



**SABPP™**

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*

# ANNUAL INTEGRATED REPORT 2016

The Quality Assurance and  
HR Professional Body



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# **PART A**

## Introduction and 2016 Results

# About SABPP

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The Human Resource (HR) function is at the heart of all organisations in ensuring the achievement of business goals. This internationally recognised profession, more than any other, is responsible for transformation, sourcing, skills development and retaining talent and ensuring productive work relationships. The SABPP's role is to professionalise the HR function to ensure that HR becomes an increasingly recognised and respected profession. The Board is an accredited ETQA (Education and Training Quality Assurance body) under the NQF Act and Skills Development Act.

The SABPP was established in 1982, so the SABPP was set up as an autonomous body to be the standards and professional registration body for the HR profession. Over the last 35 years, the SABPP has registered more than 10 000 HR Professionals on five different levels of professionalism. In 2002 SABPP was recognised by the South African Qualifications Authority as an ETQA and in 2011 as a professional body. In 2013, SABPP made history by developing the world's first national HR Standards, followed in 2014 by an HR Audit Framework. Moreover, the HR Competency model developed by SABPP provides a clear description of the competencies needed by HR Professionals. Therefore, HR Standards, HR Audits, Competencies and Quality Assurance constitute the fundamental building blocks for professionalising HR Practice in South Africa.



# Our Values

**Responsibility, Integrity, Respect and Competence.**



## Responsibility

Our first responsibility is to meaningfully transform the lives of those men and women that are employed by the organisations we serve. We have a further responsibility to contribute to the success and sustainability of the organisations that employ us or that we render a service to.



## Integrity

As HR practitioners, we are committed to exemplary ethical conduct that is characterised by honesty, objectivity, fairness of judgement, consistency of action and loyalty to our profession and the organisations and communities we engage with.



## Respect

We are unwaveringly committed to tolerance, respect for human dignity and upholding the human rights as prescribed by the Constitution of the Country. We treat all our stakeholders with respect and protect them from harm. We stand in service of our profession and its membership, those organisations that remunerate us for our professional contributions, and the communities we affect.



## Competence

Professional registration of HR practitioners is a privilege afforded to individuals that have met the criteria for registration. We are committed to ensure professional credibility by actively evaluating and protecting the quality of professional education and training of those aspiring to enter the profession.

## THE PURPOSE OF THE 2016 ANNUAL INTEGRATED REPORT SUMMARY

We are pleased to produce our second annual integrated report. In this report, we are planning to share with you what we have achieved in 2016 and what we are planning for 2017. The report consists of the following three parts:

**Part A:**  
INTRODUCTION AND 2016 RESULTS

**Part B:**  
BOARD, COMMITTEES & OPERATIONS

**Part C:**  
STRATEGIC TRANSITION TO 2017

## Responsibility



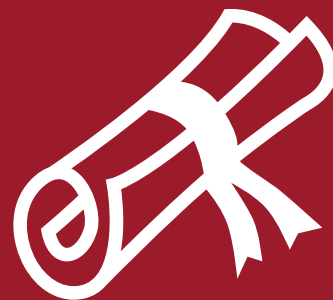
## Integrity



## Respect

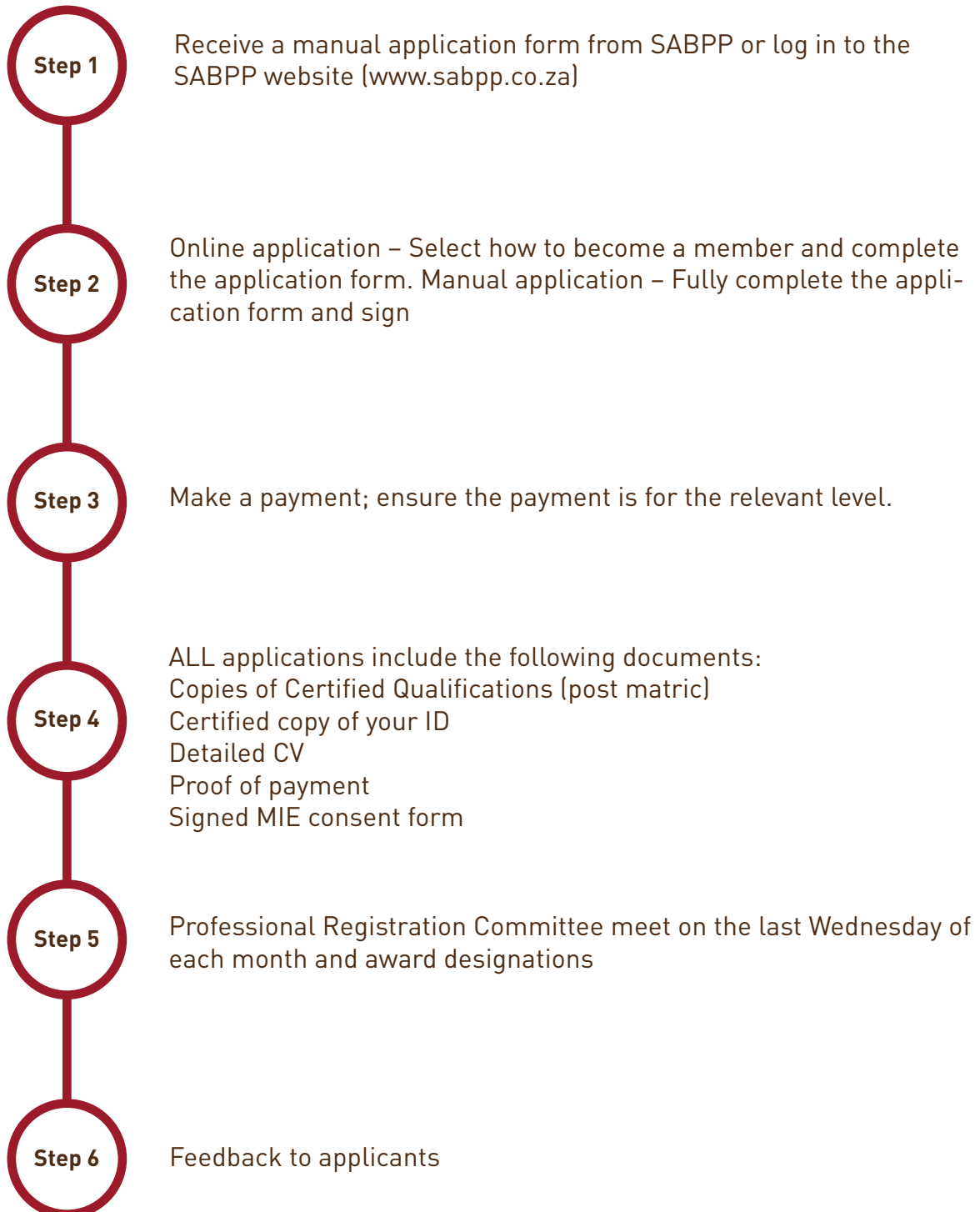


## Competence





# How to become a member



# Chairperson's Remarks

## Scoring against the run of play



South Africa's economy grew only by 0,3 % in 2016 following a contraction of 0,3% in the last quarter. This is down from 1,3% in 2015 and 1,5% in 2014. There's no doubt that 2016 was a really tough year economically and even politically in South Africa. To use a football analogy, it seemed that everything was against us. Ball possession was against us. Shots were fired against us. There were all kinds of attacks and counter attacks against us. It seemed all the passes that we were trying to put together were intercepted by the opposition. There were set pieces and penalties against us but as the SABPP we were determined to score against the run of play. We were determined to win the game.

I am pleased to say that as the SABPP, we did our best to focus on the one thing we can control in 2016, which is to relentlessly execute our HR VOICE 2.0 strategy. The year 2016 was the first year for the 12th Board of the SABPP and we made sure that we focussed on good governance and on providing strategic direction to our CEO and the SABPP staff members on the implementation of this strategy.

"Everything rises and falls on leadership," says Author, John C. Maxwell. I believe this statement with every fibre of my being and this is why I would like to dedicate my Chairperson's remarks to thanking our CEO, Marius Meyer for working so hard and guiding the SABPP team in achieving all we have achieved for this year. We have a great leader in you Marius. I would like to thank all members of the SABPP for continuing to support our CEO and the staff in their quest to professionalising HR. It is no time to be complacent though. We will continue to work hard to ensure that our members derive maximum value from the organisation. We will not rest until every HR professional in South Africa has implemented the HR Standards. I would like to urge all our members to call the office and chat to the team about implementing Standards in your organisation and ultimately with an audit as well. We owe it to our profession!

A stylized, handwritten signature in white ink, consisting of the letters 'SM' intertwined.

**SIPHIWE MOYO**

CHAIRPERSON: SABPP

# CEO Remarks

## Successful year

The year 2016 was a very successful year for SABPP. Not only did we grow as an HR professional body, we also continued on the path to advancing the HR profession in several ways. Our team managed to deliver several value-adding publications, and we are proud of the impact of our papers, articles, fact sheets and our monthly magazine HR Voice. Furthermore, the sustainable success of the HR Standards journey reached its fourth successive year, not only to promote HR as a profession with clear standards and practices, but also to add significant value to HR Managers and their departments. Also, the international interest in South Africa's HR Standards continued to exceed our expectations with significant contacts made throughout the world, in particular, the UK, USA, India, Uganda, Australia, Canada, Sri Lanka, Zimbabwe, Zambia, Lesotho, Namibia, Botswana and Angola.

We thank our international counterparts and other interested parties for their support and encouragement along the HR standards and professionalisation journey. Together we have not only advanced HR in South Africa but also globally.



Many of our international HR partners have made excellent progress in their own HR Standards initiatives and we congratulate them on these achievements.

I thank you all for your commitment in walking with us on the road to strategic impact in building and growing our HR professional and quality assurance body.

We trust that the combined effort of all individuals and alliance partners played a significant role in advancing the HR Profession in South Africa, the African continent and indeed the rest of the world. It was a privilege to serve the HR community and other Stakeholders during 2016. The significant milestones throughout the year as highlighted in this report, signifies another year in the evolution of the HR Profession and fills me with confidence that we can build on these achievements in achieving even greater successes in 2017.

A handwritten signature in black ink, appearing to read 'Marius Meyer'.

**MARIUS MEYER**

CEO: SABPP



**SABPP™**

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*

# VISION

To be a world-respected HR professional body, leading the way with people practices standards, professional competence and active citizenry.

# MISSION

To lead and give a credible voice to the HR profession based on clear standards of governance, quality assurance and professionalism in human resource management and people practices in the workplace.

Our key focus is on adding value and contributing to the sustainability of organisations.

# Corporate Governance

## Corporate Governance Statement

The SABPP Board is fully committed to sound corporate governance. The Board believes that the effective governance of SABPP as a Professional Body and Quality Assurance entity is of utmost importance in fulfilling our duties in exercising our mandate as described in the SABPP Charter. This commitment from the Board is expressed in all our official documentation as evidence of how the Governing Body applies its mind regarding all aspects pertaining to corporate governance relevant to a non-profit organisation.

The SABPP Board was committed to driving the implementation on King III as well as ensuring a smooth transition to the application of King IV that was launched on the 1st November 2016, in particular the sector supplement dealing with non-profit organisations.

The following activities and outputs have been achieved during 2016 as visible expression of the commitment of the SABPP Board and Management in ensuring sound governance:

- Training of SABPP Board members on Corporate Governance by one of the top Governance experts in South Africa;
- The CEO of SABPP is a member of the Institute of Directors (IOD);
- The qualifications of all Board members' and all new membership applicants' have been independently verified by the verification agency MIE;
- SABPP Management attended several AGMs of other organisations such as SETAs in order to benchmark our approaches to governance with current best practice;
- Full analysis of the King IV report and code on corporate governance for South Africa;
- Forming of dedicated Governance Sub-Committee from the SABPP Board to improve governance practices;
- Continuous monitoring of finances and risks by the SABPP Risk and Audit Committee;
- Launch of the HR Governance Committee to comment on King IV and to conduct research on advancing HR Governance;
- Co-opting a Governance and Risk Specialist to the SABPP Board;
- Launched of HR Citizen Committee to promote active citizenship in addressing South Africa's social problems;
- Hosted the 2nd Annual Committees meeting to promote transparency, integrated thinking and provincial representation to strengthen governance at the regional level;
- Signing of pledges (Quality Assurance and Anti-racism) to demonstrate commitments by SABPP members;
- National and provincial rollout of regular Ethics workshops;
- Forming alliances with other Professional and Governance Bodies;
- The SABPP Customer Service Charter was developed to improve service to members;
- Several publications on HR Governance, Standards and HR Audits.

# Structuring of Governance

SABPP is controlled and directed by the 3 oversight mechanisms in ensuring good governance practice. Below is the structure that determines corporate direction and performance for SABPP.



## Corporate Governance Actions

In 2016, SABPP embarked on an on-going journey to align its corporate governance practices with the King III recommendations as well as the SABPP Charter. This was due to the Board’s stance to ensure that SABPP continuously improve in all areas of Corporate Governance. Below are several initiatives that were prioritised to improve governance best practice within SABPP to provide confidence to stakeholders and members about the governance and sustainability of the organisation:

Achievements during 2016:	Planned initiatives for 2017:
<ul style="list-style-type: none"> <li>• A special General Meeting (SGM) was held on the 4th February 2016 to amend the SABPP Charter to strengthen governance.</li> <li>• Xolani Mawande, the SABPP COO was appointed to be part of the SABPP Board.</li> <li>• SABPP launched 4 new committees, i.e Change Management, HR Citizen Committee, HR Governance and Remuneration.</li> <li>• The second Annual Committees Meeting (ACM) was held at SABPP in November 2016 in conjunction with the last Board meeting of the year to promote integrated thinking.</li> <li>• The HR Governance Steering Group submitted comments on the King IV Report.</li> <li>• New policies were put in place to ensure proper controls in SABPP operations and finances.</li> <li>• There were alliances that were signed with key stakeholders including MTHR from India, IPMZ (Zimbabwe) and Talent Talks.</li> <li>• Amendment of SABPP “Vision &amp; Mission” and the HR Voice Strategy was improved.</li> <li>• The SABPP Board co-opted 2 members: Adv. Nomsa Wabanie-Mazibuko (Governance) and Bebe Oyegun (LQA) to strengthen governance and oversight.</li> <li>• The 12th SABPP Board attended Corporate Governance training in February that was conducted by a top expert in governance, Terry Booysen from CGF.</li> </ul>	<ul style="list-style-type: none"> <li>• SABPP will be hosting the SABPP’s first Chairpersons meeting in April 2017 to promote good governance across all SABPP Committees. This meeting will also be used to align all SABPP Committees processes to the new King IV code;</li> <li>• SABPP will ensure that all Committee Chairpersons undergo Corporate Governance Training;</li> <li>• SABPP is planning to develop a fully integrated Quality Management System by hiring a specialist to assist SABPP on the journey to acquire ISO (International Standards Organisation) certification;</li> <li>• SABPP will form an Ethics Sub-Committee that will deal with disciplinary cases which affects SABPP members and the credibility of the HR Profession.</li> <li>• The L&amp;D Committee will be re-formed.</li> <li>• The SABPP Code of Conduct will be reviewed.</li> <li>• SABPP structure will be amended for improved impact, growth and sustainability.</li> <li>• Form a Sponsorship sub-committee that is intended to assist SABPP to seamlessly acquire sponsorships in strengthening its financial position and sustaining the organisation.</li> </ul>

In addition to the above actions taken to improve corporate governance at SABPP, specific focus is put on compliance to relevant laws, rules, codes and standards as recommended by the King III and IV codes on corporate governance.

Given the SABPP mandate as a quality assurance and professional body operating as a non-profit organisation, compliance to the following laws and codes have been prioritised:

- Legal Deposits Act;
- NPO Act;
- The NQF Act;
- Skills Development Act;
- Basic Conditions of Employment Act,
- Labour Relations Act;
- Protection of Personal Information Act (POPI);

- Electronic Communication Act;
- The Independent Code of Governance for Non-profit Organisations in South Africa;
- King III and IV Code Report on Corporate Governance for South Africa;
- International Financial Reporting Standards (IFRS).

In certain cases, where SABPP has been exempted from certain laws in accordance with the size of the organisation, Management decided to comply with these laws such as the Employment Equity Act and the Broad-Base Black Economic Empowerment Act. By proactively complying with these laws SABPP is preparing to be ready for full compliance once the size of the organisation has grown to be eligible for legal compliance.

# Managing Our Social and Environmental Impact

Given the fact that SABPP operates in a professional office environment, SABPP is a low impact organisation from an environmental perspective.

## HR MANAGERS EMPOWER THE YOUTH

- On 19 November 2016, HR Managers from the SA Board for People Practices (SABPP) visited the offices of the Harambee Youth Employment Accelerator to conduct mock interviews with the country's youth. These youngsters are part of the Harambee's intake of youth who are being trained as part of the work readiness programme. As senior HR Professionals, the SABPP HR Professionals are specialists in interview skills, given the fact that they are often involved in interviews when recruiting and selecting staff for their own organisations. It was therefore quite easy for the SABPP members to do these interviews, thereby sharing their professional HR skills with the youth in preparing them for the workplace.
- The youngsters trained by Harambee will go for real interviews at several companies, and these mock interviews were used to prepare them for their interviews the following week. Thus, the youngsters all received feedback from the mock interviews. They will now improve their CVs after receiving feedback from the HR Managers, in addition to the lessons they learned during the interviews. It was clear to the HR Managers that the Harambee pool of youngsters are ready to embark on the next phase of their career journey and that is to gain their first opportunity in obtaining work experience. Once they are placed, there is an 85% success rate in securing employment. This first opportunity in opening the door at an employer is therefore of paramount importance.
- The HR Professionals participated in this special work readiness programme as part of the SABPP HR Citizen Committee. The purpose of the HR Citizen Committee is to create meaningful high impact opportunities for HR Professionals to become active citizens in their own profession and society at large.
- The other major project pursued by the HR Citizen Committee is the Partners for Possibility project, an education initiative to improve the quality of education in under-resourced schools. The Chairperson of the SABPP HR Citizen Committee is Sivaan Marie, an HR Ex-

ecutive at one of the top companies on the JSE. The committee consists of different HR professionals who are all committed to make a difference to society in tackling the big four problems in South African society, i.e. education, poverty, unemployment and inequality.



*Mosanku Pholo, Bongsi Ndaba, Marius Meyer and Che Govender from the SABPP HR Citizen Committee at the Harambee offices in Johannesburg*

SABPP will continue to work with Harambee in accelerating youth employment in South Africa. HR Professionals interested to make a difference to society, are welcome to contact the SABPP Customer Service Officer, Bongsi Ndaba on customerservice@sabpp.co.za or (011) 045 5400.





## Corporate Social Initiatives

### Second Annual Training Provider Forum was hosted at SABPP.

At this event, SABPP collected 37 blankets, which was donated to "Dorah's Arc", based in Roodepoort, West of Johannesburg, Gauteng. This event is the flagship for SABPP, to facilitate corporate social investment in conjunction with its accredited training providers by donating blankets, old clothes and funds for charity organisations.



### Fourth Annual Award and Accreditation Function, was scheduled for 9th December 2016 and was attended by 29 providers.

At this event providers and SABPP collected stationery, blankets and food for charity donation for the needy and underprivileged.



### Plans For Going Green In 2017

- SABPP will be introducing a paperless evaluation process and new membership registration to cut down on paper;
- SABPP will start a journey of recycling;
- Electronic assessment of portfolios for external moderation;
- Accreditation documentations will be stored on a flash drive rather than printed;
- CPD application forms and supporting documents will be submitted electronically;
- Assessor and moderator application forms and supporting documents will be submitted and evaluated electronically.
- A green building project will be launched once SABPP moved to a new building.

# Strategic Review

## HR Voice 1



## HR Voice 2.0

The year 2016 was an eventful year for SABPP, especially in terms of the milestone on its strategic transformation journey. The SABPP Board approved the second version of the HR Voice strategy, referred to as HR Voice 2.0 (2016 – 2018) building on HR Voice 1.

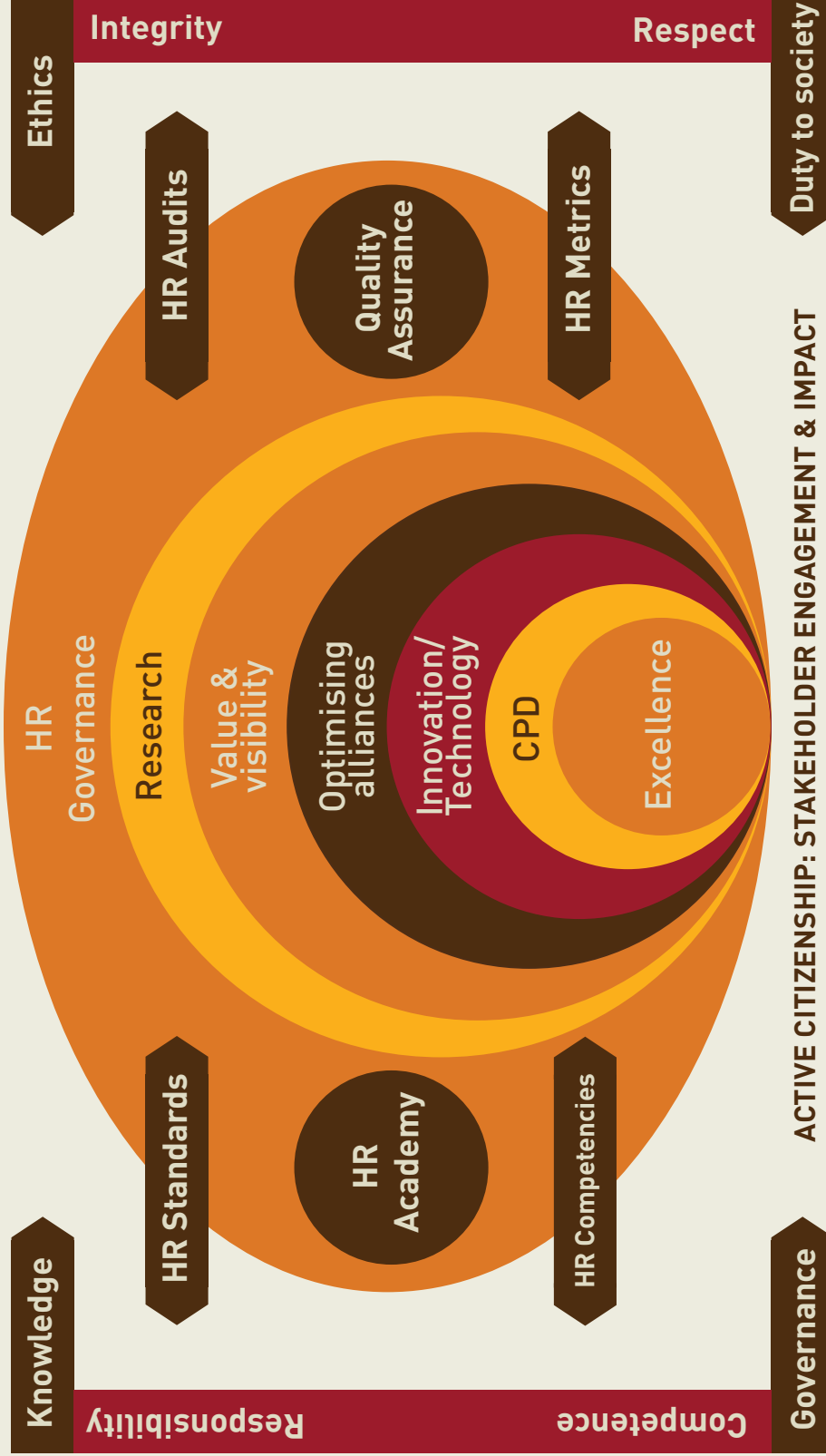
The Board felt that given the phenomenal success of HR Voice 1 enabling SABPP to grow with about 1000 new members per year, the strategy is sound and only needs a re-focus to continue gathering momentum in driving sustainable success.

# HR VOICE STRATEGY: 2016-2018

SETTING HR STANDARDS – SABPP: THE VOICE OF THE HR PROFESSION



HR PROFESSIONALISM: 4 PILLARS, 4 PRINCIPLES (VALUES), 6 TOP PRODUCTS, 7 PRIORITIES



The following **actions** were implemented to roll-out the HR Voice Strategy during 2016.

HR VOICE FOR HR PROFESSIONALS		FOCUS OF STRATEGIES AND ACTIONS
<b>H</b>	<p><b>Human Resource Governance:</b> SABPP will drive the sound HR Governance of HR within organisations and as a profession nationally.</p>	<ul style="list-style-type: none"> <li>Continued with quality assurance work to accredit learning providers.</li> <li>Visit by QCTO to SABPP.</li> <li>LQA strategy session.</li> <li>Visit to PSETA and FASSET.</li> <li>HR Governance Steering Group 1st paper presented on King IV.</li> <li>AGM and Annual Report (2015).</li> <li>Training Providers Forum.</li> <li>Accreditation site visit to WSU.</li> <li>Management and staff strategy session.</li> <li>Ethics committee strategy meeting.</li> <li>Mentoring strategy session.</li> <li>WSU accreditation.</li> <li>HR Audits at several organisations.</li> <li>New HR product endorsements.</li> <li>New HR Professional Practice Standard on Co-determination.</li> <li>HR Citizen committee terms of reference developed.</li> <li>HR Universities Forum session (8 universities).</li> <li>First Remco meeting.</li> <li>Several graduation speeches.</li> <li>HR Standards presentations (public and in-house).</li> </ul>
<b>R</b>	<p><b>Research &amp; Development (R&amp;D):</b> SABPP will produce several HR research projects meeting the needs of the HR market.</p>	<ul style="list-style-type: none"> <li>HR Voice magazine and Fact Sheets.</li> <li>Labour market scenarios report launched on 28 July.</li> <li>6th Annual Women’s Report.</li> <li>More than 100 articles published.</li> <li>Book reviews.</li> <li>Advisory Boards: UJ and Unisa</li> </ul>
<b>V</b>	<p><b>Value &amp; Visibility:</b> All HR generalists and specialists in the 8 areas of HR specialisation will receive value in terms of the delivery of HR products and services (toolkits, templates, discussion forums, networking), in addition to the advocacy role in advancing the HR profession.</p>	<ul style="list-style-type: none"> <li><i>Marius on Monday</i> discussion on linkedin.</li> <li>Reached 4 700 people on linkedin.</li> <li>Reached 10.2K twitter followers.</li> <li>Launched Instagram platform (200 photos posted).</li> <li>Launched SABPP App pilot (MemberZone).</li> <li>Met with HR professionals of more than 50 companies.</li> <li>4th Annual HR Standards Conference.</li> <li>Several provincial events were hosted.</li> <li>Professional registrations: 1067</li> </ul>

<h1>O</h1>	<p><b>Optimising alliances:</b> Several value-adding alliances will be formed with HR and other organisations to strengthen the HR profession.</p>	<ul style="list-style-type: none"> <li>• ACMP</li> <li>• Leapfrog</li> <li>• Wits Enterprise</li> <li>• Comensa</li> <li>• Mindcor</li> <li>• SARA</li> <li>• AGMs: HWSETA, SSETA, ETDPSETA.</li> <li>• SIOPSA</li> <li>• JvR</li> <li>• UNISA Talent Advisory Board</li> <li>• SASLAW</li> <li>• More than HR Global (India)</li> <li>• Nelson Mandela Bay HR Forum</li> <li>• IPMZ (Zimbabwe)</li> <li>• IMPSA</li> <li>• Talent talks</li> <li>• AMIHRP</li> <li>• Rising Stars</li> <li>• Topco</li> <li>• Cape Media</li> <li>• SAPA</li> <li>• Partners for Possibility</li> <li>• Harambee Youth Employment Accelerator</li> </ul>
<h1>I</h1>	<p><b>Innovation &amp; Technology:</b> The SABPP team and committees will be empowered with the necessary resources and capacity to drive the process of innovating the HR profession and leveraging technology in the process.</p>	<ul style="list-style-type: none"> <li>• SABPP App (Phase 1 &amp; 2).</li> <li>• One Zone planning (new MIS/portal).</li> <li>• Session on HR Innovation.</li> <li>• Appointed new Audit Unit Head (Annetjie Moore) and HR Standard Head Shamila Singh, Head of Knowledge and Innovation (Lathasha Subban).</li> <li>• Training rooms ready for use and hire.</li> </ul>
<h1>C</h1>	<p><b>Capacity and competency building:</b> By means of our CPD programme, and other forms of capacity-building, key competencies for HR professionalism will be outlined and developed to ensure that HR professionals are applying the latest trends and leading practices in the field of HR.</p>	<ul style="list-style-type: none"> <li>• Working with HR Standards series.</li> <li>• Continuous awareness on HR Standards.</li> <li>• HR Audit training in Zimbabwe (IPMZ).</li> <li>• Student chapter leaders visits to SABPP (UJ &amp; WSU).</li> <li>• Presentation to students at NWU (Potchefstroom and Mahikeng).</li> <li>• UJ meeting (honours alignment).</li> <li>• HR candidateship programme launched (candidates &amp; supervisors).</li> <li>• CPD Plan.</li> <li>• Students growth to 1348.</li> </ul>
<h1>E</h1>	<p><b>Excellence:</b> HR professionals will be supported to deliver excellence in HR strategy, practices and ethics.</p>	<ul style="list-style-type: none"> <li>• 1st Annual HR Standards &amp; Audits Awards.</li> <li>• Participated in Rising Stars Awards.</li> <li>• Participated in Future of HR Awards.</li> <li>• National Student Awards.</li> <li>• Customer service Charter developed.</li> <li>• ISO planning started (SABPP process for ISO alignment of our QMS).</li> <li>• Several staff awards.</li> </ul>

# Review of Financial Statements

## Year ended 31 December 2016

The Risk and Audit Committee played a significant role in providing oversight over the financial affairs of SABPP. The Committee and Executive Management took responsibility for the accuracy and transparency of financial reporting as a result of improved financial controls being implemented during the year 2016. Key highlights from the audited Annual Financial Statements are as follows:



34.4%

Income



38.7%

Expenditure



### Overall 34,4% increase in income underpinned by:

- Renewal income increased by 11.5%, owing to proper management and introductory of penalties on overdue membership.
- New Professional Registrations income increased by 38.2% due to our visibility all over the country and the impact of the Commissioner of Oaths certification benefit.
- LQA income increased significantly by 69%, due to a more appropriate balance between outsourcing and staff employment.
- HR Audit income up by 58% as the market is responding well to service and the increased number of HR Audit training that took place during the year.
- Products sales have drastically increased by R168 800 to R186 580 due to the raise of HR Standards files and Ethics book sales in 2016 financial year.

### Expenditure increased by 38.7% mainly due to:

- Advertising and market expense increased by 33,5% as a result of our continued effort in visibility around the country;
- Data management up by 74.8% as result of once-off upgrade cost of our new membership system launched;
- Employee costs increased by 34.8% as a result of staff complement increase and introduction of Medical Aid;
- Postage and telephone up by 28% due to the increase in staff;
- Rent and storage increase significantly by 79.5% because of our office space expansion.
- Subscriptions increased by 104,5% due to the CGF Research subscription.
- Website expenses increased by 151% due to the once-off revamping cost of our website.

### New expenses:

- Board and committee expense
- Infrastructure development cost because of the construction of a training room

### Financial Position:

- Trade receivables have increased by 27.1% as a result of members not paying their dues.
- SABPP reserves have decreased by 9,8% due to the fact that we made a loss of R155 380.

# Statement of Financial Position

SA BOARD FOR PEOPLE PRACTICES  
Annual Financial Statements as at 31 December 2016

Figures in R	2016	2015
Assets		
Non-Current Assets		
Property, plant and equipment	205,578	82,171
Current Assets		
Trade and other receivables	739,407	581,582
Cash and cash equivalents	3,023,048	2,493,265
	<b>3,762,455</b>	<b>3,074,847</b>
<b>Total Assets</b>	<b>3,968,033</b>	<b>3,157,018</b>

Reserves and Liabilities		
Reserves		
Strategic HR Projects reserve	950,282	1,162,621
Retained income	477,869	420,910
	<b>1,428,151</b>	<b>1,583,531</b>
Current Liabilities		
Provisions	141,802	123,389
Trade and other payables	840,254	590,204
Renewal fees received in advance	1,557,826	859,894
	<b>2,539,882</b>	<b>1,573,487</b>
<b>Total Reserves and Liabilities</b>	<b>3,968,033</b>	<b>3,157,018</b>

# Statement of Changes in Reserves

SA BOARD FOR PEOPLE PRACTICES  
Annual Financial Statements for the year ended 31 December 2016

Figures in R	Strategic HR Project Reserve	Retained income	Total
Balance at 1 January 2015	1,162,621	273,022	1,435,643
Total comprehensive income for the year			
Surplus for the year		147,888	147,888
Total comprehensive income for the year	-	147,888	147,888
Balance at 31 December 2015	1,162,621	420,910	1,583,531
Balance at 1 January 2016	1,162,621	420,910	1,583,531
Total comprehensive income for the year			
Deficit for the year		(155,380)	(155,380)
Total comprehensive income for the year	-	(155,380)	(155,380)
Transfer to accumulated surplus	(212, 339)	212, 339	
Balance at 31 December 2016	950,282	477,869	1,428,151





# Statement of Comprehensive Income

SA BOARD FOR PEOPLE PRACTICES  
Annual Financial Statements for the year ended 31 December 2016

Figures in R	2016	2015
Gross Revenue		
Annual Renewal Fees	3,212,623	2,881,779
Conferences and events - Net income	1,510,347	1,384,223
Continued professional development	360,550	212,067
HR audit	798,933	505,606
LQA Income	2,954,552	1,748,746
Professional Practices Champion membership fees	3,079	-
Publications and product sales	186,580	17,700
Registration fees	1,921,561	1,390,683
Upgrade of professional categories	55,239	51,662
	<b>11,003,464</b>	<b>8,192,466</b>
<b>Other Income</b>		
Investment income	114,477	66,365
Sundry income	7,109	21,041
<b>Total income</b>	<b>11,125,050</b>	<b>8,279,872</b>
<b>Expenditure</b>		
Accounting fees	59,960	97,770
Advertising and marketing	643,943	482,257
Auditors' remuneration	32,000	30,000
Bad debts	36,671	-
Bank charges	32,200	31,721
Board and Committee expenses	104,353	-
Computer expenses	141,864	105,800
Consulting fees	303,465	195,565

<b>Figures in R</b>	<b>2016</b>	<b>2015</b>
Contingency/discretionary expense	13,025	49,560
Data management fees	445,144	254,657
Depreciation - Property, Plant and Equipment	102,463	102,291
Employee and related costs	7,190,778	5,334,744
General expenses	36,064	30,130
Human Resources Research Innovation expenses	1,264	10,597
Infrastructure development	212,339	-
Insurance	27,054	22,373
Legal expense	2,334	-
Loss on foreign exchange	5,240	-
Membership integrity checks	16,860	-
Postage and telephone	215,718	167,405
Printing and stationery	161,694	160,955
Rent paid	923,052	514,235
Repairs and maintenance	15,131	2,593
Staff welfare	44,863	29,942
Strategic HR Projects	-	136,533
Subscriptions	128,494	62,822
Training	90,690	81,278
Travel - local	165,271	177,593
Website	128,496	51,163
<b>Total Expenses</b>	<b>11,280,430</b>	<b>8,131,984</b>
<b>(Deficit)/surplus for the year</b>	<b>(155,380)</b>	<b>147,888</b>



# **PART B**

## Board, Committees and Operations

# SABPP Board

## Composition of the 12th Sabpp Board (2016-2018)

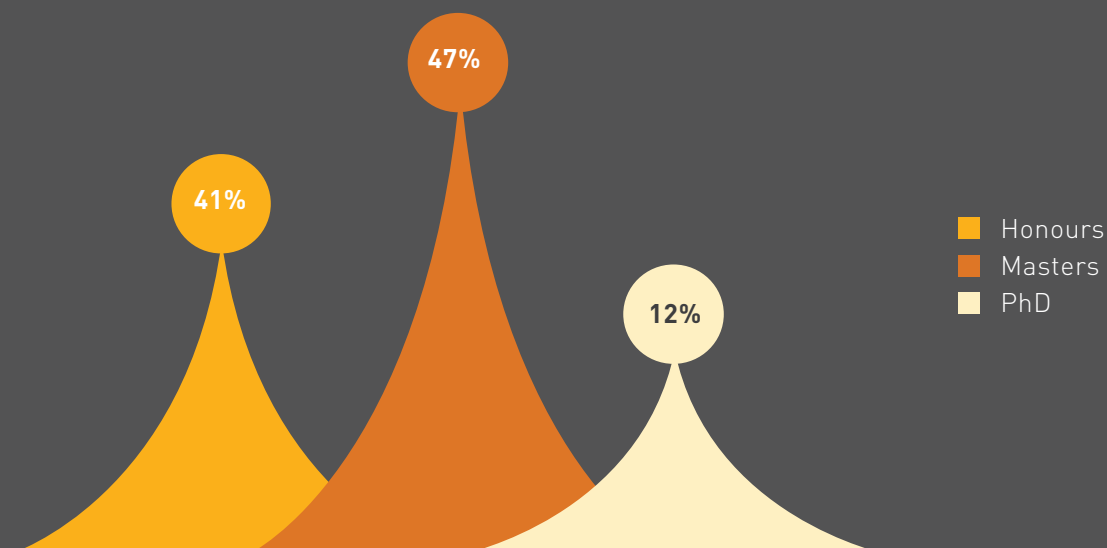
The SABPP Board consist of 17 members of which 11 were elected by SABPP members, four were co-opted by the Board as well as SABPP CEO and SABPP COO representing Management. The Board has an Exco which consist of a Chairperson and two Vice-Chairpersons.

There were four Board meetings and four Exco meetings that were held in the year 2016. In anticipation of King IV, the SABPP Board continued to provide oversight in discharging their duties regarding the four priorities of a Governing Body i.e. strategy, policy, oversight and disclosure.

The SABPP Charter was amended to make provision for appointing the SABPP COO to the Board as the Senior Executive responsible for Operations, Finances, Human Resources and Information Technology. Throughout the year, Board members played an active role in representing SABPP at Strategic Stakeholder forums.

In addition to all Board members being trained on corporate governance, 100% of Board members holds a Post-graduate qualification. See the below table:

## SABPP Board qualification breakdown

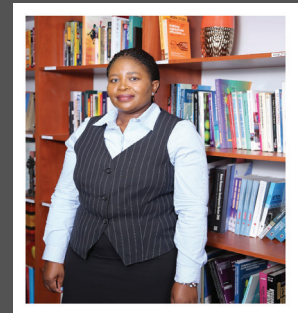




Mr Siphwe Moyo (CHRP)  
SABPP Chairperson



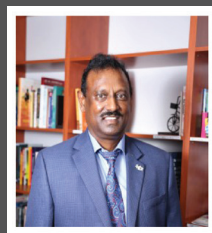
Prof Karel Stanz (MHRP)  
SABPP Vice-Chairperson



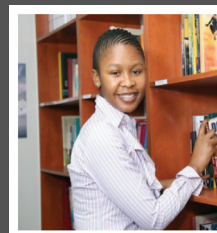
Ms Thandi Thankge (MHRP)  
SABPP Vice-Chairperson



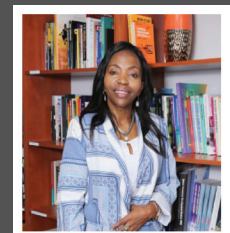
Ms Judith Nzimande  
(MHRP)



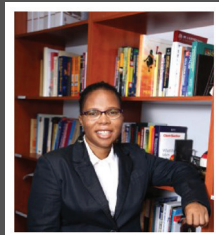
Prof Logan Naidoo  
(MHRP)



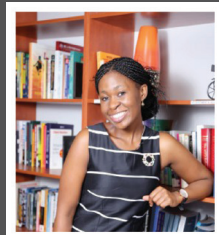
Ms Mpolai Liau  
SA (CA)



Ms Sindiswa Ruth  
Maseko (MHRP)



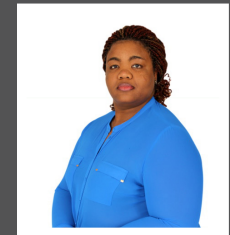
Ms Delisile Gumbi  
(CHRP)



Ms Yolisa Ngxabazi



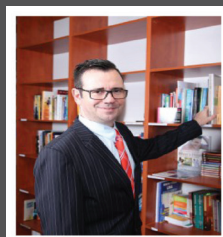
Adv Nomsa Wabanie-  
Mazibuko (MHRP)



Ms Bebe Oyegun



Mr Maropeng Sebothoma  
(CHRP)



Mr Brian Matthee  
(CHRP)



Ms Vuyo Dwane  
(MHRP)



Mr Frank de Beer  
(CHRP)



Mr Marius Meyer  
(MHRP)

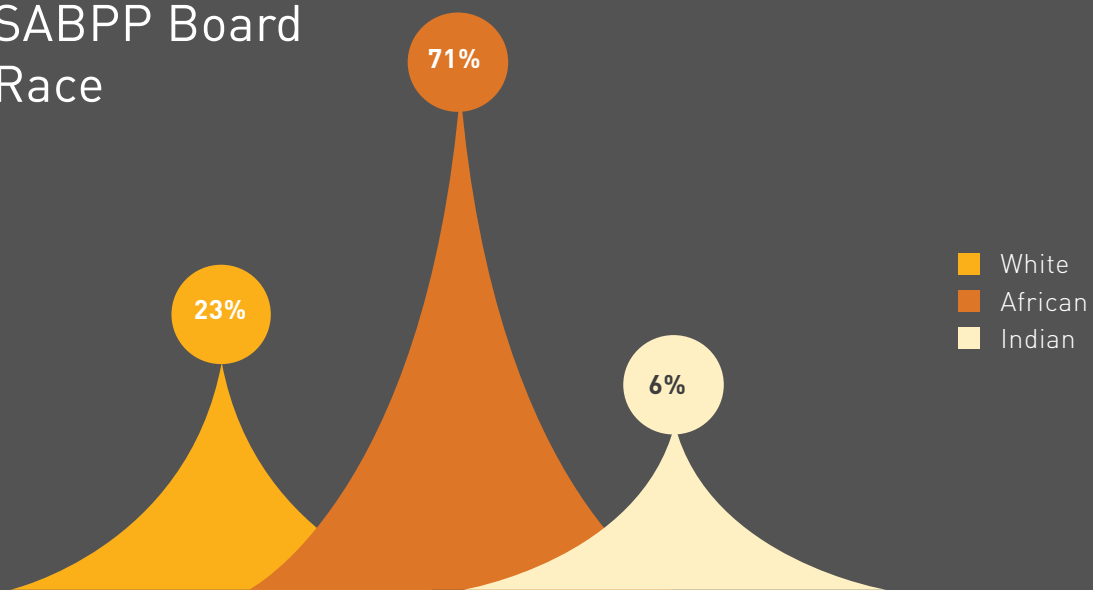


Mr Xolani Mawande  
(CHRP)

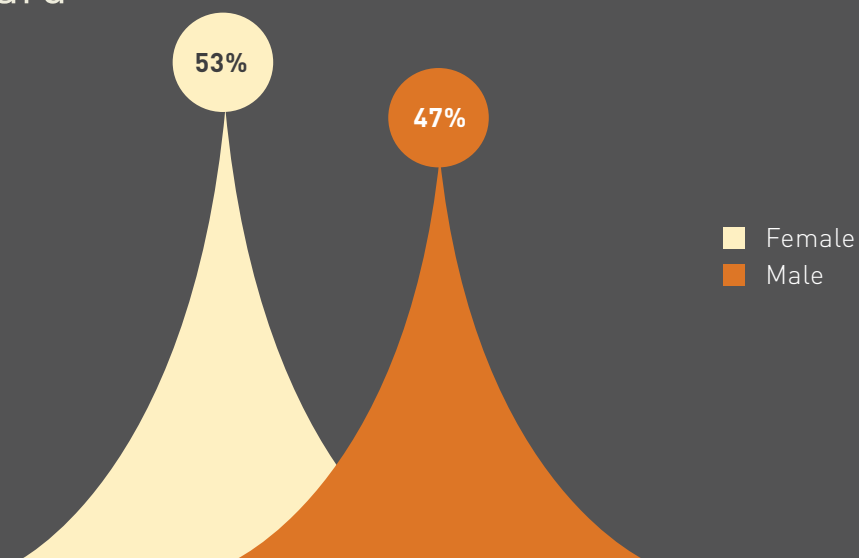
## The employment equity profile of the SABPP Board in terms of race and gender are as follows:

2016 Board Employment Equity Status as at 31 December 2016

### SABPP Board Race



### SABPP Board Gender



# Top 10 Highlights

The top 10 highlights of the year were as follows:

In pursuit of the SABPP strategy in delivering excellence for HR Professionals, significant successes were achieved throughout the year. These highlights span across all SABPP Departments and cover all seven of the strategic priorities in an integrated manner, thereby not only achieving departmental success against the strategic priorities but also multiplying its impact in a holistic and integrated fashion. Herewith the top ten highlights for 2016:

**01**

## 1067 PROFESSIONAL REGISTRATIONS FOR THE YEAR:

SABPP has achieved and exceeded the target of 1000 professional registrations for the year. In total, a record of 1067 new registrations for 2016 was recorded.

1000+

**02**

## AMENDED MISSION AND VISION OF SABPP:

The mission and vision of SABPP was amended in 2016. Given the growth of the organisation, the SABPP Board saw the need to revise its mission and vision in order to strategically align its practices and better fulfil its leadership role to the HR Profession.



**SABPP™**  
SA BOARD FOR  
PEOPLE PRACTICES  
Setting HR standards

**VISION**

To be a world-respected HR professional body, leading the way with people practices standards, professional competence and active citizenry.

**MISSION**

To lead and give a credible voice to the HR profession based on clear standards of governance, quality assurance and professionalism in human resource management and people practices in the workplace.

Our key focus is on adding value and contributing to the sustainability of organisations.

# 03

## SABPP ANTI-RACISM PLEDGE:

In response to several incidents of racism in the business environment and society at large, exacerbated by the viral distribution thereof by means of social media platforms, SABPP arranged a public session to combat this problem in practice. The session was supported by the SA Human Rights Commission. The SABPP members showed their commitment and support by signing the Anti-Racism pledge.

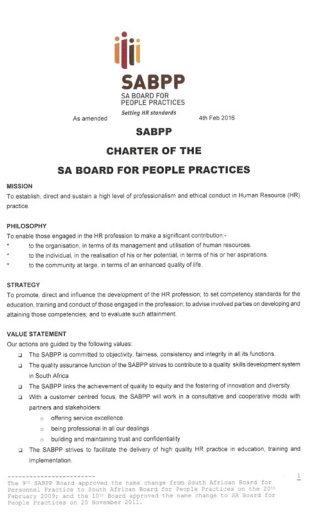
In essence, the pledge confirms that the SABPP has a zero-tolerance approach to all forms of discrimination and racism in the HR profession, workplace and in society.



# 04

## CHARTER AMENDMENT:

Given the growth of SABPP as an organisation, new and improved methods to ensure good governance had to be found. Therefore, a call for a Special General Meeting (SGM) was sent to SABPP members and the meeting took place on the 4th February 2016 to amend the SABPP Charter. There were 5 resolutions that were proposed and approved by SABPP members. The amendments were made under section 9, 11, 12, 15 and 17 of the SABPP Charter.

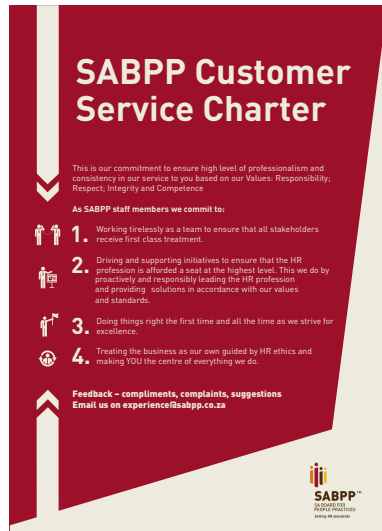




# 05

## CUSTOMER SERVICE CHARTER:

Late 2016 SABPP created a Customer Service Charter that gives clarity on SABPP’s commitments to the HR Profession and our members as our customers.



# 06

## HR VOICE STRATEGY 2.0:

The SABPP Board approved the 2nd version of the HR Voice Strategy, referred to as HR Voice 2.0 (building on HR Voice I). The Board felt that given the phenomenal success of HR Voice I enabling SABPP to grow with about 1000 new members per year, the strategy is sound and only needs a refocus to continue gathering momentum in driving sustainable success.

### HR VOICE STRATEGY: 2016-2018

SETTING HR STANDARDS – SABPP: THE VOICE OF THE HR PROFESSION



HR PROFESSIONALISM: 4 PILLARS, 4 PRINCIPLES (VALUES), 6 TOP PRODUCTS, 7 PRIORITIES



# 07

## HR STANDARDS AND AUDIT AWARDS:

SABPP decided to acknowledge and award HR leaders that have made a great impact on the HR industry and organisations that performed tremendously well during their audits, achieving scores above the requirement of 60%. This prestigious ceremony took place on the evening of the 27th July 2016. The top three achievers were: Umgeni Water, Air Traffic and Navigation Services (ATNS) and The South African National Roads Agency (SANRAL).

**WINNERS**  
**HR Standards and**  
**Audits Awards**  
 Vodacom World, 082 Boulevard,  
 Midrand



**UMGENI**  
**WATER · AMANZI**



# 08

## 4TH ANNUAL HR STANDARDS AND RESEARCH IN PRACTICE CONFERENCE:

The Annual HR Standard Conference was hosted in style for the year 2016. This event was extended to 2 days instead to serve the needs of both HR Practitioners and Academics. This special event was held on the 27 – 28 July in Vodacomworld, Midrand.

The 1st day of the summit introduced research as an important component to implement HR Standards and the 2nd day was used to showcase successes achieved since the launch of the HR Standards.



## 4TH ANNUAL HR STANDARDS AND RESEARCH IN PRACTICE CONFERENCE

**STANDARDS, AUDITS AND COMPETENCIES**

# 09

## TRAINING PROVIDER FORUM:

July 2016 marked SABPP’s 2nd Annual Training Provider Forum. Guest speakers Dr Shirley Lloyd from the Department of Higher Education and Training, Bruce Mohammed from the Quality Council for Trades and Occupations (QCTO) addressed topics relating to the Learning, Training and Development field. The highlight of the forum was the launch and signage of the “Pledge for Quality Assurance for Training Providers.



**Pledge for Quality Assurance for Training Provider**

**Training Providers**

- 1. We pledge to support the learner from the moment they enquire about learning and right through the entire value chain of the learning process.
- 2. We pledge that we will provide information on all courses enquired about, as well as any advice needed. We will also provide guidance to the learner on realising their potential towards meeting the workplace needs and demands.
- 3. We pledge to provide any necessary training aids and resources to ensure that everyone receives the support and assistance required to reach their full potential.
- 4. We pledge to provide continuous feedback to all stakeholders towards improved results and practices.
- 5. We pledge to improve our performance so that our clients receive the best possible experience.
- 6. We pledge to be transparent in our processes.
- 7. We pledge to use technology as an enabler to facilitate learning and tracking of information.

**QCTO SABPP Guarantees:**

- 1. To provide support that meets the business needs within our mandate.
- 2. To provide continuous feedback on quality management systems and practices.
- 3. To provide an everlasting customer experience for stakeholders.
- 4. To facilitate interventions that guide best practices.
- 5. To take full responsibility for our action.

# 10

## THE SABPP BOARD WAS TRAINED ON CORPORATE GOVERNANCE BY TERRY BOOYSEN

To strengthen SABPP governance, the Board of SABPP was trained by an Expert Terry Booysen from CGF on the 20th February 2016.



# SABPP Board Committees

In this section, we report back on the work of all the 13 SABPP National Committees. Although all these committees have been formed for a very specific and unique purpose such as accreditation, ethics and mentoring, where necessary initiatives have been launched where the work of the committees complement one another. For instance, in cases where an ethical issue is encountered with a Learning Provider, this matter is then referred to the Ethics Committee. In addition, the Annual Committees meeting in which all committees are represented, further encourages collaboration between committees. These efforts will be intensified in future to ensure that the work and outcomes of committees contribute more directly to integrated thinking and reporting.

Despite the unique character of each committee, generic committee governance guidelines will be prepared to ensure a more consistency and comprehensive approach to aligning all committees to overall strategy and governance requirements of SABPP.

SABPP has 3 types of Committees: National, Provincial and Project Committees. The main National Committees are as follows:

- Risk and Audit Committee;
- Ethics Committee;
- Learning and Development Committee;
- Quality Assurance Committee;
- HR Audit Council;
- Mentoring Committee;
- HR Citizen Committee;
- Change Management Committee;
- Professional Registration Committee;
- Continuous Professional Development (CPD) Committee;
- Higher Education Committee;
- IT Governance Committee;
- Human Resource Research Initiative (HRRI);
- HR Governance Committee;
- Remuneration Committee.

# National Committees

## Professional Registration Committee



Chairperson: Mochabo Moerane

### Purpose of the Committee:

- To evaluate applications from individuals who desire to register with the SABPP at a level appropriate to their HR competencies, education, level of experience and approve relevant professional registration level.

### Contribution of PRC to overall strategy of SABPP:

- Adherence to the SABPP Professional and Ethical Code;
- Ensuring that SABPP register professional members are of a high standard;
- External ethical verification of qualifications (MIE).

### Successful initiative for 2016:

- New committee members were appointed in 2016 to register the larger number of HR Professionals;
- Target for upgrade registrations of 60 had been reached;
- Target for new registrations of 1000 was exceeded (1067).

### Challenges experienced in 2016:

- Insufficient information submitted on work experience by members when completing registration form;
- Committee capacity due to sharp increase in registrations.

### Initiatives planned for 2017:

- Committee members are committing to register 110 applications per month;
- Initiative for paperless evaluation by committee;
- Greater awareness about SABPP amongst school leavers;
- A focus on professional registration of Academics.

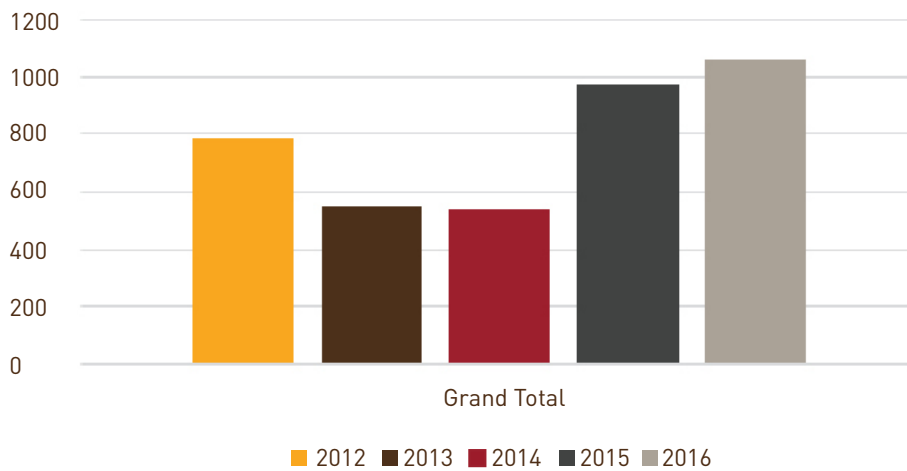
### 2016 Feedback

- The committee met for 11 times in 2016 and successfully evaluated all applications submitted;
- A record 1067 professionals were registered in 2016, a great improvement from the previous record of 974 registered in 2015.

Month	MHRP	CHRP	HRP	HRA	HRT	Total
Jan	3	17	35	27	9	91
Feb	2	14	39	26	15	96
Mar	7	9	43	23	10	92
Apr	4	23	40	28	16	111
May	3	19	46	18	13	99
Jun	5	17	44	23	11	100
Jul	6	11	43	20	3	83
Aug	2	17	35	23	3	80
Sep	4	25	38	27	6	100
Oct	5	11	40	11	8	75
Nov	3	21	70	31	15	140
<b>Total</b>	<b>41</b>	<b>163</b>	<b>403</b>	<b>226</b>	<b>94</b>	<b>1067</b>

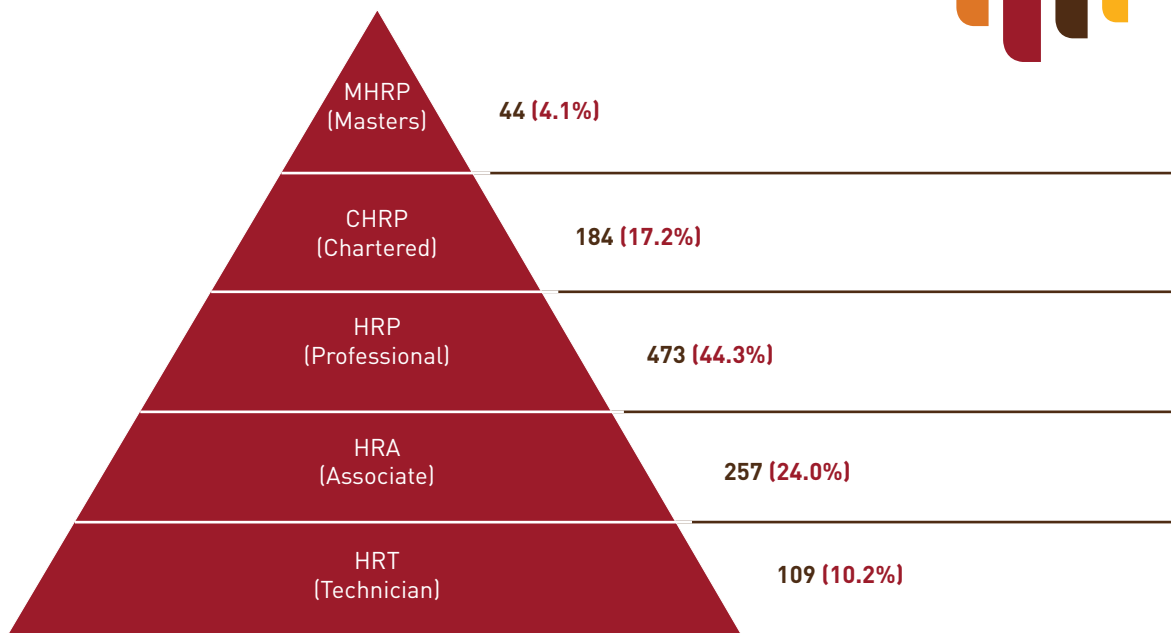
## Below is a five years comparison

Year	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Grand Total
2016	91	96	92	111	99	100	83	80	100	75	140	1067
2015	72	106	90	65	97	71	111	107	109	67	79	974
2014	34	58	35	53	36	60	42	42	42	95	45	542
2013	59	26	33	43	30	60	42	39	35	63	116	546
2012	52	78	72	68	57	72	89	59	73	88	74	782
5 Year Average	61.6	72.8	64.4	68	63.8	72.6	73.4	65.4	71.8	77.6	90.8	782.2



- More and more professionals are registering at all levels with particular emphasis on the HR Professional level as shown below.
- Marketing campaigns gained momentum. Registrations are starting to benefit from increased visibility due to HR standards and corporate visits.

## First time registration per level 2016



## Upgrades

Month	Upgrade
Jan	7
Feb	11
Mar	5
Apr	3
May	7
Jun	7
Jul	6
Aug	4
Sep	9
Oct	8
Nov	9
<b>Total</b>	<b>76</b>

- 76 professionals applied for upgrade in the year 2016 (exceeding the target of 60).
- New People Practice Champion (PPC) members were registered, 11 people were registered in the PPC category that was launched in July 2014 to cater for people who do not necessarily have qualifications in HR.
- A total of 1403 HR students at universities were registered in 2016 from various institutions. This high number of individual students' registrations provides a solid platform for launching fully-fledged HR student chapters at various campuses throughout the country.
- Like all the other Professional Bodies we are still facing a challenge in getting members to maintain their membership due to various reasons. Strategies will be put in place to ensure that these numbers improve in 2017. Stricter collection methods and the new online membership system is expected to increase the retention rate.
- For 2016, a total of 2950 members renewed their subscription out of a total population of 5227 which therefore represents 56%.

# WE HAVE MOVED OFFICES!



The SABPP offices are now situated at  
223 Jan Smuts Avenue, Rosebank.

For enquiries call - 011 045 5400





## Quality Assurance Committee



**Chairperson: Bebe Oyegun**

### **Purpose of the Committee:**

- To be the recognised voice of quality and a trusted advisor in respect of assessing, monitoring, examining, certification and accreditation of HR programmes and qualifications in South Africa and on the rest of the continent, in support of developing work ready HR practitioners.

### **Contribution of QA Committee to overall strategy of SABPP:**

- Support in the profiling of the SABPP as the voice for HR practitioners in the marketplace in relation to practice standards and professional competence via quality assurance for HR programs and qualifications in the following ways:
  1. HR practitioners, HR departments and institutions of learning will seek to be assessed, examined, certified and/or accredited by the LQA/SABPP because it provides clear, unbiased standards of governance and quality assurance in respect of HR programmes and qualifications;
  2. The SABPP brand will be strengthened via key external relationships e.g. with employers, institutions & providers, regulators and government agencies against the HR Voice strategic pillars within the LQA space. The following areas will be prioritised:
    - Work ready professionals (HR Academy)
    - Work integrated and work fit professionals (Quality Assurance)

### **Successful initiative for 2016:**

- 5-year strategic framework developed;
- Number of Providers Accredited: 43;
- Critical External Committee engagements: QCTO & SAQA;
- Number of learners participating in SABPP programmes: 5312;
- Number of site visits to Learning Providers:
  - Verification – 61
  - Monitoring – 38

### **Challenges experienced in 2016:**

- Improving LQA accreditation rigour and governance;
- Providers limited understanding of the SAQA requirements for accreditation;
- Decolonization and contextually relevant curriculum (Active Citizenship);
- HR research and knowledge production.

A strategic session was arranged to reposition the LQA Department for improved strategic relevance and impact. This includes using and providing relevant and outcome focused technology and tools in support of ETQA rigour, learner friendliness, workplace efficiency as well as improved learning and assessment practices.

# Continuing Professional Development (CPD) Committee:



**Chairperson: Chaital Harry**

### Purpose of the Committee:

- The committee is the custodian of the SABPP CPD Policy which provides support to individual practitioners seeking recognition for ongoing professional development and providers offering learning events for ongoing professional development.

### Contribution of CPD Committee to overall strategy of SABPP:

- To incorporate HR Competencies and Standards when approving programmes;
- To review and update the CPD Policy from time to time;
- To monitor implementation of the Policy;
- To monitor the quality assurance of CPD providers;
- To prepare compliance reports for the Board at twice annual intervals.

### Successful initiative for 2016:

We have recommended that the CPD Point system be reviewed as follows:

- 1 point for every 1 hour of learning (instead of every 4 hours of learning);
- This method is in line with other professional bodies within SA and international best practices;
- CPD must be accessible, relevant, easy to track and achievable.

SABPP participated with other professional bodies on a quarterly basis on critical topics (such as RPL) that impact on the respective memberships. These engagements are used for the purpose of benchmarking, and continuous improvement in CPD strategy and governance.

We have drafted an inter-professional bodies Memorandum of Understanding on sharing continuous professional development [CPD] principles and practices, including acknowledging CPD points across professional bodies.

### Challenges experienced in 2016:

- After a period of inactivity, the Committee was officially reinstated in August 2016;

- Professional members find it difficult to manage the current CPD point allocation;
- Prior to the launch of the new online membership system no such technological recording system for managing CPD was in place;
- The turn-around time for generating CPD certificates for delegates on accredited events pose a challenge to the CPD administration team.

### Initiatives planned for 2017:

- Verification of CPD points will be done on a quarterly basis (pilot phase);
- An online system should be in place for members to upload CPD points and records;
- The panel will monitor the achievements of CPD points via a standards matrix;
- A formal report will be presented on a quarterly basis to the committee and the board;
  - Regular communication will be sent to all members (via Newsletter, Twitter, Web site and online membership system);
- Workshops will be scheduled for members on a regular basis on critical topics that impact HR Practitioners for the purpose of CPD.

## HR Audit Council



**Chairperson: Maropeng Sebothoma**

### Purpose of the Committee:

- The focus of the committee is to outline the governance principles, requirements and processes of the SABPP Audit Council. The HR Audit Council's mandate is to ensure that there is accountability and oversight of the HR Audit Unit. In addition, the structure will ensure that the HR audit process and methodology is continually refined.

### Successful initiatives for 2016:

- SABPP audited (Five) 5 organisations;
- 3 audits in Gauteng;
- 1 audit in the Free-State;
- 1 audit in the Eastern Cape;
- We have conducted Seven (7) HR Auditor Training workshops in 2016;
- Approximately 90 professionals have been trained as HR Auditors, these HR Auditors comprise of internal and external HR auditors;
- 11 HR Audit proposals have been generated this year;
- Audit Council outputs were as follows:
  - Terms of reference approved;
  - First annual HR Audit awards.

### Challenges experienced in 2016:

- Review of Auditors fees and subsequent complaints were handled by means of consultation,

financial planning and streamlined policy;

- Market penetration and actual audit contracts;
- Professionalising HR Audit process based on already established audit frameworks and governance (work in progress).

### Initiatives planned for 2017:

- Convert key relationships into business alliances;
- Work together with HR Auditors to bring in leads;
- Developing additional products e.g. Audits of professional practice standards;
- Increased conference presentations (involve Board members and other SABPP staff);
- Leveraging marketing via Social Media;
- Audit Awards;
- More focus on JSE listed companies.



## HR Citizen Committee:



**Chairperson: Sivaan Marie**

### Purpose of our committee:

- To create meaningful high impact opportunities for HR Professionals to become active citizens in their own profession and society at large.
- Contribution of the HR Citizen Committee to overall strategy of SABPP:
- The HR Citizen Committee’s work is focused on initiating and approving HR Citizen projects and to provide a contextual framework in mobilising HR professionals in volunteering projects and thereby fulfilling our duty to society.

The two competencies “duty to society” and “citizenship for the future” as outlined in the HR competency model provides a clear reference point for the work of the committee. The committee will not engage in any non-HR projects in which these two competencies do not feature. It is imperative that these projects address South Africa’s main problems: Inequality, Education, Poverty, Unemployment. The committee will therefore drive a strong transformation agenda in addressing these four transformation challenges.

- The HR Citizen Committee is formed to initiate projects, mobilise HR professionals and to approve and oversee initiatives in accordance with SABPP’s mandate. The committee gives effect to the strategic imperative of active citizenship and stakeholder engagement for impact as embodied in the HR Voice II Strategy of SABPP.

### Challenges experienced in 2016:

- Prioritising Citizenship projects given the vast need in the society;
- Reluctance of some employers to release HR professionals for volunteering work;
- Challenges in mobilising HR Professionals in different provinces to participate in citizenship projects.

### Initiatives planned for 2017:

- Mobilize active citizenship in the Professional Communities, starting off with HR Community under the umbrella body;
- Influence the Professional Bodies to essentially say to their members: “to be recognized as an accredited member of the relevant Professional Body, we expect you to play your part with regard to the significant social challenges facing SA”, starting off with SABPP, with other professional bodies to follow;
- Support the launch of the Active HR Citizen concept together with SABPP, at a public event, showcasing early successes (e.g. Partners for Possibility (PfP) and other organisations) to mobilise HR Professionals in getting involved;
- Develop the content of the e-learning module called “What you need to know before entering an under-resourced school in SA”, with the support of SABPP, who - through a significant act of leadership - are committed to support PfP to encourage HR practitioners to make themselves available to assist at one under-resourced school as the HR partner to that school;
- Partner with Harambee to improve candidate employability, by leveraging off inherent SABPP member resources.

## Higher Education Committee:



**Chairperson: Prof Karel Stanz**

### Purpose of your committee:

- The Committee provides formal recognition and endorses the quality of higher education qualifications and students' employability that meet industry needs and allow ongoing professional development.

### Contribution of your committee to overall strategy of SABPP:

- To facilitate the incorporation of HR Competencies and Standards in learning curriculum;
- To review the current curriculums in-line with Council of Higher Education requirements (quality component) as well as meeting industry needs;
- To prepare students to engage with HR Professionals via Student Chapters.

### Successes achieved during 2016:

- We launched 5 Student Chapters and registered 709 Students as Student Members;
- We awarded top students awards at various institutions;
- As a Sub-committee of the Higher Education Committee the HR University Forum was hosted by the University of Johannesburg;
- Some universities have managed to integrate the HR Standards into current curriculum;
- We awarded 2 students with special prizes as part of a national competition.

### Challenges for 2016:

- "Fees Must Fall" had major disruption on the academic year for both students and lecturers;
- Due to financial constraints on universities some of the peer-evaluations have been postponed to 2017;
- The HR University Directory has not been updated since 2015, which needs to be amended to add recent staff movements;
- Some universities experienced capacity problems to integrate the HR Standards into current curriculum.

### Initiatives planned for 2017:

- Support higher education institutions on integrating SABPP HR Standards into the revised curriculums;
- Perform additional peer-review site visits (accreditation) with:
  - 5 Private Higher Education Institutions
  - 4 Public Universities
- Provide regular communication with the university forum on trends and changes in the HR Profession, so that they can share it with students;
- Get academics registered as professional members under the specialisation "Learning and Development".



# Learning and Development Committee:



**Chairperson: Mike Stuart**

### **Purpose of The Committee**

The Committee's purpose is to continually invigorate Learning and Development by:

- Inspiring practitioners through creating spaces for reflection, conversation and collaboration;
- Guiding practitioners through sharing useful, practical tools and practices
- Professionalising practitioners through standards, audits, accreditation and credentialing;
- Unifying practitioners through creating a common language understood within and outside our profession.

### **Contribution to the overall strategy:**

- Added depth to the L&D Standard by developing the Workplace Learning Professional Practice Standard, including one on Work Readiness;
- Communicated the interests of HR practitioners to the Department of Higher Education & Training regarding the Proposed New Skills Landscape 2018+;
- Researched emerging L&D trends and how to support their adoption and application by HR practitioners.

### **Successes achieved during 2016:**

- Drafted and presented the Workplace Learning standard at the SABPP Annual Conference;
- Helped draft the SABPP submission to DHET on the Proposed New Skills Landscape 2018+;
- Provided support to the BPeSA Skills Supply Chain Project for the City of Tshwane BPO Park;
- Conducted a L&D Trends Survey;
- Contributed to the Fact Sheet The L&D Landscape in South Africa;
- Established a Slack Group for collaboration.

### **Challenges for 2016:**

Despite the above successes, the Committee and Management did not manage to leverage on the good opportunities presented by the Learning and Development Standards.

### **Initiatives planned for 2017:**

- Run workshops to support practitioners in the application of the Workplace Learning standard;
- Finalise and publish the Work Readiness standard;
- Draft and publish the Disability standard;
- Organise an L&D (un)Conference;
- Increase committee membership;
- Evolve the L&D Standard.

## Mentoring Committee:



**Chairperson: Getty Simelane**

### **Purpose of the Committee**

- The SABPP Mentoring Committee comprises volunteer HR practitioners working to provide initiatives involving HR career progression and mentoring which will advance the status, quality and visibility of HR professionals in pursuit of the SABPP strategy "HR Voice".

### **Successes achieved during 2016**

#### **The candidate programme:**

- This programme develops the skills of HR Candidates as they relate to the National HR Competency Model and to the 7 HR Functions defined by the National HR Standards Model;
- The programme allows candidates to convert previously obtained theoretical knowledge into activities related to professional practice under the guidance of a registered SABPP Supervisor to obtain professional registration depending on qualifications;
- Candidate Programme key milestones
  - 2014-2015 Conception up to Pilot
  - 2015-2016: Framework finalisation and finetune
    - : Identification of the candidates and mentors
    - : Launch of the programme
- Proposed Terms of Reference;
- Development of medium term strategy for the Committee.

#### **Initiatives planned for 2017:**

- Internship Programme;
- Professional Mentoring Programme;
- Consultant Mentoring Programme;
- Mentoring and Coaching for Authors;
- MIS 2017;
- Book – The SABPP Story: Mentoring and Coaching case studies.

## Change Management:



**Chairperson: Timothy Nkuebe**

### **SABPP Change Management Committee:**

- The Committee promotes and advance the change management profession in a workplace and in society.
- Change Management is a purposeful, systematic approach to supporting individuals/teams/ organisations to arrive at a defined desired future state which involves changes to the work environment or to the work itself.

### **Contribution to the SABPP Strategy:**

- To stimulate healthy debates and provide practical guidance and support to CM dynamics;
- To align to other people professions by connecting with the SABPP Committee in sharing knowledge capital;
- To network and obtain input from other CM professions outside SABPP community;
- To promote the SABPP CM standard and to ensure it becomes best practice guide in organisation;
- To impact society through education about managing and implementing change (articles, fact sheet, books, lecturing conference, events).

### **Challenges for 2016:**

- Finalising the committee composition;
- Developing practical tools to apply the standard.

### **Initiatives planned for 2017:**

- Prepare SABPP change management guidelines;
- Issue 4 change management articles;
- Give 6 lectures/presentations at universities and corporate environments;
- Publish a book on change management within the South African context;
- Support other SABPP chapters in driving change;
- Drive organisational change capability within



## Risk and Audit Committee:



**Chairperson: Mpolai Liau**

### Purpose

- The Committee's purpose is to ensure that processes, finances and risks are effectively governed in accordance with relevant and applicable standards, as well as aligning to legislation and the business strategy.
- Focus on identifying and managing risks and to leverage opportunities for positioning business processes and finances in adding value to the overall SABPP business strategy.

### The three top priorities are as follows:

- Providing independent oversight over the finances of SABPP;
- Assessing the quality and effectiveness of all business processes;
- Identifying, mitigating and managing all risks facing SABPP.

### Contribution to the SABPP's Strategy:

- Sound and proactive risk management practices to achieve a robust control environment;
- Act as a business partner offering advice to the management team and the board;
- Define and monitor risk appetite limits in line with the risk strategy;
- Strict and robust financial management processes.

### Successes for 2016:

- Risk strategy documented and approved by board;
- Risk mitigation plans implemented by Management;
- Stable Risk and Audit committee.

### Challenges for 2016

- Managing risk whilst not involved with operational issues faced by management;
- Ensuring that the business meets its budget.

### Initiatives planned for 2017:

- Key focus and balance in dealing with risks, processes and finances;
- Improving financial position;
- Revised risk strategy.

## Ethics Committee:



**Chairperson: Jenny Thanarayan**

### The purpose of the Committee:

- The Committee promotes the SABPP's standards of ethics among the HR profession;
- Promoting ethical conduct via diverse channels by building knowledge and understanding;
- Raising awareness by fulfilling an educational role in building an ethical framework and guidelines.
- The vision of the committee is to stimulate healthy debate and provide practical guidance and support on the ethical dilemmas HR professionals are facing;
- In addition, the Committee explores practical solutions to transform our collective workplaces, human resources, communities, our country and our continent – where ethical nature becomes the norm within which we operate.

### Contribution to the SABPP'S strategy:

- Directs, supports and promotes ethics, as one of the four key pillars of the SABPP's strategy.

### Successes for 2016:

- Monthly Ethics Hot Topic written for the HR Voice magazine;
- Advice and support provided to the SABPP to address and resolve ethical complaints.

### Challenges for 2016:

- Driving continuous outputs;
- Obstacles in creating ethical work environment including career limiting implications for HR Practitioners reporting unethical behaviour, in particular in cases where their line managers are involved.

### Initiatives planned for 2017:

- Organising a one day ethics conference in February 2017;
- The introduction of the Disciplinary Sub-committee and the committee's role in addressing breaches of code of conduct;
- Continued contributions by ethics committee members to hot topics and articles;
- Improving the committee's demographic representivity;
- Terms of Reference of the Committee to be reviewed and updated.

## Labour Market Committee:

Although the Committee did not meet physically during 2016, SABPP Management continued to conduct research on labour market issues. The highlight of the year was the development of a labour market scenarios 2030 report for South Africa facilitated by top scenario expert Clem Sunter.

SABPP is planning to reform this committee in addressing key issues in the labour market.

## IT Governance Committee:

The Committee never met in 2016, however, new exciting initiatives are planned for rollout in 2017 such as the launch of a new website for members. Furthermore, a new online membership system will be launched in 2017.

## HRRI Committee:

The year 2016 embraced the introduction of the Knowledge and Innovation Department that would carry the responsibility of ensuring the growth in the body of knowledge of the HR profession. The body of knowledge is translated into useful and value-adding products and services for the members of the SABPP.

The Fact Sheets were published during 2016 in the fourth year of publication of this series. The Fact Sheets continue to be well received and utilised by HR Professionals, Academics and HR students at universities. The topics for 2016 were:

MONTH	FACT SHEET
February	Productivity Basics
March	Service Level Agreements
April	Talent Management: Past, Present & Future
May	Building Organisation Capabilities
June	Change Management
July	Innovation in HR
August	HR Technology
September	HR in Business Sustainability
October	The Learning & Development Landscape in SA
November	Towards a Codetermination Model for South Africa

The sixth annual Women’s Report, managed and edited by Professor Anita Bosch, was published and with the support of a generous sponsorship from the Faculty of Management at the University of Johannesburg. This has afforded us the opportunity to distribute this Report to our membership and at various functions. This report was widely published in the media and internet.

The HR Metrics Project is a major project for the SABPP and is ongoing. The purpose of the project is to develop a set of HR Metrics for South Africa. Further refinement of the Metrics framework continues into 2017, with the intended output of a National Human Capital Confidence Index; a finalised framework for Human Capital Board reporting and a framework for operational HR reporting. Dr Penny Abbott is managing the project.

Following the presentation of the SABPP HR research agenda to all universities late in 2014, further revision of the agenda was completed in 2016. The first Research into Practice Conference was held in 2016, and this saw the beginning of HR professionals being platformed for their research whilst working. The topics presented were:

RESEARCHER	ORGANISATION	TOPICS
Ms Liiza Gie	Cape Peninsula University of Technology	Repositioning holistic employee well-ness within the SABPP HR Standards Model
Prof Anita Bosch	University of Johannesburg	Pregnancy in the workplace: Employment Equity and Diversity Management Professional Practice Standard
Clifford Kendrick Hlatywayo	University of Fort Hare	Applicability of the SABPP Competency Model: Reflections from Practitioners
Renjini Mary Joseph	University of Johannesburg	IT competencies for HRM professionals
Pauls Gibbons	Mintek	Measuring the effectiveness of the HR function against the SABPP HR Standards
Hudson Maila	Rand Water	“The influence of coaching on perceived job performance of newly promoted managers” Linking Research with SABPP HR Standards and Competencies
Prof Albert Wöcke	Gordon Institute of Business Science	A practice-based Research Agenda for South African Human Resource Management
SF (Sakkie) van Greunen	University of Pretoria	Towards the development of a substantive Professional-in-training model for the HR profession
Tebogo Sethibe and Renier Steyn	SBL Graduate School of Business Leadership: UNISA	HR Practices and Innovative Behaviour: An analysis of 52 South African organisations

# Provincial Committees

The year 2016 has been a very good year in growing the SABPP footprint in the different provinces. By the end of the year a total of 8 Committees have been formed in all provinces with the exception of the Northern Cape. While some provincial Committees took longer to be activated, others have made significant progress in mobilising HR Professionals at a local level. Notwithstanding typical growing pains during the setup phase, it is clear from the provincial committee reports below that these regional structures now form a solid foundation for future growth and development. The new provincial registrations for 2016 are depicted below.

**Jan 2016 - Nov 2016**

## 2016 Registered Professional Membership

Province	Number
Gauteng	586
Western Cape	133
Kwa-Zulu Natal	106
Eastern Cape	67
Mpumalanga	36
Northern Cape	29
North West	29
Free State	27
Limpopo	25
Outside SA	29
<b>Total</b>	<b>1067</b>

# Limpopo Committee:



**Chairperson: Kgabo Hlaisi**

**Purpose of the Committee:**

- To create awareness in ensuring that HR managers in Limpopo meet the national HR standards.
- To build the capacity of HR professionals in meeting the competencies of the national HR competency model.
- To establish and grow Student Chapters at universities and other learning providers in order to empower the HR youth in building a sustainable pool of young HR professionals entering the HR profession in Limpopo.

**Contribution of the Limpopo Committee to the overall SABPP Strategy:**

**Objective 1 - Increase membership by at least 100 members annually by:**

- Appointment of Field agents
- Identify and contact various business chambers and deliver presentations at various organisations.

**Objective 2 – Retain current members by:**

- Arranging awareness sessions to inform members of our strategy, inform them about benefits of membership, CPD, HR standards, mentorship, audits, facts sheets, HR Voice, Commissioners of Oaths' status, history of SABPP.

**Objective 3 – Establish and strengthen student chapters by:**

- Identifying institutions of higher learning who offer HR programmes and make contact with them at Tshwane University of Technology (Polokwane campus), University of Limpopo, University of Venda, University of South Africa, FETs in all the Limpopo districts (Capricorn, Mopani, Waterberg, Sekhukhune, Vhembe);
- Develop student chapter programmes to cover during visits and meetings with students.

**Objective 4 – Increase visibility by engaging:**

- Print media;
- Social media – use SABPP main face book page, twitter – all members to take part at least once per month;
- Radio – live interviews.

**Achievements of 2016:**

- Arranged an SABPP introduction session;
- Formulated the Limpopo Committee Strategy.
- Articles in local newspapers

**Challenges of 2016:**

- The province does not have active field agents;
- Budget constraints;
- Limpopo province is geographical spread and it is not easy to reach all members;

**Initiatives planned for 2017:**

- Host at least one HR Standards event in the province;
- Host at least one Ethics event in the province;
- Liaise with professional bodies and chambers not yet visited;
- Recruit at least 100 new members;
- Expand SABPP footprint and visibility through articles in local newspapers / forum publications.

New Provincial Registrations (Limpopo)	
2015	26
2016	25



## North-West Committee:



**Chairperson: Lindiwe Ncongwane**



### New Provincial Registrations (North-West)

2015	2016
24	29 

#### The purpose of the Committee:

- The purpose of our committee is to activate, mobilise and amplify the existence and purpose of the SABPP amongst HR professionals in the province and ensure that all members realise and appreciate the value of SABPP.
- Contribution to SABPP Strategy.
- Drive awareness and application of SABPP HR Standards within organisations.

#### Successes of 2016 :

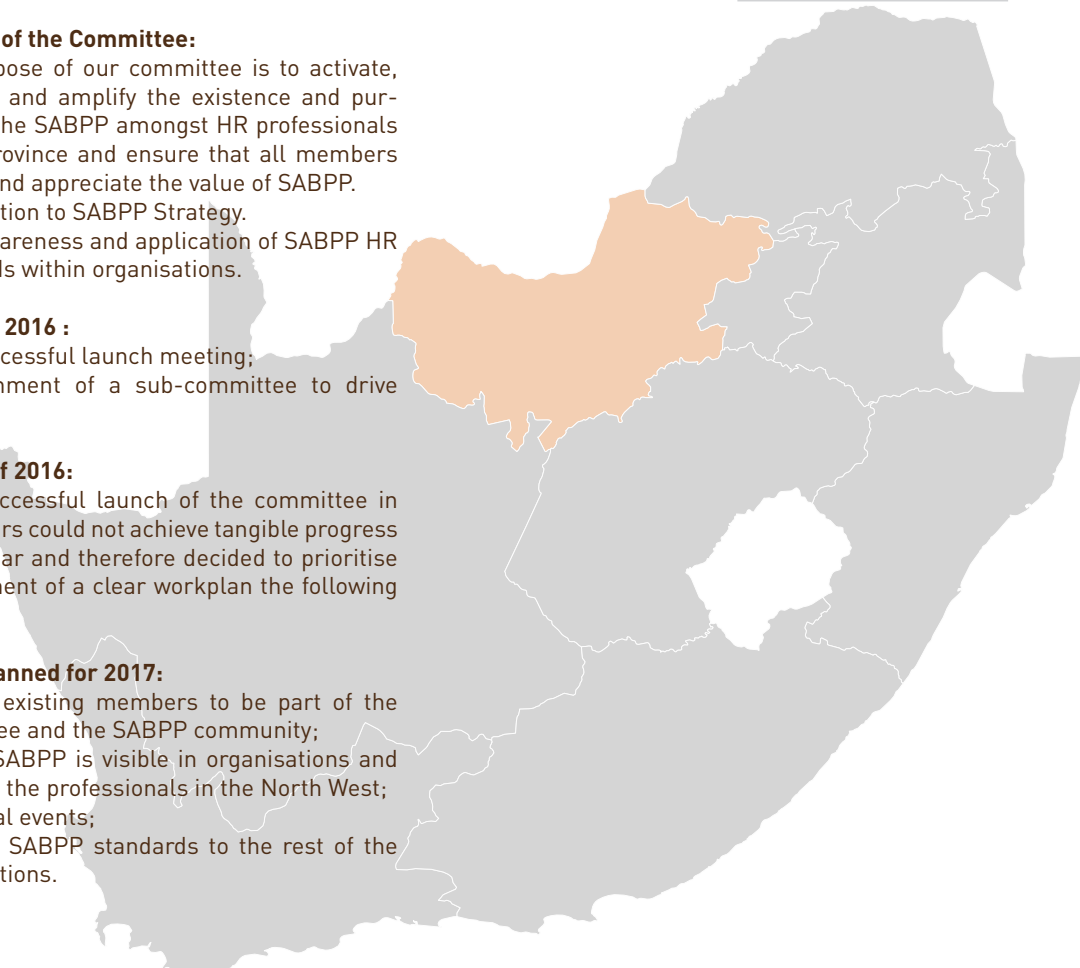
- First successful launch meeting;
- Establishment of a sub-committee to drive projects.

#### Challenges of 2016:

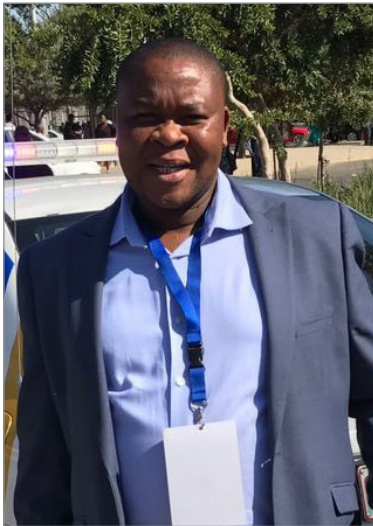
Despite a successful launch of the committee in 2016, members could not achieve tangible progress during the year and therefore decided to prioritise the development of a clear workplan the following year.

#### Initiatives planned for 2017:

- Activate existing members to be part of the committee and the SABPP community;
- Ensure SABPP is visible in organisations and amongst the professionals in the North West;
- Host local events;
- Promote SABPP standards to the rest of the organisations.



## KZN Committee:



**Chairperson: Reuben Dlamini**

### The purpose of the Committee:

- Increase the visibility of the SABPP across KZN;
- Grow the SABPP footprint in the KZN through strategic alliances in the public and private sector.

### Contribution of your Committee to Overall Strategy of SABPP:

- The committee is promoting SABPP to various sectors in the province;
- The committee is providing support to a group of active Field Agents who have managed to recruit several new members throughout the year.

### Successes achieved during 2016:

- The committee has organised a successful breakfast session on employment equity in partnership with Regent School of Business; There was good interaction and networking that transpired among the 80 strong guests. The positive comments received at the end of the event shows the need to host similar events going forward;
- The committee also developed good relationship with three institutions in the province.
- A good relationship was established with the Durban Chamber of Commerce and industry, so much so that the HR Voice magazine is distributed to all member of the HR forum.

### Challenges/problems experienced during 2016:

- KZN province is geographical spread and it is not easy to reach all members, especially in rural areas;
- The Committee could not retain all its members.

### Plans for 2017:

- The committee plan to hold an AGM at the beginning of 2017;
- The committee also plan to have breakfast sessions for members in the Richards Bay and Newcastle areas;
- Promote student chapters to TVET Colleges.



### New Provincial Registrations (KZN)

2015	2016	↑
104	106	!



# Western Cape Committee:



**Chairperson: Bonnie Johansen**

**The purpose of the Committee:**

The Western Cape Committee drives the work of the SABPP in the province by ensuring that the SABPP:

- Becomes the champion for high quality HR products and services;
- Advances the HR profession in the Western Cape.

**Contribution of your Committee to Overall Strategy of SABPP:**

The strategic priorities of the Committee flow from the strategic plan developed by the SABPP Board. The strategy has been designed to ensure that each of the following National focus areas is addressed:

1. Human Resource Development (HRD);
2. Research and Development;
3. Value and Visibility;
4. Open for Alliances;
5. Infrastructure;
6. Continuous Professional Development (CPD);
7. Excellence.

It should be noted that excellence and the appropriate Infrastructure will be fundamental principles that underpin all that the WCC do and apply.

**STRATEGIC THRUST 1: VISIBILITY**

Aim: To increase the visibility of the SABPP across the Western Cape

National Focus Areas: Value and Visibility & Open to Alliances

- Deliver Standards, Application & Practice workshops;

- Ethics & SABPP Audit workshops as a base to enhance value add and to recruit members;
- Fully utilise marketing opportunities through a variety of media;
- SABPP Social Media presence

Grow the SABPP footprint in the Western Cape through strategic alliances in the public and private sector.

**STRATEGIC THRUST 2: MEMBERSHIP**

Aim: To retain current members and recruit new members across the Western Cape

- National Focus Areas: Value and Visibility and Open to Alliances
- Incentivise current Student Chapters to recruit other student members.
- Develop Student Chapters at UCT, SU, CPUT and UWC.
- Develop a new team of Field Agents.
- Deliver value-added services to the WC SABPP members.

**STRATEGIC THRUST 3: KNOWLEDGE**

Aim: To increase the knowledge of HR professionals

- National Focus Areas: HR Development & Research & Development & CPD;
- Develop the Mentoring Programme for SABPP WC;
- Provide opportunities for Continued Professional Development (CPD) of all members;
- Lobby for research in regional HR issues e.g. Skills Shortages in the Western Cape.

**Successes of 2016:**

- Focus Areas: Assigned responsibilities to various committee members taking responsibility for the following strategic priorities:
  - CPD, HRD, Infrastructure, Mentoring, Student Chapter, Value & Visibility, Alliances, Breakfasts & Conferences, Ethics; Auditors; Case study on application of HR standards.
- Highest provincial membership growth;
- Represented SABPP at the Premier's Skills Council.

**Challenges for 2016:**

- Committee members' attendance;
- Attendance at breakfasts & conferences;
- Field agents.

**New Provincial Registrations (Western Cape)**

2015	2016
94	133



## Free State Committee:



**Chairperson: Kgomotso Mopalami**

### Initiatives planned for 2017:

- Increase the number of SABPP members by means of seminars, visits to different companies, electronic media such as a Facebook page, newspaper articles, etc;
- Unite the HR community by arranging opportunities for HR professionals to engage with each other;
- A strategic session to ensure that the committee's vision and plans are aligned to those of SABPP.

### New Provincial Registrations (Free State)

2015	2016	↓
29	27	↓

### The purpose of the committee:

- The purpose of our committee is to, first of all, unite the HR community in the Free State province and to support and capacitate this community under the flag of the SABPP;
- Contribute at a provincial level to the overall strategy of SABPP.

### Contribution of the Committee to overall Strategy of SABPP:

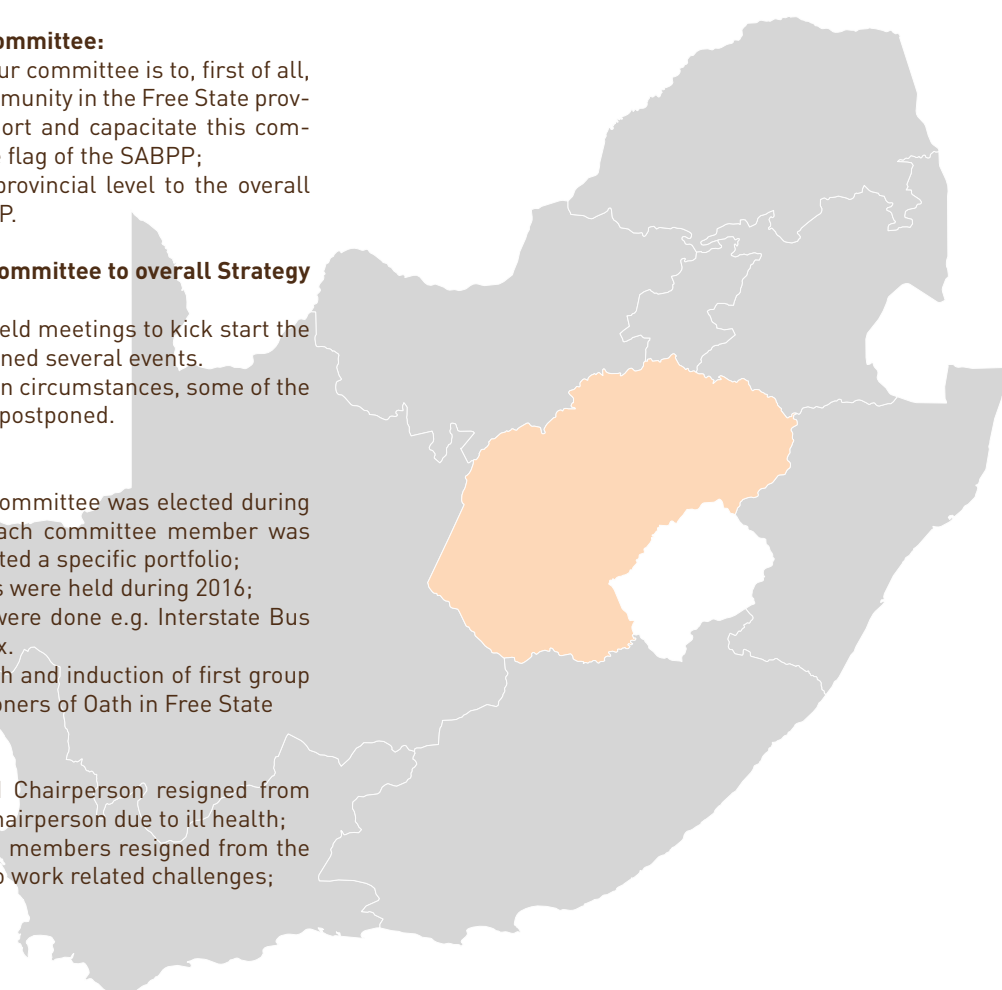
- The committee held meetings to kick start the process and planned several events.
- Due to unforeseen circumstances, some of the events had to be postponed.

### Successes of 2016:

- The Free State Committee was elected during May 2016 and each committee member was since then allocated a specific portfolio;
- Various meetings were held during 2016;
- Company visits were done e.g. Interstate Bus Lines and Raubex.
- Successful launch and induction of first group of HR Commissioners of Oath in Free State

### Challenges of 2016:

- The first elected Chairperson resigned from the position of Chairperson due to ill health;
- Some committee members resigned from the committee due to work related challenges;



## Eastern Cape Committee:



**Chairperson: Nandipha Sishuba**

### Purpose of Eastern Committee:

- To maximise regional visibility of SABPP by driving professional registration and provide professional leadership in the field of HRM;
- To nurture value creating competent HR practitioners.

### Contribution of the Committee to overall Strategy of SABPP HRD:

- One university was accredited during 2016.

### Open for alliances:

- Although five partnerships have been formed in the province, these alliances still need to be formalised with a clear memorandum of agreement;
- A draft Terms of Reference for the Eastern Cape Committee was developed.

### Value, visibility and excellence:

- Three HR standards presentations were delivered in the province;
- Two successful HR Standards workshops were arranged reaching more than 50 professionals;
- Although 67 HR professional new registrations were achieved, another 100 are in the pipeline;
- One engagement session with a student chapter.

### Challenges for 2016:

#### 1. Increase memberships

**Remediation plan:** Increase corporate partnerships will be arranged based on a clear value proposition for members

#### 2. Active committee

**Remediation plan:** Committee governance and follow through on decisions and actions will be improved by means of clear agendas, approved plans and terms of reference signed-off.

#### 3. Active membership

**Remediation plan:** An attractive valued adding programme of action will be developed including improved communication with members.

#### 4. Coordination with SABPP office

**Remediation plan:** Improve coordination with SABPP in all activities in accordance with the submission of a clear workplan to SABPP office.

### Initiatives planned for 2017:

- Build partnerships and alliances;
- Civic duty;
- Committee governance and functionality;

### New Provincial Registrations (Eastern Cape)

2015	2016
44	67

↑

# Mpumalanga Committee:



**Chairperson: Thabang Marule**

- Kruger Lowveld Chamber of Commerce and Tourism

**Challenges of 2016:**

- Induction / capacity training for committee members from the SABPP Head Office;
- Budget constraints

**Initiatives planned for 2017:**

- Empower committee members through an induction programme;
- Host at least one HR Standards event in the province;
- Host at least one Ethics event in the province;
- Liaise with professional bodies and chambers in towns not yet visited;
- Recruit at least 75 new members;
- Expand SABPP footprint and visibility through articles in local newspapers / forum publications.

**The purpose of the Committee:**

- The purpose of our committee is to activate, mobilise and amplify the existence and purpose of the SABPP amongst HR professionals in the Mpumalanga province.

**Contribution of the Mpumalanga Committee to the overall SABPP Strategy:**

**Strategic objective 1: Infrastructure**

- Aim: To empower the Mpumalanga Committee

**Strategic objective 2: Value**

- Aim: To add value to new and existing SABPP members across Mpumalanga

**Strategic objective 3: Visibility**

- Aim: To increase the visibility of SABPP across Mpumalanga

**Strategic objective 4: Membership**

- Aim: To retain current members and recruit new members across Mpumalanga

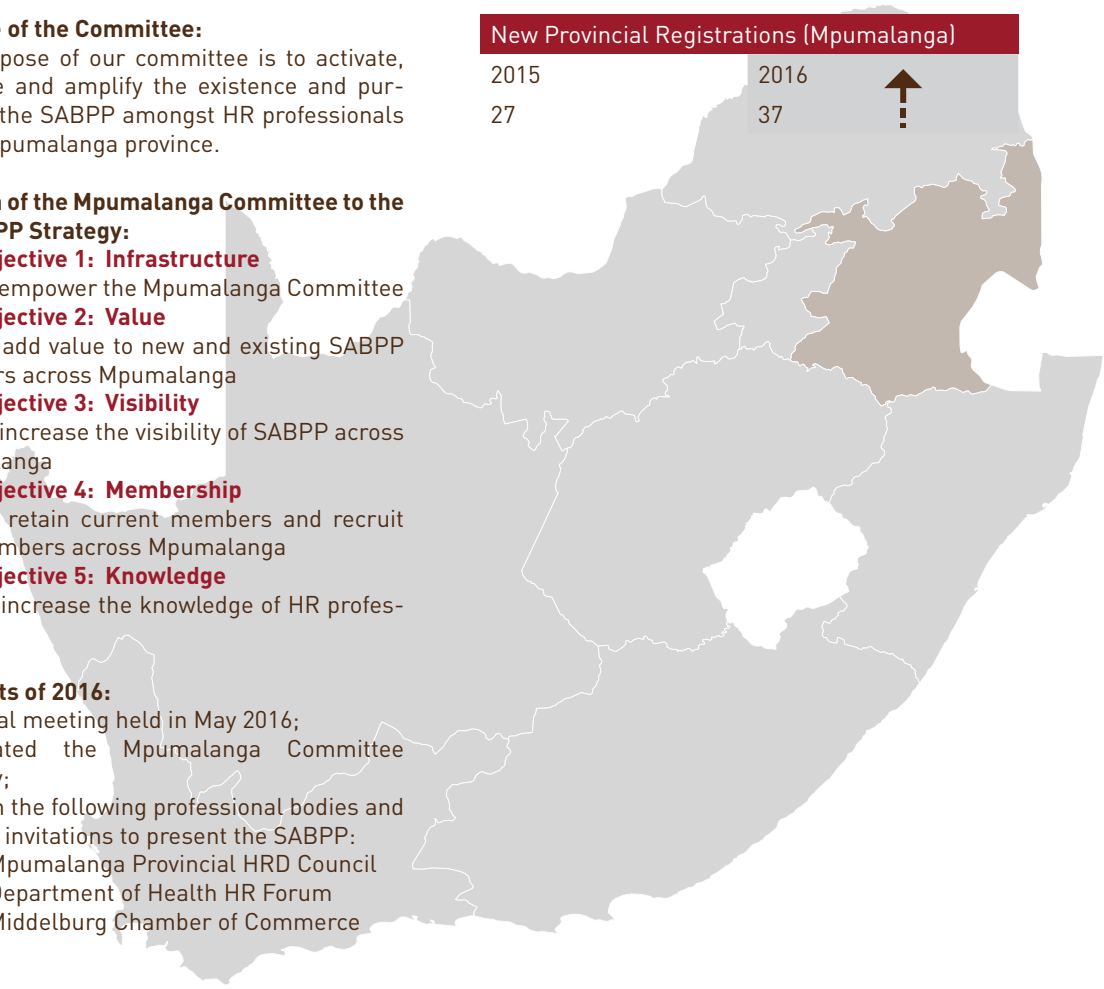
**Strategic objective 5: Knowledge**

- Aim: To increase the knowledge of HR professionals

**Achievements of 2016:**

- Inaugural meeting held in May 2016;
- Formulated the Mpumalanga Committee Strategy;
- Met with the following professional bodies and secured invitations to present the SABPP:
  - Mpumalanga Provincial HRD Council
  - Department of Health HR Forum
  - Middelburg Chamber of Commerce

New Provincial Registrations (Mpumalanga)	
2015	2016
27	37

## Gauteng Committee:



**Chairperson: Monamodi Matsapola**

### Purpose of the Committee:

- Active HR ambassadors that make a difference by adding value to our organisations and the country, to enhance the HR profession by demonstrating integrity while championing people management and people practices.

### Contribution of the Gauteng Committee to the overall SABPP Strategy:

#### Open for alliances:

- Although three partnerships were formed these alliances should still be formalised with a clear memorandum of agreement.

#### Effective Management for sustainability:

- Develop an explicit strategic plan for the Gauteng Committee.

#### Excellence:

The presentation of SABPP Standards and practices:

- SALGA HRPF;
- SALGA working group;
- COGTA Municipal Service Delivery;
- West Rand Regional Human Resources Managers' Forum;
- ISAMAO.

### Challenges of 2016:

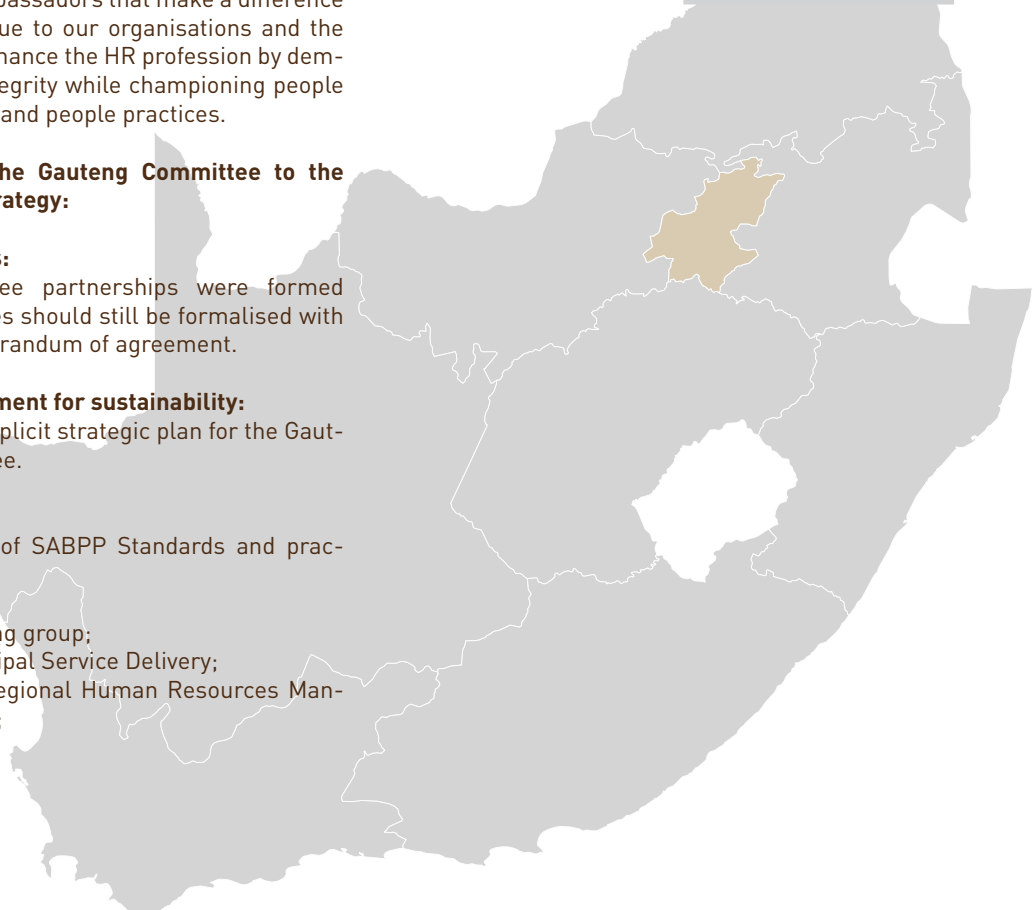
- An approved provincial plan must be developed;
- A clear term of reference is needed to improve governance;
- Active membership;
- Attractive valued adding programme of action/plan;
- Improve communication with members;
- Coordination with head office;
- Improved coordination with head office in all activities;
- Submit 2017 plan to head office.

### Initiatives planned for 2017:

- Committee governance and functionality;
- Build partnerships and alliances;
- Membership growth and retention.

### New Provincial Registrations (Gauteng)

2015	2016	
596	586	↓



# Student Chapters



Several student chapters were formed during 2016 to empower students with knowledge of the HR profession in the work place. We will briefly outline a progress report on all the student chapters that have been formed.



## Tshwane University of Technology:

### Purpose of the committee

- The purpose of the committee is to create SABPP awareness within the Polokwane campus and to set the HR standards amongst the fellow students.

### Contribution of the committee to overall strategy of SABPP

- The committee did class to class visitations to hear from students about their challenges, uncertainties and desires in the HR field and how the SABPP can assist them;
- The committee visited different departments to make them aware of the SABPP;
- Organised a seminar for HR students titled “enriching the young HR professional minds” to help fellow students to develop a professional mind set regarding the HR field.

### Successes achieved during 2016

- Gathered information from the fellow HR students regarding the challenges they are facing, opportunities in the HR field and the changes they would like to see in the HR field;
- Based on the information that was obtained from the students, the Committee was able to organise a seminar.
- The other achievement was that one committee member (deputy chairperson Miss Mahlatji PM) could attend the SABPP Provincial HR Summit, which was held in Polokwane, at the new Peter Mokaba Stadium during September in order to engage and network with HR Professionals.

### Challenges experienced during 2016

- The SABPP was launched towards the end of the year, which limited students in terms of time due to examinations followed by the holidays period;
- The other challenge faced was the “#feesmustfall” strike, which delayed the committee in terms of having more seminars and doing more community outreaches;
- It was difficult to source speakers from industry to address the students.

### Plans for 2017

- The plan for 2017 is to make the SABPP to be known by first year students by displaying posters and banners of the SABPP and also allocate members to engage with the students during the application and registration of academics;
- Ensure that SABPP student chapter is launched earlier at the campus for the academic year;
- Lastly the plan for 2017 is to host more seminars and outreaches.



## University of Johannesburg:

### Purpose

- To introduce students to SABPP as the Professional Body;
- To give students an opportunity to learn more about their chosen field of study;
- To keep students up to date with the world of Human Resources in terms of diversity management, technology and the economy;
- To be the link between the SABPP and students in terms of information (seminars and newsletters)

### Contribution towards SABPP Strategy

- Successfully registered 50 students with SABPP;
- The committee made the SABPP a relevant body in the minds of students.

### Successes

- The successful launch of the Student Chapter was the biggest milestone in 2016.

### Challenges

- The main challenge was arranging meetings to plan events;
- Balancing studies and SABPP activities.

### Plans for 2017

- To actively involve students in decision-making processes;
- To organise road shows, especially to high schools, where we teach the youth about the importance of studying Human Resources;
- To have a YouTube program/show where students can ask HR professionals relevant questions;
- To create a platform for students to engage and influence decision-making.





## Vaal University of Technology:

### The purpose of the Committee

- Represent the SABPP as a Professional Body at the Campus;
- Recruit members and market SABPP;
- Familiarise members with other aspects of the HR Field from an external view;
- Involve members in fundamental activities;
- Liaise between members of the chapter and the SABPP office.

### Successes

- The launch of the student chapter;
- Recruitment drive across the different academic levels;
- Open Day and Career Fair;
- Visibility during graduation ceremonies;
- Community service work targeting the local communities.

### Challenges

- Extended period of protest action;
- Work co-ordination;
- Succession planning when graduates enter the work place.

### Plans for 2017

- Activities such as debates, book club and fun run;
- Participate in annual employability workshop;
- Attend seminars;
- Reach out to students with HR related subjects such as Labour Relations;







## Walter Sisulu University:

### Purpose of the Committee

- To embed the culture of professionalism in all members of the student chapter;
- To ensure comprehensive training and development of members of the student chapter, as future leaders in the HR field;
- To be change agents, impacting on improving surrounding communities;
- To expose our members to undergraduate and graduate developmental programmes;
- To ensure that our members are competent to enter the workplace as professionals.

### Contribution to SABPP Strategy

- Establish the departmental advisory board for the first time in history;
- Working through rearticulation of the curriculum;
- Accreditation of the curriculum by SABPP.

### Achievements

- Seminar or visit by CCMA commissioners;
- Graduate development programmes;
- Networking with other student chapters;
- Presentation on HR standards.
- Academic excellence awards.
- Community engagement programmes.

### Challenges for 2016

- Non-recognition of the student chapter by the Student Development Officer and the SRC for budgeting purposes.
- Operating with no budget.
- No office infrastructure.

### Plans for 2017

- Workshop for the newly elected executive committee and official handover.
- Planning to be the leading and biggest student chapter in 2017.
- To fully embed the HR competence model within our department and university environment ensuring that every registered member of the student chapter know and understand the model.
- To introduce the pay and remuneration module to add to our modules for the students to be easily absorbed by the work environment.
- Arrange quarterly seminars with other student chapters in our province for networking purposes.
- Introduce a new culture of student research and development through our research and advisory desk.
- Continuing with providing the EHRIS and HRIS.
- Graduate development programmes.
- Seminars on leadership skills.



## University of Free State:

### Purpose of the Committee

- The purpose of the committee is to ensure that awareness is created about the importance of HR to students, not only who are taking Human Resource as a course but also students who are interested in this field and want to enrol.
- Also representing the interest and inviting HR students to join the society and become active HR student members of SABPP so that they get the insight they need in order to plan for their future and set goals.

### Contribution to SABPP Strategy

- Creating awareness within the university about SABPP and making sure that the role which it plays (ensure that tertiary students are fully prepared for working environment in the HR field) is established and recognised by students by means of workshops, word of mouth, social media and events.
- Also, empowering HR students to join the society and enjoy the benefits.

### Successes achieved

- Although the committee was not able to execute their action plan and have the events planned due to the strike and so little time to prepare for semester tests and exams, they were able to recruit additional members who were studying their second year and third year also.
- On the 9th of November, reward ceremony was arranged where all final year students who completed their HR practical and students who haven't received their SABPP certificates were rewarded. The ceremony was a success.

### Challenges

- The main challenge experienced in 2016 was the national university strike because all events were supposed to happen during late September to October.
- Most committee members are final years which create a succession challenge for the committee.

### Plans for 2017

- The Committee will focus on implementing its action plans for the year.
- There will be a drive to increase student membership.
- Develop a committee succession plan.

# SABPP Departments

## Operations

Several student chapters were formed during 2016 to empower students with knowledge of the HR profession in the work place. We will briefly outline a progress report on all the student chapters that have been formed.

The execution of the HR voice strategy is dependent on the successful implementation of plans and activities. Thus, the following initiatives were implemented during 2016.

### **SABPP New Membership System:**

During 2016, SABPP launched an online membership system. This system is user-friendly and it allows members to perform several functions. Members are now able to update their profiles, view and print certificates/invoices as well as verifying their membership etc. This system caters for all departments such as Professional Registration, Marketing, Knowledge and Innovation.

### **Record Membership Registration**

SABPP has registered 1067 new professional members for the first time ever and are planning to keep up the standard.

1000+

### **SABPP Internal HR Standards Project:**

The internal HR standards project was launched in 2016 with the aim of preparing SABPP for HR auditing by September 2017.

### **Provinces:**

The following eight (8) provinces were active with provincial committees by the end of 2016. However, the only province left is the Northern Cape which is set to be launched in 01 June 2017.

- Western Cape
- Gauteng
- KZN
- Eastern Cape
- Limpopo
- Free State
- Mpumalanga
- North West

### **Field Agents:**

SABPP has established field agents in several provinces to raise awareness on the SABPP and to recruit new members. This model will be extended to the remaining provinces during 2017/18.

### **Students:**

Building on the successes achieved at the Walter Sisulu University (Ibika) Campus in 2015 as well as

Vaal University of Technology, in 2016 an additional 10 university campus were visited by SABPP to empower and motivate the HR students. The SABPP then launched student chapters at the following three universities as they met the minimum requirement of 50 students:

- University of Johannesburg
- University of Free State - QwaQwa Campus
- CTI Education Group

Over 400 students were registered as student members in 2016. This brings to date 1403 and seven (7) student chapters. However, given the interest from several campuses we anticipate launching at least three (3) more in 2017.

In addition, the first set of student awards were issued at several campuses such as the University of Cape Town, Stellenbosch University, University of Pretoria, University of Johannesburg and Vaal University of Technology.

**Candidate programme**

Entry level HR practitioners are the future of the profession. Therefore, this programme provides the framework within which this entry level HR practitioners are formally supervised to acquire skills which will add value to their employing organisation. At the end of December 2016, SABPP had 22 registered candidates and this is set to increase significantly in 2017.



**SABPP staff**

SABPP had reached a point of growth which lead to the hiring of more staff to increase our capacity to deliver on member and other stakeholder needs.

**The increase number of SABPP Staff:**

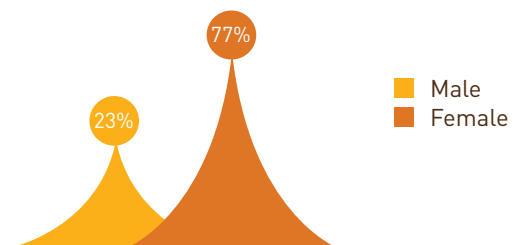
- From 13 in 2015 to 19 in 2016

**The new staff members who joined in 2016:**

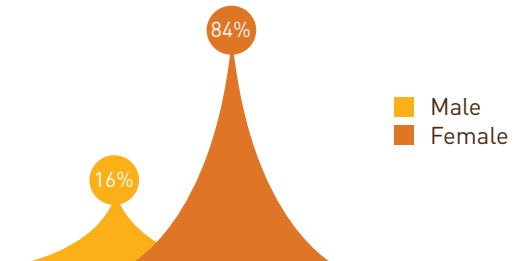
- Shitshembiso Mkansi  
HR Intern
- Ceanne Schultz  
Marketing Intern
- Nontokozi Masondo  
Retention Officer
- Ronel Coetzee  
Learning & Quality Assurance Manager
- Annetjie Moore HOD  
HR Audit
- Lathasha Subban HOD  
Knowledge & Innovation
- Dr Shamila Singh HOD  
HR Standards and Projects

**Employee Equity Status as at 31 December 2016**

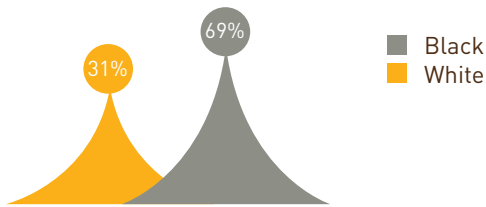
**Gender 2015**



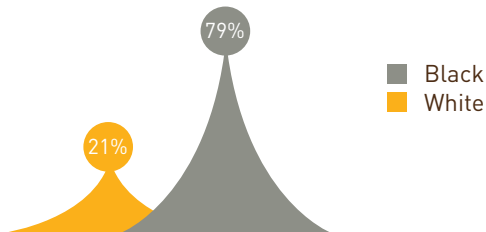
**Gender 2016**



**Race 2015**



**Race 2016**



**Members that left the employ of SABPP in 2016 are as follows:**

Shitshembiso Mkansi: HR Intern  
 Ceanne Schultz: Marketing Intern  
 Tammy Nicholson: Marketing Intern

**By the end of 2016, the following SABPP staff members successfully completed their further studies:**

Zanele Ndiweni  
 (Bachelor of Commerce in Human Resources Management)  
 Sarie Venter  
 (Senior Certificate)  
 Lindiwe Nombaca  
 (National Diploma in Marketing management)

**Congratulations to our dear colleagues on this wonderful achievement.**

**STAFF BENEFITS**

a) In addition to the employee benefits introduced in 2015 (Pension Fund, Life cover Disability cover and Funeral cover), SABPP has also added the Medical Aid benefit to staff in 2016 to improve their well-being.

b) In 2016, SABPP introduced staff bursaries to improve the competency of staff. A total of R65 045 was used for that purpose as follows:

Level	Number of Staff	SABPP Contribution
Masters	1	R12,500
Honours	2	R26,080
Degree	1	R6,830
Diploma	2	R19,630
<b>Total</b>	<b>6</b>	<b>R65 045</b>

In summary, here are the key highlights for operations

1. IT Membership System
2. 1067 new Professional members
3. 400 students registered
4. 3 new student chapters launched
5. Several staff members graduated
6. SABPP footprint across provinces
7. Significant improvement in the EE plan

# Employment Equity and Diversity Statistics as at 31 December 2016

## SABPP Staff and Management Profile

Occupational Level	Male				Female				Foreign National		Total	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Senior Management	1	1	0	1	0	2	0	1	0	0	6	4	67%	3	50%
Junior management	0	0	0	0	3	0	0	1	0	0	4	3	75%	4	100%
Staff and semi skilled	0	0	0	0	6	1	1	1	0	0	9	8	89%	9	100%
<b>TOTAL</b>	1	1	0	1	9	3	1	3	0	0	19	15	79%	16	84%

## SABPP Board

Occupational Level	Male				Female				Foreign National		Total	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Board Exco	1	0	0	1	1	0	0	0	0	0	3	2	67%	1	33%
Board Members incl Exco	2	1	0	3	8	0	0	0	0	1	15	11	73%	9	60%

## SABPP HR Auditors

Occupational Level	Male				Female				Foreign National		Total	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Lead Auditors	1	2	0	4	0	1	0	2	0	1	11	4	36%	4	36%
Auditors	19	1	1	32	33	7	3	46	23	18	183	64	35%	107	58%
HR Internal Auditors	5	0	0	1	8	5	2	5	7	6	39	20	51%	26	67%
<b>Total</b>	25	3	1	37	41	13	5	53	30	25	233	88	38%	137	59%

### Assessors and Moderators

Occupational Level	Male				Female				Foreign National		Total	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Assessors	27	2	3	13	15	4	4	51	0	0	119	55	46%	74	62%
Moderators	14	1	2	17	6	1	1	29	0	0	71	25	35%	37	52%

### SABPP Professional Membership (All membership)

Occupational Level	Male				Female				Foreign National		Total	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
MHRP	73	8	10	127	44	12	8	94	4	10	390	155	40%	168	43%
CHRP	246	29	32	346	224	51	36	277	26	24	1291	618	48%	612	47%
HRP	532	42	60	225	639	143	105	393	61	34	2234	1521	68%	1314	59%
HRA	228	10	29	49	432	73	70	188	28	22	1129	842	75%	785	70%
HRT	95	4	9	29	147	19	18	39	10	11	381	292	77%	234	61%
Total	1174	93	140	776	1486	298	237	991	129	101	5425	3428	63%	3113	57%

### SABPP New Professional Membership Jan 2016 to Dec 2016

Occupational Level	Male				Female				Foreign National		Total	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
MHRP	13	0	2	4	9	1	0	10	1	4	44	25	57%	24	55%
CHRP	22	1	11	20	59	10	11	35	12	3	184	114	62%	118	64%
HRP	106	9	14	23	149	31	29	91	12	12	476	338	71%	312	66%
HRA	39	2	8	8	106	19	21	33	13	6	255	195	76%	185	73%
HRT	19	1	0	4	52	6	5	8	5	8	108	83	77%	79	73%
Total	199	13	35	59	375	67	66	177	43	33	1067	755	71%	718	67%

## SABPP Provincial Committees

Occupational Level	Male				Female				Foreign National		Total	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Committee leadership	5	0	0	5	8	0	0	2	0	0	20	13	65%	10	50%
Committee members incl leadership	25	3	1	22	33	1	1	14	1	1	102	64	63%	50	49%
Western Cape	3	0	1	4	1	0	0	6	0	0	15	5	33%	7	47%
KZN	3	0	0	3	2	0	0	1	0	0	9	5	56%	3	33%
Gauteng	5	3	0	4	10	0	0	2	1	1	26	18	69%	13	50%
Free State	3	0	0	3	6	0	0	4	0	0	16	9	56%	10	63%
Eastern cape	2	0	0	2	8	1	0	0	0	0	13	11	85%	9	69%
Limpopo	4	0	0	3	2	0	0	1	0	0	10	6	60%	3	30%
Mpumalanga	4	0	0	3	1	0	0	0	0	0	8	5	63%	1	13%
North West	1	0	0	0	3	0	1	0	0	0	5	5	100%	4	80%

## SABPP National committees

Occupational Level	Male				Female				Foreign National		Total	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Committee leadership	6	1	0	6	7	2	0	3	0	1	26	16	62%	13	50%
Committee members incl leadership	14	2	1	17	18	5	1	26	1	2	87	41	47%	52	60%
Ethics	0	0	0	1	2	1	0	5	0	0	9	3	33%	8	89%
Mentoring	2	0	0	0	5	0	0	3	0	0	10	7	70%	8	80%
Risk and Audit	1	0	0	1	3	0	0	0	0	0	5	4	80%	3	60%
Higher Education	3	0	0	6	1	0	0	4	1	0	15	4	27%	5	33%
LQA	1	1	0	0	0	0	0	5	0	1	8	2	25%	6	75%
Labour Market	5	0	0	0	1	1	0	2	0	0	9	7	78%	4	44%
CPD	0	0	0	1	1	2	0	1	0	0	5	3	60%	4	80%
Learning	0	1	0	4	3	0	1	6	0	0	15	5	33%	10	67%
Evaluation	2	0	1	4	2	1	0	0	0	1	11	6	55%	4	36%
Audit Council	2	0	0	1	3	0	0	0	0	0	6	5	83%	3	50%
HR Citizen	2	2	0	0	4	1	0	1	1	0	11	9	82%	6	55%
Change Management	3	0	0	0	2	2	0	4	0	0	11	7	64%	8	73%
HR Governance	1	1	0	3	2	0	0	1	0	0	8	4	50%	3	38%



# HR Audit Unit

## 2016 at a glance

“Education is the most powerful weapon which you can use to change the world” – Nelson Mandela.

- 2016 is signified as the year driven by education and change in SABPP HR Audit unit. Dr. Shami-la Singh took the lead as the Interim: Head HR Audit in January, whilst she was also heading up the HR Standards unit. She contributed significantly as Lead Auditor and educator as well as facilitating training for HR Auditors locally and in Zimbabwe.



Dr Shamila Singh in Zimbabwe - HR Auditor Training.

In August, Annetjie Moore joined the SABPP as the first fulltime SABPP Head HR Audit.



The Head of Audit Unit, Annetjie Moore, has worked tirelessly to engage with clients with the aim of exploring client's interest in the SABPP HR Audit and other services. She has used all avenues from breakfast sessions to presenting at conferences to meet and engage professionals in senior positions.

The Audit Unit believes in the power of networking and building relationships with clients who could possibly elevate the standard of HR Practices as well as the SABPP at large. Expanding our contacts could open doors to opportunities for professionalising HR. Many of the interactions start engaging through professional registration and convincing HR Professionals to attend Ethics and HR Standards training. In addition, there is a focus to work closely with relevant alliances to enhance our specialised business offerings to our members and potential members.

## Audit Council

The HR Audit Council was established in November 2015 and is a sub-committee of the SABPP Board. The mandate of the HR Audit Council is to ensure governance, accountability and oversight of the HR Audit Unit.



(From left to right) Marius Meyer, SABPP: CEO, Maropeng Sebothoma SABPP: Audit Council Chairperson, Nomsa Wabanie-Mazibuko SABPP: Audit Council Vice Chairperson, Thandi Thankge, Wendy Mahuma, Malebo Maholo SABPP: HR Audit Officer, Masi Ndima. Absent: Charles Nel, Shamila Singh, Annetjie Moore.

## HR Auditor Training

From the establishment of the HR Audit Unit, the department conducted a series of HR Auditor trainings. We have trained around 200 HR professionals across various industries; many of those professionals are based in Gauteng. The SABPP Audit Unit has thus decided to put training in the Gauteng region on hold and focus on other provinces in the year 2017.

## HR Audits

It has been 2 years since the inception of HR Audits and the business value of conducting HR Audits on organisations' HRM processes and management is increasingly resonating with HR and business executives. Newly appointed HR Executives are using HR Audits as an independent, external assurance of the HR department's current status.

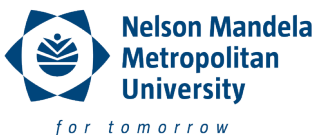
HR Audit findings and recommendations are based on the value of continuous improvement towards achieving business aligned strategic HR processes. Continuous improvement processes allow the HR team to plan and implement suitable interventions. Whilst these flagged areas are being remedied; recognition, trust, and credibility are developed into the company, but more specifically build the brand of HR professionals as business partners.

HR teams can reduce the potential HR risks and create business value where needed. HR professionals are now able to engage with their Boards and CEOs at the appropriate level. More importantly, HR governance, risk management and processes are strengthened to build people capacity for a sustainable company.

**During 2016 HR Audit Unit has successfully conducted audits in the following organisations:**



Automotive Industry Development Centre Eastern Cape SOC Ltd  
Your partner in becoming globally competitive



ST STITHIANS COLLEGE

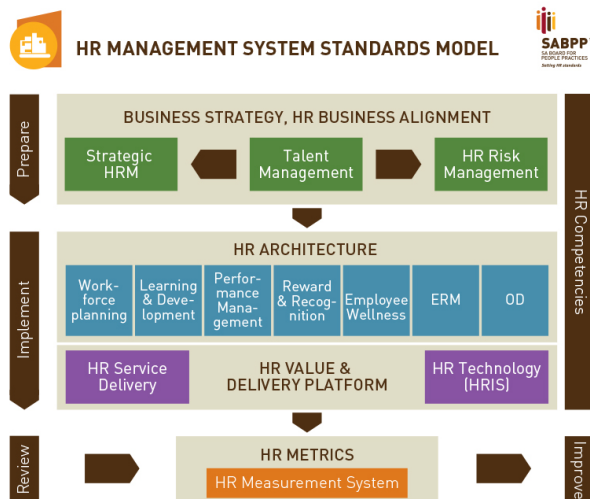


## HR Standards and Audit Awards



SABPP hosted its first ever HR Standards and Audit Awards and what a prestigious event it was. Since the inception of the HR Standards in 2013, SABPP has been advocating and training HRM Standards to HR professionals across South Africa in pursuit to have a positive impact on the profession and the HR community at large.

With that said, SABPP decided to recognise and award companies that performed well during the HR Audits. These front-runners also form part of global HR history as the first companies audited against SABPP HRM Standards as per the model below.



The HR Standards and Audit awards as adjudicated by the SABPP Awards Committee are as follows:

## Winners of the HR Audit Awards:

### Umgeni Water Best Overall Winner in Audit

Category Winner: Strategic HR Management, Talent Management, Workforce Planning, Learning and Development and Performance Management



Umgeni Water receiving one of their many awards.



(Right) Annetjie Moore, Head: Audit Unit, handing over the finalist certificate to (Left) Reuben Dlamini, Employee Relations & Wellness Programme Manager from Umgeni Water.

### Air Traffic and Navigation Services Runner up Best in HR Audit

Category Winner: Reward and Recognition, Organisational Development, HR Service Delivery and HR Technology

Category Finalist: Workforce Planning, Learning and Development, Performance Management, Employee Wellness, HR Technology and HR Measurement



ATNS HR Team receiving their awards at the ceremony



## The South African National Roads Agency 3rd Best Overall in HR Audit

Category Winner: Employee Wellness

Category Finalists: Strategic HR Management, Reward and Recognition, HR Technology and HR Measurement



Representatives from SANRAL accepting their awards.



Pearl Zhou, HR Team Leader: SANRAL

## Interstate Bus Lines Best Practice Award Exceeding 65% Overall Average in HR Audit Against National HR Standards

Winner: Best Achiever in HR Standards Exemplary Practice

Category Finalist: Workforce Planning, Employment Relations Management, Organisational Development and HR Service Delivery



## Automotive Industry Development Centre

Category Winner: HR Risk Management

Finalist: HR Service Delivery



(From left to right) Marius Meyer, SABPP: CEO, Maqhawe Mhlungu, Senior Manager: HR (Acting), Sindiswa Maseko, SABPP Board Member, Frank de Beer, SABPP Board Member, Maropeng Sebothoma, Audit Council: Chairperson.



Maqhawe Mhlungu (left) accepting one of their finalist certificate from Annetjie Moore (right)

## Mondi (SA)

Category Winner: Employment Relations Management

Finalist in Talent Management



Lungile Dumse, Mondi (SA) HR Director showing us his awards.

## Leisure Options

Category Winner: HR Measurement System



(From left to right) Marius Meyer, SABPP: CEO, Andre de la Porte, HR Manager at Leisure Options, SABPP: Board Members Sindiswa Maseko & Frank de Beer, and Maropeng Sebothoma Chairperson: SABPP Audit Council.

## HR Auditor of the Year



Sivaan Marie, SABPP Lead Auditor

### Some more HR Awards finalists:

In addition, some of the finalists were also presented with their certificates, acknowledging the great performance based on their HR Audit achievements.

Auditor General (SA) performed well in Employee Wellness Standard element.



(From left to right) Nomakhuhla Buthelezi, HR Manager, Susan van Dyk, Senior Manager: Human Capital, Annetjie Moore, Head: SABPP Audit Unit, Thobisile Nwuno, HR Manager: Wendy Mahuma, Business Executive: Human Capital.

### Re-Audits

Throughout the year, SABPP encouraged all auditees to consider re-audits on the HRM Standards where the minimum requirements were not met during the initial audit. Feedback is requested from the auditees to determine whether there has been a positive impact on the HR departments' impact on business.

### Fresh focus for 2017

Change and continuous improvement will always be part of our exciting world to ensure SABPP leads globally as a professional body. The following interventions are envisaged for 2017:

- Refined approved Terms of Reference for the Audit Council
- Developing additional audits against the Professional Practice Standards
- Continuous communication, training, and engagement with qualified auditors
- Diversifying our audit base in SA and Africa
- HR Auditing training for HR Professionals to implement and monitor HR Standards in business
- Engaging HR related professional bodies such as SARA, SAPA, IIA to leverage visibility of HR profession
- Build networks with relevant alliances
- Refinement of HR Audits methodology, aligning with King IV with focus on risk management and governance
- Networking and discussion groups on preparation for an HR Audit
- Create visibility of HR Audit on social media, but more specifically YouTube

SABPP HR Audit Unit would like to thank our members, our alliances, Audit Council and our staff for continuous support and assistance with this world class initiative. With your ongoing advocacy, we will improve and grow the recognition of HR professionals' credibility, not only locally, but globally.



AUDITOR - GENERAL  
SOUTH AFRICA

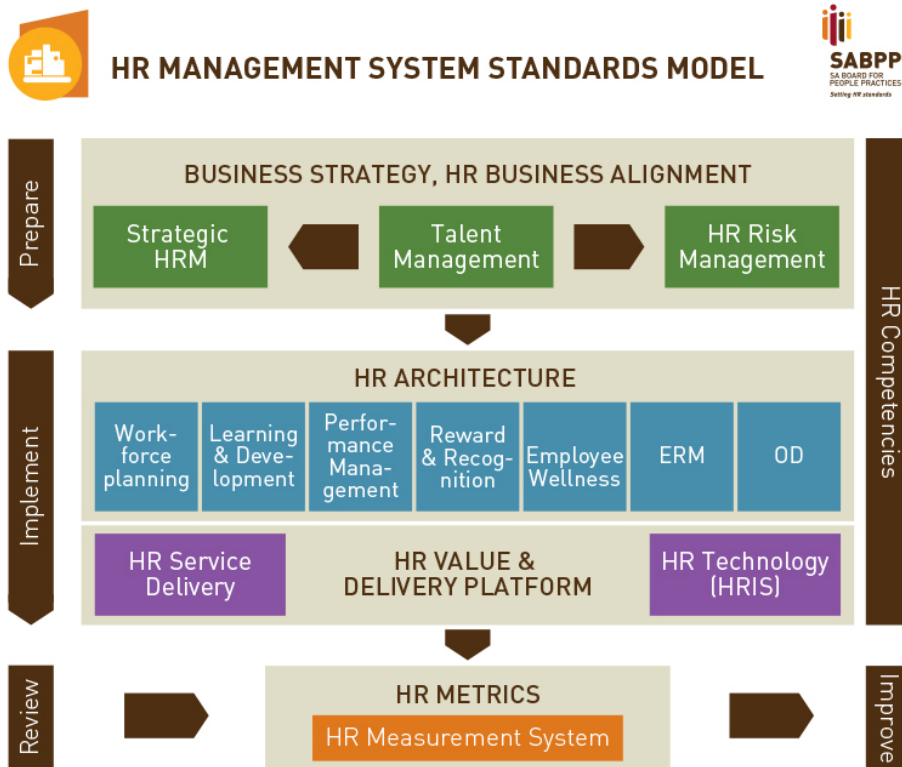
## HR Standards Unit

### Annual Report: HR Standards

The strategic goal for the HR Standards Department is to professionalise the HR function and empower HR Professionals. The alignment to the National HR Standards Systems Model (NHRSSM) allows HR to develop consistent HR practices. HR Professionals are also encouraged to benchmark competencies against the HR Competency Model.

#### The Strategic Objectives are:

- To create awareness of HR Standards
- To provide HR Standards training to HR Professionals
- To facilitate HR standards alignment workshops to assess the practices of organisation
- To provide experiential learning opportunities to HR graduates through the HR Candidate Development Programme
- To conduct research on HR Standards to grow the body of knowledge
- To provide support and advice on HR Standards Alignment
- To provide capacity development programmes on HR Standards



HR Standards Standard Systems Model (2013)




The report presents an overview of the HR standards awareness and training sessions that were delivered, the research on standards and the HR Candidate Development Programme Launch.

### HR Standards: Africa

From an applicability perspective, the HR Standards, apart from context, culture and legislation, are found to be accepted to professionalise and re-position HR as a strategic business partner. All countries need good and consistent HR practices and the same applies to countries like Zimbabwe, Botswana, Namibia, Zambia, Lesotho or Swaziland. HR Managers in African countries should be in touch with their socio-economic realities to find solutions for dealing with the challenges impacting on HR practice, such as low skills levels and talent gaps. Zimbabwe, Botswana, Namibia, Zambia, Lesotho or Swaziland.






## HR Standards Alignment Projects in Africa



COUNTRY	HR STANDARDS PROGRESS
 South Africa	<ul style="list-style-type: none"> <li>• More than 1000 HR Managers exposed in 2016.</li> <li>• 60 auditors were trained to audit companies against HR standards</li> <li>• 5 organisations were audited against HR standards.</li> <li>• 8 universities busy to align curriculum to HR standards.</li> </ul>
 Namibia	<ul style="list-style-type: none"> <li>• HR Standards presented at HR Leaders Namibia Convention.</li> <li>• Interest from PwC Namibia to do capacity-building and participate in audits.</li> </ul>
 Zambia	<ul style="list-style-type: none"> <li>• HR Managers trained in HR Standards (2014).</li> </ul>

### HR Standards: Global

Moreover, from across the world in leading Western countries, such as the USA, UK, Australia and Canada, good feedback has been received about the world leadership in HR standards on the African continent. In addition, positive comments were also received from the East, in particular Malaysia and Sri Lanka, as well as Saudi Arabia, United Arab Emirates and Qatar in the Middle East. In November 2016, a MOA was signed with MTHR in India to collaborate on HR Standards for India.

COUNTRY	HR STANDARDS PROGRESS
 Zimbabwe	<ul style="list-style-type: none"> <li>• The terms and conditions of the MoU and MoA between IPMZ and SABPP was refined.</li> <li>• The training of 40 HR Auditors by SABPP with IPMZ support to audit against the HR Standards.</li> <li>• IPMZ starts to accredit universities on HR Standards.</li> <li>• The HR team was trained on the HR Standards.</li> </ul>
 Swaziland	<ul style="list-style-type: none"> <li>• Working towards accrediting Swazi universities on HR standards (2016).</li> <li>• Swazi auditor participated in an audit in South Africa.</li> </ul>
 Lesotho	<ul style="list-style-type: none"> <li>• HR Standards presented at Lesotho HR conference.</li> <li>• Lesotho auditor participated in an audit in South Africa.</li> <li>• HR team of Central Bank of Lesotho was trained on HR Standards.</li> </ul>
 Botswana	<ul style="list-style-type: none"> <li>• HR Standards training was provided to HR Managers.</li> <li>• First audit planned for 2017.</li> </ul>
 Malawi	<ul style="list-style-type: none"> <li>• HR Standards conference planned for Malawi.</li> </ul>

### Create awareness of the National HR Standards: Systems Model

SABPP developed an array of tools and approaches to assist organisations in the process to align to the Human Resources Standards Systems Model. The table below provides a list of the resources that can assist in aligning to the HR standards:



Tool or Approach	Value
HR Standards Frequently Asked Questions (FAQs)	Provides basic information on NRSSM
HR Standards File	Provides in-depth information on the National HR Standards Systems Model
HR Standards Training	One-day training on HR standards
Self-Assessment	A tool that can be used to assess the organisational HR Practices

### HR Standards Training

During 2016, the HR Standards Division provided training to HR teams. The table below depicts the organisations that were trained.

Private Sector	Public Sector	Academic	Other
Interstate Bus Lines	Road Accident Fund	Vaal University of Technology	Central Bank of Lesotho
Medipost	Automotive Industrial Development Corporation	Nelson Mandela Metropolitan University	KZN Public Workshop
Corobrik	Rand Water	University of Kwazulu Natal	Limpopo Public Workshop
Bytes	TCTA	Unisa	Western Cape Public Workshop
Grant Thornton	Independent Communications Association of SA	Tshwane University of Technology	Metallon Mines (Zimbabwe)
Distell	Department of Transport		Modular HR Standards Training
Astral	South African National Space Agency (SANSA)		

### Universities and Institutions of Higher Learning: Aligning Curriculum to the National HR Standards

During 2016, several universities and institutions of higher learning started the process to align to the HR Standards. Vaal University of Technology (VUT), University of Pretoria (UP), University of Johannesburg and Maccauveli continue to share their experience in aligning the curriculum and teaching to HR Standards. Other institutions of learning like Nelson Mandela Metropolitan University (NMMU), Pearson Higher Education Institute, CTI, Management College of South Africa (MANCOSA), are eagerly exploring approaches to align to the HR Standards.

### Research on HR Standards

Several MBA and two doctorate level students are in the process of doing research on HR standards. The research dissertations will be completed in 2017. Herein below are some of the areas that the research covers.

- 1 The Development of a Framework to Strengthen HR Auditing from an Internal Audit Perspective: a case study of audited companies.
- 2 Exploring HR Governance practices: a case study of retail companies in Johannesburg
- 3 An exploratory study of risk-based HR Auditing: a case study of public sector entities audited
- 4 A review of HR Measurement approaches: a case study of the banking sector
- 5 Exploring the lessons learnt in preparing for an HR Audit from 15 organisations that have been audited

### HR Candidate Development Programme

The programme that provides a structured HR experiential learning opportunity to HR graduates was launched in October 2016. The duration of the programme is 18 months and the intern is required to complete formative work-based assessments whilst been mentored, guided and supported by an HR Supervisor that is appointed by SABPP. The candidate is required to collate a portfolio of evidence and completes a Final Summative Assessment (FISA) at the end of the programme. Upon successful completion of the programme the candidate will be registered as a Human Resource Professional on the Professional Registration Levels.

In October, there was a three day programme to induct the supervisors about the requirements for supervising the HR Candidate, the second day was a joint session to discuss the relationship and requirements and the last day a workshop was facilitated with the candidates to understand the requirements.

The participating companies, candidates and supervisors are listed in the table below.

Organisations	Number of Candidates
Auditor General South Africa	3
Fair Price	2
HR Optimisation	2
PIC	2
Indaba Explorations	1
Jacquar Land Rover South Africa	1
Rand Water	5
SASRIA	1
Solidarity	1
A.B.E Construction	1
Centurion Systems	1
Afriforum	1
Vaal University of Technology	1
IQ Academy	1
Grant Thornton	1

A person in a dark suit and white shirt is shown from the chest down, sitting at a desk and using a laptop. The image is overlaid with a semi-transparent red rectangle that has a thin white border. The background is a blurred office setting with a window showing a cityscape.

# **PART C:**

## Strategic Transition to 2017

# The Year 2016 in Review: 16 Successes Achieved

On 18 November 2016 the Board had its last meeting of the year, and then joined the Annual Committees meeting, a special occasion in which the different committees shared their experiences, challenges and future plans. This was also a wonderful opportunity for the committee members to learn from one another and to apply integrated thinking within the spirit of the King IV™ Code of Corporate Governance for South Africa.

Reflecting on the year 2016, SABPP experienced hundreds of successful events and other achievements. It was another exciting and busy year for SABPP with 16 key highlights:

- ① Launch of a new vision, mission and HR Voice II Strategy for SABPP;
- ② Fourth Annual National HR Standards Conference at Vodacom World in Midrand;
- ③ Many in-house HR standards presentations all over the country;
- ④ Our most visible year in terms of public conference exhibitions and presentations;
- ⑤ Conducted six audits against the national HR Standards and release of 2nd Annual HR Audit Tribune and 1st Annual HR Audit Awards showcasing the best auditees on each one of the 13 HR standards, including an overall winner (Umgeni Water);
- ⑥ Development and launch of Labour Market Scenarios 2030 Report;
- ⑦ Visits to 16 university campuses and several student chapters formed;
- ⑧ Green status in terms of uploads on the National Learner Records Database;
- ⑨ A new record of 1067 HR professionals registered;

- ⑩ Increasing our regional footprint to eight provincial committees;
- ⑪ Good international recognition such as a visit by the largest HR body in the world, the Society for Human Resource Management from the USA, a visit by an Indian HR association to SABPP, as well as the first group of HR auditors trained in Zimbabwe; in addition to engagements with HR Managers in Botswana and Namibia;
- ⑫ Participated in the development and launch of South Africa's first talent management platform, Talent Talks thereby presenting the HR community with daily articles on talent management;
- ⑬ Establishment of three new committees, HR Citizen to champion volunteering work, and HR Governance to build a national HR Governance framework, and Change Management Committee;
- ⑭ More than 100 articles published on the Internet, newspapers or in magazines;
- ⑮ The construction and launch of SABPP's first training room;
- ⑯ Excellent growth in social media interaction with almost 12 000 twitter followers, as well as an Instagram account opened.

The above deliverables are clear evidence of the commitment of the SABPP Board, committees, management and staff to build the HR profession. Thus, 2016 was another successful year in advancing the HR profession for increased relevance and impact.



# Future Developments

Despite the achievements outlined in the previous section, it is essential to continue building momentum and ensuring strategic alignment, improvement and focus in moving forward. Over the next year, 2017, several actions will form the basis for leveraging the SABPP HR Voice 2.0 strategy:

- SABPP will move to a new building in the year 2017 to increase our office space in accordance with our growth needs;
- A paperless new membership registration and evaluation process will be introduced;
- SABPP will go through a journey to acquire ISO 9001 certification;
- HR Standards Tribune will be published;
- Aligning curriculum to HR Standards guide will be developed;
- HR Practice Standards Development - will continue in new areas such as codetermination and organisational culture;
- Implementation of candidateship programme, as well as internships and mentoring programme;
- Conference Presentation – Challenges in aligning to HR Standards;
- SABPP version 2 App will be launched;
- Daily articles from Knowledge and Innovation Department will be published;
- More endorsements of consulting products or services will be done;
- Development of a Leadership Standard for South Africa;
- Alliances will be formed to advance the HR Profession e.g. COMENSA and SARA;
- The Innovation One Research projects will be done with Terry Meyer;
- Four companies case studies will be produced;
- SABPP will drive more HR Audits;
- Explore the option to become a Development Quality Partner for new occupational qualifications:
  - Human Resources Clerk
  - Human Resource Consultant/Advisor
  - Human Resource Manager (potential sponsor from SETA(s))
- Promote Ethics & Professionalism in qualifications;
- Perform Research on current learning providers and learners on various aspects.
- Implement new processes for:
  - Accreditations
  - External Moderation
  - Registration of Assessors / Moderators
  - Get MOUs in place with SETAs
  - Integrate HR Standards into current qualifications
  - Driving RPL via Qualifications / Short Courses (skills programmes and professional registrations)
- Launch of National HR Metrics;
- Launch of National HR Academy to build HR competence;
- Complete our provincial footprint with the establishment and growth of provincial committees in North-West, Mpumalanga and Northern-Cape.
- Launch Student Chapters at all universities;
- CPD implementation;
- Sourcing of funding and sponsorship to strengthen the SABPP's financial position;
- HR Citizen projects to promote HR Citizenship.

# Conclusion to Report

The SABPP 2016 Annual Report emphasises key strategic initiatives and a stronger focus on improved impact, visibility and governance, in addition to the roles and outputs of the different Board committees.

We want to thank the thousands of HR and other professionals for their inputs and encouragement during our stakeholder engagement process throughout the country and other key global markets when rolling out the national HR standards. Your inputs were extremely valuable during the transition phase and we invite you to continue engaging with us during the full roll-out of our HR Voice strategy. Let us continue building a profession we can all be proud of in the years to come.

**Any comments about the 2016 Annual Report can be send to the  
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# SABPP Customer Service Charter

This is our commitment to ensure high level of professionalism and consistency in our service to you based on our Values: Responsibility; Respect; Integrity and Competence

**As SABPP staff members we commit to:**



**1.** Working tirelessly as a team to ensure that all stakeholders receive first class treatment.



**2.** Driving and supporting initiatives to ensure that the HR profession is afforded a seat at the highest level. This we do by proactively and responsibly leading the HR profession and providing solutions in accordance with our values and standards.



**3.** Doing things right the first time and all the time as we strive for excellence.



**4.** Treating the business as our own guided by HR ethics and making YOU the centre of everything we do.

**Feedback – compliments, complaints, suggestions**  
**Email us on [experience@sabpp.co.za](mailto:experience@sabpp.co.za)**

