

HR VOICE

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FIGHT CORRUPTION

Amp up the volume

TRAINING

What to consider

pledge

Racism stops with me

WELCOME

Meet our new head:
knowledge and innovation



INSIDE

BOARD DESK

- Looking March in the mirror and facing April head-on
- Lathasha Subban - Head: Knowledge and Innovation SABPP
- SABPP standard on employment equity and diversity management sets a clear transformation agenda for creating inclusive workplaces

PROFESSIONAL SERVICES

- Member benefits
- Farewell message to Marius Pheiffer

HRRI

- Spiritual mindfulness in organisations

LEARNING AND QUALITY ASSURANCE

- What training managers must consider for their company & clients
- 17th March WSP/ATR Workshop
- Meeting with Training Providers. SABPP's LQA department's "Courteous Visit".
- Reminder of the 2nd Annual LQA Training Provider Forum.

INDUSTRY NEWS

- SABPP partners with Gibbs and Cowan Harper Attorneys on a workshop examining the changing landscape of employment relations in South Africa.
- Labour Market Scenarios
- Industry Snippets: Corporate rescue of SA Anxiety and Depression Group
- Amp up the volume – Fighting corruption

EVENTS

STUDENT CHAPTER

- Successful Student Chapter Launch at VUT and UJ Soweto Campus
- Time Management

PAGE 3

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PAGE 10

PAGE 11

PAGE 12

PAGE 15

PAGE 17

PAGE 19

BOARD DESK

LOOKING MARCH IN THE MIRROR AND FACING APRIL HEAD-ON



Welcome to April and this is no April fool's joke. Let us first look March in the mirror and reflect on some key successes taking the HR profession forward.

March presented so many opportunities of interacting with students, practitioners and other key stakeholders. Highlights were the following:

- Grant Thornton getting on board to champion HR audits;
- Another group of HR Auditors trained;
- Two companies audited against the HR standards;
- First meeting of the HR Audit Council overseeing the HR Audits;
- Saudi Arabia joining the HR Audit journey;
- The HR Directors Conference of KR;
- Another practical "Working with the HR Standards" session in Johannesburg;
- University of Johannesburg Soweto Campus student chapter launched;
- Career Day at Vaal University of Technology;
- SABPP Racism event and signing of Anti-Racism pledge by HR Professionals;
- SDF workshop in getting ready for workplace skills plans;
- Participating in the Gauteng COGTA HR Dialogue session;
- Visits to DPSA, EOH, Stefanutti, Astral Foods, Rotek, Eskom, Ster Kinekor, Rand Mutual, Grant Thornton, Worley Parsons, Distell, Telesure.

If we have not visited your company, it is your fault! Please invite us to meet with your HR team, we have interacted in this way with hundreds of HR professionals over the last month, and we will continue to do so if you invite us.

March also signals an end of an era for SABPP with the retirement of our Head of Research, **Dr Penny Abbott**. I want to thank Penny for her excellent contribution to the SABPP team over the last four years. A strong research agenda was

established and a regular stream of fact sheets, articles, research and position papers played a significant role in taking SABPP to a new level of professional impact and relevance. Thank you Penny for this great work, we will miss you indeed.

A special word of welcome to Penny's successor, **Lathasha Subban**.

I look forward to work with Lathasha in expanding the HR body of knowledge and innovating the HR profession further. Lathasha's role has been expanded to become the SABPP knowledge champion in building and sharing knowledge, while simultaneously innovating the HR profession with new knowledge, products and services. If any of you have innovative ideas for Lathasha, please email her on lathasha@sabpp.co.za

The month of April once again presents so many opportunities for SABPP in further advancing the HR profession.

The newly elected Chair of the SABPP Audit Unit, **Maropeng Sebothoma** and Vice-chair Advocate **Nomsa Wabanie-Mazibuko** had a very successful first HR Audit Council meeting in charting the way forward in ensuring the sound governance of HR Audits in South Africa.



Maropeng Sebothoma



Nomsa Wabanie-Mazibuko

Moreover, we are very proud of our first SABPP HR Audit to be conducted in the Free State.

This is a major milestone, and I want to encourage other organisations in the Free State to come on board. Similarly, we will have a special session for our KZN HR professionals on 7 April, and I look forward to meet with our professionals in Durban.

The results of the first KZN Audits will be presented at this session. Thank you to the Durban Chamber of Commerce for their enthusiastic support. We will also continue to do in-house HR standards sessions requested by companies, welcome to Distell in Cape Town for joining this exciting journey. I am also glad to mention that we will visit all universities in Cape Town during April, as well as the University of Pretoria to continue empowering the HR youth of South Africa.

Another significant milestone is the special session arranged by the Department of Higher Education and Training to engage regarding the new SETA landscape.

SABPP has been invited to contribute to further discussions as a result of our inputs submitted the previous month.

In April I will also launch monthly book prizes for the most active members in our linked-in discussion group. Regular professional engagement is of utmost importance. See you on linked-in. The following three criteria will be used:

- Quality of inputs (robust, thought-provoking innovative ideas)
- Quantity of inputs (number of posts)
- Contribution to advancing the HR profession

A good month of April to all of you, enjoy some long weekends to get ready for the second quarter of 2016.

On behalf of the Exco of the Board I thank you all for your support and continuous commitment to driving HR professionalism in your respective environments.

You are the HR profession!

MARIUS MEYER
CEO of SABPP



LATHASHA SUBBAN

- Head: Knowledge and Innovation SABPP



“My vision is to ensure that value is derived from our knowledge and research; and that our products make a difference in practice.”

Lathasha Subban has a strong Human Resource Management background specialising in Talent Management and training. She is a hybrid within the fields of Marketing and Communications; and Human Resource Management. Lathasha's academic background includes a Bachelor in Social Science with UKZN; a Postgraduate Diploma in Business Administration and Marketing (UKZN); Certificate in Public Relations; Certificate in Business Psychology and Human Behaviour (UNISA); Programme and Advance Programme in HR Management (UNISA); Postgraduate Diploma in Business Administration with the Gordon Institute of Business Science. She is also a qualified Facilitator; Assessor and Moderator (IPD). She has recently completed the Gordon Institute of Business Science Programme in Business Coaching.

Her approach within the HR field is to optimise value and impact to business utilising HR as a key strategic driver and enabler. At SABPP she is currently the Head: Knowledge and Innovation and is responsible for the hub of knowledge input that promotes HR professional standards and HR professionalism. This is integrated with creating new products for new and existing membership that will assist them as HR professionals.

“The HR Competency Model is breaking barriers in perception and practice within the HR field. It pivots the profession to higher standards of practice and creates credibility for HR professionals,” says Lathasha.

“HR is not just support; it is a strategic driver in any company because it deals with the key sustainability component which is people. My vision is to ensure that value is derived from our knowledge and research; and that our products make a difference in practice. SABPP is the catalyst for HR professionals to grow in leaps and bounds within SA, and even internationally,” she adds.

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JOIN THE DISCUSSIONS
#hrstandards

SABPP standard on employment equity and diversity management sets a clear transformation agenda for creating inclusive workplaces

BY MARIUS MEYER

In support of National Anti-Racism week (14-21 March) the SA Board for People Practices (SABPP) in association with the Mindcor Group arranged a special morning event to discuss racism in society, social media and the workplace in 2016. South Africa was faced with a spate of racism cases during the month of January.

It started with the racist facebook post of an estate agent in Durban. In other cases employees were suspended for racist, inappropriate or offensive comments on twitter and other social media platforms. Racial tension and incidents were also reported at some of the university campuses all around the country. Since then, the SABPP office was approached by several HR Managers requesting guidance from SABPP on how to deal with racism.

Despite South Africa's successful political transition in 1994, and as we get ready to celebrate Freedom Day on 27 April this month, 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 HR Managers to step up in creating inclusive workplaces.

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. 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.

Against this backdrop of perpetual inequality in the workplace, 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 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 disabled people 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 occupationally 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:**

- 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).



RACISM
STOPS
WITH ME

- 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 management, the standard continues with a three phase strategy for implementation:

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.



On 18 March, at the special SABPP morning session on racism, the keynote speaker, **Dr Danny Titus** from the Human Rights Commission challenged HR Managers to play their rightful role as the people experts in organisations. He also commended SABPP's HR Professionals for signing an anti-racism pledge (see next page). By signing the anti-racism pledge, HR professionals of SABPP commit to eradicate racism in the workplace and to be change agents for transformation.

Applying the spirit and guidelines contained in the SABPP diversity and employment equity standard positions your dynamic approach to people management in a proactive and inclusive manner for the benefit of all stakeholders. I invite HR Managers who could not attend the 18 March session to also sign the pledge as your visible expression and commitment to drive transformation at your organisation. Let us unite as HR professionals and let us create diverse and united companies reflecting the broader population of South Africa.

Marius Meyer is CEO of the SA Board for People Practices (SABPP). You can follow him on twitter @MariusSABPP

SABPP ANTI-RACISM PLEDGE

**RACISM
STOPS
WITH ME**



The SA Board for People Practices (SABPP) has a zero tolerance approach to all forms of discrimination and racism in the HR profession, workplace and in society. Show your support by taking the pledge and saying no to racism and discrimination.

- I pledge to treat everyone with dignity, fairness and respect.
- I pledge to work towards eliminating discrimination, whether by reason of race, gender, sexual orientation, ethnicity, nationality, disability, age or religion.
- I pledge to demonstrate respect for equality and diversity, and ensure that prejudice and discrimination do not go unchallenged.
- I pledge to promote a safe, fair, equitable and diverse working environment.
- I pledge to make human rights values part of my everyday life and language by listening, learning, communicating and educating; and by being open minded and impartial.
- I pledge to uphold the principles of anti-discrimination and anti-racism in the workplace and society.
- I pledge to build an organisation fully representative of the broader population at all levels and to eliminate all barriers to equality, employment equity, including institutional racism.
- I pledge to re-commit to the SABPP code of Professional Conduct and aggressively promote HR professionalism and work towards creating a robust environment free from discrimination and racism in all its forms.
- I pledge to follow all SABPP professional guidelines and standards promoting diversity in the workplace.

NAME: _____ SIGNATURE: _____

COMPANY: _____ DATE: _____

The SABPP anti-racism pledge was signed on 18 March 2016 at a special event as part of National Anti-Racism week organised by the Anti-Racism Network of South Africa (ARNSA). Please sign the above pledge and commit to eradicate racism at your organisation. We also want to encourage HR Managers to sign the ARNSA anti-racism pledge on their website www.arnsa.org.za

PROFESSIONAL SERVICES

MEMBER BENEFITS: 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:

- Should performance bonuses be paid out pro-rata on resignation?
- What is the process for incapacity management? [SABPP note: see the 2015 Professional Practice Standard on Incapacity Management]
- Leave for shop stewards
- Travel reimbursement per km for African countries
- Can you lay a criminal charge against an employee who is on maternity leave?
- Study assistance policy.

HOW IT WORKS

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.



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



Farewell message to Marius Pheiffer



In the beginning of 2016 Marius Pheiffer retired from the Registration committee, after being a member for 34 years! I therefore write this farewell message with a heart full with joy, gratitude and praise to you on be-half of the committee.

It has been a great pleasure to work with you over the years. I would like to extend my sincere congratulations to you on your retirement. We will miss your devotion, perseverance, loyalty and sense of humour.

I wish you all the very best on your retirement, and I hope that you will still be able to visit us over coffee from time to time.

You left behind a legacy of punctuality and great work ethics. Your wisdom and guidance helped us to strive to be the best that we can be. It is your time now to relax and reap the rewards of your life-long commitment, and we want you to know that we will always cherish and remember your dedication.

Once more, congratulations and best wishes on your well-deserved retirement!

Re a leboga, baie dankie, ndiyabulela; enkosi, Siyabonga, thank you very much, ndza nkhenisa, ne ndo takala vhukuma, gratias ago tibi!

Mochabo Moerane

Chairperson: Professional Registration committee

HRRI



LATEST EDITION

Published by KNOWLEDGE RESOURCES

SPIRITUAL MINDFULNESS IN ORGANISATIONS

Graham Williams, CMC, B. Com Hons, B.A.

"We mend and renew the world by strengthening inside ourselves what we seek outside ourselves" - Richard Rohr

Deepening mindfulness practice in organisations



When a golfer, lines up a putt she is able to climb inside a 'bubble' and focus without distraction on sinking the putt. At that moment she is operating in the flow zone. A 'bubble' of total attention, concentration and most importantly, in a relaxed state combined with harnessed energy.

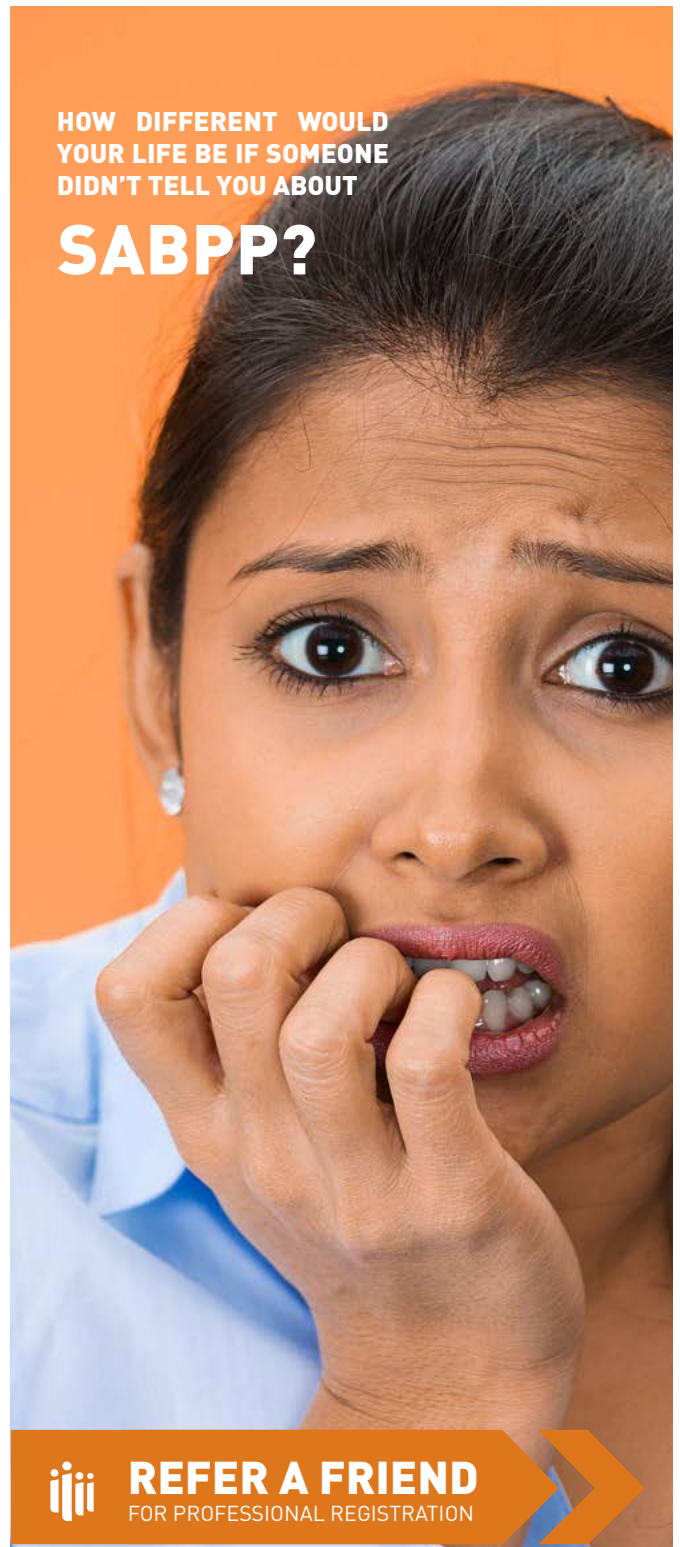
Czikzentmihali introduced the notion that we are all at any one time in one of three zones: the flow zone, the panic zone (a place of anxiety, negative energy, disorientation, dysfunction), or the drone zone (where we are listless, bored, drifting without purpose).

We achieve better outcomes through calm, awareness and focus. To what we give our mindful attention we also grant energy, intention and flow. It is now common cause that mindfulness has numerous and wide-ranging benefits for individuals and organisations. This diagram illustrates that as we bring mindfulness to bear (on 'objects'), subtle yet definite shifts take place, so that results improve - and a virtuous cycle of continuous performance is triggered...

READ MORE AT WWW.HUMANCAPITALREVIEW.ORG

HOW DIFFERENT WOULD
YOUR LIFE BE IF SOMEONE
DIDN'T TELL YOU ABOUT

SABPP?



REFER A FRIEND
FOR PROFESSIONAL REGISTRATION

LEARNING AND QUALITY ASSURANCE

WHAT TRAINING MANAGERS MUST CONSIDER FOR THEIR COMPANY & CLIENTS



With challenges and demands of employees, employers and clients; training managers have to think out of the box to meet the needs so that the bottom-line is not forgotten. We have listed some of the thoughts, obstacles and opportunities that should be considered:

1. The training that is developed/delivered must address and meet company vision and mission.
2. The products developed must be simple and practical for learning.
3. Structure the learning that allow blended approach:
 - Hands-on activity. (touch, feel, active, practical)
 - Technology driven (use of different e-learning platform, equipment, machinery, tools)
 - Allow face-to-face interaction.
 - Stop and go when you want too in order to allow for flexibility.
 - It must be appealing and interesting.
 - Integrated with knowledge/skills/application.
4. Cost effective and allow multiple interaction with the content.
5. Accommodate for different generations when designing content.
6. Get subject matter experts to facilitate, in order to gain credibility of the topic.
7. Allow "read, touch and do it in workplace" opportunity with the related content.
8. Ensure that intervention allows change in behaviour, habits and attitude when applying the required knowledge and skills.
9. Allow easy updates and revision of learning content.
10. Shorter increments of learning.
11. Opportunities for employees to learn from each other.
12. Coaching by managers to reinforce new skills.
13. Reduce the need for travelling.
14. The content must be fit-for-purpose and just-in time to meet the business needs.
15. Allow creativity and challenging for the learners to think, allow problem solving, decision making, control and communicate effectively to the respective audience.

17th March WSP/ATR Workshop:

The workshop was attended by 56 delegates whom comprised of industry, HR Professionals, Training Providers and students from Mahikeng (DC Dynamic College).

The day's proceedings included discussions around:

1. Discussing Workplace Trends from 2015,
2. Challenges facing learning and development.
3. Impact of the education system on the industry and the implementation of new occupational qualifications in the workplace.
4. Proposed new SETA landscape, use of human resources data for creating intelligent reports for both management and seta reporting.
5. Factors that must be considered when completing the Annual Training Report (ATR) and Workplace Skills Plan (WSP) which is due shortly by the levy payers.

We asked delegates to complete a feedback form on the day.

What was the most fruitful/ beneficial part of this event?

“Wow! All of it. Thanks. Really interesting. Really needed. Inspiring plus motivating and relevant”

“Learning that proper planning and good knowledge will run an organisation to its best level of production. Training is important and available”

“It gave me great insight into the changes that are happening in the SETA space and the impact on organisations”



SUBMISSION OF YOUR ATR & WSP TO SETA.

A reminder to all employers that the deadline for submission of the annual training report and workplace skills plan to the appropriate industry SETA is the 30th of April 2015.

Would you like this to be an annual event?

100% of the delegates opted yes, with some even requesting for an annual SDF Capacitation workshop.

We also took heed to what delegates requested could be improved with regard to the event.

We will ensure that we notify members in advance regarding any workshops that are upcoming as well as extend the workshop so that there is more time available for interaction and practical applications.

On the 4th March 2016, the **SABPP Higher Education Committee** represented by Dr Pierre Joubert (Vaal University of Technology) and Naren Vassan (Head of Quality Assurance) attended a workshop at Birchwood on the East Rand (Gauteng) with academics, industry experts and other professional bodies to discuss how we can work together to support the CHE towards accreditation processes for existing and new qualifications.

Also discussed was the role of CHE, Professional Council/Bodies (PC) and Higher Education Institutions (HEI). The working team consists of professors from CHE, Fort Hare and high level specialists from CHE and Professional Bodies.



From left to right (front)

Prof Monie Naidoo – Director: Accreditation: CHE

Prof Narend Baijnath – CEO: CHE

Prof Sizwe Mabizela – Vice-Chancellor: Rhodes University (in this instance representing USAf)

Dr Louis Mullinder – Registrar: AHCPA

From left to right (back)

Dr Amani Saidi – Director: Quality Assurance and Promotion Coordination - CHE

Dr Marianne Engelbrecht – Manager: Capacity Development and Quality Promotion - CHE

Ms Alta Pieters - HPCSA

Meeting with Training Providers. SABPP's LQA department's "Courteous Visit".

The Learning and Quality Assurance Committee has decided that the committee and staff members will visit training providers once a year to address providers' concerns and provide them with the opportunity to network.

Evidence that will be used for these meetings will be Monitoring Reports, External Moderation Reports and statistical data that is provided on a quarterly basis. They will also talk to students/learners, facilitators and Assessor Moderators. There will be no cost charged to the providers.

Reminder of the 2nd Annual LQA Training Provider Forum.

The Learning and Quality Assurance Committee will be hosting their 2nd Annual Training Provider Forum on the 29th July 2016 from 8h30 until 14h30, venue to be finalised shortly. We will also facilitate a charity drive by collecting blankets for needy institution(s).

The following topics will be covered:

1. Why Change Management is relevant for providers (Ms Lathasha Subban)
2. The SABPP Monitoring Team will be discussing standard approaches on completing of documentation and templates. (Dr Shamila Singh)
3. Centralising of Final Integrated Summative Assessment – FISA (Dr Deonita Damons)
4. External Moderation (Verification) by SABPP (Ms Ronel Coetzee)
5. QCTO – Update – Monitoring Visit Findings and impact on the revised SETA Landscape (Mr Vijayen Naidoo / Mr Bruce Mohammed / Dr Pieter Rossouw)
6. Signing of pledge "We will maintain Quality Assurance in our processes and practices"



LINKEDIN/SABPP
JOIN THE DISCUSSIONS

INDUSTRY NEWS

THE CHANGING LANDSCAPE OF EMPLOYMENT RELATIONS

SABPP PARTNERS WITH GIBS AND COWAN HARPER ATTORNEYS ON A WORKSHOP EXAMINING THE CHANGING LANDSCAPE OF EMPLOYMENT RELATIONS IN SOUTH AFRICA.

At the workshop, held at GIBS on 16th February, leading thinkers and practitioners in the ERM field addressed contemporary issues and possible future trends.

The discussions can be summarised under the following headings, which deal with issues from the day to day workplace through to ER institutions and the legislative framework:

- The importance of the employee-supervisor relationship as the foundation of all ERM
- The importance of creating a true partnership approach with representative unions
- Both unions and employer associations face organisational challenges and must evolve to survive
 - Unions recognise that what their members need now is protection of job security;
 - Unions are competing over a shrinking pool of potential members and this may drive consolidation and a move away from industrial unions
 - Shop stewards and union officials must be seen in the workplace, not cloistered in board rooms and union offices
 - Employees will find structures to fight their battles if the unions won't take up issues
 - Employers cannot continue to rely on industry/sector federations with weak underlying structures – the individual employer associations must be strengthened
- Centralised bargaining structures are collapsing and the role of these structures needs to be reviewed
- Nedlac is possibly being given renewed importance and could drive key discussions on a social compact
- Legislation changes are impacting on the CCMA approach to organisational rights issues
- Legislation is not providing the enabling framework for good ERM practice in a few key areas.

A more complete report on the outcome of the seminar will be published by the SABPP over the next month or so.



LABOUR MARKET SCENARIOS



In an exciting workshop on March 3rd, futurist and scenario planning guru **Clem Sunter** facilitated over 50 senior HR practitioners, consultants and academics in putting together South African Labour Market Scenarios for 2030. After the working groups brainstormed current issues affecting the South African labour market and what uncertainties for the future loom large, the plenary synthesised a set of draft scenarios.

The next steps in this important project include finalising the write up of the session and circulation for comment to the general SABPP membership. We aim to produce a document which can be used to educate within the HR profession and more widely with labour market stakeholders. Thereafter, we will develop workshops on how to use the scenarios as a basis for the HR executive input to his or her organisation's strategy formulation.

The Institute of Risk Management has recently published a comprehensive document on South African Risks (this can be downloaded from http://c.ymcdn.com/sites/www.irmsa.org.za/resource/resmgr/2016_Risk_Report/IRMSA_2016_Risk_Report.pdf) which has been well received and is highly recommended to all organisations. Our intention for the labour market is to synergise with this risk analysis and provide the foundation for influencing labour market development with key stakeholders such as government, business, labour and other interest groups.

INDUSTRY SNIPPETS



CORPORATE RESCUE OF SA ANXIETY AND DEPRESSION GROUP

Discovery Health committed R1 million in February to the South African Depression and Anxiety Group (SADAG) Suicide Helpline following an appeal by SADAG was in danger of needing to consider closing down their helpline for people who need support with thoughts of suicide.

"Discovery has had a long-standing relationship with the SADAG and considers them an important stakeholder and partner in the healthcare system," says Dr Jonathan Broomberg, CEO of Discovery Health.

"We believe that mental health is as critical as physical health. In committing these funds, we want to show our support for their vital work, and we want to enable them to continue to save the lives and improve the health of thousands of South Africans," says Broomberg.

SADAG's Operational Director, Cassey Chambers says, "This helpline, manned by volunteers, receives approximately 400 calls each day, and phone costs alone can reach up to R60 000 a month." She says without an official sponsor, SADAG has to pay these operational costs.

"Financial assistance of this nature will go a long way to ensure we can keep this helpline in operation for at least a year and in turn help thousands of people who feel helpless and hopeless," Chambers confirmed.

With depression becoming more prevalent, and as many as one in three South Africans likely to suffer from it in their lifetime, awareness and management of mental health issues are critical.

"Discovery has, through our Corporate Wellness initiatives, seen an increase in stress, anxiety and depression among people. Proactive support from organisations such as the SADAG, is therefore an invaluable part of managing these conditions and helping those affected," says Broomberg.

The SABPP, in its August 2015 Fact Sheet on **Depression in the Workplace**, highlighted the acute need for such organisations as SADAG and recommended that HR practitioners consider working with SADAG to meet their help-line needs.

Amp up the volume – Fighting corruption



Corruption Watch has released its annual report for 2015, and marked its four-year anniversary of operations. The report, titled *Amp up the volume*, highlights the power of public participation in the fight against corruption. Since the organisation's launch in January 2012 to the end of December 2015, 10 573 reports were filed, 2 382 in 2015 alone. Of these, 71% of reports fell within Corruption Watch's definition of corruption compared to 56% in the previous year. The organisation defines corruption as the *abuse of public resources or public power for personal gain*.



"Our overriding mission is to encourage and enable public participation in combating corruption," said David Lewis, executive director of Corruption Watch. "A key element of the participation that we encourage is for members of the public to report experiences of corruption to us."

The reports submitted to Corruption Watch not only enables it to identify patterns and hotspots of corruption and to devise anti-corruption strategies, said Lewis, but also enable the organisation to speak with the backing of evidence provided by the public.

The annual report shows that the corruption hotspots in 2015 are schools (16% of all reports), then traffic and licensing (12%), and immigration, housing and healthcare at 6%, 5% and 3% respectively. Most of our reports were generated in Gauteng – 50% of them came from the smallest province, followed by KwaZulu-Natal at 12%, while the remaining provinces hover between 5% and 7%, with the exception of Northern Cape at 2%.

This does not mean that Gauteng is the most corrupt province – rather that Corruption Watch's profile is higher here because of the constructive relationships developed with the **Johannesburg Metro Police** and the Gauteng Department of Education, among others. Also, Gauteng is home to all national departments located in Tshwane and finally, it has the biggest population of all provinces.

As in previous years, abuse of power made up the bulk of corruption reports at 38%, followed by bribery at 20% and procurement corruption at 14% of the total. The SABPP encourages all HR practitioners to make use of the reporting hotline and support the recent encouraging signs that the colossal negative impact that corruption has on the South African economy has been recognised and genuine efforts will be made to combat corruption.

Reference: www.corruptionwatch.org.za

EVENTS



In pursuit of our HR VOICE strategy, the SABPP is coming to KZN for a half day seminar to update you on the latest developments. One of the most exciting developments is the Commissioners of Oaths status granted to HR Professionals registered with SABPP by the Minister of Justice, Advocate Michael Masutha.

For the first time ever, the new Board of SABPP has four KZN Board members. We would like to introduce them to the KZN HR community. Interestingly, SABPP membership growth in KZN is currently the highest of all the provinces outside Gauteng, hence our special session in Durban. We will also share and celebrate case study presentations of KZN companies audited against the National HR Standards.

[Click here for more info...](#)

EVENTS DETAILS:

DATE: 7 April 2016

TIME: 08:00 - 13:00

VENUE: Mount Edgecombe Conference Centre
5 Mountview Close, Broadlands, Mount Edgecombe, KZN

[View Map](#)

FEE: SABPP members R 450.00 (Inclusive of VAT)

Non-members R 550.00 (Inclusive of VAT)

Join us for this exciting event and network with other HR Professionals!

[Download the booking form here](#)

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CONTACT Simone Leader on
021 460 0434 or
simone.leader@theeventfulgroup.com

TDCI and EES-SIYAKHA are proud to present the **7th Annual Employment Equity, Diversity and Transformation (EEDT) Summit** from **19 to 21 April 2016** at the Sunnyside Park Hotel, Parktown, Johannesburg.

The theme of the 2016 EEDT Summit is:

“Using EE Act Compliance as Lever to Achieve real Transformation in the Workplace post Amendments”

Reasons to attend:

- State-of-the-art, innovative EE, diversity and transformation strategies to shift companies from compliance to sustainable EE transformation
- High-level overviews on the current state of EE and diversity-related transformations from leading EE, diversity and transformation experts
- Focus on EE transformation and increasing representivity across all levels, and creating inclusive environment and successfully managing transformation
- EE and Diversity Management Best Practice showcased by leaders in the field
- Networking opportunities with industry related organisations and peers

**CLICK HERE TO BOOK ONLINE OR
DOWNLOAD THE REGISTRATION FORM HERE**

Enquiries: email Thembi Kgengwenyane or phone her on (012) 364-2605 OR visit our website **www.eedtconf.co.za**

WORKING WITH THE HR STANDARDS

HRM STANDARD	DATE	PRICE	TYPE
Learning and Development	21 April 2016	R1800 plus VAT	Breakfast
Performance Management	26 May 2016	R1800 plus VAT	Breakfast
Reward & Recognition	23 June 2016	R1800 plus VAT	Breakfast
Employee Wellness	21 July 2016	R1800 plus VAT	Breakfast
Employment Relations	25 August 2016	R1800 plus VAT	Breakfast
Organisation Development	27 September	R1800 plus VAT	Breakfast
HR Service Delivery, HR technology & HR Measurement	27 October 2016	R2500 plus VAT	Half day

ETHICS WORKSHOP - 20 APRIL 2015

HR Management plays a critical role in the success of an organisation, and this role cannot be played successfully unless HR practitioners behave ethically themselves and also energetically drive and support the creation and sustenance of an ethical culture in the organisation.

Workshop 1 – Foundation

- Personal ethical values and behaviour
- SABPP Code of Conduct
- SABPP Ethical Competencies – personal ethics
- Case study – ethical recruitment
- Post-workshop assignment

All SABPP registered HR practitioners are required to obtain at least 1 CPD point from Ethics each year. The foundation workshop gives 2 CPD points provided the post-workshop assignment is completed.

To book contact cianne@sabpp.co.za or 011 045 5400

STUDENT CHAPTER

Successful Student Chapter Launch at VUT and UJ Soweto Campus

In the three months of 2016, SABPP is proud to announce the two successful student Chapter Launches in the Gauteng Province. The first Launch was on the 23rd of February 2016 at Vaal University of Technology. In our mist we were honoured to have the following people Prof K.P. Dzvimbo, Dr. P. A Joubert, Prof.M. Dhurru, HRM Lecturers who dismissed their classes on the day to come and witness the event, our very own Ms Fathima Mohamed who has the student chapter at heart and last but not the least, the HRM Students who filled up the Steve Biko hall.



The second student Chapter launch was at the University of Johannesburg: Soweto Campus on the 17th of March 2016. The programme director for the day was Mr. Lucky Langa, we were warmly welcomed by Mr Mpho Magau thereafter Dr. Cookie Govender covered the importance of HRM in the Workplace. This prestige event was successful because Mr Hennie van Graan and a group of students put all their effort to this event.



UJ Soweto campus students with the CEO visited our offices 3 weeks before their launch.



Time Management

It may or may not have yet clicked that there is just 2 months left towards Mid-year exams. Start today and use your time effectively, study in advance, HR Professionals use every opportunity they get to enhance their future. Time Management is the key to success, avoid procrastination and stay focused. Develop a habit of using a timetable when preparing for your exams, finish your assignments on time and you will reap what you sow.



THANK YOU TO THE FOLLOWING UNIVERSITIES FOR THEIR APPLICATIONS IN MARCH

- University of Johannesburg: Soweto Campus
- University of Johannesburg: Kingsway Campus
- Vaal University of Technology
- Tshwane University of Technology: Pretoria Campus
- Central University of Technology: Free State



SABPP STUDENT CHAPTER

STUDENT

IF YOU ARE SERIOUS ABOUT YOUR HR CAREER
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