

HR Voice

The Official Communication for all HR Professionals



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BOARD DESK

THE HR STANDARDS SEASON CONTINUES FROM WINTER, TO SPRING TO SUMMER



Marius Meyer
CEO, SABPP

Greetings from the SABPP Board Exco. October was another exciting month for SABPP. As we moved closer to summer, we are starting to reflect on the year and to do some planning for next year. The National HR Standards Initiative continued with its work in October. Thus, the HR Standards Season continued from winter to spring to summer.

The year 2013 will be remembered as a crucial turning point in the history of HR in South Africa. While many top HR professionals have done excellent HR work at leading companies all over the country for decades, these pockets of excellence never became the norm given the absence of National Standards.

With the National HR Standards Initiative launched by SABPP and HR Future this year, HR as a profession has embarked on a journey to standardise and build the HR field with

clear national standards for consistent high quality practice.

The standard development process consists of three phases as outlined below:

Phase 1: Development of HR System Standard (the overall systems framework with the 13 elements);

Phase 2: Development of HR Application Standards (detail on “how to” apply the 13 standard elements in the workplace); and

Phase 3: Development of Professional Practice Standards (working down from the overall standard elements, specific HR professional practice standards will be developed for different areas of professional practice, e.g. on-boarding, succession planning, employee engagement etc.).

The first two phases have now been completed, and the third phase, i.e. the development of HR professional practice standards will commence early next year.

Phase 1: Development of HR System Standard:

On 21 May 2013, a 108 HR directors and eight HR professional bodies and associations under the leadership of SABPP and HR Future gathered in Johannesburg to set national HR standards for South Africa. A total of 13 groups were formed (13 tables for the 13 standards) for senior HR professionals from leading companies to generate the standards, based on three components:

- A clear definition of what the standard element means;
- The objective of the standard;
- Broad guidelines for implementation of the standard in practice.



THE HR STANDARDS SEASON CONTINUES FROM WINTER, TO SPRING TO SUMMER *continued*



At this historic session, there was a collective realisation and commitment that as HR professionals, we owe it to our clients, and other stakeholders within and outside our organisations to drive a framework for high quality HR work. SABPP and HR Future were driving this process and staying in close contact with the HR community to ensure that they are involved in the generation, consultation and finalisation of the standards.

Building on the initial development of the National HR Standards (the overall HR Management System with its 13 standard elements), the HR Standards Roll-out event took place on 20 and 21 August 2013 in Krugersdorp. In addition to hearing case study examples from organisations that have good practices in each of the 13 standard areas, delegates worked on implementation guidelines. Also, the project attracted significant international interest and the standards have now already been launched in Zimbabwe and Zambia, with further interest shown from Mauritius, Kenya and Namibia.

Phase 2: Development of HR Application Standards:

The second phase consisted of the development of HR application standards to help HR professionals in applying the 13 HR standard elements in the workplace. While the Phase 1 Standards focused on the broad aspects of the particular standard element, such as Strategic HR Management, or Talent Management, the phase 2 standard addresses the “how to” of the standard element. In other words, how companies should apply the HR Standards in practice.

For instance, now that we know what talent management really is, and what the overall objectives and implementation framework entail, HR professionals are guided on how to make it work in practice. This phase was done by gathering inputs in brainstorming sessions from all the delegates at the Standards Roll-out event in August. From the delegates’ inputs, the draft application standards were prepared by the SABPP office and as at October 2013 are out for consultation across the profession.

The SABPP Exco wants to thank the hundreds of HR professionals for their inputs and comments on the standards. We also want to congratulate the SABPP Western Cape Committee for a very successful HR Standards Briefing session on 11 October attended by 93 HR managers.

A follow-up session was done for Johannesburg on 24 October, and more than 150 HR managers attended. Due to popular demand, we will also arrange a session in Durban on 28 November.

Given the broad level of HR professional participation and the excitement the standards have generated, several awareness sessions are planned to engage HR professionals on this exciting journey. Almost a 1000 HR professionals contributed directly to the development of the standards and first round of awareness sessions. In addition to the first eight institutions, a further nine HR and associated professional bodies and industry forums have directly or indirectly supported or contributed to the initiative, thus expanding the overall reach to more than 15 000 HR professionals.

We have now done public and in-house awareness sessions in many organisations, and the following organisations were particularly active in opening their doors for SABPP to share the HR Standards with them:

- African Rainbow Minerals
- City of Cape Town
- Gauteng Provincial Government, Department of Finance
- Eastern Cape Provincial Government, Department of Roads and Public Works
- Nedbank
- Johannesburg Water
- Institute of IT Professionals of South Africa

THE HR STANDARDS SEASON CONTINUES FROM WINTER, TO SPRING TO SUMMER *continued*

- Maccauvlei Learning Academy
- Massmart
- Nelson Mandela Bay HR Forum
- Total
- Transnet
- University of Johannesburg
- Vaal University of Technology
- Wits University

Launch of HR Metrics Steering Committee

The third piece of good news is that the SABPP HR Metrics Steering Committee was formed and already had their first meeting this month. The purpose of the HR Metrics Committee is to oversee the development of a National HR Scorecard with clear HR metrics that can be used for HR benchmarking.

The committee consists of Prof Gregory Lee (Wits), Prof Theo Veldsman (UJ), Natasha Carstens (Telesure), Deon Pieterse (ARM) and Tracy Harper (EOH).

In conclusion, the first two phases of the National HR Standards Initiative have now been completed. With a consistent framework for HR practice, the HR profession in South Africa has

for the first time being formalised with clear standards for professionalism and practice.

The HR Application Standards provide explicit guidelines to HR professionals and organisations on how to implement the standards in the workplace.

With this initiative, South Africa has become the first country in the world with National HR Standards, and the work of SABPP has been acknowledged world-wide.

Lastly, you would have noticed that professional registration renewal invoices were sent out during October. As a result of the significant improvement in the SABPP value proposition this year, several members were very quick to immediately pay their invoices for 2014.

The SABPP Board and management team members want to thank these members for their prompt payment and we want to encourage all our professional members to take advantage of the early bird discounts.

Not only do the membership fees help us to maintain our infrastructure in servicing our professionals, it also builds our capacity to improve our value proposition to you.

That is the main reason we also asked you to complete a membership satisfaction survey, because we will use your inputs to further develop products and services in addressing your HR professional needs.

Most importantly, if you follow us on twitter @SABPP1 or myself @MariusSABPP you will receive HR news from our office every day.

HR professionals are welcome to view the standards on the special blog created for this purpose (www.hrtoday.me) or to attend the launch of the HR Application Standards in Durban on 28 November (contact executiveoffice@sabpp.co.za for more information).

Marius Meyer is CEO of SABPP. For daily news about the National HR Standards Initiative, follow SABPP on twitter @SABPP1.

BUSINESS BRIEF
BUSINESS INFORMATION YOU CAN USE

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As a professional service benefit, SABPP has negotiated online copies of BusinessBrief magazine.

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in business with the information they need to make better business decisions.

There are ten regular sections that contain articles dealing with the management issues that affect and influence business decision-making.

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NOTE: This voucher is only valid until 30 November 2013

JOINT SABPP/IITPSA SEMINAR ON HUMAN CAPITAL

The SABPP and the IITPSA (Institute of IT Professionals of SA – formerly known as the Computer Society) signed a Memorandum of Understanding in 2012 to form a strategic alliance. IT and HR professionals have much in common and a large common task – to provide support to the organisation in terms of HR systems and information to support good decision making.

The first event run under this alliance took place in Johannesburg on 15 October. Kindly organised by the IITPSA at the Wanderers Club, the IT Human Capital Strategy Seminar was attended in approximately equal proportions by IT and HR professionals.

Gail Sturgess from Talent Align presented findings from recent research into the measurement of the contribution of human capital to organisational performance. The question “Can Human Capital be valued and its contribution quantified” is answered through the use of analytics – asking the right questions and looking at the story that comes out of the data and information.



Rob Bothma from NGA Africa showed how the age of informatics has arrived. Informatics is about utilising technology and information management techniques to improve process efficiency. It is about providing exactly the information needed without the “noise”, relevant information that is significant to the user and enables action to be taken. Dashboards of relevant information, available 24/7 to managers through mobile devices, will add value to the organisation.

Terry Meyer from Leadership SA talked about the factors influencing the making and implementation of good strategy. Much of this has to do with leadership, and in particular with the mental models of leaders. They need to be able to let go of their habitual perceptual filters and seek and evaluate small, peripheral events and developments which have the potential to derail strategy.

Marius Meyer then presented the work that the SABPP has been doing on HR Standards and Competencies and how this should enable HR and IT people to have more common ground.

The proceedings of this Seminar underlined the importance of IT and HR people working together and how each function can contribute to the success of the other function and to the success of the organisation as a whole.





SABPP was present on 17th October for the re-launch of the Investors in People standard in South Africa.

Kindly invited by Dr Mariam Sha, the new holder of the licence from the UK head office, we heard excellent presentations around recent developments in the standard, which is now positioned as a business improvement tool.

Its effectiveness as a tool was attested to through four presentations from very supportive clients – Wholesale and Retail SETA, City Lodge Hotels, Sanlam Personal

Finance and MBD Credit Solutions.

SABPP is entering into an alliance with Investors in People to cooperate on the promotion of national standards in the HRM and people development fields.

The two sets of standards are highly complementary and will add value to organisations.

To contact Investors in People, phone 27 (0)11 3262314 or info@awakeningexcellence.co.za, where Mariam or Debbie Secombe will gladly assist you.



COPING WITH LABOUR LAW AMENDMENTS

The Financial Mail of September 13 to 18th 2013 published an interview with Loane Sharp, labour economist at Adcorp, on the recent labour law amendments. The SABPP was concerned at the comments made by Mr Sharp, and, together with leading labour law firm Cowan Harper, prepared a response. Unfortunately the Financial Mail did not publish the response. We believe that it is extremely important to disseminate correct information and to get across the SABPP position, and therefore we reprint the original article here and our response. We encourage all our readers to further disseminate.

Financial Mail interview, page 21.

The Labour Relations Amendment Bill was passed by parliament last month. When will the changes be implemented?

The bill is now with the national council of provinces and will almost certainly be implemented before the general election in 2014.

It will enable President Jacob Zuma to tick a box, saying he has fulfilled the promise he made at the 2009 election. That was to ensure temporary staff enjoy the same remuneration and benefits as full-time employees and to address the labour broking issue.

What are the implications of equal remuneration and benefits for temporary staff?

They are going to result in one of two big unintended consequences of the new regulations.

Under the equal treatment provision of the bill, government was expecting to see a mad scramble by employers to adjust the temporary staff remuneration to the same levels as full-time staff and offer them equal benefits. This is not going to happen. Everything will be reduced to the lowest common denominator: the temporary workers.

Assisted by their labour brokers, employers are preparing to reduce the remuneration of permanent staff to the same level as temporary staff. Permanent staff are also in danger of losing benefits such as medical aids and pension funds.

Will it not be difficult for employers to implement the permanent employee changes you expect?

Not at all. It will be easy to implement. All employers have to do is consult with employees on the proposed changes. If employees don't like it, they have only one choice: resign. Employment is a voluntary arrangement on both sides.

What do you believe is the second unintended consequence of the new labour regulations?

It relates to the deeming provision under which a temporary worker will after three months with a company be able to cite either the labour broker or its client for unfair labour practice. This provision is easily circumvented. The end result will be no change from the current situation where only a labour broker can be cited in an unfair labour practice hearing.

There are two ways to ensure employers won't be cited. The first is for labour brokers to indemnify clients against adverse awards that may be made by the commission for conciliation, mediation and arbitration (CCMA) or the labour court.

The second method to circumvent the provision is made possible by the ability to insert a third party between the labour broker and its client. All that will be required is that the third entity has direct control over the work of temporary staff.

What will be the position of labour brokers when the amendments are implemented?

If there is one thing government has succeeded in doing it is to drive the small bakkie brigade labour broking firms out of the market. Only the big labour broking firms have the financial resources and sophisticated legal teams required to indemnify clients under the deeming provision.

Almost 1300 small labour broking firms have already closed up shop since 2000 and more will follow. The primary beneficiaries are Adcorp and the other big labour broking companies. Adcorp already has a 12% market share and expects this to rise to about 30% after the labour law amendments come into force.

Beyond driving out small labour brokers, it would seem labour law amendments have failed dismally to achieve any of their primary goals. How did this come about?

Of all sectors in the economy, labour is one of the most difficult to regulate. There are always ways to circumvent regulations through clever commercial contracting. In the case of these labour law amendments, the big labour brokers have it sewn up.

Big labour broking companies effectively designed the labour regulations amendments. They ran a sophisticated lobby campaign through Capes (Confederation of Associations in the Private Employment Sector). Capes is a member of Business Unity SA which represented

COPING WITH LABOUR LAW AMENDMENTS *continued*

business during the negotiations on labour law change at the National Economic Development and Labour Council (Nedlac).

The ANC is well aware of the shortcomings of the new labour regulations but, as I said, they want to be in a position to tick their 2009 election promise box before the 2014 election.

What numbers are we looking at regarding full-time and temporary employees?

Temporary workers represent about a third of the employed labour force. This is up from only 10% in 2000. Breaking the numbers down, 8,9m people are in permanent positions, 2,95m are directly employed by companies in temporary positions and just over 1m are employed through labour brokers.

The SABPP/Cowan Harper response is as follows:

We assume that Loane Sharp, labour economist at Adcorp, was either being ironic or deliberately controversial in the interview with Stafford Thomas (Financial Mail, 13 – 18 Sept) on the subject of how employers will deal with the Labour Relations Amendment Act. Whichever, his views, which were presented as advice to employers, are simply not accurate and/or constitute a serious distortion of the legal position, and could thus mislead employers and the public.

In addition to doubtful quasi-legal advice, his views represent the type of employer approach that is tragically undermining the employment relations climate that is fundamental to productivity and stability in the workplace.

It is wholly inaccurate to glibly state that the remuneration of fulltime employees will be reduced by employers to the lowest common

denominator, being the income of the temporary worker, as a consequence of the LRA amendments.

The terms and conditions of permanent staff are governed by contracts of employment, letters of appointment and in some cases by collective agreements. Should employers attempt to reduce the remuneration of full time employees to the remuneration of temporary employees this would constitute serious breaches of those contracts of employment and/or the collective agreements.

This will invite a plethora of disputes and the employers will mostly lose those cases. The issue is fundamental and hence the view expressed is shockingly inaccurate. It is not the case, as Mr Sharp suggests, that the employee has the choice either to accept the reduction in pay or to resign.

The employer would have to consult with the employee on the intention to reduce pay and then ultimately, to force the employer's intention, would have to issue a section 189 notice of termination on operational grounds, and enter into a retrenchment process. The employer in this situation would be hard pressed to justify a termination for operational reasons and would most probably lose in any legal proceedings.

The second view expressed is that employers and labour brokers can easily circumvent the amendments in the LRAA which provide that the temporary employees after a period of 3 months can lodge a dispute against both the labour brokers and the client of the labour broker. Circumventions of statute are carefully considered by the Judiciary and they will not sanction circumventions where they are intended to defeat the purposes of a statute or are against social



COPING WITH LABOUR LAW AMENDMENTS *continued*

would have to have direct control over the temporary worker, thus the main employer would lose the right to give instructions to employees in the workplace.

But anyway, why go to all this trouble?

One of the root causes of the situation that some employers find themselves in over how to deal with the consequences of the Labour Relations Amendment Act is that over the years they have staffed core, permanent jobs with non-permanent employees. Genuine casual, temporary work and project work can still be legally and ethically staffed through the use of temporary employees, whether sourced through the so-called “labour brokers” or not.

Mr Sharp is quite correct in saying that one of the consequences of the Labour Relations Amendment Act is that the “bakkie brigade” has been driven out of business. This was one of the intentions of the Act, and it does away with the many abuses that occurred through the use of such brokers.

The way forward for employers is to examine their use of permanent and non-permanent labour and to ensure that permanent work is staffed with permanent employees who can be trained and motivated to deliver quality results.

Where non-permanent employees are needed in order to provide the flexibility that the modern organisation demands, those employees should be treated decently so that the workplace does not contain both “haves” and

“have-nots”, which create an inherently unstable situation, the results of which have been graphically demonstrated in South Africa over the past years. Employers must design new employment policies in the context of the LRAA. Responding with “the intent of circumvention” will lead to expensive and unnecessary litigation.

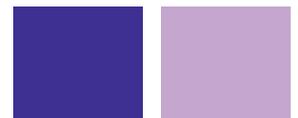


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HR SOLUTIONS HR INFORMATICS – THE KEY TO HR'S SUCCESS?

Having been invited to present a paper on the concept of HR Informatics early in 2013, while doing my research I was surprised at the limited amount of information available in this field. It seemed as if that was a relatively new and unexplored field within the area of Human Resources.

The term Informatics is really about providing the exact information needed within the business, to the correct people at the appropriate time without all the “noise” – the “noise” really being all the non-relevant data provided by traditional reporting, that often clouds the real issue. Essentially, informatics is the technology used to find the “needle in the haystack” – through careful data analyses. The important point here being is that informatics should present only the relevant high level information to the requestor and should always add value or significance to the process.

Finding the so called “needle” is achieved through “drill down” capabilities. So should the informatics dashboard indicate that the levels of absence are too high, the drill down capability allows the requestor to drill down by for example area or period right down to the transactional level to see where the root of the problem lies.

The stated goal of HR Informatics is to fully integrate HR with Information Technology through data. There is an essential need to transform HR data into information and then transform this information in knowledge. The value lies in being able to use this knowledge in the decision making process, which will assist the organisation in achieving its goals.

The foundation on which informatics stands is, as you would have guessed – your data. Herein lies one of the



major challenges that organisations are faced with – ensuring that they have a set of data whose integrity and accuracy is sound, as having this will enable you to:

- Analyse data from within the broader HR space from various angles from areas such as Payroll, Performance, Training, Absence, Attendance, IR etc.
- By analysing data from these various areas simultaneously, enables HR and line management to identify trends, perform more accurate predictive analysis and identify inefficiencies a lot easier and quicker.
- View your data in real time – the data represented in a week old report may not be relevant to the decision currently being made.

The down side is if the organisation's data is currently poor, all that informatics can then produce is a set of out of date, inaccurate results.

This of course leads to distrust in the organisation of the data HR is providing for the decision making process, leading to HR ultimately being ignored by line and possibly executive management. Remember that investing good money in bad data will ultimately just result in you ending up with very expensive bad data!

So how would an organisation go about implementing HR Informatics within the HR systems environment?

Most organisations that I speak to have all for the past 15- 20 years, through their normal day to day operations been collecting HR data from functional areas such as:

- HR Administration
- Payroll
- Absence
- Training
- Health and Safety and
- Performance

HR SOLUTIONS HR INFORMATICS – THE KEY TO HR'S SUCCESS? *continued*

What informatics now facilitates is the opening of the doors to analyse this data to identify various:

- Trends and patterns
- Inefficiencies and
- Predictive Analysis

As an example, informatics could provide the HR team with the ability to provide management with predictions regarding absenteeism over a forecast period per Division/Factory/Plant based on trend analysis of the previous ten years historical absence data over the same period. This prediction could then lead the business in making the right decisions regarding the use of contract workers over predicted periods of high absenteeism – a decision that could have positive financial implications when compared to trying to conduct this activity on an ad hoc basis.

A key point of informatics is that the results should be provided through an easy to interpret, real time dashboard type interface. A typical example is the use of “traffic light” type icons. A glowing red indicator on the Overtime Icon displayed on the manager’s desktop would clearly highlight that his team’s overtime hours submitted for the month (or year) have just reached ninety per cent of the budgeted amount, and as such requires immediate action.

This graphical means of presenting data is far more effective and efficient than the manager having to wade through various overtime reports produced by payroll that are generally received too late to take any decisive action on.

In summary

HR have for the past number of years been collecting vast amounts of data as part and parcel of their daily operations. HR Informatics now allows the organisation

to derive immense value from this data through various analytical processes, providing various stakeholders in the organisation easy to interpret results through a graphical dashboard.

* Rob Bothma is an HR Systems Industry Specialist at NGA Africa, a non-executive director and Fellow at the Institute of People Management and co-author of the 4th Edition of Contemporary Issues in HRM.

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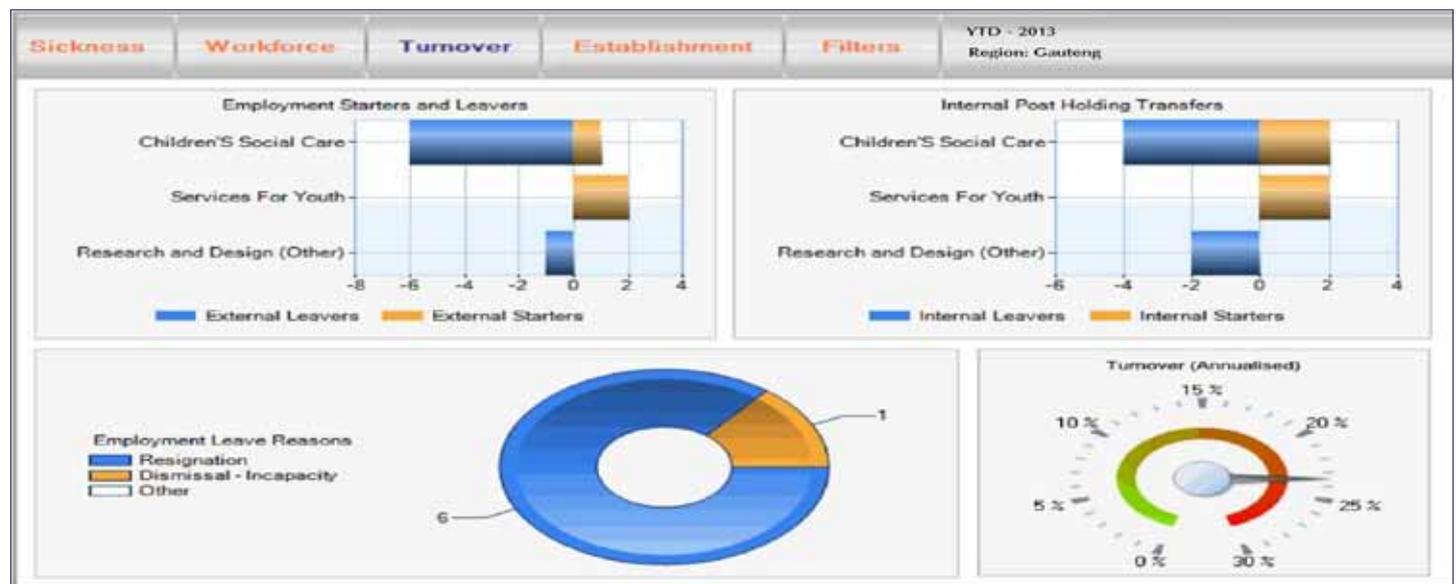
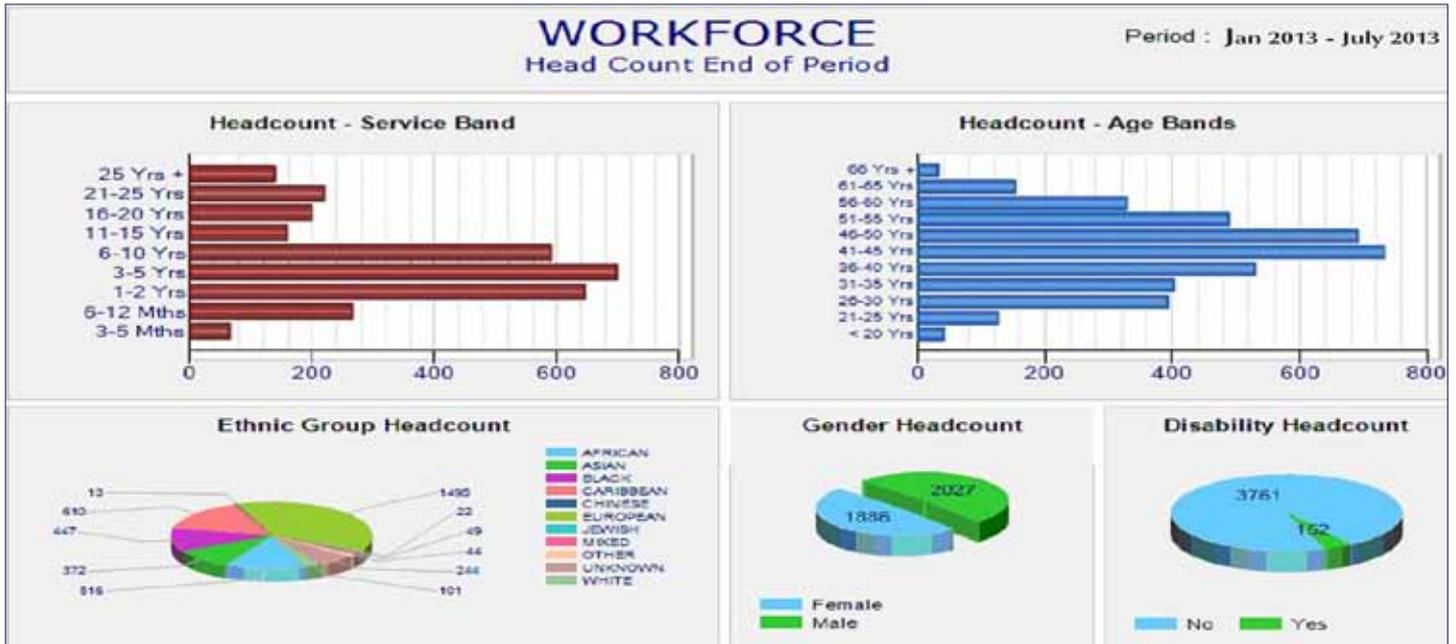
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Initiate Workflow

- Vacancy Management
- Employee Process
- New Starter - RD
- Employee Development
- Change Employee Address Det.
- Payslip Month End Process

Initiation Tasks

- Refresh
- Open
- Collect Employee Documents
- Employee Documents
- Employee TAFE/TA Info

Track Leave Dist Down

122

Average Age by Gender

Service By Gender

Workflow Items Summary

Workflow Item	Qty	Act	%
Deployment	80	4	133%
Discharge	42	30	588%
RE/Processing	110	18	88%
Monthly	60	4	88%
New Starter Workflow	40	4	100%
New Starter Workflow	24	4	200%
Employee Development	70	7	42%

Cases

Refresh

Feed not available

Query Tool

- Show Filter
- New Query
- Address Empty (Allocated)
- Address by Task and Post
- Audit Report
- New Account Change
- Check Vacancies
- Course Allocation
- Course Code
- Current Vacancies
- Employee Pool
- Employee State
- Leaves
- My View Page
- New Starter
- RD/ Reallocate
- Recruitment Media

Future Grid

Performance	Strong Performance		Star	
	Key Contributor	0	0	3
Acceptable	1	2	1	
	0	1	0	
Poor	0	1	0	

Potential

EE Distribution Map

Age Band Pie

Workforce Incidence

INCIDENTS	2011	2013	VAR
Accident	3	0	
Accident	0	4	
Incident	0	1	
Verbal Abuse	1	0	
Total	4	5	

We've had a busy and great successful month meeting training providers during our site visits as well as new training providers, sharing their business model and strategy. We are networking with other professional bodies and higher educational institutions like IMM Group on partnering on critical skills for Human Resources and related professional matters.

In the 3rd quarter of this year, we approved the following training providers as well as visited them for a full inspection in terms of their application details including the training material. This gave us an opportunity on sharing best practices and challenges in the industry.

New Training Providers



**Bakwena Training Institute - Mafikeng
Chartall Business College – Dainfern
Mind-the-Gap – Braamfontein
Boston City Campus
Siyanqoba Seminars (Pty) Ltd**

“Welcome to SABPP Family”

Our existing training provider Damelin has been awarded Full Learning Programme Approval for a non-unit standard based qualification, as well as Provisional Learning Programme Approval for FETC HR Management & Practices Support Level 4. A certificate has been given to Dr Phillip Kotze at a meeting where Naren Vassan (Head of Learning and Development) shared some insight into Quality Council for Trade and Occupation (QCTO), SABPP quality assurance processes and human resources trends in the industry, on the 27th September 2013.



FISA - FINAL INTEGRATED SUMMATIVE ASSESSMENT

We had several discussions and meetings with various training providers and stakeholders regarding the best method and approach for implementing FISA. We want to thank the following organisations for taking part:

Organisational Development
Internal (Pty) Ltd
Edutel Training Academy
Boston City Campus
Business Management Training
College
Maccavlei Learning Academy

And institutions that gave their
apology:

MSC Business College
DC Dynamic College
University of Johannesburg
Academy of York



UNIVERSITY ACCREDITATION

On 12th September 2013 the Higher Education Committee with academics from the industry and HR specialist visited Southern Business School (SBS) to perform an accreditation.

The visit was successful and an eye opener for some of the panellist to see the work we are doing in the Higher Education space. On the panel to the left you can see talking to SBS programme leaders.

TIME TO CELEBRATE – TO ALL SABPP APPROVED TRAINING PROVIDERS

Come celebrate an afternoon @ 12.30 with SABPP on 5th December 2013 at Regenesys Business School (Sandton) on recognising some of the providers, assessors and moderators on best practice and messages from stakeholders like Marius Meyer (CEO – SABPP) and Dr Linda Chipunza (Chairperson of the Quality Assurance Committee), SAQA and QCT. The funds raised from this event will be given to a charity such as "Disability / Children's Home / Food Hampers Institute.



TIPS FOR REVIEWING YOUR FIRST EMPLOYMENT CONTRACT

Finding your first position of employment is a paradox of immense elation and uncertainty. Here are a few tips to help you when you are reviewing your first employment contract.

1. Read your employment contract thoroughly. Make sure you understand all the terms and conditions recorded in your employment contract.
2. Make sure that your reporting line is clearly defined in your employment contract.
3. Try to obtain a copy of your job description/job profile. You could also request a copy of your performance scorecard/appraisal form so that you are able to review what duties you would be measured against when you start your new role.
4. Find out what are your core working hours.
5. Overtime: read the Basic Conditions of Employment Act 75 of 1997, to find out more about the annual earnings threshold applicable to overtime claims. This will not be applicable to you if there is a contractual entitlement to overtime.
6. Probation: most employers deem it necessary to extend a probation period to allow more time for development. Make sure that there are no unreasonable periods for the extension of your probation period.
7. It is important to understand benefits offered by the company such as medical aid, pension/provident fund, disability cover, group life cover, etc. Understand the company's policies on these benefits before you sign your new employment contract and know the percentage for each contribution. Conduct your own online research on these benefits.
8. Understand your income tax deductions and your monthly contribution. Register as a tax payer and obtain a tax number after you obtain your first payslip.
9. Understand your remuneration. Most companies use two salary package options either: (a) cost to company which is an all-inclusive package that an employer is prepared to pay for an employee and includes benefits or (b) basic salary which is the amount you earn before additional benefits are added to your salary. You can ask for a "mock" payslip so that you are able to review your salary after deductions have been taken off. Ask questions if you are unsure about anything pertaining to your remuneration. You can obtain further information on what a market related salary is from online salary surveys, job portals, recruiters, etc.
10. Sign-on bonus: make sure you understand the income tax deductions applicable.
11. Performance bonus: ask questions about the criteria for a performance bonus if this is applicable to your position.
12. Find out if the company will structure a 13th cheque into your salary package.
13. Make sure that you are not getting less leave days than those prescribed in the Basic Conditions of Employment Act 75 of 1997. Make sure you familiarise yourself with the policy for annual leave, sick leave, family responsibility leave, compassionate leave, etc.
14. Travel allowances: if your role involves travelling, find out about the company's policy pertaining to travel claims.
15. Relocation costs: if you live in another jurisdiction from the company's office find out if the company would consider assisting you with your relocation costs.



TIPS FOR REVIEWING YOUR FIRST EMPLOYMENT CONTRACT

continued

16. Find out if you are required to pay for parking on the premises.
17. Find out about the re-imbusement for cellular and data usage.
18. Bursaries: should you want to further your education/studying while working at the company, enquire about the bursary opportunities. Find out whether there is a “work-back” or “bonding” clause that will be applicable to you after completion of your studies.
19. If your employment contract refers to a policy and/or procedure that you are unsure about, ask someone from the Human Resources department or the hiring manager to explain the particular policy and/or procedure to you in more detail. For example: Performance Management Policy, Maternity Leave Policy, Bonus Policy, etc.
20. Professional memberships: find out if the company is affiliated to any professional memberships that you could join.
21. Secondments: enquire about local or international secondments. Find out more details if this would be applicable to your role.
22. If there are any variations to your main employment contract make sure this is recorded in writing in a separate addendum.

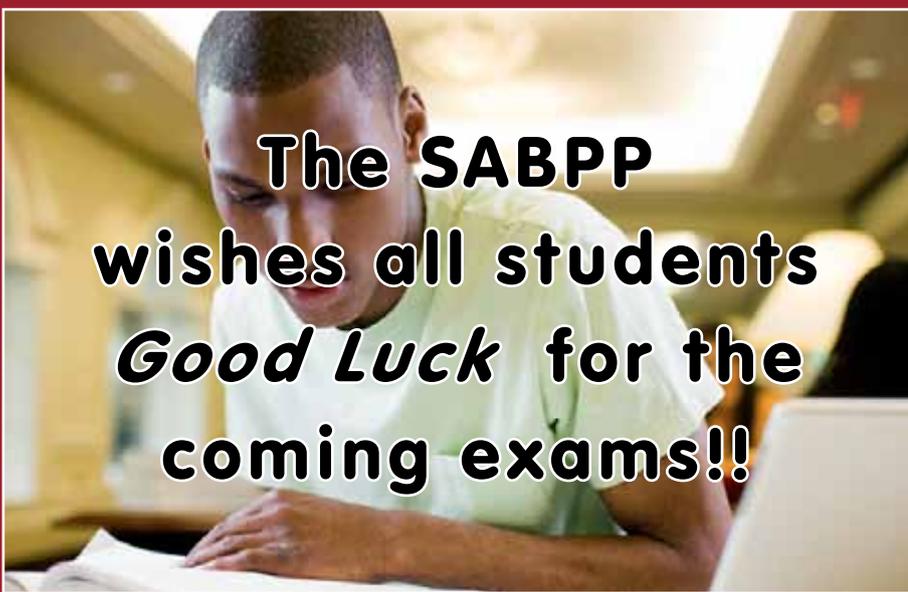
Considering the fact that you spend most of your life at work, it is critical to make the time to do in-depth research about your employment terms and conditions. Ask your prospective employer lots of questions so that your decision to accept or decline the job offer is an educated decision.

All the best with your future...

Olivia Eleanor Timothy is a HRD Practitioner at Werksmans Attorneys. LLB (University of Kwa-Zulu Natal) and LLM Labour Law (University of South Africa).

QUICK TIPS FOR HR STUDENTS

- Create a timetable - Budget your time wisely to ensure that you cover all the topics covered in the exam. Remember to take regular breaks and get out and exercise.
- Rewrite your notes to aid memory - Rewriting your notes is great if you're a kinaesthetic learner. Mind mapping is the most effective way of doing this. Also, when you re-write something, you will probably think about what you are writing, what it's about, and why you wrote it down.
- Find the right hours. - Don't study when you're really tired. It's better to get a good night's sleep after studying for a short time, than to push on at two in the morning.
- Don't cram - Cramming the night before is proven to be ineffective, because you're taking in so much information at once that it's impossible to memorize it at all — in fact, you'll hardly retain anything
- Different subjects call for different studying – Don't just read over it like you would for a history class, because you can actually do math, but you can seldom do history.
- Choose good surroundings and clothing - In your PJ's and your favourite t-shirt? With music or without? In your room or outside?
- Take breaks. - You need some time to have fun and it is better to revise when you are feeling relaxed than to exhaust yourself studying all day!
- Review your notes— When you are finished studying one page of your notes, before you move on to the next page, ask yourself questions relating to the material on that page to see if you have remembered what you just studied
- Ask for help - If you need help, ask someone who is good at these subjects. Friends, family, teachers are all good options.
- Be prepared on the big day - look at your notes before the exam so that the information is still fresh in your head.





HR INTERN (PARKTOWN): JANUARY – JUNE 2014

SABPP offers an opportunity for an HR student as an intern to report to the CEO, Marius Meyer. This is a wonderful opportunity for a top student to learn and work with HR thought leaders, authors, HR professionals, learning providers and students.



The purpose of this intern role is to learn about the application of HR management principles, standards and practices and to provide a support service to the CEO in fulfilling his duties. Key roles are as follows:

- Support the SABPP CEO with professional HR policies, practices,

services, administration and presentations for staff, students and members;

- Learning and applying the National HR Competencies, HR Standards and related projects.

The following competencies are

essential for the HR Intern:

- Administration and attention to detail: from contact to follow-up and follow-through
- Professionalism, proactive approaches and service delivery
- Communication and feedback (verbal and written)
- Report writing
- Presentations
- Sense of urgency, results and deadline driven (making things happen)
- Social media and computer skills (Word, Excel, PowerPoint, twitter, LinkedIn, Facebook)
- Relationship-building
- HR management functions and standards
- Self-management, customer service and teamwork
- Ethics, work ethic and punctuality

Only intern candidates meeting the following criteria will be considered:

- Top performing students with a three year SABPP accredited HR qualification (e.g. National Diploma or B degree in HRM, and studying towards or completed a four year qualification such as BTech or Honours);
- Student member of SABPP;
- Evidence of completed PowerPoint presentations;
- Good writing skills to draft documents, reports and presentations;
- Active participant in social media platforms with at least 100 followers on twitter.

Preference will be given to employment equity candidates.

For more information about SABPP, follow us on twitter @SABPP1 and our blog www.hrtoday.me

CVs and applications outlining your vision, skills, commitment to customer service, ethics and work ethic should be submitted before 15 November 2013 to executiveoffice@sabpp.co.za.

MEETING A PROFESSIONAL BODY

On the 10th October we had the pleasure of meeting Clive Ashpol (Education and Training Department) of ESTATE AGENCY AFFAIRS BOARD sharing on "Benchmarking: Implementation of CPD". This conversation has encouraged a further meeting which will take place in November/ December 2013 to discuss various matters on inspection (site visit) / applying people skills such as conflict / negotiation, etc. for Estate Agents.

Picture is: Naren Vassan - Head of Learning and Quality Assurance (SABPP) and Clive Ashpol (Education and Training Department) of ESTATE AGENCY AFFAIRS BOARD



UPDATE ON SITE VISITS ON TRAINING PROVIDERS

We have performed site visits with the following training providers (refer list below). It has been very successful and general observation is that most of the training providers demonstrate the application of their Quality Management Systems (QMS).

- Maccauvlei Learning Academy (Alberton)
- Birnam Business College (Braamfontein)
- EduFix (Mafikeng)
- Dionysus (Durban)
- SANDEF – Personnel School
- Vuyani Management Consultants (Northcliff)
- African Leadership Academy Group (Woodmead)
- DC Dynamics College (Mafikeng)
- DNA (Randburg)
- Jeppe College (Johannesburg)
- Regenesys School of Public Management (Sandton)
- MANCOSA (Durban)

Training providers and their staff



REFLECTIONS OF SABPP VISIT @VUT

“The visit was very interesting, we got to meet the man that wrote most of the textbooks we use”

P Ndalasi

“It’s a fact that the SABPP will look after registered individuals for a period of 40 years”

NM Phakade

“I have learnt that it is important as a student to join the SABPP so that they can learn and behave professionally”

T Sehume

“Mr Meyer spoke about how technology has affected our lives, if organizations consider using more technology this would result in the increase of unemployment “

NB Belani

“I have learned that it is very important that HR department has rules.”

K Mayongo

“HR Is very interesting and I found out that the SABPP does help people to find job”

M. Pole

“This was such an eye-opener, I got to understand HR from a more practical perspective and that was very interesting for me, as we used to theory”

P. Motsoane

“HRM is a very exciting and diverse career, the SABPP presentation has taught me how I can grow in this career”

P Mahabane

“SABPP seems to help the HR Departments to sing in the same voice”

B. Zungu

“I loved when Mr Meyer said “ the world owes us nothing” – this is a reminder to everyone that what becomes of you is entirely up to you so we need to make things happen for ourselves”

MM Makhananesa



Durban

National HR Standards Briefing



Hosted by SABPP and *HR Future*
28 November 2013

IMM Business School

245 Northridge Rd (corner Valley View Rd) Morningside



At this event, you will:

- 1 Be briefed on the new HR Standards for SA.**
- 2 Hear Case Studies on some of the Standards.**
- 3 Engage in Q & A sessions on implementing each Standard.**



BACSA CALLS FOR AN INTEGRATED APPROACH TO REDUCE CRIME IN SOUTH AFRICA

BACSA calls for an integrated approach to reduce crime in South Africa. Commenting on the annual 2012/13 crime statistics released in Pretoria by the Minister of Police, CEO of Business Against Crime South Africa (BACSA) Adv Simi Pillay-van Graan said:

“BACSA is concerned about the high rate of crime, which continues unfortunately to be unsatisfactorily high. While significant efforts are being made by Government to address it by focusing on effective law enforcement, the dynamics surrounding the rate and type of crimes that are prevalent are dependent on many factors, including social conditions such as poverty, loss of employment and lack of family support amongst others.

We strongly believe an integrated approach involving most government departments, generous participation from business’ and communities is the only way to change the situation drastically.

Business participation is critical to enabling an effective strategy to combat crime nationally, and as a united front we plan to continue to provide government with the support it requires to address crime. BACSA appeals to businesses who are not involved in fighting crime in the country to come on board and strengthen Governments’ hand. The role of business in supporting the criminal justice system is important not only because it is imperative that

all incidents of crime are reported, but due to the need for proper or reasonable security measures to protect property and person.

BACSA is proud to see that the non-ferrous crime combating committee is bearing fruit. Alongside the SAPS and state owned enterprises such as Eskom, Telkom and Transnet, BACSA has driven this initiative since 2004. BACSA’s business partners made significant investments in this initiative which shows that there is a definite need for a Public-Private Partnership to effectively deal with crime.

Although there has been increase in small businesses in the country which means there is a larger base, we are concerned about the rise in the number of small business robberies.

Small businesses are an easy target for criminals considering most keep their operational expenses to a minimum and cannot afford high levels of security. To alleviate this, BACSA is involved in an initiative to design a cash management system specifically for small businesses which is safe and cost effective. We are also exploring various other security measures appropriate for small businesses, which will be piloted soon. Visible policing around small business is essential, but we also believe Small Business Associations should involve law enforcement agencies as a key stakeholder to prevent them from becoming victims of crime.

Truck hi-jackings have gone up considerably. It is an area of concern by business and has been raised with BACSA over recent weeks. It is directly related to the illicit economy in the country. BACSA is in the process of having discussions with big businesses that are subject to truck hi-jackings to develop an



BACSA CALLS FOR AN INTEGRATED APPROACH TO REDUCE CRIME IN SOUTH AFRICA *continued*

anti-hi-jacking strategy. This will focus on stabilizing and eradicating the illicit economy in South Africa.

Corruption continues to be a problem. In the same way that it takes at least two parties to commit a corrupt act, it will take two parties to curb the problem.

Crime thrives on opportunity, and we need to identify and curtail those opportunities which most commonly lead to crimes occurring.

While Government is guided by legislation and law enforcement policies, business has a responsibility to ensure that it does not become a catalyst for criminal conduct indirectly. Good governance is critical, along with responsible leadership, to ensure that any form of unethical conduct, dishonesty or criminal conduct does not have an opportunity to thrive.

As more people participate, crime control becomes more effective, the fear of crime reduces and the quality of life improves. As a result, we are actively involved in a number of projects which focus on community participation. Community Police Forums (CPF) for instance are an integral part of the national approach to crime prevention and safety. We encourage members of all communities to join their local CPF, and to establish parent based anti-crime forums at schools because awareness is one of the most powerful measures of prevention.

BACSA strives to make a positive impact through its strong partnerships with Government, the SAPS, The Department of Justice and the Department of Correctional Services.

Our message remains, that crime is something we all need to tackle together.”

ADV. SIMI PILLAY-VAN GRAAN

Please visit our website: www.bac.org.za to watch a YouTube video and listen to an audio clip where Adv. Simi Pillay Van Graan unpacks the crime statistics.

SABPP encourages HR practitioners to advocate for their organisations to join BACSA and make a constructive contribution to solving the huge problem of crime in South Africa, which impacts very adversely on both employees and employers.

WORK PERMITS – CONTINUED

Following the article by Julian Pokroy in October's HR Voice, the Minister of Home Affairs has announced that the validity of intra-company transfer work permits will be extended from two years to four years. She said "I believe that two years is too short a period for professionals and for newly established branches of major corporations. Our policies and regulations will have to change in response to these new models of work."

She also expressed a concern that such intra-company transfers were not including a skills transfer element. "Many [applications] lead to a situation that suggests South Africans will never meet the requirements to do these 'specialist' jobs. I do want some discussion of a plan to build skills in South Africa."

