



SABPP™

SA BOARD FOR
PEOPLE PRACTICES

Setting HR standards

2019 ANNUAL INTEGRATED REPORT

The Quality Assurance and HR Professional Body



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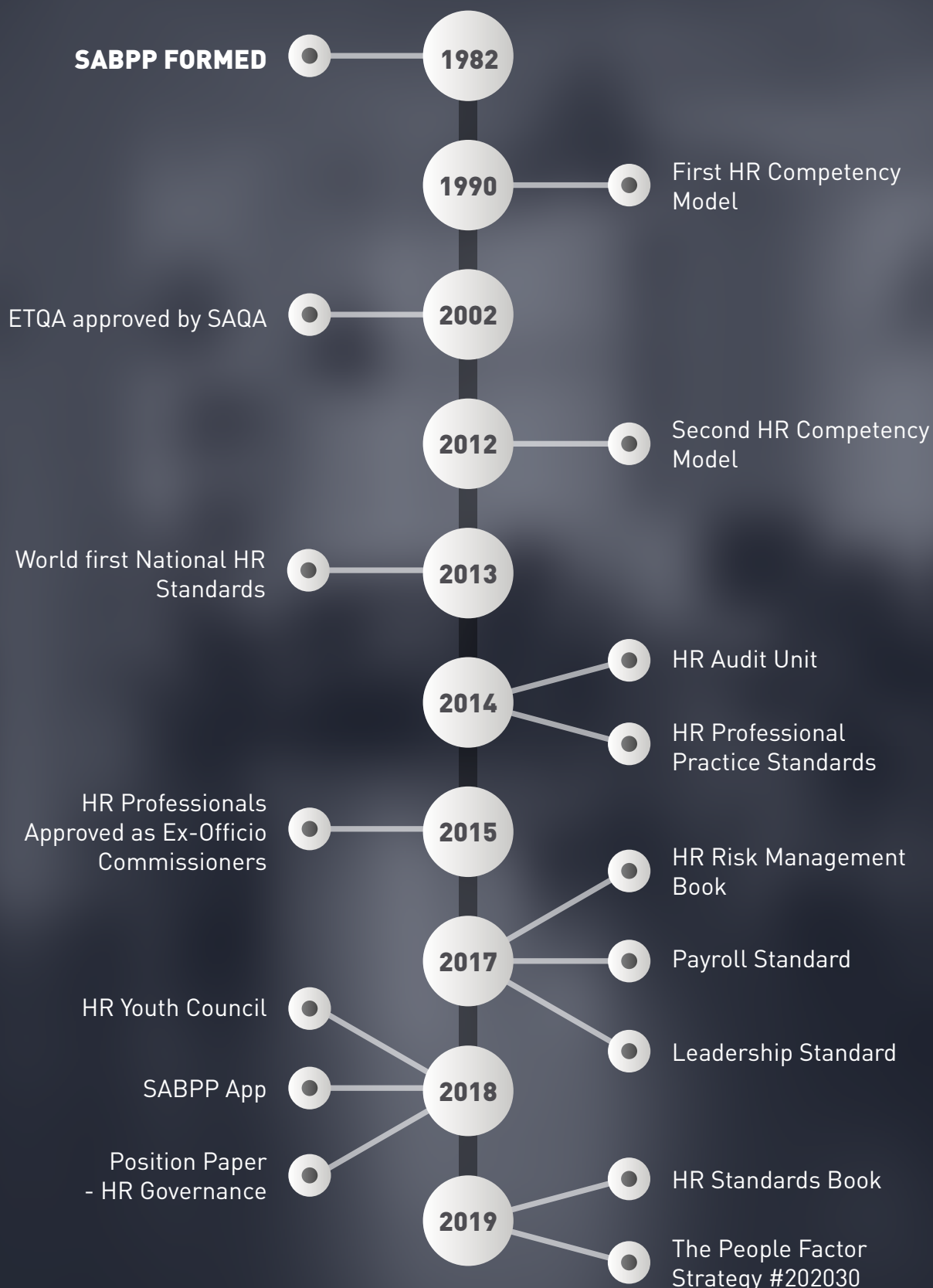


PART A

INTRODUCTION

1. Timelines
2. Who we are - historic overview
3. The purpose of the 2019 annual integrated report
4. Our membership
5. How to become a member
6. Chairperson remarks
7. Ceo reflection
8. Vision and mission

SABPP MILESTONES



WHO WE ARE

HISTORIC OVERVIEW

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, retaining talent and ensuring productive work relationships. The SABPP's role is to professionalise the HR function to ensure that HR continues to become an increasingly recognised and respected profession. The SABPP is an accredited Education and Training Quality Assurance (ETQA) body, in terms of the NQF Act and the Skills Development Act.

The SABPP was established in 1982 and was set up as an autonomous body to be the standards and professional registration body for the HR profession. Over the last 37 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 the HR practice in South Africa.



SABPP™

**SA BOARD FOR
PEOPLE PRACTICES**

Setting HR standards

THE PURPOSE OF THE

2019 ANNUAL INTEGRATED REPORT

Intended Audience

This integrated report has been prepared for SABPP Stakeholders.

The purpose is to provide summarised information on the achievements and activities of SABPP in 2019. These activities include, inter alia,

- Board activities including strategy, mission and vision
- Committee activities both national and provincial
- Students
- Staff
- Alliances
- Events and conferences
- Research and development
- Member activities
- Financial performance

This is our fifth annual integrated report. Besides sharing what we have achieved in 2019 we are also showcasing some of our plans for 2020. The report consists of the following eight parts:

PART A

Introduction

PART B

Corporate
Governance
Report

PART C

SABPP
Board and
Committees

PART D

Financials
and
Operations

PART E

Student
Chapters

PART F

Internal
Matters

PART G

Excellence

PART H

Strategic
Transition to
2020

Board Declaration

The Board has applied its collective mind to the preparation of the report and approved the report on 29 May 2020.

Where we operate

SABPP offices are in Constantia Kloof - Willowbrook House, 1st Floor, Constantia Office Park, Cnr 14th Ave & Hendrik Potgieter Road, Constantia Kloof, Roodepoort.

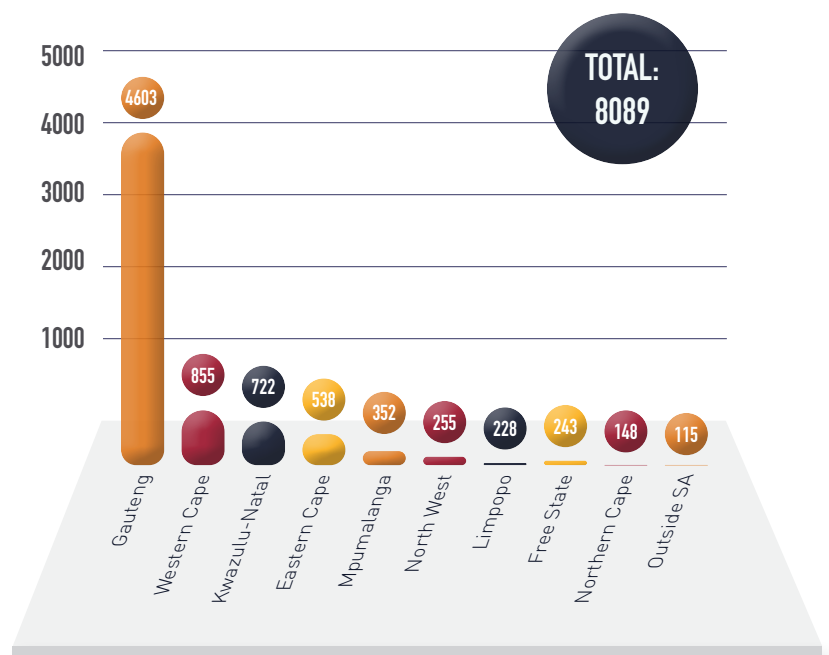
OUR MEMBERSHIP

Our global footprint: below is a breakdown of SABPP membership per province as at 31 December 2019.

A number of HR professionals countrywide have made SABPP their professional home. Membership consists of HR Managers, Academics and HR Consultants. As at the end of 2019 this number stood at 8089.

The numbers above exclude pre-professional levels i.e. People Practices Champion, HR Candidates and HR Students. These are shown below:

Professional membership	8089
People Practice Champions	30
HR Candidates	7
Student Members	3156
Total	11252



While the Head Office is based in Gauteng, provincial committees are all over the country. These will ultimately have a provincial office in each of the provinces on reaching 1000 in terms of membership. As of 31 December 2019, no province has yet reached that mark although Western Cape and KZN are very close. It is envisaged that by 2022 these two provinces will have offices.

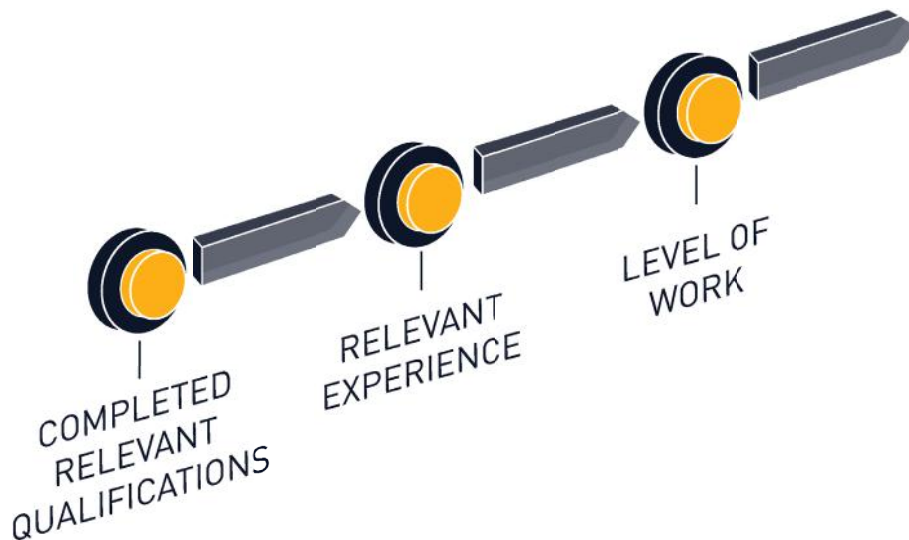
SABPP does not actively market membership outside South Africa. However, we do accept members from anywhere in the world. These could be locals who migrate but wish to keep their membership or foreigners who prefer to be affiliated with SABPP.

HOW TO

BECOME A MEMBER



The SABPP is the professional body for HR professionals in South Africa. The body professionalises the HR function to ensure that HR becomes an increasingly recognised and respected profession. There are three requirements that need to be met before a professional level is approved.



The Professional Registration Committee assesses the applications and approves of the final levels subject to successful completion of Board Exams, where required.

The requirements for each level are as follows:

MASTER HR PROFESSIONAL

Completed HR or HR Related Doctorate/ Masters + 6 years top HR management level experience + organogram + board exams

CHARTERED HR PROFESSIONAL

Completed HR or HR related honours + 4 years senior HR management level experience + organogram + board exams

HR PROFESSIONAL

Completed 3 years HR related degree/diploma + 3 years middle management experience + organogram + board exams

HR ASSOCIATE

Completed 2 years HR or HR related diploma + 2 years HR experience + board exams

HR TECHNICIAN

Completed 1 year HR or HR related Certificate + 1 year of HR experience

HR CANDIDATE PROGRAMME

Completed 3/4 years HR related degree/ diploma and be gainfully employed in HR



CHAIRPERSON'S

STATEMENT 2019

Dear Stakeholder

The year 2019 was an important year of transition for SABPP. We embarked on so many significant changes, ranging from a new office in Roodepoort, to the full-time appointment of our new CEO, Xolani Mawande, who did an excellent job in making this year of transition a resounding success.

It was also the first year of our new Board. The Board decided to build on the very successful HR Voice I and II strategies of our predecessors. However, given the radical changes in the business environment brought about by the Fourth Industrial Revolution, the speed and complexity of change is expected to accelerate and we subsequently developed our new People Factor Strategy that will take the HR profession into the 2020+

workplace, a future work environment that will be totally different to anything we have been used to. In fact, the rules of the game will either change or be deleted, or totally new rules will be developed.

During this process of strategising we engaged with you as our stakeholders to solicit your inputs in joining us on a very uncertain, unpredictable but exciting future. We thank you for sharing these ideas with us. This annual report represents a summary of how we converted your suggestions into actions, and while we could not implement everything in 2019, we are on the journey of rolling our new strategy out. A special thank you to Professor Chris Adendorff of Nelson Mandela University Business School for facilitating the Board's strategic

session. As one of the country's top specialists on the Fourth Industrial Revolution, he helped us to make the transition from the third to the fourth Industrial Revolution. You will see more technology from SABPP, but also a greater human touch. The People Factor strategy is all about people and how we leverage people for business success.

In a major shift from traditional strategic planning, we have included "exploring the unknown" as part of our People Factor Strategy. We are admitting to our vulnerability during these uncertain times of economic underperformance and junk status of a country in need of recovery and renewal. In the midst of this volatility, we commit to strategic agility in charting a new future by embracing and accelerating the future

world of work. Yet our focus is on making people thrive by leveraging the power of technology, hence the need for Digital HR to transform HR functions to productivity centres at companies and government departments.

In the light of the above exposition, we are proud to report on the early successes of the People Factor Strategy. In this year's report, you will see many examples of successes, but you will also see a lack of progress and even decline in certain areas of our work. But that is exactly our opportunity as professionals – to be mindful of our areas of under-performance, and then in the spirit of self-correction, to devise strategies of turning this around. The SABPP committees are the heart of the HR profession. That is where innovative ideas, initiatives and projects are

born. However, the success of these committees depends on exceptional leadership and committed members. Thus, raising the bar on leadership and committee success in terms of deliverables will be the cornerstone of our success going forward. We will expect the Board and all Committee Chairpersons to apply the SABPP leadership standard in all committee work. Committees will be measured on their performance, because we all know from our own companies that everything starts and ends with leadership. Hence, the importance of our National Committee Leadership and Provincial Committee Leadership cannot be over-emphasised.

I believe that the anticipated further growth in membership numbers combined with growing returns from

alternative income streams from products and services, enabled by additional capacity in our organisational design, will underpin SABPP's ability to continue its growth trajectory over the past decade. However, given the increased product offerings from different service providers, the HR market has become extremely competitive and more progressive approaches to innovation and digital transformation will be needed. Moreover, the Fourth Industrial Revolution means that HR should step up in, utilising the new modern technologies of artificial intelligence, blockchain, machine learning, big data and robotics, not only to transform the HR profession, but also our organisations.

It only remains for me to humbly thank the staff, management, Committee Members and Board of SABPP for their continued efforts on behalf of our stakeholders. SABPP continues to deliver only because of your dedication, energy and innovation. As your Chairperson, it is a privilege, a pleasure and an honour to lead such a dynamic and magnificent group of people during the first year of our term as the Board as we enter the year 2020. As Board members and other stakeholders we review the year 2019 and put it into perspective, but we also start actively to consider options of raising the bar during the next financial year and the second year of the term of the new Board. We also want to give all our stakeholders the assurance that while

we allow human error, good corporate governance and ethics is non-negotiable for the SABPP Board.

Let us see the year 2019 as an important milestone in closing this decade and getting ourselves ready as HR professionals, training providers, students, academics and other stakeholders for the 2020+ workplace. On behalf of the SABPP Board, we are ready to lead you and work with you on this exciting new journey towards HR excellence and impact. As I sign-off on the 2019 annual report, I am confident that the next decade will be about a human revolution in the workplace – a time in which people will trump the other five capitals of business. And as HR professionals we are the champions

of human capital. Let us show our business counterparts how we can ensure the appreciation of assets, i.e. the human capital revolution in the workplace, thereby igniting the talent of people in achieving the highest level of business success and societal value.



Marius Meyer
BOARD CHAIRPERSON



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.

CEO

REFLECTION

ZEROING IN ON FUTURE DIRECTION

2019 has been an incredible year for SABPP. It was in 2019 that the new Board, after proper induction on board and governance matters, got on to serious business. This business included, inter alia, the finalisation of the new strategy referred to as The People Factor Strategy #202030. This together with the appointment of a substantive CEO signaled clearly that this Board meant business. From then it was up to the management team to lead for 'Leadership is the capacity to translate vision into reality.' --Warren Bennis

More and more stakeholders increased their faith in SABPP business and a record number of members either registered or renewed their membership. More members attended or participated in at least one official activity of SABPP. Committee participation was at an all-time high for both national and provincial committees.	students were greatly improved. Different spheres of government were engaged. More HR Directors were drawn closer to the mother body. CEOs and Finance Directors began to take notice of the need for harmonious partnership. Regulators continued in their confidence of our capabilities.	challenged to find value and relevance beyond the present. Foresight was cemented as the critical skill required now to successfully navigate the future. Speaking of the future demands that we explore the participants of the future which includes Generation Y and Generation Z. SABPP and indeed HR was challenged to satisfy the needs of the existing members as well as attract the newbies.
New alliances were formed, and a few old ones were extended. The partnerships with academics and	Despite this, 2019 gave us an opportunity to gaze into the future driven by the Fourth Industrial Revolution. HR was	

Our greatest challenge for 2019 was therefore to answer to the members' value add query. Why should I be a member? Why should I continue to be a member? How am I better off by being a member than the next colleague who is not? In other words, members want to know what is in for them. This is the challenge that has led us to relook at our offerings and assess whether we are still relevant to the market. This further led us to start the process of repackaging our products and services as well as member education, realising that some of our members are not fully aware of what we offer. At the same time this also requires that we become agile and continue innovating, improving, consulting and researching in order to keep up with members' growth cycles.

My sincere thank you to all the members and stakeholders who have kept us on our toes for we can only improve. I am grateful to the team that I lead that is passionate about SABPP and the HR profession. To them I say let us

journey on for there is more that awaits us. I am even more appreciative of the great work done by all the national and provincial committees in ensuring that we do not fail. The guidance and vision of the 13th Board is truly appreciated. Indeed, Andrew Carnegie was right when he said that 'No man will make a great leader who wants to do it all himself, or to get all the credit for doing it.'

2019 is gone. We can celebrate it, or we can spend all our time crying over it. We can only learn from it. These are times to learn from hindsight and take the lesson to insight and foresight. History is important for accountability and as a member body we have to spend time and pages telling you what happened and why. What is the use? You are the shareholders of SABPP and therefore you need to assess whether your appointed employees are still on track. Further you need to know so you can decide on future actions to take.

Therefore, I urge you to thoroughly go through this integrated report and then help us chart the way forward. We have simplified it so that all our members feel part of the family. Warren Buffett cautioned and said, 'When I take a look at a company's annual report, if I don't understand it, they don't want me to understand it'. We want you to understand it and analyse it based on the content and not on the glossy finish. 'We unwittingly judge products by their boxes, books by their covers, and even corporation's annual reports by their nice glossy finish.' - Leonard Mlodinow

Namaste



Xolani Mawande
CEO: SABPP



A background image of a city skyline at sunset, with various skyscrapers and buildings silhouetted against a warm, orange-hued sky with scattered clouds. The image is used as a backdrop for the report's title and table of contents.

PART B

CORPORATE GOVERNANCE REPORT

1. We are governed
2. Code of professional conduct
3. Managing our social and environmental impact
4. Alliances
5. Strategic review
6. Strategic direction towards 2020

WE ARE GOVERNED

A SABPP EXTERNAL STRUCTURE

SABPP is solely owned by members who nominate and elect its Board from the SABPP membership pool. The elected Board are members in good standing with SABPP that provide oversight mechanisms and strategic direction to SABPP as an NPO; furthermore, the Board delegates mandates to national and provincial committees. The below structure indicates the chain of command within SABPP that promotes good governance practice within the profession.

3. NATIONAL & PROVINCIAL COMMITTEES

National Committees (15)

- | | |
|---------------------|--------------------|
| 1. Risk & Audit, | 11. Ethics, |
| 2. HR Governance, | 12. Registrations, |
| 3. Learning & | 13. Audit Council, |
| Development, | 14. HR Citizen, |
| 4. Learning Quality | 15. IT Governance |

Assurance,

- | | |
|-----------------------|----------------------------------|
| 5. Human Resources | Provincial Committees (9) |
| Research Initiative, | 1. Gauteng, |
| 6. Change Management, | 2. Western Cape. |
| 7. Mentoring, | 3. Eastern Cape , |
| 8. Labour Market, | 4. Limpopo, |
| 9. Continuous | 5. North-West, |
| Professional | 6. Mpumalanga, |
| Development, | 7. Free State, |
| 10. Higher Education, | 8. Kwa Zulu Natal and |
| | 9. Northern Cape |

2. SABPP BOARD

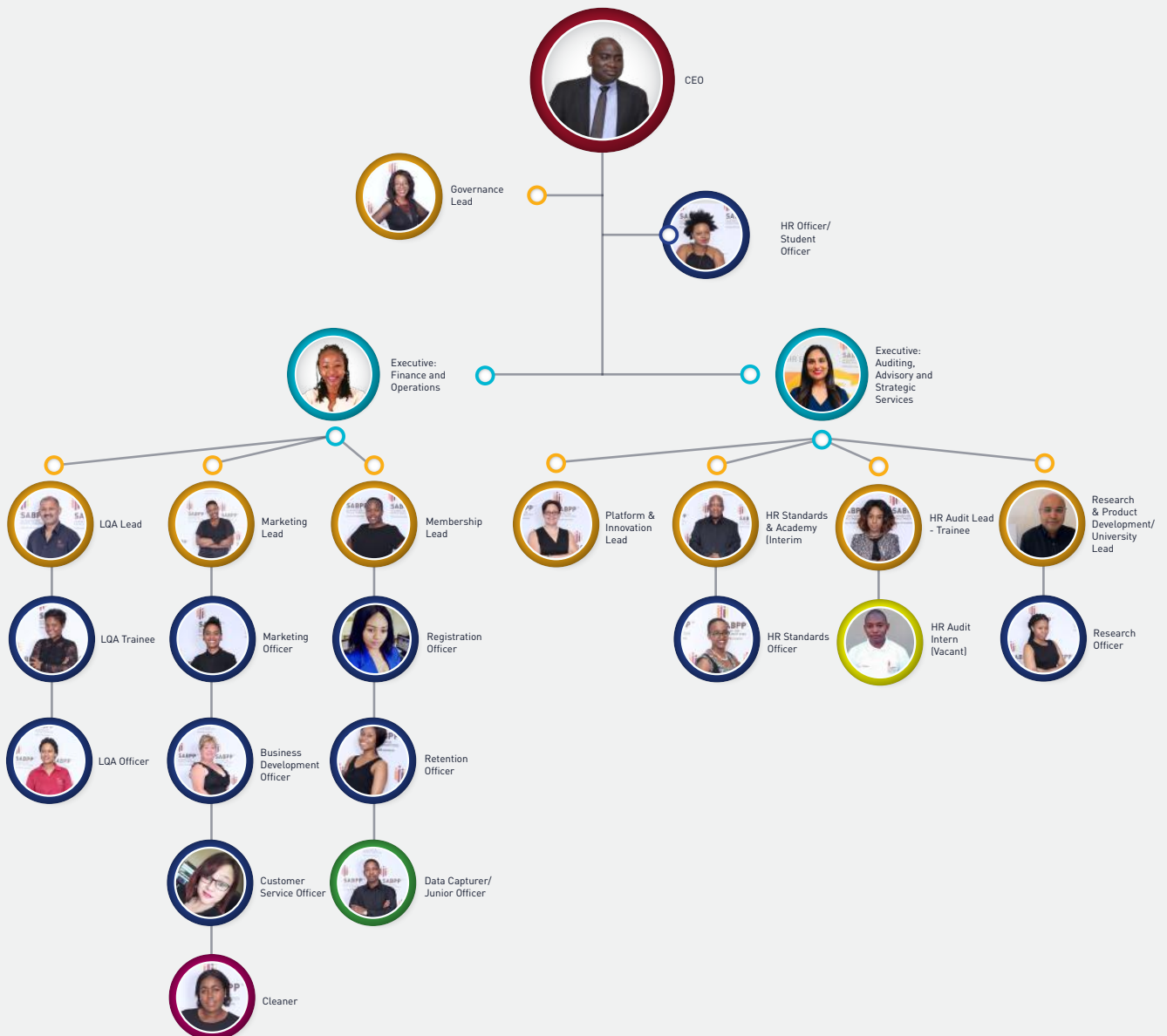
- The SABPP Board (12)
- 3 Co-opted Board Members
- 9 Elected Board Members

1. SABPP MEMBERS

As of December 2019, there are 8089 SABPP registered members

B

SABPP INTERNAL STRUCTURE



C

REGULATIONS

Compliance to the following laws and codes has been prioritised:

- Legal Deposits Act;
- Non-Profit Organisation Act;
- The National Qualifications Framework Act;
- Skills Development Act;
- Basic Conditions of Employment Act,
- Labour Relations Act;
- Protection of Personal Information Act (POPI);
- Electronic Communications Act;
- The Independent Code of Governance for Non-profit Organisations in South Africa;
- King IV Code Report on Corporate Governance in South Africa;
- International Financial Reporting Standards (IFRS).

D

RISKS RELATING TO OUR BUSINESS

The SABPP Board adopted a risk management strategy in order to give assurance to members that all risks pertaining to the business of SABPP are identified and managed in a professional and proactive manner. The risk strategy is continuously monitored and controlled by the SABPP Board with quarterly monitoring delegated to the Risk and Audit Committee (Risk Register).

E

GOVERNANCE: KEY ACTIVITIES

To provide confidence to the SABPP stakeholders and members about the governance and sustainability of the organisation, the figure below illustrates governance activities that were achieved in 2019 as well as activities that are planned for 2020.

ACHIEVED IN 2019

- 13th Board attended the IoDSA Governance training of IoDSA facilitated by an NPO Specialist Malcom Boyd.
- Co-opted 3 Board members.
- New strategy: People Factor Strategy #202030.
- Inactive National Committees Relaunched : Change Management, HRRI, HR Citizenship and Labour Market.
- Committees reconstituted: Risk & Audit, HR Audit Council.
- Board evaluation process was introduced.
- The Ethics Committee members attended an Ethics 3 Workshop.
- 5th Annual Committees meeting to promote transparency, integrated thinking and provincial representation to strengthen governance at the regional level.
- Continuous monitoring of finances and risks by the Risk & Audit Committee.
- Mid-Term Monitoring Site visit by SAQA
- Formed alliances with other Professional and Governance Bodies.
- SABPP National AGM and Provincial AGMs took place in 2019.
- Published 2018 Annual Report
- Participated in the SAQA Professional Body Research Report -Task Team

PLANNED FOR 2020

- SABPP will ensure that all Committee Chairpersons undergo in-house Corporate Governance Training
- AGM 2020 will take place in June 2020
- Charter will be revamped and approved by members
- SABPP is planning to strengthen Alliance partnerships with both HR and Non-HR related organisations.
- Continuous Professional Development Policy will be finalised
- Member Value Proposition will be renewed
- SABPP to re-launch the following Committees in 2020: CPD, HR Citizen and IT Governance
- E-Board pack
- On boarding process for all committees
- Digitising most of our Products and Service Offerings in line with the new strategy
- Position Paper on the Transparency of Remuneration Information

CODE OF PROFESSIONAL CONDUCT

SABPP members are expected to adhere to and display the set standards as per the Code. Members may use the document 'Policy & Procedure for hearing complaints against members of the SABPP' to lodge complaints. There were few complaints received in 2019 that were violating our Code. Our Ethics Sub-Committee attended to those cases as mandated by the Board. The remaining cases were related to non-SABPP members.

Code of Professional Conduct

We value what we can offer as a profession and recognise the stewardship of the profession and its members. This role is embodied in the norms and principles we stand for. The purpose of this code is to entrench the obligations we have as HR professionals, to uphold the profession's norms and principles and to conduct our activities in a professional and ethical manner. To ensure the trust of all our stakeholders, we strive to build the reputation of the profession and its members through the values of responsibility, integrity, respect, and competence.

OUR ETHICAL IDENTITY: Members of the profession of HR management in South Africa who actively pursue the ideals of professionalism and are therefore ethically obliged to:

- Bring meaning and quality of work life to the people we serve in our professional capacities
- Ensure the sustainability of the organisations that we serve
- Make a difference to the communities we touch

OUR ETHICAL VALUES



RESPONSIBILITY

We accept responsibility for the outcomes of our decisions and actions, to think proactively and anticipate positive and negative consequences of our decisions and actions. To ensure compliance with the Constitution, laws, regulations, codes of good practice and our organisations' policies and codes. To work towards achieving SABPP's HR Management Standards thereby living good practice. To assist in building an organisation fully representative of the broader population at all levels and which eliminates institutional racism and other barriers to equality, and employment equity. To bring serious breaches of the SABPP's ethical values by other SABPP members to the attention of the SABPP in terms of the complaint's procedure. To work towards universal professional registration of people working in HR roles through encouraging colleagues to register with the SABPP

INTEGRITY

We understand that our effectiveness as credible activist HR Professionals rests on our personal integrity. To build trust in us through acting with: Honesty, Objectivity, Fairness of judgement and Consistency of action. To declare and address actual and potential conflicts of interest as they arise in our professional and personal capacity. To ensure that we meet agreed expectations of the people we serve.

RESPECT

We commit to uphold human rights as enshrined in the Constitution of our country and make human rights values part of our everyday life and language by listening, learning, communicating and educating, and being open minded and impartial. To treat everyone with dignity, fairness and respect. To work towards eliminating discrimination of whatever type and to uphold the principles of anti-discrimination and anti-racism in the workplace and in society. To work towards achieving equality and diversity and to ensure that prejudice and discrimination does not go unchallenged. We will follow SABPP's professional guidelines and standards promoting diversity in the workplace. We respect the confidentiality of information that is entrusted to us. We respect our members of the various work teams of which we are part and ensure that we behave effectively as a team.

COMPETENCE

We understand and accept that it is our professional duty to integrate and apply sound HRM principles, policies and practices in accordance with the SABPP's HRM Standards in all aspects of people management and to assess the value that we add. To ensure that we are competent to perform our professional HR role and that we have a good understanding of the business of our organisations. To regularly assess ourselves against the expectations of the profession and the changing requirements of our roles and undertake personal and professional development where gaps are identified. To make sure we keep ourselves up to date with knowledge in the HR field through continuing professional development. To ensure that we are aware of the limits of our professional conduct.

MANAGING OUR SOCIAL AND ENVIRONMENTAL IMPACT

CORPORATE SOCIAL INITIATIVES

We recognise our responsibility to the community by helping to promote economic and social wellbeing and minimise damage to the environment. Furthermore, we value our internal and external stakeholders by creating the optimum level of satisfaction as an organisation. Below are initiatives that were achieved by SABPP in 2019.

A. CHARITY

As part of our corporate social investment project, we embarked on collecting sanitary pads, various form of stationery and clothing. This objective was achieved, collecting 280 sanitary pads. All of this was donated to Bethany Home Trust.



B. Fundraising Projects for MTN Walk the Talk with 702

On the 28th of July 2019, our employees walked 8km in the fundraising project of MTN Walk the Talk with 702.



C. Free HR Audits to the tune of R66 000

- Part of living up to the to the People Factor Strategy, the Audit Unit takes into consideration the importance of paying it forward, through playing its part in its duty to society. Most importantly sharing knowledge and the know-how to organisations that need it the most.
- SABPP conducted an HR re-audit at a municipality that was audited as part the Department of Cooperative Governance and Traditional Affairs (GCOGTA) project in 2018. This municipality was awarded a free re-audit, as part of their journey to see whether there has been any improvements but more so to provide support towards improving their HR function.

D. Sponsorship of National Best Student in HR to the tune of R50 000

- SABPP in association with the HR University Forum, annually hosts the Top HR and Industrial Psychology students award ceremony. SABPP sponsors the ceremony with certificates, trophies and monetary incentives to the value of R50 000 annually. This incentive is for the top three students nationally who excel in their respective studies.
- The award is categorised as follows:
 - o First Prize: R 20 000 + Certificate and Trophy
 - o Second Prize: R 10 000 + Certificate and Trophy
 - o Third Prize: R 5 000 + Certificate and Trophy

E. Sponsorship of two Postgraduate Bursaries annually totaling R30 000

In addition to the above, SABPP aims to close the gap in the shortage of bursaries for postgraduate studies. SABPP annually awards two students who are registered members of SABPP with bursaries to the value of R15 000 each.

F. Sponsorship of Best HR Student per University (total R100 000 per year)

SABPP annually awards best performing HR students from accredited universities with a Special Recognition Award. The aim of this award is to promote and encourage excellence. Therefore, accredited institutions host awards ceremonies each year and SABPP sponsors the ceremony with certificates and monetary incentives to the tune of R5 000 per accredited university campus.

G. Taking at least one Intern per year without Government financial assistance spending a minimum of R100 000

In support of efforts of grooming the future pipeline, SABPP employs at least one intern per year from the registered student chapters, with the intention of providing guidance, coaching and mentorship to our young talent. Through this programme, our interns are exposed to a range of information, networking platforms, training and support to kick start their careers.

H. Wellness Day

Our employees are our greatest assets and we pride ourselves in promoting healthy behaviour. We understand that a healthy employee is a happy employee. On 22nd July 2019 we held our wellness campaign. SABPP invited the Weltevreden Park Clinic for a health awareness day. The nurses provided full body screening and counselling to SABPP staff members. It was a successful event that provided an opportunity for our employees to engage in wellness activities that promote healthy lifestyles.

I. Going Green Initiatives that were achieved in 2019

- Membership process is now functioning on 100% online evaluations for new members including new member evaluation.
- The Final Integrated Summative Assessment (FISA) exam is now progressively online.
- Board Exco meetings for 2019 were all held virtually.
- Reduced printing.

J. Plans for Going Green in 2020

- SABPP will start a journey of recycling.
- SABPP will implement a no printing policy.
- SABPP will only distribute a soft copy of the annual report to stakeholders.
- More virtual meetings will be held.
- The media centre will promote webinars and video conferencing.
- The first Virtual AGM will be held.

ALLIANCES

- Alliances are becoming essential building blocks for SABPP to achieve a more effective and efficient profession. This kind of cooperative arrangement helps SABPP to achieve goals and objectives better through cooperation.
- We are proud to announce that SABPP signed a Memorandum of Understanding (MOU) and/or a Memorandum of Association (MOA) with the following institutions in 2019:

SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION (SALGA)

A

On the 18th July 2019, a MOU between SALGA and SABPP was finalised.

COACHES AND MENTORS OF SOUTH AFRICA (COMENSA)

B

SABPP and Coaching and Mentors of South Africa (COMENSA) on the 12th December 2019 signed a MOU with the intention of creating and providing a platform for a sustainable collaborative alliance in the interest of advancing human resource; coaching and mentoring professionalism; knowledge-sharing and capacity-building within South Africa. Through this, the parties wish to collaborate and enter into a MOA by end of February 2020 latest.



THE ASSOCIATION OF CERTIFIED FRAUD EXAMINERS (ACFE)

C

On the 25th February 2019, SABPP and ACFE renewed their MOU.



Alliance partnerships are an ongoing journey for SABPP. We continue to make inroads with other institutions to create mileage that will benefit our members.

STRATEGIC REVIEW

SABPP is committed to its strategy of creating sustainable long-term value for its members through a strategic transformation journey. The year 2019 was the last year for the strategy and during this year the implementation of the strategy was as shown below:



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 2019

HR VOICE

HR VOICE FOR HR PROFESSIONALS

PROGRESS IMPLEMENTING STRATEGY

Human Resource

Governance:

SABPP will drive the a sound HR Governance within organisations and as a profession nationally.

Governance:

- Board strategy session
- Business Plan – staff session
- Three additional Board members co-opted
- RPL Policy – reviewed
- Risk and Audit Committee - new committee
- HR Governance Standard – Phase 1
- Ethics II – Ethics Committee (Facilitated by Dr Penny Abbott)
- Provincial and National Annual Committees Meeting
- Remuneration transparency - Position Paper
- 2019 National AGM and 5 Provincial AGMs.
- 2018 Annual Report
- NPO Governance training for the Board
- Submitted 2018 Report to Social Development
- Ethics and HR Governance Seminar
- SABPP relaunched 6 Committees (CPD, HRRI, Labour Market, Change Management, HR Citizenship and IT Governance).
- Ethics Committee strategic session conducted by Pauls Gibbons.
- SABPP Staff refresher training on SABPP products
- New strategy- People Factor - launched

LQA:

- Facilitated 6 new and 31 (renewal and extension of scope) accreditation applications for training providers on both unit standard and non-unit standard based qualifications
- Externally Moderated – 52 batches were completed
- Annual Monitoring - 48 visits facilitated on existing training providers. 100% achieved as per planned sites.
- New Assessment Centre – 4 + 1 renewal
- We have approved 60 Assessors and Moderators which incorporates new, renewal and extension of scope.
- SAQA NLRD Upload – GREEN STATUS
- National Final Integrated Summative Assessment (FISA) set by SABPP for the following qualifications:

Number of learners that wrote over 4 sittings

Name of Qualification	Competent	Not-yet-Competent	Total
FETC HR NQF Level 4 - SAQA ID 49691	243	154	397
National Diploma in HR NQF Level 5 - SAQA ID 49692	69	94	163
FETC Business Administration NQF Level 4	23	0	23
Generic Management NQF Level 4	19	0	19
Generic Management NQF Level 5	14	1	15
Total learners	368	249	617

- We have approved 19 Continuous Professional Development (CPD) training providers. We have issued and issued 4158 CPD Certificates
- We hosted 2nd Learning and Development Conference hosted at Birchwood Conference Centre, with attendance of 150 delegates
- Hosted Annual Training Provider Forum on 6th December 2019 with over 50 people in attendance
- Accredited University of Johannesburg, UNISA and Pearson's Institute, with panels comprising of academics and industry specialists.

HR Audit:

- COGTA HR Forum & SABPP Awards
- HR Auditor Training (6 delegates trained)
- Universal Leaf Malawi, Partial HR Audit (4 Standards Elements)
- Universal Leaf Mozambique, Partial HR Audit (4 Standards Elements)
- DTCB Botswana Audit
- Sedibeng District Municipality (Re-audit). 24 July 2019

HR VOICE

HR VOICE FOR HR PROFESSIONALS

PROGRESS IMPLEMENTING STRATEGY

Human Resource Governance:

SABPP will drive the a sound HR Governance within organisations and as a profession nationally.

- Facilitation - GDOH District HR Commission
- MTN eSwatini (Re-audit)
- COGTA:
 - o Westrand District Municipality 12 Feb 2019
 - o Merafong Local Municipality 26 Feb 2019
 - o City of Johannesburg Metro Municipality 18 Feb 2019
 - o Rand West City Local Municipality 19 Feb 2019
 - o Ekurhuleni Metro Municipality 20 Feb 2019
 - o Midaal Local Municipality 21 Feb 2019

HR Standards:

- Five public HR Standards courses at SABPP Head Office for 68 HR professionals, and one public HR Standards course in Cape Town for 14 HR Professionals.
- In-house HR Standards training in ten companies, namely, Motus, FNB, Montecasino, Umgeni Water, NMU, Pitsong Consulting, Beefmaster, EC Parks & Tourism Agency, Coega Development Corporation and NSFAS for 153 HR Professionals
- Two new courses were designed: Strategic HR Business Partner Course and HR Risk Management Course.
- Strategic HR Business Partner Course conducted as follows:
 - o Three public trainings conducted in Gauteng for 39 HR Professionals.
 - o One public training conducted in KwaZulu Natal for 11 HR Professionals.
 - o One public training conducted in Cape Town for 12 HR Professionals.
 - o One public training conducted in East London for 9 HR Professionals.
 - o Inhouse training conducted at Unisa for 120 HR Business Partners.
 - o Inhouse training conducted at Nelson Mandela University for 15 HR Professionals.
- One HR Risk Management training conducted in Gauteng for 21 HR Professionals.
- A joint venture training was presented to the National Home Builders Regulatory Council (NHBRC) together with Pitsong Consulting on Ethics; HR Standards; and Workplace Bullying. SABPP had jointly tendered with Pitsong Consulting, a black female-owned Company.
- A combined orientation session was held for new Candidates and their Supervisors; as well as some of the Mentoring Committee members
- An orientation session and HR Ethics training to 16 HR Candidates from the Nelson Mandela University.

Membership:

- 86 wrote board exams in 2019; Level 1 and 2 and 58 passed.

Research & Development (R&D):

SABPP will produce several HR research projects meeting the needs of the HR market.

Masters & PhD Research supported:

- Measuring the Integrity Behaviour of Employees in Organisations (Prof. Amos Engelbrecht)
- Undergraduate students' expectations and perceptions toward Graduate Internship Programmes (Eugene van der Walt)
- Exploring the use of HR policies and practices and the impact they have on performance within South African Local municipalities (Lonwabo Makapela)
- A Risk-Based approach to HR Audits: Identifying and Mitigating HR Risks (Ashnee Kumar)
- "The impact of the Fourth Industrial Revolution on talent management: A cross sectional study approach" (Tshegofatso Moagi)
- Study in progress - had discussions (Angela Lee: USB)
- Employee Dark Triad Traits, Abusive Supervision and Employee and Partner Outcomes: A Moderated Mediation Model (Suzanne Gericke)
- Investigating the relationship between ethical leadership and the SABPP Leadership Standard (Ntolwane Moroka)

HR VOICE

HR VOICE FOR HR PROFESSIONALS

PROGRESS IMPLEMENTING STRATEGY

Research & Development (R&D)
continued:

SABPP will produce several HR research projects meeting the needs of the HR market.

- The Professionalisation of Human Resources Management in South Africa as a strategy to facilitate ethical practice for the public good (Charuna Naidoo)
- The Future of HR, Work Engagement and Self (Cecile Schultz)
- Tshegofatso Moagi (Masters candidate); and Charuna Naidoo (PhD candidate) both conducted interviews within SABPP as part of their data collection

HR Standards:

- Did a presentation for Masters and PhD students in UNW, on the role of SABPP.
- Guest lecture: Maccauvlei students - CUT the Nelson Mandela University.

Articles:

- One article published per week

Factsheets published monthly:

February: Employer Value Proposition

March: QCTA - Review

April: Recent Trends on Remuneration Government

May: The Protected Disclosure Act

June: HR Service Delivery Models

July: Creating a Speak up Culture

August: Job Profiles

September: Ethics Hotline Management

October: Disability and Employment

November: Facing the Fourth Industrial Revolution

December: National Qualifications Framework Act

- Study on Statutory Recognition in progress and there are ongoing interventions from SABPP and Research Department
- Invited by Oracle to view their new technological innovation building,
- There were ongoing engagements with post-graduates. Assisting them with their topics, articles and distribution process for data collection the following were assisted:
 - o Prof. Anton Grobler: USB
 - o Prof. Cecile Schultz: TUT
 - o Ms Gift Chweu: TUT (PhD)
 - o Peter Gregerson: NMU (PhD)
 - o Mr Ntolwane Moroka (Masters candidate) whose study will focus more on SABPP Leadership Standard.
 - o Prof. Gorgens: USB
 - o Angela Lee: PhD student: USB
 - o Mr Ivan Horner: Masters: Monash South Africa
 - o Ms Lonwabo Makapela: masters: NWU-Potchefstroom Campus
 - o Dr Marelize Bothma: VUT
- Masters Candidate, Ms Tshegofatso Moagi, interviewed SABPP as part of her data collection. Her study focused on: "The impact of the Fourth Industrial Revolution on talent management: A cross sectional study approach".
- PhD student, Ms Charuna Naidu interviewed SABPP as part of her data collection. Her study focused on: "The Professionalisation of Human Resource Management in South Africa as a strategy to facilitate ethical practice for the public good"
- PhD student, Ms Suzanne Gericke(UP) collected data from SABPP staff (UP)
- Advance planning on Sexual Harassment at Work seminar/colloquium with Dr Penny Abbott (publish a paper thereafter: scheduled for 3 October)
- Meeting with IoD as a follow-up for the preparations of a workshop for the Governance Practice Standard

R

HR VOICE

HR VOICE FOR HR PROFESSIONALS

PROGRESS IMPLEMENTING STRATEGY

Value & Visibility:

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.

- SAQA NQF Amendment Bill Seminar
- SAQA RPL Seminar
- Green Status for the 2019 April/May SAQA uploads
- Successfully uploaded Oct/Nov SAQA uploads - met the 95% rule.
- Monthly new registrations were as per below:
 - o Jan = 100
 - o Feb = 93
 - o Mar = 97
 - o Apr = 93
 - o May = 87
 - o June = 86
 - o July = 86
 - o August = 67
 - o September = 64
 - o October = 75
 - o November = 102
 - o Total = 944
- The 2019 New Registration target was 953 and 944 members were registered.
- The 2019 Renewal target was 3800 and 3715 members renewed.

LQA:

- Worked with Service Seta on designing new occupational qualifications such as: Labour Inspector and Supervisor.

Company Visits:

- First National Bank
- AVI
- Department of Labour (Gauteng)
- Wesbank – Fairlands
- Randwater HR Day
- Gauteng Enterprise Propeller (GEP)
- Columbus Stainless (PTY Ltd)
- EOH
- Imperial Holdings
- First Rand Group
- Bowman Gilfillan
- FNB Call Centre Division
- FNB Commercial – Bank City
- Lesedi Power Generation
- Mothers to Mothers
- Imperial Academy
- Vodacom
- UNISA Presentation (Centurion)
- Guest lecture for Industrial Psychology, Honours students in preparation for their final exam on HR Standards: North-West University (Potchefstroom Campus)

Conference Presentations:

- SAPA Conference (KZN, Cape Town, Jhb)
- USB Business Breakfast
- Damelin Breakfast Session – KZN
- IPM Conference
- Productivity AGM
- CHRO
- EEDT Awards
- Business Talk: KZN
- Maccauley

HR VOICE

HR VOICE FOR HR PROFESSIONALS

PROGRESS IMPLEMENTING STRATEGY

Value & Visibility*continued:*

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.

- Randwater
- 3rd Annual Human Capital Summit (NWU)
- Department of Public Works: Kimberly

Campus Visits:

- NWU (Potch)
- NWU (Vaal)
- VUT (Internal Visit)
- University of Venda (Internal Visit)
- SAHRUF – Cape Town
- TUT- Polokwane (Launched)
- TUT- Emalahleni
- MUT- Umlazi (Launched)
- NWU (Vaal Campus)
- University of Zululand
- NMU (PE)

Ethics Training:

- 6 Public Ethics Training
- Held a follow-up session on ethics with the NHBRC group

Events:

- SABPP Celebrates Women's month – Western Cape
- LeaderEx Conference
- Ethics Foundation – JHB, KZN, WC
- Open Space on Sexual Harassment
- Ethics Foundation Workshops – Free State, Western Cape, KwaZulu-Natal, Gauteng
- HR and Organisational Ethics Workshop – Gauteng
- SABPP APP Launch
- Western Cape Road Show (HR Excellence half day Seminar & HR Governance Workshop)
- Free State networking event
- SABPP Networking event- Trevor Dale
- 5th Annual Training Provider Forum

Social Media Presence:

- FACEBOOK: 62 124
- TWITTER: 208 129
- LINKEDIN: 149 070
- INSTAGRAM: 14 445
- WEBSITE: 522 695

HR Candidate Development:

- Intake of 8 candidates from academic, private and SOE institutions.
- Unisa enrolled 100 HR professionals on our newly developed two-day course: Strategic HR Business Partnering. The first of this was conducted on the 15 and 16 May 2019

V

HR VOICE

HR VOICE FOR HR PROFESSIONALS

PROGRESS IMPLEMENTING STRATEGY

O

Optimising Alliances:

Several value-adding alliances will be formed with HR and other organisations to strengthen the HR profession.

- Ongoing relationship with SARA & SAPA
- EES-Siyaka (EEDT Awards and Summit)
- Cortez- (Part of EOH)
- UP- Enterprise
- SARA/SAPA
- Mercer
- SALGA
- BPESA
- Mindcor
- EEDT
- IPM
- Global Leadership Platform
- COMENSA
- CRS
- Institute of Directors (IoD) with several other professional bodies
- Professional Body forum
- IPMZ – teleconference
- The Ethics Institute (TEI) – renewed MOU

I

Innovation & Technology:

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.

- SABPP “APP”
- New online FISA Platform in progress
- SABPP “APP” is live
- New online FISA Platform contractual Agreement signed with Master Assess. FISA was piloted on the platform on 22nd November 2019.

C

CPD:

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.

- We have approved 19 Continuous Professional Development (CPD) training providers
- The revised CPD Policy on points was discussed at a cheese and wine event.
- The task team has given special instruction on designing revised processes for accrediting CPD providers.
- We have issued 4158 CPD Certificates
- Redesign of the CPD Application and Approval process now inclusive of requirements i.e. SABPP membership as a prerequisite
- Checklist for CPD Site Visit formulated
- Checklist for CPD Site Visit implemented and successfully piloted at a Cape Town site

E

Excellence:

HR Professionals will be supported to deliver excellence in HR strategy, practices and ethics.

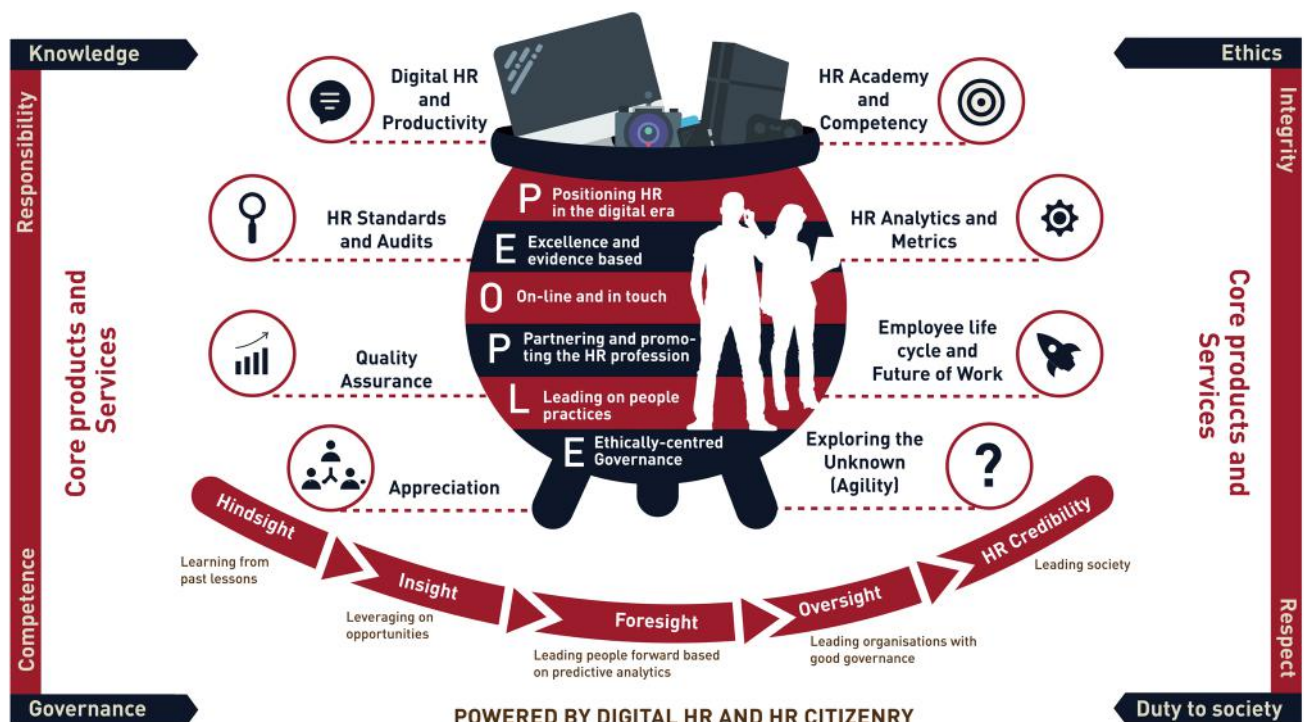
- Staff graduation: Tebogo Mahesu, Patience Buthelezi and Siphiwe Mashoene
- Received sponsorship for Ethics and Governance Conference
- Cheese and wine event for networking.
- SABPP staff received good customer services comments
- CEO Recognition award – Malebo Maholo.
- Successful 7th HR Standards Summit and awards
- Launched - HR Standards Book.
- Provincial strategy roll-out “People Factor”
- E- Mag (Launched)
- Staff Wellness Day
- Rising Star (Malebo Maholo finalist)
- MTN Walk the Talk
- Year-end function
- Top Training Provider Award

STRATEGIC DIRECTION

TOWARDS 2020

In 2019, we saw the HR Voice 2.0 strategy term coming to an end and it was time for a new strategy to be introduced to ensure that SABPP remains relevant as a professional body. A strategic session was held by the Board and facilitated by Prof Chris Adendorff from Nelson Mandela University Business School, one of the 4IR advisors to President Ramaphosa. The Board fully embraced the Fourth Industrial Revolution and developed a future-fit strategy to take us into and beyond the 2020 workplace. Strategic objectives were set and aligned to our overall mandate as the profession. We are now ready to take HR into a new era of significance. Below is the framework of the new strategy and 6 thrusts:

THE PEOPLE FACTOR STRATEGY #HR202030



The six thrusts of 'the PEOPLE factor' strategy are:

POSITIONING HR IN THE DIGITAL ERA

HR professionals must assist their organisations to harness the digital technologies to find new markets, new products and services and new operational processes. They must be able to foresee what new skills their organisations will need to enable man and machine to achieve the best balance. They must be able to find innovative ways to reskill and reassign people so that social injustice through displacement does not endanger society.

This gives the HR profession an exciting opportunity to take the lead and to be imaginative and bold.

The SABPP will support its members through researching and developing products and services to assist members to build their knowledge and skills in this area.

EXCELLENCE AND EVIDENCE BASED

Excellence must be achieved by all HR professionals in both their transactional work and their transformative work, which will be increasingly technology-based. Skills in making evidence-based decisions in HR functions must be developed, which requires that a good basis of data management be set up and maintained. The SABPP will also research and develop products and services to assist members to achieve excellence.

The SABPP must be also excellent in providing services to its members.

ONLINE AND IN TOUCH

HR must embrace 'design thinking', which means that all processes and practices must be designed with the user experience in mind. This means that HR professionals must be constantly 'tuned in' to employees' and line managers' needs and must learn how to balance the 'online' technologies with human connection.

The SABPP must reflect this also in how it interacts with its members and other stakeholders. Online CPD and skills development products will also be developed.

Agility and responsiveness are vital in finding the right balance between moving forward to the future and taking people along with us.

PARTNERING AND PROMOTING THE HR PROFESSION

HR cannot fulfil this challenging role on its own. Partnering with other disciplines both locally and globally is important. The SABPP will continue to identify and maintain appropriate alliance partners to take the profession forward into the Fourth Industrial Revolution. Whilst the SABPP is based in South Africa, it will collaborate across Africa and further afield to ensure that it is in touch with developments and can spread its good work as appropriate.

LEADING ON PEOPLE PRACTICES

The SABPP will continue with its pioneering work on setting HRM standards and developing people practices which will support the transition to the new world of work. Collaboration with universities and other research institutions will be strengthened to lead the HR research agenda.

The work on the Leadership Standard will be followed up to spread the circle of influence on leadership as a critical people practice.

The SABPP will continue to expand its advocacy role in fair people practices.

ETHICALLY-CENTERED GOVERNANCE

HR professionals should be champions of ethically-centred governance in their organisations, thereby contributing to the ethical culture determined by the King IV Commission as one of the critical outcomes of governance. SABPP will continue to make its voice known with other important promoters of good governance and will continue to produce products and services to assist HR professionals take on this role and make an impact.

Ethically-centred governance must also, by definition, be environmentally sensitive so that organisations are sustainable in all senses of the word. SABPP will continue to research the role of HR in supporting good environmental practices and will pursue such good practices in its own organisation. The SABPP will continue to practice sound financial management in order to best balance affordability for members with the demands to extend products and services to members.



PART C

SABPP BOARD AND SUB-COMMITTEES

1. The 13th sabpp board

2. Sabpp board sub-committees

- a. Professional registration
- b. Learning & development
- c. Learning quality assurance
- d. Higher education
- e. Hr audit council
- f. Hr governance
- g. Continuing professional development

- h. Hr research initiative
- i. Ethics
- j. Mentoring
- k. Risk and audit
- l. Labour market
- m. Change management
- n. Hr citizen
- o. It governance

3. Provincial committees

- a. Easter Cape
- b. KwaZulu-Natal
- c. North West
- d. Western Cape
- e. Free State
- f. Northern Cape
- g. Mpumalanga
- h. Gauteng
- i. Limpopo

THE 13TH SABPP BOARD

SABPP strongly believes in having a competent and dedicated governing body to lead the profession. Therefore, we are pleased to report that in February 2019, the 13th Board attended a governance NPO training that was facilitated by an NPO Specialist Malcolm Boyd of the Institute of Directors in South Africa NPC (IoDSA).

Responsibility of the Board

Pursuant to the requirements 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 Board is accountable for the development and execution of the SABPP's strategy, operating performance, and financial results. These passionate individuals are responsible for ensuring continuous growth of SABPP and assist to grow the local footprint of SABPP without being remunerated. The Board, which meets quarterly, retains full and effective control over all strategical planning of SABPP. Additional ad hoc Board meetings are convened as circumstances require.

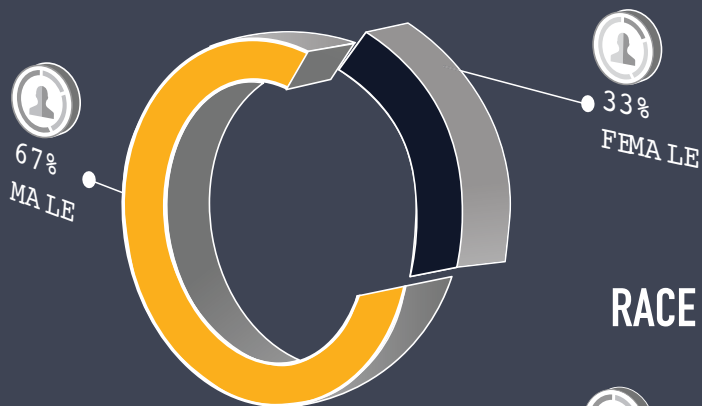
Board Regulation

The SABPP Board is governed by the Charter that assists the Board in conducting its business according to legislative requirements and the principles of good corporate governance. The Charter covers the role and functions of the Board; its detailed responsibilities; how it discharges its duties; the Board composition; and the establishment of National and Provincial Board Sub-Committees. The Board has concluded that it has collectively satisfied and fulfilled its responsibilities in accordance with the Charter.

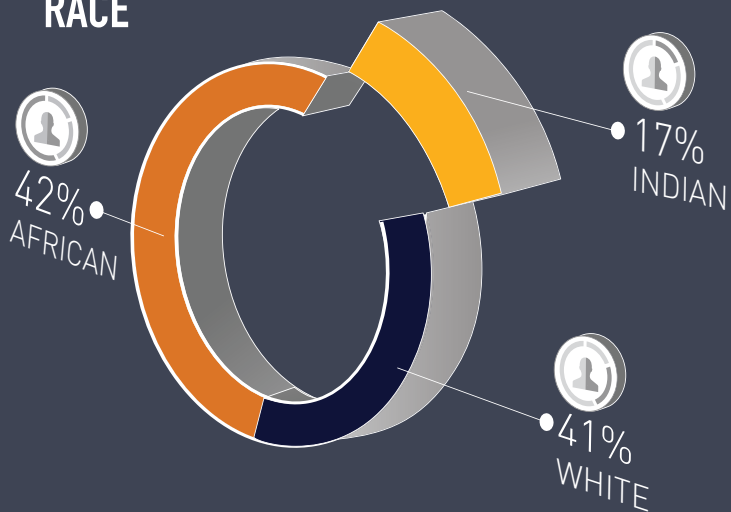
Board Diversity and composition

In 2019, the SABPP Board consisted of 14 members, this number consists of a combination of elected and co-opted members. The Board has an Exco which consists of a Chairperson and two Vice-Chairpersons. The Board members are diverse in terms of gender, race and professional backgrounds, contributing to strong decision-making and ensuring that a range of perspectives are brought to bear on matters under consideration by the Board. Below is the breakdown of Board composition:

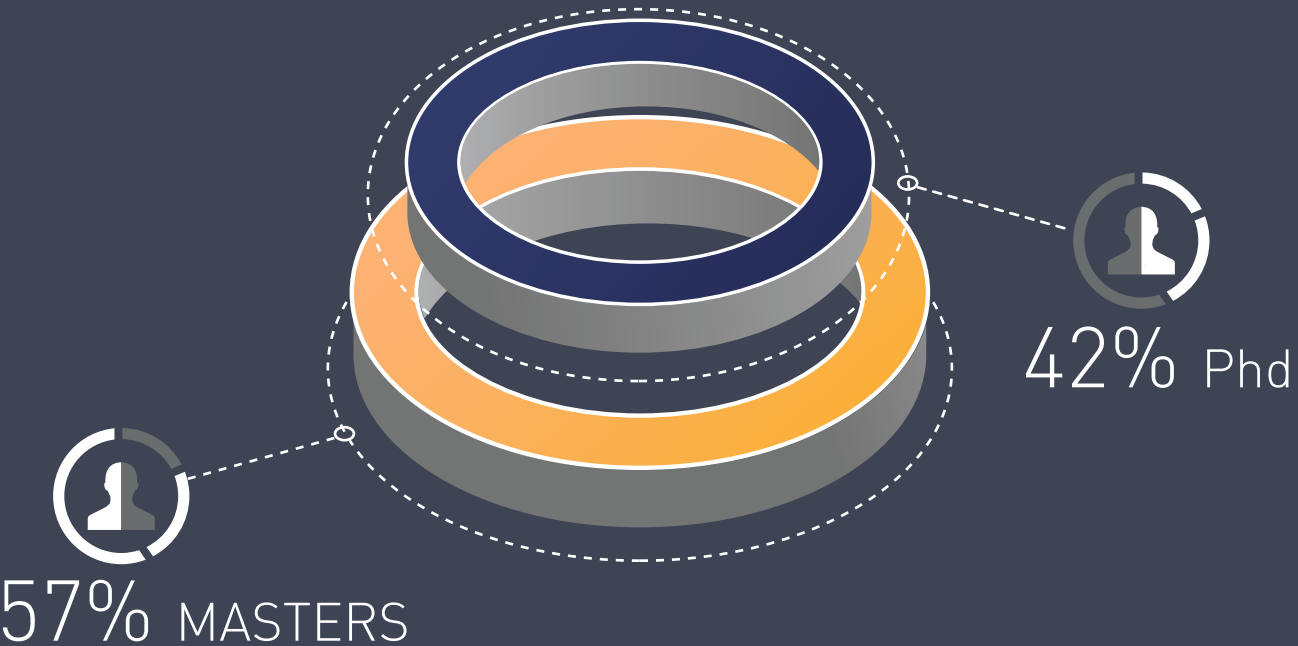
GENDER



RACE



BOARD QUALIFICATION BREAKDOWN



KEY ISSUES ADDRESSED IN 2019

In addition to discharging its obligations as a Board according to the SABPP Charter, in 2019 the Board managed and implemented several large and challenging issues including the below:

- According to the SABPP Charter, the composition of the Board has to be balanced, therefore SABPP co-opted a Legal and a Finance Specialist to form part of the Board. In addition, the Board saw a need to give an additional seat to a HR Audit Chairperson
- The Board appointed a new CEO – Xolani Mawande - who was appointed with effect from 1 June 2019. The Board is working well with him and his management team.
- A new strategy ie The People Factor #202030 was crafted and approved for the decade 2020 to 2030.
- Two cases related to Board members were finalised.
- Other matters included approving the following, inter alia:
 - o Position Paper on Transparency of Remuneration
 - o Employment Equity Plan Report - 2019
 - o 2020 Financial budget
 - o Annual Report 2018
 - o Approved various Committee terms of reference
 - o Board Exams 2019
 - o 2019 Annual Financial Statements
 - o Quarterly Financials (Management Accounts)
 - o Quarterly Accreditation Reports
 - o Quarterly HR Voice 2.0 - Strategy Review

The schedule below sets out the SABPP Board and Board Exco meetings held during the year and attendance thereat:

SABPP BOARD MEETING

NUMBER OF MEETINGS ATTENDED IN 2019

Marius Meyer	04 / 04
Dr James Ramakau	03 / 04
Pauls Gibbons	04 / 04
Dayalan Govender	04 / 04
Prof Pierre Joubert	04 / 04
Prof Logan Naidoo	03 / 04
Brian Matthee	02 / 02
Stonto Msibi	01 / 02
Dr Rica Viljoen	02 / 04
Kolobe Mashala	01 / 02
Prof Shamila Singh	0 / 0
Sifiso Cele	03 / 04
Busisiwe Mashiane	03 / 04
Sindiswa Maseko	0 / 01

SABPP EXCO MEETING

NUMBER OF MEETINGS ATTENDED IN 2019

Marius Meyer	04 / 04
Dr James Makau	04 / 04
Sindiswa Maseko	0 / 01

THE 13TH SABPP BOARD



MARIUS MEYER

MHRP

Stellenbosch University

A



PAULS GIBBONS

MHRP

PSG Coach Consultant



DR JAMES RAMAKAU

CHRP

Anglo American

B



PROF LOGAN NAIDOO

MHRP

Mangosuthu University of
Technology



STONTO MSIBI

ATTORNEY

Independent Communications
Authority of South Africa - ICASA

C



DAYALAN GOVENDER

MHRP

PricewaterhouseCoopers

LEGEND

A – Chairman: Board and Board Exco

E – Chairperson of Quality Assurance

B – Vice- Chairperson: Board and Board Exco

F – Chairperson of Risk & Audit Committee

C – Risk & Audit Member

G – Chairperson of HR Audit Council and Professional

D – Chairperson of the Higher Education Committee Registration Committee Member



PROF PIERRE JOUBERT

MHRP

Sol Plaatje University

D



DR RICA VILJOEN

MHRP

Sibanye Gold

E



SIFISO CELE

MHRP

ABSA Group



KOLOBE MASHALA

CA

Agricultural Research Council

F



BUSISIWE MASHIANE

MHRP

African Rainbow Minerals Limited



BRIAN MATTHEE

MHRP

CHRYSO Southern Africa Group

G

SABPP BOARD SUB-COMMITTEES

FEEDBACK

The Board has delegated certain functions to well-structured committees without leaving its own responsibilities and accountability. Board committees operate under written terms of reference approved by the Board.

Each committee reviews its effectiveness by way of a review of its activities against the approved terms of reference in line with their delegated powers and authority. The chairperson of each committee reports back to the Board via the CEO.

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.

Despite the unique character of each committee, generic committee governance guidelines have been prepared to ensure a more consistent and comprehensive approach to aligning all committees to overall strategy and governance requirements of SABPP and King IV.

SABPP has 3 types of committees: National, Provincial and Project Committees.

Below is the list of SABPP National Committees as well as their purposes.

CHAIRPERSON



Dr Mochabo Moerane

PROFESSIONAL REGISTRATION

MEETINGS: 4

PURPOSE:

To evaluate professional membership applications for individuals who desire to register with the SABPP at a level appropriate to their HR competencies, education and level of experience. The committee therefore approves the relevant professional registration level.



Dustin Hogg

LEARNING AND DEVELOPMENT (L&D)

MEETINGS: 4

PURPOSE:

To guide the L&D fraternity on hot topics that are trending and influencing L&D's way of work. To develop tools and share freely through SABPP fact sheets, People factor, and social media platforms.



Brian Matthee

CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)

MEETINGS: 4

PURPOSE:

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



Dr Rica Viljoen

LEARNING AND QUALITY ASSURANCE (LQA)

MEETINGS: 4

PURPOSE:

To oversee the ETQA function of SABPP by approving quality assurance of learning providers



Bravo Mphelane

HR RESEARCH INITIATIVE

MEETINGS: 4

PURPOSE:

To access and/or commission research by partnering with appropriate research institutions, and all other identified stakeholders, to ensure that comprehensive and appropriate data and expert opinions are sourced to provide support to HR professionals on matters of national importance relevant to the HR profession

CHAIRPERSON



Jamiel Nassiep (Acting)

ETHICS

MEETINGS: 10

PURPOSE:

To promote ethical conduct through diverse channels that support, encourage and develop the knowledge and understanding among HR professionals.



Elizabeth Dhlamini-Kumalo

HR GOVERNANCE

MEETINGS: 5

PURPOSE:

To advise HR Directors / Leaders with a clear HR Governance framework and set of guidelines for sound governance, assurance and integrated reporting in organisations. Position and benchmark HR Governance with leading international and local corporate governance codes and systems.



Prof Pierre Joubert

HIGHER EDUCATION

MEETINGS: 4

PURPOSE:

To ensure and monitor the quality delivery of HR qualifications by evaluating the integration of the SABPP Competency Model and HR Standards within academic curriculum. The committee adopts a developmental approach and advises HEIs on means to improve the quality of their offerings and employability of graduates. Graduates from accredited institutions are exempted from Board Exams when they register as HR Professionals and pipeline students articulate with ease between accredited institutions.



Bedelia Thanissan

LABOUR MARKET

MEETINGS: 4

PURPOSE:

To address the interface of labour market issues, the work of HR professionals and the impact of challenges within the labour market on South African society. An important output of the Committee is to provide the content to support an advocacy role for the SABPP in this regard.



Rachabane Kope

MENTORING

MEETINGS: 4

PURPOSE:

To govern the SABPP Mentoring Programme. This Committee is comprised of dedicated volunteer HR professionals who undertake initiatives for HR career progression and mentoring in order to advance the status, quality and visibility of HR professionals in particular, and the achievement of the SABPP's mandate on the professionalisation of HR in general. The committee further advises the Board on all strategic matters pertaining to mentoring and coaching.

CHAIRPERSON



Kolobe Mashala

RISK & AUDIT

MEETINGS: 2

PURPOSE:

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.



Dumisani Ntombela

CHANGE MANAGEMENT

MEETINGS: 4

PURPOSE:

To stimulate healthy debate and provide practical guidance and support on the dynamics of managing change in today's turbulent environments to SABPP members. To impact society through education about organisation development and effectively managing change (possible articles, fact sheets, books, lecturing, events, etc.).



Brian Matthee

HR AUDIT COUNCIL

MEETINGS: 3

PURPOSE:

To outline 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 processes, and methodology are continually refined where appropriate.



VACANT

HR CITIZEN

MEETINGS: 4

PURPOSE:

To create meaningful high impact opportunities for HR Professionals to become active citizens in their own profession and society at large.



VACANT

IT GOVERNANCE

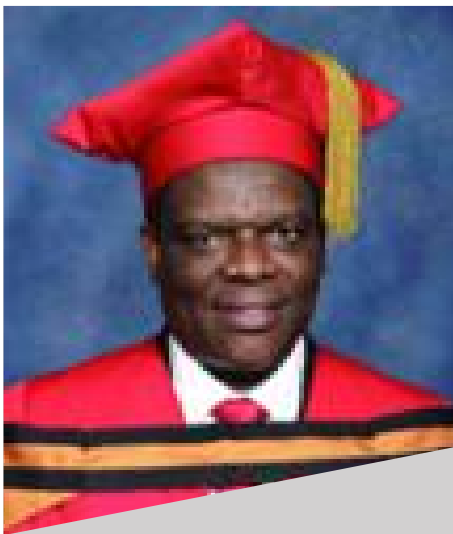
MEETINGS: 3

PURPOSE:

To provide oversight over the SABPP IT governance

PROFESSIONAL REGISTRATION

COMMITTEE



DR MOCHABO MOERANE

CHAIRPERSON

COMMITTEE MEMBERS

Chairperson	Dr Mochabo Moerane,	Funmilayo Soluade,
Vice Chair	Charles Myburgh,	Dr Fathima Mahomed,
	Rebecca Theledi,	Francois Koeberg,
	Jake van der Wilden,	Anthony Hyman &
	Sydwell Shikweni,	Dr Christel Marais.
	Brian Matthee,	

KEY ACTIVITIES FOR 2019

We are excited to report that during the year under review we had five new committee members that joined the Committee. The Committee Chair was promoted to be the Head of Department of one of the mainstream universities.

2019 NEW MEMBER REGISTRATIONS

The monthly professional registrations per level and overall totals are depicted in the table below:



DATE	MHRP	CHRP	HRP	HRA	HRT	TOTAL
January	3	5	53	26	13	100
February	1	4	50	22	16	93
March	2	2	48	27	17	96
April	2	4	48	24	13	91
May	0	0	43	16	25	84
June	0	0	48	18	23	89
July	2	1	40	29	13	85
August	1	5	31	15	14	66
September	0	2	39	12	11	64
October	3	2	28	23	18	74
November	3	2	47	31	20	102
Total	17	27	478	243	183	944

PROVINCIAL STATISTICS 2019

PROVINCE	TOTAL MEMBERS
Western Cape	116
Eastern Cape	58
Northern Cape	30
Free State	46
KwaZulu Natal	92
North West	24
Gauteng	502
Mpumalanga	22
Limpopo	25
Outside SA	29
Total	944

UPGRADES

YEAR	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	TOTAL
2019	100	93	96	91	84	89	85	66	64	74	102	944
2018	61	65	55	70	79	80	71	69	41	135	80	806
2017	93	74	76	80	136	60	93	68	76	101	93	950
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
5 YEAR AVERAGE	83,4	86,8	81,8	83,4	99	80	88,6	78	78	90,4	98,8	948,2

 HIGHEST IN 5 YEARS
 LOWEST IN 5 YEARS

The Chairperson and the Vice Chairperson of the Committee evaluate the upgrade applications. The monthly target for 2019 was met with the following figures:

UPGRADE REGISTRATIONS 2019

DATE	TOTAL
January	7
February	6
March	1
April	4
May	8
June	3
July	2
August	11
September	21
October	5
November	14
Total	82

LEARNING AND DEVELOPMENT

COMMITTEE



DUSTIN HOGG

CHAIRPERSON

COMMITTEE MEMBERS

Chairperson	Dustin Hogg,	Ingrid Letswalo,
Vice Chair	Bhavisha Patel,	Tshepiso Hlapolosa,
	Adi Stephan,	Rosa Peters,
	Chris Vorwerk,	Christo Bezuidenhout,
	Prashini Penã Alfonso,	Christelle Taute,
	Amina Meera,	Ross Lesser.

Since its re-establishment in March 2017, the L&D Committee has grown from strength to strength, boasting regular articles being published as well as the second L&D Fact sheet published in December 2019.

KEY ACTIVITIES FOR 2019

- 2nd Annual L&D Conference with the main focus on 4IR as well as contemporary developments in the L&D environment.
- First ever L&D breakfast, looking at technology as an enabler to learning.
- Four articles published in the HR Voice and PEOPLE Factor among the L&D committee members.
- More than 80 L&D professionals digitally signed the L&D Pledge

FOCUS AREAS FOR 2020

- 2020 is set to have the third annual L&D conference scheduled for the month of MAY with the theme “Practically applying learning in the 21st century”, followed by breakfasts in the coastal regions.
- The L&D committee will also be concluding the following in 2020
- Linking digital recognition to CPD, taking the reward and recognition aspects and qualifying it through the continuous professional development system.
- Collaborate with the CPD committee to digitise acknowledgment of learning.
- Explore youth development as part of the YES initiative to young professional transition into the workplace.
- Identify contemporary learning “enablers” and share findings through publications.
- Building L&D professionals as strategic partners in the workplace

CUSTOMER FEEDBACK

“Congratulations on the impact the L&D Conference is making, with such a relevant theme, it really empowers us as L&D Professionals”

Christo Bezuidenhout
(Local Government, in attendance at the 2nd L&D Conference).

LEARNING QUALITY ASSURANCE

COMMITTEE



DR RICA VILJOEN

CHAIRPERSON

COMMITTEE MEMBERS

Chairperson	Dr Rica Viljoen,	Hermias Nieuwoudt.
Vice Chair	Gerda Oberholzer,	
	Annette Bredenkamp,	
	Capt Mcebisi Gcebe,	
	Paula Teigao,	
	Derisha Pillay,	

KEY ACTIVITIES FOR 2019

- Worked with Service Seta on designing Labour Inspector Qualification and SABPP has received approval from industry and Seta to be recognised partner in managing the External Integrated Summative Assessment (EISA).
- Have facilitated 6 new applications for training providers on both unit standard and non-unit standard based qualifications. There were also 31 renewal and extension of scope applications. We have rejected 1 application because of non-compliance in terms of documentation submitted.
- All accredited reports were submitted to QCTO for final verification and resulting in facilitating formal approved letters for training providers.

- The 5th Annual Training Provider Forum held at the SABPP Offices on 26th July was attended by 17 providers and 7 students from Mahikeng – learners from DC Dynamic College. The topics covered got audience to see application of Technology and how practical Recognition of Prior Learning (RPL) can be applied.
- Approved 59 Assessor and Moderator registration and renewal applications.
- Recognised 2 sites for Assessment Centres for writing examinations.

FOCUS AREAS FOR 2020

- We will undertake the re-alignment of legacy qualifications HR Certificate 49691 (SAQA) and HR Diploma 49692(SAQA) towards QCTO Occupational Qualifications.
- Pilot and implement digitisation of Final Integrated Summative Assessments (FISA)
- Facilitate approval of Occupational Trainer qualification national examination and pilot these examinations.

QUOTES FROM CUSTOMERS

"They go that extra-mile when needed"

Ingrid
Damelin Correspondence

"The monitoring report is a valuable tool to implement improved quality assurance practices"

Cecilia
College SA

HIGHER EDUCATION

COMMITTEE



PROF PIERRE JOUBERT
CHAIRPERSON

COMMITTEE MEMBERS

Chairperson Prof Pierre Joubert (SPU),

Vice Chair Prof Frans Maloa (UNISA),

Dr Anita de Bruyn (UNISA),

Prof Chantal Olckers (UP),

Ms Daphne Pillay (UP),

Dr Kelebogile Paadi (NWU),

Prof Dirk Geldenhuys (UNISA),

Dr Calvin Mabaso (UJ),

Dr Mpho Magau (UJ),

Dr Leoni van de Vaart (NWU),

Dr Anthony Isabirye (VUT),

Dr Karel Lessing (TUT),

Prof Nicole Barkhuizen (SBS),

Prof Nico Schutte (SBS), and

Ms Janie Steyn (PIHE).

KEY ACTIVITIES FOR 2019

1. Facilitated the accreditation of three HEIs.
2. CPUT hosted a very successful annual SAHRUF meeting.
3. Updated the terms of reference of the HEC.
4. Designed and distributed a value proposition for facilitating university peer accreditation
5. Endorsed the CPUT Post Graduate Diploma in Human Resource Management.
6. Finalised and distributed guidelines to institutions on how to implement and incorporate the SABPP HR Standards into study curricula.
7. Continuously created capacity within the committee to facilitate peer accreditation.
8. Marketed committee members as guest speakers at events, institutions and workshops.
9. Commenced on a drive to improve the accreditation process by making it more user-friendly and technology infused.

HR AUDIT COUNCIL

COMMITTEE



BRIAN MATTHEE
CHAIRPERSON

The Audit Council term for the committee that was led by Maropeng Sebothoma came to an end in 2019. SABPP would like to thank the outgoing Audit Council for a good job well done in approving the annual business plan outlining the clear focus on deliverables and leveraging ways to attract audits.

The Board co-opted Brian Matthee as the new Chairperson of the committee. Whilst the focus of the Audit Council remains to outline governance principles, requirements, and processes of the SABPP Audit Council, the need for new expertise and insights to upraise the Audit Unit has been a challenge during 2019. Thus far, we have welcomed Dirk Strydom, The Institute of Internal Auditors South Africa; Marthie Claassens, Protect-a-Director, and Wendy Mahuma, Auditor General SA.

The new Audit Council looks forward to embracing and refining the HR Audit departmental strategy for the period 2020-2023 which incorporates the People Factor #202030 Strategy.

FOCUS AREAS FOR 2020

The HR Audit Council under the leadership of the Chairperson will push forward with the reconstitution of the Council. Our main objective should be to ensure a balance between Audit Professionals, Academics and Senior HR Professionals from the Corporate and Public Sectors. Committed, qualified and experienced auditors will be of critical importance to ensure that the reputation of the SABPP remains intact and that the organisation delivers to ensure integration of world-class HR practices and external quality assurance through HR Audits. The steadfast transformation of the HR Audit Team is also at the top of the agenda of the Council and the SABPP commits itself to onboarding, training and mentoring of an HR Audit Council that is representative of the demographics of South Africa.

HR GOVERNANCE

COMMITTEE



**ELIZABETH
DHLAMINI-KUMALO**
CHAIRPERSON

COMMITTEE MEMBERS

Chairperson	Elizabeth Dhlamini-Kumalo,	Marius Meyer,
Vice Chair	Dr Michael Glensor,	Marie van Schuurenber.
	Napo Merriman Ponoane,	
	Jenny Jeftha,	
	Sivaan Marie,	
	Getty Simelane,	

KEY ACTIVITIES FOR 2019

- Solid engagement and discussion amongst HR Governance committee members throughout the year.
- Successful publication of at least six articles towards the SABPP HR Governance Perspectives book, which is to be finalised by the end of 2020.
- Successful launch of the HR Governance position paper in Kwa-Zulu Natal (April 2019), Western Cape (June 2019) and North West provinces (August 2019).
- Preparation for the development of the HR Governance standard through a public engagement workshop in October 2019; this was rescheduled for February 2020.
- The HR Governance PLEDGE was shared with each of our provincial regions during the launches in April to June 2019.
- Engaged the Western Cape and Gauteng provincial committees over the published HR Governance position paper during April to June 2019.
- Combined HR Ethics and Governance public workshop in March 2019 providing a key platform for integration between Ethics and Governance with key stakeholders.

PLEDGE

HUMAN RESOURCE GOVERNANCE: 'THE HUMAN FACE OF GOVERNANCE'

Human Resource Governance is the act of leading, controlling and guiding people management in ethical, legitimate, fair and credible manner in an organisation to ensure its sustainability as expressed in the:

• **Human dignity** of the organisation's people • **Alignment** of the strategic people priorities of the organisation with business strategy • Establishment and maintenance of **sustainable relationships** with the people employed by the organisation, and people related stakeholders • Enablement of **consistent** people related decision-making across the organisation • Optimisation of the **people performance** of the organisation relative to its objectives, now and in the future • Mitigation of the organisation's **people risk** • Positioning HR as a **key role-player** in driving ethics in the organisation • **Reporting** on the **contribution of human capital** to the performance and sustainability of the organisation.

I / We (the undersigned) hereby pledge, that I / we will always:

- Uphold human dignity
- Make people part of the solution in creating new systems of corporate governance within a more flexible work environment;
- Apply the principles of discipline, transparency, accountability, responsibility, fairness and social responsibility in our HR Practice;
- Optimise the performance of the organisation's human capital and mitigate enterprise HR risk;
- Lead, control and guide people management practices and processes in an ethical, legitimate, fair and credible manner in our organisation;
- Establish and maintain a sustainable relationship with the people employed by our organisation, and other people related stakeholders;
- Optimise the people performance of our organisation relative to its objectives, now and in the future; and
- Fulfil the role of an independent people custodian in our organisation by ensuring that the people issues receive the attention they deserve.

(Human dignity - 'is the most important human right from which all other rights are derived)

[Legal dictionary]

Date: _____

FOCUS AREAS FOR 2020

- Continuous engagement with the SABPP provincial committees over the HR Governance position paper and framework in the form of provincial workshops.
- Continuous improvement of the existing HR Governance position paper for the national environment, which can be consulted on and published for use by HR Professionals.
- Conduct further research into current National and International HR Governance trends.
- Development of a HR Governance publication consisting of twelve articles from different thought leaders.
- To develop a HR Governance checklist.
- To formulate a HR Governance standard for integration into the National HR Standards model.
- Conducted phase one of the SABPP Charter Revamp.
- Seek further engagement with external HR Governance stakeholders.

CONTINUING PROFESSIONAL DEVELOPMENT

COMMITTEE



BRIAN MATTHEE
CHAIRPERSON

COMMITTEE MEMBERS

Chairperson Brian Matthee,

Dr Fathima Mohammed and
Christine van Rensburg.

FOCUS AREAS FOR 2020

- Finalise the revised CPD Policy,
 - Collaborate with the L&D committee to digitise acknowledgment of learning,
 - Get the system that is simple for members,
 - Revive the committee,
-
- Get members to upload their CPD activities on quarterly basis,
 - Ensure that all presentation and communication to new member covers CPD Policy and processes,
 - Capacitate regional committee members on the mechanics of CPD,
 - At the national roadshow include CPD as a standard point.

HUMAN RESOURCES RESEARCH INITIATIVE

COMMITTEE



BRAVO MPHELANE

CHAIRPERSON

COMMITTEE MEMBERS

Chairperson Bravo Mphelane

Thabang Makgae,

Carol Govender,

Trueman Myeza,

Monique Woodborne,

Burton Malgas,

Kgomotso Mopalami

KEY ACTIVITIES FOR 2019

- Committee was reinstituted.
- Terms of Reference reviewed and updated .
- Meetings convened for the year with digital Communication Technology utilised to host 60% of the meetings.
- Presentation conducted at HR Meet and Mix hosted in Alexandra.

FOCUS AREAS FOR 2020

- Facilitate professional development for members and non-members
- Conduct and / or support research and thought leadership forums
- Host a Stakeholder Breakfast for Higher Education Institutions and Corporates to facilitate the integration and alignment of research in both sectors.
- Increase the knowledge database of the HR profession
- Prepare material on elements of HR and People Management for workshops and conferences
- Publications from members on areas of expertise

ETHICS

COMMITTEE



JAMIEL NASSIEP

CHAIRPERSON

COMMITTEE MEMBERS

Chairperson (ACTING)	Jamiel Nassiep,	Dr Revelation Mokgele,
Vice Chair	Patrick Mugumo,	Leonora Klein,
Vice Chair	Happiness Muungani,	Charles Gilbert and
	Vusi Mahlangu,	Mosanku Pholo.
	Farah Imam,	

KEY ACTIVITIES FOR 2019

- Monthly Ethics Hot Topic written for the HR Voice magazine by members of the Committee.
- Providing advice and support to the SABPP to address and resolve ethical complaints.
- Providing support, advice and guidance to the SABPP, members of the SABPP and organisations that report disputes to the SABPP through the Disciplinary sub-committee that is within the Ethics committee.

- Successful Ethics and Governance Seminar held with over 100 delegates attending
- Pilot session - courageous leadership held with the committee as a suggestion for Ethics

FOCUS AREAS FOR 2020

- Arranging an Ethics conference in other provinces.
- Improving Ethics accessibility online, SABPP website and social media.
- Creating awareness and visibility 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.
- Ethics training and development of more HR practitioners.
- Continuous improvement of the Committee for value-add to HR practitioners.
- Whistleblowing Policy

MENTORING

COMMITTEE



RACHABANE KOPE
CHAIRPERSON

COMMITTEE MEMBERS

Chairperson Rachabane Kope,

Vice Chair Rodene Dye,

Getty Simelane,

Philisiwe Tshabalala,

Mihloti Mogale,

Tsakane Mokoena,

Maghawe Mhlungu,

Koma Ramontja,

Aviwe Tancu,

Mooiman Mmagakwe,

Eric Moepeng,

Jabulile Santos,

Portia Modisaesi,

Mpuseng Tlhabane,

Lexcy Manamela,

Tumi Mahlangu,

Aretha Mazingi,

Phumudzo Maboho,

Corlia Odendaal,

Anelle Germeshuys,

Natalie Nelson,

Portia Mkhabela and

Neil Janson.

KEY ACTIVITIES FOR 2019

- The Committee was re-launched and with that, there was an increase of new members in the Committee.
- The crafting of the 2019 / 2020 strategy with the aim of re-positioning mentoring and coaching, with the focus being placed on the Professional Mentoring Programme, HR Candidate Programme and Internship Programme.
- This Committee played a critical role in the signing of a MOU between the SABPP and Coaches and Mentors of South Africa (COMENSA), and this would pave the way for the new MOA to be signed in early 2020. COMENSA is the SAQA-

recognised non-statutory professional body for coaching and mentoring in South Africa; and it regulates the coaching and mentoring profession in South Africa. It is envisaged that Mentoring Committee will be in the forefront of implementing this MOA.

FOCUS AREAS FOR 2020

- Jointly with the SABPP's Research Unit facilitate research and development in relation to mentoring and coaching.
- Facilitate capacity building in organisations in mentoring and coaching.
- Develop the South African Coaching and Mentoring Standard, and the South African Coaching and Mentoring Competency Framework.
- Facilitate knowledge sharing sessions on topical mentoring and coaching topics.
- Partner with other related bodies to further mentoring and coaching aims primarily in South Africa, as well as neighbouring countries.

RISK AND AUDIT

COMMITTEE



KOLOBE MASHALA

CHAIRPERSON

COMMITTEE MEMBERS

Chairperson Kolobe Mashala

Vice Chair Stonto Msibi

Thandi Thankge

The Committee has conducted its affairs in compliance with this charter and has discharged its responsibilities contained therein. It also fulfilled an oversight role regarding financial reporting risks, internal financial controls, fraud risk and Information Technology (IT) risks as it relates to financial reporting.

KEY ACTIVITIES FOR 2019

- Reviewed the quarterly management accounts and 2019 Annual financial statements, culminating in a recommendation to the Board. In the course of its review, the committee:
 - o took appropriate steps to ensure that the management accounts and financial statements are prepared in accordance with International Financial Reporting Standards (IFRS);
 - o considered and, when appropriate, made recommendations on financial statements, accounting practices and internal financial controls;
- Evaluated the effectiveness of risk management, controls and governance processes and satisfied itself about the adequacy and effectiveness of the SABPP's system of internal financial controls;

- Reviewed the appropriateness of the combined assurance model in addressing all significant risks facing the SABPP;
- Considered the appointment and retention of external auditors;
- Considered the audit fees and engagement terms of the external auditors;
- Considered and recommended to the Board the approval of the 2020 Budget;

External audit

Ransome Russouw are the incumbent auditors for the company. The Committee continually monitors the independence and objectivity of the external auditors and satisfied itself with the ethical requirements regarding independence, and were considered independent with respect to the company as required by the Codes endorsed and administered by the Independent Regulatory Board for Auditors and the South African Institute of Chartered Accountants. The Committee has reviewed the audit process and has satisfied itself with the performance of the external auditors.

Internal audit

The Committee reviewed the non-availability of the internal audit function and have recommended the outsourcing of the function to support the committee to fulfil this role.

Internal financial controls

The Committee is satisfied that the system of internal financial controls is effective and forms a basis for the preparation of reliable financial statements, which is based on the review of the design, implementation and effectiveness of the company's system of internal financial controls during the year under review, and reports made by the independent external auditors on the results of their audit and management reports. No findings have come to the attention of the Committee to indicate that any material breakdown in internal controls has occurred during the past financial year.

Going concern assessment

The Audit Committee reviewed a documented assessment by management of the going concern premise of the company before concluding to the Board that the company will be a going concern in the foreseeable future.

LABOUR MARKET

COMMITTEE



BEDELIA THEUNISSEN

CHAIRPERSON

COMMITTEE MEMBERS

Chairperson Bedelia Theunissen

Vice Chair Ivan Istraelstam

Tebogo Mphamo;

Andrew Khoza,

Mfundo Myeki,

Lusanda Tshwete,

Burton Malgas and

Hennie van Graan.

FOCUS AREAS FOR 2020

- The LMC is currently working towards the alleviation of the unemployment crisis in South Africa. A number of factors contributing to this crisis have been identified including the parlous state of the industrial relationship between business and labour in South Africa, the unintended negative effects of labour legislation on unemployment and the need for HR professionals to be upskilled in the management of the relationship between employers and unions.
- A survey will be conducted to enable the Committee to gain an understanding of the state of the employment relationship in workplaces. The LMC intends to begin by obtaining the views of the representatives of certain key the stakeholders, namely the company senior executives in charge of labour relations; trade union organisers and other union officials / senior shop stewards.

- A Labour Conference, SA Labour Market for 2030: The Gold Future or the Cold Future, is scheduled for 2020 to address the following proposed topics:
 - o A panel discussion on What would the Labour Market look like in 2030.
 - o Labour market post COVID-19
 - o Co- determination
 - o Disability
 - o The National Health Insurance (NHI)
- The LMC sees the need for the Upskilling of HR professionals in:
 - o Managing the relationships between unions and employers.
 - o Understanding how strategic changes in the economic market or labour market influences the role of HR, ie NHI, COVID-19, etc.
 - o Update on legislation
- The LMC is working on a project for influencing labour legislation to address key strategic issues including the promotion of employment in South Africa.

CHANGE MANAGEMENT

COMMITTEE



DUMISANI NTOMBELA

CHAIRPERSON

COMMITTEE MEMBERS

Chairperson	Dumisani Ntombela,
Vice Chair & Co-ordinator: Publications	Dustin Hogg,
Vice Chair and Co-ordinator: 4IR	Dirusha Ganapathy Juta,
Co-ordinator: Research and Development	Andrew Khoza,
Co-ordinator: Events	Bravo Mphelane

Tebogo Mphamo, Happiness Mukonzo, Raisibe Gaveni,
 Bedelia Theunissen, Pateka Tshikila, Lungile Sibisi and
 Lusanda Tshwete, Christelle Taute, Donicious Mhlanga
 Lee-Ann Trower, Tiyani Mavunda,

Change Management Committee (CMC) was re-established in June 2019. The Committee has set up its foundational structure including the basics that needed to be in place in order to ensure functional and operational effectiveness. Additionally, four Sub-Committees were set up in ensuring the tracking and delivery of priority deliverables. Within a short space of time, the new Committee has already delivered on some of its key milestones.

KEY ACTIVITIES FOR 2019

- Re-establishment of CMC
- Finalisation of CMC Vision and Mission Statement
- Finalisation of Terms of Reference
- Set up of 4 sub-committees – Publications; 4IR; Research and Development; Events
- Sub-Committee Deliverables
 - o Research and Development (Co-ordinator: Andrew Khoza)
 - o Research proposal drafted on “Management Employee Engagement in a Learning Organisation”
 - o Publications (Co-ordinator: Dustin Hogg)
 - o Women’s Day article published (Dustin Hogg and Christelle Taute)
 - o Weekly Women’s Day article published (Lee Ann Trower)
 - o Fact Sheet on Facing the Fourth Industrial Revolution published (Kgomotso Mopalami)
 - o Fact Sheet on NQF Amendment Act, a Holistic View published (Dustin Hogg)
 - o 4IR (Co-ordinator: Dirusha Ganapathy Jutta)
- An investigation into understanding the government mandate revealed a lack of momentum in addressing this critical topic including a lack of representation by HR at government level. Currently reviewing the opportunity for SABPP representation at government level
- Strategic workshops facilitated combined with extensive research based on trends and developments within the industry as well as current challenges experienced within the workplace that culminated in a project plan highlighting 6 key priority areas plus 4 secondary areas including sub-topics for both
- 6 key priority focus areas identified includes Retrenchment; Employee Upskilling and Reskilling, Job Role Redesign and Employment Opportunities; HR as a conduit to Change; Career Development; Workplace Identity
- 4 secondary focus areas identified including sub-topics – Diversity; Talent Management; Work/Life Balance; Audit Posture
- Focus areas noted above to materialise into specific deliverables such as fact sheets, articles, position papers, etc.

FOCUS AREAS FOR 2020

- Advancement of HR as a Profession
- SABPP 2020 – 2030 Strategy
- Making a Difference
- Good Governance
- Publications
- Leadership Standard

HR CITIZEN

COMMITTEE

The Committee never met in 2019, however, new exciting initiatives are planned for rollout in 2020. SABPP will need to rethink its approach to this committee relaunch.

IT GOVERNANCE

COMMITTEE

The Committee never met in 2019, however, new exciting initiatives are planned for rollout in 2020. SABPP will need to rethink its approach to this committee relaunch.

PROVINCIAL COMMITTEES

Following our June 2019 National AGM in Gauteng, SABPP was mandated to conduct provincial AGMs within all active provinces of South Africa. These AGMs provided SABPP with a platform to introduce the new strategy to ensure that all provinces are empowered and in a position to run with the new strategy.

In 2019, our provincial committees' tenure came to an end and new committees were elected. The process for nominating and electing these committees throughout these provinces was fair and transparent.

In order to improve the successful operation of these committees, SABPP sub-divided some provincial committees into smaller groups; thus, reduced the need to travel when meetings are required. Therefore, these smaller groups meet in their respective towns without the need to travel across the province. The HR profession is looking forward to the work that will be carried out by all these new committees in growing the SABPP footprint across South Africa.

Below are the new Provincial Committees of SABPP:



EASTERN CAPE

COMMITTEE

Eastern Cape is sub-divided into three namely: Mthatha, Port Elizabeth and East London. All these sub-committees are chaired by Nandi Sishuba.



MTHATHA



EAST
LONDON



PORT
ELIZABETH

The EC Committee undertook various initiatives during the 2019 year to further expand the SABPP footprint and to enhance capacity building.

Visits to organisations

Six organisations were visited to introduce the vision and role, benefits of joining, levels and costs thereof, HR landscape, HR Competency Model and HR Standards and the way forward to the HR Framework. A spectrum of the levels of work were represented.

Below are the organisations that were visited:

- Walter Sisulu University non-academic staff
- King Hintsa TVET College
- Department of Education
- Department of Public Works.

Student Chapter

Ibika Campus continues to have a vibrant and functional student chapter. The following activities took place with the support of the EC Chapter Secretary. Collaboration between Walter Sisulu Ibika Campus with Nelson Mandela University under the banner of the HR University Forum supported the activities of building the young professionals. The following activities took place:

On 13 August 2019, Student Chapter at Ibika Campus presented SABPP at Phakamani Senior Secondary School in Butterworth to the learners and the importance of choosing HR as a career.

Student chapter at Ibika Campus organised a debate with other faculties on the topic on how best can HR students be ready for the Fourth industrial Revolution.

On 3rd October 2019, Prof Werner from NMMU was invited by the student chapter at Ibika Campus to be a guest lecturer to HR students was on Change Management. She was also preparing students as well as academics on Fourth Industrial Revolution.

Third year student, Genevieve from Ibika Campus won the best HR Student from amongst Universities in South Universities of South Africa with the support and encouragement from Mrs Majova, a Lecturer at Walter Sisulu University.

HR Candidate Programme

The candidate programme was implemented at Mandela University. A first cohort of 13 candidate intakes participated in the programme. The participants are a combination of graduates and early career permanent employees. The programme has experienced establishment challenges such as a low start and unavailability of supervisors. The programme has now taken off with interaction between supervisors and candidates.

Capacity Building

The capacity building activities are listed below with a view to empower and share information amongst HR professionals. These sessions were found to be informative and inspiring.

The Secretary presented on HR governance at the SALGA Eastern Cape HRD Practitioners Forum on the 26 March 2019.

- HR standards workshop
- HR ethics training
- HR business partnering workshop

Membership recruitment

Member recruitment and registration support was provided. It is hoped that the organisational visits and the support will facilitate new member registration.



KWAZULU-NATAL

COMMITTEE

KZN Committee is chaired by Reuben Dlamini:



Key Activities for 2019

- SABPP presented at JTA and Accredited Company on 26 February 2019.
- KZN launched its first Student Chapter at Mangosuthu University of Technology on 14 June 2019.
- KZN organized a successful HR Standard training for Umgeni Water in June 2019.
- HR Business Partner Workshop was held in June 2019.
- Ethics training was held in October 2019.
- SABPP was invited to attend Mangosuthu University of Technology 2019 Symposium and the theme was "Pioneers of Transformation". The chairperson was invited as a guest speaker to address the students.
- KZN held its 3rd AGM on 04 October 2019 and it was attended by more than 90 members.
- The Chief Executive Officer shared SABPP new strategy with the members and the impact of the Fourth Industrial Revolution in our respective organisations.
- SABPP is represented in the Human Resources Advisory Forum at Mangosuthu University of Technology. The Human Resources Advisory Forum plays a critical role in providing advice on the alignment of the curriculum to the needs of the industry and professional bodies.
- Two Field Agents have been appointed to promote SABPP in the Province.
- Mangosuthu University of Technology Student Chapter held a successful "Closing Function" on 21 November 2019 and the Committee Members participated in the event.

Key focus areas for 2020

- Launch an additional Student Chapter at Pearson Institute.
- Increase membership growth by 10%.
- Target Skills Development Facilitator's Forum in KZN.
- Organise Ethics Conference in 2020 in collaboration with National Ethics Committee.
- Chief Executive Officer to workshop Committee Members on the new Strategy.



NORTH WEST

COMMITTEE

This province was inactive and SABPP re-launched three sub-committees and hosted AGMs:

- Potchefstroom- (Chairperson - Aldi van der Westhuizen)
- Rustenburg - (Chairperson - Tebogo Maarman)
- Mahikeng – (Chairperson -Aubrey Kgabo)

The purpose of these sub-committees is to develop a strategic approach to communicate and market SABPP activities to members, business partners and other stakeholders.





WESTERN CAPE

COMMITTEE

Western Cape is chaired by
Lindiwe Ngcongwane:



SABPP membership

Below are the new SABPP members registered in 2019 who received welcome packages.

NAME	ORGANISATION
Adams, Aasiyah: Human Resources Specialist	Tellumat
Baretta, Louise	Independent Consultant
Boonzaaier, Amanda	HR Manager, Genuine Connection
Dickinson, Celeste	(Field Agent) HR Consultant, What you Are Consulting
Du Plessis, Ilona	Higher Education Programme Manager, Optimum Learning Technologies
Hill, Anthony	Independent Consultant
Joseph, Ricardo	RJC Consultancy – Independent Consultant
Le Roes, Fritz	Principal Professional Officer: City of Cape Town
Ramathlakane, Lelethu	(Vice Chair) Officer Human Resources, Eskom Holdings (Resigned)
Sewell, Bill	Master, H R Practitioner and Mentor at People and Performance CC.
Van der Molen, Karel	(Vice Chair), Professional Associate, Stellenbosch University
Visser, Michelle	(Chair), Senior lecturer, Industrial Psychology, Stellenbosch University

Committee meetings

- Monthly meetings
- Discussion on the key focus areas:
 - o CPD
 - o Excellence
 - o Human Resource Development (HRD)
 - o Infrastructure
 - o Mentoring
 - o Partnerships and Alliances
 - o Research and Development
 - o Student Chapter
 - o Value and Visibility
- Activities – Committee (1)
 - o Breakfast meetings and seminars:
 - o SABPP HR excellence half day seminar and roadshow (5-6 June 2019)
 - o SABPP celebrate women's month: The State of Happiness in the Workplace (29 August 2019)
- Activities – Committee (2)
 - o Ethics Workshops (13 February, 21 June and 15 October 2019 ... with a possible further workshop before year-end)
 - o Mentoring Programme
 - o Material reviewed, revised and rewritten
 - o Mentees and Mentors "match-ups"
 - o Possible change of material to incorporate coaching
- Activities – Committee (3)

Partnerships and Alliances:

- Cape Chamber of Commerce and Industry
- Western Cape Economic Development Partnership
- Western Cape Premier's Skills Council
- Western Cape Government, City of Cape Town, SA Local Government Association, Institute of Municipal People Practitioners of Southern Africa
- Black Management Forum
- Institute of People Management

Student Chapters:

- Cape Peninsula University of Technology
- Contact initiated with the University of Cape Town, Stellenbosch University and the University of the Western Cape.



FREE STATE

COMMITTEE

Free State is chaired by Lyle Markham:



Key Activities for 2019

- The committee met once a month at various premises to discuss matters related to the Free State Committee as well as national SABPP events.
- We hosted four networking events which were sponsored by Sanlam and Momentum.
- The purposes of these events were to invite a guest to speak who would then speak on a selected topic identified in our committee meetings.
- A number of HR professionals from across Bloemfontein and the Free State attended these events which then culminated in further networking.
- The committee hosted a successful Ethics Workshop at the University of the Free State.
- The former chairperson and vice chairperson of the UFS Student Chapter have now become part of the Free State Committee and are very eager to contribute to the committee. This highlights the importance of succession planning and exposing our students to industry experts.
- The Free State Committee in Collaboration with the UFS Student Chapter hosted its first ever HR Seminar at the University of the Free State with the theme: Future HR Trends. The event was attended by 120 delegates. We are hoping to make this an annual event as the date for the 2020 seminar has already been finalised. Five speakers were invited to speak at this event including:
 - o Mrs. Emmie Pietersen (Director of Peritum Agri Institute)
 - o Mrs. Celestine Brummage (HR Director: ABSA Free State Northern Cape)

- o Mr. Tertius Bester (Head: Momentum Wealth)
- o Mrs. Kgomotso Mopolame (SABPP Head Office)
- o Mr. Lucky Moloi (Head: Free State CCMA)
- Articles were also published by some of our committee members as well as students from the UFS Student Chapter.

Key focus areas for 2020

A number of exciting events are planned for 2020 including the following:

- A key focus for the Free State Committee is to create more awareness and visibility in Bloemfontein and the Free State Province.
- The committee would like to adopt an NGO with the aim of imparting HR skills to the staff of the NGO.
- We would also like to continue with our networking events in 2020, as they were very successful and also assist with creating more awareness of the SABPP.
- A round table discussion is planned for 2020 whereby three HR experts would be invited to speak and debate on two burning HR issues organisations are currently facing locally and internationally.
- We are also aiming to embark on a school's project in order to entice learners to pursue a profession/career in HR.
- The committee has committed to producing more research publications in 2020.



NORTHERN CAPE

COMMITTEE

This province was inactive and SABPP re-launched two sub-committees and hosted AGMs:

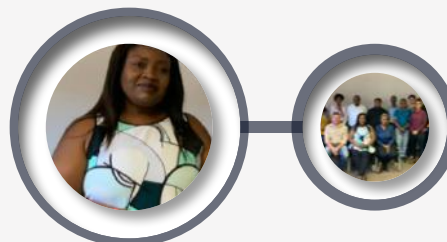
- Khatu - (Chairperson - Nteboheng Mothibeli)
- Kimberley - (Chairperson - Tebogo Maarman)

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

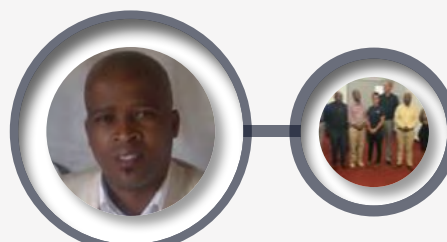
Key focus areas for 2020

Khatu:

- Set up the provincial committee to represent the three core areas
- Finalise the 2020 Strategy document (roadmap) in alignment with that of HQ
- Awareness sessions within the province in liaison with the Kimberley office
 - o Workshops
 - o 1 x Conference
 - o Breakfast sessions
 - o Visibility and networking events
 - o Visit to neighbouring TVET Colleges to sell Ethical HR profession and the role of SABPP
- Quarterly Committee meetings with Kimberley offices will enhance partnerships and the success of planned events within NC Region.



KHATU



KIMBERLEY



MPUMALANGA

COMMITTEE

This province was inactive and SABPP re-launched two sub-committees and hosted AGMs in 2019:

- Lowveld (Nelspruit) - (Chairperson – Henry Prinsloo)
- Highveld (Witbank) - (Chairperson - Thulile Ngonyama) below are key focus areas for 2020 for Witbank:
 - o Partnerships will be established with local tertiary institutions, including FET Colleges, in order to nurture the next generation of HR professionals. In this regard, the committee had already identified a representative to address TUT students during the launch of the student chapter which was to be held on 22 April 2019.
 - o Partnerships will also be established with local industries including the Municipality in order to raise awareness of the SABPP strategic intent as well as to ensure visibility of SABPP at eMalahleni and the surrounding areas. A strong recruitment drive was to be undertaken through visiting various organisations to market SABPP and our committee as the representative of the SABPP in the area.
 - o Regular gatherings/events will be planned where HR professionals and other stakeholders will be invited to network and share latest updates in the field. In this regard, the first information session was planned for 27 March 2019 with speakers from the CCMA & the Department of Employment & Labour.

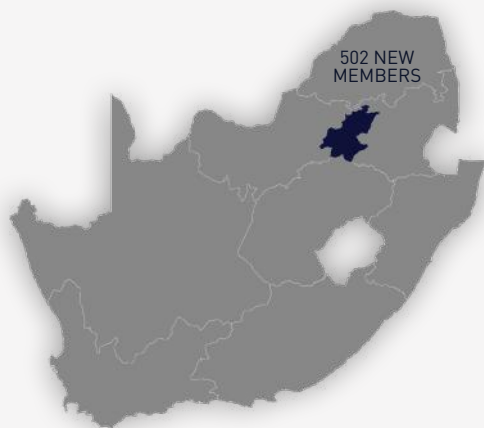
The purpose of our committee is to activate, mobilise and amplify the existence and purpose of the SABPP amongst HR professionals in the Mpumalanga province.



NELSPRUIT



WITBANK



GAUTENG

COMMITTEE

This committee was re-launched, and the chairperson is Ivan Horner. The purpose of this committee is to enhance the HR profession by demonstrating integrity while championing people management and people practices.



Membership

- Increase the Gauteng membership by 1000 through:
 1. Company visits initiated & facilitated by committee members and Gauteng members;
 2. For every Company that brings new membership, profile Senior HR person of that company on People Factor.
 3. Use social media to profile the member and the company

Students

- Establish new relationships at institutions of higher learning that are currently not accredited or do not have student chapter
- Establish relationships with Companies to train HR Learners or graduates
- Support student chapters through the mock interviews. Follow up with the students after those interviews for continuity

Events

- Run 2 breakfast sessions with guest speakers(SME) for existing & new members
- Session with members on a topic arising from the survey affecting the Gauteng Region
- Target to attend the SABPP big 4 events in Gauteng for visibility and engagement with members



LIMPOPO

COMMITTEE



This committee was re-launched and an AGM was hosted and the chairperson is Danie Swanepoel. The purpose of this committee is to build the capacity of HR professionals in meeting the competencies of the national HR Competency Model.

A photograph of a city skyline at sunset, with various skyscrapers and buildings silhouetted against a warm, orange-hued sky with scattered clouds. The image is used as a background for the document cover.

PART D

FINANCIALS AND OPERATIONS

1. Overview of Operations and Finances
2. Independent Audit Report
3. Review of Financial Statement
4. Statement of Financial Position
5. Statement of Changes in Reserves
6. Statement of Comprehensive Income

OVERVIEW OF

OPERATIONS AND FINANCES

SABPP continues to thrive even amidst all significant changes the organisation is presented with, ranging amongst others, from structural management changes, bad debts not recovered in time and a decline in other special projects income. It is worth noting that in its core service offering, all departments did well compared to 2018. An 80.6% increase in savings bank balance and an 11.49% cost saving compared to 2018, is a good indication that there is sound financial management.

Our top 5 contributing expenses for the year 2019 are as follows:



Our income streams contributed this way



Forecast

After a management decision to write off the GDOH and rent deposit forfeited, the SABPP reported a loss of R1,1 million and subsequent to this year-end there were concerns raised about the viability of SABPP due to the effect caused by the subsequent COVID-19 global pandemic. The management is committed to a business continuity plan to ensure the survival, growth, and sustainability of the body without compromising the service offering to all our current and prospective members.

Subsequent to the year end, the spread of Covid-19 was declared a global pandemic, with it, all global businesses are highly impacted however our commitment to you, our valuable members, is that we have the best interest of SABPP in heart and even through the difficult economic times we shall ensure effective management of all resources towards the business continuity, growth and sustainability of the SABPP. We will continue investing much in innovative endeavours that

embrace the 'new 'normal to ensure that the body continues being relevant to times such as these. We will also encourage all our members to help us by paying us all our dues in time and in good faith.

Thanks & Regards,

Livhuwani Mulaudzi
Executive Finance and Operations: SABPP





INDEPENDENT

AUDITOR'S REPORT

To the Governing Body of SA Board for People Practices

Opinion

We have audited the financial statements of SA Board for People Practices set out on pages 9 to 21, which comprise the statement of financial position as at 31 December 2019, and the statement of comprehensive income, the statement of changes in reserves and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the association as at 31 December 2019, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the NPO Act of 1997.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the financial statements section of our report. We are independent of the association in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Trade receivables

Trade receivables are a significant balance included on the statement of financial position. The recoverability of trade receivables and the issue around the appropriate recognition of both revenue and other income mean that this is a key area of audit focus and is considered to be a significant risk area. We are satisfied that we have performed sufficient and appropriate procedures to conclude on the accuracy and validity of trade receivables. We wish to highlight the write-off of a significant debtor during the year which related to work done in prior years.

Consideration of going concern

Subsequent to the year end, the Global spread of the Covid- 19 Virus was classified as a pandemic by the World Health Organisation. Under this classification South Africa entered into a nationwide lock-down in March 2020. Although the effect of the lock- down will not have any bearing on the financial statements presented here, the consideration of the ability of the board to continue as a going concern has become very important. While we do not expect the ability of the board to continue as a going concern to be affected, we expect that the effect of the virus and the nationwide lock-down will have a significant effect on the annual financial statements of the board in the 2020 financial year. This may also impact the renewal of memberships and events that can be hosted by the board for the remainder of the 2020 year and filtering into the 2021 financial year.



Other Information

The governing body is responsible for the other information. The other information comprises the Governing Body's report as required by the NPO Act of 1997, and the supplementary information set out on pages 22 to 23. Other information does not include the financial statements and our auditors' report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Governing Body for the Financial Statements

The governing body is responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the NPO Act of 1997, and for such internal control as the governing body determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the governing body is responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the governing body either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.



Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the governing body.
- Conclude on the appropriateness of the governing body's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such



disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the association to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with the governing body regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- We also provide the governing body with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
- From the matters communicated with the governing body, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In terms of the IRBA Rule published in Government Gazette Number 39475 dated 4 December 2015, we report that Ransome Russouw Incorporated have been the auditors of SA Board for People Practices for 23 years.

29 May 2020

Ransome Russouw Incorporated
Per: JA Barnard CA(SA)
Director
Registered Auditor

1 Mowbray Road
Greenside
Johannesburg
SOUTH AFRICA
2193

STATEMENT

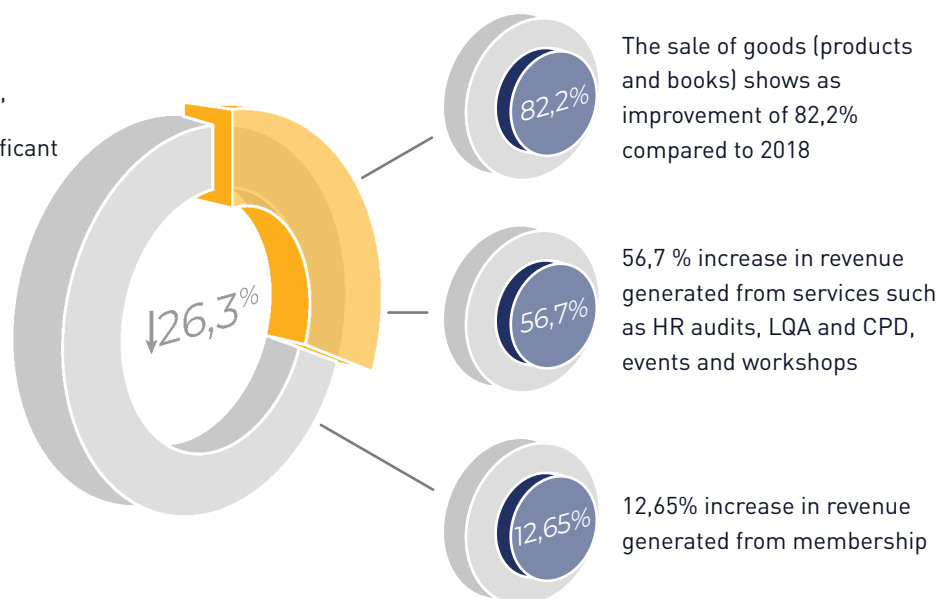
YEAR ENDED 31 DECEMBER 2019

PROFITABILITY CHANGES

The year 2019 saw SABPP make a drastic loss of R1.1 million, the worst in the history of SABPP from a surplus of R2 765 million, reported as at the end of 2018. This was due to a significant bad debt written off of just over R3,2 million, relating to the GDOH project that was conducted in 2017 and 2018 and rental deposit forfeited for the previous office building that SABPP used to occupy prior to 2019. Collection attempts for the balance owing by GDOH have been unsuccessful for the last 18 months due to contractual challenges. This has prompted management to write off the debt in order to reflect a true picture in the books, however efforts to collect the debt are still underway. The VAT portion relating to the GDOH and rental deposit write off has also been subsequently claimed. If it were not for the write off impact, SABPP would have reported a surplus of just over R2,1 million.

INCOME CHANGES

Overall, 26.3% decrease in income, however it's worth noting the significant improvement from the following departments



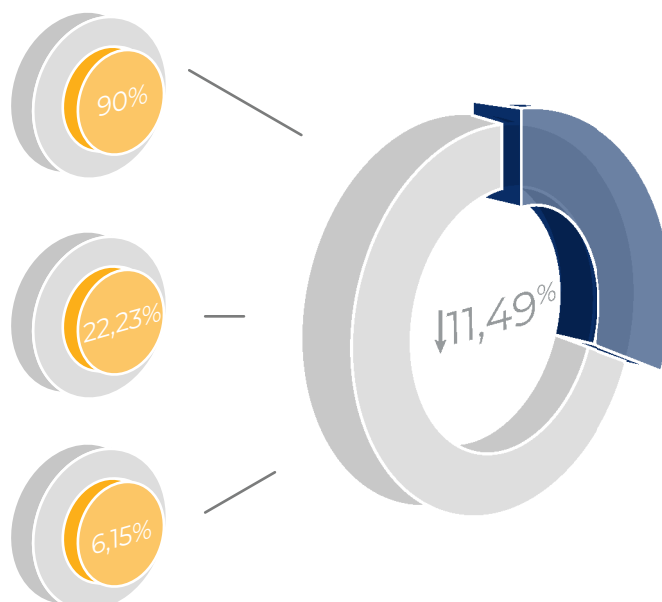
EXPENDITURE CHANGES

Even with a deficit reported mostly due to the bad debt write off of a single project, there was a decrease of 11.49% on the expenditure. This was mainly due to

Decrease in special project expenses from R5,3 million in the previous year down to R536k for the year under review (a decrease of 90%)

Rental expenses decreased by 22,23% compared to 2018

6,15% decrease in travel expenses



FINANCIAL POSITION CHANGES

- Trade receivables are sitting at R2,084 million, decrease of 64.15% compared to 2018 due to the bad debt written off for special projects and rental deposit forfeited.
- Cash reserves increased to R6,484 million (an increase of 75.08%).
- Accumulated surplus now sits at R4 331 189 after a reported loss of R1,1 million which caused a decrease of 20,7% of accumulated reserves compared to 2018.

SA BOARD FOR PEOPLE PRACTICES

ANNUAL FINANCIAL STATEMENTS AS AT 31 DECEMBER 2019

STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION Figures in Rands	2019	2018
ASSETS		
Non-current assets		
Property, plant and equipment	249 719	178 435
Total non-current assets	249 719	178 435
Current assets		
Trade and other receivables	2 084 549	5 815 250
Cash and cash equivalents	6 484 489	3 703 565
Total current assets	8 569 038	9 518 815
TOTAL ASSETS	8 818 757	9 697 250
EQUITY AND LIABILITIES		
Equity		
Accumulated surplus	4 331 189	5 462 249
Liabilities		
Current Liabilities		
Provisions	179 888	176 782
Trade and other payables	4 307 680	4 058 219
Total current liabilities	4 487 568	4 235 001
Total liabilities	4 487 568	4 235 001
TOTAL EQUITY AND LIABILITIES	8 818 757	9 697 250

STATEMENT OF CHANGES IN RESERVES

STATEMENT OF CHANGES IN EQUITY Figures in Rands	ACCUMULATED SURPLUS	TOTAL
Balance at 1 January 2018	2 697 629	2 697 629
Changes in Equity		
Surplus for the year	2 764 620	2 764 620
Total comprehensive income	2 764 620	2 764 620
Balance at 31 December 2018	5 462 249	5 462 249
Balance at 1 January 2019	5 462 249	5 462 249
Changes in Equity		
Surplus for the year	(1 130 607)	(1 130 607)
Total comprehensive income	(1 130 607)	(1 130 607)
Balance at 31 December 2019	4 331 189	4 331 189

STATEMENT OF CASH FLOWS Figures in Rands	2019	2018
Net cash flows from / (used in) operations	2 666 773	(118 527)
Interest paid	(79)	-
Interest received	206 851	152 670
Net cash flows from operating activities	2 873 545	34 143
Cash flows used in investing activities		
Purchase of property, plant and equipment	(92 621)	(68 160)
Cash flows used in investing activities	(92 621)	(68 160)
Net increase / (decrease) in cash and cash equivalents before effect of exchange rate changes	2 780 924	(34 017)
Effect of exchange rate changes on cash and cash equivalents	-	(9 671)
Net increase / (decrease) in cash and cash equivalents	2 780 924	(43 688)
Cash and cash equivalents at beginning of the year	3 703 565	3 758 382
Cash and cash equivalents at end of the year	6 484 489	3 714 694

STATEMENT OF COMPREHENSIVE INCOME

STATEMENT OF COMPREHENSIVE INCOME			
Figures in Rands	Note	2019	2018
Revenue	10	18 389 760	24 950 954
Other income		46 527	13 701
Administrative expenses		(722 982)	(421 857)
Other Operating Expenses	11	(19 050 684)	(21 921 177)
Other gains and (losses)		-	(9 671)
(Deficit) / surplus from operating activities		(1 337 379)	2 611 950
Finance income		206 851	152 670
Finance costs		(79)	-
(Deficit) / surplus before tax		(1 130 607)	2 764 620
Income tax expense	17	-	-
(Deficit) / surplus for the year		(1 130 607)	2 764 620

Other Operating Expenses Comprises:

Bad debts written off	3 124 658	1 801 425
BCP - Emergency	-	799 449
Board and Committee Expenses	341 827	338 620
Conferences and Events Expenses	1 118 293	689 052
Consulting fees	70 375	44 251
Contingency/Discretionary Expenses	4 000	41 729
Courier and Postage	15 092	6 049
Depreciation	21 337	153 087
Employee benefit expenses	9 119 597	8 488 227
Entertainment	82 530	17 536
General expenses	22 012	7 986
HR Audit Expenses	453 654	349 427
HR Standards Expenses	296 642	222 431
ICT Systems	842 141	695 439
Insurance	35 496	24 995

STATEMENT OF COMPREHENSIVE INCOME cont. Figures in Rands	2019	2018
Legal expense	44 167	55 160
LQA/Continued Professional Development Expenses	456 356	249 180
Marketing	957 899	878 209
Membership Expenses	59 383	74 400
Printing and stationery	101 560	115 377
Professional Accreditation	38 439	-
Publications and Products Expenses	38 147	-
Relocation Expenses	76 553	-
Rent Paid	842 817	1 083 722
Repairs and maintenance	-	50 719
Special Projects Expenses	536 249	5 367 447
Staff welfare	47 725	56 968
Training	17 328	5 111
Travel - local	286 407	305 181
Total other expenses	19 050 684	21 921 177





PART E

STUDENT CHAPTER

1. SAHRUF
 2. Student Chapters
 - a. UFS Bloemfontein Campus
 - b. CUT Bloemfontein Campus
 - c. WSU Ibika Campus
 - d. MUT
 - e. NWU Mafikeng
 - f. TUT Polokwane
 - g. UJ Soweto Campus
-



SAHRUF



SA Human Resource University Forum (SAHRUF)

The South African Human Resource University Forum is an assembly that comprises of all accredited and non-accredited universities in South Africa. At the forum, all universities come together to discuss industry trends, award SABPP funded bursaries and host the SABPP best nation awards.

The Forum had their annual meeting in Cape Town and was hosted by Cape Peninsula University of Technology (CPUT), and the event was a success. Elections were held and Prof Logan Naidoo from Mangosuthu University of Technology was elected as the chairperson of the SAHRUF for 2019-2021.



Student Chapter Successes

SABPP has proudly launched 15 Student Chapters nationally, with three launched during 2019. Student membership also increased by 887 students who registered in 2019.

Additional new student chapters are as follows:

- TUT Polokwane Campus
- Mangosuthu University of Technology
- NWU Potchefstroom

Student Visits

A total of 13 universities were visited in 2019

The following campuses were visited:

TUT- Polokwane	NWU Vaal Campus	University of Zululand	University of Venda	CUT Bloemfontein
TUT- Emalahleni	NWU Mahikeng Campus	UNISA	NMU	
MUT- Umlazi	NWU Potchefstroom	VUT	UFS Bloemfontein	



STUDENT CHAPTERS

SABPP has created student chapters within universities and institutions of higher learning and through these, we are able to invite HR students to join the SABPP as HR student members. To prepare them as aspirant HR professionals and for the world of work. These consortiums of HR students ensure that we mobilise the youth and harness their mindsets as future HR experts.

HR Youth Council conference is an event that connects a diverse set of students nationally, who are part of the SABPP Student Chapters in their respective institutions. On the 14th and 15th of May 2019, SABPP successfully hosted the 2nd edition of the SABPP HR Youth Council. The event took place at 26 Degrees South Bush Boho Hotel in Muldersdrift in Gauteng where the students presented their reports for the previous year and shared some ideas and plans for 2020.

Students were also given the platform to present on topics relating to HR, Ethics, 4IR and the changing world of work.

Our keynote speaker, Neo Mpele from a company by the name of Letshalo HR Services, educated our students on entrepreneurship, the world of work and work expectations. Her presentation left the students inspired.



Elections were held and the following individuals were elected to lead the HRYC in 2019:

President - Sipho Manzini (University of Johannesburg Soweto Campus)

Vice President – Takudzwa Nyamunda (University of Free State)



SIPHO MANZINI
PRESIDENT

University of Johannesburg Soweto



TAKUDZWA NYAMUNDA
VICE PRESIDENT

University of the Free State

UFS BLOEMFONTEIN CAMPUS

STUDENT CHAPTER

COMMITTEE MEMBERS

Chairperson:	Saajida Abdulla
Vice Chair:	Takudzwa Nyamunda
Secretary:	Palesa Matshosa
Community Officer:	Mpho Segalo
Recruitment Officer:	Atlareng Klaas
Marketing Officer:	Nsovo Nukeri



SABPP in collaboration with the University of the Free State launched its UFS SABPP student chapter on the 26th of October 2018.

Since its inception last year, the UFS SABPP student chapter has endeavoured to develop and uplift its members. In order to do so, the chapter has engaged in a range of activities and undertaken several events for the year.

Below is an overview of the activities conducted for this year (2019).



FIRST SEMESTER

FEBRUARY - ASSOCIATION INTERACTION

The Student Representative Council (SRC) of the University of the Free State Student held an interactive event for all associations. The SABPP student chapter team attended this event and used the platform to establish itself amongst other associations and built networks for future collaboration.

MARCH - ENGAGEMENT SESSION

The student chapter invited all students enrolled for Human Resource Management and Industrial Psychology to their opening event (across all levels). This event was used as a platform to welcome new students and highlight the development of the SABPP within South Africa. In addition, the year plan was presented, and the floor was opened for suggestions and feedback from the students.

APRIL - RECRUITMENT DRIVE

The chapter received a lot of interest building from the previous interaction and therefore arranged a week-long recruitment drive. In addition, the department of Industrial Psychology at the University of the Free State provided a 50% sponsorship for the first 25 students to register. Membership has significantly increased since the launch last year and currently, there are over 130 members registered with the UFS SABPP student chapter.

MAY- UFS OPEN DAY

On the 11th of May, the University of the Free State held its annual open day. The team used this platform to create awareness and market its student chapter. The team outlined Human Resources and Industrial Psychology as a profession to matriculants and further conveyed the benefits of registering as a student member with the SABPP.

MAY- COMMUNITY ENGAGEMENT

The SABPP UFS student chapter strives to serve its community and make an impact to its environment. Building up to winter, the team and its members carried out a clothing drive, whereby all members were encouraged to donate clothes, or any winter items.

On the 18th of May the team arranged a trip to the Khayelitsha township on the outskirts of Bloemfontein where they spent the day distributing clothes and engaging with the community.

SECOND SEMESTER

JULY – EDUCATION AWARENESS CAMPAIGN

Every child deserves to have access to education and in support of this initiative the chairperson of the chapter secured a donation of 150 exercise books to be donated to an underprivileged school.

This cause is dear to the SABPP student chapter team and strived to secure another donation of 150 exercise books from local businesses. We then collaborated with the UFS library and distributed these books and other learning material to a community outreach centre in Botshabelo. (This centre provides tuition to learners from under privileged communities in order to strengthen maths and science abilities).

AUGUST- CAREER CRASH COURSE

In order to prepare members for the world of work, the UFS SABPP student chapter partnered with the Radioactive blog and the career office at the University of the Free State to host a career workshop.

This workshop focused on assisting students with career readiness, personal branding, interview preparation, as well as resume and cover letter writing.

SEPTEMBER- CERTIFICATION CEREMONY & ELECTIONS

In September, the chapter hosted a combined event where they firstly awarded all new members their certificates, and then encouraged members to take initiative and become part of the 2020 Executive Team. Mr Lyle Markham facilitated the election process and a new team was elected for 2020.

As part of skills development and succession planning, the 2020 team worked closely with the outgoing team on the Human Resource Seminar held in October.

OCTOBER- HUMAN RESOURCE SEMINAR

In closing the year and to celebrate the one-year anniversary of the chapter, the UFS student chapter hosted the first ever Human Resource Seminar in the Free State, in collaboration with the SABPP Free State Provincial Committee.

This event provided insight into current human capital trends with presentations from a panel of subject matter experts. Topics included leadership in the 21st century, the human experience, adjusting rewards and remuneration, digital HR as well as the new SABPP strategy. With attendance of both students and industry personnel, this event was an incredible success and marks a historical moment for the Human Resources profession in the Free State.

CUT BLOEMFONTEIN CAMPUS

STUDENT CHAPTER

COMMITTEE MEMBERS

Chairperson:	Nicolette Kok
Vice Chair:	Kamohelo Molefe
Secretary:	Kananelo Mofokeng
Chief Operations Officer:	Ashely Chiwanja
Vice Operations Officer:	Makanesela Motloun
Public Relations Officer:	Liteboho

COLLABORATION WITH UFS

8 February

- The committee had an official meeting with UFS and discussed various matters relating to the importance of linking up of the two chapters and creating a “Free State Committee”
- It was noted that the collaboration would build solid partnerships with various contacts, the collaboration would also help both parties save and share resources on various activities



Central University of
Technology, Free State



ACTIVITIES FOR 2019

GET-TO-KNOW CAMPAIGN (VARIOUS CLASSES)

12 February – March

- The chapter committed itself towards informing HR students in their respective classes about the SABPP student chapter, its roles on campus, how it will give students opportunities in the field as well as activities in place to help them unlock their potential
- Social media platforms such as Instagram and WhatsApp groups were started to accelerate the awareness of the student chapter

INFORMATION SESSION ON SABPP (MAIN HALL)

19 February

- A full session was held by the committee elaborating further on the student chapter. It was more of an engagement session where students were given the opportunity to ask questions and clarification on various matters concerning the committee.
- The students were made aware of the benefits and opportunities of joining and becoming a part of SABPP Student Chapter (like the SABPP Excellence Awards).
- The chapter's upcoming events and activities were mentioned as well as a campaign of affiliating the first 25 members for only R100

GUEST LECTURE (CLASS B020 MANAGEMENT BUILDING)

15 March

- The chapter was fortunate to have a guest lecturer by the name of Aida Aile, who is an HR professional specialising in Training and Development. She engaged with the HR students and made a presentation on general skills required to excel in the field. Along with starting her own company called Marothi Training Institute, she spoke about:
 - Alignment between people and technology
 - Diversity in the workplace
 - Understanding the cultures, operational structures etc.
 - How the outside world requires more than the theory that is in our books
 - Continue to learn – technology, our environment, training needs etc.

COMMUNITY ENGAGEMENT/OUTREACH (Khayelitsha)

15 May

- CUT and UFS collaborated on a community engagement in the small township of Khayelitsha in Bloemfontein
 - The aim was to supply the deserving locals' clothes and food
 - More than 100 clothes were donated for the cause
 - Sports and other recreational games were played in an open field

EXAM MOTIVATIONAL SESSION (IDEA GENERATOR)

21 May

- A session was held where HR students were given motivation for their upcoming examinations and life in general.
- Our keynote speakers were former executive members and Cum Laude students. Zuko Hlanjwa, Btech student and SI leader Moses Phatsa, third year student and motivational speaker Hanyane Khoele and Btech student and public speaker Lerato Mohale

COMMUNITY ENGAGEMENT/OUTREACH (BLOEM SHELTER)

24 August

- The team embarked on a mission to support the Bloem Shelter by interacting with the children and motivating them in their future endeavors.
- Various games, toys and joy rides were played with the children before they were provided life lessons.

CHALLENGES

- Slow release of budget from student governance on campus to allow the organisation to participate more in activities.
- Workplace visit was delayed and it was ultimately cancelled.
- Slow engagement of students to affiliate and participating in activities.
- Late release of budget resulted in a lack of branding and advertisement (eg. Poster, T-shirts, Stickers etc.)
- Having access to correct venue on time.
- Having access to vehicles on time.

FOCUS AREAS FOR 2020



MONTH	ACTIVITIES	VENUE	LOGISTICS
January	Recruitment –student activation	Boet Troeskie	Register, SABPP banner and management sciences banner
February	GetToKnow campaign	Various classrooms-from 1st year to advanced diploma	Pamphlets
February	Information session on SABPP student chapter	IGM	Forms, register and pamphlets
March	Guest-HR manager	B020	Banners
March	Information session-presentation	Artec hall	Banners
April	Discover Who You Are programme	IGM	Banners and pamphlets
April	Worksites visits	To be confirmed	Transport
May	Exam preparation- motivational speaker	B020	Banners
August	Review meeting	B020	Banners
September	Interview workshop	IGM	Banners
September	Self-Development programme- For graduates	IGM	Banners
October	End Year Function	ZR Mahabane building	Catering, banners and appreciation gifts

WALTER SISULU IBIKA CAMPUS

STUDENT CHAPTER

COMMITTEE MEMBERS

Chairperson:	Genevieve McGowan
Vice Chair:	Busiswa Msebe
Secretary:	Lusanda Toli
Academic Officer:	Thokozani Mtengwane
Marketing & Communications Officer:	Qawe Qwebeba

ACTIVITIES FOR 2019

SABPP Awareness Campaign

15 April 2019

Purpose of Event: To promote the student chapters, create awareness of SABPP to all first-year students as well as recruit more members by informing the students of the benefits offered when registering as a SABPP student member.

Debate Session

20 June 2019

Purpose of Events: To create interest amongst students about trending topics regarding HRM

Community Outreach

02 August 2019

Purpose of Event: To create awareness of the HRM profession and the different routes the student can go.



CHALLENGES FOR 2020



1. We operated without a budget due to insufficient planning and communication from our side.
2. Activities we anticipated for the year often clashed with departmental or campus programmes.

FOCUS AREAS FOR 2020



1. Create awareness on registration dates by distributing pamphlets to all students registering for HRM- January 2020
2. Get a slot approved to be included in Orientation day to create more awareness as well as inform new students of planned activities taking place during 2020-February 2020
3. Fundraising Event- March 2020
4. CV writing Skill Training to be conducted by one of our writing skills officers on campus to Level 3 and Level 4 Students. - May 2020
5. Follow up session with the High Schools we visited in 2019 by assisting them with online applications to further their studies. -August 2020
6. Invite a Guest speaker to motivate students for final exams. September 2020

MUT

STUDENT CHAPTER

COMMITTEE MEMBERS

Chairperson/ Academic Advisor:	Siduduzile Lizzly Ndlovu
Vice Chair:	Nkosenhle Gcabashe
Vice Chair:	Lungelo Simelane
Secretary/ Youth Empowerment Officer:	Thobekile Ngubane
Deputy Secretary:	Mpendulo Mtolo
Manana Public Relations Officer:	Nontokozo Ntombizonke
Deputy Public Relations Officer:	Sabelo Mtengu
Treasure/ Student Affairs Officer:	Ayanda Ncube

ACTIVITIES FOR 2019

MUT-SABPP launch

Mangosuthu University of Technology SABPP Student Chapter is proud to be the first University to launch a chapter in KZN. Our launch was held on the 14th of June 2019. Our gratitude goes to Prof Naidoo and Miss Yozi who assisted us in making this day a success. Even though the minimum threshold being considered for membership is 50 plus 1, we are proud to share that ours was launched with 70 members and we are currently working tirelessly to increase the numbers.



Mandela day

On the 19th of July, we participated in an event at MUT for Mandela day. Stakeholders involved were the university staff, community members and students. Various activities took place, the aim was to uplift the skills of the community members in order to improve their standard of living and quality of life. These activities range from agriculture, computer literacy, beauty therapy, recycling and decoration.

Employability Improvement Programme (EIP)

The aim of EIP is to improve practical knowledge of students. Students learnt about the acceptable behaviour and attitude required in a corporate environment. The content of the programme includes logical thinking, effective communication, teamwork and problem-solving techniques. SABPP student chapter members participated.

CV Clinic

CV Clinic is a continuous project aimed at assisting students in preparing a proper CV and interview skills. We worked in partnership with the cooperative education department of the university. A lot of students benefited from this project, particularly from the engineering faculty.

Class-to-class awareness

We visited HR students from all levels to encourage them to join the chapter and raised awareness to those students who have not yet registered. On our presentation, we put an emphasis on the benefits of being a member. This is very effective as the number of members is growing.

CHALLENGES FOR 2020

- We could not do all the activities according to the strategic plan.
- Sponsors delayed in replying to our request.
- Creating a balance between academic and voluntary work.
- Simple and cost-free activities did not take place due to the stressful academic work.
- However, through the evaluation of our failures, we were able to identify our weaknesses and we would work on improving them in the following year.

We held our Closing Function for our semester where we were briefing our student members about the going concern of the Student Chapter. The Closing Function was a success and we invited a few guests. We hope that 2020 would be our year of progressive learning as we would be more acquainted to the Activities.

FOCUS AREAS FOR 2020

- | | |
|-----------------------------|---------------------------------------|
| • High School visit | • Increasing membership |
| • Mock Interviews | • Increasing participation of members |
| • Opening function | • Create social media platforms |
| • Mandela Day Participation | • Partnering with other stakeholders |

NWU MAFIKENG

STUDENT CHAPTER

ACTIVITIES FOR 2019

The aim for the year 2019 was to achieve several activities which consisted of the following events:

- Mass meeting
- Team Building
- Movie night in collaboration with FEMS
- Top Achievers ceremony
- Open Day
- Career Expo
- SABPP summit
- Gender awareness campaign
- End of Year Gala Dinner

These were facilitated by the SABPP Student Chapter of the NWU Mafikeng Campus.

Mass meeting

The purpose of this event was to welcome new Human Resource Management and Industrial psychology students (Mostly first years). To introduce them to the Student Chapter and assist those who were interested in joining the chapter. The event was not much of a success, as we only managed to reach out to just a few students. Our target was way above the outcome of the event. The possible reason for this outcome was poor advertising of the mass meeting.

Team Building

The purpose of this event was to allow committee members to get to know each other and understand each other better. In order to realise individual strengths and weaknesses to allow more productivity throughout the year. This event was a success. It took the form of a picnic with games that challenged individuals' intelligence and ability to work as a team.



Movie Night in Collaboration with FEMS (Faculty of Economic and Management Sciences.)

This event was set out to provide students with entertainment during the semester. A joint event with the Faculty of EMS which would have served as a fundraising activity for both parties. This event was not successful as we failed to get a date that was suitable for the majority to avail themselves. Hence it did not happen.

Top Achievers Ceremony

The purpose of this event was to honour the individuals who excelled academically with outstanding performance in the Human Resource Management and Industrial Psychology field. This event was a success as we had representatives from our mother body to grace this occasion and award our top achievers. There were no challenges encountered while hosting this event.

Open Day

The purpose of this event was to give prospective students insight on what advantages the SABPP has to offer to them as individuals who wish to pursue a career in The Human Resource and Industrial Psychology Field. This year our Open day presentation was successful as we managed to grab quite a large audience, and many seemed interested in the student chapter.

Career Expo

The main aim of this event was to give students a chance to network with experts in the Human Resource Management and Industrial Psychology field. In order to establish a professional relationship and discuss potential jobs or internship opportunities. This event did not take place due to poor preparation hence we could not find a suitable date to hold this event.

SABPP Summit

The purpose of the event was to drive Human Resource and Industrial Psychology professionals and students to come together and network as well as discuss matters that affect HR and Industrial Psychology at large. This year the theme was the Fourth industrial revolution and its impact on the field of HR and Industrial Psychology. The event was a success hosted by the North West University Mafikeng Campus. There were no challenges encountered.

Gender awareness campaign

The gender awareness campaign was meant to provide a platform for students to understand the impact of gender-based discrimination within the workplace. This event was successful as we managed to have activities such as the weakest link. We ended in a debate session which was very interesting. There were no challenges encountered.

End of year Gala Dinner

The event took the form as a picnic as we could not secure a suitable venue to host the gala dinner. The committee managed to also combine the end of year event with the elections for the upcoming committee. We managed to look back at the events we hosted throughout the year and how we can improve our performance for the years to follow. This event was a success as all of us managed to work together.

FOCUS AREAS FOR 2020



EVENT	DATE	PURPOSE
Team Building	February 2020	Team Building is put in place for the SABPP committee to understand each other's strength, weakness and interests. It will also enable better communication, better relationship and ultimately increase productivity.
Mass Meeting	February 2020	The purpose of holding the SABPP Mass meeting is to make students understand what the SABPP is all about. For example, its standards, vision, mission and how it ought to benefit those who plan to pursue their studies in Human Resource Management and Industrial psychology as well as the opportunities thereof. We also plan to notify them about events that will take place during the year.
Movie Night	March 2020	This event will take place as an initiative for SABPP to raise funds; we plan to have stalls at this event to raise more funds.
Societies Mass Launch	March 2020	This event will be held to make the students aware of SABPP and to explain our goals to the audience.
Top Achievers Ceremony	April 2020	This is to honor and acknowledge the graduates of the Human Resource Management and Industrial Psychology who have obtained outstanding academic excellence.
Open Day	May 2020	This event is to enlighten and encourage matriculants who intend on enrolling at a tertiary institution with the desired field of study in Human Resource Management and Industrial Psychology on why it is important to affiliate as a member of the SABPP and give them a brief of what this chapter is all about and the opportunities it holds.
Mandela Day	18 July 2020	The purpose of this event will be to honour the legacy of Nelson Mandela.

FOCUS AREAS FOR 2020 (continued)



EVENT	DATE	PURPOSE
Career Expo/Camp	August 2020	The main aim for this event is to give students who are pursuing their studies in Human Resource Management and Industrial Psychology a chance to network with experts in Human Resource Management in the working field to be able to establish a professional relationship and discuss potential jobs or internship opportunities.
SABPP Submit	August 2020	The objective of this event is to drive Human Resource and Industrial Psychology at a provincial level and to stimulate creative collaboration and networking opportunities.
Information Stalls	TBA	We plan to have these information stalls on a regular basis, where we avail ourselves to all HR and IOPS students to encourage them to join the SABPP and to ask any questions.
Final Year Gala Dinner	October 2020	The year-end function serves as a platform to thank everyone for all their efforts throughout the year and acknowledge those that have shown commitment and dedication towards their academic endeavours.

TUT POLOKWANE

STUDENT CHAPTER

COMMITTEE MEMBERS

Chairperson:	Ms. Shai M.G
Vice Chair:	Mr. Maswanganyi T.G
Vice Chair:	Mr. Letsoalo S.T
Secretary:	Ms. Malatji M.R
Project coordinator:	Mr. Nephumbada L.G
Finance Officer:	Mr. Malahlela J.I
Media/ Public Relations Officer:	Mr. Phefo T.B
Additional member:	Ms. Manyelo O.K

ACTIVITIES FOR 2019

On the 15th of August 2019, the TUT (Polokwane Campus) Student Chapter in partnership with TUT Directorate of Health & Wellness held a Health and wellness awareness campaign for students and staff. The event was held at the TUT Polokwane Campus, and was aimed at raising awareness on issues of health and wellness in the work environment. The students and staff were encouraged to live a healthy lifestyle and to donate blood as our country is having a shortage of blood, attend the event, and encouraged them to



On the 5th of July, the Tshwane University of Technology received guests from SABPP. This included people from the Provincial committee and the SABPP head office. The purpose of the day was to launch the student chapter at our campus.

The students gladly elected the following students as their campus leaders:
Ms. Shai M.G – Chairperson;
Mr. Maswanganyi T.G – Vice Chairperson;
Mr. Letsoalo S.T – Vice Chairperson;
Ms. Malatji M.R – Secretary;
Mr. Nephumbada L.G – Project coordinator;
Mr. Malahlela J.I – Finance officer;
Mr. Phefo T.B – Media/Publications officer &
Ms. Manyelo O.K – additional member



donate blood to save someone's life at some point and time. Staff members were also informed about the impact that an unhealthy lifestyle has on their productivity and the scourge of absenteeism.

As the leadership of the student chapter, we have taken an initiative to participate in every programme that takes place on the campus for the sole purpose of making sure that the majority of the students have as much knowledge as possible about SABPP.

We have also engaged our 1st Year and 2nd Year students to know about the SABPP role and its importance in their careers.

On the 9th of September, we focused on alerting students on the importance and relevance of SABPP as well benefits of affiliating with the body.

From August to September 2019 – all National Diploma HRM Students went for Case observation at CCMA Polokwane.

On the 23rd of October 2019 – We had a guest lecture by the Commissioner of CCMA. Our theme was "strike management and the role of the CCMA". We got to understand the procedures taken by the CCMA when there is a strike.

CHALLENGES FOR 2020

2019 was a short and great year for us, even though we didn't manage to have more events to empower HR student as per the plan of the committee. However, the little functions that we had, we managed to make 1st and 2nd year students not to regret the choice of studying HR.

The reason of failing to conduct more programmes to empower students is that the academic activities of the university were compressed to a short period of time because we had a long lasting strike at the beginning of the year, which led us to having a short year.

FOCUS AREAS FOR 2020

1. Partnering with stakeholders with a different purpose from us.
2. Informing HR students about SABPP from the beginning of the year.
3. Engaging with other students doing different courses to broaden their knowledge.
4. SABPP can also partner with the Office of the Premier for career guidance/exhibition or with NPOs.

UJ SOWETO CAMPUS

STUDENT CHAPTER

COMMITTEE MEMBERS

Chairperson:	Sipho Manzini
Vice Chair:	Thabang Mathudi
2nd Vice Chair:	Keletso Jantjie
Secretary:	Khanyisa Sigawuki
Deputy Secretary:	Minky Matenchi
Treasurer/ Youth Empowerment Officer:	Bulelani Nyingwa
Events and Coordinator:	Khanyisile Maponyani

ETHICS TALK

This event occurred on the 18th September 2019, UJ Soweto Campus. The speakers were Mrs. M.E Mokheithi and Mr. Twanano. The event was about how students can expect ethical dilemmas in the working environment and how to overcome them.



UNIVERSITY
OF
JOHANNESBURG

The following is a report that depicts the events successfully completed by the UJ SWC student chapter. The only events that were successfully completed were done only in the second semester as the committee members had academic commitment for the first semester.



DIVERSITY TALK

This event took place on the 16th of October 2019. The speakers present were Ms. L. Van der Merwe and Mr. Twanano. The event looked into diversity in the workplace, sexual harassment and LGBTI in the workplace. Students were involved in a discussion on how these issues can be dealt with in the working environment. The event concluded with ways on how students can deal with exam anxiety and preparing effectively for exams.





PART F

INTERNAL MATTERS

1. SABPP internal matters
 - a. Human resources department
 - b. Membership department
 - c. Marketing department
 - d. Hr audit department
 - e. Hr standards department
- f. Research department
- g. Learning and quality assurance department
2. Employment equity and diversity statistics

SABPP

INTERNAL MATTERS

A. HUMAN RESOURCES DEPARTMENT

We continue appreciating the great work of all our staff, committees and members at large. We will continue leading in people practices and building and investing in a formidable team to ensure we continue to lead within the HR profession.

STAFF

In 2019 we expanded our team by gradually initiating an HR Department.

1

HR OFFICE

Much appreciation goes to our staff members for making everything run smoothly behind the scenes. No effort goes unnoticed!

The following staff members joined the SABPP family in 2019:

- Maphutha Diaz (Interim Head of HR Standards)
- Elsabe Bell (Interim COO)
- Sellina Tshaba (Professional Registration Officer)
- Monique Kleinhans (Receptionist)
- Patience Buthelezi (HR Intern & student Officer)
- Tshegofatso Rasego (Retention Officer)
- Tshepiso Makgotlwe (Finance)

2

STAFF PROGRESSION

With the growth in our footprint, services, products and membership, we are proud to announce the promotions we had in this year as follows:

- Malebo Maholo was promoted from HR audit Officer to HR Audit Lead (Trainee)
- Zanele Patience Buthelezi was promoted from HR Intern to HR Officer
- Sadly, we also saw the following employees leaving SABPP at the expiry of their contract:
 - o Elsabe Bell
 - o Annetjie Moore
 - o Kgomotso Mopalami

STAFF SUCCESSES

3

COMPETENTLY SPEAKING

We encourage our employees to invest in their development and education. Thus, it gives us great pleasure to see our employees flourish in all areas of their lives.

The following employees graduated in 2019:



Siphiwe Mashoene - National Diploma in Public Relations Management from UNISA



Tebogo Mahesu – BTech in Public Management from Tshwane University of Technology



Patience Buthelezi – BA in Human Resource Management from the University of Johannesburg Auckland Park

4

COMMUNITY ACHIEVEMENT

Nontokoza had her first play showing at the Market Theatre (Our Transgressions) and she graduated with Script Writing Level 2.

We wish her all the best with her writing skills and qualification.

RIGHT: Nontokoza Masondo and Monde Mayephu (Facilitator)



1 PART F: INTERNAL MATTERS

SABPP INTERNAL MATTERS

5

BIRTHDAY CELEBRATIONS

Birthday celebrations for us represent our appreciation for all our staff members and Board members. This year we hosted three birthday celebrations and we used social media platforms to showcase our employees.

#AppreciateSA

6

STAFF MEMBERS WELCOMED NEW BABIES IN THEIR FAMILIES

Siphiwe Mashoene and her spouse were blessed with baby girl Makungu ya Hosi. We wish the baby and the family a warm and loving home. We hope the baby brings her more joy, love and happiness.

Thulani Ndwandwe and his wife were blessed with a baby boy, Quinton. We wish the baby and the Ndwandwe family a warm and loving home. We hope the boy brings the family more happiness.



7

MARRIAGE CELEBRATIONS

The following employees celebrated the union of their marriages this year:

Ronel Coetzee and partner

Ceanne Schultz and partner

We wish them many more years of love, laughter and happiness in their marriages.

8

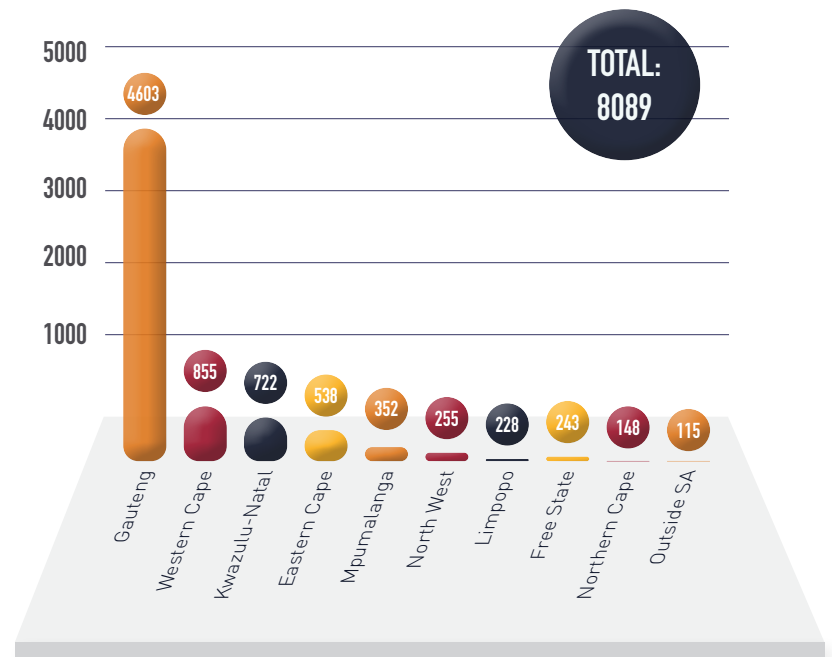
YEAR END FUNCTION

We closed off the year with a year-end lunch hosted in our offices and our staff members were pampered with love, joy and happiness.



B. MEMBERSHIP DEPARTMENT

2019 has been a good year for the Membership department despite the economic challenges that many in the country faced. The department worked diligently together to meet all its targets. The team worked effectively and always rendered good customer service to new and existing members. It ensured that all members across the country and across Africa understand the need and benefits of being part of an evolving HR Professional community.



New membership target was met on 99% and all applications were evaluated remotely. Membership renewal was 97% on target and 82 members applied for an upgrade to higher designations.

The introduction of Board Exams to strengthen the profession brought the team to work together with other internal departments. Ideas were put together. It is still work in progress and the SABPP team is working tirelessly to ensure a smooth communication, adoption, and implementation of the Board Exams.

Like all the other professional bodies, the membership department is always looking for new ways and opportunities in ensuring we retain existing members, whilst attracting new ones, through it all. The new 2020 strategy will bring about change and improvements in relation to the member value add through company visits, networking, events, focus groups and social media platforms. SABPP aims to reach all the HR professionals and HR students throughout the country and beyond by being online and present. Here is to a great 2020 with the People Factor Strategy!

C. MARKETING DEPARTMENT

The marketing department engaged in various marketing interventions to recruit new members and displaying value for membership. We have visited companies to present about membership and HR capacity building

We ran 3 large scale events:

1. Ethics and HR Governance – 14 March 2019 | Attendees: 150
2. Learning and Development Conference – 29 May 2019 | Attendees: 124
3. Annual HR Standards Summit: HR in the changing world of work | Attendees: 176

We successfully ran several public and in-house workshops.

Public Ethics Foundation Workshops:	Alliance Events: 2
Gauteng: 7	EEDT Awards
KwaZulu-Natal: 2	LeaderEx Summit
Free State: 1	
Western Cape: 2	
In-house Ethics Foundation Workshops: 4	Provincial AGM's 2019: 5
Organisational Ethics Workshops: 2	KwaZulu-Natal
HR Standards Public Workshops: 6	Western Cape
HR Standards Public Workshops: 10	Limpopo
HR Business Partner Public Workshop: 6	Eastern Cape
HR Governance Workshop: 1	Free State
Breakfast sessions 2019: 2	
Cheese and Wines Evenings: 2	

We have relaunched provincial committees in areas where the provincial committees were inactive. These provinces are Mpumalanga, North West, Northern Cape and Gauteng.

The 7th Annual HR Standards

The event was themed HR in the Changing World of Work – HR in the 2020. The programme was conceptualised by SABPP staff with the assistance on an advisory board consisting of Prof Pierre Joubert, Mr Sphiwe Moyo and Mr Dhamendra Misra.

The focus of the event was on the new world work which is constantly changing. There are new challenges and opportunities for HR which require HR professionals to be pro-active in developing new strategies to accommodate the changes in the world of work.

The event featured speakers such as, to name a few: Graeme Codrington, Futurist, Tomorrow Today Global; Mechell Chetty, Vice President HR, Africa, Unilever; Dr Alex Granger, International Speaker; Samkelo Blom, CEO & Founder, Nomatu Consulting; Sphiwe Moyo, Global Speaker | CO-Founder and Chief Learning Officer, Twice Blue; Ntomobizone Feni, Executive Director, 21st Century Pay Solutions Group and other people practices experts and thought leaders

A pre-conference workshop on HR Analytics and Metrics was included as a package for the summit. The purpose of the workshop was to introduce HR to the concept of HR metrics and Analytics as this is where the HR profession is headed. In order to provide predictive foresight to business, HR needs to understand and provide predictive analytics.

The deliverables included and were not limited to:

1. HR Analytics training
2. Real-life case studies of Digital HR-related topics
3. HR Excellence Awards

Sponsorship and Exhibition HR Annual Summit

Sponsorship for HR in the Changing World of Work Summit: 20 – 22 August 2019

HEALTHI CHOICES	R35 000.00
MERCER	R35 000.00
CRS	R18 000.00
RISK DIVISION	R18 000.00
TOTAL	R106 000.00

D. HR AUDIT DEPARTMENT

It has been 5 years since the Audit Unit department was launched. During its infancy, the department has continued to push through the barriers, expanding and reaching neighbouring countries.

HR Auditor Training

The Audit Unit has conducted a series of three HR Auditor trainings. In the Gauteng region two of the HR Audit training took place and one in-house training in Botswana.

HR Audit Projects:

The SABPP successfully acquired the Gauteng: CoGTA project to conduct HR Audits in 6 municipalities for the second time in the Gauteng region. The purpose of these audits was to standardise HR practices in the remaining municipalities in the Gauteng province. The outcome of the project resulted in 4 of the audited municipalities receiving provisional certification.

HR Audits:

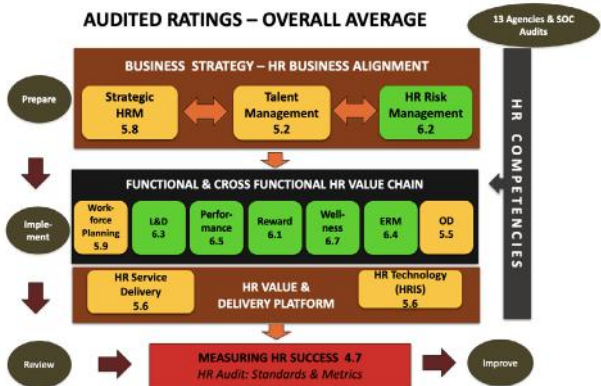
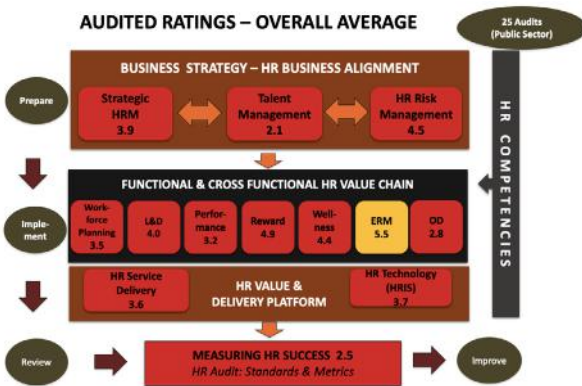
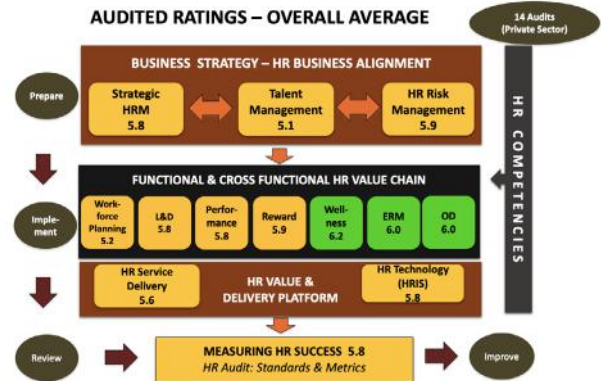
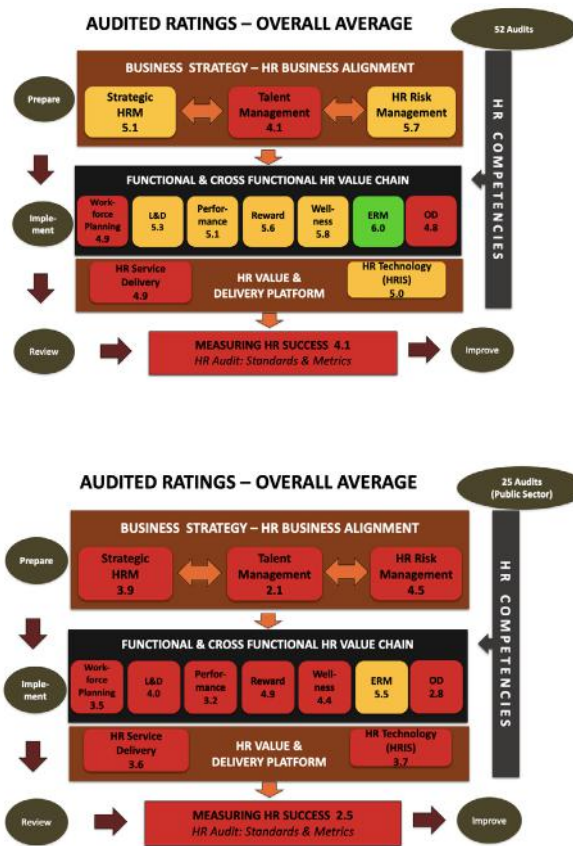
Organisations are gradually realising and understanding the value of HR Audits. The Audit Unit has been approached by several organisations that have had a key interest to be audited.

In pursuit to reach other African countries, the Audit Unit has conducted partial HR Audits in Malawi, Mozambique and Zimbabwe.

Re-Audits:

As we continue to make an impact, previously audited organisations such as Diamond Trading Company Botswana and MTN eSwatini that implemented the HR Audit recommendations requested a re-audit. Both organisations achieved full certification where they achieved the minimum standard of 60% and above for the National 13 HRM System Standards. SABPP applauds their commitments towards ensuring continuous improvement.

The HR Audit ratings below depict the overall performance of the organisations that have been audited thus far. To date SABPP has audited 52 organisations across all sectors. In order to have a clear and objective view of the performance in the various sectors namely; private sector, agencies and state-owned the ratings below have since been segmented to fulfil that purpose.



Plans for 2020

The Audit Unit plans to:

- Conduct refresher training for trained HR Auditors.
- Increase the number of certified HR Auditors and Lead Auditors.
- Resume the HR Audit Breakfast session as part of their knowledge sharing with HR professionals as well as with potential clients where we showcase success stories (case-study) that highlight the values HR Audit has had in their organisations.
- Strengthen the visibility through company visits (generation of lead, referrals from HR Auditors, existing clients).

E. HR STANDARDS DEPARTMENT

Overview of activities for this reporting period

We have had a successful year with the National HR Standards training; as well as the two newly developed courses: Strategic Human Resource Business Partnering Course (HRBP) ; and the Risk Management for HR Professionals. In addition, the intake for the HR Candidate Programme increased as indicated below.

Business Proposals

For this reporting period, a total of 29 proposals were made to various companies in the private (including JSE-listed companies); government; higher education; state-owned enterprises (SOEs); non-profit organisations; and services sectors. Of these, 10 responded positively to the proposals and training was conducted.

HR Standards Courses

The HR Standards Course remains our flagship course: 82 candidates from various industries attended 6 public courses presented in the Gauteng; and Western Cape Provinces; while 133 attended 10 inhouse courses in the Northern Cape; Western Cape; Eastern Cape; Kwazulu-Natal; and Gauteng Provinces. Excluding the 200 delegates trained during 2018 on a project with a government department, the 2019 HR Standards training surpassed the 2018 training by 104.

Strong indications suggest that the market for HR training is unlikely to level off in the next five years.



HR Standards Training: Public group in Gauteng

New Courses Introduced During 2019

Two new courses were introduced and marketed successfully during 2019: Strategic HR Business Partnering (HRBP) ; and Risk Management for HR Practitioners (RMHRP).

A total of 206 delegates attended the Strategic HR Business Partnering course. Of these, 71 attended the public course. The public courses were presented in the Eastern Cape; Western Cape; Kwazulu-Natal and Gauteng Province. Three of these were presented in the Gauteng Province. Delegates came from a variety of industries, including mining, motor, manufacturing, government, municipalities, banking, gambling and consulting. The rest of the delegates, 135, who attended in-house courses, came from two public universities in the Gauteng: and Eastern Cape Provinces. We are confident that this course will continue to sell well during 2020



HR Business Partner Public Training in Cape Town

The course RMHRP was marketed late in the year and a total of 21 delegates from a broad spectrum of industries attended the public course presented in the Gauteng Province. The group pictured below attended the first RMHRP Course in the Gauteng Province.

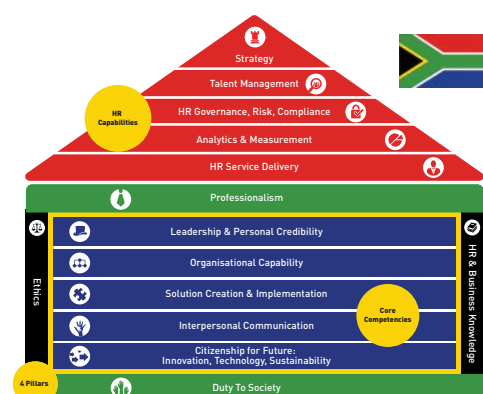


First Risk Management for HR Practitioners' Course

HR Candidate Programme

The SABPP Candidate Programme was introduced to sustain organisations through, inter alia, a continuous supply of competent and highly talented HR professionals; as well as the critical need to ensure a pipeline of HR professionals from which organisations for current and future supply of HR experts.

The purpose of this Programme is to develop the skills of HR Candidates in line with the South African National HR Competency Model as depicted on the right.



Currently, there is a total of 32 candidates at various companies in the Gauteng; Kwazulu-Natal; and Western Cape Provinces. This number exceeds the 2018 intake by 22 candidates. The intake for this reporting period is comprising of only previously disadvantaged individuals. At the time of this Report, Safia Murtuza, a HR Associate, pictured below, and employed by the Building Company within its corporate HR Department in the Western Cape is the first successful candidate.



Challenges for 2019 for the Standards Unit

Although a highly successful year during which this Unit was able to turn around activities, we highlight the following three challenges:

- Most HR Departments do not have additional capacity beyond their current responsibilities, and this has resulted in the need for mentors and coaches for HR trainees enrolled in the HR Candidate Programme.
- The South African Leadership Standard App launched during 2019 has not taken off as envisaged.
- Out of the 29 proposals made, only 10 resulted in a positive response, while 19 of these could not be followed up due to the lack of business development capacity.

Plans for 2020

- Develop and market the three new courses: Integrated Succession Management Planning; Disability and Employment: A Human Rights Perspective; and HR Best Practice Professional Standards: The Employee Life Cycle Approach.
- Partner with the Human Rights Commission and adopt an aggressive marketing drive for disability and employment in companies.
- Partner with the Business Development Unit to market the South African Leadership Standard App.
- Partner with the SABPP Mentoring Committee; and Coaching and Mentoring of South Africa (COMENSA) to build capacity for supervisors of HR trainees enrolled for the HR Candidate Programme.

F. RESEARCH DEPARTMENT

The department continued to provide HR professionals and the community at large with research and updates on the topical issues and trends in HRM. This was achieved through the weekly and monthly cycle of SABPP publications, as well as through the provision of research support.

Factsheets

To continuously foster knowledge and development, the SABPP published ten factsheets in 2019 as detailed in the table below. The factsheets serve as a valuable resource for HR professionals, academics, students and the community at large. They provide a brief and factual description of a specific HR matter or topical area, which guides practice, supports HR professionals to advance their professional knowledge and development, and provide a pedagogic resource.

Month	Theme
February	Employer value proposition
March	Quality Council for Trade and Occupations
April	Recent Trends on Remuneration
May	The Protected Disclosure Act
June	HR Service Delivery Models
July	Creating a speak up Culture at Work
August	Job Profiles
September	Ethics Hotline Management
October	Disability and Employment
November	Facing the Fourth Industrial Revolution
December	National Qualifications Framework Act and the 2019 Amendment Act

HR Voice, People Factor and Blogs

Six HR Voice newsletters were released between February 2019 to July 2019, as detailed in the table below. The July newsletter was the last edition of the HR Voice. SABPP successfully launched the People Factor in August 2019 in alignment with its new strategy. Through the year 43 blog posts were published.

Month	Theme
February	Restarting Human Dignity through human resource governance
March	UBUNTU: Bringing it back to HR Citizenship
April	Learning and Development
May	Diversity and Inclusion
June	Meet the new SABPP CEO
July	Appreciate SA
August	The PEOPLE Factor/ The gender pay gap
September	The future HR Professional
October	Making disability work
November	Mental health in the workplace
December	SABPP 2019 Successes

****NOTE: Note: The People Factor newsletter was launched in August.**

Research support

SABPP continues to support research in human resource management. An example of this is the assistance provided for research surveys, a sample of which is indicated in the table below.

Individual assisted	Areas of interest
Angela Lee	Employee well-being research
Prof. G Gorgens	Research on job insecurity survey
Amos Engelbrecht	Development of the Ethical Integrity Test
Giani Renzo	Employability competency framework for South African human resources development graduates
Cecile Schultz	Future of HR, work engagement and self-leadership
Eugene van der Walt	Internship expectations & perceptions survey

G. LEARNING AND QUALITY ASSURANCE DEPARTMENT

The year began by implementing going “Green/Paperless” with most of the quality assurance functions such as verification of portfolios, managing accreditation and even desk-top monitoring.

We managed to achieve in quick turn-around, improved customer service and meeting training providers needs on various matters. We introduced and implemented new processes that made us apply technology as an enabler to verify information in a shorter time, reduce paper and storage space. We also introduced e-platform for writing the National Final Integrated Summative Assessment (FISA).

We have worked very closely with Services Seta towards designing new occupational qualifications that impact on Labour Practitioners and supervisors that need HR Knowledge.

This picture: Service Seta Labour Chamber senior staff, Dept of Labour, Industry Inspectors, QCTO representative and SABPP.



Annual monitoring of training providers was successfully conducted in compliance with the QCTO mandate given to SABPP.

The implementation of writing national examinations (which means setting and marking) has increased to 5 qualifications.

Constituent Assessors are marking the National FISA at the SABPP Offices.



Statistical evidence of learners enrolled and completing the National Examination in 2019:

Number of learners that wrote over 4 sittings

NAME OF QUALIFICATION	COMPETENT	NOT YET COMPETENT	TOTAL
FETC HR NQF Level 4 - SAQA ID 49691	243	154	397
National Diploma in HR NQF Level 5 - SAQA ID 49692	69	94	163
FETC Business Administration NQF Level 4	23	0	23
Generic Management NQF Level 4	19	0	19
Generic Management NQF Level 5	14	1	15
Total learners	368	249	617

We hosted the annual training provider forum which was attended by both accredited training providers, students and industry experts. Delegates were highly impressed, see some comments below:

“Thank for you sharing current trends and burning issues in the industry” – David Chelechele (Principal of DC Dynamic – Mahikeng)

“RPL is a challenge but the way Dr Shirley Lloyd shares her experience makes it practical provided the RPL Advisor /Assessor understand the intricacy, complexity of evidence which needs to be assessed” - Gerda Oberholzer (Consultant and RPL Practitioner).

We have worked very closely with higher educational institutions on designing basic guidelines on incorporating HR Standards into HR curricula thus promoting what the industry is seeking from graduates.

Awarding University of Cape Town accreditation for Industrial Psychology MPhil (People Management) (NQF level 9) qualification. This event (7 March 2019) was attended by chairman of SABPP Dr Marius Meyer, chairperson of the evaluation committee Dr Liiza Gie (Cape Peninsula University of Technology) and academic staff of the university.



Accredited University of Johannesburg, UNISA and Pearson's Institute, with a panel comprising of academics and industry specialist.



Below is the list of other activities conducted in 2019:

1. Facilitated 6 new and 31 (renewal and extension of scope) the accreditation application for training providers on both unit standard and non-unit standard based qualifications. We have also rejected one application because of non-compliance in terms of documentation submitted.
2. Approved 60 Assessors and Moderators which incorporates new, renewal and extension of scope.
3. Clean Quality Council for Trade and Occupation (QCTO) four quarters monitoring visits.
4. Successful upload on the SAQA National Learner Record Database (NLRD)
5. All accredited reports were submitted to QCTO for final verification.
6. Quality Council for Trade and Occupations (QCTO) has actively participated in the annual monitoring of accredited training providers.
7. Completed 100% monitoring visits on existing and newly listed accredited training providers as per 2019 plan.
8. Completed 100% scheduled external moderation and distributed their reports on time, which will allow some training providers to incorporate remediation towards their next batch of verification.
9. Approved 19 Continuous Professional Development (CPD) training providers. We have issued and issued 4158 CPD Certificates

EMPLOYMENT EQUITY AND DIVERSITY STATISTICS

BELOW
69%BELOW
63%

Employment Equity and Diversity Statistics as at 31 December 2019

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	2	1	0	0	1	0	0	0	0	0	4	3	75%	1	25%
Junior management	0	0	0	0	4	0	0	1	0	0	5	4	80%	5	100%
Staff and semi skilled	1	0	0	0	7	0	1	2	0	0	11	9	82%	10	91%
TOTAL	3	1	0	0	12	0	1	3	0	0	20	17	85%	16	80%

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	0	0	0	0	0	0	4	2	50%	0	0%
Board Members incl Exco	3	2	0	3	3	1	0	2	0	0	5	9	64%	6	43%
TOTAL	4	2	0	4	2	1	0	2	0	0	11	9	60%	5	38%

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	7	0	2	5	3	1	1	3	0	0	22	14	64%	8	36%
Ethics	3	0	2	0	3	1	1	1	0	0	11	10	91%	6	55%
IT Governance	0	0	0	0	0	0	0	0	0	0	0	0	0%	0	0%
Mentoring	5	0	0	0	11	0	1	3	0	0	20	17	85%	15	75%
Risk and Audit	1	0	0	0	2	0	0	0	0	0	3	3	100%	2	67%
Higher Education	3	0	0	6	1	1	0	5	0	0	16	5	31%	7	44%
LQA	1	0	0	1	0	1	0	4	0	0	7	2	29%	5	71%
Labour Market	4	0	1	3	4	1	0	0	0	0	13	10	77%	5	38%
HR Governance	1	1	0	2	2	0	1	1	0	0	8	5	63%	4	50%
CPD	0	0	0	1	0	1	0	1	0	0	3	1	33%	2	67%
Learning and Development	0	0	1	4	2	4	0	1	0	0	12	7	58%	7	58%
Evaluation	3	1	1	4	3	1	0	2	0	1	16	9	56%	7	44%
Audit Council	0	0	0	1	0	0	0	0	0	0	1	0	0%	0	0%
Change Management	4	0	1	0	9	1	1	3	0	0	19	16	84%	14	74%
Committee members incl leadership	24	2	6	22	37	11	4	21	0	1	129	84	65%	74	57%

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	3	0	1	2	5	0	0	1	0	0	12	9	75%	6	50%
Western Cape	1	0	1	3	1	1	1	6	0	0	14	5	36%	9	64%
KwaZulu-Natal	8	0	0	1	6	1	1	1	0	0	18	16	89%	9	50%
Gauteng	2	0	1	0	5	0	0	2	0	0	10	8	80%	7	70%
Free State	5	0	1	1	8	0	0	4	0	0	20	15	75%	13	65%
Eastern Cape: Mthatha	3	0	0	0	4	0	0	0	0	0	7	7	100%	4	57%
Eastern Cape: East London	3	0	0	2	2	0	0	0	0	0	7	5	71%	2	29%
Eastern Cape: Port Elizabeth	1	0	0	0	1	0	2	0	0	0	4	4	100%	3	75%
Limpopo	5	1	0	3	1	0	1	0	0	0	10	7	70%	2	20%
Mpumalanga: Witbank	3	0	0	2	4	0	0	2	0	0	11	7	64%	6	55%
Mpumalanga: Nelspruit	4	0	0	2	8	0	0	0	0	0	14	12	86%	8	57%
North West: Rustenburg	2	1	0	0	5	0	0	1	0	0	8	7	88%	6	75%
North West: Potchefstroom	1	0	1	1	1	0	0	5	0	0	9	3	33%	6	67%
North West: Mahikeng	2	0	0	0	4	0	1	0	0	0	7	7	100%	5	71%
Northern Cape: Khathu	2	0	1	1	3	0	1	2	0	0	10	7	70%	6	60%
Northern Cape: Kimberley	4	0	0	0	0	0	1	0	0	0	5	5	100%	1	20%
Committee members incl leadership	42	0	4	15	50	3	8	20	0	0	142	107	75%	81	57%

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 HR Auditors	4	2	0	3	1	1	0	1	0	1	13	8	62%	4	31%
Candidate Lead HR Auditors	0	0	0	0	1	0	0	1	0	1	3	1	33%	3	100%
Certified HR Auditors	6	0	0	9	12	2	2	14	0	3	45	22	49%	33	73%
Candidate Auditors	6	2	0	21	14	1	0	19	18	12	63	23	37%	46	73%
Associate HR Auditors	7	0	0	2	21	9	2	8	4	2	49	39	80%	42	86%
TOTAL	23	4	0	59	49	13	4	43	22	19	173	93	54%	128	74%

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	15	3	3	26	17	5	1	62	0	0	132	44	33%	85	64%
Moderators	7	3	3	16	6	2	1	41	0	0	79	22	28%	50	63%
TOTAL	22	6	6	42	23	6	3	103	0	0	211	66	31%	135	64%

1 PART F: INTERNAL MATTERS

SABPP INTERNAL MATTERS

SABPP New Professional Membership Jan 2019 to Dec 2019

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	3	0	1	3	5	1	2	1	0	1	17	12	71%	9	53%
CHRP	6	0	2	4	6	2	1	5	1	0	27	17	63%	15	56%
HRP	100	7	16	23	169	30	47	64	10	9	475	369	78%	320	67%
HRA	52	2	3	10	94	12	22	29	7	12	243	185	76%	164	67%
HRT	39	4	5	5	75	6	15	15	5	13	182	144	79%	116	64%
TOTAL	200	13	27	45	349	51	87	114	23	35	944	727	77%	624	66%

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	103	10	10	143	88	19	7	107	9	6	502	237	47%	2155	429%
CHRP	326	37	42	366	336	67	42	328	19	16	1579	850	54%	792	50%
HRP	771	59	79	289	1072	229	196	597	52	57	3401	2406	71%	2146	63%
HRA	400	21	36	92	761	104	111	257	46	51	1879	1433	76%	1279	68%
HRT	144	9	15	39	279	33	33	63	28	34	677	513	76%	436	64%
TOTAL	1744	136	182	929	2536	452	389	1352	154	164	8038	5439	68%	4883	61%

SABPP Candidates

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					
Candidates	0	0	0	1	3	1	2	0	0	0	7	6	86%	6	86%

SABPP Students

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					
Students Jan -31 Dec 2019	217	2	1	21	549	5	10	57	9	15	886	784	88%	636	72%
ALL Student Members	831	7	38	80	1704	22	110	240	53	75	3156	2712	86%	2151	68%

SABPP Speakers

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					
National Summit	4	0	1	3	2	2	0	1	0	0	13	9	69%	5	38%
Ethics and HR Governance Seminar	1	0	0	3	1	0	0	2	0	0	7	2	29%	3	43%
Learning and Development Conference	2	0	1	6	0	0	0	2	0	0	11	3	27%	2	18%
Labour Market Conference	0	0	0	0	0	0	0	0	0	0	0	0	0%	0	0%
TOTAL	7	0	2	12	3	2	0	5	0	0	31	14	45%	10	32%

Other

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					
Facilitators	0	0	0	1	1	0	0	3	0	0	5	1	20%	4	80%

69%

Occupational Level	Race				% Target
	2018	2019	% Difference		
Staff	83%	85%	69%	2%	16%
Board	82%	60%	69%	-22%	-9%
National Committees	64%	65%	69%	1%	-4%
Provincial Committees	70%	75%	69%	5%	6%
Auditors	41%	54%	69%	13%	-15%
Assessors and Moderators	37%	31%	69%	-6%	-38%
New Members	76%	77%	69%	1%	8%
All Members	67%	68%	69%	1%	-1%
Candidates	86%	86%	69%	0%	17%
Students	84%	86%	69%	2%	17%
Speakers	38%	45%	69%	7%	-24%

63%

Occupational Level	Gender				% Target
	2018	2019	% Difference		
Staff	83%	80%	63%	-3%	17%
Board	82%	38%	63%	-44%	-25%
National Committees	64%	57%	63%	-7%	-6%
Provincial Committees	70%	57%	63%	-13%	-6%
Auditors	41%	74%	63%	33%	11%
Assessors and Moderators	37%	64%	63%	27%	1%
New Members	76%	66%	63%	-10%	3%
All Members	67%	61%	63%	-6%	-2%
Candidates	86%	86%	63%	0%	23%
Students	84%	68%	63%	-16%	5%
Speakers	38%	32%	63%	-6%	-31%

A photograph of a city skyline at sunset, with a dark blue overlay at the bottom. The sky is filled with soft, orange and yellow clouds. The city features various high-rise buildings, some with lit windows. The text 'PART G' and 'EXCELLENCE' is overlaid in white on the right side of the image.

PART G

EXCELLENCE

1. Recognition

RECOGNITION

1. Annual Training Provider Forum on 6th December 2019

Top training providers

The winners:

- Skills Programmes – Global Business Solution (Pty)Ltd
- Blended Learning - Milpark Education Division of Studio Group
- Face-to-Face Learning – College of Production Technology (CPT)



2. HR Standards and Audit Awards:

1. Overall Achiever: Diamond Trading Company Botswana
2. Best University in Applying HR Standards: University of Pretoria
3. Best Company Supporting HR Standards: Gauteng Provincial Government
4. Best HR Standards Academic: Prof N Barkhuizen
5. Best HR Standards Research Paper/Dissertation: Prof N Barkhuizen



3. Special Recognition Award - Universities:

Four universities took advantage of the SABPP Special Recognition Award.

1. University of Pretoria



Dr Herbert Kanengoni (Masters programme leader), Kgomo Mopalami and Lindri Joy.

2. North West University Mahikeng Campus



Kgomotso Mopalami with Morongoa Christina Molele

3. University of Cape Town



Associate Professor Suki Goodman and Helga Halvorson handing over the SABPP Awards to Amber Elliott and Demi Wertheimer for Best Overall Achievement for the year 2018.

4. Vaal University of Technology

Four students from Vaal University of Technology received the special recognition award for best overall achievement in the following categories:

Diploma in Human Resource Management:	Ms Martha Precious Msimango
B Tech in Human Resource Management:	Mrs Elaine Cecelia Matthee
B Tech in Human Resource Development:	Ms Nthathi Dimphe
B Tech in Labour Relations Management:	Ms Nomsa Naledi Nkosi



4. The National Top Students Awards were awarded as follows:

- First Place - Genevieve McGowan: Walter Sisulu University Ibika
- Second Place - Michaela Moodalay: North West University
- Third Place - Sinazo Dulana: Cape Peninsula University of Technology



5. CEO Recognition Award

- Malebo Maholo



6. Best Committee Leadership

- Chairperson of Learning and Development Dustin Hogg



7. SABPP recognised several members who went an extra mile for the HR Profession:

- Awarded the SABPP former CEO - Marius Meyer for leading the Profession for the past 7 years
- Awarded former 11th & 12th Board Chairperson - Sphiwe Moyo for leading the SABPP Board for two consecutive terms
- Awarded Elizabeth Dhlamini Kumalo for leading the HR Governance committee in driving the HR Governance position paper



8. Special SABPP Award

Prof Anita Bosch was awarded for driving women empowerment in the country. She is the editor and founder of the SABPP Women's Reports.





PART H

STRATEGIC TRANSITION

TO 2020

1. 30 Successes achieved in 2019
 2. Future developments
 3. Conclusion to report
-

THE YEAR 2019 IN REVIEW

30 SUCCESSES ACHIEVED

Top 30 highlights for 2019

2019 was a good year for the profession. We share some of our memorable successes with you. We do not ignore our failures and challenges but right now we choose to count our blessings.

1

HR Standards book launched

2

The People Factor Strategy #202030 was unveiled

3

The new Board was inducted and trained on governance and NPO

4

Successful regulatory compliance

- Midterm monitoring site visit by SAQA
- Green status by NLRD
- Four clean QCTO quarterly monitoring visits

5

980 new professional members joined SABPP and 885 new students joined SABPP student chapters

6

A total of 86 new members wrote the Board Exams in its inaugural year

7

August 2019 saw the rebranding and repacking the HR voice to eMAG The People Factor magazine in line with the new strategy

8

SABPP actively participated in all major HR conferences and events thereby interacting with over 5000 members and prospective members. These include

- HR Indaba
- LeaderEx
- Labour Guide
- NWU HR Human Capital Summit

9

The 9th edition of the Women's Report was successfully launched. Prof Anita Bosch the founding editor received an SABPP award for outstanding work

10

SABPP successfully held the three annual major conferences and interacted with over 600 delegates, speakers and exhibitors. These were

- Ethics and Governance conference (March 2019)
- Learning and Development Conference (May 2019)
- 7th Annual HR Standard summit (August 2019)

11

Standard workshops were conducted across the country. A total of 706 delegates were trained

- 12 Ethics workshops
- 18 HR standards workshops
- 6 Strategic HR Business Partnering
- 4 HR Risk Management
- 1 HR Governance workshop

12

The SABPP Board appointed a full time permanent CEO

13

Provincial committee shakeup and reorganisation including relaunching inactive provinces and elections

14

12 companies were audited in 2019 including one in Mozambique, one in Malawi and one in Botswana

15

In celebrating excellence, the following were awarded, inter alia

- Best audited company: Diamond Trading Company Botswana
- Best university applying HR Standards: University of Pretoria

16

43 weekly articles were published. 10 Factsheets were published

17

Three universities were accredited via the Higher Education Committee

- University of Johannesburg
- UNISA
- Pearson Institute

18

37 training providers were accredited via the LQA committee

19

FISA was piloted on e-platform

20

19 CPD providers were approved

21

Successful Annual Committees meeting for both National and Provincial Committees

22

Inactive National Committees were relaunched.

23

SABPP signed or extended MOU and/or MOA with the following

- South African Local Government Association- SALGA
- Coaches and Mentors of South Africa - COMENSA
- Association of Certified Fraud Examiners - ACFE
- Institute of Personnel Management of Zimbabwe - IPMZ

24

Stellenbosch University approved to conduct statutory recognition research on behalf of SABPP

25

SABPP moved to new offices in February 2019

26

Three new Student Chapters launched including the very first Student Chapter in KZN ie MUT

27

Successful SAHRUF session held in CPUT with 12 universities represented

28

National HR Best Student announced - Genevieve McGowan from WSU Ibika Campus

29

Successful second edition of the HR Youth Council with Sipho Manzini from UJ Soweto campus elected President

30

Staff successes, social and graduations

- Graduations
 - Siphiwe (National Diploma -UNISA)
 - Tebogo (B Tech – TUT)
 - Patience (BA HR – UJ)
- Community achievement
 - Nontokozo graduated as a production writer and had her first play in Theatre
 - Malebo became a Finalist for the Rising Star Awards 2019

1.

FUTURE DEVELOPMENTS

GAZING INTO THE FUTURE

2019 marked the conclusion of the successful HR Voice Strategy. We have done well in 2019 but it is indeed time to focus on the future which should be better than today. We faced challenges. We faced failures. We faced discouragements. We learnt. We grew. 'Carve a tunnel of hope through the dark mountain of disappointment.' - Martin Luther King Jr. It was Barack Obama who coined it well when he said 'The future rewards those who press on. I don't have time to feel sorry for myself. I don't have time to complain. I'm going to press on'.

2020 requires us to focus on the demands and goals of the new People Factor Strategy for the next decade. Therefore, several actions will help us leverage this.

- | | |
|---|---|
| 1. Full promotion and implementation of the new strategy
i.e. the People Factor Strategy #202030 | 14. Explore alliances beyond HR |
| 2. Improve the Member Value Proposition | 15. Explore paradigm shift in designing new products and services outside the box |
| 3. New rules of engagement for all government business | 16. Focus on staff development in order to improve service to stakeholders |
| 4. Launch of National HR Metrics | 17. Develop and promote employee life cycle |
| 5. Launch of National HR Academy to build HR competency | 18. Drive more HR Audits, especially in private sector |
| 6. Launch Student Chapters at all universities | 19. Sustain provincial footprint in all provinces |
| 7. CPD relaunch and roll out | 20. Sourcing of funding and sponsorship to strengthen the SABPP's financial position |
| 8. Fully functional media centre | 21. Resourcing in order to achieve the goals set based on the new strategy |
| 9. Create in time and relevant Digital HR products | 22. Complete paperless office, allowing and promoting flexible working arrangements for staff and all committees. |
| 10. Produce publications linked to the strategy | |
| 11. Connecting publications and position papers into innovative products and services for the HR Market | |
| 12. Commercialise the Leadership Standard | |
| 13. Influence public opinion and policy so far as it relates to people practices locally and globally | |

The future is unknown and dark. Yet as Corrie Ten Boom asserted, 'Never be afraid to trust an unknown future to a known God'. We shall therefore soldier on and we shall overcome. Forward ever and backward never!

CONCLUSION

TO REPORT

The SABPP 2019 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 and other key HR professionalism initiatives. 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 People Factor Strategy. Let us continue building a profession we can all be proud of in the years to come.

Any comments about the 2019 Annual Report can be sent to the Governance Officer, Lindiwe Nombaca on:

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