

THE STATUTORY QUALITY AND STANDARDS

BODY FOR THE PEOPLE PRACTICES PROFESSION



# SABPP

ANNUAL REPORT

# 2010/2011



SOUTH AFRICAN BOARD FOR PEOPLE PRACTICES

## The end of an era

Huma - CONGRATULATIONS – on achieving a milestone 21 years of committed, dedicated and passionate service to the HR profession! (SABPP EXCO)

As 2010 draws to a close we are challenging the profession to brace itself for a time of transition – a time for transformation.

It is never easy to pass through the waters of change albeit that they bring renewal and a new perspective; especially when you write a farewell message for a woman of significance; a woman of character and woman who has sacrificed much for the HR Profession. It is with sadness that Elizabeth and I and fellow board members bid farewell to a “stalwart” and pioneer of the South African Board for People Practices.

On behalf of EXCO and the SABPP; we took a few moments out to meet and interview a humble leader, who has lead the SABPP as Registrar and CEO for the past twenty-one years. We asked Huma to share her lessons learned over the years; we were deeply



Chairpersons (Gary / Wilhelm / Ray / Ivan / Prof Nicky and Elizabeth) and the role that they played in her own growth and development within the SABPP. “They taught me the basics of professionalism; they lived the values of professionalism”. Huma reflected on Wilhelm, Ray and Ivan, all of them still visited, valued and consulted long after their tenure as Chair was over, men of wisdom, balance and great integrity. “Prof Nicky is a dear friend to me; and I will always remember Elizabeth for her impeccable integrity.” I know it is difficult to achieve this in today’s world, but somehow Elizabeth understands its importance and is making a difference in our country when it comes to integrity and ethics!”

Huma commented on the proud moment when the SABPP was accredited as the ETQA body for the HR Profession; “It was not an easy journey establishing the Board as the ETQA but I strongly believed it was in the interest of the HR Profession. Today the ETQA is being run with excellence and integrity and I especially relied on people like Sakkie, and today, Karen and Sunette to establish our ground rules and run a credible ETQA”

When asked to comment on leadership, Huma simply responded: “I do not see myself as a leader; I serve my profession as a mother would serve her children. I have to set a good example – I have to care with everything in me and place the needs of the profession before my own” We were deeply moved by this analogy, because we were sitting in front of a picture of true humility; true leadership – a mother who loves to the very end.

moved by the responses and hereby pay tribute to a women of stature:

“It all started in 1989; I knew it was a God placement, but I had no idea what I was letting myself in for. I did want a position where I could fly; could make a difference, could be involved with something that had the potential to uplift and inspire.” remarked Huma. “The SABPP not only met my expectations, but became the place where I grew to understand this unique group of people, the HR fraternity, people with the greatest of hearts.”

During our discussion Huma mentioned the incredible influence of each of her



We asked Huma to reflect on her greatest achievements: "For me two things stood out - firstly achieving that Masters degree – wow!" exclaims Huma with her hands in the air. "Secondly handing over a grounded, credible and growing organisation and being able to bring it to a place where it is poised for new beginnings!"

Huma reflected on the following challenges for the profession: "The profession has low self-esteem; we must challenge the HR fraternity to understand and embrace their pivotal role. We must turn the hearts of HR professionals and instil pride in the professional contribution they are capable of making. The fact is that this profession, more than almost any other, can make a difference in our country. We must lead by example, stand up for principles even when it costs something and value ourselves as do other professionals like Engineers, Accountants, Lawyers and Doctors....etc. HR professionals must take pride in their contribution; acknowledge that they are accountable and choose to be ethical. HR is a young profession and it must continue to defend its right to be acknowledged, by adding value to each and every task where they are required to give input!"

"We look forward to exciting times! We must engage with Government – move out of the office and go and see people; we must accept every opportunity to present. We need to setup our candidateship programme and involve our Mentors more in the development of these young HR minds. We need to move closer to the academia and bring the voice of the practitioner into the very walls and foundations of our academic institutions. We must set higher standards for ourselves and better practices for the profession as a whole. Let us rather aim too high!"

As a final message to the profession, Huma added: "Lift up your heads and see the IMMENSE value that you can add and be proud of the PROFESSION!"

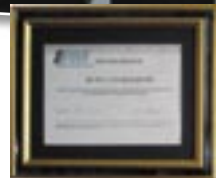
Huma's message for her successor: "We must live what we talk – the foundation of the SABPP is professionalism. I have learned from our newest member, Dr Johan du Toit the very importance of power and love – to set the ideal, to show the way; to do what is good and real and honourable!"

Elizabeth and I challenged Huma become Mentor to her new successor. Huma, responded: "Could I? ... I would love to."

Huma, on behalf of the SABPP and the HR Profession we SALUTE you for your passion and thank you for making a difference to each every HR practitioner out there!

**E Dhlamini-Kumalo**  
**Chairperson**

**M Glensor**  
**Vice Chairperson**



*How on earth do I begin to thank all those who have shaped my thinking, contributed their time, made themselves available at the drop of a hat, supported me in the battles we fought, gave unstintingly of their time, guided me in thinking through the issues, forgave my mistakes and were there for me over the years. Chairpersons, Board Members, Committee Members, Mentors and Friends you were always appreciated. I am so proud to have known you, served you, loved you and sometimes shamelessly used you! Dear registered professional, HR is a great profession – it has delivered great sons and daughters. Be proud of being part of it!*

*Above all I need to thank my God for giving me this extraordinary opportunity to serve. He kept me standing, He held my hand, He picked me up and dusted me off, He gave me plans in the nightwatches. He, Oh He, is worthy to be praised.*

*Huma*

## ANNOUNCEMENT!

### Introducing new Board Members of the SABPP

The SABPP proudly announces the appointment to the Board of the SABPP of four new Board members to fill existing vacancies. We believe each of them brings unique skills and expertise to the Board to assist in this time of rapid growth and expanding horizons.



#### **Palesa Tyobeka**

BA, UED (Fort Hare) ; B Ed (UNISA),  
Dip TESOL (London) MA TEF  
(Reading).

Palesa Tyobeka is the Deputy  
Director-General: Teachers,  
Education Human Resources and

Institutional Development and was among the first to be appointed to the national Department of Education after the advent of democracy in 1994. She has served in key positions and is currently heading a critical branch focusing on teacher capacity, development and conditions of service. Mrs Tyobeka trained as a teacher at the University of Fort Hare where she majored in English and psychology. After teaching for several years she moved to the South African Institute of Race Relations' Education Information Centre. In 1983 she joined the English Advisory Services, which she headed between 1987 and 1994 before she moved to the national education department. Palesa holds a master's degree in the teaching of English from the Centre for Applied Language Studies at Reading University in the United Kingdom; a diploma in the teaching of English as second language from the London Institute of Education, specialising in materials development; a BEd from Unisa and a host of certificates, including a certificate in public administration from the University of Pretoria.



#### **Dr Phasoane Mokgobu**

BA, BA (Hons), MA and PhD  
Administration (UP)

Dr Phasoane Mokgobu is the  
Senior Manager Employee  
Relations, Human Resources  
in Armscor. He joined Armscor

in 1996. Dr Phasoane Mokgobu has also worked as Public Relations Officer, Business Development Manager, in a variety of industries ranging from ICT, Defence Industry, Financial Services, and Retail and has also Lectured Politics and Governance, Political Science and Masters Programme in Political Policy at both Tshwane University of Technology and University of Pretoria. Phasoane is a Master HR Practitioner and HR Mentor of the South African Board for Personnel Practice (SABPP). He is also an assessor and moderator. He is currently the Chairman of Institute of People Management (IPM) in Pretoria, and also serves on the IPM Board and South Africa Institute for International Affairs, Pretoria.



#### **Dr Linda Chipunza**

BA Degree, Certificate in  
Education (University of  
Rhodesia), MA Tesol (Edinburgh)  
D Phil et Litt in Applied  
Linguistics (UNISA)

Dr Linda Chipunza is the head of the centralized Learnership office for FNB. She started off as a teacher in a number of secondary schools, teaching English and History. From there she was appointed to teach in a number of Teacher training and vocational colleges. Linda then joined the University of Zimbabwe where she taught applied linguistics and communication skills in a number of faculties ie Science, Engineering, Commerce, Social studies and Law. This was with a view to preparing university students for the world of work. She was then appointed as Director of the Teaching and Learning services at the same university a position she held until her translocation to South Africa in 2004. In South Africa, Linda joined FNB as the registrar of learning responsible for the curriculum. From there she became head of consumer education for Branch Banking and was then invited by the Shared Services division to start a learnership unit. Linda currently works in Strategic HR where she is the head of the centralized Learnership office for FNB.



#### **Prof David Akkinusi**

BSc (Hons)(Ibadan),  
MBA (Lagos) and PhD in  
Organizational Development/  
Behaviour (Case Western  
Reserve University, USA)

Prof Akkinusi is the Research Coordinator and Professor at the Graduate School of Business and Government Leadership at the North West University, Mafikeng Campus. Prof Akkinusi is registered with the SABPP as a Master HR Practitioner. He has 30 years of university teaching experience, taught at the Universities of Lagos, Swaziland, Fort Hare, University of Venda and now at the North West University in human resources management, industrial relations, organizational behaviour, organizational development and research modules at undergraduate and graduate levels. Has vigorously undertaken executive development programmes and has created many professional and capacity building programmes. David has supervised more than two hundred research projects at Honours level, MBA dissertations, Masters (7) and PhDs (2).



# ANNOUNCEMENT!

The SABPP is proud to introduce our new CEO  
– Marius Meyer

sabpp.co.za astd.co.za za.egnnet.co.za sajhrm.co.za  
lemar.co.za roionline.co.za



The new CEO

**Key focus:** Professionalism

**Personal Vision:** Making a difference - Doing my piece for a peaceful and productive society

## VALUES

*Passion* - For People and HR Profession

*Innovation* – Creating new things

*Ethics* – Live by Integrity

*Client focus* – Exceeding expectations

*Excellence* – Give my best to achieve outputs

## COMPETENCIES

HRM, HRD, OD, HR Strategy, Process Management, Leadership, Quality Management, Governance, Change Management, Relationship-building, Stakeholder Engagement, Risk Management, Problem-solving, Creativity, Innovation, Business Strategy, Influencing, Writing, Communication, Presentation, Systems thinking, People skills, Teamwork, Benchmarking, Policy Development, Monitoring and evaluation, Analysis, Interpretation, Feedback, Model-building, Project Management, Facilitation, Consulting, Mentoring and Coaching, Execution, Customer Satisfaction, Research

## Roles and Contributions

HRD Practitioner

HR Consultant:  
Lemar/ROI  
Online

HRD Academic  
and Leader: UJ

Author

HR Conference  
Speaker

HR board  
member:  
SABPP ASTD

## Outputs (1994 – 2010)

- Designed/facilitated more than 50 learning programmes/workshops
- Delivered academic work for 11 higher education institutions
- Assisted more than 3000 HR students to obtain HR and business qualifications
- Consulted to 93 organisations (HR/HRD/OD/strategy/leadership)

- Written/edited 15 books, 86 articles and 12 national HR/HRD research reports
- Presented 127 conference papers on 4 continents
- Build, serve and lead the HR profession in 6 professional bodies/societies (3 presidential awards – IPM/ASTD)
- Managed the planning of 40 HRRI research projects/outputs



*Elizabeth  
Dhlamini-Kumalo*

The year 2010 has been an exciting year for SABPP. Not only did we experience extremely positive membership growth, we also managed to position and grow the HR profession. We started the year with a strategic session reflecting on past successes,

but decided to address current and future challenges in articulating a new vision for the SABPP. The new vision encapsulates moving closer to HR practitioners and delivering more value-added products and services.

While CPD is an essential component in any profession, participation in our CPD programme has not been as good as we would have liked to see. The challenge remains to convince HR practitioners to document and manage CPD, and report it back to the board. HR practitioners are so busy developing other people, that they sometimes neglect their own development.

SABPP has been involved in a number of quality assurance visits at universities this year, and we will continue with this process next year. As the statutory quality assurance body for HR mandated by SAQA, the quality of HR higher education and learning provision is of paramount importance to SABPP. This year, we have continued to grow our quality assurance work with Providers who are either accredited by the SABPP or have Learning Programme Approval (since HR is not their primary focus). The ETQA is particularly excited to be undertaking the quality assurance of a number of new HR learnerships, two of which (totaling nearly 200 learners) have the SANDF as the employer/workplace. We also continued providing inputs on key issues nationally, such as the SAQA draft policy on professional bodies.

A highlight this year, was the launch of the Learning and Development Initiative (LDI), a forum created to enhance the learning and development sub-field, given the fact that

learning and development is the strongest of all our specialised areas in South Africa. Under the leadership of Peta Horn, the vision, mission and key principles of LDI have been created, and plans are in place to launch exciting learning and development projects next year.

During 2010, the research wing of SABPP, HRRI has grown from strength to strength with several outputs achieved and dozens of research projects registered. We would like to encourage you to share these publications with your staff and management. Some of the key outputs were as follows:

- Comment on the King III Report and Code on Governance for South Africa: HR – The Way forward
- The nature of HR professionalism in South Africa
- Wisdom from HR Mentors (book jointly published by HRRI and Knowledge Resources)
- HR Risk Management
- Best practice papers in eight areas of HR specialisation (in progress)

The above publications have been very well received in the market. We would like to thank all universities who participated in the best practice paper series, especially the University of Johannesburg, University of South Africa and Tshwane University of Technology. The unique model we employed was for the university lecturer to manage the work of an HR consultant and HR practitioner, as a tripartite team working together on these series of papers. Not only does this ensure a high quality inclusive end-product, it breaks down barriers between the academic world and the workplace, and thereby promoting HR professionalism in South Africa. Another highlight was the launch of our series of articles for our website.

One of the most significant developments for the board this year, has been the decision to

form alliances with key stakeholders in the South African HR environment. SABPP subsequently established relationships with three important bodies:

- ASTD Global Network South Africa
- Executives' Global Network South Africa (HR Directors Forum)
- HRD Universities Forum

ASTD Global Network South Africa is the official local branch of the American Society for Training and Development (ASTD). It is the largest training association in the world. Executives' Global Network South Africa (affiliated to the parent organisation in Denmark) is a high level think tank where HR directors meet in order to discuss challenges they face. The HRD Universities Forum is a consortium of HRD academics from 17 universities collaborating on curriculum development and research. Working with these institutions strengthens SABPP in certain areas, and positions us to add more value to our registered HR practitioners in future.

As we go to print, two further Memoranda of Understanding have just been signed with:

- Coaches and Mentors of South Africa (COMENSA)
- International Society for Performance Improvement (ISPI)

As part of being visible and in order to move closer to practitioners, we arranged several professional review seminars, not only in Johannesburg, but also in Cape Town and Durban. Next year, we would like to visit more cities in order to interact more directly with HR practitioners throughout the country. We thank all HR practitioners who participated in our strategic direction survey. We have analysed the results and will start implementing your recommendations next year.

The year 2011 presents several milestones for SABPP. We will start the year with a new CEO as Huma is retiring. Many of our HRRI research projects will culminate in publications, and the new strategy of SABPP will be implemented. We will be more visible in the market than before, and we want to engage with practitioners, consultants, providers and academics to assist us in promoting HR professionalism in South Africa. In particular, HRRI is positioned to deliver cutting-edge research, and we would like to encourage you to join an HRRI research team, or to convert some of the excellent work you do into case studies or other publications for SABPP.

We thank you for your help and support in building the HR profession. A special word of thanks to all HR practitioners and other stakeholders who engaged with us this year.

The hard work of all board members, members of sub-committees, and the SABPP mentors, is acknowledged. The SABPP is as strong as its members, thus your active involvement in SABPP activities is of paramount importance in helping us moving forward in the national interest.

The professionalism of our registered practitioners as champions for the HR profession is of utmost importance in ensuring that we all live and work with passion, dedication and commitment when applying the HR body of knowledge to our unique South African challenges.

This was indeed a great year and all thanks to each and every one of you, in particular the Board and the Office Staff. What a great team! Have a great festive season, be safe and take care of your loved ones. Let us look forward to an even greater 2011.

**Elizabeth Dhlamini-Kumalo**  
**Chair : SABPP**



*Huma  
van Rensburg*



*Helen Pimental*



*Kathleen Beckett*



*Silindokuhle  
Chonco*

## The SABPP ETQA

It has been four years since my nomination as Chair of the ETQA committee, and my goodness, how time flies when you are having fun! So it is with a great deal of sadness, and pride, of course that I reflect on this year's ETQA review for the final time.

The year that was 2010, has been a very successful one for the ETQA unit. We are proud of our accredited providers who continue to deliver high quality learning. We are equally impressed with workplaces whose innovation around learnership implementation continues to set high standards for future practice.

A case study worth mentioning is the first HR Learnership for Diploma candidates which started in 2009 with a reputable financial institution as the workplace, 19 employed candidates and one of our accredited HEI's as the provider. The success of this learnership is attributed to the following:



*Michelle Ally*

Provider conducted an Orientation BEFORE the start of the programme – line managers were also invited and expectations, roles and responsibilities were discussed and clarified COLLECTIVELY;

Candidates were NOT nominated, but willingly volunteered to be a part of the programme – quite often nominated learners are 'prisoners' or 'passengers' in the learning process and this creates a degree of negativity as motivation value is low;

An enabling selection process, which included CV screening, interviews and formal debriefing of results – quite a few candidates were selected for the Certificate programme and have supported an additional programme to begin in 2011;

A very committed and passionate Project champion within the workplace ensures continued resources, workplace support and encouragement;

A one day orientation for coaches and mentors was held at the start of the programme – coaches and mentors also committed to attending a one hour briefing session of each module and assessment at the start of each contact session, and this attendance continues to date;

Regular progress reports and meetings guarantees that all grey areas are addressed promptly – this enables issues to be clarified proactively.

The Learnership will end in August 2011 and the ETQA looks forward to the external moderation and verification process. It will be exciting to certificate the first ever Diploma HR Learnership candidates in South Africa!

I would like to take this opportunity to thank the ETQA team for their participation and support of our activities in 2010. A special acknowledgment to Karen Hinrichs and Dr. Sunette van der Walt who have worked very hard this year and whose efforts continue unabated.

And a personal thank you to Huma van Rensburg for giving me the opportunity to make a difference in our fraternity in the last four years. It has been a wonderful ride!



A strong awareness of the programme marketed and presented at various inhouse platforms BEFORE the start of the programme – all stakeholders were informed and even promoted the programme within their units;



## HR Qualifications and Learnerships

The contribution that HR can make to the bottom line of any organisation is widely recognised. The increase in the enrolment figures for the SABPP HR qualifications, including learnerships, underlines the renewed interest of organisations to employ competent HR

people. Learnerships, with both theoretical and practical components, are specifically designed to equip learners with the necessary HR knowledge and skills.

The table below reflects the Learner enrolment and achievement figures per sector for the period October 2009 to October 2010:

Sector	Learner enrolments	Learner achievements
<b>Department of Defence</b> • HR learnerships (L4)	188	
<b>Department of Education</b> • HR learnership (L4)	100	
<b>Department of Labour</b> • HR learnership (L4)	19	
<b>Insurance</b> • HR learnership (L4)	4	
<b>Pharmaceuticals</b> • HR learnership (L4)	10	
<b>Mining</b> • HR Qualification (L4)	20	26
<b>Banking</b> • HR Qualification (L5) • HR Learnership (L5)	40	19
<b>Public Courses</b> • HR Qualification (L4) • HR Qualification (L5)	34 49	125 46
<b>TOTAL</b> • HR Learnership (L4) • HR Learnership (L5) • HR Qualification (L4) • HR Qualification (L5)	321 19 54 89	151 46

## SABPP Qualifications, including learnerships

The SABPP quality assures the following qualifications:

- FET Certificate: Human Resources Management and Practices Support
  - o ID: 49691 recorded as a learning programme against ID: 67463 NQF Level 4
- National Diploma: HR Management and Practices
  - o ID: 49692 recorded as a learning programme against ID: 61592 NQF Level 5
- National Certificate: Productivity
  - o ID 49793 NQF Level 5
- National Diploma: Productivity
  - o ID: 49794 NQF Level 5
- National Diploma: Disability Employment Practice
  - o ID: 58802 NQF Level 5
- National Certificate: Generic Management: Skills Development Management

- o ID: 66069 recorded as a learning programme against ID: 59201 NQF Level 5
- FET Certificate: Human Resources Management and Practices Support
  - o ID: 67511 recorded as a learning programme against ID: 67463 NQF Level 4

Three of the above qualifications are also registered as Learnerships

- FET Certificate: Human Resources Management and Practices Support (ID 49691) NQF Level 4: **21Q210014331404**
- National Diploma: Human Resources Management and Practices (ID 49692) NQF Level 5: **29Q290032402495**
- National Certificate: Productivity (ID 49793) NQF Level 5: **13Q130049161245**

**Dr Sunette van der Walt**  
**SABPP ETQA**



*Dr Sunette vd Walt*



*Karen Hinrichs*

## AQP for QCTO

### SABPP: Acting as Assessment Quality Partner (AQP) for Quality Council for Trades and Occupations (QCTO) Qualifications by Karen Hindrichs

The SABPP has been involved in a number of pilot occupational qualification development projects. **Occupational qualifications** define the learning requirements for occupational competence - to achieve occupational competence, there are three learning components:

- Knowledge and Theory
- Practical Skills
- Work Experience

The QCTO's model of quality management sees quality as the responsibility of two Quality Partners:

- **Development Quality Partner (DQP):** the design and development of curriculum frameworks
- **Assessment Quality Partner (AQP):** the design and development of assessment processes including qualification assessment specifications and a final, external assessment which is nationally standardised.

The SABPP has conducted the first external assessment ever for **Foundational Learning Curriculum (FLC) Facilitators** – 35 learners were trained, through the MQA, as either FLC Facilitators – Maths Literacy or FLC Facilitators – Communication. The external assessment required the learners to produce a Portfolio of Evidence comprising a broad learning programme plan, a lesson plan plus supporting resources and an integrated reflection report. The learners also had to submit their work experience logbooks which had been signed off by a supervisor in the workplace itself. A second cohort of learners has already commenced with the FLC Facilitator qualification (again through the MQA).

The external assessment for the **Occupational Trainer** qualification (which is going to be piloted early in 2011) is quite different - this will involve the preparation and delivery of a 15 minute presentation based on a learning intervention selected from the candidate's own learning and experience. Since each candidate's work experience will be unique, the assignment set can always be the same, but will always result in a unique presentation.

A panel of three to five assessors will be appointed by the SABPP. This will include one technical/subject matter expert and the remainder will be SABPP registered (external) assessors. The chairperson will be responsible for the management of the assessment event and recording and reporting back on learner achievements to the SABPP. A moderator may attend as an observer.



The panel will observe the presentation. At its conclusion, questions of clarification will be applied to any part of the background and context which is unclear. Then, each member will ask a question/s as assigned by the Chairperson. After each question, an additional sub-question might be used to elicit a fuller answer, if the first response is very limited.

The panel will follow up the presentation with probing questions. These questions will vary and will therefore not be predictable, so, no candidate can train themselves/be trained to deal with all possible combinations of questions, except by actually becoming competent!

To avoid predictable questions, the SABPP will design an item bank of probing questions for each of the six agreed categories. The SABPP will use these to construct a unique combination of items each time it is required.

The panel will evaluate each presentation (using a rubric which has already been designed) according to the following three categories, totalling 40% of the assessment:

Categories for evaluating presentation	Weighting
Structure	15%
Communication with audience	15%
Coverage	10%

The remaining 60% will be allocated in relation to the responses given to six probing questions asked by the panel, using one question from each of the categories listed below:

Categories for probing questions to be asked	Weighting
• Identified training need and target audience	5%
• Planning and preparation	10%
• Training methodologies, techniques and learning activities	15%
• Formative and summative assessment	10%
• Learner evaluations and reporting on training intervention	5%
• Lessons learnt from reflection and self-evaluation	15%



## SABPP Finances

BALANCE SHEET				
At 31 December 2009				
ASSETS	2009 R	2008 R		
NON-CURRENT ASSETS				
Tangible assets	114,592	188,950		
CURRENT ASSETS				
Accounts receivable	162,558	51,237		
Deposit	22,200	2,200		
Cash and cash equivalents	754,735	592,189		
	939,493	645,626		
TOTAL ASSETS	1. 054.085	834,576		
RESERVES AND LIABILITIES				
RESERVES				
Retained surplus	1,374,397	1,371,336		
HRRI – retained surplus	11,157	51,170		
ETQA - Accumulated deficit	(1,027,130)	(1,153,663)		
	358,424	268,843		
NON-CURRENT LIABILITIES				
Long-term Liability	-	63,728		
CURRENT LIABILITIES				
Current portion of long-term liability	62,677	65,940		
Accounts payable	632,984	436,065		
	695,661	502,005		
TOTAL RESERVES AND LIABILITIES	1.054,085	834,576		
STATEMENT OF CHANGES IN RESERVES				
For the year ended 31 December 2009				
	General Fund	HRRI	ETQA	Total Reserves
Balance 1 Jan 2008	1,027,287	86,860	(895,645)	218,502
Surplus/(deficit) for year	344,049	(35,690)	(258,017)	50,342
Balance 1 Jan 2009	1,371,336	51,170	(1.153,662)	268.844
Surplus/(deficit) for year	317,715	(40,013)	(188,122)	89,580
Development costs (ETQA) borne by SAPBB	(314,654)	-	314,654	-
Balance 31 Dec 2009	1,374.397	11,157	(1,027,130)	358,424

**These audited 2009 figures are presented without notes.  
Fully annotated, audited financial statements are available  
from the Chief Executive Officer.**

<b>INCOME STATEMENT</b>		
For the year ended 31 December 2008		
	2009 R	2008 R
<b>INCOME</b>		
Annual renewal fees	1,197,557	1,023,186
Registration fees	182,294	170,526
Upgrade of professional levels	23,887	8,615
Interest received	38,912	75,387
Mailing list and forum advertisements	3,205	1,579
Management fee - ETQA	502,221	407,293
	1,948,076	1,686,585
<b>EXPENDITURE</b>		
Administrative fees	64,800	60,000
Advertising	36,515	-
Auditors' remuneration – fees	13,000	11,000
Bank charges	6,946	6,985
Consulting fees	12,660	9,550
Data management fee	179,489	165,021
Depreciation	76,278	62,419
Finance charges	3,056	5,703
General expenses	30,807	22,479
Insurance	10,777	9,302
Motor vehicle expenses	17,868	21,953
Postage and telephone	60,728	42,887
Rent	185,749	133,019
Repair and system support	9,371	1,985
Staff employment costs	801,894	690,210
Stationery and printing	101,321	61,094
Subscriptions	1,710	-
Travelling and entertainment	-	29,417
Web site	17,394	9,513
	1,630,361	1,342,537
<b>SURPLUS OF INCOME OVER EXPENDITURE FOR THE YEAR</b>	<b>317,715</b>	<b>344,049</b>



*Elizabeth  
Dhlamini-Kumalo*



*Ronelle Russouw*



*Huma  
van Rensburg*



*Michelle Tippet*



*Nombi Pamla*





Marius Meyer



Sunet Marx



Melanie Ferreira



Jan Mulder



Kanonye Ifunanya

The year 2010 was an exciting year for HRRI. Building on the strong foundation put in place by the outgoing chair Dr Anita Venter in the previous year, the HRRI team managed to launch a good number of projects, with many still in process for completion during 2011.

As far as research papers are concerned, five types of papers were conceptualised (research, opinion, case studies, best practice and benchmarking papers). Three opinion papers were completed and were very well received in the market:

- Comments on the King III Code and Report for Governance in South Africa – HR Implications
- The nature of professionalism with specific reference to the HR profession
- HR Risk Management

## HRRI SCORECARD

TYPE OF PROJECTS/OUTPUTS	IN PROGRESS	COMPLETED	TOTALS
Papers (research, opinion, best practices etc.)	14	5	19
Articles for HRRI website	6	6	12
Articles for external publication	1	3	4
Books	0	1	1
Conference papers	0	7	7
<b>TOTALS</b>	<b>20</b>	<b>22</b>	<b>42</b>

These three comprehensive papers were compiled to enhance the strategic role of HR in South Africa, and we received feedback that some companies have started to apply the guidelines and recommendations of these papers in practice. The King III opinion paper challenged companies and HR departments to apply HR governance as an opportunity for leveraging people resources in pursuit of improved governance in South African organisations. The paper on HR professionalism highlighted the important role of HR as a profession in South Africa, and enabled SABPP to respond appropriately to the SAQA call for inputs

on the role of professional bodies in South Africa. We are also pleased to hear that the recently released HR Risk Management paper also stimulated interesting debate, and that some companies were challenged to position HR risk management as part of their overall risk management frameworks and HR strategy. The HRRI scorecard depicts the progress and outputs achieved.

An exciting development this year has been the launch of a series of 8 best practice papers in the 8 areas of HR specialisation (planning, recruitment and selection; learning and development; OD; reward management; HR administration; HRIS; health, safety and wellness; and employment relations). These papers are written to update HR practitioners with the latest international and local best practices in these fields of specialisation, with the aim of improving professionalism in all the respective areas. The HRRI Executive consisting

of leading HR directors and practitioners have uniquely positioned this series in order to add optimum value to all HR stakeholders, to be co-authored by an academic, practitioner and consultant. This tripartite authorship model is specifically designed to promote co-operation between the three role-players and to pool the intellectual and practical knowledge of all parties in the interest of the HR profession. The papers will be released during 2011.

In response to the market need for more regular outputs, HRRI embarked on an initiative to publish shorter articles about current HR issues and challenges on

the SABPP website. A total of 12 articles have been written, and the intention is to expand this initiative in order to develop a comprehensive repository of articles for the benefit of the knowledge and practical needs of HR practitioners. This initiative is poised for significant growth next year, given the fact that a pool of 39 article reviewers has been created to ensure that articles meet the SABPP standards of quality and relevance in accordance with clearly defined quality criteria. We also moved further to publish some articles externally and presenting papers at conferences, thereby ensuring a wider dissemination of HRRI research outputs.

Notwithstanding the need for ensuring that our research products meet the needs of HR practitioners and the business community, HRRI purposefully decided to collaborate with different universities to recognise and further encourage the higher education sector to become involved in HRRI. Not only have several academics participated in projects, we also compiled a database of HR academics at different universities. We trust that the HR Universities Directory will play a meaningful role in connecting academics throughout the country with one another around their lecturing and research interests, but also bringing academics and the HR practitioner community together in mutually beneficial relationships.

Lastly, and indeed the highlight of the year is the publication of the first HRRI book, *Wisdom from HR Mentors* by the end of 2010, published jointly by HRRI and Knowledge Resources. In this unique collection of articles, 30 SABPP mentors have shared their career development, lessons and challenges experienced with the broader HR community. We trust that this publication will be a source of inspiration to all HR practitioners in realising the importance of professional HR work in South Africa.

Looking forward, the recently approved research project about Global Change and Human Resource Developments focusing on the role of social media in HR and broader society will position HRRI further as a knowledge and transformation champion

in South Africa, the African continent and abroad. We thank Shirley Singer from Insightss Research and Zeph Eliason, a sociologist in Sweden for being our research partners in this exciting project. We believe that this project will make a phenomenal contribution in poverty alleviation and transformation by breaking down the digital divide in Africa.

All the above achievements are the result of the collective inputs from the HRRI Executive members, in particular, Huma van Rensburg, the CEO of SABPP, Dr Jan Mulder from Goldfields, Sunet Marx from Sandvik and our research co-ordinator, Melanie Ferreira. I thank them all for their inputs and support, as well as all the authors, researchers, mentors and reviewers for their excellent contributions to the work of HRRI, in addition to the sponsorship from Goldfields. A total of 77 people have worked together or individually, to ensure that we sustain the success of HRRI this year. This momentum will drive us forward in completing a large number of projects during 2011. Most importantly, and in addition to administering the SABPP strategic direction survey in which many practitioners participated, HRRI contributed significantly to the pursuit of overall SABPP strategic imperatives such as knowledge-sharing, forming strategic alliances, promoting professionalism, supporting CPD, revitalising the mentoring programme, as well as enhancing the national and global visibility of SABPP.

**Marius Meyer**  
**Chair: HRRI**



*HRRI meeting L to R Sunet Marx (Sandvik), Marius Stander (SABPP), Shirley Singer (Researcher) and Dr Jan Mulder (Gold Fields).*

## Continued Professional Development

It was an exciting year for the CPD Committee as the e-CPD process was rolled out this year.

The CPD process is governed by the following policy statement:

The Board encourages members to view CPD as a systematic, ongoing structured process of maintaining, developing and enhancing skills, knowledge and competence both professionally and personally in order to improve performance at work.

### E-CPD activities 2010:

- Continuous communication on the e-CPD process.
- Revision of the CPD Roadmap. The roadmap is available on the SABPP website.
- Revision of the e-CPD Guide in April 2010.
- A communiqué giving guidance on the CPD points structure.
- Submission of e-CPD Plans on 14 May 2010.
- Participation in the SABPP Johannesburg Seminar on 13 May 2010.
- Submission of mid-year e-CPD Self-evaluation forms on 31 July 2010.
- Submission of the final e-CPD Self-evaluation forms by 19 November 2010.

- Finalisation of Phase 4 – e-CPD Validation process from 22 November to 10 December 2010.

The committee is working on changes and revisions to the e-CPD process based on feedback and comments received from registered professionals. We are aiming for a more user-friendly and accessible e-CPD process.

### Important notes:

- The registered professionals, who have attended any one of the SABPP Seminars can claim 2 CPD points in their e-CPD Self-evaluation forms in November 2010.
- Registered professionals can submit articles through the HRR1 for CPD points.

### CPD Learning event approval and rating (Chairperson: Mike Honnet)

The documents related to the approval process are available on the SABPP website. To apply for your learning event to be approved for CPD purposes, you can either:

- Contact the SABPP offices (011) 773-6222; or
- Copy the Letter of Intent for Learning Event Approval” from the SABPP website, complete it and return it to [cpd@sabpp.co.za](mailto:cpd@sabpp.co.za)

### CPD Communication and Awareness (Chairperson: Morgyn Hammond)

There is ongoing communication on the

The diagram below illustrates the four (4) phases of the e-CPD Process.



e-CPD process through input in the SABPP Newsletter, Communiqués, an e-CPD Guide and a Roadmap on the website.

### CPD Validation Process (Chairman: Andrew Moraope)

Please note that we have changed the title from Audit and Review to Validation.

The validation process is the last phase of the annual e-CPD process and has a dual purpose, namely to assist the CPD Committee and the SABPP to determine issues and challenges in the CPD planning and self-evaluation process; and to assist and support members to address and overcome the issues and challenges in the planning and self-evaluation process.

### The CPD Committee has learned a number of valuable lessons this year

- The CPD process should address the needs of both the Senior and the Junior Practitioners.

- Our CPD must understand and respond to the needs of Industry and related stakeholders.
- A user-friendly and accessible process is important
- Communicate, communicate, communicate.
- All registered members should be encouraged to become change agents and market the CPD process.

The committee would like to thank all the registered professionals, who have participated in the first two phases of the e-CPD process this year. We need to do this in order to build a credible HR profession. Finally, I would like to thank all CPD Committee members for their commitment and dedication to ensure the successful implementation of the e-CPD process. Andrew Moraope, Mike Honnet, Robin Stoutjesdyk, Saki Makume, Michael Glensor, Sylvia Hammond, Tobie Engelbrecht, Huma van Rensburg, Anton Booyse and Melanie Ferreira.



Michael Glensor



Mike Honnet



Jean Grundling

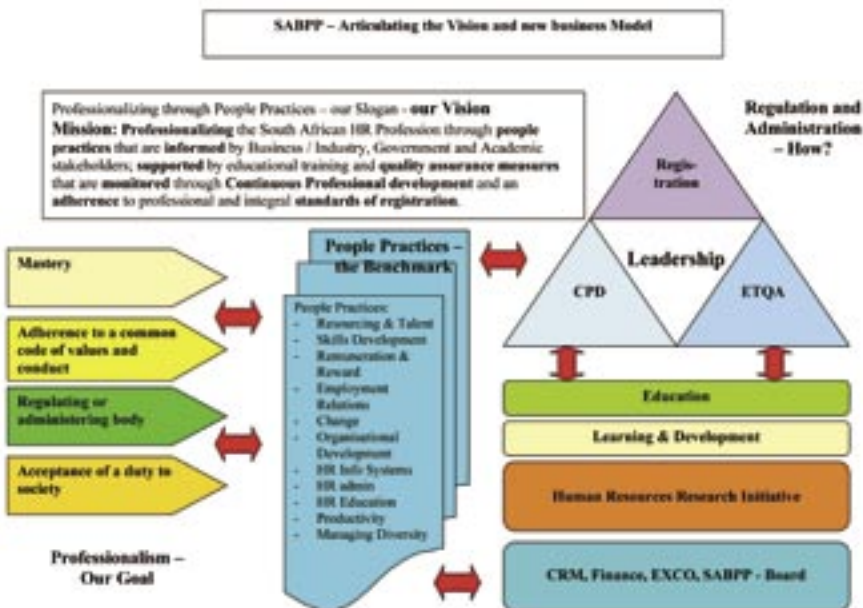


Morgyn Hammond



Andrew Moraope

## The Value Proposition





## The Value Proposition 2010 and beyond...

**"SABPP – serving the Human Resources professional and profession with an established ETQA / Professional Registration and Portfolio structure that facilitates networking opportunities, platforms for constructive dialogue and communities of practice through a process of self-discovery with fellow peers and practitioners on burning or relevant national and international issues with the goal / purpose of establishing current / relevant South African people practices."**

The South African Board for People Practices is pleased to announce the adoption and implementation of its first strategic initiative; our official VALUE PROPOSITION for 2011 and beyond.

The Board is entering a time of transition where we believe in the value of each and everyone of our registered practitioners; so much so that we would like to offer you further value through a broad strategic vision that supports a value benefit proposition for its members.

You will note from our new Business model that we believe that everything we do is underpinned by the four pillars of professionalism, namely:

- Mastery,
- Adherence to a common code of values and conduct,
- a regulating or administering body
- Acceptance of a duty to society.

These four pillars are fundamental to any profession and as the SABPP we believe



*Michael Glensor*

that me meet all of these requirements and more!

In addition to these four pillars is the core infrastructure of the Board; at its pinnacle the HR profession is drawn into the Board through a well structured and efficient Professional registration committee, ETQA and the CPD committee. Furthermore this pinnacle is supported by four foundational structures namely: the Education committee, Learning & Development committee, the HRRI – Human Resources Research Initiative and our incredible back office support structures – CRM team, CEO's office, EXCO, Finance committee and SABPP Board members (volunteers).

Sandwiched in between these two elements of the Board are the heart, vision and strategy of the SABPP – our People Practices – the benchmark. Our People Practices platform will become the foundation from which we will engage, lead and network with you our registered practitioners.

Through the development of core strategic alliances with major role players and stakeholders within the HR profession we would like to encourage the experts and practitioners within each of our accepted people practices to enter into a debut, discussion and a networking platform where you as a member can grow and develop through the creation of constructive dialogue on burning matters or issues within the HR Profession.

Please join us on this new and exciting journey in 2011 and beyond.....

**Mike Glensor**  
**Vice Chairperson – SABPP**



## Ethics

In Workforce, published during March 2002, Carroll Lachnit, told the following story:

*"The letter is on your desk on a Monday morning. It's from an employee, and it tells a frightening tale. She fears that some in the company are playing fast and loose with the business, and the corporation will soon 'implode in a wave of accounting scandals' She predicts that 'the business world will consider the past successes as nothing but an elaborate accounting hoax.'"*

*What would you do with such a letter? What would your CEO do? These are questions that HR should ask itself in the aftermath of Enron's collapse.*

*Sherron Watkins, a vice president for corporate development, wrote the letter quoted above, and delivered it in August to the then-CEO Kenneth lay. Lay ordered an inquiry, but nothing came of it because those who were questioned about the deals "had substantial professional and personal stakes in the matter under review: according to an investigative report prepared for the Enron's board of directors..."*

In South Africa we have had our own chilling tales of corruption and unethical business practices over the past years. What we have seen and heard so far appears to be the tip of the iceberg. Often unethical practices within organizations are covered up because those who are aware of it fears victimization and incrimination resulting in a nervous silence and feelings of helplessness, desperation and anger.

A study conducted amongst SABPP mentors during 2008 highlighted four primary areas affecting HR in South Africa:

- i. Transformation, racism and other perceived unfair and inequitable practices around the implementation of employment equity legislation, such as underserving candidates being appointed, promoted, rewarded and retained, sometimes with huge retention bonuses.



Christine Botha

- ii. Witnessing management decisions and instructions in violation of employee rights and based only on the employer's viability and profitability;
- iii. Differentiation in executive remuneration and reward practices, i.e. the protection of 'high-valued' employees, executive greed and unjustifiable ratio between top management and shop floor-level employees; and
- iv. Conduct of senior management relating to nepotism, abuse of position of power or receiving kick-backs and bribes.

Resulting from this, the SABPP board members decided to task the ethics committee to implement the recommendations of the survey.

The committee, consisting of Elizabeth Dhlamini-Kumalo, Huma van Rensburg, Christine Botha (Chair), Ian Becker, Alexandra King, Mandisa Ndodana and Pauls Gibbons, had their kick-off meeting during August 2010. It was decided to further unpack ethical issues in HR in five main categories and use this to:

- Publish a booklet for HR professionals;
- Develop a position paper on the matter.
- Produce a training video for use by HR professionals, linked to CPD points.

The committee will also investigate the feasibility to establish a help-desk for HR Practitioners looking for guidance and advice when dealing with particular issues related to ethics.

**Christine Botha**  
**Chair**  
**SABPP Ethics Committee**

The existence of 'silent policies' implemented to discriminate against certain candidates and overprotect incompetent candidates purely to achieve a desired statistical representation of race and gender;

## Ethics



Elizabeth  
Dhlamini-Kumalo



Huma van  
Rensburg



Ian Becker



Alexandra King



Mandisa Ndodana



Pauls Gibbons



Peta Horn



Wencke Bolt



Penny Mackrory



Gizelle Mc Intyre



Mercia Rous



Lynette Mentor

The Learning and Development Initiative was formally launched on 9 July 2010.

Vision and Mission statement: ***The SABPP is the recognised professional registering body for Learning and Development within the HR Context in Southern Africa.***

The L&D Initiative is comprised of a core committee and virtual members across SA. The L&D Initiative aims to serve the following professionals:

- a. Trainers/Facilitators/Educators
- b. Development, including management/ leadership development
- c. Career development
- d. SDF
- e. Coaching & mentoring
- f. Assessment, Moderation and RPL specialists/practitioners

It was further recognised and acknowledged through the meetings that there is articulation between L&D and other committees within SABPP: ETQA, CPD, Registration and HRRI. L&D has an overlap, where expertise, knowledge etc can be shared.

## **L&D Initiative Sub Committees and strategic focus for 2011/2012**

1. **Assessment, Moderation and RPL (Gizelle McIntyre as team leader)** – L&D is seen as the driver of assessment, moderation and RPL practices. Gizelle McIntyre is the team leader for this strategy for 2011/2012
2. **Registration and membership (Jane Vaughton as team leader).** There are currently 1,158 registered L&D members – the target is 10 000. ASTD-SA, HRDUF (University Forum), COMENSA (Coaches and Mentors) and ISPI (Performance Improvement) have all signed MoUs recognizing SABPP as the professional registering body for their members. This is an essential first step that the L&D Initiative assist the Board achieve their goal for membership and the first logical step towards this end is to ensure that the criteria for registration are reviewed

and amended where required. This includes the process for registration and CPD. Jan Vaughton is the team leader for this strategy.

3. **Marketing and visibility (Lynette Mentor as team leader)** – In order to implement the marketing strategy for the L&D Initiative we propose to determine through consultation our value proposition; to, increase visibility, marketing and brand – by attending conferences, speaking at events etc.
4. **CPD (Andrew Christie as team leader)** – L&D needs to articulate to CPD and encourage and assist in the evaluation and promotion of CPD for L&D professionals.
5. **IT Forum (Michelle Robertson as team leader)** – It is envisaged that L&D will develop and create an IT Forum and network for L&D professionals.
6. **Research** (Case Studies, Articles, Opinion Papers and Best Practice Papers) and development. We are very proud that one of our L&D Initiative members, Mercia Rous has had one of her articles: "Transforming perspectives of ETD Practitioners" published on the SABPP website. Penny McRory attended the research seminar Professor Tara Fenwick.
7. **Stakeholder participation** – Penny Mackrory and two other members attended the SAQA Chairperson's Lecture in October. We are encouraging further attendance of members who would then in consultation with the Board prior to attendance represent SABPP at these meetings/seminars.
8. Represent the Board at QCTO, SAQA et al.
9. Link to international trends and practice – To this end we had Guy Blackbeard from Maccaulei give a presentation on the current trends in Learning and Development following his participation at the ASTD conference in the USA.

**Peta Horn,  
Chair L&D**

## Registration

### The key focus areas for the Registration Committee for 2010 would be as follows:

- Rollout of discussions around registration standards for the SABPP and HR Profession
- A review of the infrastructure requirements to support the Professional Registration Committee
- A review of the Mentorship programme
  - o Role of the Mentor – to enable the Mentor to align and engage with the SABPP on a more frequent basis
  - o The importance of mentoring to the Profession
- A review of the ethical conduct, standards and requirements for the HR practitioner in South Africa looking at review of international trends, processes and practices.
- An exploratory review of the SABPP Registration Statistics with the following goal:
  - o To understand our registration statistics and the relevant growth areas and requirements
  - o To investigate past registrations and reasons for non-renewal
  - o To explore new ways of “staying in contact” with our registered practitioners ie. technology etc.
- A common goal for the SABPP Registration Committee – **Preservation of the Integrity of the Registration process**

### Overview of current activities

Implementation of SABPP Registration standards, processes and practices Monthly Registration committee meetings focusing on the following:

- Review of registration processes – with self assessment matrix to encourage greater accountability and responsibility from registering practitioners
- Pilot testing of new Professional Registration Form and Applicant Guide

- Processing of registration applications
- Review of registration appeals

### Registration Committee Projects

Registration Committee – Membership and Mentor review

- Membership and Mentor awareness campaign
- Membership and Mentor clean-up
- Membership value proposition

Thank you to all Registration Committee members for the tremendous effort and contributions made throughout the past few months.

### M Glensor Professional Registration Committee - Chairperson

### Registration Committee members for 2010

Dr Ray Eberlein - Ombudsman  
Delane Hundermark  
Jake van der Wilden  
Jerry Molefe  
Marius Pheiffer



Ray Eberlein

### The Education Committee



*Education Committee in festive mood at the last meeting of 2010, bidding Huma farewell, wined and dined by TUT. From L to R at the back: Proff Karel Stanz, Heinz Schenk, Dries Schreuder, Johan Basson, Karel Lessing and Bennie Linde Front L to R: Dr Nicolene Barkhuizen, Huma van Rensburg, Suzette Ragadu*

## Johannesburg

Mrs P M Abbott  
 Mr M S Abel  
 Mr P M Beck  
 Mr D K Boshard  
 Ms C Botha  
 Dr J T Burger  
 Dr M H R Bussin  
 Mr W Crous  
 Mr I Deary  
 Dr K Deller  
 Mr J P J du Toit  
 Dr C A E Elliott  
 Mr A J Erasmus  
 Ms G M Fenwick  
 Mr D P Furnivall  
 Mr M C Glesnor  
 Mr A M Griesel  
 Dr T Groenewald  
 Mr C H Hardijzer  
 Ms A Hayward  
 Ms K Hinrichs  
 Mr M E Honnet  
 Ms D Hundermark  
 Mr B Isaacson  
 Ms M Katz  
 Mr W Kriel  
 Mr J Kritzinger  
 Mr V I Lätti  
 Mr C B Lennox  
 Dr G F Lindeque  
 Mr M D Mafomane  
 Mrs S M Mamorare  
 Mr MZ Makume  
 Mr M H Meyer  
 Mr P Moller  
 Dr J S Mulder  
 Dr P M Naves  
 Prof A Nicolaides  
 Mr S C Niemann  
 Mrs J B Norris  
 Dr L Pamensky  
 Mr T C Pieterse  
 Mr N E Quilliam  
 Prof G Roodt  
 Mr J Sacht

Prof H W E Schenk  
 Ms K P Simelane  
 Mr A P J Sutton-Pryce  
 Mr D H Swart  
 Mr L M Tabane  
 Mr PL van der Merwe  
 Mr JDAF van Niekerk  
 Ms M van Rooyen  
 Dr T H Veldsman  
 Dr A B Venter  
 Mr A J J Venter  
 Mr M J R Westcott

## Pretoria

Dr E Boshard  
 Mr A R B Butters  
 Mr L Dhlomo  
 Dr R Eberlein  
 Mr JC Greeff  
 Mr D F Kemp  
 Prof H J Kriek  
 Mr J D Molefe  
 Dr E P Mokgobu  
 Mr A Moraope  
 Mr M Pfeiffer  
 Mr J Pokroy  
 Mr M V Rannona  
 Prof A M G Schreuder  
 Dr A J Smith  
 Mr P L Steenkamp  
 Ms C M L Tucker  
 Mr M Ungerer  
 Mr F W van der Walt  
 Dr J S van der Walt  
 Dr RvM van der Walt  
 Mr J H van der Westhuizen  
 Mr S F van Greunen  
 Mr R J van Zyl  
 Mr W J Venter  
 Prof L P Vermeulen  
 Dr M A Wannenburg  
 Ms M Woodborne

## Vaal Triangle

Mr G Blackbeard, Vereeniging  
 Prof J J L Coetzee, Henley-on-Klip

Mr G I Mafereka, Meyerton  
Mr B J H Matthee, Vereeniging  
Mr M W Stander, Vanderbijlpark  
Dr G Zide, Vanderbijlpark

### **North West Province**

Mr B P J Delport, Rustenburg  
Mr J H Janse van Rensburg, Rustenburg  
Mr TJ Maubane, Mafikeng  
Dr B J Linde, Potchefstroom  
Prof G v d M Sieberhagen, Potchefstroom  
Mr J L J Smith  
Mr H van Jaarsveldt, Rustenburg

### **Northern Province**

Mr L G Bornman, Naboomspruit  
Mr A Schoeman, Phalaborwa

### **Mpumalanga**

Mr E P Mouton, Middleburg  
Ms J P L Oberholzer, Witbank

### **Free State**

Ms C Brummage, Bloemfontein  
Dr J G Chadinha, Bloemfontein  
Mr CI Gardner, Bloemfontein  
Mr CC Nel, Bloemfontein  
Mr JJ v Rensburg, Bethlehem

### **KwaZulu Natal**

Mr A L Brits, Durban  
Mr G A Bruniquel, Greyville  
Mr M A Mdletye, Pietermaritzburg  
Ms P Milner-Smyth, Mount Edgecombe  
Ms A C E Reynolds, Hluhluwe  
Mr P L Steenkamp, Durban  
Mr G G Taylor, Durban

### **Western Cape**

Mr K Barends, Cape Town  
Mr D P Beretti, Newlands  
Dr W Boonzaier, Stellenbosch  
Dr G M Coetzee, Cape Town  
Mr B D Dalton, Tokai  
Mnr S F du Plessis, Paarl  
Mr J J Engelbrecht, Somerset West

Ms S Goodwin, Cape Town  
Ms A Hambrook-Glaeser, Bellville  
Ms S Hammond, Fish Hoek  
Mr N Jansen, Kuilsriver  
Mnr C A Kleinhans, Parow  
Mr W A Kruger, Knysna  
Mnr S J Liebenberg, Paarl  
Ms K Mobarak, Gordons Bay  
Ms S C Richter, Rondebosch  
Dr A A Rust, Bellville  
Mr W J Sewell, Rondebosch  
Mr D van Eeden, Newlands  
Mr D vd Mescht  
Mr K H vd Molen, Bellville  
Dr J C vd Walt, Welgemoed  
Ms L L Vosloo, Cape Town

### **Eastern Cape**

Mr A Bramdav, East London  
Prof D Berry, Port Elizabeth  
Mr K J Marlow, East London  
Mr W L Mapeyi, Kleinbos  
Mr B Mthembu, Summer Greens  
Dr R J Snelgar, Port Elizabeth  
Mr A R Wagner, Port Elizabeth

### **Botswana**

Mr G N Molefe, Gaborone

### **Namibia**

Mr L M Gwala, Windhoek  
Mr M Hill, Windhoek  
Mr R Zirzow, Windhoek

### **Swaziland**

Mr J Smith, Manzini

### **Bahrain, Kuwait, Oman, Qatar, UAE**

Dr G Benecke

### **Saudi Arabia**

Mr G M Taylor

### **Switzerland**

Mr W Munetsi



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## S A B P P

THE HR STANDARDS BODY – STATUTORY UNDER THE SAQA ACT

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