

FACT SHEET

JOB PROFILES



1. INTRODUCTION

The SABPP National HRM Standard refers to Job Profiles in relation to two aspects of HRM:

- Application Standard on Workforce Planning – recruitment para 4.3.3: “The job profile/specification used for recruitment should be approved by the line manager before recruitment. HR should ensure that these profiles/specifications:
 - support the workforce plan in terms of evolution of jobs and skills requirements
 - realistically reflect the requirements of the job and are not preventing advancement of previously disadvantaged persons.
- Application Standard on L&D – L&D plans para 5.3.2: “An L&D plan per individual (known often as IDP or PDP) should be agreed between employee and supervisor and be drawn up based on factors such as:
 - Job profiles specifying the required competencies
 -”

The SABPP Professional Practice Standards on Organisation Design highlights that maintenance of accurate documentation of the organisation structure is critical to various processes including job grading, remuneration and recruitment. The Professional Practice Standard on Recruitment states the following in the step by step process:

“Job profile

- Does a profile exist or does one need to be created?
- If it exists, is it still valid?
- Define pre-requisites for the job:
 1. Competencies
 2. Experience
 3. Qualifications
 4. Attributes.”

Clearly therefore Job Profiles are essential tools in HR Management. However, as will become apparent in this Fact Sheet, organisations’ approaches to, uses of and implementation of job profiling can be problematic.

This Fact Sheet will therefore cover definitions and uses of job profiles, challenges in writing and maintaining job profiles, good practice in writing job profiles, whether job profiles are appropriate in Agile organisations, skills in writing job profiles and HR’s role. A specimen template and a completed example are provided.



2. DEFINITION OF JOB PROFILES



The actual definition of a job profile appears to be contested ground, in that there is no agreement on the difference between related concepts such as job profile, job description and position description. As examples, see the following explanations derived from a quick search on Google:

“A job profile’s meaning varies depending on one’s perspective. If you’re seeking employment, this is a job description. The document contains the basic information that will help you decide if you’re qualified and interested in applying for the position. For managers and human resources professionals, a job profile is more detailed, providing information on how the job title and compensation were determined. The simpler version of a job profile is most helpful for people seeking jobs or trying to better understand their present position.”¹

“A job profile is an outline, a high-level overview of a position. It provides only general information about a particular position. In contrast, a job description is a written statement which includes the working conditions, scope, purpose, duties and responsibilities of a job along with the title of the individual to whom the position reports.”²

These two quotations also highlight the discrepancy in understanding what is a job and what is a position. This becomes important, for example, in coding organisation structures into software such as SAP. In SAP, a job is a collection of closely related positions where one position has one incumbent. So, if you have 12 call centre agents, you have 12 positions, but one job of call centre agent. Where a position becomes significantly different in content to other positions which were once thought to be all the same, that position may become a different job.

The CIPD Fact Sheet on Recruitment³ sets out as follows in relation to defining job profiles for the purposes of recruitment:

Job analysis

For both new and existing roles, it’s important to invest time in gathering information about the job from a variety of sources. This means thinking not only about the duties involved, but also the job’s purpose, how and where it can be carried out, the outputs required by the job holder and how it fits into the organisation’s structure. This analysis should form the basis of a job description and person specification/job profile.

Job description

The job analysis provides the information needed for the job description. This explains the requirements of the job to potential candidates and aids the recruitment process by providing a clear overview of the role for all involved. It can also be used to provide clarity during induction and later, on performance and objectives.

Person specification/job profile

A person specification or job profile states the necessary and desirable criteria for selection. The characteristics specified must be clear, demonstrable and avoid bias in wording.

Competency frameworks are sometimes substituted for job or person specifications, but these should include an indication of roles and responsibilities. See our factsheet on competence and competency frameworks.

1. <https://work.chron.com/meaning-job-profile-8625.html>

2. <https://careertrend.com/info-8430283-difference-job-profile-job-description.html>

3. <https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/factsheet#7036>

Another issue to be taken into account is definitions of jobs or restrictions on jobs set out in various regulations, Bargaining Council Agreements, the Organising Framework for Occupations (OFO) and so on. For example, certain trades are demarcated in the Metals Industry Bargaining Council – tool room fitter and plant fitter being cases in point. These demarcations do not constitute full job profiles, but must be taken into account. The OFO is dealt with in more detail in the next section.

For the purposes of this Fact Sheet, we will therefore concentrate on the job profile as described as the output of Job Analysis in the CIPD Fact Sheet above, viz:

Job purpose; duties involved; how and where it is carried out; the outputs required of the job holder; how it fits into the organisation's structure.





3. THE OFO

The OFO is an instrument to assist in the implementation of the National Qualifications Framework. According to the Skills Portal:⁴

“The OFO is a skill-based classification system, which encompasses all occupations in the South African context. The classification of occupations is based on a combination of skills levels and skills specialisation which makes it easy to locate a specific occupation within the framework.

A job is seen as a set of roles or tasks to be performed by an individual.

An occupation describes a series of jobs or specialised tasks, performed by an individual, which can be grouped together for the purpose of this classification.

Identified occupations are classified according to two main criteria - skill level and skill specialisation. The concept of a skill is used in the context of competency rather than a description of a task or function.

The skill level of a job or occupation is related to competent performance of tasks associated with a job or occupation. Skill level is an attribute of an occupation, not of an individual and can be measured by:

- The level or amount of formal education and/or training (Theory)
- The amount of previous experience in a related occupation (Work experience)
- The amount of on-the job training usually required to perform the set of tasks required for that occupation competently (Practical application).

It is therefore possible to make a comparison between the skill level of an occupation and the required educational level on the National Qualification Framework. *With the onset of the QCTO and the use of the OFO it stands to reason that HR departments will need to align or re-design profiles for all positions or occupations in a company as closely as possible to the description given in the OFO. [Our emphasis]*

This will be to the benefit of all employees in terms of education and training and will add greatly to the ease of achieving a qualification by means of RPL assessment. In addition, it will have advantages in terms of competency-based recruiting and selection efforts.”

A typical description in the OFO is:

132402	Logistics Manager
	Plans, directs, or coordinates purchasing, warehousing, distribution, forecasting, customer service, or planning services. Manages logistics personnel and logistics systems and directs daily operations.

It can be seen therefore, that although alignment of job profiles to the OFO is helpful for the national skills development system, the descriptions given in the OFO are inadequate for organisational purposes.

⁴. <https://www.skillsportal.co.za/content/understanding-organising-framework-occupations>

4. USES OF JOB PROFILES

Job profiles are central to the efficient and integrated management of people in an organisation. As emphasised in the SABPP National HRM Standard, the various components of the HRM System must work together and the interlinkages must be clear.



Therefore, the same job profile should be used for all these purposes.



5. CHALLENGES IN WRITING AND MAINTAINING JOB PROFILES

- 5.1** Job profiles must be aligned to organisational strategy and strategic priorities.

- 5.2** Those tasked to write job profiles must have a deep understanding of how the organisation works and what its business model is in order to be able to identify the most important outcomes of a job. A job profile should not be a long list of activities, it should consist of a series of headings which convey these important outcomes.

- 5.3** Job profiles are used for many different HR processes, as described in the previous section. This means that there will be many people reading and using the job profile who were not involved in writing it, so they must be able to read the content and derive from it what they need for their own purposes. One example here might be performance management – an employee is being disciplined for poor performance. The disciplinary investigation and enquiry must be informed by the standards set in the job profile.

- 5.4** Job profiles must be kept up to date and reflect organisational changes. There must be regular audits and also a mechanism which allows for line managers and job incumbents to signal the need for a review of the job profile. This review process should be designed to filter out trivial changes and concentrate only on substantive changes to outcomes and requirements of the job, not on extra or changed activities.

- 5.5** A balance must be found between describing the job as it ought to be done (which is the requirement for accurate job grading), and the job as the individual is actually doing it (which can be a career development path).

- 5.6** A balance must also be found between the “snapshot at a point in time” job profile and one which allows for rapid change in the workplace. (See also section 7 of this Fact Sheet.)

6. GOOD PRACTICE IN WRITING JOB PROFILES

A job profile must show clearly how a particular job differs from all other jobs in the organisation, and the difference must be significant. One example would be that of a bus driver – in some organisations a bus driver might drive a staff bus, which probably entails just driving on a defined route at a particular time; another bus driver might be driving up to Zimbabwe, which entails understanding cross-border requirements; another bus driver might be required to collect fares or check season tickets – which entails customer interaction.

A job profile should reflect the scope and depth/level of responsibility of the job, rather than the volume of activity.

A Google search will throw up numerous examples of job profiles. However, many of these would not meet the requirements of best practice, so it is not advisable to use these examples.

The headings of a job profile could be termed Key Performance Areas (KPA), but there is often a confusion between the terms KPA and Key Performance Indicator (KPI) – sometimes these are used interchangeably. It is better to only use the term KPI to mean those metrics or behavioural outcomes which show that a particular KPA has been achieved or not.

A typical length for a comprehensive but succinct job profile is about 5 pages. This underlines how important the summarisation into headings is. Research into brain science shows that the human brain works best with collections of around 5 items. Therefore, if the job profile can be written around 5 main headings or KPAs, the outline of the job is clearer.

The most important element of the job profile is an accurate and succinct description of the outcomes of the job, what the job holder is accountable for. As a simple example: “Keeps the reception area clean and ready for use”. The activities under this heading then describe how this outcome is achieved.

Appendix I shows a specimen format and Appendix II shows an example of a completed profile on a slightly different format. The sections required, as shown in Appendix I, are:

- Administrative details
- Purpose of the job
- Placement in the organisation structure
- Tasks: Result/outcome heading; activities
- Person Specification: qualifications, training, experience; competencies
- Other, which might include: decision making examples, communication examples.

This last section needs to be written by a well-trained job analyst in order to add value.



7. ARE JOB PROFILES AGILE?

Organisations today have to cope with continuous and rapid change, and one of the responses to this has been the development of the so-called 'Agile Organisation', which is a mindset and operates on certain principles adopted from a software development prototype. One of the features of work in an '*Agile Organisation*' is the extensive use of ad-hoc project teams which are pulled together to deal with particular issues. Staff members therefore move from team to team and it may be that they don't in fact have a core job. As Mark Bussin and Chris Blair remark in their 2019 book *The New World of Work*⁵, "It is important to note that it is most often not an entire organisation that adopts Agile, but rather the change/delivery arm of the organisation (IT, design and certain pockets of the business)."

Many jobs in organisations are therefore likely to remain with a largely defined and stable content, with maybe a certain percentage of time being allocated to these flexible project teams. This is not a new concept – the famous 3M way was to allow employees 15% of their time, if they so wished, to create and develop new products.

Job profiles are therefore also likely to remain an important tool in organisations, but positioning a job profile as the outline of a person's core responsibilities might be helpful in various ways. The idea of a flexible area around the core job can accommodate innovation and career growth. This flexible area should probably not be documented, but rather be monitored and recognised through other means based on achievement.

It must not be forgotten that many employees work in jobs which can be dangerous and, in these circumstances, adherence to operational procedures and the requirements of the job profile are essential for health and safety reasons.



⁵. Published by Knowledge Resources, Johannesburg

8. SKILLS IN WRITING JOB PROFILES

As mentioned in 5.1 and 5.2 above, the writer must understand the organisation and its unfolding strategy. The writer must also have a good technical knowledge of the work of the relevant department or function.

In addition, the following skills are important:

8.1	Analytical – to be able to summarise to a higher order (headings) while not leaving out important information;
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8.2	Interviewing – to be able to obtain good information from the line manager and job incumbent on the what, how and why of the job;
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8.3	Writing – job profiles require a particular type of language – it must be concise, pertinent, use the present tense, and use no adjectives or adverbs (“accurately” or “timeously” are normal requirements of any job, so the use of these adverbs adds nothing to an understanding of the particular requirements of this job).
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This list of knowledge and skills requirements indicates that writing good job profiles takes a lot of experience – it could take up to 40 or 50 job profiles written under supervision to get to the required level. It is not a task therefore to allocate to HR interns to work without supervision. The trainee job profile writer must write drafts and get critiques back. Practice does not make perfect without feedback.

Writing a job profile is an extra activity within the writer’s job, it does not entail an additional level of responsibility.



9. HR ROLE

A functional approach to defining the HR role in job profiling is to consider HR as the process owner and line managers as the content owners.

HR should therefore determine who is using the information, which determines what information is needed, and what the format should be, to ensure consistency. HR should provide a user-friendly, software-based system to store and retrieve job profiles. Some ERP systems provide very rigid formats for job profiles, this does not help to have useful job profiles, so where possible the software developer should assist to provide what the organisation actually needs.

HR should then train line managers, coach them and monitor how well they are doing. This does imply that HR should be

good at writing job profiles, so the job profiles of each job within the HR department should be exemplary.

A critical role is making sure that job profiles are up to date, so running the regular audit schedule and ensuring that updated profiles are in the system.

HR should ensure the involvement of appropriate stakeholders in determining and agreeing the content of job profiles. Because the profiles are used for so many purposes, the content can become contested ground, for example in determining job gradings. Organised labour may need to be consulted for bargaining unit job profiles, but the decisions on the content of jobs in the organisation should remain a management prerogative.

10. CONCLUSION

It is surprising, considering how central job profiles are to so many HR processes, how much contention and lack of consistency there is in what a job profile is and how it should be written.

What Job Profiles are	What Job Profiles are not
✓ A succinct description of the outcome and contents of the different jobs in the organisation as they should be done.	x Operational Procedures. x Descriptions of how the job holders would like the job to be.

HR as the process owner is responsible for ensuring that the importance and correct use of job profiles is clearly understood by everyone in the organisation and that the requisite system and skills are put in place.



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11. APPENDIX I – JOB PROFILE TEMPLATE



1. Job Detail

Job Title		Job Grade	
Department			
Date Reviewed			
Location			
Employment Status			

Purpose Statement	
Position in the Organisation	

Line Manager (2nd Level)	
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Line Manager (1st Level)	
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THIS JOB	
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Subordinates (1st Level)	
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Organisation Structure
Organogram showing job titles, staff numbers and reporting lines

2. Task Description

Main Outputs and Responsibilities - (Short description under each heading)			Level of Effort (%)
Result Area	Result	Action to achieve result	
1	1.1	1.1.1.	
	1.2	1.2.1	
Etc.			
TOTAL			

3. Job Specification

A) Qualification, Training & Experience	
Formal Education	
• Technical/Legal Certification	
• Experience	

B) Competencies	
Knowledge	
Competency	Description

Skills	
Competency	Description

Attributes	
Competency	Description

4. Other Requirements

Decision making
<p><i>What are the most regular and complex challenges in the job? Please provide a couple of examples of regular problems that need to be resolved and not ad hoc scenarios or cases.</i></p> <p><i>Also name the resources utilised by the jobholder to solve problems or make decisions, e.g. the internet, manuals, policies, procedures, external resources, etc.</i></p> <p><i>Typical planning cycle of the job – macro as well as micro planning. Also provide examples to elaborate on the answer.</i></p> <p><i>Micro:</i></p> <p><i>Macro:</i></p> <p><i>How long will it normally take before the impact of the judgement calls made by the jobholder will be felt in the business?</i></p> <p><i>What type of practices, procedures, policies, systems or outputs does the jobholder influence or change in his/her role at whatever level?</i></p>

Accountability / Limits of Authority
<p><i>What type of decisions can the jobholder take within his/her area of accountability and what type of decisions will typically be referred to the direct manager for sign off? Please provide a couple of examples of regular decisions or judgement calls the incumbent has had to make.</i></p> <p><u><i>Jobholder accountability</i></u></p> <p><u><i>Referral to Line Manager for approval</i></u></p>

Communication

Examples of the party with whom job holder is in communication and the context, range and complexity of subject matters being communicated. Includes internal and external parties.

Approved by 2nd Level Line Manager

Signature: _____ Date: _____

Approved by 1st Level Line Manager

Signature: _____ Date: _____

Approved by Job Incumbent

Signature: _____ Date: _____

Confirmed by HR Executive

Signature: _____ Date: _____

12. APPENDIX II – EXAMPLE OF HR MANAGER JOB PROFILE



PROVISIONAL JOB PROFILE (shown as an example of format, the contents are not necessarily offered as a good practice)

A.1 IDENTIFICATION	
Post Title	Manager – Human Resources / Industrial Relations and General Administration
Number of Jobs	1
Job Grade	
Date Grade Authorised	
Job Identification No(s)	Job Code xxxx
Name of Incumbent	

A.2 LOCATION OF POST (The Service Business unit and Sub Unit within which the post or posts are located).	
Division/Business Unit	Chief Executive Officer & Administration Unit
Department	
Branch or Section	

A.3
SURROUNDING POSTS
Immediate Superior:

Chief Executive Officer	Job Code xxxx
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Immediate Subordinates:

• Human Resources Clerk	Job Code xxxx
• Receptionist/Telephonist/Registry Clerk	Job Code xxxx
• Driver	Job Code xxxx

Others Reporting to same Superior:

• Manager, Accounting	Job Code xxxx
• Manager, Corporate Compliance, Legal Advice & Communication	Job Code xxxx
• Senior Manager, Special Contracts	Job Code xxxx
• Senior Manager, Contracting	Job Code xxxx
• Senior Manager, Planning & Information	Job Code xxxx

B.1
MAIN PURPOSE OF JOB

Develops, recommends and executes Human Resource policies, procedures and practices that:

- Ensure organisation's compliance with labour and employment legislation,
- Contribute to the achievement of corporate goals, and
- Enhance the utilisation and development of people in the organisation.

Also manages the provision of general administrative services within the organisation.

B.2 DUTIES OF THE JOB			
#	OUTPUT(S) / RESULT(S)	ACTION TO ACHIEVE RESULT	FREQUENCY
1.	Optimal corporate, team and individual performance in organisation.	Develops, implements and maintains the performance management plan, in conjunction with line management; monitoring goal setting and performance appraisals, ensuring the collation of skill development needs and provision of appropriate learning and development programmes.	
2.	Appropriate staffing levels maintained throughout the organisation.	Advises on recruitment and selection processes and administers the induction of new staff.	
3.	Sufficient numbers of staff of the required calibre are attracted to (and retained within) the organisation.	Advises on the remuneration, reward, employment benefits, skill retention and transformation strategies of the organisation and administers these (and oversees running of the payroll management system).	
4.	Effective transformation of the organisation.	Participates in strategy formulation and ensures accurate and timeous compilation of employment equity and workplace skill development plans and effective follow-up, in compliance with the relevant legislation.	
5.	Ongoing employment stability in a climate of sound industrial and employee relations.	Ensures compliance with all pay, employment, safety employment equity and other relevant legislation and requirements; administers the grievance and dispute resolution procedure of the company; and advises line managers and supervisors on related matters.	

**B.2
DUTIES OF THE JOB CONTINUED**

#	OUTPUT(S) / RESULT(S)	ACTION TO ACHIEVE RESULT	FREQUENCY
6.	Ongoing employee growth, learning and development with a high performance and delivery orientation	Advises on, formulates and administers the bursary scheme, training / workplace skills plan, performance management plan; formulates and advises on succession and career development policies and the organisation's performance management and reward programmes.	
7.	Effective administrative and support services	Ensures that the following administrative services required are performed effectively and continuously in line with Roads Agency expectations Reception, switchboard, deliveries/collections, office cleaning and housekeeping, central registry, correspondence, office equipment purchasing and maintenance and security services	
8.	Human Resources Department is able to fulfill its mandated functions	Provides effective leadership and direction of staff and continuously liaises with all line managers to deal with their HR related needs and issues.	
9.	Continuous improvement of own skills and capability	Completes Continuing Professional Development requirements every year; identifying and pursuing new challenges; and attending short courses to gain new skills.	
10.	Own performance is always able to be appraised accurately and reliably	Enters critical incidents in the system and keeps it updated.	

B.3

AUTHORITY OF THE JOB

This outlines the authority the jobholder has to make decisions (over and above job duties and/or delegations) or to take independent action without reference to a superior. Limits of authority may also be included (e.g. not permitted to...)

- a. Allocation of work to subordinates.
- b. Authorising leave / absence within department.
- c. Reallocate job duties among members of staff.
- d. Change work procedures within department and recommend policy changes for application throughout organisations.
- e. Authority to enter into contracts eg security,
- f. Procurement of office and other equipment

C.1

STATUTORY REQUIREMENTS OF THE JOB

State the statutory qualification, licence or experience required to perform the job.

N/A

C.2

PREFERRED REQUIREMENTS OF THE JOB

B Degree and registration as Chartered HR Practitioner. At least 8 to 10 years' experience, of which 3 in a managerial position.

C.3

PHYSICAL REQUIREMENTS OF THE JOB

(Only where directly relevant to the performance of the job)

1. N/A

C.4

SPECIAL CONDITIONS ATTACHED TO THE JOB (Specify)

	a. Must have practical working knowledge of relevant legislation.(See attached)
	b. Must be familiar with law of contracts and agreements, as it applies to employment

D: APPROVAL OF JOB DESCRIPTION

We the undersigned confirm that we were consulted on this job profile and that it is an accurate and correct reflection of the contents and requirements of the post.

TITLE	NAME	SERVICE NO	SIGNATURE	DATE
Immediate Superior				
Incumbent				

**APPENDIX: RELEVANT LEGISLATION
EMPLOYMENT**

- Income Tax Acts or Orders;
- Prevention of Corruption Act, 2006 (which is applicable to Directors of companies);
- Industrial Relations Act, 2000;
- The Employment Act, 1980;
- The Employment (Amendment) Act, 1997;
- The Public Service Bill;
- Employment Regulations, 1981;
- Regulation of Wages (Building and Construction Industry) Order, 1994;
- Wages Act, 1964;
- Occupational Safety and Health Act, 2001;
- Swaziland Public Service Charter;
- Public Service Pensions Fund (Amendment) Regulations, 1995;
- Employment Act (Exemption) Order, 1987;
- Labour Advisory Board Act, 1966.

ENVIRONMENT / HEALTH

- Environment Act, 1992;
- Natural Resources Act, 1951;
- Public Health Act, 1969.

FACT SHEET

DATE	NUMBER	SUBJECT
2016		
February	1	PRODUCTIVITY BASICS
March	2	SERVICE LEVEL AGREEMENT
April	3	TALENT MANAGEMENT: PAST, PRESENT AND FUTURE
May	4	BUILDING ORGANISATIONAL CAPABILITIES
June	5	CHANGE MANAGEMENT
July	6	INNOVATION IN HR
August	7	HR TECHNOLOGY
September	8	HR IN BUSINESS SUSTAINABILITY
October	9	THE LEARNING & DEVELOPMENT LANDSCAPE IN SA
2017		
February	1	MODERN SLAVERY
March	2	PENSION LAW FOR EMPLOYERS
April	3	THE GAME CHANGER: ROLE OF HR
May	4	HR GOVERNANCE
June	5	INTEGRATING SKILLS DEVELOPMENT, EMPLOYMENT EQUITY AND B-BBEE TRANSFORMATION
July	6	STRESS MANAGEMENT
August	7	REMUNERATION: RECENT TRENDS
September	8	HOW CEOs AND CHROs CAN USE THE SABPP TO CREATE EXCELLENCE IN HR MANAGEMENT
October	9	PEOPLE WITH DISABILITIES
November	10	RETRENCHMENT
December	11	THE SOUTH AFRICAN LEADERSHIP STANDARD

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DATE	NUMBER	SUBJECT
2018		
February	1	STRATEGIC HUMAN RESOURCE MANAGEMENT
March	2	BULLYING IN THE WORKPLACE
April	3	LISTERIOSIS AND FOOD SAFETY IN THE WORKPLACE
May	4	FLEXIBLE WORK PRACTICES
June	5	YOUTH EMPLOYMENT SERVICE
July	6	HR PRACTITIONERS AS EX-OFFICIO COMMISSIONERS OF OATHS
August	7	NATIONAL MINIMUM WAGE (NMW)
September	8	EMPLOYEE RETRENCHMENT
October	9	THE FUTURE OF YOUTH IN SOUTH AFRICA
November	10	BOARD EXAMINATIONS: A SIGNIFICANT STEP FORWARD FOR HR PROFESSIONALISATION
December	11	CHRONIC DISEASE MANAGEMENT: CANCER IN THE WORK PLACE
2019		
February	1	EMPLOYER VALUE PROPOSITION
March	2	QUALITY COUNCIL FOR TRADES AND OCCUPATIONS
April	3	RECENT TRENDS ON REMUNERATION GOVERNANCE
May	4	THE PROTECTED DISCLOSURES ACT
June	5	HR SERVICE DELIVERY MODELS
July	6	CREATING A SPEAK UP CULTURE AT WORK
August	7	JOB PROFILES

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