BOARD DESK
• Reaching the middle of the year - be at the centre of excellence

HR STANDARDS
• Welcome
• Speaker Profiles
• Frequently asked questions

PROFESSIONAL SERVICES
• HR Standards: 2nd line of defence for HR professionals
• Member benefits

INDUSTRY NEWS
• HR Standards 100% - but attend to fundamentals first
• Who audits the auditors? The role of the National HR Audit Council
• HR Implications of King IV™ Report

HR AUDIT
• Become a HR Auditor

PROVINCIAL COMMITTEES

LQA
• MIS/ NLRD Uploads training: A Learning and Quality Assurance Department Initiative
• Accrediting Continuing Professional Development Training Providers
• Learning Provider Accreditation dates for 2016

EVENTS

STUDENT CHAPTER
• Walter Sisulu Mthatha Campus Student Chapter Launch at Zamukulungisa Utility Hall
• University of Cape Town Graduations
• Reasons why education is extremely important

CONTACT US
LEARNING & QUALITY ASSURANCE
Naren Vassan
naren@sabpp.co.za

KNOWLEDGE & INNOVATION
Lathasha Subban
hrri@sabpp.co.za

MARKETING & STAKEHOLDER RELATIONS
Siphiwe Mashoene
siphie@sabpp.co.za

PROFESSIONAL SERVICES & PROFESSIONAL REGISTRATIONS
Zanele Ndiweni
registrations@sabpp.co.za
or Tebogo Mahesu
professional@sabpp.co.za

PROJECT MANAGEMENT & EVENTS
Siphiwe Mashoene
events@sabpp.co.za

SOCIAL MEDIA
Jaco du Plessis
jacof@sabpp.co.za

ADDRESS
1st Floor, Rossoouws Attorneys Building, 8 Sherborne Rd, Parktown,
PO Box 2450 Houghton, 2041, South Africa.
T: 011 045 5400 / F: 011 482 4830
www.sabpp.co.za

DESIGN
BCORE
www.bcore.co.za

ADVERTISING
HR Consultants and providers who want to advertise their products and services in the HR Voice, should please contact Siphiwe Mashoene from SABPP.
T: 011 045 5413
siphie@sabpp.co.za

EDITORIAL SUBMISSIONS
Please send editorial submissions to Siphiwe Mashoene.
siphie@sabpp.co.za

CONTRIBUTORS
Marius Meyer, Xolani Mawande, Lathasha Subban, Naren Vassan, Thembi Mkansi, Derisha Pillay, Shamila Singh, WSU Mthatha Campus Committee, Kavya Vidyarthi

CONTACT US
Well done – you have reached the middle of the year, a major milestone in your career for 2016. But you should also be half way towards reaching your goals for the year.

We will issue 14 awards, one for the top organisations in each one of the 13 standards (from Strategic HR Management through to HR Measurement), as well as an overall winner for the company scoring the best in all 13 standards areas combined. Thus, the real national leaders on the HR standards will be showcased at this year’s conference as part of a special awards evening.

For decades commentators have been critical about the gap between theory and practice. At this year’s conference we are moving in the direction of finding a solution to this problem. We have invited universities, and post graduate students to conduct and share their research on the HR standards.

These papers are positioned from a research-to-practice perspective, thereby ensuring that we add further substance, value and scientific rigour to the HR standards. In fact, the first completed master’s degree on the HR standards will be presented at the conference.

These papers will be supplemented with case studies and other practical pieces to further reinforce the link between theory and practice.

In this way, we will also bring researchers and practitioners under one roof and ensure active engagement in collaborating while working towards resolving South Africa’s HR challenges and problems.
HR Voice  ·  July 2016

In essence, the 4th Annual HR Standards Conference offers you some new deliverables in enabling you to improve your HR professional practice:

1. Update on progress in application of all 13 HR Standards (Strategic HR Management, Talent Management, HR Risk Management, Workforce Planning etc.);

2. Launch of three new HR Professional Practice Standards: Employment Branding, Workplace Learning Culture and Change Management;

3. First set of National HR Awards for most successful companies audited against the HR Standards;

4. South Africa’s first Labour Market 2030 Report;

5. Second Annual HR Audit Report covering all audits completed in 2015 and 2016;

6. SABPP’s King IV™ submission to the Institute of Directors;

7. Update on the National HR Metrics Initiative.

A highlight at this year’s HR Standards conference is the launch of the SABPP Labour Market Scenarios 2030 report.

This publication was developed by 50 HR leaders and academics as facilitated by top scenario expert Clem Sunter. The report will explain the four labour market scenarios developed and offer CEOs and HR Executives with a framework for strategic planning regarding the labour market and its impact on business, government and society at large.

Lastly, I want to thank all of you who could attend our 4th Annual General Meeting on 23 June. The meeting attracted more than 100 delegates and it was a great success. Thank you to all the presenters, Dr Louise van Rhyn, CEO of Partners for Possibility, our Chairperson, Sphiwe Moyo and our COO, Xolani Mawande.

The new initiative, HR Citizen has been launched to mobilise HR professionals to become active citizens in accelerating the implementation of the National Development Plan by addressing key challenges such as education, unemployment and inequality. Our Annual Report is now also available to all of you as a download from the website, twitter and facebook.

Please read the Annual Report so that you can see all our achievements over the last year, as well as how we are dealing with our challenges.
Having completed the first four phases during the last four years, we realise that some of you were part of this journey from day one, while others have joined in as the process unfolded. And some of you are joining us today for the first time, a special welcome to all the newcomers as part of the HR standards community. You are exactly that, newcomers, not latecomers!

SABPP has tapped into the collective wisdom of many of you and others who cannot be here today to be able to share the outcomes of the first set of 17 HR Audits with you. Once again, we thank all of you who have made a contribution to get us here. Yet, all of us still have a responsibility of sharing these outputs with the thousands of HR professionals and line managers who for various reasons unknown to us could not share in this historic occasion. It is our collective duty to not leave them behind but to bring them up to speed with the process and outputs of these standards development processes.

Therefore, people outside the room can follow all the action on twitter @SABPP1 on #HRStandards2016.

While celebrating the successes achieved so far, we are reminded of the work that still needs to be done to improve the quality of HR practice in South Africa. As a community of HR professionals we are taking full responsibility for the quality of our HR standards work, and we commit ourselves to set the HR standard for all our colleagues and business leaders to follow, engage and improve as we continue on the journey towards attaining the highest possible standard of HR practice.

We thank all participants, exhibitors, sponsors and other interested parties for joining SABPP on the journey towards leveraging HR Standards for business and societal impact in South Africa. Having developed and launched the world’s first National HR Standards, the HR standards journey has continued with new successes over the last year and we thank you for joining us in celebrating and learning from these milestones.

Key highlights at this year’s conference are as follows:

- Launching 3 new HR Professional Practice Standards: Employment Branding, Change Management and Workplace Learning Culture;

- Celebrating the first 17 companies audited against the National HR Standards with our first Annual HR Standards and Audits Awards Ceremony to showcase the best performing companies on all standards;

- Releasing our 2nd Annual HR Audits Report today featuring all 17 case studies of audited companies;
• Releasing South African’s first Labour Market Scenarios 2030 Scenarios Report;

• Breaking down the theory-practice divide by ensuring a collaborative programme featuring both university studies and practitioner outputs on the HR standards.

We are particularly excited about the work over the last four months to produce South Africa’s first Labour Market Scenarios 2030 Report. This development of this report was facilitated by one of the world’s top scenario planners, Clem Sunter. We thank Clem Sunter and the 50 HR Managers and Academics who worked with him to produce this report in positioning business leaders and HR Directors in playing their national role in driving sound strategic planning towards achieving the National Development Plan.

The HR Standards have been a huge success throughout South Africa, and several other countries. Our HR Professionals in Zimbabwe have made excellent progress over the last year, so much so that several groups of HR Managers have now been trained on the HR Standards.

Furthermore, SABPP also trained the first group of HR Auditors in Zimbabwe, thereby opening the door for HR Audits in Zimbabwe. Moreover, we also want to congratulate two more countries joining us on the HR standards journey, welcome indeed to Malawi and Saudi Arabia for opening your borders for HR standards to enter your countries.

SABPP will share our experience, support you and learn about the challenges and specific contexts in your environments.

Despite these significant successes, as Thebe Ikalafeng reminds us: “You are the standard.” All of us have a unique responsibility at our own organisations to make a difference in making the HR Standards successful in the workplace. Enjoy the 4th Annual National HR Standards Conference as you put down your name in history as part of the pioneer group of HR Standards.

Siphiwe Moyo
Chairperson: SABPP

Marius Meyer
CEO: SABPP

Xolani Mawande
COO: SABPP

Your HR Standards Partners
Call for Nominations

HR Standards and Audits Awards

Vodacom World, 082 Boulevard, Midrand

The HR Standards journey started in 2013 with the development of the world’s first National HR Management System with 13 standard elements, namely Strategic HR Management, Talent Management, HR Risk Management, Workforce Planning, Learning and Development, Performance Management, Reward and Recognition, Employee Wellness, Employment Relations Management, HR Service Delivery, HR Technology and HR Measurement.

Since the journey started, we have seen support for the HR Standards from private companies, public organisations, state owned enterprises and universities. We have also received excellent support from individuals who took it upon themselves to be HR Standards ambassadors.

As we honour companies audited against the National HR Standards at the 4th Annual HR Standards and Research in Practice Summit on the 27th and 28th July 2016, we are also going to organisations not yet audited, but have started implementing or are aligning to the standards as well as individuals who are playing the role of being ambassadors of the HR Standards. This year, at our first annual HR Standards and Audits Awards evening we want to honour these companies and individuals for achieving excellence in HR Standards work. Please join us for an evening of celebrating our HR Standards pioneers.

You are invited to send your nominations based on these categories:

- Best University in HR Standards alignment
- Best HR Standards academic of the year
- Best occupational HR Standards learning provider of the year
- Best HR auditor of the year
- Best HR Standards research paper or dissertation of the year
- Best HR Standards alliance partner of the year
- Best HR Standards consulting product/service of the year

The following criteria will be used to adjudicate the awards:

- Clear intent and actions to drive HR Standards professionalism and application
- Successful examples in creating awareness, capacity building and application of HR Standards
- Clear results achieved in terms of number of people influenced, number of workshops or other forms of impact measurement.

Download Nomination Form

To book for the summit click here or download booking and submit as completed form to events@sabpp.co.za

For more information, contact Siphiwe on 011 045 5400
Introduction

Since the launch of the HR Standards, the HR fraternity has seen major improvements in terms of productivity. Organisations which are working with the HR Standards can now identify and bridge the productivity gaps. Moreover, organisations which have gone through an HR Audit are even much stronger.

The purpose of the HR Standards initiative driven by SABPP is to reduce inconsistencies in HR practice and to provide a common and standardised framework for sound HR practice. The HR Standards project enabled the HR profession to improve its credibility, status and impact in the workplace.

The National HR Standards Journey [2013-2016] has been an unprecedented success with many different milestones along this exciting journey. The 4th Annual HR Standards and Research in Practice Summit will now build on the successes achieved, and take the HR profession forward in the 2016 – 2020 era.

The first day of the Summit will introduce research as an important component to implementing the HR Standards. The second day will look at successes achieved since the launch of the HR Standards.

Key highlights of the standards journey

- The South African HR Standards were the first set of its kind in the world and attracted interest from 18 countries. Several countries on the African continent have either adopted or slightly adapted the HR Standards for their purposes.
- The First Annual National HR Standards Roll-Out in 2013 attracted 448 participants and the second annual roll-out in 2014 attracted 631 delegates. More than 4 000 HR professionals have now been directly exposed to the HR Standards.
- Top HR professional bodies and interest groups from the USA, UK, Australia and other countries have reacted favourably to the South African HR Standards with some of them visiting SABPP to learn about the process and outcomes.
- A total of 21 universities have committed to adapt their curricula to the HR Standards and the first master’s degree on the HR Standards has been successfully completed by an HR Manager.
- The Minister of Justice and Correctional Services, Advocate Michael Masutha approved HR professionals as Ex-Officio Commissioners of Oaths when the Standards were submitted as part of the motivation to his office.
- The world’s first HR audit framework was developed so companies can be audited against the National HR Standards.
- More than 150 auditors have been trained to audit companies against the Standards.

Key deliverables:

- HR Audit Tribune [2nd HR Audit publication with case studies about audits]
- HR Standards assessment tool
- Summit presentations
- Employer Branding Standard
- Change Management Standard
- Work Integrated Learning Standard

LinkedIn/SABPP

Join the discussions
This year, SABPP is going to honor companies which have been audited against the National HR Standards. The first day of the summit will close off with an awards ceremony where best performance on all 13 standards will receive recognition.

To book a table for your team please contact Siphiwe on events@sabpp.co.za or at 011 045 5400
#HRStandards2016

Day 1 - 27 July 2016: Research in Practice

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00 - 09:00</td>
<td>Registration, refreshments and networking</td>
</tr>
<tr>
<td>09:00 - 09:15</td>
<td>Opening &amp; Welcome</td>
</tr>
<tr>
<td>09:15 - 09:45</td>
<td>A Practice-based Research Agenda in the Current South African HR Climate: what are the big questions for HR in the short to medium term? Prof Albert Wocke, Associate Professor, GIBS</td>
</tr>
<tr>
<td>09:45 - 10:30</td>
<td>Development of an IT competency framework for entry level HR professionals Renjini Joseph, HRM Lecturer and Qualification Leader, University of Johannesburg</td>
</tr>
<tr>
<td>10:30 - 11:00</td>
<td>Mid-morning tea break</td>
</tr>
<tr>
<td>11:00 - 11:30</td>
<td>Human resource practices and innovative behaviour – an analysis of 52 South African organisations across three sectors Tebogo Sethibe, Unisa Graduate School of Business</td>
</tr>
<tr>
<td>11:30 - 12:00</td>
<td>Development of a substantive professional-in-training model for the human resource profession Sakkie van Greunen, University of Pretoria</td>
</tr>
<tr>
<td>12:00 - 12:45</td>
<td>Repositioning holistic employee wellness within the SABPP HR Standards Model Liiza Gie, Head of Department: Human Resources Management, CPUT</td>
</tr>
<tr>
<td>12:45 - 13:30</td>
<td>Lunch</td>
</tr>
<tr>
<td>13:30 - 14:15</td>
<td>Measuring the effectiveness of the HR function against the SABPP standards [First Masters dissertation in HR Standards] Pauls Gibbons, HR Manager, Mintek</td>
</tr>
<tr>
<td>14:15 - 15:15</td>
<td>Tea break</td>
</tr>
<tr>
<td>14:15 - 15:45</td>
<td>Applicability of the SABPP Competency Model: Reflections from Practitioners Clifford Hlatywayo, Researcher, Department of Industrial Psychology, University of Fort Hare</td>
</tr>
<tr>
<td>15:45 - 16:30</td>
<td>The influence of coaching on perceived job performance of newly promoted managers Hudson Maila, Senior HR Manager, Randwater</td>
</tr>
<tr>
<td>18:00 - 21:00</td>
<td>Awards Dinner</td>
</tr>
</tbody>
</table>

[www.sabpp.co.za](http://www.sabpp.co.za)
#HRStandards2016

Day 2 - 28 July 2016: The journey continues...

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00 - 09:00</td>
<td>Registration, Refreshments and Networking</td>
</tr>
<tr>
<td>09:00 - 09:15</td>
<td>Opening and Welcome&lt;br&gt;Siphiwe Moyo, Chairperson, SABPP</td>
</tr>
<tr>
<td>09:15 - 09:45</td>
<td>Labour Market Scenarios Report for 2030&lt;br&gt;Marius Meyer, CEO, SABPP</td>
</tr>
<tr>
<td>09:45 - 10:30</td>
<td>Employer Branding – Innovating HR for the new world of work&lt;br&gt;Mabore Sithole, HR Executive, Fraser Alexander</td>
</tr>
<tr>
<td>10:30 - 11:00</td>
<td>Tea break and exhibition viewing</td>
</tr>
<tr>
<td>11:00 - 11:15</td>
<td>Launch of the new Professional Practice Standards (PPS) – Employer Branding - **NEW STANDARD - Vuyo Dwane, HR Director, The Unlimited and Vice chairperson, SABPP</td>
</tr>
<tr>
<td>11:15 - 12:00</td>
<td>Workplace Learning to Support a Learning Culture - Launch of new PPS&lt;br&gt;**NEW STANDARD - Mike Stuart, Chairperson, Learning and Development Committee, SABPP and Chris Vorwerk, HRD Specialist</td>
</tr>
<tr>
<td>12:00 - 12:45</td>
<td>Change Management Professional Practice Standards -**NEW STANDARD&lt;br&gt;Bronwyn van der Westhuizen, Board Member, ACMP Africa</td>
</tr>
<tr>
<td>12:45 - 13:45</td>
<td>Lunch and exhibition viewing</td>
</tr>
<tr>
<td>13:45 - 14:30</td>
<td>HR is an ’’essential’’ Service Delivery hub – Case Study&lt;br&gt;Leon Steyn, Group Human Resources Executive, Bidvest TMS Industrial Services</td>
</tr>
<tr>
<td>14:30 - 15:15</td>
<td>Panel discussion - Companies audited against the National HR Standards &lt;br&gt;(clients and Auditors)&lt;br&gt;• How the HR audit has improved their HR functions?&lt;br&gt;• What are the common challenges/gaps that auditors find?&lt;br&gt;• What is the advice for HR teams?&lt;br&gt;- Henk van Zyl, HR Director, Interstate Bus Lines (audited company)&lt;br&gt;- Umgeni Water (audited company)&lt;br&gt;- Dr Shamila Singh, Head HR Audit Unit, SABPP&lt;br&gt;- Elizabeth Warren, HR Auditor&lt;br&gt;- Gerard Mofolo, HR Auditor</td>
</tr>
<tr>
<td>15:15 - 15:30</td>
<td>Afternoon Tea Break</td>
</tr>
<tr>
<td>15:30 - 16:00</td>
<td>The role of HR in King IV ™&lt;br&gt;Elizabeth Dhlamini-Kumalo, Member of HR Audit Council, SABPP</td>
</tr>
<tr>
<td>16:00 - 16:30</td>
<td>Buyani Zwane, Motivational Speaker</td>
</tr>
</tbody>
</table>
We are proud to present

Buyani Zwane

Buyani will deliver a special motivational session on day 2 of the #HRStandards2016 Summit at 16h00.

Buyani Zwane is an inspirational speaker, network builder, strategist, student, educator and leadership development facilitator. He has been engaged in the Human Resources Management, Business and Leadership Development for over 25 years with local and international companies. He was co-owner for over 7 years, and served as executive chairperson at FranklinCovey Southern Africa for 5 years, a leadership, training and development company with a presence in 14 Southern African countries and Indian Ocean Islands. He is an accredited ADKAR Change Management Facilitator.

He has served as Human Resources Executive and Director, as well as CEO in the oil & energy industry, financial services, business consulting, gaming and public sectors organisations.

He is a member of the University of Cape Town’s Council where he chairs the Human Resources Committee of Council (UHRC) while also serving in the Council’s Selections and Remuneration Committees. He further serves as independent non-executive director and member of the Human Resources Committee of the National Empowerment Fund (NEF), non-executive director and chairperson of the board of the iSimangaliso Wetland Park Authority, and is a fellow of the Africa Leadership Initiative (ALI) and the Aspen Global Leadership Network (AGLN).

#HRStandards2016
We have developed a model that will engage both delegates and exhibitors. Exhibitors, Partners and Sponsors will enjoy a great opportunity to:

- Establish and maintain relationships with HR Professionals across all industries
- Present their latest products, technologies and capabilities to buyers, users and experts
- Get acquainted with the current or future needs, procurement programmes and business opportunities

For daily updates on HR Standards, follow SABPP on Twitter @sabpp1

#HRStandards2016
Speaker Profiles  HR Standards 2016

**Siphiwe Moyo**  
Moyo is the Chairman of the SA Board for People Practices (SABPP). He is a Professional Motivational Speaker based in South Africa.  
[Click here to read more about Siphiwe Moyo](#)

**Marius Meyer**  
Marius is responsible for the quality assurance of 61 learning providers, as well as the HR accreditation of all universities in South Africa. Marius facilitated training and consulting interventions for more than a 100 companies.  
[Click here to read more about Marius Meyer](#)

**Tebogo Sethibe**  
Tebogo is a DBL candidate and a part-time academic staff member at Unisa Graduate School of Business Leadership.  
[Click here to read more about Tebogo Sethibe](#)

**Hudson Maila**  
Hudson is currently employed as a Senior HR Manager within the Strategic Human Capital Portfolio at Rand Water.  
[Click here to read more about Hudson Maila](#)

**Elizabeth Dhlamini-Kumalo**  
Elizabeth Dhlamini-Kumalo is former HR Executive at SARS, one of the top revenue services in the world. She was the Chairperson of the 10th Board of SABPP.  
[Click here to read more about Elizabeth Dhlamini-Kumalo](#)

**Prof Albert Wöcke**  
Albert is an associate professor and permanent faculty member at the Gordon Institute of Business Science.  
[Click here to read more about Prof Albert Wöcke](#)

**Liiza Gie**  
Liiza is currently employed at the Cape Peninsula University of Technology since October 2003 as a lecturer.  
[Click here to read more about Liiza Gie](#)

**Renjini Joseph**  
Renjini Joseph is an HRM Lecturer and Qualification Leader for the Undergraduate HRM qualifications in the Department of Industrial Psychology and People Management at the University of Johannesburg.  
[Click here to read more about Renjini Joseph](#)
Speaker Profiles  HR Standards 2016

Elizabeth Warren
Elizabeth works as a Consultant in sub Saharan Africa supporting businesses in developing and implementing their HR strategies and on organisational design.

Clifford Hlatywayo
Clifford is a researcher in the department of Industrial Psychology at the University of Fort Hare.

Sakkie van Greunen
Sakkie is currently busy with his MPhil in Human Resources at the University of Pretoria. He is registered as a Chartered HR Practitioner.

Bronwyn van der Westhuizen
Bronwyn has been one of the directors for the Association of Change Management Professionals (ACMP) Africa Chapter since January 2015.

Prof Anita Bosch
Anita Bosch is the lead researcher of the Women in the Workplace research programme and an Associate Professor at the Department of Industrial Psychology and People Management, University of Johannesburg.

Gerard Mofolo
Gerard has 16 years of experience in Human Resources Management as a Manager and HR Head; (12 years) and 4 years independent consulting.

Mike Stuart
Mike is a communications veteran in the field of the South African skills development landscape with an interest in workplace learning and how this can be simplified and upscaled to reduce poverty through job creation.

Leon Steyn
Leon is the HR Director for Bidvest TMS Industrial Services. He has a passion for learning and development.

Vuyo Dwane
Vuyo is the Human Resources Director for The Unlimited. Prior to that she was HR Director for LexisNexis South Africa, a role she has held since 2009 to March 2016.
Over the last three years, since the National HR Standards were developed and launched the SABPP office has been inundated with enquiries by HR professionals from 23 countries. We have now consolidated a full list of frequently asked questions (FAQs) we received and provided you with some clear answers.

Where did the idea of developing National HR Standards come from?

Under the leadership of the SABPP Chairperson, Siphiwe Moyo a new area for HR Standards was embarked on as the top priority of the 11th Board of SABPP (2012-2015). In March 2011 when the new CEO of SABPP, Marius Meyer was appointed, the first thing he did was to visit HR professionals in all nine provinces of South Africa in order to learn about their needs. The major message from these road-shows was that HR practitioners lacked a national identity given the absence of a national framework on HR professionalism. In short, each HR practitioner does his own thing, or conforms to his or her company’s approach to HR. Hence, the reality is that there are inconsistencies in HR practices, within companies, across companies, industries and nationally. For instance, each organisation will implement performance management according to the way in which they think it should be done.

Even within an organisation, especially companies with multiple sites, inconsistencies occur. The problem is further exacerbated by the fact that HR practitioners have different levels of competence. The different philosophies of universities and learning providers contributed to the problem, given the fact that some institutions’ HR curriculum are dominated by a psychological approach, while others adopted a more business approach, with the result that students exiting these institutions come from different academic backgrounds based on vastly different schools of thought. In many cases, these students had to be retrained according to the needs of the organisation, and some companies even went as far to create their own corporate universities to train their own staff. Thus, the lack of a national HR standard was the main concern for the SABPP Board, and a dual strategy featuring two strategic projects was conceptualised to build the HR profession nationally:

1. New National HR Competency Model (to replace the previous SABPP Competency Model developed in 1990);
2. National HR Standards (providing a common set of HR standards).

The new SABPP strategic vision culminated in the rebranding of SABPP and the “setting HR standards” tagline as the main strategic focus of the work of the HR professional and quality assurance body. However, to once again consult with the market, provincial summits were arranged throughout the market during 2012, and an original draft conceptual model featuring 13 standard elements was developed and shared at these summits in order to obtain further inputs and support. The draft HR standards model was unanimously supported throughout the country and subsequently approved by the SABPP Board. Likewise, the HR Competency Model was developed with inputs from several HR Managers, academics and competency specialists. The HR Competency Model was launched on 10 May 2012.

What are the main elements or features of the HR Standards Model?

The Standard is based on a system model which encompasses the four phases of good quality management practice, i.e. prepare, implement, review and improve, but contextualised for the field of HR Management.
The 13 HRM Standard elements as agreed by a wide range of senior HR practitioners are as follows:

**Business strategy and HR alignment**
1. Strategic HRM
2. Talent management
3. HR Risk Management

**Functional/cross functional HR value chain within the HR architecture framework**
4. Workforce planning
5. Learning & Development
6. Performance management
7. Reward & Recognition
8. Employee Wellness
9. Employment Relations Management
10. Organisation Development
11. HR Service Delivery
12. HR Technology

**Measurement of delivery and impact**
13. HR Measurement

The National HR Standards file guides HR Managers on how to implement all the above standard elements in the workplace.

**What are the benefits of the HR standards?**

The vision of the project is to set national HR standards in order to improve the quality of HR work irrespective of the location of an HR professional, or industry and organisational differences. Ultimately, HR professionalism will be enhanced by reducing inconsistencies in the profession. The goals of the project are as follows:

- To improve standardised approaches to professional HR practices and thus promoting HR professionalism;
- To develop a national HR scorecard with specific HR measurements and metrics, supported by a national HR Research and Benchmarking Centre;
- To create a National HR Academy with a standardised HR Curriculum;
- To ensure that HR features in integrated reporting;
- To develop a foundation for a national HR governance framework.

As a first success story, the Minister of Justice of South Africa, Advocate Michael Masutha approved SABPP HR Professionals as Ex-Officio Commissioners of Oaths on 23 February 2015.
Who was involved in the consultation process on the development of the National HR Standards?

The HR Standards Project consisted of a very wide process of consultation. All HR professional bodies and associations were invited to participate in the project.

Are the National HR Standards compulsory minimum standards or a guideline to best practice?

The National HR Standards are intended to set out the minimum set of HR practices that any organisation (large or small) should have in place in order to build an aligned, engaged and productive workforce that will achieve the organisation’s objectives. Guidelines to good practice and additional tools will be developed on an on-going basis, as benchmarking and research establishes what are truly good practices.

Will the National HR Standards impose an additional burden on companies from a compliance perspective?

No, the spirit of the National HR Standards is to improve the quality and consistency of sound HR management, and not to be onerous from a compliance perspective. However, we do believe that companies that don’t apply these Standards will be at risk, and we therefore encourage organisations to meet or exceed the Standards. Companies who conform will be able to optimise the contribution of HR to the achievement of organisational objectives. Research clearly shows a correlation between sound HR and bottom-line performance. Thus, we see the standard as “enabling”, and we will therefore encourage compliance and issue awards to encourage sound people practices in organisations. Using the HR standards from a continuous improvement perspective will raise the bar on HR management, and thus create more effective organisations.

What should an organisation do to align with the HR Standards?

The first step would be to internalise the standards at the workplace. The following guidelines could be followed:

- Read all the HR Standards and compare the standards to what you are currently doing.
- Ensure that your HR team has a proper understanding of the both the HR Standards Model and HR Competency Model.
- Join the SABPP linked-in, twitter group and blog for regular progress updates.
- Liaise with the SABPP office if you need more information, an independent HR Audit or an in-house presentation.

- Request a presentation for your HR team: events@sabpp.co.za
- Register your HR team members as HR professionals in accordance with the NQF Act, Act no 67 of 2008 - enquire from professional@sabpp.co.za
- Attend the 4th Annual HR Standards Summit on 27-28 July in Midrand: events@sabpp.co.za
- Request an Audit against the standards from hraudit@sabpp.co.za

Where can I get a file on the National HR Standards?

You can order a copy from Sarie Venter on sariev@sabpp.co.za

Where can we find more information about the HR Standards?

Regular updates about the National HR Standards Project are available on the SABPP blog (hrtoday.me), twitter (@SABPP1), the SABPP Linked-in Discussion Group, facebook and website (www.sabpp.co.za). The HR standards were launched on Morning Live on SABC2, ZBC, Kaya FM, and published in The Star, HR Future, HR Pulse, Achiever Magazine, Sunday Times, Mail & Guardian, Rapport and HR Voice. HR Managers who require a personal visit to their office or in-house presentation for their HR teams, can contact the SABPP office on +27 (11) 045 5400 or events@sabpp.co.za

For daily updates on the National HR Standards Initiative, follow SABPP on twitter (@SABPP1). Presentations, updates, case studies, lessons from audits and other news items are shared on a regular basis. More information and articles are also available on the SABPP website: www.sabpp.co.za
An out of date practitioner cannot be a competent practitioner.

Professionalism involves a personal commitment to continuing professional development (CPD). It is compulsory for all registered HR practitioners to track their CPD activities in 2016 and submit a claim at the end of this year.

**CLICK HERE**
for more information on how to claim for CPD points.
HR Standards: 2nd line of defence for HR professionals

I suppose many of us would like to work for “great companies to work for”. Big and successful companies with great brands out there. Companies with great employee value proposition, good work ethics and companies who have applied the HR standards. Some of these companies have now subjected themselves to HR Auditing and have received wonderful feedback and passed with flying colours.

On the evening of the 27th of July 2016, SABPP will honour such outstanding achievement by some of these companies in an award ceremony. You do not want to miss the unveiling of such great companies. Employees of these companies will walk with pride.

They will display their certificates at their reception wall. They will always quote in their presentations, tenders etc. that they won an SABPP HR award. They will rightfully claim to be one of the first companies in the world to be audited. They will tell friends and family that they meet the HR standards. All good.

Perhaps the great question is to determine whether all of the employees in HR contributed to the success. Were there no backbenchers who just sat and didn’t even know what was happening?

Were there no prophets of doom who were just waiting for a mistake to happen? Were there no incompetent employees who were covered by the very competent ones? These employees are now basking in glory all in the name of working for a great company.

Working for a great company with competent employees does not itself make you a competent employee.

Many have been disappointed when they hired employees from ‘great companies to work for’ only to be disappointed in their performance. Does it mean that all employees in those companies are exceptionally great?

Sadly, not. You might have survived in numbers and your incompetency hidden from the world. You might have been carried by your colleagues, subordinates or your manager. However, this cannot last forever and one day you will be exposed and embarrassed.

Therefore, the best line of defence is for you to improve your competence. Our standards generally are low. Matriculants celebrate with a 30% pass. University students celebrate with a 49%. We have been messed up to celebrate mediocrity.

People expect bonuses for just doing the minimum requirement for their jobs without going out of their way. CEOs are tired of HR Directors who have no backbone because they do not know their story. They just go with the flow and reduce themselves to messengers.

We need to improve our competence as HR professionals first as individuals then as a collective. SABPP in 2012 came out with a competency model for South African HR professionals.
We need to improve our competency as professionals if we really want business to take us seriously. Think about a few things like:

- Let’s pass maths. We cannot reduce the HR profession to people who are scared of analytics.

- The first degree/diploma is not enough. Let us strive to be HR experts with a minimum of a Masters’ degree just like the economists.

- Continuous Professional Development. Let us continue learning every day and make even our organisations a learning environment. Your qualification obtained twenty years ago cannot remain your only defence. Consider attending events organised by your professional body by visiting the events calendar or by emailing events@sabpp.co.za

- Let us play a role in the improvement of the education system.

- Let us mentor upcoming professionals so that they grow with the right culture. SABPP has a wonderful HR candidate programme and you the experienced professional could be the supervisor/mentor.

- We need to find passion in our jobs and be the best that can be.

Our own competency is indeed our first line of defence, then we can apply the standards in our organisation.

By Xolani Mawande, COO, SABPP
Located at number 8 Sherborne road, Parktown, this newly renovated conference room can accommodate a maximum of 100 delegates. We are located near the M1 highway as well as the two Gautrain stations (Rosebank and Park Station)

**Room Specs:**
- 100 in cinema seating
- 64 in cluster seating
- 40 in classroom seating

*Clients are welcome to use their own caterers*

<table>
<thead>
<tr>
<th>Room only - Group discounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 pax</td>
</tr>
<tr>
<td>0 - 10 pax</td>
</tr>
<tr>
<td>0 - 15 pax</td>
</tr>
<tr>
<td>0 – 20 pax</td>
</tr>
<tr>
<td>0 – 30 pax</td>
</tr>
<tr>
<td>0 – 40 pax</td>
</tr>
<tr>
<td>0 – 50 pax</td>
</tr>
<tr>
<td>0 – 60 pax</td>
</tr>
</tbody>
</table>

Full day (6am – 5pm)  
Half Day (7am – 12pm) or (12pm to 5pm)

<table>
<thead>
<tr>
<th>Room Only</th>
<th>Room + Catering</th>
</tr>
</thead>
<tbody>
<tr>
<td>R150.00 pp</td>
<td>R450.00 pp</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Includes:**
- Hot and cold breakfast
- Mid-morning tea/coffee and snack
- Lunch
- Mid-afternoon tea and coffee

**All prices are exclusive of VAT**

Room bookings include:
- Data projector and screen
- Note pads and pens
- Jugs of water
- 1 flipchart (additional flipcharts charged at R400 per chart)

The venue is available from 6am – 5pm during weekdays. If you wish to make use of the venue outside these hours’ additional cost of R50 per delegate will apply.

All bookings must be confirmed within payment 7 day before use.

For bookings contact Bongi on customerservice@sabpp.co.za
Who audits the auditors?
The role of the National HR Audit Council

by Maropeng Sebothoma

The SABPP Audit Unit was established on 1 September 2014 at the 2nd Annual National HR Standards Conference. The first 18 months of the Audit Unit consisted of setting up the Audit Unit, training of auditors and the first set of HR Audits conducted in 17 organisations.

Highlights of these audits were covered in the first Annual HR Audit Report released in September 2015 at the 3rd Annual National HR Standards Conference.

The second Annual HR Audit Report will be released on 28 July at the 4th Annual HR Standards Conference. A solid foundation is in place to manage HR audits throughout South Africa, and a strong pool of auditors are ready to conduct HR audits.

On 18 November 2016 the new SABPP Board elected me to chair the Audit Council. During the first meeting of the Audit Council, Advocate Nomsa Wabani-Mazibuko was elected vice-chairperson. The purpose of the Audit Council is to provide independent oversight over the work of the Audit Unit. In essence, the Audit Council audits the audit unit and its auditors. Sound governance of HR audits is of utmost importance to ensure credibility, trust and sustainability of HR audits.

The SABPP Audit Unit is the first national HR audit unit of its kind in the world. By providing world leadership in HR Audits against National HR Standards, SABPP is well positioned to continue playing this national and international HR Audit leadership role.

The structure of the SABPP Audit Unit is as follows:
The HR Audit Council fulfils three functions:

1. Ensure that sound fit-for-purpose structures and processes are in place;
2. Review audit reports;
3. Stimulate continuous improvement.

The SABPP HR Audit Council was formed in 2016 and consists of HR Directors, Internal Auditors, Senior Audit Academics and other relevant thought leaders in providing independent oversight over the HR audits. Apart from the Chairperson and Vice-Chairperson, key members of the Audit Council are:

- Thandi Thankge, HR Executive: Air Traffic Navigation Services
- Wendy Mahuma, HR Executive: Auditor-General of South Africa
- Charles Nel, Audit Specialist: Institute of Internal Auditors
- Dr Shamila Singh, Interim Head: SABPP Audit Unit
- Malebo Maholo, Audit Officer: SABPP
- Marius Meyer, Chief Executive Officer: SABPP

We trust that this commitment to sound governance and continuous improvement of the Audit Unit will assist SABPP in positioning the audit unit as a centre of excellence, governance body and thought leader in the area of HR audits. We will continue to pursue our dream of raising the status, relevance and impact of HR, and we believe that HR Audits can play a key role in this regard. Only when all HR departments have been audited will we be able to proclaim that HR has reached the level of business credibility equivalent to that of financial departments. We thank you for your continued interest and commitment to improve your HR functions.

Maropeng Sebothoma is Chairperson of the HR Audit Council, a board member of SABPP and an HR Executive at SARS.
The HR Implications of King IV™
by Elizabeth Dhlamini-Kumalo

BACKGROUND

The SA Board for People Practices (SABPP) is a professional and quality assurance body for the human resource (HR) profession recognised by the South African Qualifications Authority (SAQA) and the Quality Council for Trades and Occupations (QCTO). Today we formally announce the launch of the HR Governance Steering Group. On 23 June 2016 at the SABPP Annual General Meeting, I was asked to share the work of this new committee with the HR community. More than 100 HR Managers attended the SABPP AGM.

Our purpose is to champion and position HR Governance as the most important function for HR Directors in South Africa. But let us first share the output of our first project, i.e. the analysis of the King IV™ Report on Corporate Governance for South Africa. Today I will only share the main HR implications.

HR IMPLICATIONS

Some key implications for HR are as follows:

- The role of leadership in broader society is clearly emphasised in the draft King IV™ Report, e.g. the need to address the reality of inequality not only in organisations, but also in society at large. Likewise, skills shortages – another key focus area for HR Managers are specifically identified in the draft King IV™ Report. Moreover, addressing other societal issues such as corruption, social transformation and poverty are outlined in part 1 of King IV™ (these issues are covered in the SABPP HR Competency Model as one of the four pillars, i.e. duty to society).
- The role of organisations in supporting and driving the goals of the National Development Plan (NDP) for 2030 are acknowledged in King IV™.
- Organisations are dependent on broader society to provide talent. Thus, the role of organisations in providing employment and developing skills are emphasised. It is acknowledged in King IV™ that businesses are struggling to recruit workers with the necessary skills. Hence, King IV™ suggests that “organisations should be pro-active in developing the skills they will need” despite traditional educational systems.
- The concept of Ubuntu is described in part 1 of King IV™. While this is repeated from previous editions of the King Report, a lot still needs to be done to embed the true spirit of Ubuntu in South African organisations.
- The three concepts of fairness, innovation and collaboration are outlined in King IV™. Hence, the need for organisations to leverage these three aspects as part of sustainability. It appears as if King IV™ criticises current incremental approaches to innovation, fairness and collaboration, and therefore recommends a fundamental shift in the way organisations deal with their governance around these issues. In essence, the role of leadership to make sustainable development mainstream is highlighted.
- Human rights abuses constitute poor citizenship behaviour and it depletes human capital in the supply chain of the organisation, which, in turn, could affect the reputation of the organisation.
- The value creation process outlined in chapter 2 provides a holistic process of converting inputs to outputs, and finally reporting on the value-creation and performance. HR Directors should also consider this process in all HR activities to determine the human capital value created.
- HR issues should feature prominently as part of the integrated annual reports of organisations. While financial reporting deals with historic reporting, integrated reporting including human capital reporting is more futuristic.
- The shift from “financial capitalism” to “inclusive capitalism” that takes account of employment, transformation and provision of all sources of capitals is very positive.
- The shift from short-term thinking to long-term thinking will assist in enabling the creation of long term human capital development in organisations.
- HR should play a more proactive role in supporting a digital business strategy in leveraging information and technology. Boards should consider the impact of this on the organisation, its employees and broader society.
- Increased disclosure in remuneration policy and actual remuneration will require more dedicated HR work in this area. Now that variable remuneration will not only be measured in accordance with financial targets only, means that current performance management approaches and systems will need to change to include social and environmental performance. This will be a major shift for executives who are currently only measured on financial targets. Also, it will require measurement cycles to be extended to also measure medium and long-term value and not only the current focus on short-term results. Likewise, the expanded focus on creating fairness in executive remuneration within the context of overall employee remuneration will further put the spotlight on the whole reward system of the organisation. As recommended in
the SABPP standard on Reward and Recognition, this will require a detailed analysis of the current reward strategy and pay scales of organisations.

- In making a meaningful contribution to the combined assurance model, HR will be required to provide information and inputs regarding the HR control environment, including framework, policies, processes, systems and controls. Thus, HR Managers will be required to inform the internal audit function of the role they play in implementing the SABPP HR standards, as well as the results of audits against the HR standards.

- HR Managers should keep up to date on the fiduciary duties of shareholders regarding investments in pension funds. As indicated in King IV™, appropriate consideration should be given to “any factor which may materially affect the sustainable long-term performance of a fund’s assets, including environmental, social and economic performance.”

- The role of HR and Employment Relations Managers in dealing with dispute resolution together with management and unions cannot be over-emphasised. The need for resolving disputes quicker, efficiently and effectively is well articulated in King IV™ and require dedicated effort by HR Managers.

- A significant amendment has been the clause requiring boards to oversee that recruitment processes, promotion criteria and performance evaluations of employees recognise adherence to ethics norms as out in codes of ethics and conduct and that sanctions are in place for the contravention thereof. Thus, the HR department needs to ensure that HR policies and procedures are focused on these matters and that ethics takes a prominent position in this regard. However, this recommended practice may require proper board induction and/or training.

- Several HR areas are addressed in the section dealing with the organisation as a corporate citizen. Specific areas mentioned are sustainable development, human rights, impact on communities, fair labour practices, remuneration, employee well-being, employee development, employment equity and compliance to legislation. These areas are fully covered in the National HR Standards, and the HR standards are therefore a useful guide in ensuring that these areas are sufficiently covered. In addition, HR should also play a stronger role in the prevention, detection and response to fraud and corruption as this area is specifically recommended in King IV™. Likewise, HR reports will be useful as inputs into reports for the disclosure in corporate citizenship. The role of HR in contributing to these areas and in particular driving good practices in achieving an ethical culture cannot be over-emphasised.

- HR should ensure that key aspects requiring their attention, such as HR risks, remuneration and incentives are aligned to performance and sustainable value creation and therefore include in the integrated annual report.

- While the governing body is responsible for succession planning of its members, HR may provide the professional expertise to assist in this regard, for example in the identification mentorship and development of future board members.

- It is recommended that HR Directors familiarise them with all the recommended actions of King IV™ and ensure that they raise any concerns of undue influence or manipulation regarding remuneration or nominations committees.

- The HR Director may assist the company secretary in ensuring that proper policy and procedures are in place for the work of nominations committees, remuneration committees and social and ethics committees.

- The HR Director should liaise with the Chief Risk Officer or Chair of the Risk and Opportunity Committee to determine whether human capital risks have been included in the risk register of the organisation. Also, while risk committees have been in place for a decade, the new added role of “Opportunity” may require some refocus and training of members of the governing body to make this transition. This should also include building the capacity of the risk manager to understand this expanded role in the risk management strategy and operations of the organisation.

- Regarding the CEO appointment and role, the Board typically delegates this activity to the HR Director. The Board may also ask for advice from the HR Director regarding the succession plan for the CEO. The HR Director should also assist the CEO in ensuring that the governing body is consulted on other executive appointments.

- The HR Director should also ensure that the company secretary or other governance professional is sufficiently competent and trained to execute corporate governance duties.

- The HR Director as the top performance management professional of the organisation, has a key role in providing inputs and/or advice in performance evaluations of the governing body, its structures, and the company secretary where relevant.

- HR functions should prepare to be included in the new combined assurance model. HR should study the combined assurance model and identify the relevance of HR as a specialist function within this framework. Internal audit will be the third line of assurance for the HR function, external audit as the fourth line and the board or audit committee as the fifth line of assurance. HR should provide reports about the quality of HR work performed within organisations (this is part of reporting other than financial reporting).

- Now that many HR Directors are represented at Board, Executive Committee, Remuneration Committee, and Social and Ethics committee level, the capacity of HR Directors to contribute optimally at board and board committee level should be improved. It is recommended that HR Directors be trained in corporate governance.
THE WAY FORWARD

The HR Governance Steering Group of SABPP consist of various senior HR Leaders. I am the Chairperson and Dawid Swart is the vice-chairperson. We have the following mandate:

1. To ensure that HR Directors fulfil their role in accordance with King IV™ and to provide a framework for training HR Leaders in corporate governance.
2. To ensure that HR is sufficiently infused into local and international integrated reporting frameworks.
3. Building on King IV™ the HR Governance Working Group will develop a framework for HR Governance that will exceed the requirements of King IV™. This framework will guide HR Directors to effectively govern the HR function, influence board committees and boards, and to ensure that human capital is optimised as one of the 6 capitals in organisations.
4. To provide an advocacy forum for HR Directors on issues affecting them and to engage with key stakeholders such as government, business chambers and others.

The full paper covering the above will be presented at the 4th Annual HR Standards Conference in Midrand on 27 and 28 July 2016. I invite you to join me at this special occasion so that we can share the full report with you.

CONCLUSION

In conclusion, the corporate governance system has been strengthened and this bodes well for improved governance of South African organisations. However, we must guard against the mindless application of King IV™ without optimising the role of people, i.e. all key stakeholders – directors, managers, employees, trade unions and other role-players.

I would like to challenge HR Directors to read the full draft King IV™ Report and to consider preparing aligning current HR strategies and governance structures in anticipation of the release of the final King IV™ Report in November.

To expedite this process, and to support HR Directors with their preparation as Executive Committee, Remunerations Committee, Social and Ethics Committee, or Board member roles, the SABPP HR Governance Steering Group will continue with analysis and research to build a body of knowledge on corporate governance in general and HR Governance specifically. We will encourage HR Directors to improve their knowledge and functioning as Directors and Prescribed Officers.

The ultimate goal is to make all people key custodians of good governance, thereby ensuring that our organisations develop cultures conducive to the best possible level of corporate governance.

Elizabeth Dhlamini-Kumalo is Chairperson of the SABPP HR Governance Steering Group. She was the previous chairperson of SABPP and was HR Executive at Sandvik and SARS. She will present a full paper on the role of HR in King IV™ at the 4th Annual HR Standards Conference on 28 July in Midrand.
The HR Auditor Training encompasses knowledge on the HR Standards and audit methodology. In addition, another requirement of the training is the completion of an open and closed book exam with a 65% pass rate. After the training the auditors are required to participate in two audits as auditors in training to become certified. Herein below are criteria that is used for the selection of auditors to participate in audits.

The selection of HR Auditors for HR Audit Assignments

HR Auditors are appointed per audit assignment either as an auditor in training or as a lead auditor or auditor.

Auditor selection process

The selection of auditors/lead auditors will depend on a number of interdependent criteria, namely, client requirements (expertise, sector/industry knowledge, competencies, and conflict of interest), cost imperatives and auditor’s availability to do the audit. Herein below the criteria is discussed in detail.

Auditor profile

- Generalist or specialist HR experience and knowledge will be considered in accordance with client requirements;
- Auditor competence (complies with all criterial);
- Industry and sector knowledge;
- Language and culture where relevant (e.g. a rural municipality in the Eastern Cape may require a Xhosa speaking auditor);
- The audit team having complementary skills and knowledge;
- The necessary knowledge and skills of the audit team leader and auditors could, by exception where required, be supplemented by technical experts, translators and interpreters who shall operate under the direction of an auditor. Where translators or interpreters are used, they are to be selected such that they do not unduly influence the audit;
- The criteria for the selection of technical experts are determined on an audit by audit basis; by the needs of the audit team and the scope of the audit;
- The availability of the auditor to undertake the auditing assignment.

Client requirements

- The client requiring a full audit or a single/some standard elements audit (e.g. ER specialist needed if only the ERM Standard is being audited);
- A client has the right to veto any recommended auditor on the audit team (e.g. refusing an auditor from a competitor company).

SABPP Requirements

- The appointment of auditors is largely dependent on the availability of audits and hence SABPP does not guarantee an audit assignment to auditors.
- Only HR Auditors whose professional membership with the SABPP is current and who complies with the HR Audit Unit administrative and CPD requirements will be eligible for selection on audit teams.
- Economic considerations: Cost implications, such as travel and accommodation costs, will always be a consideration and as far as possible, and preference may be given to the selection of auditors within short distance of the audit client.
- Regional HR auditing capacity will be developed over a period of time to cater for the HR audit requirements of their particular regions.
- Ensure that no conflict of interest in that the auditors have some association with the client directly or alternatively, indirectly in terms of other types of associations (e.g. husband/wife/family member/close friend is employed by the client).
- Any auditor that brings a client for an audit will automatically be selected for the audit team provided there are no conflicts of interest as discussed above.
Selection Process

The process for selecting audit teams is depicted below.

- The SABPP HR Audit Unit Head will review each auditor’s profile and CV against the selection criteria, client requirements and other special requirements. An audit team will be selected, and in addition one or two back-up auditors for unplanned cancellations.
- The SABPP HR Audit Unit Head will forward copies of the auditors’ one-page profile to the client who will have the right to veto any auditor appointment, in which case such auditor will be informed by the Audit Unit Head. The client has the right to withhold reasons for vetoing any particular auditor.
- In the event that a confirmed auditor has to cancel the assignment, one of the back-up auditors will be contacted to take over the assignment.

Appointment of Lead Auditors

- Only auditors who meet all the SABPP pre-selection criteria as Lead Auditors and who have complied with all aspects of the training, screening and administrative requirements of the HR Audit Unit will be considered for the role of a Lead Auditor.
- Only one Lead Auditor per client will be appointed, except in instances where multiple site audits are carried out and geographical requirements or multi-company audits have to be carried out within a specified period of time.
- All Lead Auditors will work under the supervision of the HR Audit Unit Head and will be evaluated against the Auditor Competencies and decide when the Lead Auditor is ready for certification.

The SABPP retains the right to amend this policy from time to time. It should be noted that, during the initial phases of the establishing the SABPP HR Audit Unit, requirements are fluid and may be influenced by every new audit conducted.

By Shamila Singh, Head: HR Audit Unit
HR/D professionals, apart from holding an HR standard event and attending breakfast events as networking exercise. As the MPC members noted; this entails hitting the ground running if the annual target of recruiting new members is to be reached.

The MPC gives effect to the philosophy of the SABPP; which is contributing:

- to the organisation, in the area of management and utilisation of human resources
- to the individual by assisting in the realisation of his/her potential (aspirations)
- to the community at large, in terms of enhanced quality of life

The MPC issues a call to all HR/D practitioners and students across the Province to partner with the committee to realise the objectives set.

A similar call goes out to business structures and HR councils/forums for partnership.

Compiled by: Thabang E. Marule (Chairperson: MPC)

---

The SABPP expands its footprint in Mpumalanga

In line with its mission of directing and sustaining a high level of professionalism and ethical conduct in Human Resource practice, the SABPP adopted a strategy of expanding its footprint to all the nine provinces.

On 21 May 2016, the Mpumalanga Provincial Committee (MPC) held its first meeting in Nelspruit and developed strategies for increasing visibility. In this regard, both the social and economic sectors have been identified and strategic partnerships explored.

The MPC will follow an ambitious programme of attracting HR/D professionals, apart from holding an HR standard event...
SABPP’s 2nd Annual Training Providers Forum

The SABPP Learning and Quality Assurance Committee hosts the SABPP 2nd Annual Training Providers Forum – 29 July 2016: A day of networking and engagement. Come and join in on discussions such as:

- Why Change Management is relevant for training providers?
- NQF Act and application thereof?
- QCTO Update – Monitoring Visit Findings and impact on the revised SETA Landscape.

Want to know more? Email lqa@sabpp.co.za for further information and to reserve your seat!

Book your diary! 29 July 2016 @ SABPP Offices – 8 Sherborne Road, Parktown. Email lqa@sabpp.co.za for more information.

MIS/ NLRD Uploads training :
A Learning and Quality Assurance Department Initiative

The SABPP LQA department hosted its first training workshop in the new SABPP training room on the 9th and 10th of June 2016. The training came as a result of an observation that training providers experience high staff turnover, no continuity of data capturers incorrect completion of uploading templates 1 & 2 and losing of Passwords.

The purpose of the training workshop was therefore to capacitate administrators from accredited training providers with the correct skills to upload and capture learner information and qualification linkage information accurately to the Learner Management System (Remotenet). Naren Vassan (LQA HOD) discussed how crucial it was to ensure that data uploaded was accurate and of good quality but also reminded training providers of the Protection of Personal Information Act (POPI Act No 4 of 2013) which promotes the protection of personal information by public and private bodies. The practical demonstration and training was co-hosted and facilitated by LQA staff members Ms. Ronel Coetzee and Ms. Derisha K Pillay. Administrators were given the opportunity to ask questions on the processes followed by the LQA department and how these were linked to the NLRD uploads.
Ms Derisha K Pillay also travelled to the Western Cape to train 7 SABPP accredited training providers on the system. She was warmly welcomed and hosted by Intec College for a morning training session on the 3rd June 2016 and trained staff from The Red and Yellow School of Logic and Magic, Afritech Consulting and Damelin Correspondence College. She later trained at Milpark Education Holdings who also kindly hosted SA College of Home Study and iCollege SA.

Providers listen and take notes attentively as the LMS system is explained

Providers expressed their appreciation to SABPP for their efforts in hosting the workshop describing it as useful, helpful and refreshing and gave input for development to the system.

The LQA department plans to host such training on an annual basis to keep providers updated and informed. A special thank you to Mr Dean Kemp (Remotenet) for his continued assistance and support to providers and the LQA department and to Ms Ronel Coetzee for her excellent support on this training project.

The department thanks the following providers for their efforts in attending the training and hopes to see all providers attend in 2017:

- Academy of York - 1
- Damelin 4
- Boston City Campus - 5
- ENJO Consulting - 3
- iCollege (Pty) Ltd - 2
- Learnership Support Systems - 3
- Mercuri - 1
- Apex Leadership Implementation CTU Training Solutions - 1
- IQ Academy - 2
- BMT - 2
- The Capital Hotel School - 2
- University of Johannesburg - 2
- Organisation Development Institute – ODI - 1
- DC Dynamics – Mahikeng - 2
- Institute of People Development - 1
- Chartall Business College - 2
- Milzet Holdings - 2
- National School of Government – NSG - 3
- KLM Empowered - 3
- Edutel - 2
- Worldview Academy - 2

LQA Officer Derisha K Pillay conducting training at Milpark Education Holdings
Accrediting Continuing Professional Development Training Providers:

In the past 4 weeks we have approved the following providers on Continuing Professional Development:

<table>
<thead>
<tr>
<th>Name of the Providers</th>
<th>Name of the programme</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenfields Learning Academy</td>
<td>Fundamental of Strategy</td>
<td>Dr Sarah Riordan</td>
</tr>
<tr>
<td></td>
<td>Organisational Design</td>
<td>Ms Tricia Maslin</td>
</tr>
<tr>
<td></td>
<td>Employee Engagement</td>
<td>Tel: (021) 001 2883</td>
</tr>
<tr>
<td></td>
<td>Financial Basics</td>
<td>Website: <a href="http://www.greenfieldsbus.com">www.greenfieldsbus.com</a></td>
</tr>
<tr>
<td></td>
<td>HR Metrix</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Talent Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VAN ZYL, RUDD AND ASSOCIATES SA (PTY) LTD</td>
<td>South African Labour Law Reports – 32nd Annual Seminar</td>
<td>Taryn Frank Tel: (041) 373 4322</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Email: <a href="mailto:pa@vanzylrudd.co.za">pa@vanzylrudd.co.za</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="http://www.facebook.com/vanzylrudd">www.facebook.com/vanzylrudd</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>@Brian_VZR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Brian van Zyl</td>
</tr>
</tbody>
</table>

For more info contact events@sabpp.co.za or 011 045 5400
| Mercuri International | Coaching Skills | René Barnard | Consultant  
|-----------------------|-----------------|--------------|
|                       | Key Accounts Management | E-mail: Reneb@mercuri.co.za  
|                       | Negotiation Skills | Telephone +27 11 465 7044  
|                       | Selling by Objectives 1 & 2 | Mercuri International House  
|                       | Sales Leadership by Objective (SLO) |  

| ABS International | Training Needs Analysis (TNA) | Wilfred Armstrong  
|--------------------|--------------------------------|-------------------|
|                    |                                | T +27 11 056 4151/3  
|                    |                                | Fax: 086 546 9699  
|                    |                                | wilfred.a@absinternational.co.za  
|                    |                                | www.absinternational.co.za  

---

**HR Standards 2016**

**CALL TO ACTION**

Download more info here

---

#HRStandards2016
Learning Provider Accreditation dates for 2016

Should a potential training provider/existing provider seek to apply or renew/extend their accreditation, it is important to bear in mind the following submission deadlines. NB – Documents should be submitted on a FLASH-DRIVE and supported by an original signed application.

<table>
<thead>
<tr>
<th>Submission Date</th>
<th>Evaluation date</th>
<th>Accreditation date</th>
<th>Board Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>15th July</td>
<td>18th – 26th July</td>
<td>5th August 2016</td>
<td>26th August</td>
</tr>
<tr>
<td>7th October</td>
<td>10th - 19th October</td>
<td>28th October 2016</td>
<td>18th November</td>
</tr>
</tbody>
</table>

1. Working with Quality Council for Trades and Occupations

In the past 5 weeks SABPP has been working with QCTO on various activities:

- Changing SETA Landscape and revised assessment practices.
- Re-curriculation of the N4-N6 Office Administration Occupational Qualifications
- Documents and practices on Assessment Quality Practitioners – AQP

Hear more about this at the 2nd Annual Training Provider Forum which will be held at the new SABPP Training Centre on the 29th July 2016 at a FEE of R 750.00 inclusive of VAT. Contact Derisha Pillay via email: LQA@sabpp.co.za.

2. Students! Keep the stress down and the concentration up:

Guidelines to consider when preparing for EXAMS (by Leakhead University)
It is that time of the year when students are preparing for semester/semi-annual examinations. SABPP researched the following tips shared by Leakhead University to assist in examination preparations.

1) Review your notes on a regular basis—before exam time rolls around, it’s a good idea to become familiar with your notes by taking time to review them after every class. The more times you review your notes, the more you will retain!

2) Begin studying – EARLY! DON’T CRAM! It’s important to give yourself enough time to study! Don’t procrastinate until the night before!

3) Create a study plan—plan out when you’ll begin to study for each course, make sure you make the best out of each study session. Pinpoint which times of day you’re most productive and how long each you’ll study for a given subject. A good plan will help you keep on track!

4) Choose a good study environment—a calm, well-lit, distraction free area will improve your ability to concentrate on the study material.
Intensive, practitioner-led working sessions to share experiences and develop solutions on each of the Standard Elements.

9 Half day / breakfast sessions to cover all the Elements, or pick those which are particular priorities. It is recommended that the first and last session be attended by all delegates, even if you are a specialist, because these sessions will provide the framework for HR specialist work.

<table>
<thead>
<tr>
<th>HRM Standard</th>
<th>Date</th>
<th>Price</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Wellness</td>
<td>21 July 2016</td>
<td>R1800 plus VAT</td>
<td>Breakfast</td>
</tr>
<tr>
<td>Employment Relations</td>
<td>25 August 2016</td>
<td>R1800 plus VAT</td>
<td>Breakfast</td>
</tr>
<tr>
<td>Organisation Development</td>
<td>27 September 2016</td>
<td>R1800 plus VAT</td>
<td>Breakfast</td>
</tr>
<tr>
<td>HR Service Delivery, HR technology &amp; HR Measurement</td>
<td>27 October 2016</td>
<td>R1800 plus VAT</td>
<td>Half day</td>
</tr>
</tbody>
</table>

Click here for more info... To book contact leon@sabpp.biz
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**

ceanne@sabpp.co.za

or

011 045 5400
In the new amendments to the Employment Equity Act, the DoL says you must:

• Get rid of all unfair discrimination – or face a R30 000 fine;

• Draw up a legally compliant EE plan every year – and use the new method to submit;

• Pay employees who do the same work equally – or risk being taken to court;

• Set up an EE forum that is a correct representation of the nation – be careful, SAPS got this wrong;

• Report on how you’re achieving your EE goals – but what if you’re not…?

• And loads more…

Get all the information you need to get to grips with the new EE Regulations at the EE Summit 2016.

The EE Summit 2016 is an event for all HR Professionals who are serious about EE compliance. At the Summit, you’ll get:

✓ Exclusive interview with the DoL’s Chief Director: Labour Relations, to get the inside scoop on how to avoid penalties for non-compliance.

✓ 9 Case studies of challenges other companies have come across and how to overcome them;

✓ 3 Workshops to give you step-by-step practical advice to help you compile your EE report, EE plan, conduct an EE audit and comply with all 26 employment equity changes;

✓ 3 Discussion groups where delegates get to tackle real-life scenarios and come up with practical solutions you can implement in your own company;

✓ 1 Panel discussion on how to address the difficult “equal work for equal pay” clause.

www.EESummit.co.za 011 699 6545 Seminars@fsp.co.za
Walter Sisulu Mthatha Campus Student Chapter
Launch at Zamukulungisa Utility Hall

On the 25th of May 2016 we legitimately launched our SABPP Student Chapter; therefore, we acquired relevant information about Human Resources. The day was a success to such extent that we were informed that our Campus as being the 5th to Launch Student Chapter, however we were number eighteen among all visited universities by SABPP and that gives us motivation as we have made a great improvement.

The COO of SABPP made it clear to us that its of paramount importance to pass with distinction in our academics as that can reflect the level of understanding with our work. Most of us were not aware that Human Resource is a crucial aspect in every organisation, in a way that it deals with the most fundamental resources which are people who can make decision over time. We have different behaviours and diversity as HR Managers we are expected to manage people.

We were astonished to know that SABPP is not only a Body that set standards for HR professionals but a body that is responsible for HR academics provision and also ensures quality assurance in universities. We were privileged to know that SABPP services are now spreading over other counties such as Namibia as we received an apology from the CEO that unfortunately he will not be part of the launch because he was in Namibia. We really learned a lot on this day, we learned about the candidate programme that SABPP is offering which enables students to get a great deal with regard to opportunity in the HR Field, as well as internships.

Lastly on the same day a speech was read which the CEO Marius Meyer was going to present it to us. The speech motivated us to an extent that we felt his presence in our midst. One of his words that got us motivated, “the long run that SABPP has been through”. We like this words from the CEO which seek
to inform us that ‘The success of the SABPP WSU Student Chapter will depend on one factor only which is leadership and if we fail as a student chapter on campus it will be due to poor leadership. If it succeeds, it will be because of good leadership, we need to be people who make things happen.’
University of Cape Town Graduations

SABPP Special Student Recognition Awards

University of Cape Town Graduations ceremony on Saturday 11 June 2016. SABPP would like to congratulate two ladies from the faculty of commerce who received the SABPP Special student award for the following categories for the year 2015:

Top 3rd year student in organisational learning and wellness: Natasha Krumbock

Top 4th year student in organisational psychology change management coursework: Margaret Young

From Left Best Student Natasha Krumbock followed by Helen Viljoen, Michelle Visser and Margaret Young

SABPP would like to sincerely thank Michelle Visser the Vice chairperson of the Western Cape Province and Helen Viljoen, the Secretary who went to represent SABPP at this prestigious event. We would like to extend our greatest gratitude and appreciation to Helga Halvorson from the faculty of Commerce.
THANK YOU to the following Universities for their applications in JUNE 2016

Mangosuthu University of Technology

Tshwane University of Technology: eMalahleni Campus

CTI Education Group

Nelson Mandela Metropolitan University: 2nd Avenue Campus

Cape Peninsula University of Technology

Universities where the Student Chapter is Launched

Mthatha Campus

Ibika Campus

Soweto Campus

Polokwane Campus
Reasons why education is extremely important

by Kavya Vidyarthi

1. Exposure to the World:

Is it remotely possible to know of all the other nations while remaining in your own? It is. You’d have to read and place your understanding of the reading in the cultural and historical context of that nation in a particular period.

You’d know just about everything French, Roman and Greek. You’d be able to build your understanding of their language and culture without simply terming them all as ‘foreign’.

2. The Will to Keep trying till success strikes:

It is only through education that you’d have multiple level goals and a number of ways to reach them. You’d have dreams which transmute to thoughts and later into actions.

Your will to get your dream to turn true will be undeterred and you’d try in every way possible till you succeed. The uneducated may have better intellectual and labour capacity but the lack of understanding of multiple ways to achieve their goals is often an obstacle.

3. No more a fool: Keeping your own mind:

An educated person would listen to all, and do what suits him best. It is impossible to fool an educated person for it would take reasoning and logic to get him in the trap.

Education keeps you from being trapped in advisories that are no more fruitful than digging your house for the pot of gold.