



**SABPP™**

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*

The Quality Assurance and  
HR Professional Body

# ANNUAL INTEGRATED REPORT 2015



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# PART A

## Introduction





# A brief historic overview of the SABPP

The Human Resource (HR) Profession is at the heart of the implementation of the HRD Strategy for South Africa. This internationally recognised profession, more than any other, is responsible for transformation, sourcing, training and retaining talent and ensuring harmonious work relationships.

The SABPP's role is to professionalise this function to ensure that HR becomes an increasingly recognised and respected profession. The Board is an accredited ETQA (Education and Training Quality Assurance body) under the NQF Act and Skills Development Act.

The SABPP was established in 1982, so the SABPP was set up as an autonomous body to be the standards and professional registration body for the HR profession. Over the last 33 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.

## About this report...

**2015 Annual Report is compiled in compliance to:**

- Legal Deposits Act
- NPO Act
- King III Report on Corporate Governance in South Africa
- The NQF Act
- Skills Development Act

# The **PURPOSE** of the 2015 Annual Integrated Report Summary

We are pleased to produce our first annual integrated report. In this report we are planning to share with you what we have achieved in 2015 and what we are planning for 2016.

**The report consists of the following three parts:**

**Part A:**  
Introduction

**Part B:**  
Board and Committees

**Part C:**  
Strategic Planning



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## **OUR MISSION:**

To establish, direct and sustain a high level of HR professionalism and ethics.

## **OUR VALUES:**

Responsibility, Integrity, Respect and Competence.

## **RESPONSIBILITY:**

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

## **INTEGRITY:**

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

## **RESPECT:**

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

## **COMPETENCE:**

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

# RESPONSIBILITY



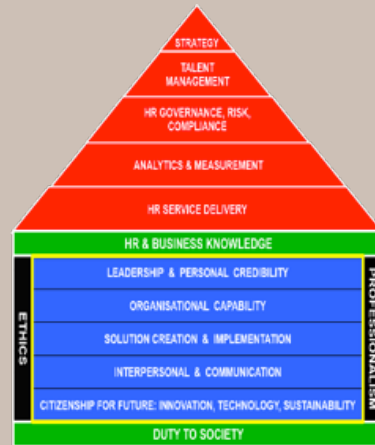
# INTEGRITY



# RESPECT



# COMPETENCE



## REGISTER NOW!

[professional@sabpp.co.za](mailto:professional@sabpp.co.za)

# HOW TO

## become a registered HR Professional

### STEP 1

Receive a manual application form from SABPP or log in to the SABPP website ([www.sabpp.co.za](http://www.sabpp.co.za))

### STEP 2

Online application – Select how to become a member and complete the application form. Manual application – Fully complete the application form and sign

### STEP 3

Make a payment; ensure the payment is for the relevant level.

### STEP 4

ALL applications include the following documents:

- Copies of Certified Qualifications (post matric)
- Certified copy of your ID
- Detailed CV
- Proof of payment
- Signed MIE consent form
- Organisational Chart /Organogram (for HR Professional level and above)

### STEP 5

Professional Registration Committee meet on the last Wednesday of each month and award designations

### STEP 6

Feedback to applicants

**CONTACT** the SABPP  
professional registration office on  
**[professional@sabpp.co.za](mailto:professional@sabpp.co.za)** or **(011) 045 5400**





## Introduction by the **Chair of the SABPP Board**

South Africa's economy grew by 1,3% in 2015, down from 1,5% in 2014 and 2,2% in 2013, according to preliminary estimates of real gross domestic product (GDP) published by Stats SA. There's no doubt that 2015 was a really tough year economically.

In a really tough economy any organisation can either be overwhelmed by the external environment or it can do it's best to focus on the things that are within it's control. We can choose to look outside the window or we can look in our collective mirror and have an internal locus of control. I am pleased to say that as the SABPP, we did our best to focus on the one thing we can control in 2015, which is to relentlessly execute our HR VOICE strategy. The year 2015 marked the end of a 3-year term for the 11th Board.

I would like to thank the 11th Board of the SABPP firstly for exemplary governance and also for providing strategic direction to our CEO and the SABPP staff members on the implementation of this strategy.

We thank you for serving our profession. There is no greater honour than to serve others.

"Everything rises and falls on leadership," says Author, John C. Maxwell. I believe this statement with every fibre of my being and this is why I would like to dedicate my chairman remarks to thanking our CEO, Marius Meyer for working so hard and guiding the SABPP team in achieving all we have achieved for this year. We have a great leader in you Marius. I would like to thank all members of the SABPP for continuing to support our CEO and the staff in their quest to professionalising HR.

It is no time to be complacent though. We will continue to work hard to ensure that our members derive maximum value from the organisation. We will not rest until every HR professional in South Africa has implemented the HR standards.

I would like to urge all our members to call the office and chat to the team about implementing standards in your organisation and ultimately conclude this process with an audit. We owe it to our profession!

Thanks & Regards,

**Sipiwe Moyo**  
CHAIRPERSON: SABPP



## Introduction by the Chief Executive Officer

The year 2015 was a very successful year for SABPP. Not only did we grow as an HR professional body, we also continued on the path to advancing the HR profession in several ways. Our research department managed to deliver several value-adding publications, and we are proud of the impact of our papers, articles, fact sheets and our monthly magazine HR Voice.

Furthermore, the sustainable success of the HR Standards journey reached its third successive year, not only to promote HR as a profession with clear standards and practices, but also to add significant value to HR Managers and their departments. The highlight of the HR standards journey this year has been the early growth of our HR Audit Unit conducting several audits in four provinces. All of this was made possible by a rapid growth in the number of auditors trained to conduct these audits against the National HR standards.

Also, the international interest in South Africa's HR Standards exceeded our expectations with significant contacts made throughout the world, in particular, the UK, USA, Australia, Canada, Sri Lanka, Zimbabwe, Zambia, Lesotho, Namibia, Botswana and Angola. We thank our international counterparts and other interested parties for their support and encouragement along the HR standards journey. Many of them have made excellent progress in their own HR standards initiatives and we congratulate them on these achievements.

A special word of thank you to the CEO of the Chartered Institute of Personnel and Development (CIPD), Peter Cheese for his enthusiastic support and invitation for SABPP to visit CIPD. Likewise, Dr Chris Andrews from Bond University in Australia has become a new friend of SABPP and South Africa with his involvement in our HR

Audit work. Closer to home, the Executive Director of the Institute of People Management of Zimbabwe, Fortunate Sikeso has been a national leader for driving HR standards and audits in Zimbabwe.

I would like to thank the HR professional community for their involvement and support during 2015. This year we built on the changes implemented the previous three years, and it was indeed wonderful to see how HR professionals were ready to support us with the further roll-out of our HR Voice strategy, and more specifically the HR standards, audits, metrics and competency model.

I have learned a tremendous deal from HR professionals and other stakeholders during our interaction with HR managers from all provinces and sixteen other countries, and the response from the provinces filled me with confidence that we will be able to achieve significant impact during the process of strategic implementation. Board members, committee chairpersons and committee members, staff members, learning providers, auditors, assessors, moderators, professionals and alliance partners, your encouragement helped me to keep focused on key priorities and the task at hand. In addition to strategic transformation, the year 2015 will be remembered as a period of significant relationship-building.

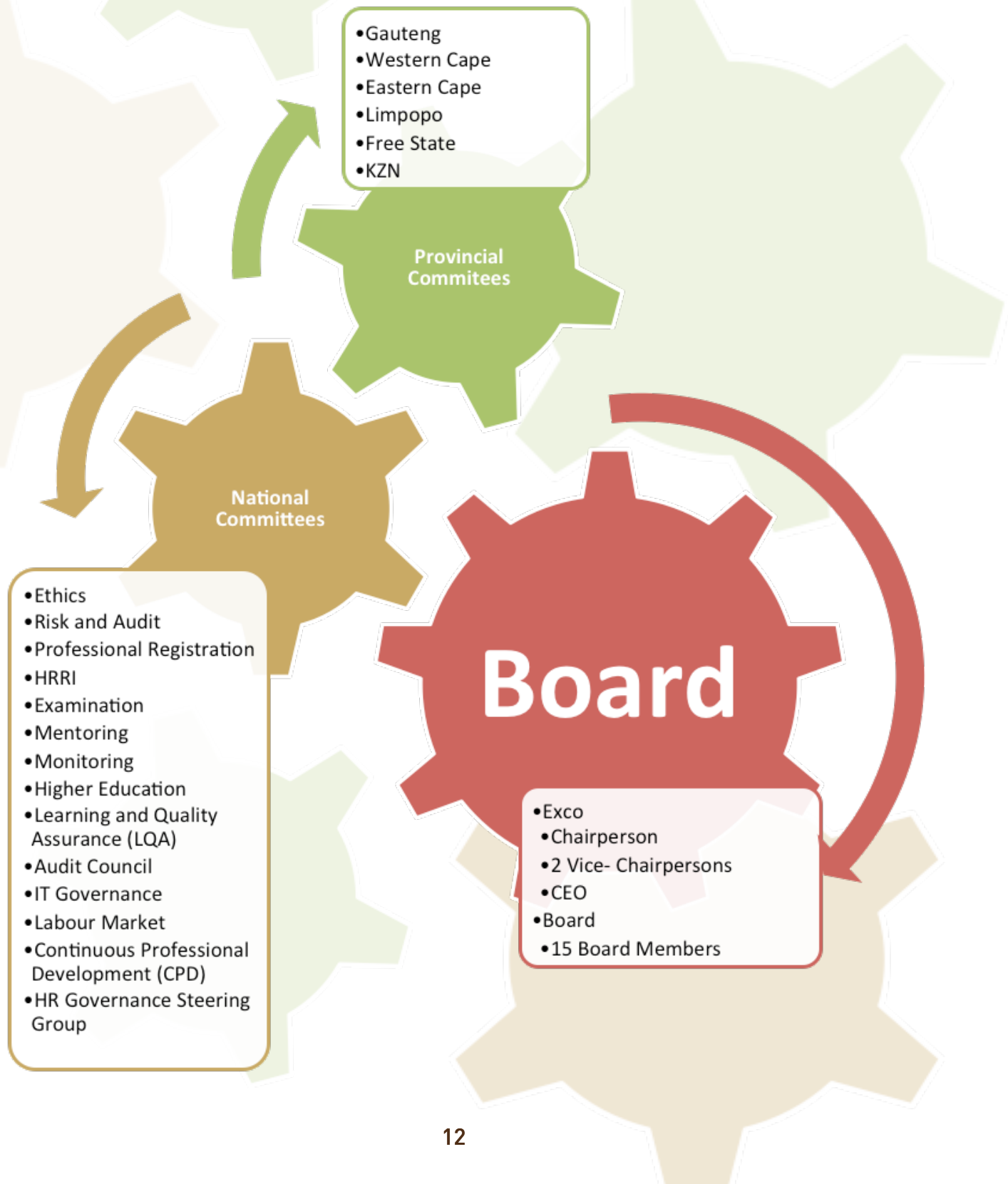
I thank you all for your commitment in walking with us on the road to strategic impact in building and growing our HR professional and quality assurance body.

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

**Marius Meyer**  
CEO: SABPP

# STRUCTURING of governance

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



# STRATEGIC REVIEW

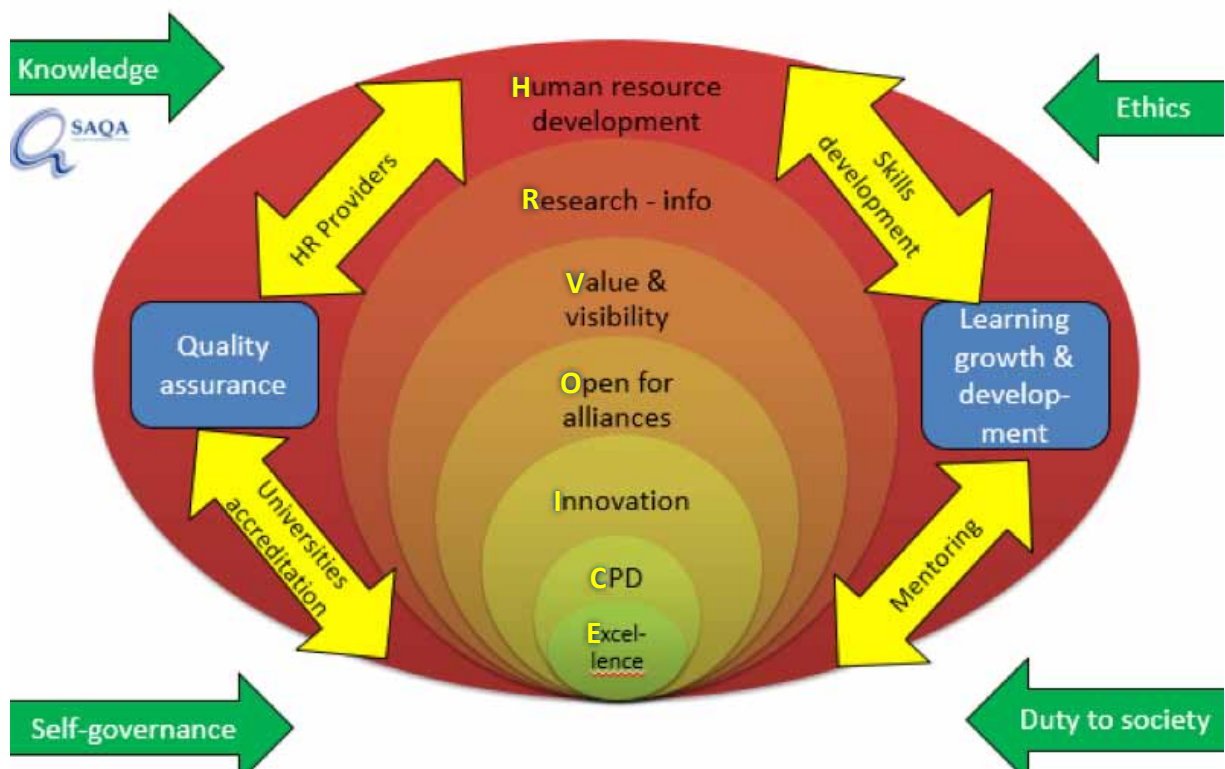
The year 2015 was an eventful year for SABPP, especially in terms of the milestone on its strategic transformation journey. It was a year depicting significant change at SABPP, building on the first steps implemented the year before. Not only did the year 2015 start with the process of HR standards refinement, it also ushered in a new era

towards auditing the HR profession. This required a major shift in focus from a regulating and standards body, to a fully integrated professional body delivering services in addressing the need of the HR professional market. In essence, this strategic change journey paved the way for further improvements from 2015.

## HR Voice Strategic Journey



## SABPP HR Voice Strategy 2011-2015





The following **actions** were implemented to roll-out the HR Voice Strategy during 2015.

HR VOICE FOR HR PROFESSIONALS		FOCUS OF STRATEGIES AND ACTIONS
H	<b>Human resource development:</b> SABPP has to champion HRD in the workplace, as well as the development of HR professionals.	<ul style="list-style-type: none"> <li>Continued with quality assurance work to accredit learning providers.</li> <li>L&amp;D and LQA committee meetings and product planning.</li> <li>Workplace Learning Standard finalised.</li> <li>Participated in Gauteng Government Master Skills Plan.</li> <li>Commented on the DHET RPL draft policy.</li> <li>Meetings with UP, Wits Plus, NWU (Mafikeng), UJ, SU and UCT.</li> <li>Facilitated the Assessment Quality Partner (AQP) Forum meeting on designing assessment tools for "Occupational Trainer" occupation.</li> <li>Planned workshop on "Preparing Annual Training Report (ATR) and Workplace Skills Plan (WSP) in terms of Skills Development Act and other related legislation into consideration.</li> <li>BBBEE Workshops.</li> <li>LQA Annual Awards Event held in December.</li> </ul>
R	<b>Research &amp; Development (R&amp;D):</b> SABPP produces several HR research projects meeting the needs of the HR market.	<ul style="list-style-type: none"> <li>Release of the 1st Annual HR Audit Report.</li> <li>Analysis of Marikana Report.</li> <li>Ethics Book published and launched.</li> <li>Release of 5th Annual Women's Report.</li> <li>Articles on Commissioners of Oaths for Achiever Magazine and HR Future.</li> <li>Master's Research with UP (HR Profession).</li> </ul>
V	<b>Value &amp; Visibility:</b> All HR generalists and specialists in the 8 areas of HR specialisation 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.	<ul style="list-style-type: none"> <li>Breakfast with Thuli Madonsela.</li> <li>Article in the Star, Sunday Times and Rapport.</li> <li>Met with HR Professionals of Corobrik, City of Johannesburg, Gauteng Premier, JRA, EDC, EOH, Department of Labour Witbank Region, Sekhukhune District Municipality, SASRIA, FAIR Price, Department of Labour Limpopo, Department of Human Settlements, Ernest &amp; Young.</li> <li>New website launched 18 June 2015.</li> <li>Self-service portal on website.</li> <li>Provincial committees' Strategic session.</li> <li>HR Audit Breakfast Session and SABPP Special General Meeting (SGM).</li> <li>Presented at Africities Conference (HR Standard adopted by UCLGA)</li> <li>Presented at Office of the Premier (Gauteng and KZN).</li> <li>Newspapers: Sunday Times, Rapport (Women's Report/ HR Standard)</li> <li>Professional registrations were between 90 and 100 for most months.</li> <li>Conferences: IMPSA, HR Africa, NMB HR Forum, Unisa Talent, Maccaulei, Future of HR.</li> <li>Commissioners of Oaths sessions in Johannesburg and Cape Town</li> <li>HR Standard launched in Zimbabwe, Swaziland and Lesotho.</li> <li>Employers signed up on HR Candidate Development Programme.</li> <li>AGM – Annual Report 2014</li> <li>CGF Body of Knowledge launched.</li> </ul>

O	 <p><b>Open for alliances:</b> Several value-adding alliances were formed with HR and other organisations to strengthen the HR profession.</p>	<ul style="list-style-type: none"> <li>• Collaboration with Mindcor Group</li> <li>• Endorsed HR Strategy Development workshop with Bruniquel Associates</li> <li>• MOU with Apso</li> <li>• MoA with SARA, IPMZ, CGF, Harambee, HR Future/Leaderex.</li> <li>• Meeting with EGN, EOH (HR Academy), SAQA- Head Office, ASTD Vice - President &amp; Membership Head,</li> <li>• Meeting with President of IMPSA, ACMP - USA, AMIHRP,</li> <li>• Meeting with the CEO of HR Association – Canada, IPM- Sri Lanka, HR Certification Institute - USA, Young &amp; Able, Rod Harper (Labour Law), Grand Thornton, Knowledge Resources.</li> <li>• Nelson Mandela Day Mock interviews.</li> <li>• MOU with Seifsa, NAPPDSA, Harambee.</li> <li>• Collaborative Stakeholder Movement- Jobs Pledge project.</li> <li>• Partners4Possibility schools project.</li> <li>• CGF Relationship formalized and benefits for members outlined</li> <li>• Prepared changes in SETA landscape comment for DHET.</li> </ul>
I	<p><b>Infrastructure for innovation:</b> The SABPP team and committees are empowered with the necessary resources and capacity to drive the process of innovating the HR profession.</p>	<ul style="list-style-type: none"> <li>• Appointed: Governance Officer, LQA Officer, 2 Registration Officers and Marketing Intern.</li> <li>• Pool of HR Auditors were 146.</li> <li>• HR Standard development for SABPP's own HR internally.</li> <li>• Field agents recruited to grow Western Cape and KZN membership.</li> </ul>
C	<p><b>Capacity and competency building:</b> By means of our CPD programme, and other forms of capacity-building, key competencies for HR professionalism are outlined and developed to ensure that HR professionals are applying the latest trends and leading practices in the field of HR.</p>	<ul style="list-style-type: none"> <li>• Career development guide</li> <li>• First CPD claims coming in under new policy</li> <li>• CPD policy and strategy reworked.</li> <li>• Draft curriculum for National HR Academy completed.</li> <li>• Skills Summit awards.</li> <li>• LGDI Committee changed its name to Learning &amp; Development Committee. L&amp;D committee accelerated impact with a clear programme for the year</li> </ul>
E	<p><b>Excellence:</b> HR professionals are supported to deliver excellence in HR strategy, practices and ethics.</p>	<ul style="list-style-type: none"> <li>• First draft of Operational HR Metrics sent to HR Auditors for input.</li> <li>• 3rd Annual HR Standard Conference.</li> <li>• 2 Successful HR Metrics working group sessions – Human Capital Reporting Framework Launched.</li> <li>• 12 HR Audits conducted in 2015.</li> <li>• HR Metrics project.</li> </ul>

# CORPORATE governance:

During the year 2015 SABPP continued with the on-going steps to align its practices with the King III report recommendations as well as the SABPP Charter. The Board continued to review the organisation progress, its intention was to ensure that SABPP improves in all areas of Corporate Governance. In 2015 SABPP initiated several actions to improve governance best practice within SABPP:

## Achieved in 2015:

- Held the first combined Annual Committees Meeting in December 2015.
- Signed an alliance with the CGF Research Institute (monthly governance newsletters).
- 12th SABPP Board elections process took place in 2015, for the first time in the history of SABPP, voting was conducted online and audited by external auditors. Proper protocols were followed to ensure fairness.
- New policies were put in place to ensure proper controls in SABPP operations side and finances.

## Planned for 2016:

- To promote good governance at the Board level, in 2016 SABPP will ensure that all new Board members undergo Corporate Governance Training to be facilitated by an expert Terry Booyen of CGF Research Institute.
- Review all SABPP committees "terms of reference".
- SABPP will launch new committees, i.e. the Audit Council and HR Governance Steering Group to elevate the SABPP governance standard.
- A special General Meeting (SGM) will be held to amend the SABPP Charter.
- The second annual meeting for All SABPP Committees will be held in November 2016.

# Review of Financial Statements

Year ended 31 December 2015

## ● Income

33,8%

Overall 33,8% **increase in income** underpinned by:

- Renewals income increased by 23%, however, the challenge of renewals still needs attention.
- New registration income drastically increased by 78,4% owing to record new members' registrations during 2015.
- Strategic projects showed some improvement and an increase of 31% due to reduction in outsourcing.
- Upgrade fees increased by 41% due to a number of members upgrading their levels of professional registration.

## ● Expenditure

33,5%

Expenditure increased by 33,5% mainly due to:

- Marketing which increased by 128,9% owing to increased marketing efforts improving our visibility throughout the country.
- Consulting fees went down by 7%
- Employee costs went up owing to increased staff and introduction of benefits (an increase of 47%)
- Travel costs proportionally increased due to increased visibility across the country (an increase of 64%).
- Printing and stationery went down due to staff control (a decrease of 14%).
- Website expenses reduced drastically due to changes of vendor, a decrease of 58,8%

## ● Financial position

- Trade reserves has now normalised. There is a decrease of 44% owing to strict debtor's control.
- The SABPP Reserve slightly increased by 10%.

## ● Overall

51,9%

- The net income (surplus) for the year 2015 increase by 51,9%.

**Overall 33,8%  
increase in income**

**Expenditure  
increased by 33,5%**



## SA BOARD FOR PEOPLE PRACTICES

Annual Financial Statements as at 31 December 2015

### Statement of Financial Position

Figures in R	2015	2014
Assets		
Non-Current Assets		
Property, plant and equipment	82,171	159,472
Current Assets		
Deposits	22,200	22,200
Trade and other receivables	559,382	1,005,064
Cash and cash equivalents	2,493,265	1,726,996
	3,074,847	2,754,260
<b>Total Assets</b>	<b>3,157,018</b>	<b>2,913,732</b>

Reserves and Liabilities		
Reserves		
Strategic HR Projects reserve	1,162,621	1,162,621
Retained income	420,910	273,022
	1,583,531	1,435,643
Current Liabilities		
Trade and other payables	1,573,487	1,478,089
<b>Total Reserves and Liabilities</b>	<b>3,157,018</b>	<b>2,913,732</b>

## SA BOARD FOR PEOPLE PRACTICES

Annual Financial Statements for the year ended 31 December 2015

### Statement of Changes in Reserves

Figures in R	Strategic HR Project Reserve	Retained income	Total
Balance at 1 January 2013	1,162,621	175,661	1,338,282
Total comprehensive income for the year			
Income for the year		97,361	97,361
Total comprehensive income for the year	-	97,361	97,361
Balance at 31 December 2014	1,162,621	273,022	1,435,643
Balance at 1 January 2015	1,162,621	273,022	1,435,643
Total comprehensive income for the year			
Income for the year		147,888	147,888
Total comprehensive income for the year	-	147,888	147,888
Balance at 31 December 2015	1,162,621	420,910	1,583,531

## SA BOARD FOR PEOPLE PRACTICES

Annual Financial Statements for the year ended 31 December 2015

### Statement of Comprehensive Income

Figures in R	2015	2014
Gross Revenue		
Annual renewal fees	2,881,779	2,338,927
Conferences and events – Net Income	221,792	367,618
HR Audit	505,606	-
LQA income	1,748,746	1,580,938
Publications and product sales	17,700	45,643
Registration fees	1,390,683	779,530
Strategic HR Projects	1,025,898	781,685
Upgrade of professional categories	51,662	36,518
<b>Gross Income</b>	<b>8,055,933</b>	<b>6,018,285</b>
<b>Other Income</b>		
Investment Income	66,365	67,988
Sundry income	21,041	-
<b>Total income</b>	<b>8,143,339</b>	<b>6,086,273</b>

## SA BOARD FOR PEOPLE PRACTICES

Annual Financial Statements for the year ended 31 December 2015

### Statement of Comprehensive Income

Figures in R	2015	2014
Operating costs		
Administrative fees	97,770	90,360
Advertising and marketing	482,257	210,672
Auditors' Remuneration	30,000	25,000
Bank charges	31,721	17,236
Commission paid	-	125,008
Computers expenses	105,800	131,081
Consulting fees	195,565	211,894
Contingency / Discretionary expenses	49,560	-
Data management	254,657	249,684
Depreciation - Property, plant and equipment	102,291	119,116
Employment and related costs	5,334,744	3,609,050
General expenses	30,130	-
HRRI - Expenses	10,597	-
Insurance	22,373	18,484
Legal expenses	-	28,377
Postage and telephone	167,405	116,735
Printing and stationery	160,955	187,912
Rent paid	514,235	512,238
Repairs and maintenance	2,593	343
Staff refreshment/ welfare	29,942	10,804
Subscription	62,822	7,554
Training	81,278	85,246
Travel- local	177,593	107,857
Website	51,163	124,263
	7,995,451	5,988,912
Income for the year	147,888	97,361



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# PART B

## Board & Committees





# SABPP BOARD

## SABPP BOARD 2013 - 2015

November 2015 marked the last month for the 11th SABPP Board term. SABPP would like to thank all the Board members for being willing to serve during their term as they have done an outstanding job shaping this organisation for the past three years to what it is today.

In particular, the development and launch of the world's first National HR Standards will be remembered as the most exciting development in the history of the HR profession in South Africa. We salute the outgoing board for this major achievement and we thank them for their hard work in overseeing and driving this successful milestone in the history of HR, not only in South Africa, but globally.

On the 20th November, the current and new boards met in order to share ideas and to ensure a smooth transition from the old to the new board of SABPP.



Sipiwe Moyo  
(Chairperson)



Kate Dikgale-Freeman  
(Vice-Chairperson)



Dr Linda Chipunza  
(Vice-Chairperson)



Marius Meyer



Dr Cookie  
Govender



Frank de Beer



Mike Honnet



Sipiwe Ndwalaza



Prof Sonia  
Swanepoel



Khosi Matshitse



Valencia  
Lupondwana



Saki Makume



Yolisa Ngxabazi



Yusuf Mahomed



Dennis Coetzee



Mpolai Liau



Prof Karel Stanz

# SABPP BOARD

## A. NATIONAL COMMITTEES

In this section we report back on the work of all the SABPP Committees.

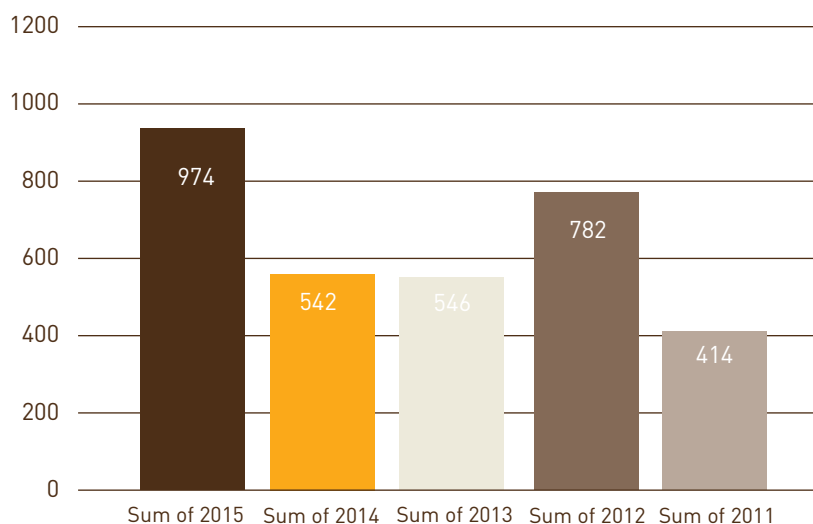
### PROFESSIONAL REGISTRATION COMMITTEE



Mochabo Moerane

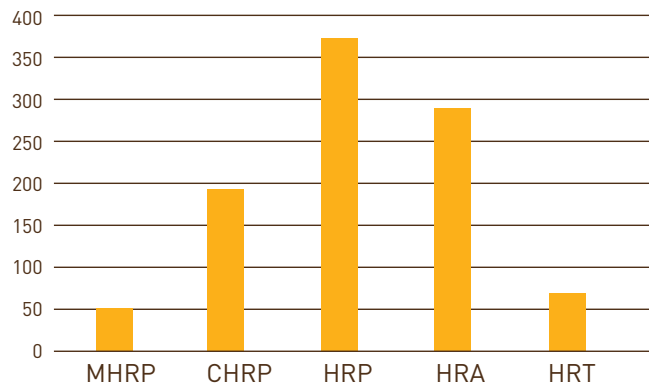
The committee is chaired by Mochabo Moerane with Charles Myburgh as the deputy. The committee met for 11 months in 2015 and successfully evaluated all the work brought by the office. A record 974 professionals were registered in 2015, a great improvement from 542 registered in 2014. This represents an increase of 79, 7%.

5 Year Registration Record 2011-2015												
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Grand Total
2015	72	106	90	65	97	71	111	107	109	67	79	974
2014	34	58	35	53	36	60	42	42	42	95	45	542
2013	59	26	33	43	30	60	42	39	35	63	116	546
2012	52	78	72	68	57	72	89	59	73	88	74	782
2011	22	22	30	8	51	33	59	86	32	41	30	414
5 Year Average	47.8	58	52	47.4	54.2	59.2	68.6	66.6	58.2	70.8	68.8	651.6
				Lowest in 5 years				Highest in 5 years				



**More and more professionals are registering at all levels with particular emphasis on the HR Professional level.**

## Registration by levels 2015



More and more professionals are registering at all levels with particular emphasis on the HR Professional level as shown above.

Marketing campaigns gained momentum. Registrations are starting to benefit from increased visibility due to HR standards, audits, conference presentations and corporate visits.

## Upgrades and Candidates

71 professionals applied for upgrade and 50 of these were approved. 13 people registered for the new revamped HR Candidate programme.

## People Practices Champions (PPC)

Only 9 people were registered in the PPC category.

## Students

541 tertiary HR students were registered in 2015. SABPP really gained momentum by visiting no less than 15 campuses across the country.

## Renewals

There is a general decline in renewals within all professional bodies. However, SABPP continues to work out strategies to improve this.

For 2015 a total of 2527 members renewed their subscription out of possible 4400 which represent 57%.

## LEARNING AND QUALITY ASSURANCE COMMITTEE



Dr Linda Chipunza

Under the leadership of Dr Linda Chipunza and the head of learning and quality assurance Naren Vassan they commenced the year by driving and supporting training providers by communicating with the providers on a regular basis, thereby reducing the turn-around time for performing external moderation. The committee has agreed on using contractors (specialists on quality assurance, learning and development and HR field) to perform accreditation, annual monitoring visits, external moderation and volunteer their services as a "Monitoring Team" member which is an official sub-committee of Learning Quality Assurance Committee.

The following activities were facilitated during 2015 with the respective stakeholders:

### **ACCREDITATION AND SUPPORT FROM LEARNING AND QUALITY ASSURANCE COMMITTEE:**

#### **A. We have had 4 evaluation meetings during the year.**

Evaluated 42 accreditation applications comprising of:

1. Renewals	15
2. Extension of Scope	10
3. New providers	17
4. Expired without renewing	1

#### **B. Facilitated a Training Provider Forum on the 31 July where we addressed burning issues for providers such as:**

- The role and strategy of the Quality Council for Trades and Occupations (QCTO).
- How to manage and facilitate Recognition of Prior Learning (RPL) requests.
- How to deal with work stress and the importance of good health.
- Tips and Templates for preparing for the annual Monitoring Visit.
- Revised practices within the quality assurance functions.

#### **C. We have had 5 Monitoring Committee this year discussing templates, reports and evaluating best practices which can be shared with providers.**

This team also visited 57 providers over a period of 3 months. The findings were shared with each provider on receipt of payment and a summary report at the Annual Learning Quality Assurance function.

#### **D. We have had 1 Examination Committee meeting whereby they (training providers and industry) have been tasked to centralise the setting of the 3 qualification Final Integrated Summative Assessment (FISA) examinations.**

They will write up policies and procedures when managing the function. The benefit for setting up SABPP driven exam papers is to create standardisation and a range of questions that is industry related.



## Plans for 2016:

- The Exam Committee will set-up guidance and procedures to manage the first set of examinations on the following qualifications:

HR and Labour Relations Category		
49691	FET Certificate: HR Management & Practices Support - Credits 140	NQF Level 4

FET Certificate: Business Administration Services SAQA ID 61595 with specialisation		
93567	Employee Wellness Specialisation – Credits 141	NQF Level 4

- Monitoring Committee to implement workshops to help training providers, assessors, moderators on best practices.
- To set-up a Recognition Prior Learning (RPL) Task team to help the industry.
- To create a more diverse committee.
- To appoint a contractor to assist with workload on quality assurance functions. In so doing it creates capacity on performing other tasks such as doing research, and working with the QCTO on occupational qualifications.
- Manage the finances of the department.
- Update the website every quarter covering all 4 committees output.
- Improve current IT systems for implementing better practices on data and reports.

## Current Challenges:

- Need to increase the committee members by inviting corporate / SMME industry specialists.
- Working on QCTO activities, whilst managing the current work demands.
- Need to delegate responsibilities to the relevant committees so that output produced can be managed and responded to with faster turnaround cydees.

## QUALIFICATIONS AND UNIT STANDARDS

SABPP have obtained approval from QCTO/SAQA for:

SAQA ID	Qualification / Unit Standards Title	NQF Level	Credits
97229	<b>National Certificate:</b> Paralegal Practice: Human Resource and Employee Relations	5	121
116608	Demonstrate knowledge and application of ethical conduct in a debt recovery work context	4	6
116606	Communicate orally with relevant stakeholders in the recovery of debt	4	6
117848	Conduct mediation in situations that require advanced skills	5	12

### The reasons for this extension of scope is:

- Many HR professionals are increasingly being required to collect loans made to employees. Typical scenarios include:

Loans made to employees for various reasons

Bursaries that were given where the employee did not complete studies and the company needs to collect the money back

Acknowledgements of debt for training or other purposes

Because of this HR professionals need to understand the law surrounding debt collection and they need the basic skills to do the task sensitively yet assertively.

- With the recent changes in the Labour Law, conducting mediation has a direct impact on the current workload as Labour/Employee Relations practitioners. SABPP has extended its scope in meeting the mediation requirement by including the unit standard (Conduct mediation in situation that require advance skills) 117848 at NQF 5 in the learning programme "National Certificate: Labour Relations Practice – SAQA ID 94078". Many of the trainee CCMA practitioners need these skills.

### STATISTICAL INFORMATION:

We have raised GROSS income (excluding costs) to the value of R 2,038,762. 45 by performing the following activities including CPD, University and Short Course Accreditation and workshops:

1. Accreditation of training providers
2. Evaluation of Assessor/Moderator application (new/renewal/extension of scope)
3. Performing of Monitoring Visits on existing providers.
4. Learner Management Fee on qualifications and skills programmes uploads.
5. Performing External Moderation on qualifications and skills programmes.

### Assessor / Moderator Registration:

January – December 2015

Descriptor	New	Renewal	Extension of Scope
Assessor	16	15	6
Moderator	14	13	6
Total	30	23	12

### SAQA – National Learner Records Database

SABPP obtained **"GREEN STATUS"** for 2015 regarding learner enrolment and achievement capture.

The following qualifications were uploaded for 2015:

SAQA ID	Qualification Title	NQF Level
49691	FET Certificate: HR Management & Practices Support - Credits 140	4
49692	National Diploma HR and Practices - Credits 249	5
49793	National Certificate: Productivity - Credits 124	5
93568	FET Certificate: Business Administration Services SAQA ID 61595 with specialisation Employee Relations Specialisation – Credits 140	4
59201	National Certificate: Generic Management – Credits 162 (Learning Programme No. 66069)	5

## Assessment Quality Partner – AQP:

SABPP is a registered examination body for an “Occupational Trainer” (code 242402) occupation for industry. Under this mandate we have attended several meetings as per Quality Council for Trades and Occupations (QCTO) on policies and practices that must be facilitated by SABPP. The working committee for this function will be meeting in early 2016 to get the relevant assessment tools and capacity in place.



Awarding accreditation at LQA 3<sup>rd</sup> Annual Year End Event

## CONTINUING PROFESSIONAL DEVELOPMENT (CPD) COMMITTEE:



Mike Honnet

The SABPP LQA department has quality assured and approved applications from training providers for CPD programmes.

### Statistical data:

No. of providers approved	22
No. of programmes approved	29
No. of certificates issued to learners	305

The new CPD system for the HR Professionals was launched at the SABPP AGM in June 2015. Communication regarding the CPD systems and processes was sent out to all members via the SABPP HR Voice.

A pilot group was formed to implement the policies and procedures for record keeping of the CPD points. The tracking and auditing of the CPD points will be monitored by the Learning and Quality Assurance Department.

## HIGHER EDUCATION COMMITTEE:



Prof Karel Stanz

Professor Karel Stanz has been an active chairperson for the Higher Education Committee and under his guidance we delivered the following:

1. Had four committee meetings at different venues (UNISA, University of Pretoria, University of Johannesburg, Vaal University of Technology).
2. Reviewed and got approval of accreditation fees for the 2016-18 period.

3. That all universities should provide their updated qualification offerings and contact details of lecturers in early 2016. These records will be shared with all universities and interested parties.
4. Performed accreditation of the following institutions on Human Resource Management / Development and Industrial Psychology curriculum ranging from Diplomas to Doctorate at the following universities:
  - a. Central University of Technology (CUT), Remediation 3 and 5 February 2015
  - b. CTI Education Group – 10-11 March
  - c. Nelson Mandela Metropolitan University (NMMU) 20-21 October 2015.
5. That all universities must implement the HR Standards in the learning curriculum. In order to do this a sub-committee will be set-up in 2016 to manage this task.
6. Planned accreditation within 2016 is to target 6 Private Higher Education Institutions and at least 7 public universities.

## LEARNING AND DEVELOPMENT COMMITTEE:



Jacques Strydom

This committee ran three “Demystifying the DTI” workshops supporting HR practitioners to understand and calculate the Skills Development Element of the B-BBEE Codes. With generous support from Michele Sohn of Confluence and Robert Dennison of Trainiac, it also developed the branding and corporate identity for an L&D Standard Campaign to raise awareness of the L&D Standard (one of the 13 HR Standards). An infographic poster was developed as the first of several communication artifacts supporting the campaign. The committee also developed a Professional Practice Standard (PPS) for “Workplace Learning to Support a Learning Culture”, which is the first of a new generation of PPS the committee intends to produce.

BPESA, the South African Business Process Industry Association, invited the committee to pilot the Workplace Learning PPS on their national Skills Supply Chain Project.

This project involves testing the alignment of learning outcomes between feeder schools, training providers, employers and educational institutions for particular occupations in the business process value chain.

The Workplace Learning PPS will help to introduce consistently high levels of workplace learning across varying employment contexts, and across multiple learning providers.

This committee was made up of a working committee that meet every Friday morning at Wits Language Laboratory as well as meeting every month to discuss various matters on challenges facing industry on learning and development landscape in both corporate and smaller enterprises.

This committee has delivered the following:

1. Professional practice standard titled “Workplace Learning” which also include learning culture.
2. Artifacts on a poster that depicts the L&D Standard with objectives and key deliverables.

This committee is tasked to facilitate further drafting of professional practice standards such as Assessments, Facilitation, Designing learning material based on research and setting up working committees to collate data.



## MENTORING COMMITTEE:



Getty Simelane

This committee is chaired by Getty Simelane.

The committee continued during 2015 with the introduction of a structured HR Candidate programme. This is based directly on the HR Competency Model, the programme provides Development Guides for each of the 14 competency domains. The role of the Candidate Supervisor has been created to ensure that the candidate makes regular progress and achieves the desired levels of competency.

Eight (8) employers have enrolled Candidates in the Programme. Activities planned for 2016 include training of Supervisors in assessment and coaching skills as well as three group mentoring sessions for the Candidates.

The Committee will be supported by two SABPP provincial Committees, i.e. Western Cape and Gauteng, in setting up the official mentoring programme to be rolled out in their provinces in 2016. Mentoring will be offered to mid-career HR practitioners including top executives.

## RISK AND AUDIT COMMITTEE:



Mpolai Liau

This financial year was the first year that the risk and audit committee was fully formed and could execute on its intended mandate. The committee's involvement spanned across influencing financial performance and mitigation of all risks affecting the SABPP.

The committee enjoyed a few successes in the year, with the implementation of the risk strategy and risk register for SABPP as a business, influencing the organisation's considerations on the risks within its strategic objectives. Further to that, the committee influenced the drive to recovering long outstanding debts and the organisation's financial position through robust budgeting processes.

This has been a year that marked an implementation of guidelines for the committee and as it grows and embeds itself, it's expected to continue providing solid input to management and the board.

## ETHICS COMMITTEE:



Jenny Thanarayan

The Ethics committee chairmanship was handed over during 2015 by Pauls Gibbons to Jenny Thanarayan.

The committee held regular meetings and achieved the following:

- A highly successful and well attended book launch in January 2015 for the new SABPP publication Ethical

Competence in HR Management. The keynote speaker was the Public Protector, Advocate Thuli Madonsela, whose speech was enthusiastically received by a packed audience. Supporting speakers included Pauls Gibbons and Cynthia Schoeman.

- Preparation of a Quick Guide to Ethics in HRM targeted at students and available free of charge.
- A steady stream of articles published on ethics in HRM.

A public Ethics in HR workshop was held in July with excellent feedback. Plans for 2016 include an Ethics Conference.

A process is in place to handle cases of complaints against SABPP registered professionals. This complaints procedure has been loaded onto the website and there is an email address ([ethics@sabpp.co.za](mailto:ethics@sabpp.co.za)).

Members and the public are invited to lodge complaints where poor, illegal or unethical HR practice is encountered.

## LABOUR MARKET COMMITTEE:

The Chair of this Committee is Jenny Gobind and the Vice-Chair is Mbulelo Khonjwayo. The Committee did not meet physically during 2015, but endorsed two publications: an updated Position Paper on Employment Equity and Transformation; and an analysis of the Employment Relations Management by Lonmin prior to and during the Marikana tragedy in 2012. The latter document has been enthusiastically received and acknowledged by university academics as a valuable teaching tool.

Two important events were planned for early 2016: An Employment Relations seminar in partnership with GIBS and Cowan Harper Attorneys on the topic of "The impact of evolving employment relations landscape and alternatives to majoritarianism". A panel of highly distinguished speakers has been assembled for the event.

The second event planned was to write Labour Market Scenarios for 2030, facilitated by top scenario expert Clem Sunter, to assist organisations with relevant input to their strategic planning.

## IT GOVERNANCE COMMITTEE:

2015 saw the launch of a new website. We have built functions to the new website that makes the professional registration process seamless. There is an integration between our Members Information System and the website that allows HR practitioners to apply for professional membership online. The public can also verify membership

and Commissioners of Oaths status online. We have reduced the admin of the Learning and Quality Assurance department by building a functionality that allows the public to verify SABPP accredited learning providers and Assessors/Moderators.

## HRRI COMMITTEE:

Ten Fact Sheets were published during 2015 in the third year of publication of this new series. The Fact Sheets continue to be well received and are widely distributed. Topics during 2015 were:

AMENDMENTS TO LABOUR LEGISLATION
REVISED BBBEE CODES OF GOOD PRACTICE
LESSONS LEARNED FOR EMPLOYERS FROM CCMA CASES
EMPLOYEE WELLNESS SCREENING
CHANGING THE EMPLOYMENT EQUITY LANDSCAPE
EMPLOYEE VOLUNTEERING
DEPRESSION IN THE WORKPLACE
EMPLOYEE WELLNESS STRATEGY
EQUAL PAY AUDITS
EMPLOYEE COMMUNICATION BASICS

The fifth annual Women's Report, managed and edited by Professor Anita Bosch, was published in August and with the support of a generous sponsorship from the Faculty of Management at the University of Johannesburg, we have been able to distribute free copies of this Report at various

functions. The press department of UJ obtained excellent press coverage of this year's report, concentrating on the equal pay aspects of the report. This brought the SABPP concomitant publicity.

Four additional Professional Practice Standards were compiled and published during the year, bringing the total to 24. The new Standards were:

- Change Management
- Employer Branding
- Incapacity Management
- Workplace Learning to support a Learning Culture

One of the major projects of 2015 was the HR Metrics project. The purpose of the project is to develop a set of HR Metrics for South Africa. The team included:

Anthea	Saffy	Anglo American Platinum
Deon	Pieterse	ARM
Elsabe	Bell	Britehouse
Gerhard	Olivier	Hebron
Gregory	Lee	WBS
Ian	Rothmann	Afriforte
Ina	Rothmann	Afriforte
Maropeng	Sebothoma	SARS
Mmabethe	Baloyi	EOH
Mpho	Magau	UJ
Paul	Pretorius	Hebron
Penny	Abbott	SABPP
Reuphillan	Kasselman	Forte Advisory Services
Rita	van Kraayenburg	ARM
Theo	Veldsman	UJ
Tracy	Harper	EOH
Zia	Attlee	Knowledge Resources

The project team's work was presented at the HR Standards Summit in September and has received favourable feedback.

Further refinement of the Metrics framework continues into 2016, with the intended output of a National Human Capital Confidence Index at the end of the year; a finalised framework for Human Capital Board reporting; and a framework for operational HR reporting.

Another major project was the compilation of the curriculum for the proposed SABPP HR Academy. This will cater for continuing development of HR practitioners at all levels, building on the Candidate Development Programme for the entry level. Implementation of this project will require major

sponsorship and partnering and discussions commenced during 2015 to secure these.

Following the presentation of the SABPP HR research agenda to all universities late in 2014, further progress has been made in aligning research to this agenda. A fully accredited academic conference on HR Management will be held under the auspices of the SABPP in 2017 and early work started during 2015. In addition, a Research into Practice conference is planned for 2016.

The SABPP supported the following research projects during the year:

- TUT: Validation of a competency framework for labour relations practitioners in the South African Public Service
- TUT: An employability competency framework for South African Human Resource Development graduates
- UCT: Workplace Fairness – A Perspective of South African Employees
- UCT: Diversity Management Practices
- UNISA: Employee Engagement
- UJ: Strategies to retain top and middle level managers in organisations
- UFH: HR Competencies as a contribution to career success of HR professionals in South Africa
- UP: Towards the development of a substantive professional-in-training model for the human resources profession
- UNISA: Applying the HR Competency Model to Work Integrated Learning
- UJ: Human Capital Measurement in Private Sector Companies in South Africa
- UNISA: The relationship between self-esteem, employability attributes and retention factors
- UJ: Information Technology Competencies for HR Business Partners
- UNISA: Career development and career satisfaction of women
- UCT: Training Evaluation Practices in South African organisations.

# SABPP BOARD

## B. PROVINCIAL COMMITTEES

### EASTERN CAPE COMMITTEE:



Tonny Kambi Masha

The SABPP Eastern Cape Committee was formed on 14<sup>th</sup> June 2015. This is run by a committee of volunteers who are in the HR/HRD fraternity. The committee comprises the following:

- Chairperson: Tonny Masha
- Deputy chairperson: Corne van der Berg
- Secretary: Sindi Majova
- Treasurer: Nadia Omar

**The mandate of the committee is four-fold:**

1. To be the voice for the HR Profession in the Eastern Cape (being the provincial arm of the national office) – by creating awareness of HR Standards (and other SABPP products such as Commissioners of Oaths) in the Eastern Cape and to identify and address any unique provincial needs;
2. To create conditions and opportunities for membership satisfaction and membership growth in the Eastern Cape;
3. To arrange events for members and non-members in the Eastern Cape; and
4. To participate in key stakeholder forums in the Eastern Cape and to represent SABPP there.

The committee meets regularly and discusses HR matters. The committee is planning an Ethics event to be held in East London before the end of 2016. Three members from East London have been appointed SABPP Field Agents, tasked with recruiting members into the SABPP.

Apart from the main committee, there is a Student Chapter based at the Walter Sisulu University. The Student Chapter is active.



## GAUTENG COMMITTEE:



Monamodi Matsapola

The SABPP Gauteng Provincial Committee was established on the 19 June 2015. The committee is under the leadership HR professionals coming from the various the HR generalist and specialist backgrounds. The office bearers comprise of the following:

- Chairperson: Monamodi Matsapola
- Deputy Chairperson 1: Reuphillan Kasselmann
- Deputy Chairperson 2: Dee Mdeka
- Secretary: Agnes Sethogoa
- Deputy Secretary: Jonathan Ndlovu
- Treasurer: Victor Rannona

Among others, the committee is responsible for the critical areas listed below for the enhancement of SABPP in Gauteng Province.

1. To be the voice of the HR profession in the Gauteng Province: creating awareness of Professionalisation of the HR function, HR Standards and other crucial SABPP roles like Commissioners of Oaths as well as identifying and addressing provincial needs;
2. To create the appropriate conditions and opportunities for membership satisfaction and growing the SABPP in the Gauteng province;
3. To facilitate the events for members and potential members;
4. To be involved in the community services in which we can add value in addressing the needs (e.g. Capacity Building in the Schools and mentoring the emerging small and medium enterprises).

The committee met during the first three consecutive months and thereafter regularly every quarter. The committee has appointed the three sub-committees for Marketing, Administration and Capacity Building.

## KZN COMMITTEE:



Peter Streng

The 2nd SABPP KZN Regional Committee was constituted on 28th October 2014 in Durban at which occasion Peter Streng was elected Chair. Although the committee managed to develop a strategic plan for the year, they were not able to arrange any activities during 2015. The SABPP COO will arrange a KZN conference in 2016 to revitalise activities in the province and to elect a new committee.

The KZN province achieved the highest membership growth of all provinces outside Gauteng during 2015. Good support and visibility was obtained from Durban Chamber of Commerce and Industry, ILembe Chamber of Business and the Zululand Chamber of Commerce and Industry, as well as the office of the KZN Premier.

## WESTERN CAPE COMMITTEE:



Bonnie Johansen

The WC Committee consists of a strong team under the leadership of Bonnie Johansen (Chair) and Michelle Visser (Deputy Chair), the Secretary is Helene Viljoen and the field agent is Amanda Boonzaaier.

Each year in December the Committee holds a strategic planning workshop to prepare and plan for the following year. In this session we refine the direction and focus for the new year is outlined, aligned to the overall vision provided by Marius Meyer (SABPP CEO).

Listed below is an outline of the focus areas and activities of the Committee for the period January 2015 to December 2015.

It should be noted all members are responsible to work together to achieve these objectives, however the members nominated above will be held accountable for delivery.

Focus Area activities are outlined under each heading below:

### **Value and visibility**

#### **Prospective Clients**

Presentations have been conducted to the following organisations in the Western Cape introducing them to SABPP, its vision and role, benefits of joining, levels and costs thereof, HR landscape, HR Competency Model and HR Standards and the way forward for the HR Framework.

- Presentation in Somerset West to IMPSA
- Stellenbosch University
- University of Cape Town
- Karel van der Molen presented a session on ethics and the SABPP at the annual international conference of the Institute of Municipal Personnel Practitioners of Southern Africa (IMPSA).
- Two Field Agents were appointed for the WC during 2015, both members of the committee.
- Maritsa Grewe has been tasked to improve the WC visibility through publications in the HR Voice.
- Fritz le Roes placed an advertisement in a local community newspaper and invited all SABPP members / non-members in HR or studied HR to make contact with him.

### **Breakfasts & Conferences**

The Committee hosts quarterly breakfast sessions for members and non-members in the Western Cape, on topical issues requested often by participants. This event is used to inform and add value to all who attend, as well as a networking opportunity. Business cards are collected via a lucky draw where book prizes are given and registers are signed so that new contacts can be made and WC members of SABPP can obtain CPD points from attending. The CPD points initiative was introduced in the WC from 2014 by the Committee to add additional value to SABPP members as part of the CPD and Value and Visibility focus areas.

The following breakfast sessions and events have been hosted by the Committee:

- 26th - 27th March 2015: HRM Standard Audit Workshop, Belmont Square Conference Centre, Rondebosch.
- 30 March 2015: Ethical Practice in HRM, Kelvin Grove Club, Newlands
- 13 May 2015: Field Agent Meeting: WC Committee Meeting, Milpark Business School

- 19 June 2015: Commissioners of Oaths, Stellenbosch University (USB)
- 20 November 2015: POPI Act, Stellenbosch University (USB)

### **Partnerships & Alliances**

Karel van der Molen had contact with the HR sections of leading bodies such as the Cape Law Society, the South African Society for Labour Law and Agri-Western Cape – all of these have had previous contact with Head Office, but have indicated a willingness to meet with the WC Committee. These contacts will be further explored in 2016. There is also contact with the HR-related organisations in the Western Cape Government and the City of Cape Town.

In addition, the Committee also liaised with several other key stakeholders in the province:

- Cape Chamber of Commerce and Industry.
- Western Cape Economic Development Partnership.
- Western Cape Premier's Skills Council.
- Other Alliance Professional Bodies.
- Government Agencies.

The following priority partners have been identified to forge relationships / partnerships with:

- Local and Provincial Government
- City Council
- Cape Chamber of Commerce
- Business Unity SA
- South African Chamber of Business
- National Business Initiative
- Institute of Directors
- COMENSA
- Local partners of the SABPP national partnerships
- From the above it is clear that the Western Committee experienced a good year in terms of provincial value, visibility and alliances. Moreover, the committee played a key role in providing local support and awareness in rolling out at the National HR Standard in Cape Town.

## LIMPOPO COMMITTEE:



James Madula

The Limpopo Committee consists of a strong team under the leadership of Mr James Madula (Chair), Danie Swanepoel (Deputy Chair) and Lethabo Matlala as a secretary.

SABPP Limpopo was established in June 2012, during the provincial SABPP summit, held in Polokwane at the Ranch Protea Hotel. The committee comprise of HR professionals from various business sectors, whose expertise range from generalist to specialist HR backgrounds. James Madula is the Chairperson of the Committee.

### **Committee's object**

The committee's main object is to create awareness and visibility of SABPP in the Limpopo province as well as enlarge membership subscription by prospective members;

The committee endeavours to professionalise the HR profession and ensure high ethical standards in all HR practices irrespective of levels of HR practitioners;

The committee is also looking at establishing mutual relationships with various stakeholders, viz. business, organisations as well as government department, amongst others, with the view of co-pursuing and advancing the HR profession in Limpopo;

The SABPP Limpopo committee believes that the process of creating future HR professionals of the highest calibre starts at the grass roots and thus focuses on establishing student chapters in institutions of higher education and learning, which are mostly home of the intended target. Mentoring HR interns placed in companies is also focus for the committee;

Social responsibility is one of the crucial focus areas of the committee in that the HR professionals are drawn from the societies forming the Limpopo province. The committee looks at programmes like adopting social structures, e.g. schools and mentoring the staff members on good HR practices

### **SABPP Limpopo 2015 events.**

The table below outlines events held in 2015 by the committee:

Event	Place	Date
Committee meeting	University of Limpopo: Turfloop campus	27 February 2015
Regional HR breakfast seminar: Build the HR profession in Limpopo; Launch the National HR Standards	University of Limpopo: Turfloop campus	07 May 2015
Professionalism & Ethics presentation	Polokwane Municipality	05 June 2015
SABPP generic standards presentation	Department of Labour: Limpopo Provincial office: National HR Forum meeting	12 June 2015
Student Chapter launch	Tshwane University of Technology: Polokwane campus	12 November 2015



# OPERATIONS:

The execution of the HR Voice strategy is dependent on the successful execution of plans and activities. Thus, the following initiatives were implemented during 2015.

## **SABPP Online**

In 2015 SABPP launched a member portal online. Members can now register online as we go green. Members can update their details and check whether they are fully paid or not. Also the public can now verify the status of members.

## **First online voting for the 12<sup>th</sup> board**

For the first time in the history of SABPP voting for the election of board members was conducted online and audited by our external auditors. The number of voters increased more than double compared to those who voted for the 11<sup>th</sup> board. Furthermore, the online voting ensured that people outside Gauteng could also participate in the voting process, resulting in the highest ever percentage of board members elected from outside Gauteng (27%).

## **New Website**

In 2015 we relaunched a new and improved website. Traffic to the website has increased drastically.

## **National Annual event**

We had a successful annual event in 2015 that was attended by 338 delegates. The event was hosted in conjunction with HR Future and Leader.co.za

## **Provinces**

By the end of 2015, 6 provinces were active with provincial committees. These are

- Western Cape
- Gauteng
- KZN
- Eastern Cape
- Limpopo
- Free State

The following provinces also had Field agents appointed to help in recruiting more members in the provinces:

- KZN
- Limpopo
- Western Cape

Most provinces, however, still need to improve and run events and activities so that SABPP visibility and value to members may improve. Mpumalanga, North-West and Northern Cape committees will be formed in 2016 to ensure that all provinces have regional representation.

## **Students**

During 2015 over 15 university campuses were visited by SABPP to empower HR students. Out of these three reached the SABPP full student chapter status requiring a minimum of 50 registered students with SABPP. These are

- Walter Sisulu (Ibika campus)
- Tshwane University of Technology (Polokwane Campus)
- Vaal University of Technology (VUT main campus)
- Walter Sisulu (Mthatha)

**Over 500 students were registered as student members in 2015.**





### Candidate programme

The new programme officially kicked off towards the end of the year. A number of companies were excited and thrilled to enrol their interns on the programme. By December 2015 we had 15 people registered and this is set to increase in 2016.

### SABPP staff



**The number of SABPP staff increased from 12 in 2014 to 13 in 2015.**

**The new staff members who joined in 2015 include:**

Lindiwe Nombaca:  
**Governance Officer**

Zanele Ndiweni:  
**Membership Manager**

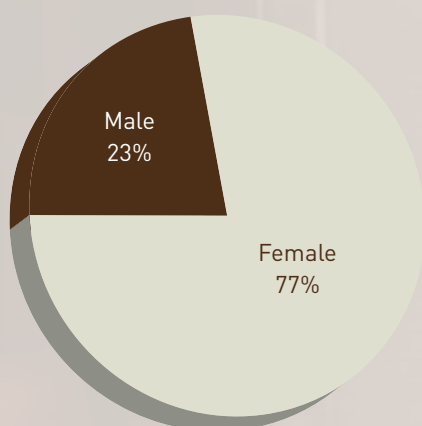
Tebogo Mahesu:  
**Registration Officer**

Tammy Nicholson:  
**Marketing Intern**

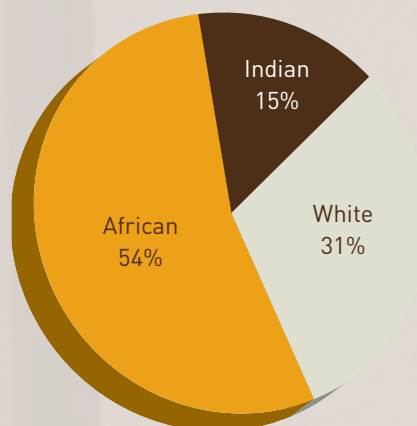
Derisha Pillay:  
**Learning & Quality Assurance Officer**

## Employee equity status as at 31 December 2015

**GENDER**



**RACE**



### The following staff members left the employ of SABPP in 2015:

Kenneth Nxumalo: Marketing Head  
 Yedi Masakala: Registration Officer  
 Kathleen Beckett: Learning & Quality Assurance Officer  
 Christine Botha: HR Auditing Head (Interim)

SABPP staff started a project to implement HR standards. This project is set to be complete in 2016 when SABPP will consider to be audited by the HR Audit unit.

In 2015 SABPP staff engaged in various training interventions including team effectiveness and customer service.

In 2015 SABPP introduced employee benefits to employees in order to improve retention. These include

- Pension Fund
- Life cover
- Disability cover
- Funeral cover

Although SABPP as a small organisation is exempt from employment equity reporting compliance, the Board decided in 2015 to voluntarily drive employment equity. This will enable and prepare SABPP to set and meet employment equity targets when BBBEE thresholds are exceeded if the current business growth continues. A full employment equity plan will be developed in 2016.





## Statistics as at 31 December 2015

### SABPP Staff and Management Profile

Occupational Level	Male				Female				Foreign National		Grand Total
	A	I	C	W	A	I	C	W	Male	Female	
Senior Management	1	1	0	1	0	0	0	2	0	0	5
Junior management	0	0	0	0	2	0	0	0	0	0	2
Staff and semi skilled	0	0	0	0	4	1	0	2	0	0	7
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>14</b>

### SABPP New Professional Membership Jan 2015 to Dec 2015

Occupational Level	Male				Female				Foreign National		Grand Total
	A	I	C	W	A	I	C	W	Female	Male	
MHRP	6	3	1	12	6	3	1	12	2	2	48
CHRP	45	7	4	19	51	10	9	45	1	2	193
HRP	81	7	9	40	106	29	17	73	5	9	376
HRA	57	4	11	15	107	19	12	54	4	7	290
HRT	15	0	2	2	32	2	2	10	2	0	67
<b>Total</b>	<b>204</b>	<b>21</b>	<b>27</b>	<b>88</b>	<b>302</b>	<b>63</b>	<b>41</b>	<b>194</b>	<b>14</b>	<b>20</b>	<b>974</b>

### SABPP Professional Membership (All membership)

Occupational Level	Male				Female				Foreign National		Grand Total
	A	I	C	W	A	I	C	W	Female	Male	
MHRP	58	8	7	121	36	11	7	83	3	5	339
CHRP	222	27	22	332	159	40	27	242	18	21	1110
HRP	436	33	46	207	493	113	73	310	52	23	1786
HRA	191	8	21	45	323	56	52	166	15	15	892
HRT	77	3	10	25	95	13	13	31	5	4	276
<b>Total</b>	<b>984</b>	<b>79</b>	<b>106</b>	<b>730</b>	<b>1106</b>	<b>233</b>	<b>172</b>	<b>832</b>	<b>93</b>	<b>68</b>	<b>4403</b>

### SABPP Candidates and Students

Registration Level	Male				Female				Foreign National		Grand Total
	A	I	C	W	A	I	C	W	Male	Female	
Candidates	5	0	0	0	8	0	0	1	1	0	15
Candidates in limbo	38	2	2	9	70	3	6	18	7	1	156
STUDENTS	181	1	6	9	399	9	24	54	10	14	707
<b>TOTAL</b>	<b>224</b>	<b>3</b>	<b>8</b>	<b>18</b>	<b>477</b>	<b>12</b>	<b>30</b>	<b>73</b>	<b>18</b>	<b>15</b>	<b>878</b>

The above tables clearly demonstrate the good progress made by SABPP regarding the representation of designated groups in terms of professional and student registrations, in addition to the staff profile.

# GET STARTED TODAY

AND GET ACCESS TO THE BENEFITS

## JOIN NOW

KICK START YOUR HR PROFESSIONAL CAREER WITH SABPP

MORE INFO  
[hrvoice.co.za/Students/info.pdf](http://hrvoice.co.za/Students/info.pdf)

REGISTRATION FORM  
[hrvoice.co.za/Students/register.pdf](http://hrvoice.co.za/Students/register.pdf)

EMAIL  
[students@sabpp.co.za](mailto:students@sabpp.co.za)



HOW DIFFERENT WOULD YOUR LIFE BE IF SOMEONE DIDN'T TELL YOU ABOUT

# SABPP?

REFER A FRIEND FOR PROFESSIONAL REGISTRATION



# AUDIT UNIT:

## HR Strategy

During 2015 the HR Audit Unit continued to refine the methodology, approach and process of HR Auditing. Through reflective learning approaches and feedback from the HR community and HR auditors, the HR Audit Unit was able to refine the audit training and HR audit approach.

## HR Audits

Another interesting outcome for 2015 was that 300 companies across the public and private sector were approached to do a self-rating assessment against the standard. The results of this survey showed that companies recognise that HR practices need to be further developed to meet the HR standard. Herein below are the ratings that were given by the organisations that were surveyed. Another dimension of the self-rating is that companies' ratings on HR strategy and measurement needed significant improvement. A further area for development for companies is to measure the impact of HR interventions and programmes. Some areas of the HR architecture require improvement.



Self-rating results from 300 companies

The results and scoring of the fifteen companies that were audited showed a comparatively different result. Herein below the ratings demonstrate that all audited organisations confirm the trend that companies need to develop the areas of talent management and HR measurement.

# AUDIT

## AUDITED RATINGS – OVERALL AVERAGE



Average scores from 14 companies that were audited

## Companies that were Audited in 2015



"A journey from water for a few to water for all"





## Key insights about HR Audits

- HR teams are generally more ready to be audited than they give themselves credit for.
- It is all about integration, alignment and communication.
- Fit-for-purpose.
- Size does not matter.
- Executive support is critical.
- Measurement, measurement, measurement

## Key events in 2015

HR Auditor training	January and July
HR Audits	15 audits
HR Audit Conference	15 November
HR Audit proposals	31 proposals



Auditors in training interacting during the tasks given at the HR Auditor Training in July 2015

## HR Auditors

Two groups of auditors were trained in January and July 2015 resulting in a total of 146 auditors trained in total by the end of December 2015.

Auditors undertake a training and development process, similar to a 360 assessment process. In the three-day training the theory of HR audit, the methodology of audit is shared and role-plays are done to evaluate the auditors understanding of the HR audit.

In addition, the auditors are required to do an open and closed book assessment. The assessment results need to be over 60% before progressing to the next stages. The auditor in training needs to provide references, a detailed CV, qualifications and sign a code of ethics.

Thereafter an auditor is required to be an observer of two audits and be evaluated by other members of the audit team.



Thank you for making a difference at SABPP and all the best in your future endeavours.  
(Christine Botha- Interim Head of Audit Unit)

African	62
Coloured	3
White	73
Indian	8

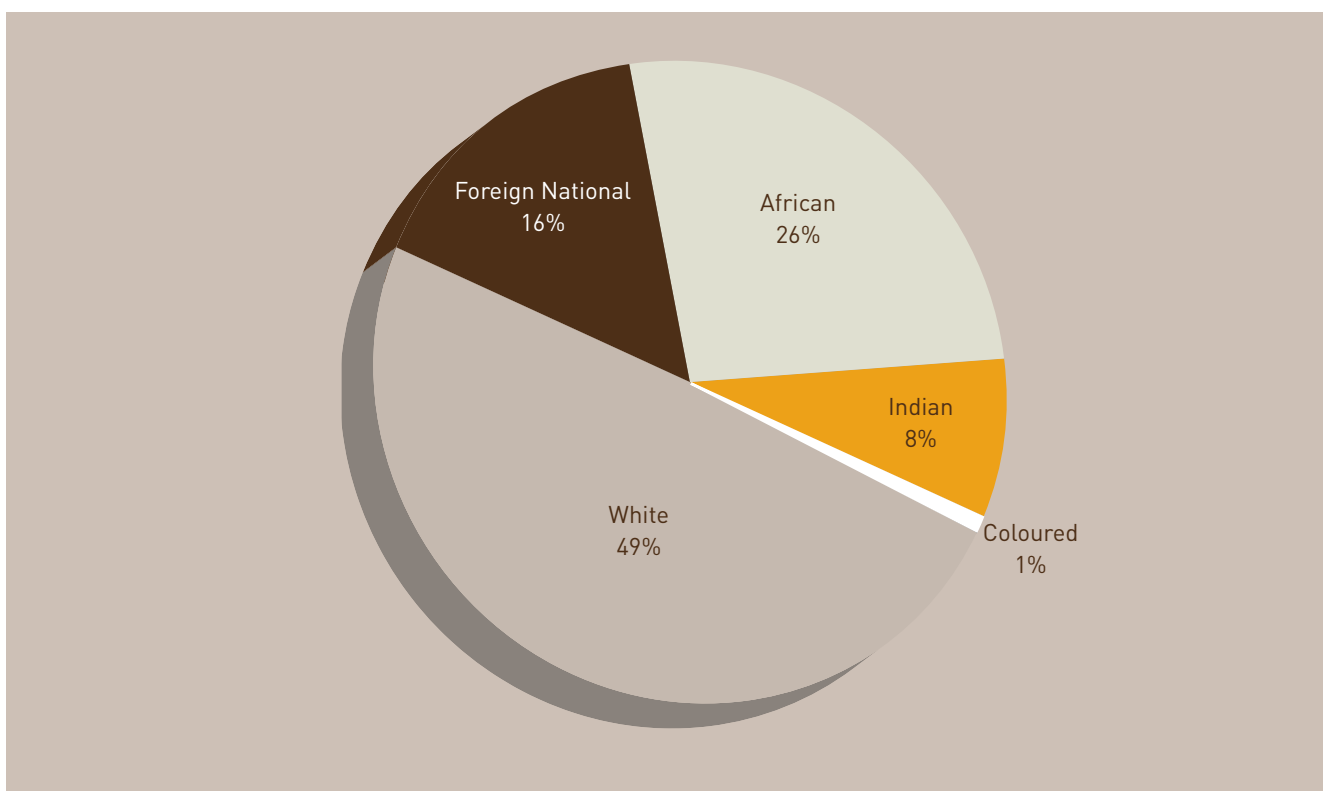
**Table 1: Auditor Profile**

The above demographic profile of the auditors reveal that the auditor profile is diverse but more can be done to improve the racial and gender profile of the auditors. The good interest from Lesotho and Swaziland resulted in a significant number of foreign national being trained as auditors.

#### SABPP HR Auditors

Occupational Level	Male				Females				Foreign National		
	A	I	C	W	A	I	C	W	Male	Female	Total
Lead Auditors	1	2	0	4	0	0	0	1	0	1	1
Auditors	16	1	0	29	22	8	2	39	0	23	23

#### Auditor breakdown as at 2015



During 2015 a total of 35 auditors and 9 lead auditors were certified. Herein above see race and gender of the auditors.

## Lead Auditors



Some of our proud certified auditors who did a fantastic job at one of the audits

### HR Audit Conference

The year ended in one-day strategic session to deliberate and review the 2015 HR Audit activities to date and to define a path for 2016. In particular, a SWOT analysis was used to identify the strengths and weaknesses of HR audit strategy, policies, systems and practices; and in addition the opportunities that can be leveraged and threats that need to be mitigated.



# PART C

## Strategic Planning



# TOP 10

highlights of the year  
were as follows:

1.

**The launch of HR Ethics Book:** SABPP through the Ethics Committee launched the first HR ethics book for South Africa. The book was written by members of the committee and the foreword and launch was officiated by the Public Protector, Advocate Thuli Madonsela in January 2015.



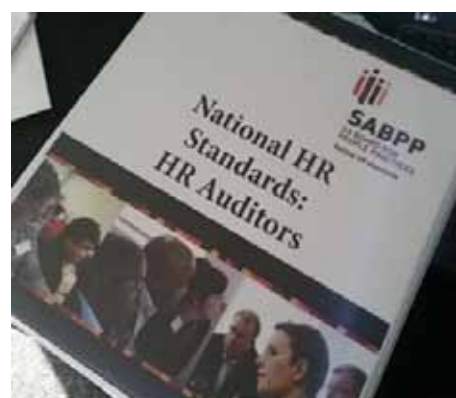
2.

**HR Professionals as Ex-Officio Commissioners of Oaths:** The Minister of Justice, Advocate Michael Masutha approved SABPP registered HR Professionals (four highest levels) as Ex-Officio Commissioners of Oaths in accordance with the Justices of Peace and Commissioners of Oaths Act.



3.

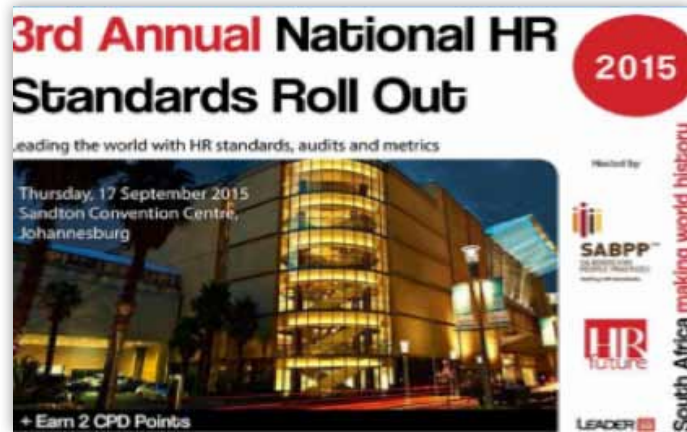
**HR Standards and Audits:** The standards have been accepted by Zambia, Zimbabwe, Lesotho, Swaziland, Namibia and more recently Angola and Saudi Arabia. Moreover, an Audit framework has been developed to audit companies against the HR standards.





4.

**3rd Annual HR Standard Roll-out:** We had a successful annual event in 2015. The event was hosted in conjunction with HR Future and Leader.co.za.



5.

**Proudly South Africa:** SABPP has satisfied the criteria for membership and has therefore been accredited as a member of Proudly South Africa.

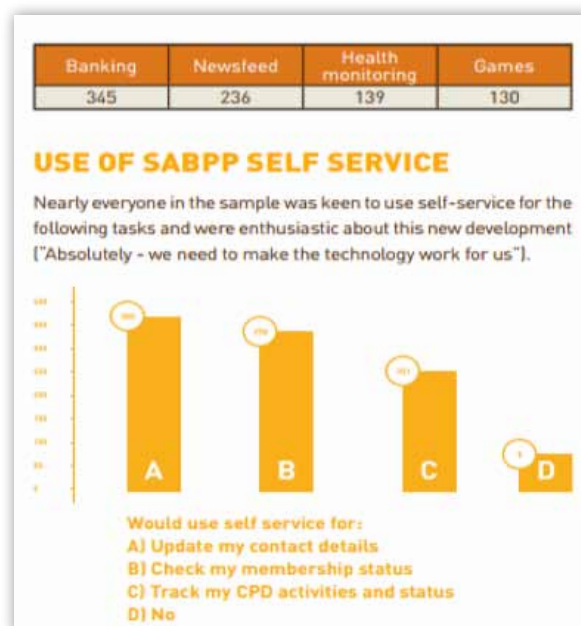


6.

**12th SABPP Board elections:** We are proud of our first online voting for the 12th board. For the first time in the history of SABPP voting was conducted online and audited by our external auditors. The number of voters increased more than double compared to those who voted for the 11th Board.

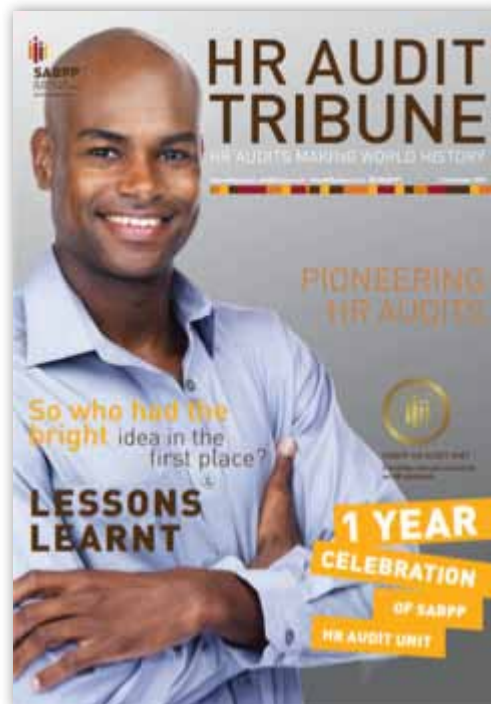
7.

**SABPP Online:** In 2015 we launched an on-line member portal. Members can now register online as we go green. Members can update their details and check whether they are fully paid or not. Professionals and the public can now verify the status of registered HR Professionals, as well as their designation and whether they are Commissioners of Oaths.



8.

**HR Audit Report:** The 1st Annual HR Audit Report was released in 2015. The HR Audit Tribune covers the HR Audit history, background, methodology, companies that have been audited as well as the reflections and lessons from HR Auditing.



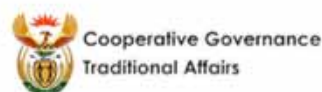
9.

**Africities:** Presented at Africities Conference (HR Standard supported by UCLGA).

#### ORGANISERS



#### IN PARTNERSHIP WITH



10.

**International recognition:** SABPP management interacted with HR leaders and/ or professional bodies from several countries abroad and attended the CIPD Conference in the UK.



*Marshall Pemhiwa, President of IPMZ and  
Marius Meyer, CEO of SABPP*

# THE YEAR 2015 IN REVIEW:

# 15

## successes achieved

*The year 2015 presented many reasons for reflection and celebration.*

On 20 November the current and new boards met in order to share ideas and to ensure a smooth transition from the old to the new board of SABPP. In essence, this joint meeting is the highlight of the SABPP Board succession plan. Thus, the year 2015 signals the end of the term for the 11th Board.

The 11th Board of SABPP (2012-2015) experienced a very successful term, in fact, we can go as far as saying that the term of office of the 11th Board has been one of the most significant in the history of SABPP.

In particular, the development and launch of the world's first National HR Standards will be remembered as the most exciting development in the history of the HR profession in South Africa.

We salute the outgoing board for this major achievement and we thank them for their hard work in overseeing and driving this successful milestone in the history of HR, not only in South Africa, but also globally.

**The 11th Board members of SABPP receiving their Board certificates**



## Let us use this opportunity of reflecting on the year 2015. It was another exciting and busy year for SABPP with 15 key highlights:

1. Launch of SABPP HR Ethics Book with foreword written by Advocate Thuli Madonsela, the Public Protector;
2. SABPP HR Professionals approved as Ex-Officio Commissioners of Oaths by the Minister of Justice and Correctional Services, Advocate Michael Masutha;
3. Third Annual National HR Standards Roll-out Conference at Sandton Convention Centre;
4. Many in-house and public HR standards presentations;
5. Our most visible year in terms of public conference exhibitions and presentations;
6. Reaching 15 HR Audits against the National HR Standards;
7. Growing the total of trained HR Auditors to 150;
8. Visits to 17 university campuses and several student chapters formed;
9. Green status in terms of uploads on the National Learner Records Database;
10. A new record of 974 HR professionals registered this year;
11. First online board voting system and a successful succession transition from the 11<sup>th</sup> to the 12<sup>th</sup> Board of SABPP;
12. Increasing our regional footprint to six provincial committees;
13. A visit to the top European HR professional body, i.e. CIPD;
14. More than 50 articles published in magazines;
15. Excellent growth in social media interaction with almost 8000 twitter followers, doubling the 4000 followers we had at the beginning of the year.

The above deliverables are clear evidence of the commitment of the SABPP Board, committees, management and staff to build the HR profession. The 15 highlights were all special events in the growth of the HR profession in South Africa. We trust that these milestones contributed to advancing the HR profession in several meaningful ways.

## Value adding products and services for members

In line with the above focus areas and to create value for SABPP members, the following products and services were offered during 2015:

- Discounted wall charts and desk flip-overs summarising the HR Standards as well as the complete HR Standards & Competency Model file and the Professional Practice Standards file;
- 12 month introductory free subscription to Knowledge Resources' Human Capital Review;
- Free membership of HR Forum, operated by Pace Consulting, for members to get on-line answers to common operational problems;
- Free monthly HR Voice newsletter with content relevant for all levels of HR practitioners;
- Free monthly Fact Sheets on a variety of topics;
- Discounted attendance at the events offered by the SABPP and also its alliance partners.



# FUTURE DEVELOPMENTS

Despite the achievements outlined in the previous section, it is essential to continue building momentum and ensuring strategic alignment, improvement and focus in moving forward. Over the next year, 2016, several actions will form the basis for leveraging the SABPP HR Voice strategy:

- Strategic session with the new SABPP Board to review the HR Voice strategy;
- Training of the new SABPP Board in Corporate Governance and the role of Boards;
- Further development of HR Professional Practice Standards in support of the National HR Management System Standard;
- Continuous awareness and capacity-building around the National HR Standards and HR Competency Model, e.g. by means of workshops and publications and the development of practical tools;
- Supporting our neighbouring countries to roll-out HR Standards and Audits, in particular Zimbabwe, Lesotho and Swaziland;
- More audits against the National HR standards overseen by a newly established HR Audit Council;
- Leveraging alliances for great impact;
- Launch of a National HR Academy to formalise and expedite national HR professional development on the HR Standards and Competencies;
- Increased visibility in the market and aggressive marketing campaign to mobilise HR practitioners towards professionalism;
- Further positioning of SABPP to function as a Quality Assurance Partner for the QCTO;
- Intensified social media strategy to engage with HR professionals and other stakeholders;
- Transforming our research department into a Knowledge and Innovation Centre in developing professional products and services to meet the needs of HR professionals;
- Continuous updating HR professionals and innovating the HR profession through knowledge created by research;
- Further development of HR Competency model assessment instruments and dissemination thereof, as well as workshops to improve awareness;
- Reaching out to business schools in influencing them to include HR standards in their curriculum;
- Launch of National HR Metrics with standardised HR measurements including a National Human Capital Confidence Index for South Africa;
- Roll-out of ethics workshops to empower HR professionals with knowledge and skills to be successful in the application of the SABPP Code of Conduct;
- Improving the capacity of the SABPP office to deliver on its mandate and to optimise the impact of strategic projects, including strengthening provincial committee structures and impact;
- Building a strong HR youth talent pipeline by launching more student chapters at universities;
- A stronger drive to accredit all universities in South Africa, including private universities;
- Achieving good reports during SAQA and QCTO monitoring visits for both the professional and quality assurance chambers;
- Launch of HR Citizen initiative to drive HR volunteering projects to fulfill our duty to society;
- Forming an HR Governance Steering Group to comment on the draft King IV Report and Code and to develop an HR Governance Framework for South Africa.

The above future developments will be overseen by the new Board elected during the last quarter of 2015.

# FUTURE DEVELOPMENTS



The SABPP Board and management are currently presented with the following opportunities and challenges:

### Opportunities

- National HR Academy to be launched to build HR Competence.
- Awareness and capacity-building in the application of the HR Standards.
- HR Audits to be done throughout the private and public sector.
- Launch of first set of National HR Metrics.
- Implementing the new CPD systems.
- Launch of a national HR volunteering initiative called HR Citizen to address socio-economic challenges.

### Challenges

- Getting HR people on the same page (the competency model and HR standard helped, but more work needs to be done)
- Building HR competence (we are still faced with different levels of competence)
- Expanding our resources and capacity to deliver on the needs of the HR market
- Socio-economic challenges such as inequality, unemployment, poor education, making it difficult for HR to deliver
- Inconsistencies in HR practice
- Many HR practitioners are still not adequately qualified
- Unethical behaviour by HR, line managers and employees
- Ensuring an effective provincial strategy in all provinces
- Leveraging alliances to advance the HR profession
- Continuing on the current growth strategy while running out of office space
- Tough economic conditions making it difficult for members to attend conferences and to pay and renew membership fees.



# OPPORTUNITIES

# CHALLENGES

# The composition of the **12TH SABPP Board (2016-2018)**

We are pleased to announce the new board that was elected by the SABPP members in September 2015. We are looking forward to all the contributions that the new Board will make during their term.



Mr Siphiwe Moyo  
(CHRP) | SABPP Chairperson



Prof Karel Stanz  
(MHRP) | SABPP Vice-Chairperson



Ms Vuyo Dwane  
(MHRP) | SABPP Vice-Chairperson



Mr Brian Matthee  
(CHRP)

# SABPP BOARD

# SABPP BOARD



Ms Mpolai Liau (CA)



Ms Sindiswa Ruth Maseko (MHRP)



Ms Delisile Gumbi (CHRP)



Ms Yolisa Ngxabazi



Ms Judith Nzimande (MHRP)



Prof Logan Naidoo (MHRP)





Mr Maropeng Sebothoma (CHRP)



Mr Xolani Mawande (CHRP)



Ms Thandi Thankge (MHRP)



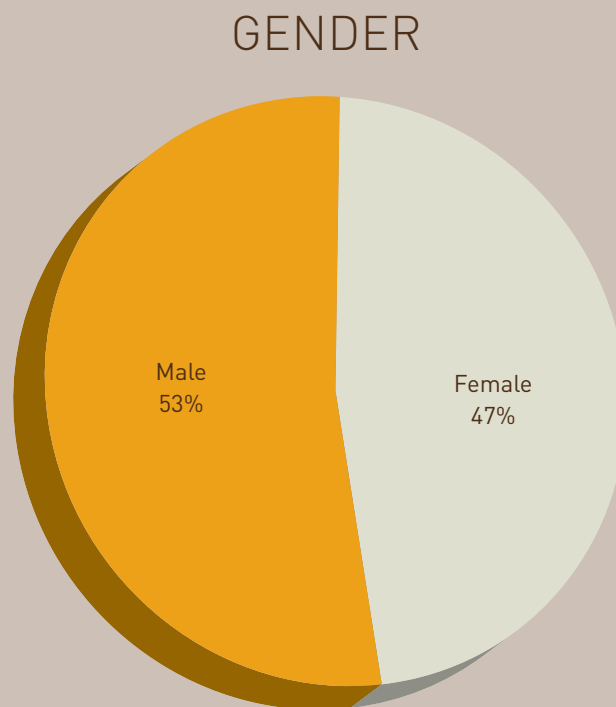
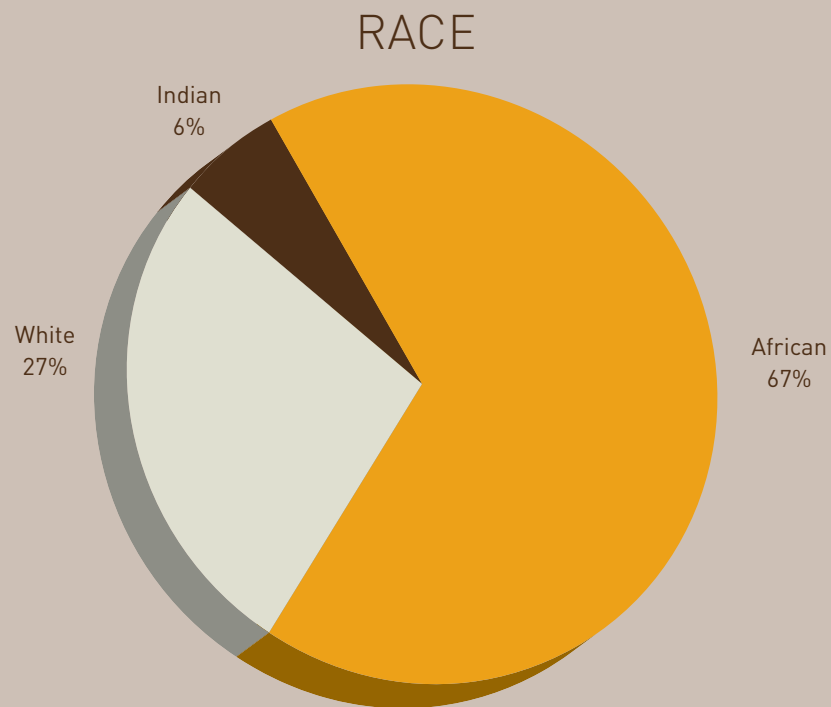
Mr Frank de Beer (CHRP)



Mr Marius Meyer (MHRP)



## 2015 - 2018 Board Equity status as at 31 December 2015



# CONCLUSION TO REPORT

The SABPP 2015 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. The year started with two major highlights within the first two months:

- Launch of SABPP HR Ethics book together with the Public Protector, Advocate Thuli Madonsela;
- Approval of SABPP HR Professionals as Commissioners of Oaths by the Minister of Justice, Advocate Michael Masutha.

Several other positive outputs were achieved throughout the year, culminating in the presentation of the South African Standards at the Africities Conference representing all African countries in December.

Moreover, the HR Standards journey continued with a high number of public and in-house workshops, in addition to several audits completed.

Building on these successes, the strategy HR Voice will require major focus in the continuous strategic transformation of SABPP. Major projects are planned for 2016 and clear capacity-building and action plans will be developed to execute the strategy.

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

Any comments about the 2015 Annual Report can be sent to the Governance Officer, Lindiwe Nombaca on:

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Fax: +27 (11) 482 4830

Email: [executiveoffice@sabpp.co.za](mailto:executiveoffice@sabpp.co.za)

Blog: [www.hrtoday.me](http://www.hrtoday.me)

Twitter: @sabpp1

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

**NOT AT THE CUTTING EDGE OF YOUR  
HR PROFESSION?**



**REFER A FRIEND**  
[professional@sabpp.co.za](mailto:professional@sabpp.co.za)

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