits of its members as against the affordability of the contributions by both the members and the employer. A board in a single employer fund also has the option to go out and seek the best affordable administrator for administration of its fund. The outsourcing of the management of the fund to an expert administrator, while it comes at a cost, reduces the burden of the day-to-day running of the fund. It should always be kept in mind that even though the management of the fund can be outsourced, the legal responsibility for the management of the fund remains with the board. It is often stated by financial experts that there is a critical mass in terms of numbers at which point it becomes viable for an employer to opt for a single employer fund. It is believed that if the employees of an employer are below that hypothetical critical mass number, the costs of running the fund will be unjustifiably high to an extent that what is left for retirement savings will be inconsequential. It is, therefore, imperative for any employer intending to initiate or remain in a single employer fund to consider the costs of the running of such a fund as against joining an umbrella fund.



2 MULTIPLE EMPLOYER (UMBRELLA) PENSION FUND

It is said that necessity is the mother of invention. An umbrella fund appears to be one of those entities created by necessity. That is, with the professionalisation of trusteeship, the outsourcing of fund responsibilities to professional administrators, the ever-changing legislative needs and the escalating costs of administering funds, it became imperative that a form of consolidation of resources and skills was going to take place and the outcome was the umbrella fund. The proponents of the umbrella fund argue that it utilises the economies of scale in addressing among others the issues of costs, trustee professionalism and the streamlining of benefits. The umbrella funds are primarily a creation of fund administrators and/or insurers although there are some self-administered umbrella funds.

The PFA recognises some of the impracticalities of applying legislation intended for single employer funds to umbrella funds and does in certain instances exempt umbrella funds from having to comply with some of the legislative requirements. One of the primary exemptions applied to umbrella funds is the requirement that at least half of the trustees must be member-appointed. With some of the umbrella funds having as much as two hundred thousand (200 000) members and over two hundred (200) employers, it would be impractical and unmanageable to appoint a board with at least half of the trustees being member-appointed. Instead, the PFA exempts umbrella funds from having to comply with this requirement. The waiver on the requirement for member appointed trustees thus does create a loss of control by the members of the fund in its management whilst at the same time, it opens a door for the fund to appoint trained professionals to manage the fund. The main argument in favour of the umbrella fund is that the sharing of costs by different employers and the substantial number of members reduces the overall costs of administration on the individual member. It is argued that the costs are substantially lowered by sharing common items such as collection and payment platforms, administrative and investment skills and even trustees' expertise which a single employer fund may not be able to achieve. Due to the differences between the structure of an umbrella fund and that of a single employer fund, an umbrella fund has two sets of rules. The first set, called the general or master rules applies to all the participating employer and regulates the management of the fund. This set of rules also creates options for each participating employer to choose from items such as the level of contributions applicable to its employees, the types of benefits applicable to its employees, such as whether or not insured risk benefits should be provided and such other choices. All the optional choices are contained in the second set of rules called the special rules, reflecting the options applicable to each participating employer.

This may be perceived by some employers that want to create funds for their employees as being too limiting in choices. Other reasons advanced by the detractors of umbrella funds are that since umbrella funds are generally created by fund administrators, service providers such as the financial advisors, investment managers and insurers, tend to be provided in-house. This is often perceived as uncompetitive. There is some validity to this argument as most of the trustees of this type of funds are either current or former employees of the founding administrator. The trustees in umbrella funds are bound by the same duties and responsibilities as those in single employer funds and their responsibilities are to the members of the funds and not the employers.

The suitability of the one type of fund over the other is like asking an urban resident, which is better between a sectional title (cluster) house and a stand-alone house. The choices are as much as there are house owners. With regard to which is the better option between the single employer fund and the umbrella fund, the jury is still out. There are pros and cons to each and the suitability of one over the other will depend on the needs of the employer and its employees. That is why it is imperative that the HR practitioner who is going to advise the employer should have a clear understanding of the employer and employees' needs, the different types funds offered and the costs and benefits provided by each type of fund.

3

BARGAINING COUNCIL (BC) PENSION FUNDS AND SECTORAL DETERMINATION (SD) PENSION FUNDS

There are two other funds that appear similar to umbrella funds in that they house multiple employers, these are the pension funds created by bargaining councils in certain industries and sectoral determinations of the Department of Labour for certain sectors. The main difference between this fund and the ordinary umbrella fund is that, in the former type of funds, the participation of the employer is generally compulsory whereas in the latter type of fund it is voluntary. That is, for an employer who belongs to the industry in which a BC provides a fund, the employer is bound in terms of the bargaining council agreement to participate in the fund provided or in the least, to provide a fund for its employees with benefits equal to or exceeding the benefits provided by the BC fund. The same principles are found in the SD funds except that the latter does not provide the option of the employer to have its own fund, with or without superior benefits. Thus, the employer must participate in the fund provided. For those employers and employees who belong in industries covered by BCs and SDs, they have no choice but to participate as mandated by the underlying industry agreement or determination.

Consideration is being made of the feedback received and a determination shall be made on whether there will be a follow-up series/es and in what form, if any. Should you, therefore, have any suggestions regarding pension law issues that you may need to be covered in future articles you can submit them to the HR Voice. In the meantime, keep your eyes open for the developments in pension law in the HR Voice and the SABPP social networks.

I hereby wish to thank the SABPP and the HR Voice and in particular the HR Voice Coordinator, Ms Siphwe Mashoene, for the opportunity to share some of my experiences in pension law with you.

Advocate Makhado Ramabulana is a pension law consultant at Mutodandimo Enterprise (Pty) Ltd and previously practised at the Cape Bar and was also a senior assistant adjudicator at the office of the Pension Funds Adjudicator (Disclaimer: please take note that the above information is for educational purposes only and does not constitute financial or legal advice).



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Peter Hawkins is Professor of Leadership at Henley Business School in the United Kingdom, and Visiting Professor at Oxford Brookes University and the University of Bath. As founder and emeritus Chairman of the Bath Consultancy Group over the last 30 years he has worked with leading companies in many parts of the world, co designing and facilitating major change and organisational transformation projects and coaching Boards and Leadership Teams. His books on the topics of leadership, coaching and culture change are international best-sellers.

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HR AUDIT



SABPP HR Audit Unit is first in the world.

It was launched in August 2014 and was one of the milestones in the National HRM Standard's journey which was initiated by the SABPP. It offers an independent HR Audit Service which benchmarks companies against the 13 HR Management System Standards, providing external verification of the quality of an organisation's HR Systems.

What is the value of an HR Audit?

- It creates a renewed focus on consistency and standardisation and provides HR Professionals with a robust, risk-based framework to ensure an integrated, aligned and well-governed approach to auditing the National HR Standards.
- It ensures that HR controls quality and consistency in accordance with the spirit of good governance as documented in King IV
- Audits can improve a company's efficiency and profitability by helping the management better understand their own HR systems.
- Management can be assured of the readiness of their HR Departments to support the business strategy.
- Investors, funders, shareholders, suppliers, and financial auditors, are also assured that the human capital risks in their organisation are understood and effective systems (controls) are in place to manage them.
- An HR Audit is an independent and objective report on the state of HR management processes and therefore indicate the organisational stability and sustainability from an HR perspective.

HR AUDIT

The audit process offers an independent, risk-based review of the organisation’s HR strategy, policies, and practices against the National HRM Standards.

An organisation implementing the HRM System Model and Standard will typically follow the next three stages to prepare for an HR Audit.



The audit process consists of several steps as illustrated below:



To legitimise the assertion of being “business partners”, HR Professionals must clearly demonstrate how HR services can contribute towards the achievement of business objectives. The HR function is often overlooked for audits and measurement tools which assesses its effectiveness. Too often, audits are restricted to checking on regulatory compliance. However, the SABPP HR Audit is a process that sets the stage for a true transformation in HR strategy and services. It links HR systems and services to organisational objectives while focusing on the business needs of HR’s internal customers.

The HR Audit Tribune showcases some of our achievements.

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LQA

The Learning and Quality Assurance department has embarked on the concept of total quality which means – we will approach to long-term success through customer satisfaction in providing services such as you mention a few common activities like accreditation, performing monitoring visits, external moderation that meets the delegated responsibility from the Quality Council for Trades and Occupation (QCTO) as well as quality processes of SABPP approved practices. Having said that this team is already working on a new system that will reduce errors and speed-up capturing of learner information and generating automatic statements of results and much more.

This team has set-up rules for driving top training providers and top students, which will be shared on their 2-3 weeks road show commencing 27th February 2017 until 31st March.

We would like to place on record that in December 2016, we had year-end-function where we awarded accreditations to providers and as well as recognizing Top Training Providers for 2016 based on various elements ranging from applying best practices on learning, quality practices on record keeping, prepared for inspection by SABPP and QCTO and other elements. Below is the picture of:



1. Business Management Training College (BMT) in the category of Distance Learning Provider.

2. Maccaulei Training Academy in the category of Face-to-Face Learning Provider.



At this function we also collected funds, stationery, old clothing and blankets for charity, here are some pictures. Since the beginning of this year, we have planned all the major events that have a direct impact on members, training providers and industry at large, watch this space.

UPCOMING EVENTS

14
MARCH

Conquering the essentials Of Skills Development and Facilitation

2017/03/14
Location: Park town, JHB, Gauteng
Time: 8:00 AM

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15
MARCH

SABPP | SARA: Dates for the Annual Tax Update

2017-03-15
Location: Woodmead, Gauteng
Time: 1:00 AM

16
MARCH

Corporate Governance Seminar - Free State

2017-03-16
Location: Bloemfontein, Gauteng
Time: 8:00 AM

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24
MARCH

Ethics Foundation Workshop

2017-03-24
Park town, JHB, Gauteng
Time: 8:00 AM

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24
MARCH

Corporate Governance for HR Professionals

2017/03/24
Western Cape
Time: 8:00 AM

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29
MARCH

HR Standards Workshop

2017/03/29 » 2017/04/21
East Park town, JHB, Gauteng
Time: 8:00 AM

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19
MARCH

HR Auditor Training

2017/04/19 » 2017/04/21
Time: 8:00 AM

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26
MARCH

Ethics Foundation Workshop

2017/04/26
Park town, JHB, Gauteng
Time: 8:00 AM

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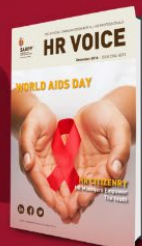


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