SABPP™
SA BOARD FOR PEOPLE PRACTICES
Setting HR standards

THE OFFICIAL COMMUNICATION FOR ALL HR PROFESSIONALS

HR VOICE

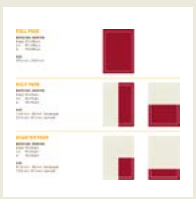
February 2016 · ISSN 2304-8573

10 A's PLAN FOR THE YEAR

PRODUCTS ORDER FORM

HR AUDIT TRIBUNE

WEBSITE RATE CARD 2016



HR VOICE RATE CARD 2016

CORPORATE GOVERNANCE FRAMEWORK MATERIALS

SABPP IS NOW REGISTERED AS AN NPO 117218

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BOARD DESK

10 A's PLAN FOR THE YEAR

Welcome back to work for the HR class of 2016. Yes, as HR professionals we are business partners, but also learners in our every day of HR work. It is a new year for all of us in HR - a year with new beginnings, new projects, new targets and new challenges, in addition to continue working with ongoing challenges facing our workplaces, profession and the country at large. It seems as if people return to work after the December break at three different times: During the first week, or the second week, or the third week. Be that as it may, January is gone, we have settled into the new year and now in February we need to focus on delivering impact as HR professionals in our respective environments.

At a national level the year 2016 started in dramatic fashion with several racist and other offensive postings on social media. Immediately HR and employment relations specialists were called in to deal with disciplinary cases. We would like to encourage all HR Managers to ensure that they intensify efforts to raise awareness about diversity and the appropriate use of social media and therefore to strengthen policy in this regard. SABPP will also create platforms to discuss the ongoing incidents of racism in South Africa to ensure that HR professionals play a meaningful role to transform organisations and society.

Furthermore, a new period of retirement reform has started. The tax amendment laws allow retirees to withdraw a third of their savings, if the total amount is larger than R257 000, and the remaining two-thirds has to be annuitised in line with the pension fund and retirement annuity rules. Thus, it means that government wants to restrict provident fund members from accessing all their retirement savings when they retire. Hence, these reasonable restrictions contained in the new laws are welcome and are clearly beneficial to retirees, especially if you consider the trend of pensioners living longer these days. As a country we need a sustainable livelihood for workers beyond retirement and to prevent an additional financial burden on the state and families for taking care of the elderly.

As HR professionals it is also our duty to reflect back on the previous year, to build on past successes, to learn from past failures, but to think afresh on how we take ourselves and our organisations to a new level of excellence in 2016. The SA Board for People Practices (SABPP) as a professional and quality assurance body for HR management will also reflect on our overall strategy called HR Voice and assess the extent to which we are successful in achieving our seven strategic priorities (i.e. human resource development; research; value and visibility; open for alliances; innovation; continuous professional development; and excellence).

While we also need to be flexible and responsive in dealing with new issues and challenges, we are mindful of the need for good planning and a clear emphasis on driving our strategy forward. Achieving continuous success in the roll-out of our HR Voice strategy with its overarching goals of relevance and impact, we have identified 10 priorities for 2016. We call it the 10 A's plan for the year.

1. **Awareness:** The SABPP HR professionalism, ethics, HR Standards and HR Competencies work requires continuous awareness throughout South Africa and our neighbouring countries. We will continue to visit organisations and to conduct public and in-house workshops where more information and capacity-building is needed. Please let us know if you require a visit to your office or campus. Last year we visited hundreds of sites throughout South Africa, Swaziland, Zimbabwe, Lesotho and Namibia, and we will respond positively to any future invitations to promote awareness of HR as a profession. Once again the SABPP office is ready to register another 1000 HR professionals this year.

2. **Application of HR Standards:** In as much as we keep on raising awareness about HR professionalism, the real test is in the application of HR knowledge, standards, competencies and professionalism. We have therefore scheduled a new series of HR standards application workshops. These workshops will cover the HR standards over several months, thereby providing HR professionals with an opportunity of applying the HR standards one by one. More information is available from our HR workshops Project Manager, Leon Fourie on leon@sabpp.biz

3. **Audits:** Building on the successful launch of the SABPP Audit Unit in 2014, a total of 15 companies have now been audited against the National HR Standards. This year we have an impressive pipeline of 31 companies. We would like to challenge HR Managers to get their HR functions audited. Any further information about HR audits is available from the SABPP Audit Unit on hraudit@sabpp.co.za

4. **Accreditation:** As the HR quality assurance body of South Africa, it is the role of SABPP to quality assure and accredit HR learning providers. Our quality assurance office is ready for any quality assurance assignments for 2016. You are most welcome to link up with our quality assurance office on lqa@sabpp.co.za for more information.

5. **Academic work:** The formal SABPP research agenda received good feedback from the HR academic community last year, and we will work much closer with universities this year to support them with relevant research meeting the needs of the HR professional community. Universities not yet accredited by SABPP will be targeted for site visits to ensure that all higher education institutions meet the national HR standards and competencies. We wish all HR students at universities a year of successful studies, and we want to thank our academics and support staff for driving academic excellence at universities. While the higher education environment is currently in turmoil, we want to acknowledge the hard work by students and academics to make a success of HR studies. Therefore, the SABPP student chapters at various universities are likely to grow even further this year.

6. **Accounting:** The SABPP Research Department produced the first South African Human Capital Reporting Framework last year. This year the framework will be broken down into a set of specific HR metrics. Significant progress has been made and the final set of HR metrics will be shared with the HR market later this year. In essence, the National HR Metrics will be the first formalised mechanism of providing an HR accounting framework for South Africa.

7. **Active citizenship:** This year we will formalise all our efforts in the area of HR volunteering work. This entails that as HR professionals we will formally at a regional and national level as active citizens volunteer our HR knowledge to make South Africa a better place to live and work. Last year we supported the Partners for Possibility programme in allocating HR professionals to under-performing schools in an attempt to improve the quality of leadership and teaching at schools. If you are interested to volunteer your HR expertise to a school or other organisation, please contact us on xolani@sabpp.co.za.

8. **Advocacy:** Our HR Voice strategy also includes ensuring that issues affecting the HR profession are addressed with key stakeholders such as government and business. We will continue to fulfil this important role when commenting on national papers or when we directly champion the HR profession with our own position papers and/ór inputs when necessary.

9. **Alliances:** Although we have formed dozens of alliances over the last five years, this year we will consolidate on these efforts and work towards tangible benefits from all these alliances so that you as our professionals will directly benefit from these relationships.
10. **Academy:** The highlight this year will be the official launch of the National HR Academy. The curriculum has been developed based on the National HR Competency Model and HR Standards arranged according to levels of work to ensure that the appropriate learning takes place at the right level.

Relevant to all of the above ten priorities, engagement with professional members and other stakeholders is a top focus area for 2016. I will therefore continue with my weekly communication forum "Marius on Monday" on linked-in every Monday to update you on our activities every week. This is also a great opportunity for you to share your ideas and needs with me. Alternatively, please continue to be connected at twitter @SABPP1 on a daily basis. Thanks to social media the physical distance between us has become irrelevant.

This month we also celebrate the first anniversary of HR professionals as Ex-Officio Commissioners of Oaths as approved by the Minister of Justice last year. I thank all HR Managers for fulfilling this new duty with care, responsibility and diligence over the last year. And to the newly registered HR Professionals out there, welcome Commissioners! It will indeed be great to meet many of your at our special general meeting for professional members on 4 February.

On behalf of the SABPP Exco, I wish all HR professionals, learners, alliances, service and learning providers and other stakeholders a successful year. We look forward to working with you this year. Let us use every opportunity of building standards and professional development communities and thereby advancing the HR profession in 2016 and beyond.

MARIUS MEYER
CEO, SABPP

COO'S DESK

NEW MEMBERSHIP MANAGER

As part of our membership growth and talent development and retention, I am pleased to announce the promotion of Zanele Ndiweni to the position of Membership Manager. Zanele will be responsible for all members' issues from new membership and retention of members. Both Bongi (renewals) and Tebogo (registrations) will report into the Membership Manager.

Zanele Ndiweni, SABPP's new Membership Manager

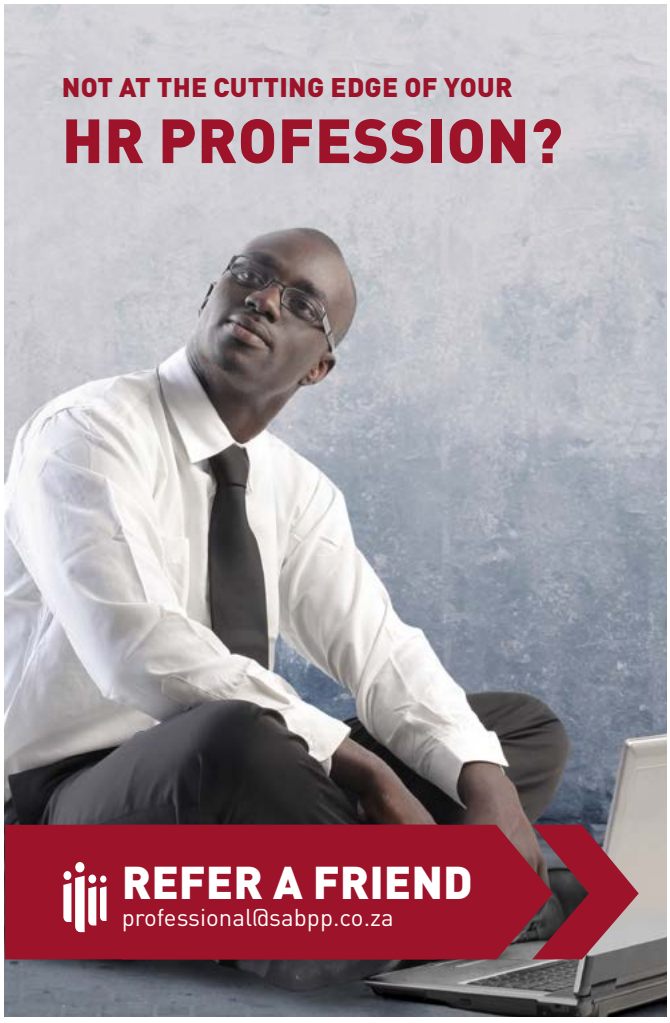
Zanele is finalising the last modules of her BCom HR degree. Congratulations Zanele!

FAREWELL CHRISTINE BOTHA

At the end of December 2015 we bid farewell to Christine Botha (Head: HR Audit) after she successfully completed her 18 months contract as the first head of the HR Audit unit. To our mind there is no doubt that Christine exceeded all expectations and replacing her will be the most difficult task that we will have to engage in.

Today many people understand and respect SABPP partly due to the commitment and professionalism displayed by Christine. In 2015 we audited 15 companies and the total count for trained auditors is now over 150.

Thank you for making a difference at SABPP and all the best in your future endeavours.



HR INTERN 2016

As part of our contribution to the skills development in the country, I am pleased to announce the appointment of Shitshembiso Cornelia Mkasi (known as Thembi) as our HR Intern for 2016. She is a graduate from TUT (Polokwane campus) where she served as the chairperson of SABPP Student chapter there.

We welcome her to the best company to work for by HR standards!

THE SABPP BUNCH HAVING SOME LUNCH

On the 8th of December 2015 SABPP staff had a Christmas lunch after a year of hard work and a lot of firsts. It was the least we could do as SABPP, but I just wanted to reiterate that we really appreciate all the work done by the dedicated and committed team.

YEAR END BREAKFAST FOR SABPP COMMITTEES

On the 4th of December 2015, the SABPP chairperson Siphiwe Moyo led all SABPP committees in the feedback breakfast. This was an opportunity for all committees to come under one roof and share their experiences, successes and challenges. Those present really appreciated this opportunity to understand fully the work of other committees and how it all comes together. The committees represented were:

1. Proffesional Registration
2. Ethics
3. Mentoring
4. Learning & Development
5. LQA
6. Higher Education
7. Risk and audit
8. IT governance
9. CPD

This year we plan to make this event bigger and better and it's likely to be held earlier than December. We will make sure that the above committees attend plus any other new committee. We will also invite the chairpersons of the provincial committees as well as the top performing five field agents to attend. Watch this space for the confirmed dates.

CUSTOMER SERVICE TRAINING

The SABPP staff engaged in customer service training over two sessions. Dr Penny Abbott led the training. The aim was to ensure that all staff are geared to service our customers better as expectations and standards rise. It was indeed an eye opener to see the commitment by all staff.

I challenge you to send me your feedback on your client experience with any of our staff members so we can celebrate with our staff or improve on our service offering. Send your feedback to xolani@sabpp.co.za

XOLANI MAWANDE
COO, SABPP

UPGRADE YOUR SABPP MEMBERSHIP

- **MASTER HR PROFESSIONAL**
  (masters/doctorate + 5 years top level experience)
- **CHARTERED HR PROFESSIONAL**
  (honours + 4 years senior level experience)
- **HR PROFESSIONAL**
  (3 year degree/diploma + 3 years middle management experience)
- **HR ASSOCIATE**
  (2 year diploma + 2 years' experience)
- **HR TECHNICIAN**
  (1 year certificate + 1 year experience)
- **CANDIDATE**
  (qualification but no experience)

UPGRADE NOW !

REGIONAL SERVICES

POPI – A PRACTICAL APPROACH

On the 20th of November 2015, the Western Cape SABPP Committee hosted their breakfast session with the topic: POPI – Who is she and why is she important to HR practitioners? What is her connection to the Constitution?

The guest speaker, Andrea de Jongh, obtained her BA degree in Value and Policy Studies Stellenbosch University. She then furthered her studies in Human Resource Management and Industrial Psychology and obtained her LLB (three-year postgraduate programme) degree in 2007.

She made it clear that the threat to information security is as real as ever. At the same time, the legal obligations on entities to secure the integrity and confidentiality of the information they process are growing. You have been securing your information for years for business reasons. Now, the Protection of Personal Information Act 4 of 2013 also requires you to do so. Information Security is a legal obligation. You cannot claim you were not aware of your obligations. A failure to comply has serious risks associated with it. Your failure to adhere to the conditions attached to lawful processing of personal information may result in your organisation being fined up to R10 million or face your CEO spending 10 years in jail.

POPI is already law. Responsible parties (entities wanting to process personal information) are afforded a one year grace period from the date of commencement to get their house in order. On 11 April 2014, the definitions section (section 1) and Part A of Chapter V that empowers the Minister to establish an Information Regulator, commenced. There is still no new information on when the balance of POPI is going to commence and the Minister has not given us an indication of the timeline. Whilst it is very hard to plan your roadmap if you don't know what the end date is, it will be time well spent to commence with the process of readying your entity for POPI's commencement. POPI has proactive protection as its purpose and regulates the

processing of personal information. 'Processing' is given a wide interpretation and includes any operation or set of operations concerning personal information. This covers the collection, recording, organisation, storage, updating or modification, retrieval, consultation, use, dissemination, transmission, distribution, merging, linking, blocking, erasure or destruction of personal information. In short; if it is not your personal information and you have access to it, you are processing it.

'Personal information' includes an individual's name, address and ID number, blood type, fingerprints, educational, medical, criminal or employment history and information pertaining to financial transactions. Personal information is further categorised into 'special' personal information, which information enjoys a higher degree of protection. Special personal information includes information about religious or philosophical beliefs, race or ethnic origin, trade union membership, political opinions, health, DNA, sexual life or criminal behaviour of a data subject.

POPI does not want to stop the free flow of information; it only wants to impose conditions on it. Therefore, employers wanting to continue processing personal information and special personal information must obtain the employee's consent. The consent given by the employee must be voluntary, specific and informed.
In addition to the consent requirement, POPI attaches 8 conditions for processing of personal information. These are processing limitation, specific purpose, further processing limitation, information quality, openness, security safeguards, individual participation and accountability. Employers are tasked with ensuring each condition is adhered to when processing an employee's personal information. We recommend that you map the different HR/IR activities where you process personal information. This will enable you to ensure the conditions are adhered to at each instance of processing.

Karel van der Molen, School of Public Leadership, Stellenbosch University and SABPP (Western Cape Committee) summarised the session with some keynotes on how to implement POPI in the workplace.

Karel van der Molen and the guest speaker, Andrea de Jongh

The Western Cape Committee would like to invite all of its members for the next breakfast session that will be held early 2016. You are welcome to propose a topic in which you would like more information from. Requests can be emailed to maritsa.grewe@outlook.com

See also SABPP Factsheet on POPI-2-2014, available as a free downloadon www.sabpp.co.za.

LEARNING AND QUALITY ASSURANCE

BENEFIT OF E-LEARNING TO EMPLOYERS AND LEARNERS

LEARNINGPOOL.COM. & RAPID E-LEARNING BLOG

SABPP's Learning and Quality Assurance department has adopted the concept of "Going Green – save the planet, reduce the carbon footprint and reduce paper usage". SABPP accredited training providers: Business Management Training College – BMT (Fourways), CTU Training Solutions (Pretoria), Milpark Education Group (Cape Town) and MSC College Holding (Pty) Ltd (East London) presented and discussed their e-Learning models, methods and processes to the Quality Council for Trade and Occupation (QCTO) – Pretoria on the 9th December 2015. This presentation has set the scene for QCTO to promote and drive e-Learning as a platform in conjunction with other methods to support learning for all types of learners.

BENEFITS E-LEARNING:

The flexible nature of e-learning means that we are likely to encounter it in everyday life. Simply put, e-learning is everywhere via different modes such as cellphones, tablets, computers and via media such as CDs, DVDs, You-tube, Chat-line, Facebook, WhatsApp- Exceptional advantages behind these mediums of learning are:

1. Scalable - E-learning enables us to quickly create and communicate new policies, training, ideas, and concepts. Be it for entertainment or formal education, e-learning is nimble!

2. Capacity and Consistency – Using e-learning allows educators to achieve a great degree of coverage for their target audience, and it ensures that the message is communicated in a consistent fashion. This results in all learners receiving the same training.

3. High Learning Retention – Blended learning approaches result in a higher knowledge retention rate. It also helps that coursework can be refreshed and updated whenever needed.

4. Time and Money Savings – This one is pretty well known, and a staple of any well-done e-learning program. E-learning reduces time away from the workplace, eliminates the need for travel, and removes the need for classroom-based training.

5. Activity and ROI Measurements – If you are using a learning management system to deliver your elearning, then tracking learner progress is a piece-of-cake, and reporting on this activity is just as simple.

6. Reduction of the Carbon Footprint – By leveraging e-learning for online testing and quizzing, the need for printing out paper-based assessments is reduced, in fact it's practically eliminated altogether!

7. Flexible – Using e-learning, you can give employees and students the freedom to learn at their own convenience, and at a pace that is right for them. Staff can be trained in remote locations and in a consistent fashion as anyone receiving on-site training.

8. Standardization. You may have a great facilitator, but that's no guarantee that the courses are presented the same across sessions. E-learning allows you to create a standardized process and consistency in the delivery of content. It also compresses delivery time.

9. Encourage sharing. The foundation of a learning community is built on sharing what you know with others. This is where incorporating a forum or wiki really adds value to your e-learning.

Participating delegates discussing e-Learning models

SABPP'S 3RD ANNUAL YEAR-END-FUNCTION TO RECOGNISE PROVIDERS AND AWARD ACCREDITATION TO PROVIDERS

This function was facilitated by Ms. Siphiwe Mashoene (SABPP's – Marketing and Stakeholder Relationship Manager) with an opening talk by Mr. Marius Meyer (SABPP - CEO).

Statistical data was shared by Naren Vassan (Head of Learning Quality Assurance), followed by the awarding of accreditation certificates to providers. Thereafter a presentation by Dr. Shamila Singh on the recent findings of the monitoring visits conducted on SABPP accredited Training Providers during July – September 2015.

The accreditation certificates were awarded by Ms. Judy Norris from Learning Quality Assurance Committee and Marius Meyer.

Mr Maputha Diaz from Bathokwa People Solutions (Pty) Ltd for skills programmes

Mr Andre Claassen from Labour Guide CC for renewal of skills programme and SAQA ID 93993 National Certificate: Labour Relations Practice – NQF Level 5

Ms Theresa Low from Edutel Services (Pty) Ltd for renewal of accreditation on 2 qualifications:

- SAQA ID 49692 – National Diploma: HR Management and Practices - NQF Level 5
- SAQA ID 49691 – FET Certificate: HR Management and Practices

Mr Frikkie Van Tonder from Learnership Support Systems (LSS) for SAQA ID 93993 National Certificate: Labour Relations

Practice – NQF Level 5
Ms Gerda Olberholzer from Boston City Campus and Business College (Pty) Ltd for Renewal of SAQA ID 49691 – FET Certificate: HR Management and Practices Support - NQF Level 4

Dr Ebrahim Azad and Mrs Anisha Azad from Kajal & Associates for accreditation on 2 qualifications:

- SAQA ID 57712 – FET Certificate Generic Management – NQF Level 4
- SAQA ID 61595 - FET Certificate Business Administration – NQF Level 4 (Employee Wellness)

Richard Lemming from Academy of York (Pty) Ltd for skills programmes

Ms Klara Micheal from Khwela Learning (Pty) Ltd for skills programmes

Ms Alexander Hadfield from Mind the Gap for renewal of accreditation on 3 qualifications:

- SAQA ID 49692 – National Diploma: HR Management and Practices - NQF Level 5
- SAQA ID 49691 – FET Certificate: HR Management and Practices Support - NQF Level 4
- SAQA ID 59201 – National Certificate: Generic Management - NQF Level 5

We finished the year-end-function's proceedings by recognising top achievers for the criteria: Monitoring Visits and the quality of External Moderation evidence. The category comprised of Face-to-face providers, distance learning and private colleges. These awards were presented by Dr Shamila Singh and Marius Meyer.

CRITERIA FOR MONITORING VISIT:

- Preparedness of evidence files.
- Relevance and engaging with stakeholders on evidence presented.
- Quality of evidence meets and exceed organisational practices.

Ms Elbri van Zyl From KLM Empowered Human Solution Specialist Pty Ltd.

Mr Jako Poolman from Business Management Training (BMT)

Ms Linda Coetzee from MSC Holdings (Pty) Ltd

CRITERIA FOR EXTERNAL MODERATION:

- Process on performing quality assurances and supporting reports.
- Learner engagement with evidences.
- Good record keeping of learner portfolios including easy to follow and clearly labeled evidences.

Ms P Van der Merwe – SANDF School

Ms Gerda Oberholzer from Boston City

Mr Richard Lemming from Academy of York

CORPORATE SOCIAL INVESTMENT – THE LQA DEPARTMENT CONTRIBUTES TO LEARNING

2015 saw the LQA department moving towards supporting to children's charity organisations. In July 2015, we handed over blankets which were donated by Training Providers to the Edenvale Child Welfare.

At the Annual year end function, we were overwhelmed by the donations received from our training providers. Donations ranged from pens, pencils, colour pencils, exercise and reading books and some more blankets too. Lerato Education Centre in Eikhenhof, South Johanesburg, was the charity of choice, where Ms Derisha Pillay (LQA Officer) and Ms Bongi Ndaba (Retention Officer) handed over all items received.

The management and SGB at the center expressed their heartfelt thanks to SABPP and the kind Training Providers for their donations and mentioned that the items donated would definitely be useful in the 2016 school year.

Learners at the Lerato Education Centre

WORKSHOP ON PREPARING YOUR ANNUAL TRAINING PREPORT (ATR) AND WORKPLACE SKILLS PLAN (WSP)

We are aware that there so many facts and data to consider when preparing these reports. The question is are you being compliant and considering the following facts such as your Employment Equity Plan, BBBEE Scorecard, Critical and Scarceskills, Job Descriptions, Performance Management/ Appraisal reports, OFO Codes, Vision/Mission and Strategy of the organisation.

Isn't that a lot to remember, so join us on a HALF-DAY workshop where we do HANDS-ON calculations (bring your laptop) and we do these reports.

Date	17th March 2016
Time	8:00 – 13:00
Venue	Hackle Brook Conference Centre, Craighall
Cost	R 650.00 – SABPP Members and R 800.00 non-members (plus Vat)
Contact	naren@sabpp.co.za

Target Audience: HR Managers, HR Consultants, Training Providers, Facilitators, Learning and Development Practitioners, Skills Development Facilitators (SDF); Freelance consultants.

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Marius Meyer (CEO: SABPP)

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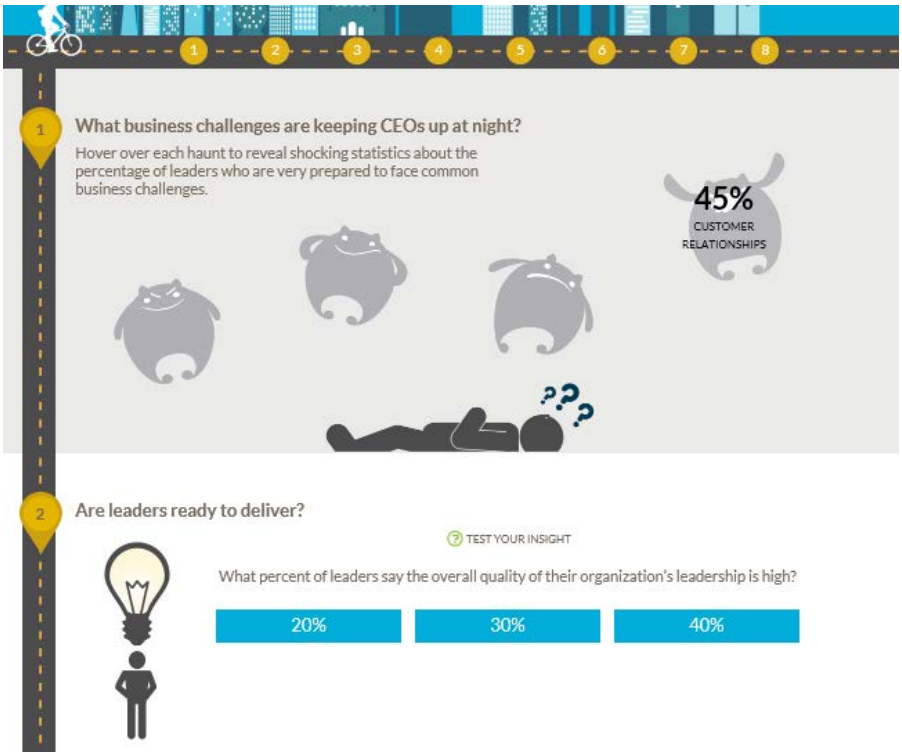
HRRI

PRESENTATION OF INFORMATION

1. Infographics are the latest development in the journey to making the huge amount of information available in our modern world easy to assimilate. The latest example of a really good use of infographics we have come across is the DDI Global Leadership Forecast where there is an interactive display of the results: http://discover.ddiworld.com/interactive-road-map.

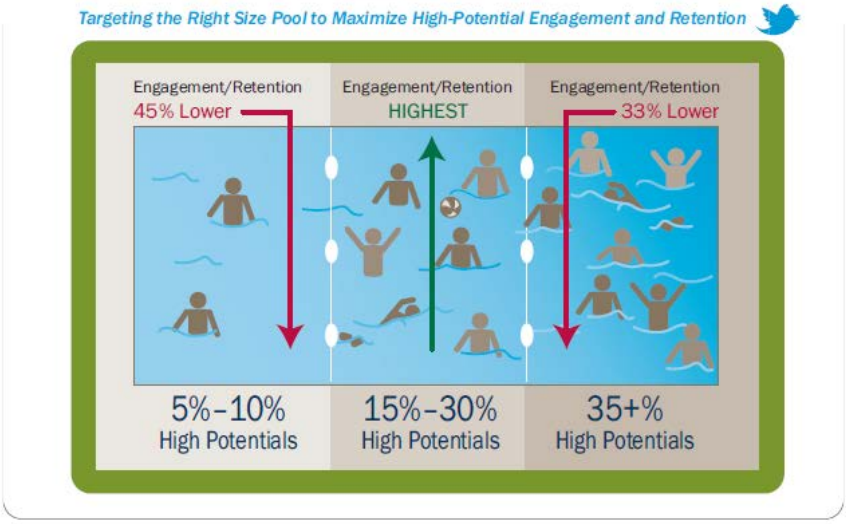


2. All too often official communication in organisations becomes over-complicated and uses jargon phrases which can render the message meaningless. The Plain English campaign, started in 1979 and based in the UK, helps organisations to produce documents which are clear and understandable. www.plainenglish.co.uk. Lucy Kellaway, Financial Times and Business Day columnist, also wages war on meaningless "obfuscation, euphemism and ugliness" and has started a Guffipedia website https://ig.ft.com/sites/guffipedia/. Many of the phrases submitted raise a good laugh, but the underlying message is a serious one – if you are communicating, make sure your message is understandable. In the Business Day of Jan 4th 2016, she quotes an unnamed human resources head who warned managers attending an off-site meeting to "be cognisant of the optics of your personal brand". Apparently he meant: tuck your shirts in. The head of human resources at a big oil group announced plans to "ventilate" underperformers – meaning, presumably, that they would be terminated. At the SABPP we try

INFORMATION SNIPPETS

1. MANAGING THE HIGH-POTENTIAL DILEMMA - WHO, HOW MANY, AND WHAT THEN?

The Global Leadership Forecast 2014 research of DDI uncovered some interesting correlations between the size of the high potential pool (as a % of people at a particular level) and engagement and retention of those high potentials. It seems that it is a case of not too many, not too few, as the following diagram shows:



2. EMPLOYEE VOLUNTEERING SURVEY

A conference creatively titled Beyond Painting Classrooms in Johannesburg late last year heard about the findings of research into employee volunteering within the private sector of South Africa conducted by Tshikululu Social Investments. Highlights were the findings that the targets of employee volunteering (charities or non-government organisations) are often overwhelmed on Mandela Day whilst needing help over longer periods than that, and that donations of money or goods are less helpful than donations of skills – whether that be to perform tasks, to transfer skills or to mentor. Employee volunteering programmes help to position the employer as caring, but management commitment and role-modelling are critical or the programmes are perceived as cynical. The research also cautions employers not to make volunteering compulsory, a contradiction in terms.

See also the SABPP Fact Sheet on Employee Volunteering – July 2015

TRAINING WITH THE BRAIN IN MIND: A DIFFERENT POINT OF VIEW – BECOMING A FACILITATOR AND DESIGNER VERSUS "TRAINER"

HUMAN CAPITAL REVIEW

LATEST EDITION Published by KNOWLEDGE RESOURCES

IN THIS ARTICLE WRITTEN BY MIKE KUCZALA, AUTHOR OF 'TRAINING IN MOTION', HE BELIEVES THAT SUCCESSFUL TRAINERS MOVE PEOPLE TO ACTION. WHEN PEOPLE ARE KEPT FROM MOVING-WHETHER THEY'RE SITTING THROUGH A PRESENTATION OR STUCK BEHIND A DESK-THEY BECOME RESTLESS AND THEIR ATTENTION WAIVERS.

Without the inventory tools (personality type, learning style, hemispheric preference, interest, etc.) to gather data and understand the diversity of trainees in a particular setting, designing a training program from the perspective of the whole-brain is an effective choice. Realizing that we often present in a way that favors our own sensory preference it takes some effort to create training experiences that support all learning styles. For example, if you are an auditory learner you'll most likely prefer a lecture style presentation though your audience is most likely a more diverse group.

What brain research has taught us is that we have two distinct and competing hemispheres in the brain each competing for control and playing very different and important roles. Fortunately, they are connected by a part of the brain called the corpus callosum which connects the two hemispheres making communication and coordination between them possible. Briefly, the left hemisphere is more analytical, sequential, is time-oriented, deals in large part with language processing and recognizes words, letters and numbers. The right hemisphere is more holistic, pattern-oriented, spatially advantaged, deals with language context, and recognizes faces, places and objects. If you read between the lines, much teaching and learning in schools, colleges and universities, and trainings in corporate America, favor left-hemisphere preferred individuals. Recognizing the "whole-brain" and understanding that the left and right hemispheres work together will open the possibilities in training and help the trainer to reach a larger audience more effectively but this takes a shift in thinking.

KR will be bringing Mike to South Africa in 2016, where he will be facilitating workshops in Johannesburg (25 February) and Cape Town (1 March). In these interactive workshops, participants will learn how to enliven any training session through the use of dynamic movement and how to create effective training according to how the brain prefers to learn. Enjoy reading the article, if you have any questions about the workshop, please contact Debbie Atwell debbie@knowres.co.za 083 651 1664

HUMAN CAPITAL REVIEW

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GENERAL

LATEST ULRICH STUDY SUPPORTS SABPP APPROACH TO HR STANDARDS

Round 7 of the HR Competency Study has been published (www.hrcs.rbl.net) and, for the first time, found that "the activities of HR departments as a whole consistently explain more of the department's performance than the competencies of the HR professionals within the departments. We need the HR department to be doing the right things if we want to have impact." The study grouped HR department activities into four domains (employee performance HR practices; integrated HR practices; HR analytics practices – HR department scorecard; HR role in information management – using data for decision management). Of these, employees and line managers perceive most value is created for them by integrated HR practices, whilst external stakeholders appreciate value through being given good information.

These findings strongly support the SABPP's approach to starting with setting standards for HR practice in the organisation. The SABPP HR Audit findings so far show that the weakest area for many HR departments is integration of HR practices, and this could explain, using the Ulrich study results, why HR departments are not perceived as adding value and being strategic.

INDUSTRY NEWS

2016: TIME FOR HR TO FOCUS – WHAT WILL BE DIFFERENT A YEAR FROM NOW?

LIEZEL PHEIFFER BLIGNAUT

HR already has a mandate to support the business in achieving its objectives - whether stated explicitly by its leadership, or implicitly because leaders know people are their greatest asset and risk and they need HR to guide and support them.

The message that HR's role has changed to a value-adding business partner is not 'new' anymore. The next wave of changes that will impact business and HR is already upon us, and yet many HR functions have not demonstrated over the past few decades that they can make a difference.

Why?

HR SHOULD FOCUS INTERNALLY

By merely extracting the HR strategy from the people issues in the business strategy, and using this as the strategy for the HR function, HR and the business might not achieve its strategic objectives. HR still need to know what they need to focus on internally.

They need to ask the right questions about their own role, performance, and interaction with internal clients, and assess their own competencies. As important, is that HR asks the people who are in the best position to provide a meaningful and objective opinion – i.e. their clients.

It is essential to focus on what HR is delivering, that will have an impact on the business in the next three years. Questions need to move beyond merely asking what HR is doing, to what HR's performance is and what value HR is adding.

HR SHOULD PRIORITISE

Given the depth and scope of the many people challenges and opportunities, some HR professionals and leaders might feel overwhelmed and fail to demonstrate progress from one year to the next.

HR often has to juggle between making time for strategic initiatives, whilst dealing with (or reacting to) daily and ad-hoc requests from different clients.

This often means balancing the expectations and needs of leadership and the rest of the organisation, which requires HR to (re-) think their role and ensure everyone in the business understands what it is.

HR departments are all at different stages of transformation, and yet there is a key question HR could ask: "What are the key priorities we need to have in place first, that will have a significant impact on our performance and ability to add value as a HR team?".

Working in, with and alongside numerous HR functions in different countries, I believe there are three key priorities HR should focus on first, before the rest will fall into place:

1. RECRUIT AND DEVELOP A COMPETENT HR TEAM

A competent, skilled, experienced and passionate HR team will find the right solutions, make the right decisions, develop systems and processes that is fit for the organisation, and spread their knowledge and passion of people management to leaders.

2. UTILISE TECHNOLOGY

Many companies and HR functions still do many things manually (especially on traditional HR activities), whilst everyone should by now have an integrated HR management and information system in place – a system that makes life easier and is utilised by everyone, and automate great HR processes.

Digitising processes, accurate and up-to-date information and valuable analytics will give HR more time to focus on other things what will make a sustainable difference. It will also give HR credibility once they can demonstrate that they cannot only provide accurate reporting on what is likely to happen, but also monitoring what is happening, predictive modeling and ultimately simulation of what is likely to happen.

The next wave of technological changes (e.g. increased focus on mobile devices and social media) impacting business and how we attract, manage and engage people have already started.

HR functions who successfully manage and utilise technology, could make a real difference.

3. DEVELOP LEADERS

It is important that HR and leaders understand that it is leaders' role to select, engage and manage people. HR, however, is in the best position to use their training and experience and passion for people to support, develop and coach leaders and to provide the best solutions that will make it easy for leaders to do so.

Imagine how much more time HR will have available to does not have to deal with the implications of poor leadership (e.g. replacement recruiting, performance and disciplinary issues).

Imagine what the result will be if we were to develop our future leaders from a very young age, and if tertiary institutions could include HR management as a module in all their qualifications...

HR SHOULD THINK DIFFERENTLY AND ACT WITH AGILITY

On top of all the existing challenges facing business and HR functions, there are national and global changes and trends in technology, the workforce, and socio-economy. New challenges will continue to emerge which means we continuously need to think differently.

The speed of change which has become a reality, means we need to act with agility.

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HUMAN RESOURCES AND THE BUSINESS VALUE MODEL

RÉNIER KRIGE – HRDIRECT AND DOLF VAN ROOYEN – MEGROLOWVELD

Both HRDirect and Megrolowveld are companies in the inavit iQ group.

BACKGROUND

More than ten years ago, the results of a doctoral research project was reported on in an article titled "Validation of key relationships in an extended service-profit chain model in the South Africa retail industry context" (Verwey, A.M. & Carstens, L.). In very simple terms, the research indicated that there was more than sufficient evidence that the relationships as shown in the diagram below, in fact exist.

THE IDEA IN BRIEF

Research conducted amongst HR professionals indicates a need for business organisations to specifically focus on:

- Leadership Excellence;
- People Performance;
- Internal Brand; and
- Customer Delight.

The Business Value Model may also present to HR Professionals a useful framework to rethink that what, how and why of their contribution to business and society.

Figure 1 - Empirical Service Profit Chain (SPC)

In the years since the publication of this article, we have worked with a number of organisations in a variety of industries, sometimes across the elements of the diagram and sometimes with a focus on specific elements of the diagram.

A reflection on the relationships and patterns that we discovered and confirmed with these clients, as show in Figure 2 – Business Value Model below, indicated to us that in addition to the variables shown above, there is a significant importance to be attached to, the following aspects, amongst others:

- Leadership brand and excellence
- Employee value propositions; and
- Corporate reputation (brand).

The business value model (BVM) has also seen a steady development to include a number of elements that clients (and our work with them) indicated as being important.

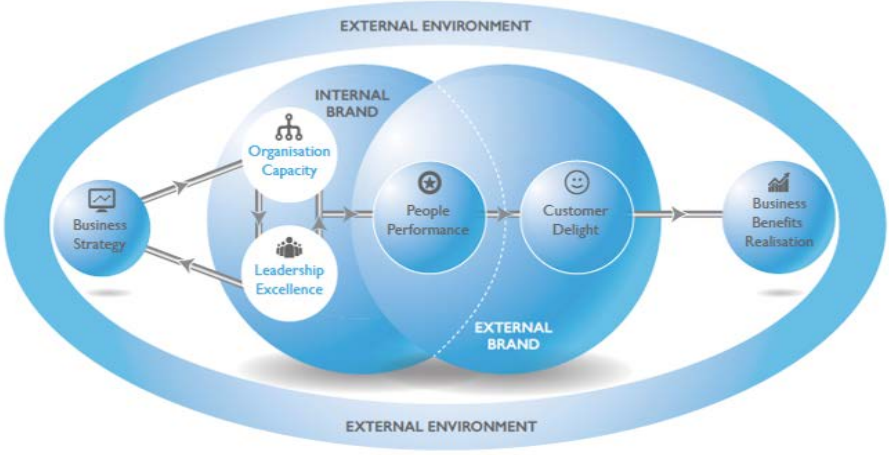


Figure 2 – Business Value Model

A fundamental part of the BVM is the concept of competitiveness. The latter has been defined as the "capability of companies...to create a relatively high income factor and relatively high employment levels on a sustainable basis, while permanently being exposed to international competition." (OECD 1994:23) According to Botos (1982:33) the competitiveness of products (services) must be expressed in lower prices, or in our own terminology, a higher perceived benefit equation. Szentes et al. (2005:112-113) argue that "lower price" can only be the "competitive price", if it provides return on the costs for the seller, and even includes a profit. The "higher quality" referred to should encompass affordable properties, as well as actual value for customers. Other factors that affect competitiveness, as noted by Findrik-Szil´ard (2000:25-27), Szentes et al. (2005:114-115) and Chik´an (2006:43-44), are the following:

- Enhancing business efficiency;
- The development of productivity;
- Effective control of labour costs;
- The quality use and deployment of technology;
- The effective use of production systems ;
- Access to market resources;
- Strategy formation and implementation;
- Adaptation to the dynamically changing environment;
- The quality of labour (education, experience, continuous capability to develop, et cetera);
- The standard of management and leadership (organisational and management skills, creativity, conflict management, communication skills, and so forth);
- Growing "knowledge capital";
- Research and development, and;
- The standard of innovation activities.

All these elements are clearly reflected in our BVM. There is little doubt – and the research done by a number of our clients confirm various aspects of this – that the following hold true:

- The quality and continuity of leadership is a key variable in the creation of competitive strategy and a culture that supports, in a sustainable manner, the execution of that strategy;
- The failure to address culture as a key variable will almost inevitably doom transformation or improvement efforts to failure;
- Attracting and retaining the appropriate and required talent through a focused employee value proposition will remain a challenge in the future;
- Increasingly, and perhaps because of the global pressure on efficiency and effectiveness, a strategic perspective on organisation and work design is becoming more important than ever, and;
- Increasingly, and for a variety of reasons, corporate reputation amongst diverse stakeholders is becoming a key competitive lever.

"Competitiveness is thus the sum of properties and activities of a given production unit, by means of which it can increase its market share and / or its profit on a given market, during a given period." (Findrik-Szil´ard 2000:23).

THE ROLE OF HUMAN RESOURCES IN THE BUSINESS VALUE MODEL.

In this article, we explore two key questions, namely:

- What do leaders at various levels and functions, including human resources, identify as being their key business challenges , and
- What specific part of the typical human resources value chain should be leveraged to address these challenges or issues?

To be able to answer these questions, we distributed an electronic survey questionnaire based on the BVM to a number of client organisations. Although the sample is relatively small (just under 120 respondents), the chart below shows that they represent a range of industries.

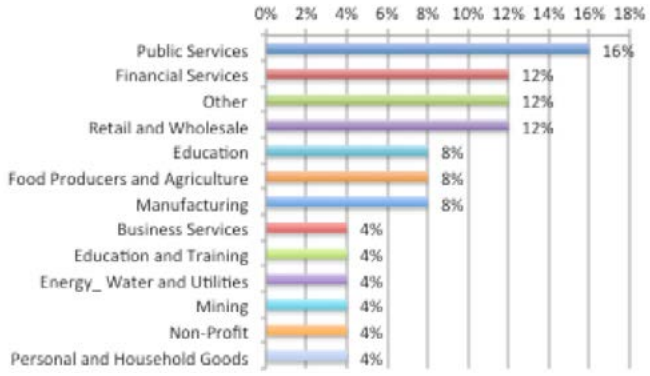


Figure 3 - Industry Representation

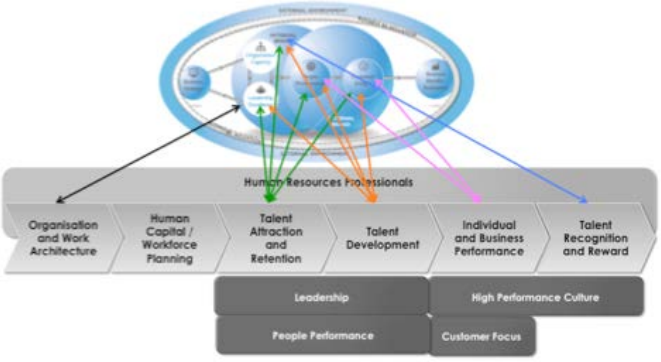
- As shown in the diagram below, a number of dimensions on the BVM was rated lower than 80%, a figure we arbitrarily used as a cut-off point for being satisfied with the status quo.

Figure 4 - Challenge Areas

When analysing the dynamic relationship between these elements in this sample, the key areas of concern identified by allocating appropriate weights were:

- Leadership Excellence;
- People Performance;
- Internal Brand (Culture); and
- Customer Delight.

Mapping these areas of concern to a typical (generic) human resources value chain resulted in the following diagram:



The key contribution to be made by human resources therefore seems to be:

- Building the leadership pipeline;
- Driving employee commitment through;
- Creating a leadership-led high performance culture, with a focus on
- Customer delight.

In practice this may also require from HR to focus on the following:

- Identify the required leadership traits and formulate policies that would encourage the desired leadership behaviours ;
- Develop the desire and competence to innovate and collaborate ;

- Devise policies that encourage empowerment, cost consciousness and provide role clarity ;
- Ensure the enhancement of competitiveness of people at all levels and
- Enable people to respond to competitive opportunities and challenges in the best interests of the company.

This is not to suggest that the more transactional elements of people management are not important. Rather, it unsurprisingly confirms the view that the real contribution human resources can and should make to deliver business benefit plays out in other areas of expertise.

INCLUSIVENESS AND REPRESENTATION

Given the recent events in our education sector, it would be remiss of us to not refer specifically to the need for human resources to take a much more significant lead in advocating the full inclusion of all South Africans in business organisations. We are not simply referring to compliance from a legal point of view, but rather to the obligation to specifically ensure that talented people from disadvantaged backgrounds are sourced, developed and retained.

Furthermore, this not only implies the technical know-how required of the job, but also refers to the behavioural and leadership qualities to be cultivated in order to drive the full range of business benefits realisation. With this as a strategic imperative, HR specialists and management need to ensure that:

- Positions in the organisation are well described, in a manner that is understandable to all. This will need to entail not only duties, but also the expected work standards and output. Furthermore, these positions require a clear description of the knowledge, skills and aptitudes required to perform above average in the specific positions.
- All employees are evaluated against these job requirements. This is not a performance evaluation, but more accurately, an identification of the individual and organisational talent pool. The intent is developmental by nature.
- Core criteria that are applicable to everyone in the organisation should form a standard for all descriptors. Ideally, this need to deal with solving the unique business challenges that may face the organisation. In essence this will play a major role in defining the internal and external corporate brand and reputation.
- The results gathered from this information can subsequently be used to design and develop appropriate and custom-made training and development plans. Only after this procedure can it be linked to the appropriate performance measurement tools.
- Clearly such job profiles can be effectively utilised as a recruitment and selection tool, sourcing talent with the right and appropriate potential skills, as well as monitoring the performance of employees in terms of the corporate goals and challenges.
- Role clarity is key to any position in an organisation, as it will foster further refinement of the organisation's structure and verifying the levels of work.

FINAL REMARKS

In many respects, South Africa is again at a point where we need to build a new future. Some media commentators already refer to this as the "next 1994". In our view, this is another opportunity for human resources professionals to rethink that what, how and why of their contribution to business and society. The Business Value Model, with a real focus on the full spectrum of business benefits – not only financial performance – may be a useful framework to consider this contribution.

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LEARNING AND THE CONTINUED RELEVANCE OF HR

EMMANUEL HARUPERI

A rapidly, continuously, transforming business environment, puts a high premium on an organisation's collective learning capability. Because, in such an environment, competitive advantage is rapidly lost if systems aren't supported by an efficient organisational learning culture. Here organisational effectiveness must be driven by a blend of thriving organizational culture invigorated by an HR function that is proactively transforming itself to meet transformational demands. Thriving cultures, learning and proactive HR functions that can meet the demands of both internal and external transformations, make people, and more specifically the HR function absolutely pivotal to organisation effectiveness.

In an environment characterised by rapid highly efficient replication of systems and outputs amongst competing organisations, the key competitive differentiation factor becomes organisation knowledge. That is the pace at which organisation's collective knowledge is utilised to consistently deliver on the brand promise.

Collective knowledge that is effectively, superiorly, competitive results from the interaction of leadership; learning and relationships which, together, develop trust- driven cultures as well as HR function's ability to borrow intelligently from what employees do; thus creating transformative HR functions that foster co-creation of knowledge.

It is important to have situational leadership, which ensures that the expert – the most knowledgeable person in the team, irrespective of rank, takes lead at that point in time to give direction that is supported by all, including the team leader. The team is in a learning mode pulling on all its knowledge resources (tacit, explicit, databases etc.) to understand and tactfully reconceive the strategy that they implement to move forward.

Such leadership and learning can only be where mutually beneficial relationships exist – an environment where employees feel trusted to do their best at all times and are not alone when they fail. Everyone feels part of the team. Success means team celebration and failure yields learning and not blame, with team leaders taking responsibility to protect team members.

This creates the necessary trust-driven cultures and mutually beneficial relationships that support teams to take lead making them masters of change – effective masters of change have an ability to learn and reconceive their strategy to be first on the market with the best product accompanied by excellent service delivery.

Even more important is HR's ability to learn, from these high performing teams, to reconceive their strategy, to continue fostering such teams. Thus HR becomes central to organizational effectiveness, and assumes a key position in growing brand value, by ensuring consistent and continuing improvement of service delivery, consequently improving profitability.

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IS IT THE END OF PERFORMANCE APPRAISALS AS WE KNOW IT?

DR. REUPHILLAN C. KASSELMAN JANUARY 2016

Performance reviews is normally an annual process where managers evaluate the performance and contributions their employees make to the team and the company. This system in itself has been proven challenging, and sometimes counter-productive if not downright unfair. A battle for many HR business partners on how to ensure that the performance review process is (1) actually done and (2) done correctly, have been challenged lately with many companies such as GM, Microsoft, Deloitte and others, opting to kill this process.

According to the Corporate Executive Board (CEB), a management research group, surveys have found that 95 percent of managers are dissatisfied with their PM systems, and 90 percent of HR heads believe they do not yield accurate information. The performance management systems in many companies are cumbersome and complex, many viewing it as counter productive. The problem remains however - how do you identify the high performers from those simply not contributing or bringing their side?

There are at least two basic problems with performance reviews. Firstly, evaluating people using numerical ratings or ranking generates the "fight or flight" response in the human brain that impairs judgment. This neural response is the same type as an imminent physical threat. The mind and body immediately responds with rapid reaction and aggressive movement, ready to fight, or retreats into flight mode or disengages from the company or workplace. In the context of neuroscience, it is because performance reviews are based on a fundamental misunderstanding of human responses, triggering social threats and rewards, like one's sense of status or fairness, to activate intense reaction networks in the brain. As revealed in recurring patterns of mental activity, the response to receiving or perceiving that you receive a "one-to-five rating" or evaluating employees on a "performance curve," also known as the "forced ranking" approach, is thus the same as being attacked.

Numerical performance management systems doesn't take into account how work gets done today. Goals are set in short spans - much less than the old "12-month" cycles, especially as many knowledge workers are working in project teams, and many are involved in multiple teams that often are spread around the world, working in a virtual environment.
Few direct line managers accurately know their team members' performance when that employee is involved in many other teams. In short, standard performance reviews, delivered once a year, are just not relevant for most jobs today. At the 2015 Annual NeuroLeadership Summit in New York held November 2015, the audience were asked whose companies had given up ratings, and a few raised their hands. When asked, "Who wishes you could get rid of appraisals?" most hands shot up.

No longer defining performance by a single number, the early adopters of the new methods of performance management, are emphasizing ongoing, quality conversations between managers and their teams. These companies use technology to assist in the process, finding that employees and managers are open to being prompted via text message systems on what type of questions or conversations to have. As these conversations become part of the culture of the organisation, it is driven from both the top-down and the bottom-up. Do not misunderstand. These are companies who are still faced with the same problems to manage their workforce and understand that not all employees are equal. The focus of performance conversations (from assessment, to goals, growth and development) and the frequency of performance dialogues (from once a year, to constant and ongoing, as needed—quarterly conversations, or even weekly.

Not only performance reviews have come under fire. Companies also use these new methods to get managers to talk to employees about their development more than once a year. Millennials in particular crave learning and career growth. More frequent communication helps with employee engagement, development, and ultimately, better reward and remuneration as managers better understand how their people are doing and what drives them. They are still differentiating performance in various ways, and still using a pay-for-performance approach, just not through a simple rating system.

If you want a high-performance organisation with high-performance teams, you have to reverse the destructive effects of conventional performance appraisals. You need to find ways to evaluate employees that recognize the contribution they make on a more regular basis. You need to develop a growth mind-set: Recognize that with the right context and conditions, anyone's abilities can be improved, especially given the improved understanding neuroscientists are offering us to better understand the workings of the human brain.

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PhD: Organisational Behaviour

Dr Reuphillan Kasselman is a seasoned executive with multi-disciplinary experience in all aspects of strategic and operational disciplines with specialised expertise in strategy, HR, leadership, and business optimisation. She has a history of executing large-scale management initiatives to ensure sustainable organisational success. The Founding member of Forte Advisory Services, Dr. Kasselman obtained a PhD in Organisational Behaviour from the University of Pretoria, South Africa and is a part-time Faculty member (lecturer) for the Executive MBA Programme at Walden University as well as Supervisor for the MBL programme at Unisa Business School (SBL). She is also currently doing research in Neuroleadership for a 2nd Doctorate in Business Leadership (DBL) at Unisa.

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EVENTS

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PRESENTED BY OLDMUTUAL

11 MARCH 2016 EMPERORS PALACE

SAVE THE DATES FOR IMPORTANT EVENTS IN FIRST QUARTER 2016

The SABPP has initiated two exciting events for early next year, so get these dates into your diary.

3 MARCH 2016

JOIN CLEM SUNTER AND THE SABPP IN A SCENARIO PLANNING WORKSHOP TO WRITE SOUTH AFRICAN LABOUR MARKET SCENARIOS FOR 2016.

Human Resource Executives participate in their organisation's strategy development sessions and should bring with them an informed view on likely developments in the labour market over the mid to long term. The 2013 SABPP HR Management System Standard requires organisations, in relation to Strategic HR Management, to "Analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions."

At present, many HR Executives acknowledge a lack of depth in their environmental scanning.

This one-day event, facilitated by Clem Sunter, will:

- Enhance delegates' skills in identifying important trends in the labour market;
- Position delegates to be able to add value to their organisation's strategic thinking;
- Produce a set of labour market scenarios for South African organisations.

The target audience is top and senior HR executives in South Africa. Only 100 people can be accommodated so please indicate your interest as soon as possible to siphiwe@sabpp.co.za.

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16 FEBRUARY 2016

GIBS, IN ASSOCIATION WITH THE SABPP AND COWAN HARPER ATTORNEYS, WILL RUN AN EMPLOYEE RELATIONS MANAGEMENT CONFERENCE ON "A NEW ERA OF ERM OR MORE OF THE SAME?"

Top speakers include Albert Wocke, Charles Nupen, Nerina Kahn, Rod Harper, industry representatives from the manufacturing, hospitality, and financial services sectors, Marius Meyer, Gavin Hartford and unionists.

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4 FEBRUARY 2016

Join us for the HR Audit Breakfast. Since 2013, a full audit framework has been developed and tested to improve the quality of HR practice.

Out of all audits conducted, three companies are now ready to share their experience with you. They will share their successes, challenges and answer your questions during this vibrant, interactive breakfast session.

Special General Meeting to follow at 11:00

Contact events@sabpp.co.za
or 011 045 5400 for more details

READ MORE

HR STANDARDS AWARENESS BREAKFASTS

Held at the SABPP offices in Parktown, these short sessions will introduce you to the SABPP HR Management Standards, explaining how they came about, what they can achieve and how organisations can go about implementing them.

These sessions are scheduled once per quarter:

DATES:
18 FEBRUARY 2016
MAY 2016
AUGUST 2016
NOVEMBER 2016

WORKSHOP FEES: R1 200
Workshop fee includes a light breakfast, a complete HR Management Standards file and a Professional Practice Standards file.

The sessions will run from 7.30 to 9.30

Attendance at one of these Awareness breakfasts will earn you ½ CPD point, and if you self-study thereafter on the contents of the Standards file, you will qualify for attendance at the HR Auditors workshop.

A maximum of 12 people can be accommodated at each session. In-house sessions can be conducted for groups of HR practitioners.

HR STANDARDS AWARENESS WORKSHOPS

Public workshops breakfast sessions:
Gauteng
Feb 10th
May 12th
August 16th
November 15th
Provinces: To be notified.

4 DAY PUBLIC WORKSHOP INCLUDING HR STANDARDS, PROFESSIONAL PRACTICE STANDARDS, HR COMPETENCIES, HR ETHICS AND OVERVIEW OF HR AUDITING

Gauteng: April 12 – 16th

WORKING WITH THE HR STANDARDS

Public workshops in Gauteng

Half day	**Elements 1 – 3**	**February 11th**
Breakfast	Element 4	March 17th
Breakfast	Element 5	April 21st
Breakfast	Element 6	May 26th
Breakfast	Element 7	June 23rd
Breakfast	Element 8	July 21st
Breakfast	Element 9	August 25th
Breakfast	Element 10	Sept. 27th
Half day	Elements 11 – 13	October 27th

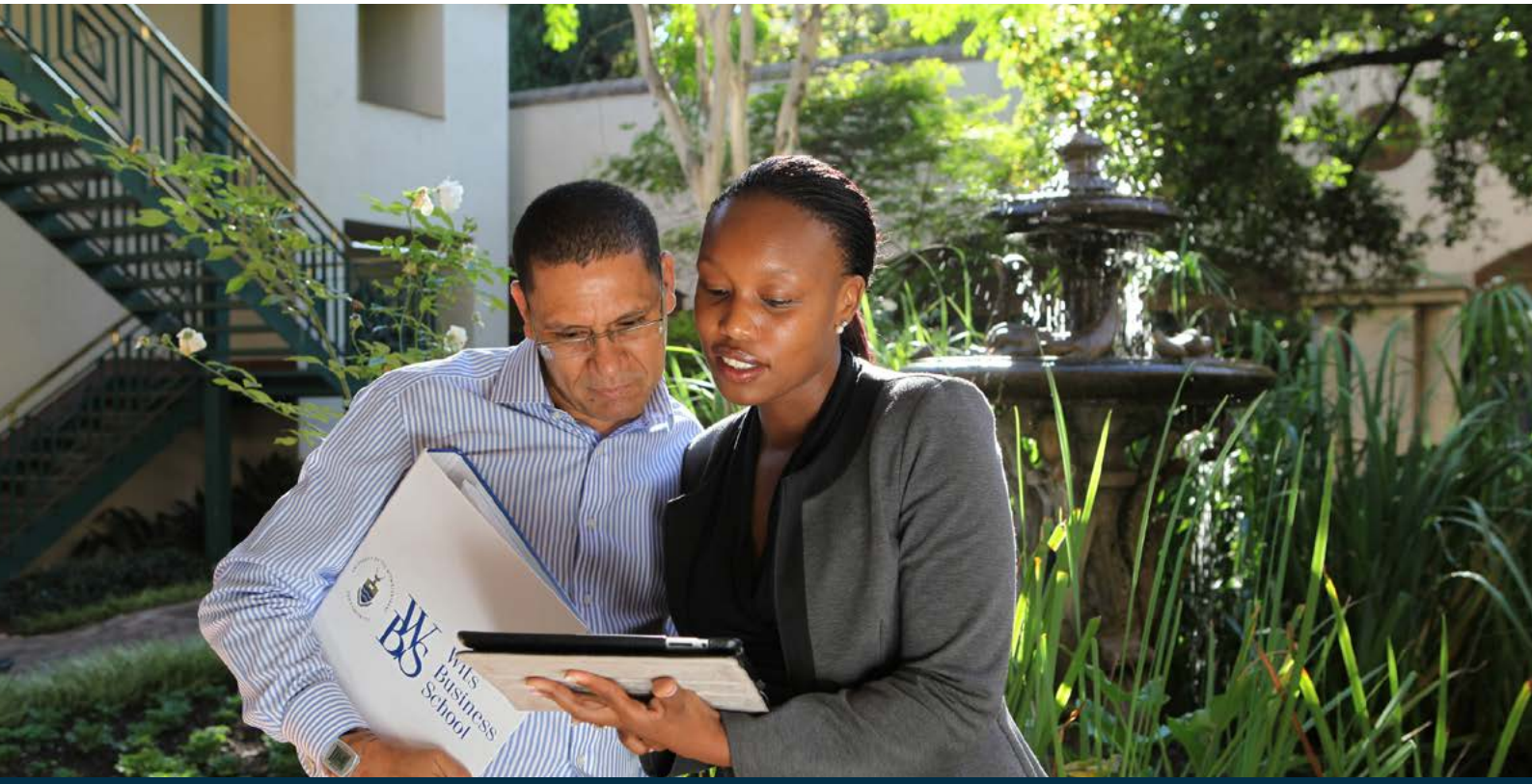
READ MORE

HR AUDIT WORKSHOPS FOR AUDITORS AND IN-HOUSE STANDARDS FACILITATORS

Gauteng
March 14 – 16th
May 25 – 27th
August 24 – 26th
October 26 – 28th

KZN
February 17 – 19th

Contact events@sabpp.co.za
or 011 045 5400 for more details



Wits Business School Executive Coaching

Enhancing individual performance, reaching organisational excellence

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WBS Coaching courses combine the latest thinking and best practice methods to ensure peak performance. Designed to enhance leadership and drive sustainable change, these course are individually tailored to maximize development.

Business Executive Coaching for Organisational Excellence

25 May–28 October 2016

This course is designed for business leaders and executives who want to establish an in house coaching programme and/or act as an internal coach, providing professional business and executive coaching to their employees.

Coaching for Professional Development

13 July–15 December 2016

This course is designed for leaders at any level within the organisation who are identified as potential candidates for growth through coaching.

Wits Business School Executive Education Listed in the Top 100 best schools for executive education in the world in the highly competitive 2015 Financial Times global rankings.

For more information on these and other courses go to
www.wbs.ac.za/exed or call +27 11 717 3377

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

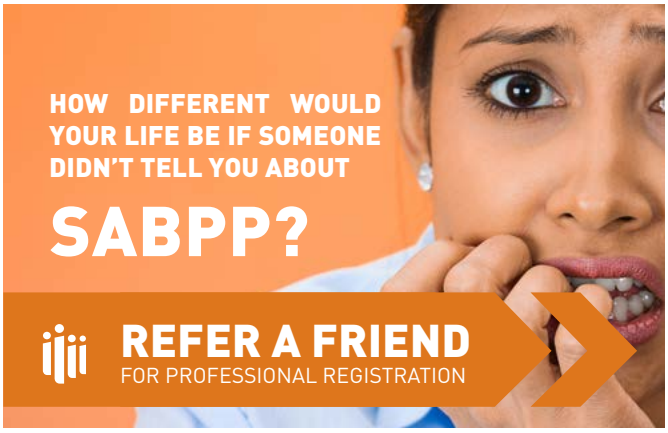
Wits Business School
Sculpting global leaders

MEMBER BENEFITS

SABPP'S KNOWLEDGE CENTRE

Since the launch of the Knowledge Centre in the SABPP's Parktown offices in 2012, we have been adding to our books collection and can now offer a comprehensive range of books, research dissertations and other resources. We have arranged it in categories aligned with the HR Standards and Competencies, so resources are easy to find.

Come in and browse with a cup of coffee.
If you have an extra bound copy of your masters or doctoral dissertation, please consider donating it to our Knowledge Centre so that we can continue to build this unique resource.



GET HELP WITH YOUR EVERYDAY ISSUES

SABPP has an alliance with HR Forum which offers a FREE email group-based help line for the sort of tricky issues that come up daily.

Topics covered in the past month or so included:

- Problems with submitting Workmens Compensation Claims – good contact person
- Disability policies with specific reference to bi-polar mental illness
- Can a person claim UIF when going on retirement
- Harassment policy
- Transfer of an employee from permanent with one employer to fixed term with a new outsourced employer.

You send in your query, it gets made anonymous by the Forum facilitator, and circulated to members, who then come back (very quickly usually) with good advice based on solid experience.

HRForum

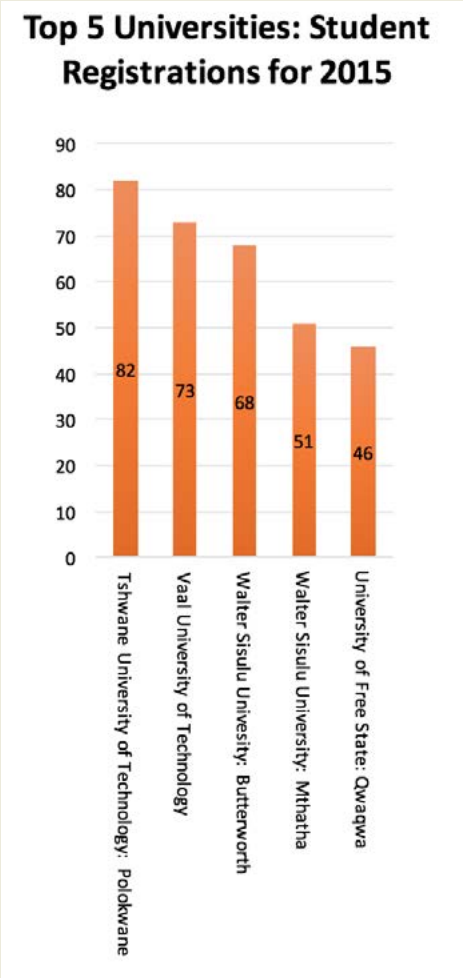
Send an email to humanresources@hrforum.co.za to register for the Forum.

STUDENT CHAPTERS

STUDENTS STATISTICS

A total of 536 tertiary HR Students, from various institutions, were registered in 2015. This indicates a 181% growth from the 191 registered students in 2014. SABPP visited the HR students of 15 tertiary institutions in 2015, with two of the visits being Student Chapter Launches.

The Walter Sisulu University, Butterworth campus was the first university to launch an official SABPP Student Chapter in April 2015. In November 2015, the second official SABPP Student Chapter was launched by Tshwane University of Technology, Polokwane campus. The Top 5 Universities for Student Registrations in 2015 are as follow:



SABPP is to launch another three official Student Chapters in 2016 at Vaal University of Technology (VUT), Walter Sisulu University, Mthatha campus and University of Johannesburg, Soweto campus, each of which reached the target of 50 or more registered HR students at the end of 2015.

VUT's 73 successful applications for 2015 also makes them the university with the most registered student members with SABPP. Since 2012 up until the end of 2015, SABPP has registered 111 VUT Student Members. Congratulations to all of these Universities!

NEW GRADUATES – 2016 INTERN INTAKE

Employers and new graduates starting off on HR internships in 2016 can now benefit from the SABPP structured Candidate Development Programme. Enquiries to retention@sabpp.co.za

We also have a free publication Internships – A Guide for Employers, which sets out in general terms how an employer should set up an internship.