

CORONAVIRUS AND COVID-19



INTRODUCTION



The outbreak of the coronavirus and the Coronavirus Disease 2019 (COVID-19) has been categorised as a pandemic. This reflects the seriousness of the spread, infection rate and impact of the virus and COVID-19. It demands serious, deliberate and informed interventions by all stakeholders, from governments, organisations and their employees. To this end this factsheet begins with the key facts on the virus and COVID-19. This provides the necessary understanding of the virus, disease and its spread for organisations and individuals to respond proactively and reactively to the pandemic and its impact. The factsheet is structured as follows:

KEY FACTS ON THE CORONAVIRUS AND COVID-19	What is the coronavirus and COVID-19 disease? What are the symptoms of COVID-19? How does COVID-19 spread? Contact information
MANAGEMENT OF THE CORONAVIRUS PANDEMIC BY ORGANISATIONS	 STEP 1 Educate STEP 2 Comprehensive risk assessment STEP 3 Dedicated response and contingency plan and team STEP 4 Prepare employees for plan as well as flexible deployment and/or remote working
PROTECTION MEASURES INDIVIDUAL EMPLOYEES CAN TAKE	Hygiene, prevention and work behaviours
MANAGEMENT OF THE PANDEMIC BY THE GOVERNMENT	Ten major steps of the emergency plan for declared national disaster

The SABPP National Human Resource Management Standards can provide important departure points for the management of the coronavirus and COVID-19. The particular Standards one can consult are:

- Strategic HRM Standard
- Talent Management
- Risk Management
- Workforce Planning
- Wellness

In addition, the Factsheet on *Flexible Work Practices* can be instructive on response options such as remote working; and the Factsheet on *Listeriosis and Food Safety in the Workplace* provide pointers on organisational responses.

KEY FACTS OF THE CORONAVIRUS AND COVID-19

The global outbreak of the coronavirus and the world-wide, rapid spread of the Coronavirus Disease 2019 (COVID-19) that the virus causes are cause for serious concern for countries, organisations and its employees. The World Health Organisation (WHO), on the 11th of March 2020, categorised the coronavirus outbreak as a *pandemic*. This means the outbreak is not contained within localised geographies or sites, and there is now significant global and ongoing person-to-person spread of the coronavirus (BBC, *11 March 2020*).

The immediate priority for organisations is (1) the prevention of the exposure and infection of employees, (2) the prevention and management of the rapid spread of the coronavirus, and (3) management of employees diagnosed with COVID-19. These require an understanding of the virus, disease and its implications. The implications for organisations concern not only travel, meetings and offices. It includes the impact on the business and industry value chains and the workforce therein given the global pandemic. Thus, countries and organisations need to consider policy and executive-level proactive and reactive responses to the pandemic to protect their citizens and staff respectively. This includes the South African government and the organisations operating in the country given the potential risks of exposure and infection.

WHAT IS THE CORONAVIRUS AND COVID-19 DISEASE?

The **WHO** provides a comprehensive resource on the virus and disease. The new virus that is now causing a pandemic is part of a family of coronaviruses. The WHO gives the following description of the new coronavirus and the disease it causes:

"Coronaviruses (CoV) are a large family of viruses that cause illness ranging from the common cold to more severe diseases such as *Middle East Respiratory Syndrome (MERS-CoV)* and *Severe Acute Respiratory Syndrome (SARS-CoV)*. A novel coronavirus (nCoV) is a new strain that has not been previously identified in humans."

"COVID-19 is the infectious disease caused by the most recently discovered coronavirus. This new virus and disease were unknown before the outbreak began in Wuhan, China, in December 2019."

WHAT ARE THE SYMPTOMS OF COVID-19?

"The most common symptoms of COVID-19 are fever, tiredness, and dry cough. Some patients may have aches and pains, nasal congestion, runny nose, sore throat or diarrhoea. These symptoms are usually mild and begin gradually. Some people become infected but don't develop any symptoms and don't feel unwell."

The WHO notes that most "people (about 80%) recover from the disease without needing special treatment".

"Around 1 out of every 6 people who gets COVID-19 becomes seriously ill and develops difficulty breathing. Older people, and those with underlying medical problems like high blood pressure, heart problems or diabetes, are more likely to develop serious illness."

Denial, self-stigmatisation or stigmatisation by others is not helpful in the pandemic. The WHO states that people "with fever, cough and difficulty breathing should seek medical attention."

HOW DOES COVID-19 SPREAD?

"People can catch COVID-19 from others who have the virus. The disease can spread from person to person through small droplets from the nose or mouth which are spread when a person with COVID-19 coughs or exhales. These droplets land on objects and surfaces around the person. Other people then catch COVID-19 by touching these objects or surfaces, then touching their eyes, nose or mouth. People can also catch COVID-19 if they breathe in droplets from a person with COVID-19 who coughs out or exhales droplets. This is why it is important to stay more than 1 meter (3 feet) away from a person who is sick."

"Studies to date suggest that the virus that causes COVID-19 is mainly transmitted through contact with respiratory droplets rather than through the air." For example, a person with COVID-19 coughing.

CONTACT INFORMATION

National Dept of Health

0800 029 999 0600 123 456 (send the text 'Hi') https://twitter.com/HealthZA https://sacoronavirus.co.za/



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MANAGEMENT OF THE CORONAVIRUS PANDEMIC BY ORGANISATIONS

The key steps organisations can take is to educate, plan, prepare and respond appropriately and proportionately.

STEP 1

The first step for organisations is to keep their employees informed of, and up to date on, the virus, disease, risks and prevention measures. This can help avoid panic. There are many resources regarding this, including the *WHO*, the *South African National Department of Health, United Nations, National Institute for Communicable Diseases (NICD), Centers for Disease Control and Prevention (CDC),* and various news agencies. These provide situational, country and travel reports. For example, the South African Department of Health provides *travel advisories* and the CDC provides *risk assessment and resources* for travellers. The WHO produced an *introductory video* and an *online course* that can be useful as well.

STEP 2

The second step is the development of a comprehensive risk assessment. Given how the virus and disease can spread, and the need to provide a safe working environment (see the Occupational Health and Safety Act 85 of 1993), firms can consider and respond to the exposure risks and the risk for rapid infection in the following activities:

- group interactions and gatherings such as handshakes, meetings and conferences
- travel, international assignments and international deployments of employees especially to hotspots
- return of travelling employees to the firm's office or headquarters from hotspots
- day-to-day proximity and interactions within closed spaces such as offices, headquarters, production plants and buildings

The SABPP HR Risk Management Standard and the Employee Wellness Standard can serve as useful guides.

STEP 3

The third step is the development of a dedicated response and contingency plan and team to address the identified risks. The team needs to address (1) the **prevention** and **management** of exposure and infection, (2) **management** of **business continuity**, (3) **management** of **disruptions** to business continuity and the business value chain. This means developing a communication, prevention, contingent resourcing (for materials, supplies and staff) and wellness strategies. The SABPP Standards on Strategic HRM, Talent Management, HR Risk Management, Workforce Planning and Wellness can provide a departure point for developing these strategies. The below set of questions, adapted from an *Harvard Business Review* article, can prove to be helpful in how these Standards need to be considered together.

Nine questions for organisations to prepare for, and respond to, the virus and COVID-19

- 1. How can we best educate about, and protect our employees from, exposure in the workplace?
- 2. When should we exclude workers or visitors from the workspace?
- 3. Should we revise our benefits policies in cases where employees are infected with the virus and COVID19?
- 4. Should we revise our benefits policies in cases where employees are barred from the worksite or we close it?
- 5. Should we revise our policies or protocols on meetings, conferences, international and domestic business travel?
- 6. Should we postpone or cancel scheduled conferences or meetings?
- Have we maximised the use of alternate or flexible work practices, and our employees' ability to work remotely?
- 8. Do we have reliable systems for real-time public health communication with employees?
- 9. Are supervisors adequately trained for educating, preparing and managing our employees when using alternate or flexible work practices?

The table below provides some guidance in answering the above questions.

Prevention and management of exposure and infection

- Consider engagement and education programmes on the virus, COVID-19, and its prevention and management (see next section for behavioural changes)
- Provide infographics and guidelines on symptoms of virus infection and COVID-19, why the necessity of self-isolation or quarantine, and on the when, how, where to self-isolate (see section on government response)
- Change greeting protocols to avoid contact and maintain social distance
- Change office, seating and interaction protocols that ensure more than one metre distances between individuals where possible
- Substitute physical meetings and conferences with the use of virtual platforms and tools (from simple video calling of WhatsApp to Skype, Zoom, Microsoft Teams, Slack and other platforms)
- Prepare teams and employees for the use of virtual platforms and tools (see the next section on the etiquette for virtual meetings)
- Place travel restrictions to the *high and medium risk countries* identified by the government. On 16th March 2020, the high-risk countries include the European Union, United States, United Kingdom, China, Iran and South Korea.
- Employees returning from business or personal travels to high and medium risk countries may need to consider initial self-isolation and monitoring
- Promote hand-washing and other hygiene habits
- Provide and make accessible hand sanitisers and other disinfectant products to all employees and guests
- Ensure appropriate cleaning and disinfecting of offices and office and other equipment
- Ensure appropriate cleaning and disinfecting of eating areas, kitchen areas, visitor areas and other high traffic areas
- Consider leave and sick leave policies, procedures and allowances for self-isolation, medically mandated isolation, and quarantine
- Develop and strengthen wellness education, engagement and response, especially for vulnerable and exposure-risk employees
- Consult the group medical scheme where applicable on benefits for testing for the coronavirus and treating COVID-19
- Consider support groups for employees with coronavirus and/or COVID-19

Management of business continuity and disruptions

- Identify and develop contingencies for interrupted supplies and supply chains
- Identify and develop contingencies for interrupted business processes and business value chain
- Consult and develop plans for flexible and contingent deployment of staff where necessary
- Consult teams and employees on (1) their transportation and travel logistics to identify risks of exposure and not being able to travel to work;
 (2) how much of their work can be done remotely;
 (3) the living circumstance and the resources they have available to work remotely (such as phones, cellphone signal and internet coverage, data, and devices such as computers, laptops or tablets);
 (4) communication tools they have for call forwarding; and (5) the training and support they will require to work remotely
- Test organisation's networks for the additional traffic from remote working
- Prepare for contingencies where internet service providers are themselves impacted negatively by the virus and COVID-19
- Consider information and data security protocols for remote working and virtual meetings and conferences
- Consult the group medical scheme where applicable on benefits for testing for the coronavirus and treating COVID-19
- Explore employee benefits for infection with COVID-19 and the impact of the infection on group benefits, including extended leave allocations
- Consider support groups for employees with coronavirus and/or COVID-19
- Consult and develop plans for contingent staff and resourcing for business disruptions
- Develop plans for isolation of production processes, sites and plants where there are identified cases of the coronavirus and COVID-19
- Develop plans for emergency closure of production plants and offices where warranted

In their strategies and plans, organisations need to consider and may need to review their policies on leave, absenteeism, remote work, staffing, travel, and employee support and wellness. Here is a *link* to a crowdsourced document that provides examples of various company's response plans, policy choices, and resources for remote work and other alternatives.

Absenteeism can be challenging with the nature of the virus, its spread and the pandemic it causes. The table below discuss the challenges with differentiating between absenteeism and self-isolation and guarantine.

DIFFERENTIATING BETWEEN ABSENTEEISM AND SELF-ISOLATION OR QUARANTINE

- Employees are in "guarantine" after being in contact with coronavirus-positive individuals, which has been requested

The question that the employer needs to grapple with is how to manage these absences and how they will be accommodated

- as well?

Employers may need to consider special paid, sick leave (see this *article* for a discussion on it).



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STEP 4

It is important that organisations communicate clearly and prepare their staff for the response and contingency plan. This includes preparing staff for flexible deployment and/or remote work and the management thereof. To help get started, see the *SABPP factsheet on flexible work practices* by Dr Abbott; the below *resource*; and the table that follows. These provide pointers and guidelines for organisations to consider. The *resource* below outlines learning paths and courses for working remotely:

- 1. maximising the efficiency and productivity of remote work
 - i. time management
 - ii. time and productive mindset
 - iii. etiquette of online, virtual calls and conferencing
 - iv. presence on online, virtual calls and conferencing
- 2. managing the adjustment and the impact of remote work and the 'new work environment'
 - i. managing the stress of adjustment
 - ii. creating a 'workspace' at home to feel productive and thrive in
 - iii. building resilience for change and adjustments
 - iv. developing resourcefulness
- 3. remotely managing and leading teams
 - i. leading at a distance
 - ii. managing virtual teams
 - iii. building trust in virtual teams
 - iv. leading and managing virtual teams
- 4. developing literacy and skill with remote work productivity tools
 - i. installation requirements and guidelines
 - ii. learning the interface, video, audio and other tools of platforms
 - iii. learning how to utilise file sharing during meetings
 - iv. learning how to record meetings

The infographic below provides guidelines on effective and efficient online meetings.

GUIDELINES ON EFFECTIVE AND EFFICIENT ONLINE MEETINGS

In the wake of the COVID-19, online meetings are on the rise. For those of us who have been doing this regularly, it may not be difficult to manage. But many a times, people use online meetings for one-on-ones or for meetings where the attendees are in several geographic locations. But now, you may find that the number of attendees per meeting rising, and that people who are not used to doing online meetings must be initiated into online meetings.

Here are some guidelines to assist with ensuring that online meetings are effective and efficient.



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GUIDELINES ON EFFECTIVE AND EFFICIENT ONLINE MEETINGS

1. PREPARE IN ADVANCE FOR THE MEETING

- a. South Africa is not just managing COVID-19 we are also experiencing load shedding. One must take this into account when planning for online meetings. Try and schedule meetings taking into consideration the load shedding schedules at the various participants' locations.
- b. If the meeting is international in nature, consider time zone differences.
- c. Use platforms that enable one to record meetings. If participants are at home, they may not be as well-equipped as they are at work. Thus, recording meetings and then sharing such recordings may enable participants to catch up on what they missed if they got disconnected. Better still, if one can have a call-in option available, that would enable participants to call in to the meeting, in case their internet connectivity is unstable.
- d. In face-to-face meetings, the 'secretary' manages the administration, and the 'chairperson' manages the facilitation of the meeting. The same should apply to online meetings. In fact, this becomes more important in online meetings, as connectivity issues, document management, etc can be a bit more complex when meeting online. Please make sure that the person facilitating the meeting is not the one administering it. This avoids distractions and breaking the flow of the meeting. This, of course, does not apply to one-on-one meetings, as in such cases, managing online meetings are much simpler.
- e. Always set up everything way in advance of the meeting. If you are setting up the meeting, and do not know the technology or only have worked with it minimally, give yourself some time to understand what the tool can and cannot do.
- f. Plan for a longer meeting. If a face-to-face meeting is scheduled for 2 hours, plan for the online meeting to be 2.5 hours. Getting everyone on board and then managing technical challenges can extend meetings.

2. DURING THE MEETING

- a. Do not assume that participants know how to use the system being utilized for online meetings. Begin the meeting by highlighting and briefly explaining tools and functionalities that participants may be using during the meeting, even if such tools and functionalities are only being used later in the meeting. Another way to deal with this is to ask participants in advance if they are comfortable using the system that will be used. It may then be useful to set up meetings before the larger meeting to initiate specific participants, who may be uncomfortable with the system.
- Establish norms for online meetings. If the meeting is video based, everyone must turn their cameras on. This ensures that no one feels left behind.
 Furthermore, you may be able to pick up on communication cues that are very useful in face-to-face meetings. In fact, many a times, in face-to-face meetings, one taps into these non-verbal cues. So, making sure that everyone is on video as this enables people to participate more fully.
- c. Request participants to be present. In a face-to-face meeting, this is the equivalent of putting your phones and laptops away, so that you can focus on what's being discussed. Participants must be requested to close all other apps and open windows, especially if they are sharing screens, so that pop ups and other (embarrassing) interruptions do not distract the participants.
- d. Another important practice is to mute one's own audio, when they are not speaking. Background noise, especially at home, can be distracting. Muting does not mean that you are not participating. Most systems enable you to 'raise your hand'.
- e. The facilitator plays a crucial role during the meeting. Sometimes, audio may not be heard clearly between participants. The facilitator must try and paraphrase comments and repeat questions wherever possible so that everyone attending the meeting are clear on what was said. Also, when a decision is made, clarify distinctly that a decision is being made.
- f. The administrator or facilitator must check in with everyone after each discussion matter to ensure that any concerns or questions are addressed, before moving on from that point. This ensures active participation. It becomes especially important to check on silent participants.

3. AFTER THE MEETING

- a. Make the meeting recording available to all participants. Schedule additional one-on-ones if some participants couldn't connect or had connectivity issues.
- b. Evaluate what went well and what went wrong, so that those can be factored in for your next meeting. Ask participants to also give feedback so that their inputs can also be considered.
- c. Finalise minutes or action plans that emerge from the meeting and distribute to all participants. Be prepared to answer any related questions.

A little bit of preparation can go a long way in ensuring that online meetings are efficient, productive and rewarding.

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PROTECTION MEASURES INDIVIDUAL EMPLOYEES CAN TAKE

- Regularly and thoroughly clean your hands with an alcohol-based hand rub or wash them with soap and water
- Maintain at least 1 metre distance between yourself and anyone who is coughing or sneezing
- Avoid touching eyes, nose and mouth
- Make sure you, and the people around you, follow good respiratory hygiene. This means covering your mouth and nose with your bent elbow or tissue when you cough or sneeze. Then dispose of the used tissue immediately
- Stay home if you feel unwell. If you have a fever, cough and difficulty breathing, seek medical attention and call in advance.
 Follow the directions of your local health authority. Please consult the South African Department of Health's dedicated webpage, *https://sacoronavirus.co.za/*, on how and where to seek medical assistance. The hotline number is 0800 02 9999.
 The list of designated hospitals for managing COVID-19 can be accessed at *https://sacoronavirus.co.za/contact/*

If possible, avoid traveling to hotspots (cities or local areas where COVID-19 is spreading widely) and the government indicated high and medium risk countries – especially if you are an older person or have diabetes, heart or lung disease.

The South African government's dedicated website to managing coronavirus and COVID-19 provide the following important infographics.

SOCIAL DISTANCING GUIDELINES Social distancing refers to limiting public gatherings as much as possible AVOID Visit a local restaurant Take a walk Go for a hike Group gatherings Sleep overs Play-dates Visit grocery store Get take out Gardening ncerts eatre outings Pick up medication Visit the library Play in your garden Clean out a closet Athletic events Religious services Travelling Read a good book Listen to music owded Retail Malls ts and Gyms n-essential workers in Family game night Go for a drive r house Group video chats Stream a favourite show s Transit System ck on a friend Che ck on elderly neighbour



MANAGEMENT OF THE PANDEMIC BY THE GOVERNMENT

At the time of publication of the fact sheet, President Ramaphosa had declared a **national disaster** on the 15th of March 2020. The figure below provides a visual summary of the government actions that the President has announced. These have implications for domestic and international travel, testing, meetings and conferences for example.

The Big 10

Coronavirus/Covid-19 Emergency Plan



National State of Disaster Declared



Travel ban and visa cancellations for visitors from Italy, Iran, South Korea, Spain, Germany, US, UK and China from March 18



Schools to be closed from Wednesday March 18 to end of Easter weekend (April 18)



Gatherings of more than 100 people prohibited



Visa denial to anyone who has visited high risk countries



Enhanced testing of SA citizens returning from high-risk countries and those who have visited since mid-February



35 land ports and 2 sea ports to be shut



Non-essential travel by all levels of government stopped



No prison visits for 30 days



Any foreign national who has visited high risk countries in past 20 days will be denied a visa

Source: GCIS/Pres Cyril Ramaphosa statement, March 15 2020, Graphic: Ruci Louw

Source: GCIS

At the time of writing of the updated factsheet, President Ramaphosa had announced a *twenty one day national lockdown*. This is to decrease the rate and extent of spread of the coronavirus and COVID-19, which has been described as *flattening the curve*. To aid organisations and their staff during this challenging period and its economic aftermath of the South African government has announced the planned introduction of various initiatives, programmes and funds. These are detailed the table below. Do note that these need to be approved and published as regulations in the Government Gazette. The government is unpacking and formalising the details of these as they consult with relevant stakeholders.

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A dedicated *website* will be launched by the *Department of Small Business Development* with the required information and resources for funds for Small, Medium and Micro Enterprises (SMMEs). The *Department of Labour and Employment* will also provide updates on the National Disaster Benefit Fund, which aims to aid workers who have been negatively impacted by the pandemic. The Department has provided *guides* on compensation for workers negatively affected by the pandemic on its *website*; and published a *notice* in this regard in relation to compensation as defined in the Occupational Injuries and Diseases Act (130 of 1993 as amended).

EMPLOYER AND EMPLOYEE RELIEF MEASURES	 Planned measures include the following. A tax subsidy of up to R500 per month for the next four months for those private sector employees earning below R6 500 under the Employment Tax Incentive. This is aimed to help over 4 million workers. The South African Revenue Service will also work towards accelerating the payment of employment tax incentive reimbursements from twice a year to monthly. This will aid the cash flow of compliant employers. Tax compliant businesses with a turnover of less than R50 million will be allowed to delay 20% of their pay-as-you-earn liabilities over the next four months and a portion of their provisional corporate income tax payments without penalties or interest over the next six months. This is aimed at assisting over 75 000 small and medium-term enterprises. Exploration of the temporary reduction of employer and employee contributions to the Skill Development Fund.
NATIONAL DISASTER BENEFIT FUND	The details of the fund and its allocation and application process was not finalised at the time of publishing the factsheet. The aim is to pay Unemployment Insurance Fund benefits for up to three months to qualifying workers. See also the Department of Labour and Employment's Temporary Employer and Employee Relief Scheme and the Training Layoff Scheme .
SMME RELIEF FINANCIAL SCHEME	The Scheme will provide soft-loan funding for existing businesses in distress due to the coronavirus and COVID-19 pandemic. This will be for a period of six months from 01 April 2020. Extension of the term will be considered based on the need. Facilities for the informal sector and self-employed will be announced on Friday, 27th of March 2020.
BUSINESS GROWTH AND RESILIENCE FACILITY	Targeted at SMMEs who locally manufacture or supply hygiene and medical products in demand, such as sanitizers, detergents and tissue paper. The facility will provide for working capital, bridging finance, order and equipment finance, and stock of the actual business.
SEFA DEBT RESTRUCTURING FACILITY	The facility is for SEFA funded SMMEs and will entail a payment moratorium/holiday for qualifying SMMEs for a maximum period of six months.
SOLIDARITY FUND	The Fund aims to support initiatives dedicated to Protect, Detect, Care and Support in relation to the coronavirus and COVID-19 pandemic.

CONCLUSION

The coronavirus pandemic requires the active prevention, management and treatment by all stakeholders. Together organisations, their employees and the country as a whole can help contain the virus, COVID-19 and its negative impact. It requires a deliberate and sustained approach from all to see us through the pandemic. Be safe, consider others and be part of the solution.





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PREVIOUS EDITIONS OF THE FACT SHEET

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April	RECENT TRENDS ON REMUNERATION GOVERNANCE
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