



**SABPP™**

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*

# 2017

## ANNUAL REPORT

The Quality Assurance and HR Professional Body





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# PART A

## INTRODUCTION AND 2017 RESULTS





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# A brief historic overview of the SABPP

The Human Resource (HR) function is at the heart of all organisations in ensuring the achievement of business goals. This internationally recognised profession, more than any other, is responsible for transformation, sourcing, skills development and retaining talent and ensuring productive work relationships.

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

The SABPP was established in 1982, so the SABPP was set up as an autonomous body to be the standards and professional registration body for the HR profession. Over the last 35 years, the SABPP has registered more than 10 000 HR Professionals on five different levels of professionalism. In 2002 SABPP was recognised by the South African Qualifications Authority as an ETQA and in 2011 as a professional body. In 2013, SABPP made history by developing the world's first national HR Standards, followed in 2014 by an HR Audit Framework.

Moreover, the HR Competency model developed by SABPP provides a clear description of the competencies needed by HR Professionals.

Therefore, HR Standards, HR Audits, Competencies and Quality Assurance constitute the fundamental building blocks for professionalising HR Practice in South Africa.



# SABPP™

## SA BOARD FOR PEOPLE PRACTICES

*Setting HR standards*

# SABPP

## Timeline



# The purpose of the 2017 *Annual Report Summary*

We are pleased to produce our third annual integrated report. In this report, we are planning to share with you what we have achieved in 2017 and what we are planning for 2018. The report consists of the following three parts:

**Part A:** Introduction and 2017 results

**Part B:** Board, Committees and Student Chapters

**Part C:** Strategic Transition to 2018

## **Our Values:**

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

### Responsibility

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

## Integrity

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

## Respect

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

## Competence

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

# How to Become a *Member*



The SABPP is a professional body for HR practitioners in South Africa. The body professionalises the HR function to ensure that HR becomes an increasingly recognised and respected profession. There are three requirements that need to be met before a professional level is approved. The Professional Registration committee assess the applications and approve of the final levels however we advise the applicants to select the level that they think they might qualify for when completing the application form.

**The requirements for each level are as follows:**

**MASTER HR PROFESSIONAL** - Completed HR or HR Related Doctorate/ Masters + 6 years top HR management level experience + organogram

**CHARTERED HR PROFESSIONAL** - Completed HR or HR related honours + 4 years senior HR management level experience + organogram

**HR PROFESSIONAL** - Complete 3 years HR related degree/diploma + 3 years middle management experience + organogram

**HR ASSOCIATE** - Completed 2 years HR or HR related diploma + 2 years HR experience

**HR TECHNICIAN** - Completed 1 year HR or HR related Certificate + 1 year of HR experience

**HR CANDIDATE PROGRAMME** - Completed 3/4 years HR related degree/diploma and be gainfully employed

*NB: Should you acquire more experience or obtain a higher qualification you are welcome to apply for upgrade to higher level.*

“

We went against the grain. We didn't decelerate at all, we pushed through the tough times.

”



# Foreword by the Chairperson

## *Siphiwe Moyo*



**The only way out is through.....**

The South African economy grew by 1,3% in 2017, exceeding National Treasury's expectations of 1,0% growth announced during the National Budget Speech in February. The fourth quarter experienced the highest growth rate of the year, with the economy expanding by 3,1% quarter-on-quarter after a lacklustre start of the year. The economy is still not doing well but just like the former US Fed Chairman Ben Bernanke once said, I see some green shoots. It has been a tough year but indeed, I see glimmers of hope. All the economic data points are tilted to the upside albeit at a slower pace.

"Green shoots" or "glimmers of hope" is not how I would describe the year we've had as the SABPP though. We went against the grain. We didn't decelerate at all, we pushed through the tough times.

When you face challenging times, it is tempting to skirt around them or avoid, but as a team, we agreed that the only way out was through the tough times. And we faced them head on. Our team definitely worked very hard to achieve the results we've achieved. The Board had really tough, robust board meetings this year. The passion that my fellow board members have for this organisation and this profession is unparalleled.

On behalf of the Board, I would like to thank our CEO, Marius Meyer, our COO, Xolani Mawande, the Senior Management team and the staff members at the SABPP for working so hard and achieving all we have achieved for this year. It was a challenging year, but you pushed through it. To all our members, thank you for supporting the team. This is your profession. This is your SABPP. Let us continue working hard to build this profession together.



## Introduction by the CEO

*Marius Meyer*

In October 2017, SABPP celebrated its 35th anniversary. The year 2017 was a very successful year for SABPP.



Furthermore, the sustainable success of the HR Standards journey reached its fifth 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. Moreover, for the first time ever SABPP ventured into the domain of line management, by developing the world's first Leadership Standard.

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

We trust that the combined effort of all individuals and alliance partners played a significant role in advancing the HR Profession in South Africa, the African continent and indeed the rest of the world. It was a privilege to serve the HR community and other stakeholders during 2017. The significant milestones throughout the year as highlighted in this report, signifies another year in the evolution of the HR Profession and fills me with confidence that we can build on these achievements in achieving even greater successes in 2018.



# VISION

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

# MISSION

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

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

# Corporate Governance Report

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



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

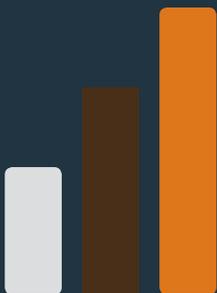
**Legal Deposits Act;**

- NPO Act;
- The NQF Act;
- Skills Development Act;
- Basic Conditions of Employment Act,
- Labour Relations Act;
- Protection of Personal Information Act (POPI);
- Electronic Communication Act;
- The Independent Code of Governance for Non-profit Organisations in South Africa;
- King IV code and Report on Corporate Governance in South Africa;
- International Financial Reporting Standards (IFRS).

To provide confidence to the SABPP stakeholders and members about the governance and sustainability of the organisation some changes were implemented in the year 2017.



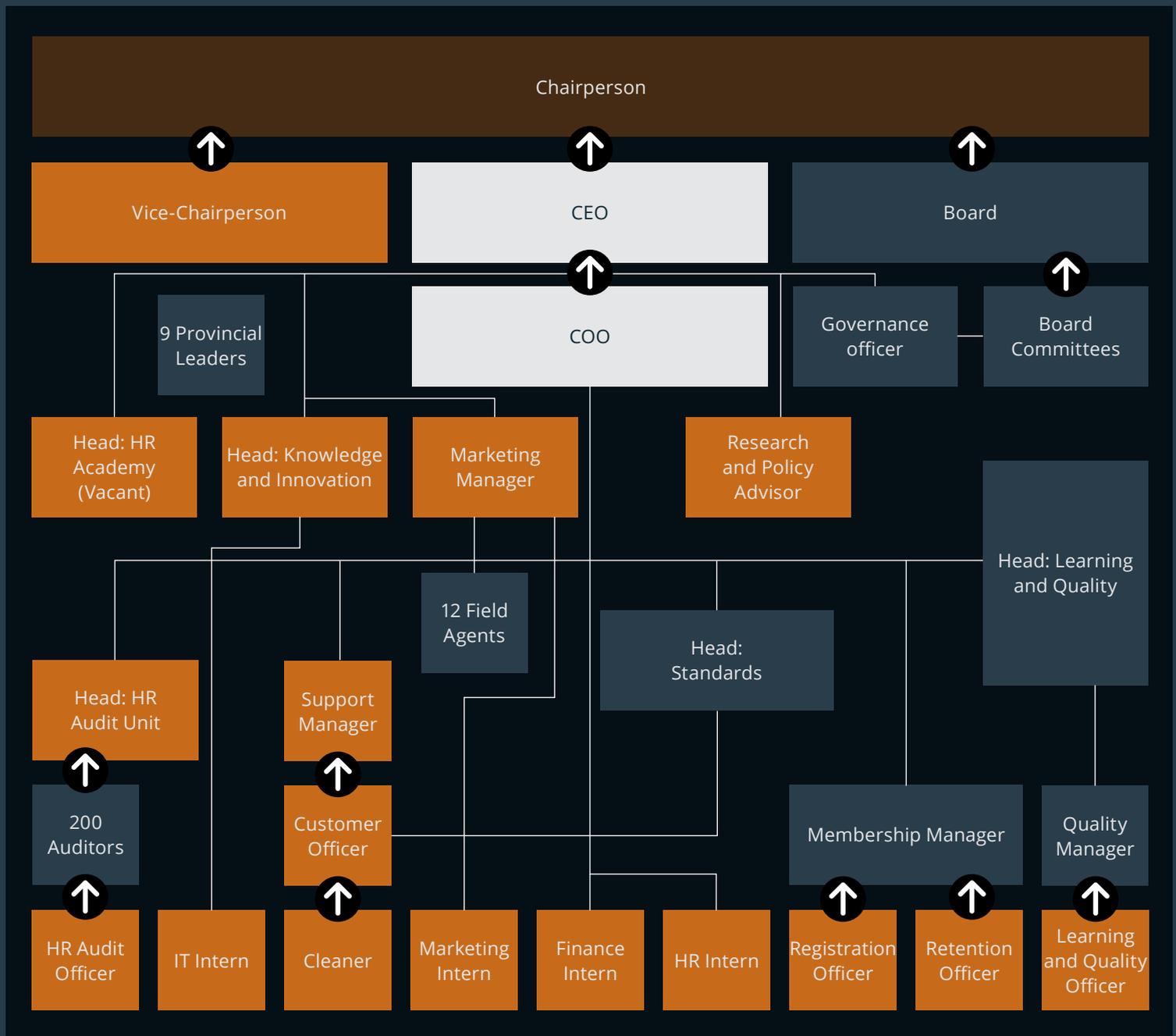
In January 2017, SABPP implemented changes in SABPP reporting lines. The Heads of Quality, Standards and Audits reporting to the COO (no longer to CEO) – these are three departments initially established by the CEO that can now function on its own while being managed by the COO;



The Marketing Manager reporting to the CEO (no longer the COO) in an attempt to drive a more aggressive marketing strategy during 2017. Below is the new structure:

# SABPP

## Structure 2017



# SABPP

## Code of Conduct

The SABPP’s code of conduct was reviewed. This policy articulates the SABPP’s commitment to the highest ethical standards in delivering its mandate. The primary responsibility is to ensure that all members of SABPP act in good faith and ethically beyond legal compliance.

### Individual Practitioner Commitments

As a professional HR practitioner, I commit myself to uphold and be loyal to the SABPP’s ethical values and standards. The core values of:

- **Responsibility**
- **Integrity**
- **Respect**
- **Competence**

I further commit myself to enhance and support the reputation of our HR profession through my personal conduct and my professional behaviour.

I serve society through applying my knowledge and skills in partnering with and serving managers and employees to:

- Make a difference to the

communities I touch;

- Develop performance, skills and quality of work life of all employees;
- Support sustainability of the organisation;
- Contribute to the economic and social development of South African society inside and in the external context of my organisation.
- Promote ethical behaviour within organisations

My part in living the four values is further elaborated on below.

### ETHICAL VALUES

#### 1. Responsibility

- I accept responsibility for the outcomes of my

decisions and actions.

- I accept responsibility to think proactively and anticipate positive and negative consequences of my decisions and actions.
- I accept responsibility to ensure compliance with the Constitution, laws, regulations, Codes of Good Practice, and my organisation’s policies and codes.
- I accept responsibility to work towards achieving SABPP’s HR Management Standards thereby living good practice.
- I accept my responsibility to assist in building an organisation fully representative of the broader population at all levels and which eliminates institutional racism and other barriers to equality, employment equity.
- I accept responsibility to bring

serious breaches of the SABPP's ethical values by other SABPP members to the attention of the SABPP in terms of the complaints procedure.

- I accept responsibility to work towards universal professional registration of people working in HR roles through encouraging colleagues to register with the SABPP.

### 2. Integrity

- I understand that my effectiveness as a credible activist HR practitioner rests on my personal integrity.
- I commit to build trust in me through acting with:
  - Honesty
  - Objectivity
  - Fairness of judgement
  - Consistency of action.
- I commit to declare and address actual and potential conflicts of interest as they arise in my professional and personal capacity.
- I commit to ensuring that I meet agreed expectations of the people I serve.

### 3. Respect

- I commit to upholding human rights as enshrined in the Constitution of my country and to make

human rights values part of my everyday life and language by listening, learning, communicating and educating, and by being open minded and impartial.

- I commit to treat everyone with dignity, fairness and respect.
- I commit to work towards eliminating discrimination of whatever type and to uphold the principles of anti-discrimination and anti-racism in the workplace and in society.
- I commit to work towards achieving equality and diversity and to ensure that prejudice and discrimination do not go unchallenged. I will follow all SABPP professional guidelines and standards promoting diversity in the workplace.
- I respect the confidentiality of information that is entrusted to me.
- I respect members of the various work teams of which I am part and ensure that I behave effectively as a team member.

### 4. Competence

- I understand and accept that it is our professional duty to integrate and apply sound human resource management principles, policies and practices in accordance with the SABPP's HRM Standards in all aspects of people management and to assess the value that we add.

- I commit to ensure that I am competent to perform my professional HR role and that I have a good understanding of the business of my organisation.
- I regularly assess myself against the expectations of the profession and the changing requirements of my roles and undertake personal and professional development where I have identified gaps.
- I make sure I keep myself up to date with knowledge in the HR field through continuing professional development.
- I ensure that I am aware of the limits of my professional competence and I refer to other professionals where appropriate.
- I commit to supporting my fellow HR practitioners in developing their competence including through role modelling and mentoring.

Below are governance activities that were achieved within 2017 as well as activities that are planned for 2018.

## Achieved

- SABPP hosted the first Chairpersons meeting in April 2017 to promote good governance across SABPP Committees. This meeting was a formal attempt to align all SABPP Committees processes to the new King IV code.
- In compliance to King IV (particularly principle 8, SABPP amended the Committee Governance document and all Committees terms of reference were amended accordingly.
- The SABPP Code of Conduct was reviewed and approved by the SABPP Board.
- SABPP formed an Ethics Sub-Committee that deals with disciplinary cases which affects SABPP members and the credibility of the HR Profession.
- SABPP re-formed 2 committees: Ethics and L&D Committee.
- SABPP structure was amended for improved impact, growth and sustainability.
- A Sponsorship sub-committee that is intended to assist SABPP to seamlessly acquire sponsorships in strengthening its financial position and sustaining the organisation was formed.
- Hosted the 3rd Annual Committees meeting to promote transparency, integrated thinking and provincial representation to strengthen governance at the regional level.
- Continuous monitoring of finances and risks by the SABPP Risk and Audit Committee.
- Formed alliances with other Professional and Governance Bodies.
- SABPP started to develop a fully integrated Quality Management System by hiring a specialist to assist SABPP on the journey to acquire an ISO (International Standards Organisation) certification.
- SABPP AGM took place in June 2017.

## Planned

- The 13th SABPP Board will be elected by SABPP members. The qualifications of all Board members applicants' will be independently verified by the verification agency MIE.
- The Ethics Committee members will attend an Ethics Workshop 1 and 2 to be facilitated by an expert Dr Penny Abbott;
- The SABPP AGM will take place in June 2018.
- SABPP will ensure that all Committee Chairpersons undergo in-house Corporate Governance Training.
- All Committees Annual Plans will be approved by the Board.
- HR Voice Strategy 2019 – 2021 will be introduced.
- Strengthening the HR Governance Committee to achieve national impact.



**@sabpp\_1**



**Linkedin/SABPP**

# Managing our Social and Environmental Impact

## CORPORATE SOCIAL INITIATIVES

SABPP is committed to sustainable and responsible environmental, social and governance (ESG) practices. Below are events that SABPP hosted in 2017;

### Mandela Month

- The SABPP and its HR Citizen Committee supports Harambee in accelerating youth employment in South Africa. On the 15th of July 2017, HR Managers of the SA Board for People Practices (SABPP) did mock interviews at the Harambee Youth Employment Accelerator, preparing unemployed youth for possible future job interviews.

Since interviews require a lot of preparation and can be very overwhelming for first time job seekers, this initiative not only prepares the youth but creates the opportunity for learning and dealing with employers' expectations.

- Harambee connects employers with first-time job seekers who are locked out of the formal work

economy. Harambee ensures that candidates go through professional assessments that match them to specific sectors and roles and prepares them for the workplace with the right behaviour and attitude. Harambee was established in 2011 and has successfully placed 30 000 candidates within the network of nearly 280 employers and has 85% job retention success. This includes candidates with disability.

### Orlando Children's Home

- In commemorating Nelson Mandela and in the spirit of Madiba month, we would like to thank the following parties for their charitable donations and in helping SABPP to make a difference in the lives of the less fortunate during Mandela Month. SABPP managed to collect 100 blankets which was donated to the Orlando Children's Home in Soweto on the 25 August 2017. Below are Training Providers that also donated to the project:

- Marieta Wasserfal – Developer and project coordinator for various training providers R1k
- Carl Muller – Thrive Wellness Hub R 1k
- John Sandys – Enjo Consulting (Pty) Ltd R 1k
- Organisational Development International (ODI) – 2 Duvets
- SABPP Staff donated – 10 blankets



Above:

Mpho Ramulifho (SABPP Learner),  
Derisha Pillay (SABPP LQA Officer)

**Fifth Training Provider Annual Award**

- This event was held on the 8th December 2017 at Regenesys Business School and was attended by 63 delegates (32 Training Providers). At this event providers and SABPP collected clothing for charity donation for the needy and underprivileged.



Above:  
Committee Members & Training Providers (Learning & Quality Assurance Department)

**Living Life Deliberately: HR Leaders as Wellness Champions**

- On the 22th August 2017, the SABPP and The Forever Changed Global Awareness Campaign partnered for the “Live Life Deliberately” event. “In celebration of Women’s month and creating the awareness of cancer, the event shared stories, research on the disease, preventative measures that include the practice of healthy organic eating and lifestyle choices. The SABPP promoted the leadership of HR professionals to create awareness on wellness and to understand the

impact cancer has on employees, colleagues and family members.

- The founder of The Forever Changed Global Awareness Campaign, Addi Lang, a cancer survivor, has driven the awareness to great heights and, creating new partnerships in the process.

Below:  
David Solomon Co-founder of Forever Changed Global Awareness Campaign, Kim Bell founder By Life’s Design, Lathasha Subban SABPP HOD Knowledge and Innovation, Tintswalo Cassandra Makhubele founder South African Congress of non-profit Organisations, Marius Meyer SABPP CEO, Representative of Sponsor Soaring Free Superfoods, Addi Lang Co-founder of Forever Changed Global Awareness Campaign



**Going green initiatives that were achieved in 2017:**

- SABPP introduced a paperless professional registration process and new membership registration to cut down on paper;
- Assessor and moderator application forms and supporting

documents are now submitted and evaluated electronically;

- Electronic assessment of portfolios for external moderation;
- Accreditation documentations will be stored on the flash drive rather than printed;
- CPD application forms and

supporting documents are now submitted electronically;

**Plans for going green in 2018**

- SABPP will start a journey of recycling;
- A green building project will be launched once SABPP moved to a new building.

# Alliances



## HR Collaboration Alliance

- We are proud to announce that three South African human resource (HR) professional bodies have formed a historic alliance over the last year. SABPP joined hands with the South African Reward Association (SARA) and the South African Payroll Association (SAPA) to advance HR at a national level.
- The three bodies have developed good relationships over the last four years culminating in the signing of a memorandum of agreement to establish a formalised HR collaboration alliance. The unique strengths of the three bodies will be leveraged for increased member benefits and for advancing the respective areas of specialisation.
- The South African Payroll Association (SAPA), in partnership with SABPP, developed and launched the country's first Payroll Standard on the 26th October 2017. The standard covers a broad range of requirements to which employers and payroll practitioners must adhere in ensuring that payroll is implemented effectively in organisations.
- As with King IV, the Payroll Practice Standard is not legally binding but a guideline for good practice and greater accountability from HR, finance and payroll practitioners.



## Leadership Standard

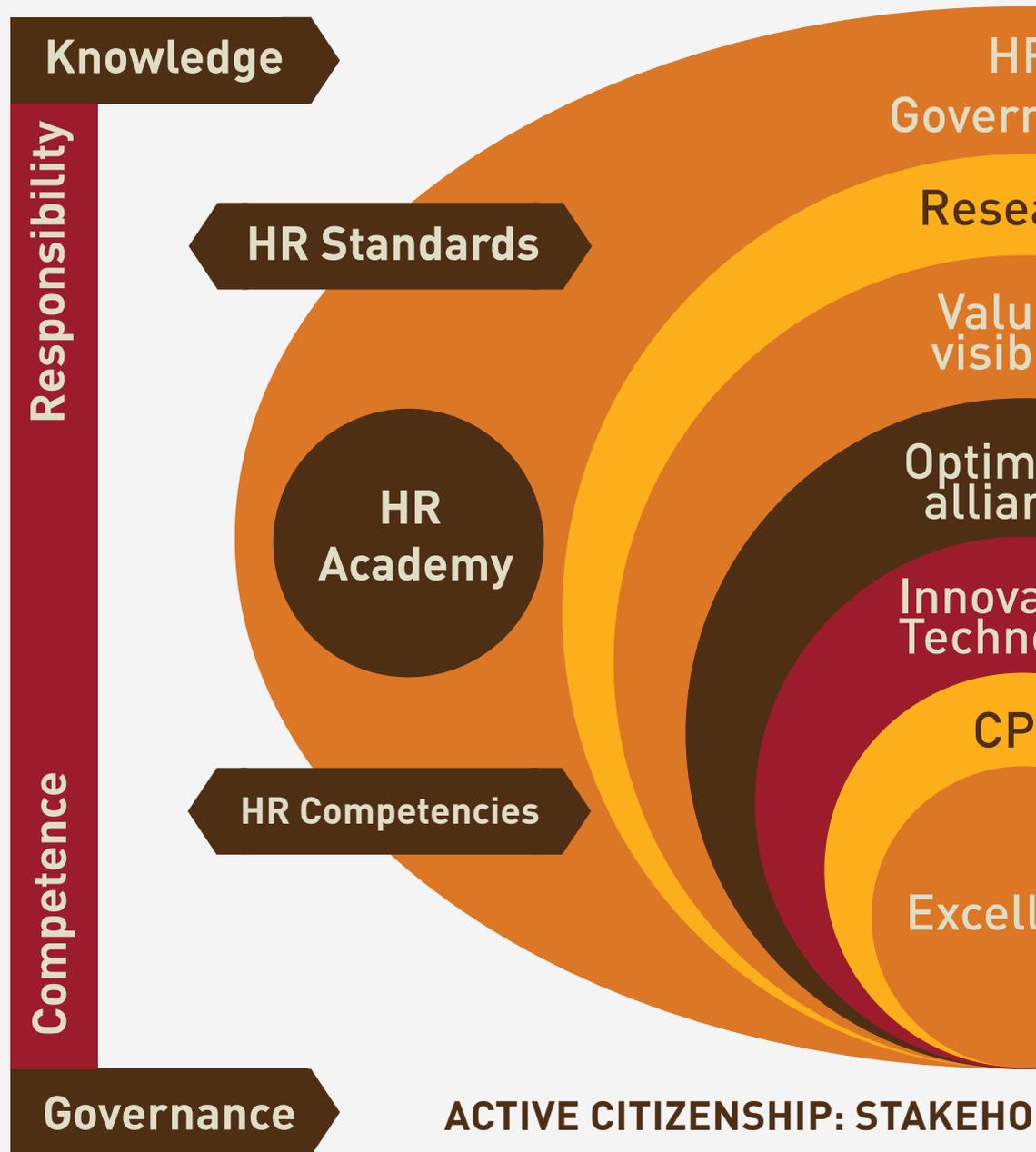
- SABPP together with Talent Talks launched a Leadership Standard. The consultative and co-creating methodology used previously by the SABPP when it formulated the HR Management Standards was used for this new Leadership Standard. A high-profile event was organised for the 14th September 2017 at which interested individuals from a wide range of South African organisations (private, public and non-profit) came together to consider and discuss what the content should be for the Leadership Standard. On the 26th October 2017 the Leadership Standard was successfully launched as a guideline for South African leaders on what good leadership practice is all about.



# HR VOICE STRATEGY: 2016

SETTING HR STANDARDS – SABPP: THE VOICE OF THE HR

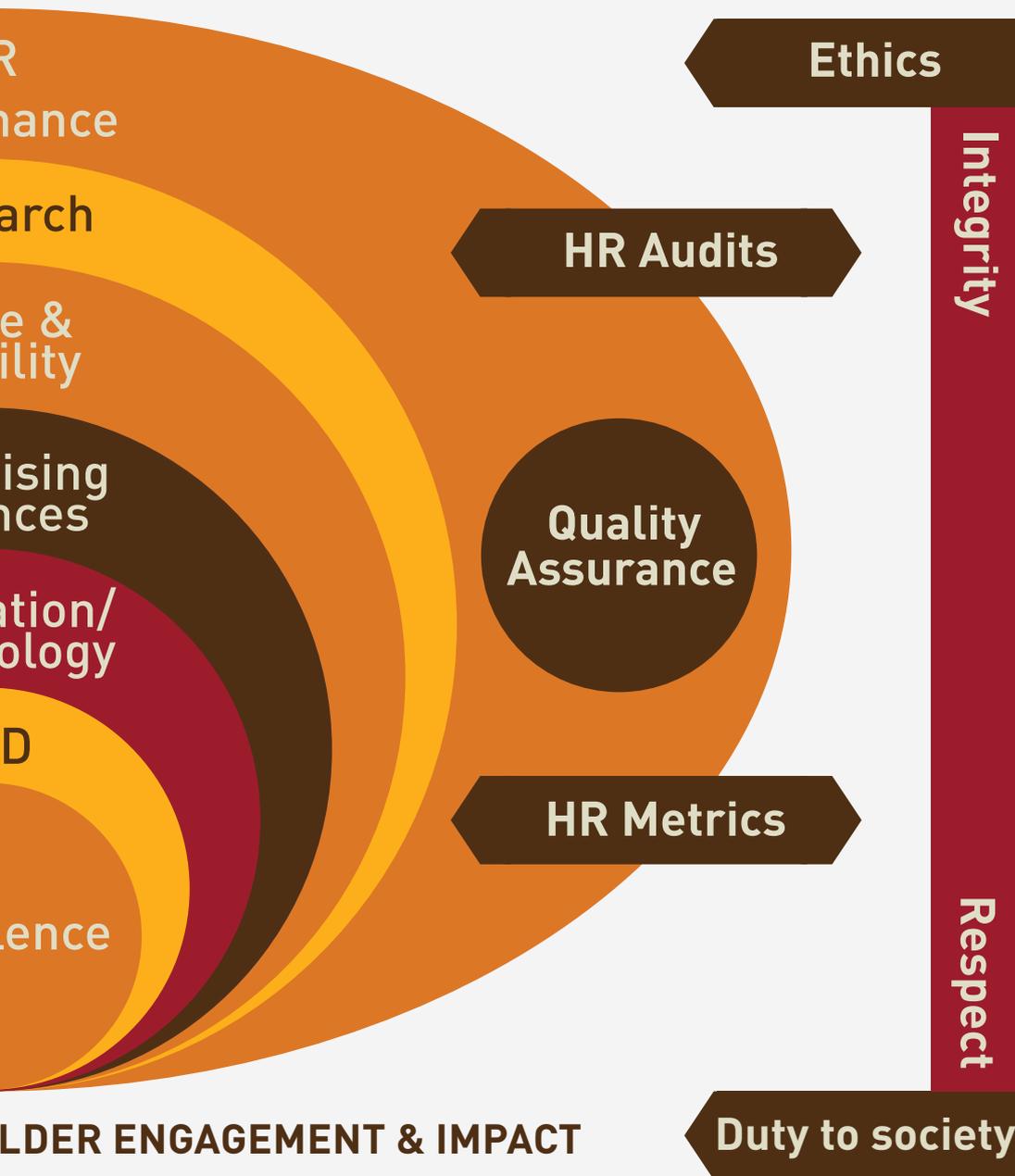
HR PROFESSIONALISM: 4 PILLARS, 4 PRINCIPLES



# 2018 PROFESSION



## VALUES, 6 TOP PRODUCTS, 7 PRIORITIES





## HR VOICE FOR HR PROFESSIONALS

### Human Resource Governance:

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

### HR Standards:

- UKZN, Pearson, Department of Transport, Metallon Mines (Zimbabwe), Central Bank of Lesotho (Lesotho), SANSA (Practice Standards), HR Standards Public Workshop, Zimco, Hillary Construction, VUT, ICASA.
- Facilitate two-day assessor/coaching workshop for supervisors on the HR Candidate Development Programme.
- Facilitate the HR Strategy session for ARC & Rand Mutual Assurance.
- Facilitate two HR Standards Public Workshop Facilitate two-day assessor / coaching workshop for supervisors on the HR Candidate Development Programme.
- In-house HR Standards Workshops – Concor, Wilmar Oils, North West – Rustenburg, Gold Reef City, Universal Leaf, Joburg Properties.
- SAPA & SABPP developed a payroll standard (Pilot on client in Sept 2017).

### Research on HR Standards:

- HR Governance – dissertation completed.
- Developing a tool based on HR Standards for Internal Audit to audit HR.

- HR measurement in a financial institution.
- Talent development practices enhancing employee engagement of human resources professionals.

### Company Visits:

- Universal Leaf, Metallon Mines, ECSA, Anglo Gold Platinum, Liberty Life, Imperial, Torre Industries

### HR Standards Training:

- In-house training for Gauteng Department of Health.
- In-house training for Pick 'n Pay.
- Inhouse training for Liberty Life.
- HR Standards Practice Standards (Universal Leaf and Joburg Property)
- HR Standards Public Workshops.
- Payroll standard and Leadership Standard (launched at the Leadership Standard Conference).
- HR Academy (Emotional Intelligence) for DNI
- HR Metrics: Progress with SAICA, CFO Mag.
- HR Academy: Planning framework for year, Strategic session.

## PROGRESS IMPLEMENTING STRATEGY



- Corporate Governance for HR Directors Conference, including King IV (23 Feb)
- Draft HR Governance Paper
- ISO HR submission to SABS & SANAS
- Global impact: India, USA, Botswana, Lesotho, Zimbabwe (joint statement IPMZ)
- Suppliers Day (17 February 2017)
- L&D Committee reconstituted
- SABPP Internal Competency Model and HR Standards
- 2017 AGM
- 2016 Annual Report
- Corporate Governance for HR Directors Conference
- Regional AGM hosted by KZN
- Submitted 2016 Report to Social Development
- Launched New Ethics Committee
- Relaunched the HR Governance Committee
- Code of Conduct Launched
- Fact Sheet on HR Governance
- Articles written in August and September on leadership, with the integration of ethics.
- Presented the SABPP standards to Parliament 28th September. This was based on a proposal for them to adopt the SABPP standards.



## HR VOICE FOR HR PROFESSIONALS

### HR Audits:

- Uthukela Water, TCTA, Lead Auditors session, 5 draft PPS Audit templates
- First audit in Botswana (DTCB)
- HR Audit training

### GCOGTA agreement and SLA signed

- Audits in 5 Municipalities - (Sedibeng, Tshwane, Lesedi, Emfuleni, Mogale City)
- Case study sessions for GCOGTA
- Awards function for GCOGTA
- Presentation to Lesedi
- Presentation to Emfuleni Executives

### Gauteng Department of Health

- Appointed as HR Partner together with IPM
- Various scoping meetings, workshops with MEC, GGD, HR team, IPM and SAICA.
- Bi-monthly SABPP & IPM coaches meetings

### Quality Assurance:

- Received Green status from SAQA on NLRD uploads, its quarterly audited
- 49 providers accreditations
- 40 assessor/ moderator applications

- The LQA Department has introduced a “Code of Conduct” for all its accredited training providers. This code will hold them accountable and responsible for managing their training
- QCTO visited and discussed the trends and challenges in the industry.
- LQA Committee held 2 accreditation sessions as well as conducting the 3rd Annual Training Providers Forum – 28th July 2017.
- CPD Committee met on the 26th July to discuss the e-platform for members to record and manage their own CPD Records. This session was facilitated by Onezone digital – Service provider for YM System.
- Higher Education Committee has approved the CPUT Remediation Accreditation Report.
- Higher Education Committee has approved 2 institutions towards their renewal of accreditation: Southern Business School and University of Pretoria
- Remediation of Cape Peninsula University of Technology Accreditation was approved

# PROGRESS IMPLEMENTING STRATEGY



## HR VOICE STRATEGY: 2016-2018

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



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



# R

## HR VOICE FOR HR PROFESSIONALS

### Research & Development (R&D):

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

Academic research by the following universities supported:

- Stellenbosch University
- University of South Africa

- North West University
- Tshwane University of Technology
- Management College of Southern Africa

# V

## HR VOICE FOR HR PROFESSIONALS

### Value & Visibility:

- All HR generalists and specialists in the 8 areas of HR specialisation will receive value in terms of the delivery of HR products and services (toolkits, templates, discussion forums, networking), in addition to the advocacy role in advancing the HR profession.

### Radio and TV Shows:

- Chai FM interview
- SA FM

- 2 TV appearances
- Conferences/Presentations:
- Skills Development
- IMPSA
- Knowledge Resources
- Eventful Group (SAP)
- Tropics

## PROGRESS IMPLEMENTING STRATEGY

# R

- HR Voice magazine and Fact Sheets.
- Number of articles: 70 plus 10 factsheets
- Women's report (2017)
- 4 Newspaper articles
- Research Published by Napo Merriman  
Mohloai: A Feasibility Study into the Effective Use of Human Resource Governance for Sustainable Corporate Performance of Retail Companies in Johannesburg
- Assisting Prof Anita de Bruyn (UNISA) to use the SABPP ER Audit tool on NGOs.

## PROGRESS IMPLEMENTING STRATEGY

# V

- Reached 5 463 people on LinkedIn.
- Reached 12.8K twitter followers.
- Instagram followers: 148 (475 items).
- Presented at NWU (Potchefstroom) and UFS
- Mentorship Capacity Building Workshop
- Meetings with HR teams:
- PPS, Solidarity, Anglo American, Sobethu, Pearson Group, PWC, NTE, White River Saw Mills, Joburg Property, Insure Group, Medihelp, Sumitomo Rubber SA, SASRIA, Gautrain, Debswana, Botswana Airways, Oceana, Medscheme, Department of Transport, Comair, Nedbank, Omnia, NWU, SAICA, Sibanye Gold, Godrej, Kwese TV, Gibbs, Redefine, Smollan, Aveng, Sandvik, OUTsurance, Nuworld
- Eastern Cape Committee Event.
- Presented Ethics training in Bloemfontein
- Joined events and exhibitions at partners events



## HR VOICE FOR HR PROFESSIONALS

### Events:

- Ethics Foundation (26 Jan)
- Mentorship Capacity Building (09 Feb)
- Rethink HR and Social Media (17 Feb)
- Corporate Governance for HR Directors (23 Feb)
- Ethics Foundation (28 Feb)
- SABPP/SARA: Dates for the Annual Tax Update (15 Mar)
- Corporate Governance Seminar - Free State (16 Mar)
- Ethics Foundation (24 Mar)
- Corporate Governance for HR Professionals - Western Cape (24 Mar)
- Ethics Foundation (26 Apr)
- Financial Wellness and Pension Law Seminar (09 May)
- Mpumalanga Highlights Event (11 May)
- Organisation Design Workshop (16 May)
- Ethics Foundation (25 May)
- Ethics Foundation Workshop – Bloemfontein (25 May)
- HR Risk Mitigation Breakfast (31 May)
- Building Professional Communities & SABPP Annual General Meeting (22 Jun)
- Ethics Foundation (26 Jun)
- KZN Annual General Meeting (05 Jul)
- Powerful Morning Talk on Transformation (12 Jul)
- Ethics Foundation (20 Jul)
- Ethics Foundation (07 Aug)
- HR Measurement and Metrics Western Cape (18 Aug)
- Cancer in the Workplace (22 Aug)
- Free State - Afternoon Session SABPP & SASLAW (25 Aug)
- Ethics Foundation Workshop (30 Aug)
- Ethics Foundation (28 Sept)
- Western Cape - Annual General Meeting (06 Oct)
- Ethics Foundation (26 Oct)
- Ethics Foundation (23 Nov)
- Ethics Foundation (07 Dec)



## PROGRESS IMPLEMENTING STRATEGY

- CTI graduation
  - SABPP Ethics conference
  - SABPP awarded WSU – Ibika Campus Accreditation which was attended by Academic Staff from various Campus and Student Total 300 people in attendance.
  - Leon Steyn Transformation in 28 days
  - Pieter Marais Kontexit
  - 4th Annual Conference: Emergence Growth Human Capital
  - Women in HR conference
  - African Womens Leadership Symposium
  - Gauteng Growth Development Agency (GGDA)
  - KZN Treasury
  - E-Gov (Gauteng Treasury)
  - HRUF
  - Campus visits – DUT (PMB), CUT and UFS
  - Northwest University (student launch)
  - Talent Management Learning Exchange (Ethekewini Municipality)
  - Nadeosa Conference, Bloemfontein
  - HRBP – JHB, HRBP - Cape Town, AMIHRP, Cape COC, ORT HRD Council
  - Stefanutti Stocks during their strategy session, Concor, Barloworld Kumba Resources and Transnet.
  - Euro steel visit
  - Partnering with EGN forums
  - Presented at the following Conferences: Tropics, Africa Business Summit 19th October 2017, Eventful Group, Knowledge Resources, Monash, Intergovernmental Summit, ACSG, Concor, KR (CT, Pta and Durban) and AENSA
  - Master of Ceremony Addi Lang Cancer event 22 August
  - Presented at 2.0 Conference 3rd and 4th October 2017
- Citizenry:**
- MTN Walk the Talk (HR Citizen)
  - Knowledge Mentoring Nation Building Project
  - Blanket donation
  - Harambee Interviews
  - Women’s Report

# O

## HR VOICE FOR HR PROFESSIONALS

### Optimising alliances

- Several value-adding alliances will be formed with HR and other organisations to strengthen the HR profession.
- NGA Africa
- EGN SA
- SARA
- EES-SIYAKA
- QBIT
- MERCER
- ACSG
- SIOPSA
- Nelson Mandela Bay HR Forum
- IPM South Africa
- IPM Swaziland
- USB-Ed
- Talent Talks
- Rising Stars
- Cape Media
- Knowledge Resources
- Wits Plus
- Partners for Possibility

# I

## HR VOICE FOR HR PROFESSIONALS

### Innovation & Technology:

- The SABPP team and committees will be empowered with the necessary resources and capacity to drive the process of innovating the HR profession and leveraging technology in the process.

## PROGRESS IMPLEMENTING STRATEGY

# O

- SARA and SAPA (HR Collaboration Alliance)
- EES Siyaka (Employment Equity awards and conference planning for 2018).
- More to HR Global India Alliance.
- Wits (leadership)
- Leapfrog (App)
- Profiles International
- EGN forums
- Adv. Makhado Ramabulana (MOU)
- Cowen Harper
- Emergence Growth Human Capital
- iFacts
- Ethics Institute
- Assessment Centre Study Group
- Forever changed (Cancer)
- Talent Talks (Conference and articles)
- Cape Media
- Mentoring 4 Success Alliance (Nation-Building) – Inkaba Training Academy
- Labournet (Internships- EOH)
- Monash SA (Future Workplace)
- Partners for Possibility (in schools)

## PROGRESS IMPLEMENTING STRATEGY

# I

- One Zone launched new MIS/portal) on 1 Feb, including new website;
- NSG e-Learning project
- Final planning for SABPP App
- YouTube and Social Media clips



## HR VOICE FOR HR PROFESSIONALS



## HR VOICE FOR HR PROFESSIONALS

**CPD:**

- By means of our CPD programme, and other forms of capacity-building, key competencies for HR professionalism will be outlined and developed to ensure that HR professionals are applying the latest trends and leading practices in the field of HR.

## PROGRESS IMPLEMENTING STRATEGY



- Social media session for members (17 Feb)
- Paperless professional registration (from Feb)
- Revamp HR Audit website content
- SAPA & SABPP developed a payroll standard
- 8 self-assessment tools on HR Professional Practice Standards were launched at the Leadership Standard Conference.
- Met with AGSA to investigate how HR Audit can assist with performance audits in government
- Members can now print their own certificates and invoices from the Onezone system.
- Online Evaluation of professional registrations implemented. Aim is to be 100% paperless by end of the year.
- Paperless – All PR old files (2016 and beyond) were scanned by the Scan for U company and then stored in a disc. The information is saved in each computer and disc.
- More than 1300 members are now managing their membership profiles.

## PROGRESS IMPLEMENTING STRATEGY



- CPD policy presented to staff
- CPD committee and planning for year
- CPD Membership (self-tracking)
- We have approved 17 providers, with 172 programmes
- Generated 423 Certificates
- Assisted 28 members on uploading their CPD Records on the YM System
- An educational process needs to be put in place for members to upload their CPD Points

# E

## HR VOICE FOR HR PROFESSIONALS

### Excellence:

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



@sabpp



@SABPP1

## PROGRESS IMPLEMENTING STRATEGY

# E

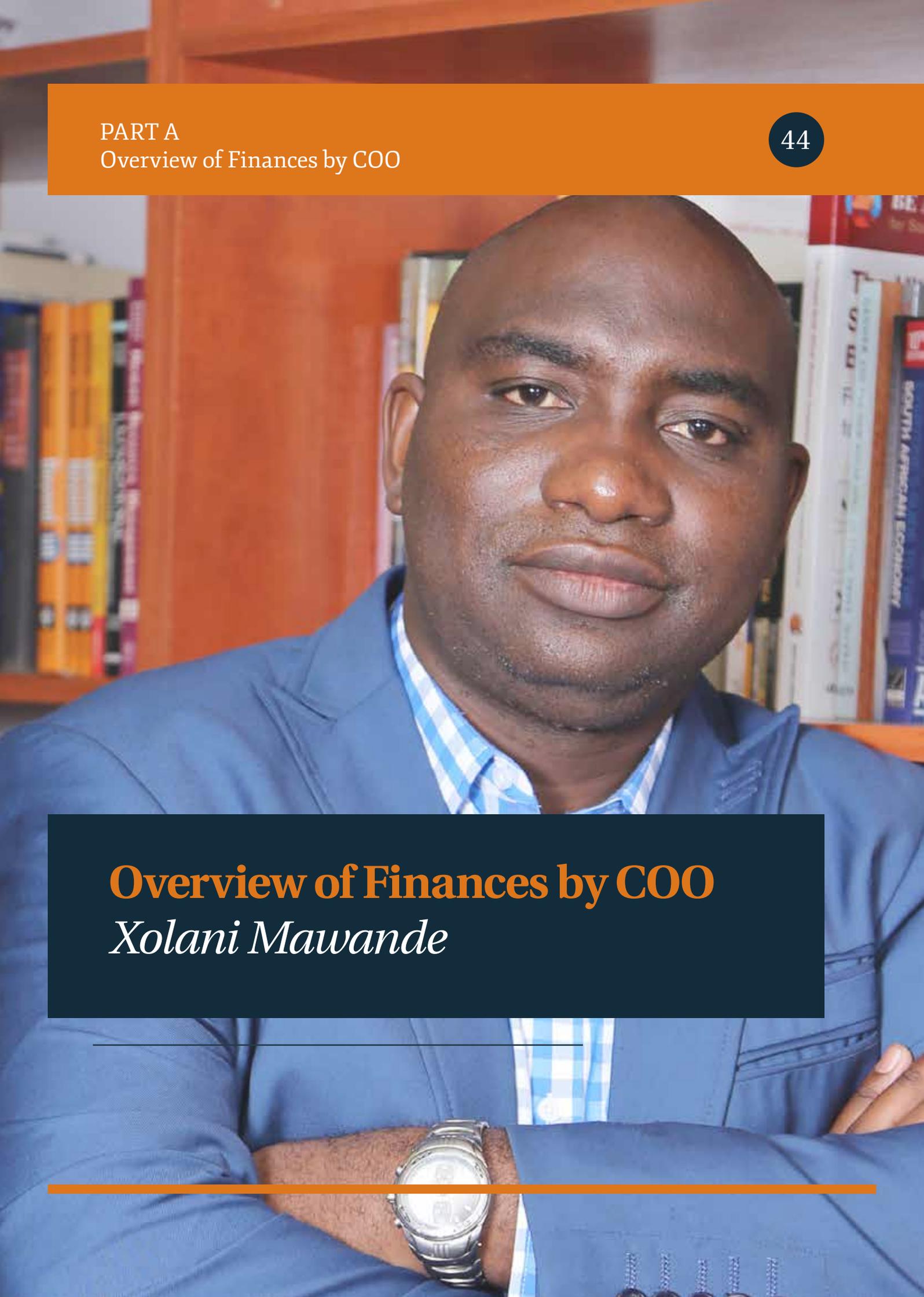
- LQA provider awards (6 Dec)
- Professional registration committee awards (25 Jan)
- Shamila Singh elected to SANC Board
- Annetjie Moore and Nontokozi Masondo received CEO recognition award
- Professional Registration SAQA uploads
- Online evaluation system introduced
- Participated in Rising Stars and Future of HR Awards
- National HR Student Awards
- Internal SABPP process for ISO development and alignment of our QMS
- Ibika Campus (WSU) – Top Student
- LQA has received 6 good customer services emails from providers
- LQA Upload status with SAQA for the second half of the year has been successful (Maintained green status)
- Positive feedback from GCogta Audits
- Positive comments on Leadership Standard
- Achieved 2017 Renewal membership target
- SAQA Extension of recognition until 2022



@sabpp\_1



LinkedIn/SABPP

A portrait of Xolani Mawande, a Black man with a shaved head, wearing a blue blazer over a blue and white checkered shirt. He is standing in front of a wooden bookshelf filled with books. He has his arms crossed and is wearing a silver watch on his left wrist. The background is slightly blurred, focusing on the subject.

**Overview of Finances by COO**  
*Xolani Mawande*

---

SABPP is a non-profit organisation aimed at professionalising the Human Resources profession. It therefore cannot be correct that SABPP drives money and profit above the service to professionals. However, SABPP requires significant financial resources and infrastructure to sustain projects and ensure that the services to HR professionals are not disrupted.

As a service-oriented organisation our biggest expenses were as follows:

- People costs **67%**
- Lease/Rental **9%**
- Marketing and Advertising **6%**
- IT systems and services **4%**
- Travel and accommodation **2%**
- Other **12%**

#### Our income stream contributed this way

- Membership renewal **29%**
- LQA and CPD **23%**
- Special projects **19%**
- New Membership **11%**
- HR Standards **8%**
- Conferences and Events **5%**
- HR Audit **4%**
- Other **1%**

After a difficult 2016 financial year which saw SABPP making a loss of about R150 000, concerns were raised about the viability of SABPP. Today I am proud to report that a turnaround strategy implemented by management has resulted in SABPP making a surplus of about R1,2 million in 2017 without cutting any services to members.

However, despite our good financial performance, 2017 was a challenging year. The macro economics of the South African economy could not be ignored as it filtered through to our business. As a result, our income streams were under pressure. New membership figures came way below target and by extension most of our departments were also below target. Due to more members seeing the value add of SABPP membership renewal increased by over 24% to a new record. SABPP expenses were under control. Additional unbudgeted business from government and private sector assisted us to turn things around.

What does this all mean? When SABPP remains in a positive financial footing life gets better for the profession

- SABPP employees are motivated not worrying whether they will get their next pay cheque
- Members do not have to budget for steep increases for their membership and products they receive from SABPP
- SABPP events get to be affordable for members
- SABPP can spend on research and

innovation that can significantly improve the lives of members

- SABPP can sponsor more awards and more bursaries for HR students
- SABPP can retain critical talent and keep them.
- SABPP can overall increase its visibility across the country and by extension improve the value add to members

#### Forecast

We commit to you our members that we are going to continue working hard to make you proud of your professional body. We commit to be prudent in managing income. We will continue being innovative to ensure that the body continues being relevant to times such as these. We will also encourage all our members to help us by paying us all our dues in time and in good faith.

Thank you to everyone who has supported us in 2017. Our success would not have been possible without your unwavering support. It was Earl Deason who said, 'If you aren't big enough to stand criticism, you are too small to be praised.'

Thanks & Regards,

# Review of *Financial Statement*

Year ended 31 December 2017

## **Profitability changes**

2017 saw SABPP make a drastic financial turnaround from a deficit of over R155 000 in 2016 to a comfortable surplus of over R1,269 million thereby reflecting a growth of

# 917%

---

## Income changes

Overall **28,33%** <sup>^</sup> increase in income as underpinned by

- Renewal income remained the core source of income of SABPP and increased by 24.64%
- New Income: Gauteng Department of Health Project contributed over R2,728million to the income
- New streamlined Income: HR Standards brought in R1,164million

## Expenditure changes

Overall there was an increase of **15,27%** on the expenditure. This was mainly due to

- Employee and related costs increased by 21,19% due to new positions created, internal promotion, bursary costs and annual salary increases
- Operating lease expenses increased by 24,91% due to moving to new premises and rent paid
- Advertising and Marketing expenses increased by 7,25% due to increased visibility
- Infrastructure for the new building
- All staff travel was consolidated centrally and therefore increased by 57,85% to R260,875.

## Financial Position changes

- Trade receivables are sitting at R2,184 million mainly due to growth in business.
- Cash reserves increased to R3,758 million (an increase of 24,32%).
- Accumulated surplus now sits at R2,697million after a profit and the dissolution of HR strategic reserves.

## Statement of *Financial Position*

Figures in R	2017	2016
Assets		
Non-Current Assets		
Property, plant and equipment	252,227	205,578
<b>Current Assets</b>		
Trade and other receivables	2,184,169	739,407
Cash and cash equivalents	3,758,382	3,023,048
	<u>5,942,551</u>	<u>3,762,455</u>
<b>Total Assets</b>	<b>6,194,778</b>	<b>3,968,033</b>

Reserves and Liabilities	2017	2016
<b>Reserves</b>	-	950,282
Strategic HR Projects reserve	2,697,622	477,866
Accumulated surplus	2,697,622	1,428,148
<b>Current Liabilities</b>		
Provisions	205,657	141,802
Trade and other payables	1,565,905	840,257
Renewal fees received in advance	1,716,376	1,557,826
Workshop fees received in advance	9,218	-
	<u>3,497,156</u>	<u>2,539,885</u>
<b>Total Reserves and Liabilities</b>	<b>6,194,778</b>	<b>3,968,033</b>

## Statement of *Changes in Reserves*

Figures in R	Strategic HR Project Reserve	Retained income	Total
<b>Balance at 1 January 2016</b>	1,162,621	420,907	1,583,528
<b>Total comprehensive income for the year</b>			
Deficit for the year		(155,380)	(155,380)
<b>Total comprehensive income for the year</b>	-	(155,380)	(155,380)
Transfer to accumulated surplus	(212,339)	212,339	
<b>Balance at 31 December 2016</b>	950,282	477,866	1,428,148

Figures in R	Strategic HR Project Reserve	Retained income	Total
<b>Balance at 1 January 2017</b>	950,282	477,866	1,428,148
<b>Total comprehensive income for the year</b>			
Surplus for the year		1,269,474	1,269,474
<b>Total comprehensive income for the year</b>	-	1,269,474	1,269,474
Transfer to accumulated surplus	(950,282)	950,282	
<b>Balance at 31 December 2017</b>	-	2,697,622	2,697,622

# Statement of *Cash Flows*

Figures in R	2017	2016
<b>Cash flows from operating activities</b>		
Surplus/(deficit) for the year	1,269,474	(155,380)
Adjustments for:		
Depreciation of Property, Plant and Equipment	111,505	102,463
Investment income	(101,783)	(114,477)
<b>Operating cash flow before working capital changes</b>	<b>1,279,196</b>	<b>(167,394)</b>
Working capital changes		
Increase in trade and other receivables	(1,444,762)	(157,825)

Figures in R	2017	2016
Increase in trade and other payables	957,271	966,395
<b>Cash generated by operating activities</b>	791,705	641,176
Investment income	101,783	114,477
<b>Net cash from operating activities</b>	<b>893,488</b>	<b>755,653</b>
Cash flows from investing activities		
Property, plant and equipment acquired	(158,154)	(225,870)
<b>Net cash utilised in investing activities</b>	<b>(158,154)</b>	<b>(225,870)</b>
Increase in cash and cash equivalents	<b>735,334</b>	<b>529,783</b>
Cash and cash equivalents at beginning of the year	3,023,048	2,493,265
<b>Cash and cash equivalents at beginning of the year</b>	<b>3,758,382</b>	<b>3,023,048</b>

# Detailed

## *Income Statement*

Figures in R	2017	2016
<b>Gross Revenue</b>		
Annual Renewal Fees	4,004,319	3,212,623
Conferences and events – Net income	740,201	790,947
Gauteng Department of Health – Net income	2,728,710	-
HR Audit – Net income	582,374	798,933
HR Standards – Net income	1,164,621	9,427
LQA/Continued Professional Development Income – Net income	3,223,550	3,318,181
Publications and product sales – Net income	-	186,580
Registration fees	1,603,859	1,921,561
Upgrade of professional categories – Net income	53,185	55,239
	<u>14,100,819</u>	<u>10,293,491</u>
<b>Other Income</b>		
Consulting and presentations	-	678,654
Investment income	101,783	114,477
Sundry income	34,167	7,109
	<u>135,950</u>	<u>800,240</u>
<b>Total income</b>	<b>14,236,769</b>	<b>11,093,731</b>

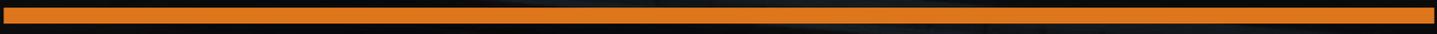
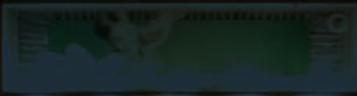
Figures in R	2017	2016
<b>Expenditure</b>		
Accounting fees	85,200	59,960
Advertising and marketing	739,852	689,852
Auditor's remuneration	35,000	32,000
Bad debts	139,552	36,671
Bank charges	36,491	32,200
Board and Committee expenses	137,916	104,353
Computer Expenses	112,876	141,864
Consulting fees	8,750	226,237
Contingency/discretionary expenses	127,855	13,025
Data management fees	408,266	445,144
Depreciation – Property, Plant and Equipment	111,505	102,463
Employee and related costs	8,714,714	7,190,778
General expenses	29,240	36,064
Human Resource Research Innovation expenses	2,631	1,264
Infrastructure Expenditure	107,220	-
Insurance	24,422	27,054
Legal expenses	12,663	2,334
Loss on foreign exchange	-	5,240
Membership integrity checks	57,479	16,860
Office Relocation Cost	99,310	-
Operating lease expenses	1,152,994	923,052
Postage and telephone	167,032	215,718
Printing and stationary	119,636	161,694
Publications and product sales – Net expenses	11,745	-
Repairs and maintenance	30,552	15,131
Staff bursaries	72,845	64,840
Staff welfare	44,182	44,863
Strategic HR Projects	-	212,339
Subscriptions	96,860	128,494
Training	19,632	25,850
Travel	260,875	165,271
Website	-	128,496
<b>Total Expenses</b>	<b>12,967,295</b>	<b>11,249,111</b>
<b>(Deficit)/surplus for the year</b>	<b>1,269,474</b>	<b>(155,380)</b>

PART B

Board, National Committees, Provincial Committees and Student Chapters

# PART B

BOARD, NATIONAL COMMITTEES,  
PROVINCIAL COMMITTEES  
AND STUDENT CHAPTERS





58	Composition of the 12th SABPP Board (2016 – 2018)
60	SABPP Board members
64	National Committees
99	Provincial Committees
120	Student Chapters
130	SABPP Departments



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

The Board members are responsible for the sustainability of the business within the triple context of the economy, society and the environment. The Board was elected by the SABPP members. The composition, authority, responsibilities and functioning of the Board are detailed in the SABPP Charter.

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## Key issues addressed in 2017

### The Board addressed the following key issues during the year 2017:

- Infrastructure development
- GDoH Project
- Approved the below:
  - Employment Equity Plan;
  - Governance Committee document;
  - Code of Conduct;
  - Leadership Standard;
  - Payroll Standard;
  - RQF Proposal;
  - Organisation Structure change;
  - 2016 Annual Financial Statement;
  - Succession plan;
  - 2018 Budget.

## Board Composition

The SABPP Board consist of 16 members of which 11 were elected by SABPP members, four were co-opted by the Board, SABPP CEO and SABPP COO representing Management. The Board has an Exco which consist of a Chairperson, two Vice-Chairpersons, COO and CEO.

There were four Board meetings and four Exco meetings that were held in the year 2017. In anticipation of King IV, the SABPP Board continued to provide oversight in discharging their duties regarding the four priorities of a Governing Body i.e. strategy, policy, oversight and disclosure.

Hundred percent of Board members holds a post-graduate qualification, making the SABPP Board one of the best qualified boards in South Africa.



PhD - 12%



Honours - 35%



Masters - 53%

## Board Diversity

The Board members are diverse in terms of gender, race and professional backgrounds, contributing to

strong decision-making and ensuring that a range of perspectives are brought to bear on matters under consideration by the board.

## The SABPP *Board Members*



Mr Siphwe Moyo (CHRP)  
SABPP Chairperson



Prof Karel Stanz (MHRP)  
SABPP Vice-Chairperson



Ms Thandi Thankge (MHRP)  
SABPP Vice-Chairperson



Ms Judith Nzimande  
(MHRP)



Prof Logan Naidoo  
(MHRP)



Ms Mpolai Liau  
CA (SA)



Ms Sindiswa Ruth  
Maseko (MHRP)



Ms Delisile Gumbi  
(CHRP)



Ms Yolisa Ngxabazi



Adv Nomsa  
Wabanie-Mazibuko  
(MHRP)



Egbe 'Bebe' Oyegun  
- Adeoye  
(CHRP)



Mr Maropeng Sebothoma  
(CHRP)



Mr Brian Matthee  
(CHRP)



Ms Vuyo Dwane  
(MHRP)



Mr Frank de Beer  
(MHRP)



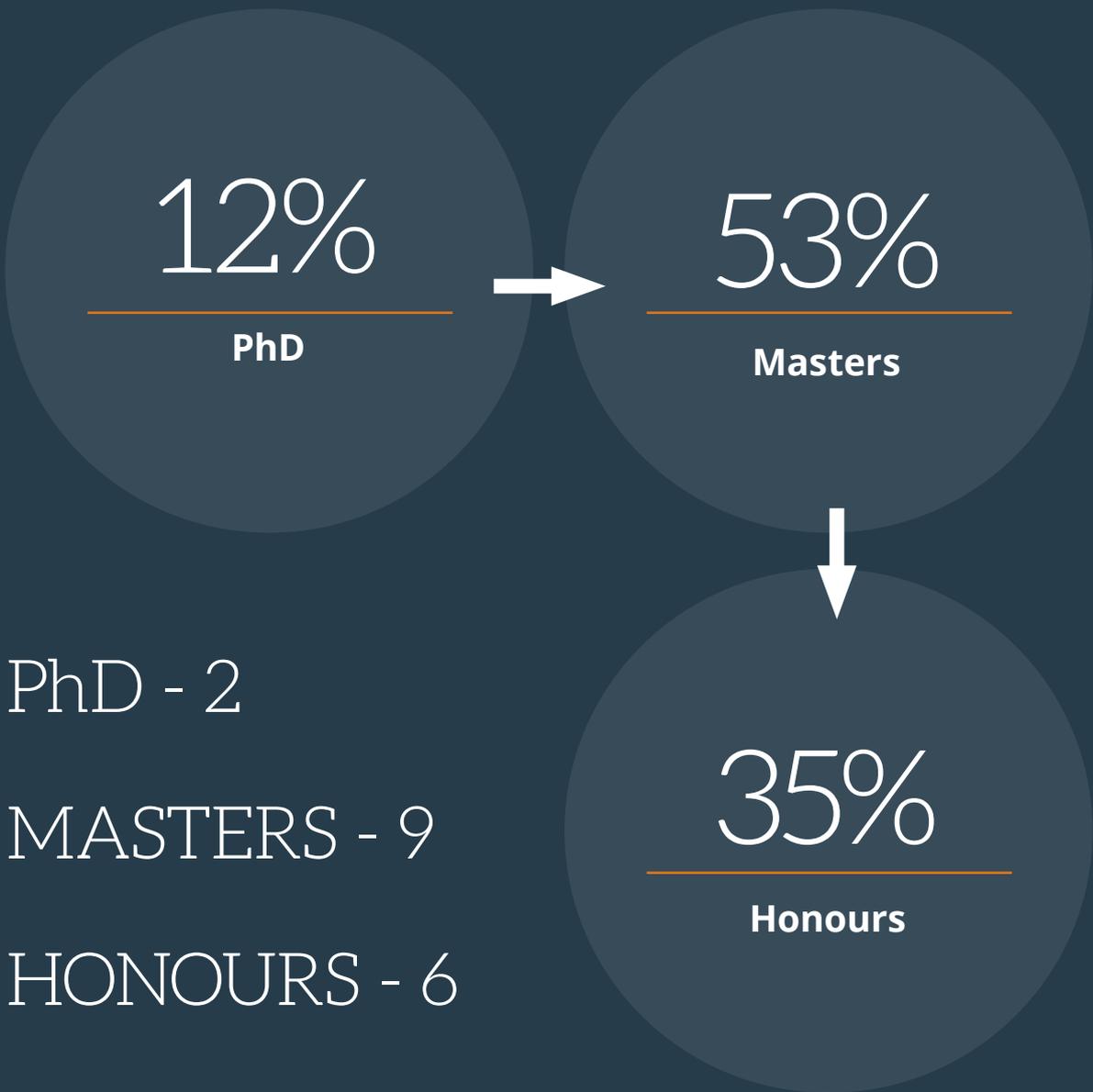
Mr Marius Meyer  
(MHRP)



Mr Xolani Mawande  
(CHRP)

# SABPP Board

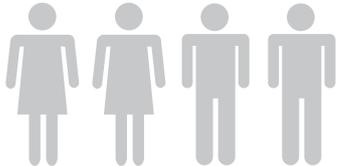
## *Qualification breakdown*



# SABPP Board

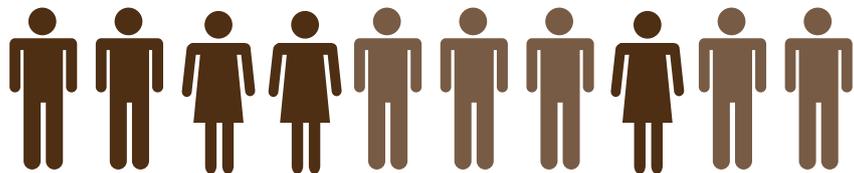
## *Race and Gender*

---



*4 - White*

---



*10 - African*

---



*1 - Indian*

---



*1 - Foreign*

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# SABPP National *Board Committees*

The Board committees report to the Board on their activities. The Terms of Reference governing the committees is reviewed annually to ensure that the mandates remain current and effective. Each committee reviews its effectiveness by way of a review of its activities against the approved terms of reference in line with their delegated powers and authority. The chairperson of each committee reports back to the Board on the assessment.

Although all these committees have been formed for a very specific and unique purpose such as accreditation, ethics and mentoring, where necessary initiatives have been launched where the work of the committees complement one another.

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

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

The main National Committees are as follows:

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

Committee	Purpose	Meetings	Chair	Vice-chair
Professional registration	To provide an independent governance mechanism for the professional registration of HR professionals	Once a month (last Wednesday of month)	Mochabo Moroena	Charles Myburgh
Learning and Development (L&D)	To promote HRD in South Africa	Four times a year	Guy Blackbeard	Dustin Hogg
Continuous Professional Development (CPD)	To oversee the SABPP CPD process	Four times a year	Chaital Harry	
HR Citizen	To promote citizenship	Four times a year	Sivaan Marie	Menge Makgate
Quality Assurance (QA)	To oversee the ETQA function of SABPP by approving quality assurance of learning providers	Four times a year	Bebe Oyegun	Gerda Oberholzer
Ethics	To promote ethical conduct among HR professionals	Eleven times a year	Sindiswa Maseko	Patrick Mugumo
HR Governance	To oversee good governance	Four times a year	Elizabeth Dhlamini-Kumalo	Dr Michael Glensor
Higher Education	To oversee higher education curriculum development and accreditation	Three times a year	Prof Karel Stanz	Dr Pierre Joubert
Labour Market	To consider the HR implications of labour market issues	Four times a year	Jenny Gobind	Mbulelo Khutswayo
Mentoring	To govern the SABPP mentoring programme	Four times a year	Getty Simelane	Lynn Pamensky
IT Governance	To provide oversight over the SABPP IT governance	Three times a year	Corisa Kruger	Elsabe Bell
Risk and Audit	To audit SABPP processes and to govern risks	Four times a year	Mpolai Liau	Madala Nkuna
HR Audit Council	To oversee the National HR Audits	Three times a year	Maropeng Sebothoma	Nomsa Wabanie-Mazibuko
HR Research Initiative	To oversee HR research projects	Three times a year	Vacant	Vacant



## Professional Registration Committee (PRC)

Chairperson: Mochabo Moerane

### Committee members:

- **Mochabo Moerane, Charles Myburgh, Rebecca Theledi, Jake van der Wilden, Sydwell Shikweni, Brian Matthee, Funmilayo Soluade, Fathima Mahomed, Francois Koeberg, Anthony Hyman and Dr Christel Marais.**

### Purpose of the Committee:

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

### Highlights and Successes for 2017:

The following is a summary of the highlights and successes:

- The committee met 9 times in 2017 and successfully evaluated all the work brought by the office.
- A total of 950 professionals were registered in 2017, a slight decrease from 1067 registered in 2016.
- SABPP Online - In January 2017 we launched a new member portal online. Members can now register online as we go green. Members can update their details, update CPD hours and check whether they are fully paid or not. The public can now verify the status of members. Evaluation of new applications, appeals and upgrades are now conducted online.

**Challenges for 2017:**

- Insufficient information submitted on work experience by members when completing registration form;
- Members not completing all the compulsory fields required to finalise the application process;
- Committee capacity due to sharp increase in registrations;
- Members applying for higher levels while they do not meet all the requirements.

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

**First Time Registration 2017**

Month	MHRP	CHRP	HRP	HRA	HRT	Total
Jan	3	12	49	19	10	93
Feb	2	4	35	30	3	74
Mar	3	14	32	23	4	76
Apr	3	7	30	35	5	80
May	3	6	54	57	16	136
Jun	3	9	19	20	9	60
Jul	4	10	48	27	4	93
Aug	4	11	25	28	0	68
Sep	2	9	29	34	2	76
Oct	3	13	41	35	9	101
Nov	2	17	35	31	8	93
<b>Total</b>	<b>32</b>	<b>112</b>	<b>397</b>	<b>339</b>	<b>70</b>	<b>950</b>

**5 Year Registration Record 2013-2017**

Year	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Grand Total
2017	93	74	76	80	136	60	93	68	76	101	93	950
2016	91	96	92	111	99	100	83	80	100	75	140	1067
2015	72	106	90	65	97	71	111	107	109	67	79	974
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
5 Year Average	69.8	72	65.2	70.4	79.6	70.2	74.2	67.2	72.4	80.2	94.6	815.8



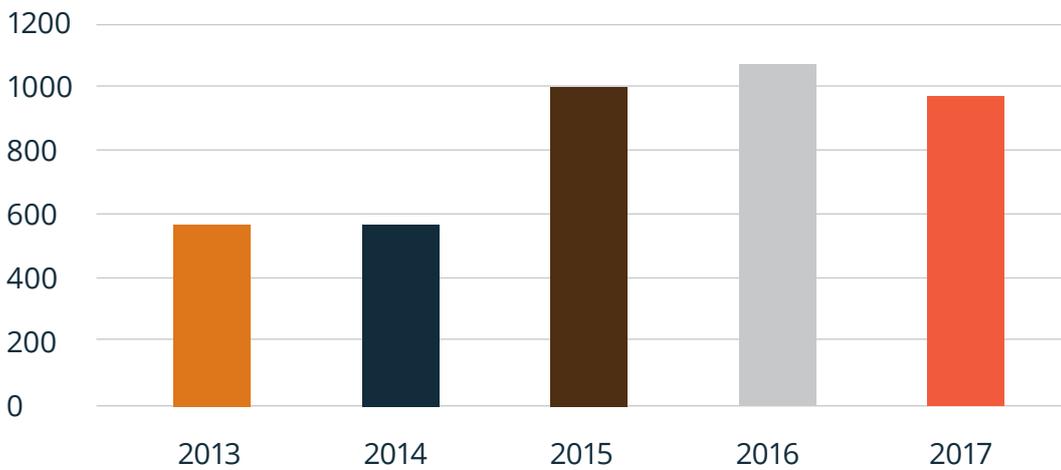
Lowest in 5 years



Highest in 5 years

The figure below illustrates the number of professional registrations over the last five years.

**Professional Registration  
2013 -2017**



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

**Upgrades**

Almost hundred practitioners ungraded to a higher level of professional registration during 2017. The monthly upgrades are depicted in the table below.

Month	Upgrade
Jan	4
Feb	9
Mar	9
Apr	3
May	7
Jun	4
Jul	2
Aug	25
Sep	17
Oct	7
Nov	12
<b>Total</b>	<b>99</b>



Vice-Chairperson: Charles Myburgh



## Quality Assurance Committee (QA)

Chairperson: Egbe 'Bebe' Oyegun-Adeoye

### Committee members:

- **Egbe 'Bebe' Oyegun-Adeoye (chairperson), Gerda Oberholzer (vice chair), Judy Norris, Dikeledi Legodi, Annette Bredenkamp, Capt Mcebisi Gcebe, Paula Teigao, Praneschen Govender, Montsooe Pakkies**

### Purpose of the Committee:

- To be the recognised voice of quality and a trusted advisor in respect of assessing, monitoring, examining, certification and accreditation of HR programmes and qualifications in South Africa and on the rest of the continent, in support of developing work ready HR practitioners.
- The SABPP QA Committee focuses on adding value to the SABPP HR Governance, Risk and Compliance and Learning and Development Standard, which contributed to quality assurance of qualifications and skills programs as delegated by QCTO to SABPP.

### Highlights and successes for 2017

The following is a summary of the highlights and successes;

- Facilitate centralisation of examination for 3 qualifications.
- Monitor assessment centres for external examinations.
- Implement new learner management systems for SABPP.

function as delegated by SAQA and QCTO, whilst implementing better practices and procedures.

- A special sub-committee was set-up to design exam papers Final Integrated Summative Assessment (FISA) for 3 qualifications which was signed-off by industry. This initiative was communicated to all stakeholders since 2015 and was implemented for the first time on 30th November whereby 56 students wrote across Gauteng, Limpopo, Cape Town. SABPP was the first Quality Assurance Partners (QAP) to set National Examinations. The pass rate was 100% for 3 training providers whilst 75% for an FET College. To facilitate centralisation of examination the team has monitored 36 "Assessment Centres" based on Quality Council for Trades and Occupations (QCTO) standards.
- The system upload to SAQA – National Learner Record Database during the changeover of new system has maintained a "Green Status" which means more than 85% of the records submitted meets the minimum compliance standard.
- Recently the Department of Higher Education Training (DHET) has initiated a process that all accredited training providers must be registered with the relevant Quality Assurance Partner (QAP) as well as DHET. SABPP was first to invite DHET to discuss this change on the 11th April with 25 people in attendance.
- As unit standard based qualifica-

tions will shortly expire, we have submitted two formal requests to QCTO for re-aligning towards occupational qualifications.

- FETC – HR Support @ NQF Level 4 – 140 Credits
- 5.2 National Diploma – HR @ NQF Level 5 – 249 Credits.
- To redesign these qualifications industry practitioners will be invited to participate in early 2018.
- The quality assurance committee facilitated 4 meetings as well as 2 special sessions to address critical matters. We had an average of 75% attendance.
- Facilitated 4 workshops which benefited training providers and assessors/moderators
  - Assessor / Moderator Capacitation - 18 May
  - Training Provider Forum - 28 July
  - Launched the Learner Management System - 14 Nov
  - Year-end-Function - 8 December

At the 4th Annual Training Providers Forum with the support of training providers and SABPP Staff as part of Corporate Social Investment (CSI) we raised funds and purchased 100 blankets (target 67 blanket). The blankets were donated to the Orlando Children's to Mrs. Mirriam Mazibuko, the Director of the Children's home on the 25th August 2017.

Committee members assisted by getting involved in certain projects and developed guides for industry such as a Recognition of Prior Learning policy and toolkit.

#### Challenges for 2017

- We need to increase the committee members by including industry experts and quality council (QCTO) thus creating transparency and implementing best practices for the benefit of the industry.
- To update the website regularly with industry related matters as well as publishing Frequently Asked Questions (FAQs).
- To get ETDP Seta to recognise SABPP's learners achievement on Assessor / Moderator achievement as valid and get all SETA's to recognise this competency as valid.

#### Quotes from customers

They are very helpful when you call. – Careers IT

It is an absolute pleasure working with the LQA team. All of them are always willing to assist and walk the extra mile – Marieta Wasserfall (Consultant for 3 training providers)

External moderation was conducted swiftly. – Chartall Business College

#### Plans for 2018

2018 will see the launch of new QA committee outputs:

1. Work with all Seta's, profession-



Cutting the cake (15 years) with some of QA Committee Members



Ms Diane Kemp from QCTO shared Assessment practices in the New Landscape of Qualifications



Ms Ronel Coetzee accreditation certificate for Recognised Assessment Centres



Training provider displaying e-portfolio and related evidence Examination Committee member at the Training Provider Forum



Anova Health Institute graduation ceremony  
Mr Gordan Tihale: Assessor/Moderator



SABPP had an opportunity to speak to CTU Training Academy- HR Diploma students on current trends and challenges for HR Practitioners.



Training providers attending the New System Training.



First group of learners writing HR Certificate NQF Level 4 qualification examination which was set by SABPP Examination Committee.

al bodies and related quality assurance parties by sharing best practices and obtain information that will improve SABPP practices and process.

2. Invite students who are studying Human Resources Development qualification by attending committee meetings and events.
3. To get committee members to speak at events and as guests at institutions.
4. Invite other SABPP committee members and SETA Quality Assurance representative to attend QA Committee.
5. Let the committee members to attend graduation ceremony.
6. Allow committee members to perform spot-check inspections

at training providers in so doing they will obtain first-hand information of industry related matters.

7. Committee members to facilitate a design of guides and toolkits and get sponsorships for events and publishing products.
8. Obtain news worthy items and share with committee and write articles.



Vice-Chairperson: Gerda Oberholzer



# Continuing Professional Development Committee (CPD)

Chairperson: Chaital Harry

## Committee members

- **Chaital Harry (chairperson), Marieta Wasserfall, Christelle van Rensburg, Fathima Mohammed, Brian Matthee, Amkelwa Lebuso, Lynette Mentor.**

## Purpose of the Committee:

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

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

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

**1. Highlights and Successes**

- On 22 August 2017, members of the Independent Professional Bodies Forum signed a declaration committing themselves to a set of “shared continuing professional development (CPD) principles and practices”. Known as the Parktown Declaration (this initiated by SABPP), it was signed by representatives of the Forum’s members as part of a common drive to professionalise the professions they represent. In terms of the Declaration, the individual members of the Forum are committed to being recognised by, and in good standing with, the South Africa Qualifications Authority (SAQA); maintaining professional standards and helping professionals attain that standard. Importantly, all the signatories undertook to professionally governing their CPD programmes in line with the National Qualifications Framework (NQF). Signatories also committed to making it as easy as possible for their members to access CPD.
- The accreditation committee has approved 65 training providers across Gauteng, Cape Town and KZN with 163 programmes. In order to maintain good quality, governance and tracking of all training providers, site visits are used for this purpose.
- We have issued CPD 932 certificates for 11 training providers.
- Our top training providers in terms of number workshops

and issuing of certificates is:

- Excel Academy for “Excel” workshop.
- JVR Academy for “Update on Labour Act and recent cases” Workshop, which was facilitated nationally

**Contribution of the CPD committee to the overall strategy of SABPP**

- The SABPP CPD Committee focuses on adding value to the SABPP HR Learning and Development Standard, by contributing products and services to aid the HR Profession towards continued development which is a blended approached, cost effective and e-platform based.

**2. Challenges for 2017**

- Current CPD System – not user friendly and needs to be simplified.
- CPD Policy needs to be simple and practical for all designations.
- The number of members uploading their CPD training or events information is below 100 per month.
- There was insufficient communication to members regarding CPD in general.

**Quotes from customers**

- *“Continuing professional development is important because it ensures you continue to be*

- *competent in your profession. It is an ongoing process and continues throughout a professional’s career” (Anonymous)*

**Plans for 2018**

- Work with several providers to facilitate workshops nationally using different approaches such as blended learning methodology to give members an opportunity to obtain knowledge and skills on recent trends, legislation as well as industry related topics by using speakers which are regionally based and cost effective.
- Re-write the CPD Policy which is simple and easy to be relevant for all professional designations.
- Appoint a new chairperson and increase committee members by inviting volunteers who want to make an impact of the HR Profession.



Vice-Chairperson: Mr. Brian Matthee



## Higher Education Committee

Chairperson: Prof Karel Stanz

### Committee members:

- Prof Karel Stanz, Dr Pierre Joubert, Dr Anita De Bruyn, Prof Chantal Olckers, Prof Rene van Wyk, Dr Revelation Mokgele, Prof Dirk Geldenhuys, Ms. Kelebogile Paadi, Mrs Renjini Joseph, Dr Leoni van de Vaart, Prof Frans Maloa, Dr Sam Setati, Dr Christine Janse van Rensburg and Dr Karel Lessing.

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

- The SABPP HE Committee focuses on adding value to the SABPP HR Governance, Risk and Compliance and Learning and Development Standard, which contributed to quality assurance of academic qualifications.

### Highlights and Successes for 2017:

- Facilitated 3 accreditation site visits, i.e. Cape Peninsula University of Technology, Walter Sisulu University and University of Pretoria.
- Cape Peninsula University of Technology based on a re-mediation follow-up visit.
- Awarding Walter Sisulu University of Technology – Ibika Campus and Top Student in HR.
- University of Pretoria – Management Faculty on HR and Industrial Psychology qualifications.
- Southern Business School on HR Diploma, Degree and Honours.



Walter Sisulu University: Faculty of Management Academic Team with SABPP CEO Marius Meyer during the handover of their SABPP Peer Evaluation Accreditation



Walter Sisulu University: Faculty of Management Academic Team with SABPP CEO Marius Meyer and LQA HOD Naren Vassan during the handover of their SABPP Peer Evaluation Accreditation



University of Pretoria: Faculty of Management Academic Team with SABPP LQA HOD Naren Vassan



University of Pretoria: Head: Department of Human Resource Management, Prof Alewyn Nel with SABPP CEO Marius Meyer and COO Xolani Mawande

“

We as department appreciate your efforts during and after the accreditation visit, and we are looking forward in having a long, fruitful and constructive relationship with SABPP as a partner.

(Prof. Alewyn Nel, Head: Department Human Resource Management, University of Pretoria).

”

**Challenges for 2017:**

- Lack of representation by some universities.
- The HR University Forum (HRUF) is a sub-committee of the Higher Education Committee by addressing challenges and opportunities in their field of studies, curriculum and research.
- Higher Educational institutions should approach SABPP if they research topics.
- To create capacity within committee to facilitate peer accreditation as a chair and vice chair.
- Link with higher educational institutions on re-aligning their current HR qualifications that incorporates HR Standards.
- Market committee members as guest speakers at events, institutions and workshops.
- Get other professional bodies that facilitate peer accreditation to share ideas, thoughts, and their processes so this committee can be on par with the best.
- The SABPP should advertise accredited institution on website so that students, parents, employers, HR Practitioners and Department of Higher Education (DHET) is aware that the professional body has engaged with the curriculum and recognizes that it meets industry needs.

**Plans for 2018:**

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



Vice-Chairperson: Dr Pierre Joubert



## HR Audit Council *Committee*

Chairperson: Maropeng Sebothoma

### Committee members:

- **Maropeng Sebothoma, Adv. Nomsa Wabanie- Mazibuko, Thandi Thankge, Charles Nel Wendy Mahuma and Masibolekwe Ndima**

### Purpose of the committee

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

### Highlights for 2017

- Through the designated SABPP unit and under the supervision of Gauteng COGTA, we have completed five fully fledged HR Audits for municipalities within the Gauteng province.
- Noticeably, there are inroads into the international arena with a successful HR audit conducted at a private company in Botswana.
- Aspects of Employment Equity regarding the Lead Auditors and Auditors have been identified and it is now work in progress towards improvement. A plan is now in place targeted towards the identified gaps taking into consideration the selection and developmental criteria.

- Eleven (11) HR professionals trained in the HR Audit process in anticipation of future needs.
- Participation of the Audit Council in the Leadership Standard Summit provided learning opportunities on broader audit preparations and implementation.
- Review the Auditor contract agreement and advice on improvements taking into account the SABPP Code of Ethics.
- Utilising the capabilities of the council members with Internal Audit certification, the methodology was found to be solid. Further review shall take into cognisance the implementation of King IV and also the reviews shall coincide with HRM standard review and enhancements.

#### Challenges for 2017:

- Despite reasonable uptake in the public sector, market penetration and subsequent uptake of the HR audits especially in the private sector remains a challenge.
- The relationships established with other professional bodies have thus far not enabled market penetration for HR audits.
- There is growth in the pool of HR Auditors and there is majority who did not yet practised the learnt methodology and process in real life situation due to a lack of opportunities for audits.

#### Plans for 2018:

- Implementation of the HR Audit annual business plan with key leverages to attract audits;
- Roll out EE plan to align with national imperatives of transformation and compliance;
- Formalise relationship with the key auditing institution in South Africa;
- Improvements and enhancements to the training programme;
- Revitalisation of the HR Audit awards programme;
- Launching HR Audits for the Professional Practice Standards.



Vice-Chairperson:  
Adv Nomsa Wabanie-Mazibuko



## HR Citizen *Committee*

Chairperson: Sivaan Marie

### Committee members:

- **Adriaan Adams, Bongi Ndaba, Kenneth Wanyoto, Lerato Thabe, Marius Meyer, Menge Makgate-Vice Chairperson, Mosanku Pholo Jones, Mpuseng Tlhabane, Nicole Ramjee, Praneschen Govender, Sabelo Mbhele, Sivaan Marie - Chairperson**

### Purpose of the committee

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

### Highlights for 2017

- The committee bedded down its membership, managing to provide volunteers into the Harambee partnership, as well as to provide volunteer support to Partners for Possibility projects.
- We also commenced discussions with Inkaba Training Academy; which we expect to convert into active volunteering for the purpose of nation-building in the 2018 year.
- Most importantly we have agreed in principle on a primary/anchor volunteering project which will be finalised and documented in the first quarter of 2018.
- The terms of Reference were drafted and accepted.
- We managed to refine the process of engagement with Partners for Possibility, as well as with Harambee.

- The Citizen Committee partnered with Harambee to empower the unemployed and disadvantaged youth, by preparing them for interviews with prospective employers. These youth have already been put through some employment-readiness training by Harambee, and SABPP's HR professionals assisted with the mock interviews in order to prepare them for actual interviews with the potential employer.
- We were able through our Western Cape Chair of the SABPP, to provide volunteer assistance to the Principal at Litha Primary School in Gugulethu in Cape Town – this related to professional HR advice that was required in the school environment.
- We were also able to have a Gauteng and a Western Cape representative attend and assist with working sessions that Partners for Possibility held between SAICA and the School Governing Bodies in those respective areas.

#### Challenges for 2017:

- The committee experienced some challenges to convert the spirit of the terms of reference into tangible and meaningful projects. Now that progress with the first set of projects has been achieved, the next challenge will be to mobilise more HR professionals to become involved. It may be difficult to balance commitments between the different stakeholders involved, i.e. the work commitments from HR professionals, as well as the

demands from their employers, alliance partners and the beneficiaries of projects, as well their other priorities such as studies.

#### Plans for 2018:

- Document, Approve, Launch and Execute the Primary Citizenship Project/Vehicle for Citizenship/Volunteering activity;
- Complete engagement with Inkaba Academy and convert to citizenship activity;
- Continue to facilitate Harambee citizenship activity;
- Continue to facilitate Partners for Possibility citizenship activity;
- Source and Assess new projects for Citizenship Activity;
- The HR Citizen Committee will mobilise professional HR services provided on a voluntary basis to qualifying Supplier Development beneficiaries of companies represented in the SABPP member bases.
- Any person/entity of the SABPP's member base, in good standing with the SABPP which has an active supplier development (SD) project, with SD beneficiaries who are start-ups/SME's, [where preference will be given to Designated Group Owned, Black Female Owned, and then Black Owned], may nominate that beneficiary for receipt of the above service.
- A documented process will see us select beneficiaries so nominated, to agreed HR Services and Skills Transfer for an agreed period.

- These HR Services and Skills Transfer will secure stipulated desired outcomes, with beneficiary development and progress being tracked over time.
- The SABPP members who volunteer in this programme will also be screened and selected in line with a documented progress and will earn CPD points for their participation.
- This will see us achieve real transformational objectives, facilitating job creation at grass-roots by enabling entrepreneurs to capacitate and professionalise their businesses from an HR perspective, using skills and resources inherent in our member-base.



Vice-Chairperson: Menge Makgate



## Learning And Development *Committee*

Chairperson: Guy Blackbeard

### Committee members:

- **Guy Blackbeard, Dustin Hogg, Adi Stephan, Chris Vorwerk, Cornel Maree, Amina Meera, Bhavisha Purshotam, Shalom Pila, Sello Masubelele and Maropeng Matjekane.**

### Purpose of the committee

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

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

### Contribution of the L&D committee to the overall Strategy of SABPP

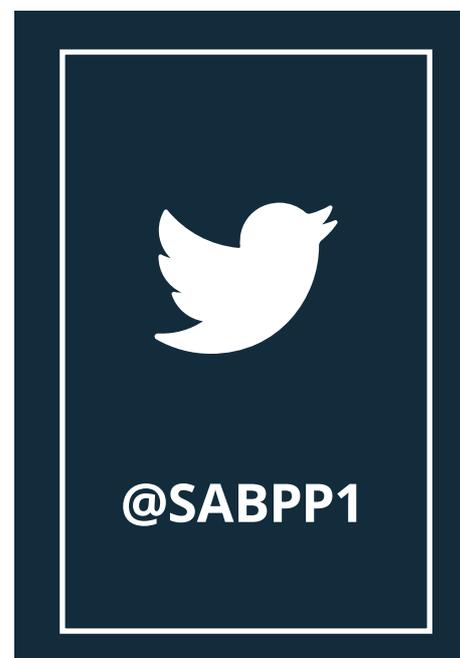
- The SABPP L&D Committee focuses on adding value to the SABPP HR Learning and Development Standard, of which components also contribute to the newly established Leadership standard.

### Highlights and Successes achieved in 2017

- Explored adopting digital badging as a form of recognition of learning and award.
- Adjudicating nominations for the Cape Media National skills summit awards were made.
- Ratified the new OD ETDP curriculum and qualification as set out by the QCTO and the ETDP SETA.
- Writing content for Professional Practice Standard (PPS) on Work readiness.

### Plans for 2018

- 2018 will see the launch of the L&D committee's first annual conference. This is set to take place in March annually and will provide Learning Practitioners, stakeholders and service providers the ideal platform to actively contribute to the growth of Learning and Development in South Africa.
- SABPP HR Voice 2016-2018 Strategy capacitation.
- Unpack the State of the Nation on Learning and Development in South Africa publication.
- Publications from the committee members on the areas of expertise



Vice-Chairperson: Dustin Hogg



## **Mentoring** *Committee*

Chairperson: Getty Simelane

### **Committee members:**

- **Getty Simelane – Chairperson, Lynn Pamensky – Vice chairperson, Rachabane Kope, Portia Modisaesi, Nwabisa Bodoza, Barbara Walsh, Rodene Dye, Jenny Venter, Tsakani Mokoena, Mpuseng Tlhabane**

### **Purpose of the Committee**

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

### **Highlights and Success for 2017**

- Roll out of 2018/2019 Mentoring and Coaching strategy plan using task teams
- HR Candidate programme
- Professional Mentoring programme
- A 2-year strategy was agreed, and implementation commenced.
- Clarity and plan on alignment of mentoring and coaching programmes to the registration categories.
- Contribution of committee to overall strategy of SABPP

- To structure and guide entry-level development in the form of a Candidate Development Programme.
- To assist with mid-career development support in the form of a voluntary Mentoring Programme.
- Development of relevant programme(s) in support of the strategy of SABPP in the Mentoring and Coaching Committee.

#### Challenges for 2017

- Reduction in membership of the Committee towards the end of the year.
- Task teams set to implement projects unable to meet regularly.
- Lack of follow through by the mentees on the Candidate programme once signed up.

#### Plans for 2018

- Rebuild the Committee and recruit members by end of May 2018.
- Collaboration with the provincial committees to create momentum and respond to regional needs.
- Continuing of the HR candidate programme.



Vice-Chairperson: Lynn Pamensky



## Risk and Audit *Committee*

Chairperson: Mpolai Liau

### Committee members:

- **Mpolai Liau, Madala Nkuna, Yolisa Ngxabazi, Dr Michael Glensor and Mahali Manyeneng.**

### Purpose of the Committee

- The Committee's purpose is to ensure that processes, finances and risks are effectively governed in accordance with relevant and applicable standards, as well as aligning to legislation and the business strategy.
- Focus on identifying and managing risks and to leverage opportunities for positioning business processes and finances in adding value to the overall SABPP business strategy.
- The three top priorities are as follows:
  - Providing independent oversight over the finances of SABPP;
  - Assessing the quality and effectiveness of all business processes;
  - Identifying, mitigating and managing all risks facing SABPP.

### Contribution to the SABPP's Strategy

- Sound and proactive risk management practices to achieve a robust control environment;

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

#### Highlights and Successes for 2017

- In our quest to contribute to the overall strategy we have ensured that the risks are carefully considered in key processes, which has ultimately resulted in a more prudent approach to some major projects the business takes on.
- The following are notable improvements:
  - Improved budgeting process
  - More rigor applied
  - Prior (3yrs) year performance considered
  - More accurate view of revenue expectations
  - Risk Register currently being improved to ensure it remains relevant
  - Business continuity plan in place

#### Challenges for 2017

- Managing risks from an outside in perspective remains a challenge and at times results in reactive response

#### Plans for 2018

- Improvement of Governance in terms of King IV.
- Proactive risk management.
- Risk register being a live document rather than annual update.



Vice-Chairperson: Madala Nkuna



## Ethics *Committee*

Chairperson: Sindiswa Maseko

### Committee members:

- Sindiswa Maseko, Patrick Mugumo, Vusi Mahlangu, Farah Imam, Revelation Mokgele, Leonora Klein, Yendor Felgate, Jeannette Campbell, Charles Gilbert, Reward Utete, Yolande Forkwa, Emelda Moganedi, Theo Botes, Theo Tshanga, Dumisani Mdladla, Namhla Tambatamba, Happiness Muungani, Mosanko Pholo, Fezekile Mphako, Jamiel Nassiep, Vuyelwa Hlangwane, Bella Ngwenya and Charne Smit.

### Purpose of the Committee

- The Committee promotes the SABPP's standards of Ethics in the HR profession and among the HR community;
- We endeavour to promote ethical conduct through diverse channels that support, encourage and develop the knowledge and understanding among HR professionals;
- Workshops are always provided by the SABPP to raise awareness and an educational role in building an ethical framework and guidelines;
- The vision of the committee is to stimulate healthy discussions and provide practical guidance, direction and support on ethical dilemmas that are faced

by HR professionals;

- Lastly, the Committee explores practical solutions to transform our collective workplaces, human resources, communities, our country and our continent – where ethical nature is the norm within which we operate.

#### **Contribution to the SABPP's Strategy**

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

#### **Highlights and Successes for 2017**

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

#### **Challenges for 2017**

- Giving support to HR professionals when they experience whistleblowing victimisation
- Driving continuous outputs;

- Resistance when creating ethical work environment including career limiting implications.
- HR Practitioners reporting unethical behaviour, in particular in cases where their line managers are involved.

#### **Plans for 2018**

- Improving Ethics accessibility online, SABPP website and social media;
- Organising two ethics conferences in 2018;
- Creating awareness and visibility of the Disciplinary Sub-committee and the committee's role in addressing breaches of code of conduct;
- Continued contributions by ethics committee members to hot topics and articles;
- Improving the committee's demographic representivity;
- Ethics training and development of more HR practitioners;
- Continuous improvement of the Committee for value-add to HR practitioners.



Vice-Chairperson: Patrick Mugumo



## HR Governance *Committee*

Chairperson: Elizabeth Dhlamini-Kumalo

### Committee members:

- Elizabeth Dhlamini- Kumalo, Dr Michael Glensor, Merriman Mohloai, Jenny Jefta, Frank de Beer, Sivaan Marie, Nomsa Wabanie-Mazibuko, Getty Simelane, Hannes van Rensburg

### Purpose of the committee

**The SABPP Human Resource Governance Committee addresses the following scope and purpose:**

- To serve as a sounding board to the SABPP for the development of products / services on HR Governance.
- To recommend and/or approve newly developed national HR standards and Professional Practices as well as supporting projects to the SABPP Board.
- To advise HR Directors / Leaders with a clear HR Governance framework and set of guidelines for sound governance, assurance and integrated reporting in organisations.
- To position and benchmark HR Governance with leading international and local corporate governance codes and systems.
- To conduct and/or support research and thought leadership forums to grow the science and practice of HR governance among HR Directors / Leaders, including capacity-building.

- To confirm and/or elevate the decision-making and governance role of HR Directors / Leaders at board levels within organisations.

### **Contribution of the committee to the overall Strategy of SABPP**

The remit of the committee is to address the following HR Governance needs of the profession, which will help to facilitate and strengthen the HR Voice of the Professional and SABPP:

- To promote a clear HR Governance framework and set of guidelines for sound governance, assurance and integrated reporting in organisations.
- To position and benchmark HR Governance with leading international and local corporate governance codes and systems.
- To conduct and/or support research and thought leadership forums to grow the science and practice of HR governance.
- To recommend and/or approve newly developed national HR standards and Professional Practices to the SABPP Board.

### **Highlights and Successes achieved in 2017**

- The release of the SABPP Fact sheet on HR Governance, overseen by the committee.
- Formulation of the first draft of the committee's terms of reference during November

2017 for adoption by the Board in early 2018.

- Conducted a review of and approved the recently published SABPP Leadership and Payroll practice standards, which were launched in November 2017.

### **Plans for 2018**

#### **The following plans for 2018 have been identified by the HR Governance committee:**

- Conduct research into current National and International HR Governance trends
  - Proposed timeline: June 2018;
- To formulate an HR Governance framework for the national environment, which can be consulted on and published as a position paper for use by HR Professionals;
  - Proposed timeline: November/December 2018.

### **Challenges for 2017**

- Apart from the HR Governance Fact Sheet and approval of the new Standards, the committee did not achieve any other outputs.



Vice-Chairperson: Dr Michael Glensor

## Labour Market *Committee*

Chairperson: Vacant

Although the Committee did not meet physically during 2017, SABPP Management continued to conduct research on labour market issues. Several articles relevant to the labour market were published throughout the year. The highlight of the year was the development of a labour market scenarios 2030 report for South Africa facilitated by top scenario expert Clem Sunter.

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

## IT Governance *Committee*

Chairperson: Vacant

The Committee never met in 2017, however, new exciting initiatives are planned for rollout in 2018 such as the launch of a new website for members. The committee needs to attract members with strong IT skills to ensure that they add value to the work of the committee.

**The year 2017 saw the Knowledge and Innovation department move forward in customer satisfaction, increase in the knowledge database and improving alliances within the HR fraternity. The responsibility of ensuring the growth in the body of knowledge of the HR profession, and that it is well communicated within the profession and that the body of knowledge is translated into useful and value-adding products and services for the members of the SABPP has been a key focus and drive to excellence.**

The Fact Sheets were published during 2017 in the fifth year of publication of this new series. The Fact Sheets continue to be well received and further utilised to assist HR students at university levels and HR professionals. More importantly the topics were innovative and included the collaboration of various authors/ experts to drive the SABPP's HR Voice Strategy. The SABPP is very proud to recognise that some of the fact sheets have received international recognition within the year of 2017. The topics for 2017 were:

## **HRRI** *Committee*

Chairperson: Vacant

Month

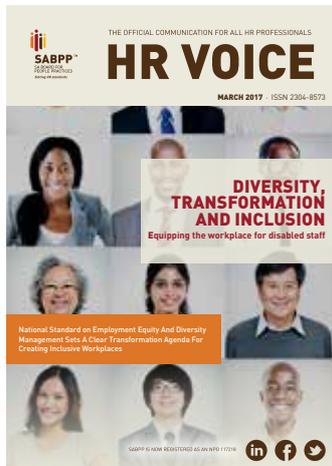
HR Voice

Fact Sheet

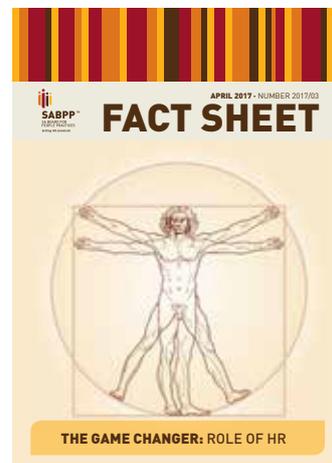
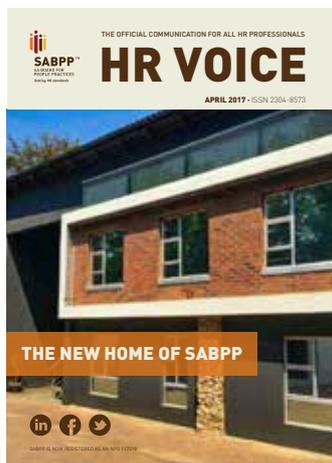
February



March



April

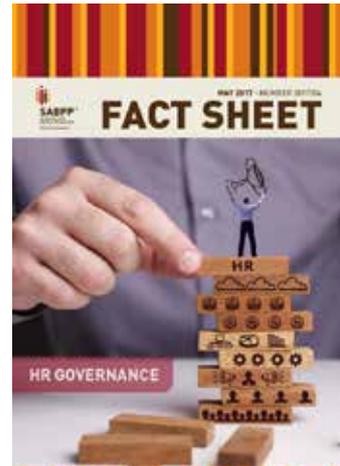
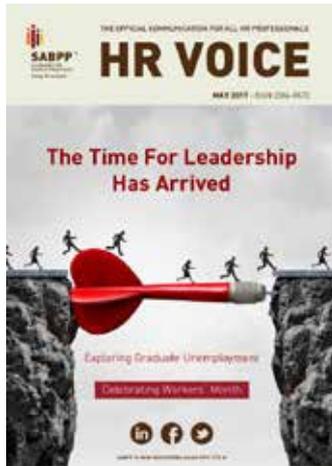


Month

HR Voice

Fact Sheet

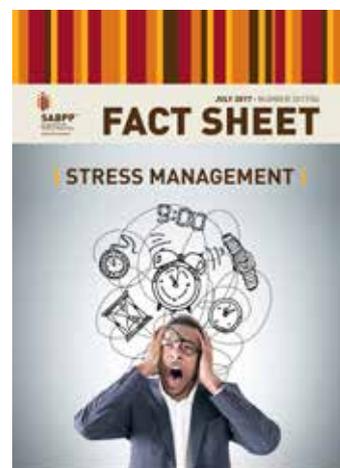
May



June



July

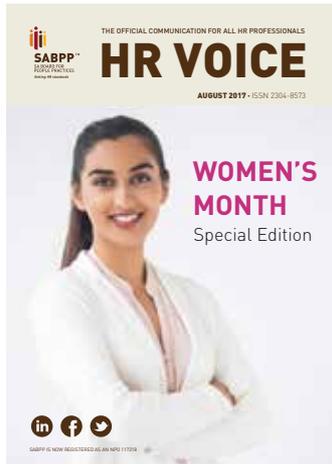


Month

HR Voice

Fact Sheet

August



September



October



Month

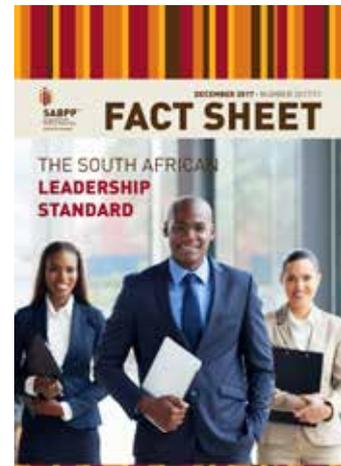
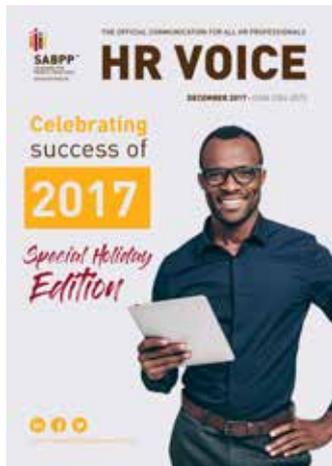
HR Voice

Fact Sheet

November



December



**The seventh annual Women's Report, managed and edited by Professor Anita Bosch, was published and with the support of a generous sponsorship of the University of Stellenbosch Business School and the University of Johannesburg. This has afforded us the opportunity to distribute this Report to our membership and at various functions.**

Requests for information, sharing of knowledge content and discussions assisting students in their master's studies have been

prevalent and forthcoming.

The year 2017 saw the increase on the number of endorsements with the SABPP. We would like to thank our 2017 endorsement partners for their support and for the excellence in products and services within the HR environment. Their contribution has earned them the endorsement by the SABPP.

**The endorsements for 2017 are as follows:**

- FTLT Focus Team Leadership Training
- QBIT
- Develop & Grow (Pty)Ltd
- Estudy (Pty)Ltd - Corporate Partner
- MLS
- MLS COMSIM
- MLS TALENT
- KNOSKAT
- Thrive Wellness
- Addi Lang – Forever Changed Campaign
- Estudy (Pty)Ltd - Corporate Partner

- Bruniquel & Associates
- Global Business Solutions
- NMG

The SABPP improved their knowledge base by committing to 1 article a day, and 2017 show a record number of articles published by the SABPP. The opportunity to collaborate with various authors and experts, was a unique proposition that drove content and knowledge. Innovative ideas were shared and published to advance the HR profession.



# Provincial *Committees*

The year 2017 has been a very good year in growing the SABPP footprint in the different provinces. By the end of the year a total of 9 Committees have been formed in all provinces. While some provincial Committees took longer to be activated, others have made significant progress in mobilising HR Professionals at a local level. Notwithstanding typical growing pains during the setup phase, it is clear from the provincial committee reports below that these regional structures now form a solid foundation for future growth and development. New Professional Registrations from the provinces for 2017 were as per below:

## 2017 Registered Professional Membership

Province	Number
Gauteng	483
Eastern Cape	146
Western Cape	107
Kwa-Zulu Natal	71
North West	63
Mpumalanga	29
Limpopo	21
Free State	15
Northern Cape	8
Outside SA	7
<b>Total</b>	<b>950</b>

For the first time ever, the Eastern Cape has been the best province for new registrations outside Gauteng. It is evident that the leadership provided by the Eastern Cape Chairperson, Nandi Sithuba, with the support from her committee, contributed to this excellent growth in the province.



## Limpopo Committee

Chairperson: Kgabo Hlaisi

### Purpose of the Committee

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

### Committee members:

- Mrs Kgabo Hlaisi, Mr Sidney Morethe, Mr Danie Swanepoel, Ms Lethabo S. Matlala, Mr Lucas Bornman, Mrs Cathy Hassiem and Mr Zeblon Nsibande

### Contribution to overall strategy of SABPP

- The committee is committed to the advancement of the strategy of SABPP as a whole and endeavors to popularise the Board in Limpopo, covering all the areas and touching all the HR professionals in the province;

### Highlights for 2017

- TUT Polokwane Campus' HR students were awarded their

student membership certificates;

- One of the committee members, Mr Lucas Bornman delivered a lecture at TUT Polokwane campus on Industrial Relations;
- One of the member's company [Mr Danie Swanepoel (Vice-Chairperson) from Thomas & Swanepoel] successfully interviewed and placed in December 2017 three HR students in three companies around Tzaneen and Letsitele on an internship programme;
- Presentations to institutions of higher learning, e.g. University of Limpopo and University of Venda: The committee started to engage with management of the above-mentioned institutions of higher learning in an endeavour to visit the institutions and meet with the HR students, with the ultimate goal of establishing student chapters.

**Challenges for 2017**

- There were student strikes at the University of Venda during the time that the committee was engaging with the contact person and no further correspondence took place after several attempts by the committee to reach out to the University of Venda;
- The Chairperson also attempted to approach Tzaneen TVET college and Boston City Campus in Tzaneen;
- The SABPP Limpopo committee have since requested a field

agent who will be fulltime in addressing the Board's matters in Limpopo province, particularly recruitment for membership;

- The committee members are enthusiastic in publicising the Board over the whole province of Limpopo and mostly face challenges of visiting various areas of Limpopo due to logistical reasons.

**Plans for 2018**

- To revitalise the set plans of the province as per the provincial HR strategy and include inputs from the awareness session held on 30 September 2016;
- Get full time field agent/s;

New Provincial Registrations (Limpopo)		
2016	2017	
25	21	↓ 16%

SABPP brought a wholesome solution to the HR framework with all these HRM standards” The SABPP HRM standards makes HR work to be easy



## North-West Committee

Chairperson: Lindiwe Ncongwane

### Purpose of the Committee

- The purpose of our committee is to activate, mobilise and amplify the existence and purpose of the SABPP amongst HR professionals in the province and ensure that all members realise and appreciate the value of SABPP.

### Committee members:

- Lindiwe Ncongwane, Puseletso Shikwane, Jones Pholo, Ophaketse Lekgetho, Roslyn Lodewyk, Suzette Ragadu, Thato Kgosiemang, Hannes Janse van Rensburg, Des Sinclair, Tshepo Kalanko, Anne Motshoane

### Contribution to overall strategy of SABPP

- The success of the workshops increased visibility in areas of the North West for the first time bringing workshops closer to home and introducing the existence of the committee to existing and new members.

### Successes and Highlights for 2017

- The North West Province was established in 2016 with very few people on the committee and no clear plan of action. In 2017, the committee was re-launched with eleven committee members and some momentum. We managed to host three standards workshops in regions of Rustenburg, Mafikeng and Potchefstroom successfully.

- The Chairperson published an article in the Special Women's edition of HR Voice (August 2017).

**Challenges for 2017:**

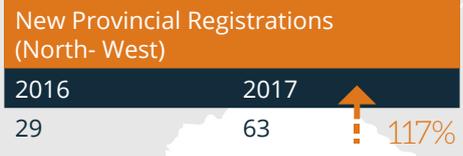
- As a committee we have not had any challenges given the strategy we agreed to run and implement our work.

**Plans for 2018**

- Submit quarterly inputs (HR Voice Strategy 2.0)
- Host North West Provincial AGM for all members
- Communicate SABPP standard
- Encourage audits in our companies
- Encourage affiliation with SABPP
- Communicate benefits of membership to other members
- Personalise and facilitate interaction by bringing benefits closer (such as Commissioner of Oaths and publicise support available from SABPP)
- Host three Standards workshops
- Launch the Leadership standard in the North-West
- Link with HR citizen project
- Link with Partners for Possibilities (schools project, mentoring for school principals) publicise

the Nedbank seed – transforming schools to hold a workshop in Rustenburg

- Run two SABPP Highlights workshops
- Partner with RaizCorp to add SABPP HR Standards to the incubation programme
- Conduct Annual workshop with Student Chapter at North West University
- Attend Annual National Committees meeting in Johannesburg





## **KZN** *Committee*

Chairperson: Reuben Dlamini

### **Purpose of the Committee**

- The main purpose of the committee is to drive the following:
  - Increase the visibility of the SABPP across KZN province.
  - Grow the SABPP footprint in the KZN through strategic alliances in the public and private sector.
  - Create awareness to all HR Practitioners in the province.

### **Committee members:**

- Bokang Molefe, Aubrey Ngubane, Rajan Govender, Thembi Sihiya, Reuben Dlamini, Siyasindiswa Khuzwayo, Raj Moodley, Dr. Kogie K. Archary, Happy Ndlovu, Shakti Naidoo, Tinotenda Mudenda, Lizelle Vermaak, Jacqueline Mortlock, Oliver Mudenda and Gloria Khumalo.

### **Contribution of Committee to Overall Strategy of SABPP**

- The committee is making a valuable contribution in promoting SABPP in the province and creating partnership with various institutions. The committee has forged a very good working relationship with Regent Business School and other institutions in the province. Regent Business Schools also provide sponsorship for breakfast sessions and monthly committee meetings. The committee is also represented in the Durban Chamber of Commerce and Industry.

- The chairperson has also made presentations to various institutions in the province on invitation which has also increased the visibility of SABPP. He was invited by Conferenz Learning Academy to make a presentation on IGR and Policy Conference held in Durban and the topic was "Alignment of Human Resources Strategy with Business Strategy and Significance of Periodic Training Interventions for Policy Professionals".

**Highlights and Successes for 2017**

- The SABPP KZN Committee held its first Annual General Meeting in July 2017 at Regent Business School in Durban which was well received by the HR community around KZN. The committee was delighted to receive such a positive response from the members and non-members as well as the Durban Chamber of Commerce and Industry and Black Management Forum. The AGM was attended by more than 100 members coming from all sectors which were very encouraging. The AGM was opened by, Professor Anis Karodia, a Senior Researcher at Regent Business School who set the scene for the AGM. The venue was sponsored by Regent Business School as well as the gifts for all the members who attended the AGM.
- The theme for the AGM was "The Role of HR within the South African Landscape". The role of HR Practitioners is very critical in the current SA landscape hence the guest speaker unpacked it in more details and demonstrated good understanding of the

topic. The guest speaker was Mr. Phiwa Zulu, a Senior Advisor at ZTE Consulting, a firm specialising in Strategy and HR Policies.

- The chairperson briefly gave a report of the committee since it was elected in April 2016 and its achievements as well as challenges. The chairperson highlighted the following areas in his report:

**Membership Growth**

The chairperson spoke about the membership growth in the province:

- There were 401 registered members in April 2016.
- The membership has grown by 71 in 2017.
- The committee need 493 members to reach the target of 1000.
- Once this target has been met, an office will be opened in KZN.

**Annual General Meeting**

- The committee has successfully organised and held it's first ever AGM in the province which was well received by the members. The committee has also written an article which appeared in the August 2017 HR Voice featuring KZN SABPP Women. The title of the article was "An HR Perspective of the Future of Women in the Corporate SA". The future of women in the corporate SA is brighter than it is challenging in that obstacles are dealt with by natural influencers and change agents. Taking the

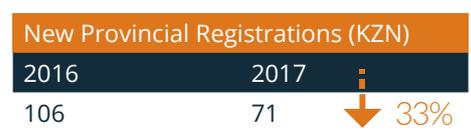
leadership as professionals in this space with the understanding of driving business growth will lead to positive economic change in our society. We need to be bold in implementing innovative and disruptive strategies, to change the status quo, address structural and systematic challenges in the workplace.

**Code of Conduct**

- The committee further crafted the code of conduct for the members with objectives, frequency of meetings and meetings attendance. The code was signed by all members. The aims and objectives of the code is to:
  - Serve the SABPP members in Kwa-Zulu-Natal Province with dignity;
  - Promote and enhance SABPP throughout the Province;
  - Strive to provide informed and insightful information; and
  - Provide advice and guidance on effective human resource management.

**Challenges for 2017**

- The Committee is challenged to improve communication with the KZN members, and to grow membership in the province to reach the target of 1000 members.





## Western Cape Committee

Chairperson: Michelle Visser

### Purpose of the Committee

- **The Western Cape Committee drives the work of the SABPP in the province by ensuring that the SABPP:**
- **Becomes the champion for high quality HR products and services;**
- **Advances the HR profession in the Western Cape.**

### Committee members:

- Amanda Boonzaaier, Bonnie Johansen, Ricardo Joseph, Jerome Kiley, Fritz Le Roes, Bright Mahembe, Tendai Mariri, Sihlangene Mgudlwa, Nombasa Mhlathi-Musewe, Bill Sewell, Karel Van der Molen, Michelle Visser.

### Successes in 2017

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.

- Stellenbosch University: addressed 36 of the Industrial Psychology honours students invited by Prof. Ronel du Preez Vice-Dean of Teaching.
- University of Cape Town addressed post graduate students.
- A Field Agent was appointed for the province during 2017.

- Most new members were recruited through the various student chapter groups at universities (student memberships).
- Fritz Le Roes presented the SABPP standards at the SALGA Western Cape HRD practitioner's forum. Fritz was appointed national convener of the technical task team responsible for the compilation of the local government staff regulations and supporting competency frameworks effectively integrating the SABPP HR Standards and Competency model into the content of the regulations.
- SABPP exhibited at the Knowledge Resources HR Business Partner conference at the Vineyard Hotel in Cape Town.
- A Talent Management Presentation was done at the Cape Chamber HR Committee.
- Presentation to the National Department of Cooperative Governance for consideration of the inclusion of SABPP HR competencies in national local government competency framework to be regulated.
- Fritz Le Roes was appointed as national department Cooperative Governance convener of the national technical task team for the drafting of 56 occupational competency frameworks to be regulated in November 2017 and implemented in all 252 Municipalities across the country.
- Participated at the Premier's Skills Development Forum.
- CPUT Video series on the SABPP HR Standards.
- Presentations to clients: PPEC HR Team and Price Waterhouse Coopers
- Accreditation of Universities (CPUT).
- Committee members participated in the CPUT HR Industry Advisory Committee including presenting the SABPP Standards, practice and general information to the employers present at the advisory meeting held in March 2017.
- The Committee hosts quarterly breakfast sessions for members and non-members in the Western Cape, on topical issues requested often by them. This event is used to inform and add value to all who attend, as well as a networking opportunity.
- Ethics Workshop presented.
- Mentoring and Coaching for Public Leadership, University of Stellenbosch Business School.
- The Role of HR Metrics in Value Creation and Delivery, a Cape Union Mart Case Study by Dr. Kosie de Villiers and Marnus Wapenaar, School for Public Leadership, University of Stellenbosch Business School.
- Government Agencies: Western Cape Committee has made contact with HR specialists in the Western Cape provincial government (DDG People Management), City of Cape Town (HR Director) and SA Local Government Association (chairman and staff). These contacts need to be strengthened going forward, towards HR programme collaboration and promotion of SABPP membership value-add.
- Members also wrote a series of articles on CV preparation for the newsletters of the Institute of Municipal People Practitioners of Southern Africa, in addition to an article on unfair dismissal for the Women24 (W24) website.

#### Challenges of 2017

- The Field Agents followed up on recruiting new members after each breakfast event – from attendance registers and contact detail. A few new members were recruited in this manner, although the “closing” phase for new applications is not high (the challenge is to collect the payment of new membership fee, before submitting the full application to head office). The committee will plan a new strategy for better impact and success for 2018.
- The size of the province and distance between towns makes it difficult to mobilise HR professionals across the province.
- With the exception of CPUT, SABPP has not yet been able

to establish student chapters at the major universities.

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

- The Committee has a Regional strategy which is aligned to the overall SABPP Strategic Plan which was adopted in September 2013. The Committee continued to refine the direction and focus based on the previous year's strategic plan which is aligned with the vision provided by CEO of SABPP and the provincial strategy driven by the COO of SABPP.
- To promote and drive the CPD process in the province.
- Excellence in all deliverables by committee.
- To drive HRD in the Western Cape via breakfast seminars and/or other initiatives as decided upon from time-to-time; in order to enhance learning and development in member organisations. The strategic imperative of HRD should make a direct contribution to addressing skills gaps. Represent SABPP WC on the Cape Chamber of Commerce HRD Forum.
- To represent WC at head office level in providing the necessary resources and infrastructure to grow the provincial membership and support local members appropriately. Assisted wherever possible to facilitate the growth of SABPP membership in academic

lectures, courses, executive programmes, workshops and conferences and also SABPP-related functions.

- To initiate and manage the mentoring programme in the Western Cape, matching mentors with mentees and offering guidance and support, as well as monitoring and reporting on implementation of the mentoring programme.
- To facilitate membership growth, participation and activities in the province through strategically focused and mutually beneficial partnership.
- Promoted and discussed SABPP and its activities and advantages of membership in all HR-related academic and executive programmes, workshops, consultations (national, provincial and local government departments).
- To identify, suggest and share relevant research articles etc. which SABPP Western Cape Committee members feel will add value to SABPP members, in support of strategic initiatives.
- To drive and encourage the students of the various universities to join and participate in SABPP activities as new entrant professionals into industry.
- To ensure that all services, activities and interventions undertaken add value and to

increase the visibility of the SABPP in the Western Cape.

- Ongoing discussions and bringing the SABPP and its activities and advantages of membership to the fore to increase the visibility of SABPP in the Western Cape.

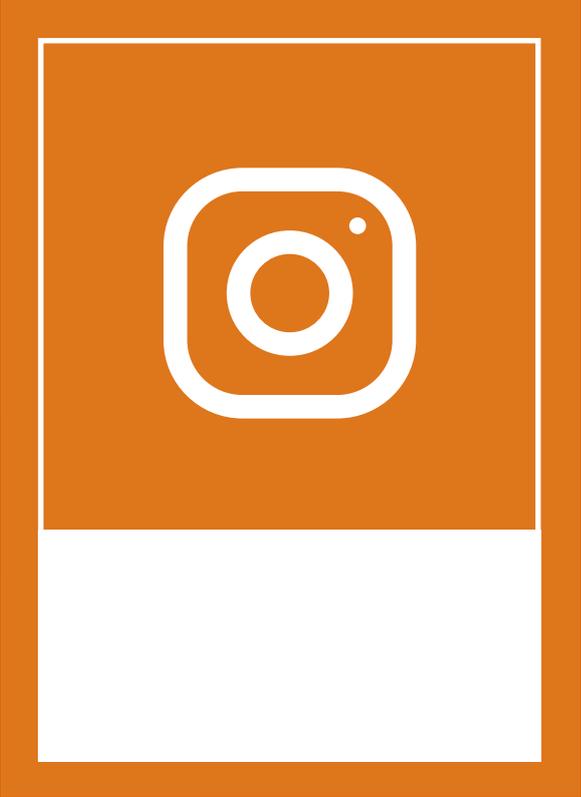
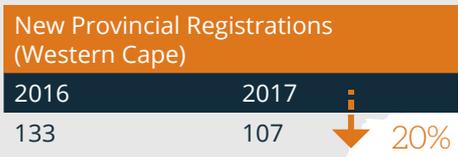
**Plans for 2018**

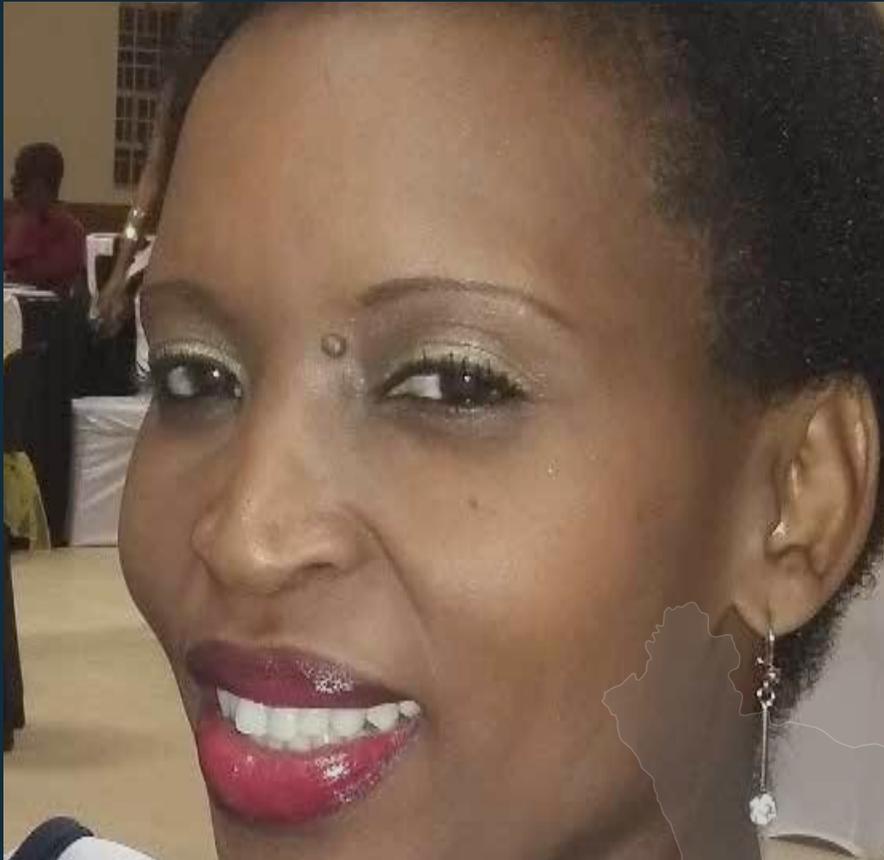
The following priority partners have been identified to forge relationships / partnerships with:

- Local and Provincial Government
- City Council
- Cape Chamber of Commerce
- Business Unity SA
- South African Chamber of Business
- National Business Initiative
- Institute of Directors
- IPM
- HR Council
- Local partners of the SABPP national partnerships.
- CPUT launched their student chapter for the first time in 2017.
- Completed, together with Michelle Visser and E'Louise Botes the SABPP Mentoring Project which was approved by Head Office and will now be rolled out nation-wide.

Also a short booklet, "Coaching and Mentoring for Municipal Middle Managers - A guide for growth and development" for the Western Cape Government and the Hanns Seidel Foundation.

- Breakfast Sessions: Training in half-day/one day ethics workshop could be presented.
- The committee will continue to work on preparing material which all include elements of HR and people management for academic lectures, courses, executive programmes, workshops and conferences above.





## Free State Committee

Chairperson: Kgomotso Mopalami

### Purpose of the Committee

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

### Committee members:

- Kgomotso Mopalami, Marieta van Niekerk, Trevor Dale, Deseré Koko, Lineo Dzansi, Lyle Markham, Byron Louw, Ilze Richter, Nelmarie van Niekerk and Malefetsane Thasi

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

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

### Highlights and Success for 2017

- The committee managed to hold the following events:
- Breakfast session
- Afternoon session; and
- Training session
- The above events displayed a great success and for the afternoon

session we managed to collaborate with one of the stakeholders in the HR fraternity. The attendance displayed a great opportunity of awareness for SABPP's existence.

- Sub- Committees were established to perform specific tasks (e.g. research, marketing, events management and company visits) which they did well.
- The chairperson, her deputy as well as Trevor Dale managed to visit several companies.
- The committee collaborated with SASLAW for the afternoon seminar held on 25 August 2017.

**Contribution of the committee to overall Strategy of SABPP**

- The Committee contributed by creating awareness when they did company visits.
- The chairperson attended the Student Chapter inauguration and was also part of the meeting with CUT (Central University of Technology) HR society. The Chairperson also presented SABPP to Honours students in UFS (University of Free State).

**Challenges for 2017**

- The committee struggled to get marketing material, however, this was resolved during the year.
- There were members who did not show commitment in carrying out

the duties or attending meetings.

- Although companies were visited, some sense of reluctance was displayed from the society to affiliate with SABPP.
- A time frame for marketing events was a challenge.
- On- line registration for events had some challenges.

New Provincial Registrations (Free State)			
2016	2017		
27	15	↓	44%



## Eastern Cape Committee

Chairperson: Nandipha Sishuba

### Purpose of the Committee

- To maximise regional visibility of SABPP by driving professional registration and provide professional leadership in the field of HRM.
- To nurture value creating competent HR practitioners.
- Contribute at a provincial level to the overall strategy of SABPP.

### Committee members:

- Nandi Sishuba, Shirley Gumenge, Shatira Bickoo, Sindiswa Majova, Jo Dalbock, Vuyisle Bhe, Luyanda Fini, Siyasanga Gagazele, Mzukisi Moyikwa, Kevin Marlow and Neliswa Meke

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

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

### Highlights and Success for 2017

- OR Tambo Certificate Ceremony which included an informative session on ethics and sharing of a case study on HR Audit for Nyandeni Local Municipality
- Signing of MOU between Nelson Mandela Bay HR Forum and SABPP

- Participated in the South African HR Universities Forum hosted by WSU Ibika Campus and delivered guest speaker input
- Participated in Institute of Municipal Peoples Practitioners of Southern Africa Conference (IMPISA) presenting the national leadership standard
- New membership growth of 11 for OR Tambo District Municipality

**Contribution of the committee to overall Strategy of SABPP**

Visited and connected with 3 Organisations:

- Nelson Mandela Bay Municipality;
- Nelson Mandela University HRM academic department;
- Border-Kei Chamber of Commerce
- Graduate programme – created work opportunities through relations with NMU students;
- Created learning opportunities with aspiring HR practitioners;
- Active participation in the provision of Lifeskills programme of Walter Sisulu University (Ibika Campus) for Butterworth Correctional Services In-Mates;
- Participation in the Advisory Board of Ibika Campus School of Management in Butterworth;

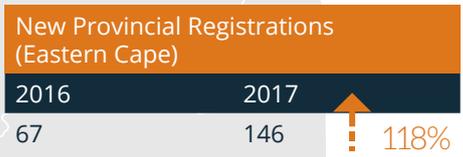
- Participation in back-to-school programme for Willow Park Primary School. Provision of back to school utilities.

**Challenges for 2017**

- Distance between metropolitan and rural towns in the province;
- Communication with members and non-members in the province.

**Plans for 2018:**

- Facilitate continuous professional development opportunities for members and non-members
- Service initiated optimum alliances
- Recruit new members
- Support student chapters
- Explore the option of use of information communication technologies that support remote interaction of committee members;



“ Having guidance from knowledgeable people that work with SABPP has provided valuable assistance to me in navigating my way through the HR industry for the first time. - Sipobuhle Sofaya ”



## Mpumalanga Committee

Chairperson: Thabang Marule

### Purpose of the Committee

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

### Committee members:

- Thabang Marule (Chairperson), Hendrick van Rensburg (Vice Chairperson), Danial Siziba (Vice Chairperson 2), Thuli Mdluli, Selby Ripinga, Mpho Dube, Arnold Kotze, Hendrick Harmse.

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

- Infrastructure to empower the Mpumalanga Committee.
- Adding value to new and existing SABPP members across Mpumalanga.
- Visibility to increase presence of SABPP across Mpumalanga.
- Focusing on retaining current members and recruit new members across Mpumalanga.
- Growing the knowledge of HR professionals.

### Success for 2017

- SABPP National Office in conjunction with the provincial committee facilitated a HR Standards Awareness Workshop which was held at Mbombela Conference

Centre. 25 delegates attended comprised of the private and public sector. This event was well received by the delegates and they looked forward to the next event which should address topics like Labour and the changing Skills Development Landscape

**Challenges for 2017**

- The committee only had two meetings since inception.

**Plans for 2018:**

- The Committee needs a clear strategy of getting closer to HR professionals in the province.
- New members are needed to strengthen the committee.
- More events will be arranged for members.

**New Provincial Registrations (Mpumalanga)**

2016	2017
36	29

↓ 19%



## Gauteng Committee

Chairperson: Monamodi Matsapola

### Purpose of the Committee

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

### Committee members:

- Bokaba Tumang, Belinda Booyens, Peta Horn, Marius Jacobs, Reuphillan Kasselmann, Thando Khumalo, Johann Kruger, Nondumiso Mashinini, Maripe Matjokotja, Monamodi Matsapola, Dee Mdeka, Nomvula Mhlambi, Thenjiwe Msomi, Lelo Myeza and Dayalan Naidoo.

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

- Monamodi Matsapola, in collaboration with SABPP marketing made a presentation to Sasol on how to contribute to the improvement of the HR function.
- Nomvula Mashinini gave a student talk on job readiness to the students of the University of Johannesburg.

### Highlights for 2017

- The committee contributed to the successful awarding of the COGTA tender to SABPP leading to the HR Audits Pilot Project for (5) Municipalities listed below:

- Emfuleni Local Municipality
- Mogale City Local Municipality,
- Lesedi Local Municipality,
- City of Tshwane Metropolitan, and
- Sedibeng District Municipality.
- The Chairperson, Mr Monamodi Matsapola participated in the Premier’s office HR summit
- The Treasurer, Mr Victor Rannona, made a presentation on behalf of SABPP to the City of Tshwane prior to the HR Audit.
- The committee has approached some companies in the northern parts of Pretoria (Rosslyn Industrial Park) to introduce SABPP, the committees in Gauteng Province.
- The Committee is still pursuing the possibilities of developing partnerships with some companies in the area.

Events that the committee was involved at in 2017 are per below:

- 09 – 10 February 2017: Organising and participating in the Mentorship Capacity Building Workshop to advance Human Resources Mentorship initiatives of the SABPP (The Committee is in a position to advance Mentorship programme in Gauteng)
- 06 June 2017: Initiating SABPP Brand Awareness campaign

on behalf of SABPP at Rosslyn industrial area, especially at the Automotive Supplier Park in Rosslyn, Pretoria. (We have obtained a list of organisations at the Automotive Supplier Park in Rosslyn, Pretoria. Full awareness campaign is planned for 2018)

- 14 September 2017 Participation in the development and conceptualisation of the National Leadership Standard in South Africa (spearheaded by SABPP) through one of our Committee members Mr MV Rannona, who was in a panel of Workgroup Facilitators. (The Leadership Standard was finalised and launched at the Annual General meeting of the SABPP held on 14 October 2017)
- Mr Monamodi Matsapola, Mr Victor Rannona and Ms Nondumiso Mashinini respectively contributed to the achievements of some of SABPP’s objectives by participating in presentations and talks during 2017. Their contributions led to HR Audits at the five (5) Gauteng Local Municipalities.

**Success for 2017**

- SABPP National Office in conjunction with the provincial committee facilitated a HR Standards Awareness Workshop which was held at Mbombela Conference Centre. 25 delegates attended comprised of the private and public sector. This event was well received by the delegates and they looked forward to the next

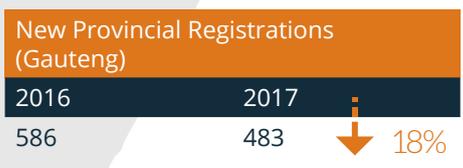
event which should address topics like Labour and the changing Skills Development Landscape

**Challenges for 2017**

- Apart from the HR Audits at municipalities, the committee did not achieve other significant outputs during the year;
- Given the presence of the SABPP head office in Gauteng, there appears to be less interest in a provincial structure in Gauteng, as opposed to the greater need in the more remote provinces.

**Initiatives planned for 2018:**

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





## Northern Cape Committee

Chairperson: Delisiwe Gumbi

### Purpose of the Committee

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

### Committee members:

- Deli Gumbi (Acting-Chairperson), Caroline Hoorn (Chairperson), Dr John Byamukama (Vice Chairperson), Benjamin Kolberg (Vice Chairperson 2), Dr Edward Dakora, Beulah Rabie, Gregory Leeuw, Aubrey Mgadi, Lebogang Majebeke.

### Success for 2017

- The SABPP COO, Mr Xolani Mawande addressed the Northern Committee on HR Standards, this was well received by the Northern Cape Committee members.

### Challenges for 2017

- The Committee was elected in 2017, unfortunately, a few months when the Committee was formed, the Chairperson resigned from the committee as both the Chairperson and a member.
- SABPP management appointed a Board member, Delisile Gumbi to take care of the committee as acting chairperson until a fulltime chairperson can be elected, We are hoping that there will be activities in the year 2018.

**Plans for 2018**

- Committee functionality;
- Recruit new members to join this committee;
- Ensure that there is membership growth and retention.

New Provincial Registrations  
(Northern Cape)

2016	2017	
29	8	↓ 72%



**LinkedIn/  
SABPP**



**@sabpp**

# Student Chapters

## Students

Student Chapter: To date a total of eleven (11) chapters were launched with a total of 4 launched in 2017. The new chapters launched in 2017 are: Cape Peninsula University of Technology, Central University of Technology (Bloemfontein), North West University (Mahikeng) and North West University (Potchefstroom).

The big question remains as what needs to be done to ensure that these chapters continue making a difference.

- We continue sponsoring the Top Student Award in every accredited university. 2017 saw SABPP double the award money from R1000 in 2016 to R2000 in 2017.
- We continue to call upon universities to utilize this award to promote academic excellence.



Bottom Right and Left:  
Students receiving  
awards from SABPP

# National Student *HR Award*

**WSU (Ibika/East London). During the awards ceremony the following students were awarded prizes after a gruesome process:**

- National Winner: Tshegofatso Dirane (UJ) R15 000
- 1st Runner up: Zuko Hlanjwa (CUT) R7000
- 2ND Runner up: Vuyisanani Mazolwani (WSU) R3 000
- HRUF members, committee and students in IBIKA WSU
- Together with HRUF, SABPP sponsored 2 bursaries for post Graduate B. Tech/Honours:
- Nwabisa Marwanqana (VUT) B.Tech
- Joseph Boy-Boy Mofokeng (VUT) B.Tech

Below:  
HRUF members, committee  
and students in IBIKA WSU



# Cape Peninsula University of Technology (CPUT)



Top Left:  
Melisa Muzerengi (Chairperson)

Top Right:  
Melody Buzuzi (Vice Chairperson)

Bottom Left:  
Sheremone Lottering (Treasurer)

Bottom Middle:  
Charlotte Choga (Academic Officer),

Bottom Right:  
Ivone Numbi (Marketing and  
Communication Officer)



**Committee Members:**

- **Melisa Muzerengi (Chairperson), Melody Buzuzi (Vice Chairperson) Sheremone Lottering (Treasurer), Charlotte Choga (Academic Officer), Ivone Numbi (Marketing and Communication Officer)**

**Highlights for 2017**

- Charlotte Choga organised an event on decolonisation in August 2017

**Challenges Experienced**

- Due to unrest at the university the student chapter couldn't accomplish the objectives set for the year 2017.

**Plans for 2018**

The Committee plan to host the following events in 2018:

- Host a career development day for students where the SABPP Student Chapter will invite respected professionals in the field of Human Resource Management and/ or Development. Various topics will be discussed that include resume building, interviews and many other related topics that make an SABPP student member more employable.
- CPUT SABPP HR Student Chapter recruitment drive to promote the Student Chapter and recruit more student members by

informing students about the benefits when registering as a SABPP Student Member.

- Personal budget management for students to equip students with general tools and knowledge on how to draw up a personal budget in order to spend their money wisely and save for the future.
- Fundraising to raise funds as for the operation of student chapter activities throughout the year.
- Writing Club to encourage students to contribute towards writing HR related articles for the SABPP HR Voice (professional publication) on a monthly basis. This should be in place by the end of April 2018.
- Student learning evaluation and feedback by conducting a student survey to evaluate teaching and learning methods, obtain general student feedback and suggestions for improvements within the department. This should be done by the end of September 2018.
- Awareness about water shortage – Water Wise citizens, as part of our social responsibility, the aim is to make students aware of the current water shortage crisis in Cape Town and how they can conserve water. We will convey the message to students via our social media networks as well.

# Central University of Technology, Free State (CUT)



CUT Committee Members



#### Committee Members:

- **Sekoele Morris Ramajoe (Chairperson), Zuko Hlanjwa (Vice Chairperson) Kamohelo Molefe (Secretary), Fhatuwani Raliphaswa (Deputy Secretary), Polo Sengoara (PRO), Mojalefa Alphonse Titisi (Treasurer), Nicolette Kok (Deputy Treasurer), Neo Tlali (Operations Officer) Lindiwe Bosman (Deputy Operations Officer)**

#### Highlights for 2017

- On 16 March 2017, CUT Human Resource Society hosted a presentation themed: THE FUTURE HR TALENT PIPELINE. The presentation was delivered by SABPP CEO, Mr Marius Meyer and Head of Learning and Quality Assurance, Mr Naren Vassan. They presented about the role played by SABPP and its various benefits of joining the SABPP student chapter and having one at CUT.
- On the 31st August 2017, the SABPP launched the 11th student chapter in the country at the Central University of Technology, Bloemfontein Campus in the Prosperities auditorium. This was followed by a presentation by SABPP (Mr Marius Meyer and Mr Naren Vassan).
- At the launch, all the newly registered SABPP students received their member certificate handed by Mr Marius Meyer and Ms Kgomotso Mopalami: Chairperson SABPP Free State and CUT Alumnus.

- On the 12th October 2017, CUT chapter hosted a 1 day CV writing and Interview skills workshop in partnership with CUT career office to help students how to be able to produce effective CVs that can make them best possible candidates and the workshop also focused on critical success factors of interviewing.



I am proud that the second-best student in the country to win the SABPP National Excellence Awards is from CUT. “Congratulations to Mr Zuko Hlanjwa for representing CUT in a good way; we at SABPP we promote and contribute to excellence at universities said Mr Xolani Mawande, SABPP COO.



#### Plans for 2018

- Invite more students who are studying Human Resource management to join the chapter.
- Host a guest lecture to give HR students an opportunity to learn and engage directly with corporate leaders in the HR industry.
- Host a ‘ReadytoWork’ programme in partnership with Absa to help and train students for the world of work.
- Go for work place site visits to gain insider knowledge about industry directly from the professionals within various organisations.
- Community engagement to create awareness and encourage learners from Identified High schools studying commerce about various careers in HR field.
- Invite HR students to Study Abroad Exchange Programmes Information Session to share available Research opportunities and studying international Human Resource management.
- Host CV/ resume writing and Interview skills workshop.
- Intervarsity HR Debate –sharing view on HR trend/topics with the theme #DebateHR
- Have an annual general meeting.

# North West University (Potchefstroom Campus)



NWU Committee Members



**Committee Members:**

- **Ryan Gossayn (Chairperson & Treasurer), Danel Walters (Communications Officer & Secretary), Jaco Barnard (Communications Officer), Taryn Africa (Events Officer), Taylor Weyks, Jurika Boshoff, Doreth Hanekom, Jenna McLaren, Salome Janse van Vuuren, Rhulani Majuba.**

**Highlights and Successes of 2017**

- The 2017 SABPP launch of the Student Chapter.
- The HR summit organised by the Potchefstroom campus.
- Marketing on campus with our committee
- Being involved with one of our lecturers Mr. Bouver Jonker in joint venture with regards to the young achievers' associations.

**Contributions of our committee to the overall SABPP Strategy**

- It was the first time the Potchefstroom campus had an SABPP committee, so what we knew about the strategy of the company was minimal, therefore we have done extensive research as to how we can join the SABPP in their strategy. Having said this our goal was to promote the SABPP as far as possible and to get as many registrations as we could.

- Our end goal was promotion and at the HR summit alone we received 56 names that were interested in joining the SABPP.
- This year's goal is to promote the SABPP while managing to use their strategy of doing so.

**Challenges experienced during 2017**

- The challenges we as a committee faced was first of all that of not knowing each other. We were elected at our launch last year and the adjustment of getting to know each other as well as working in groups was a slight hiccup, also some of the members had never worked in groups before so it was a challenge to try and achieve goals as well as maintain relationships.
- We also had great difficulty organising events and some events after the planning stage only got executed months later.
- Another challenging situation was having to learn the SABPP way of doing things, their codes and their standards, but once we applied this the process went a lot more fluent.

**Plans for 2018**

- An academic workshop is going to be presented for all students to attend, where a guest speaker is going to inform the students on what correct CV writing entails.

- We are going to continue in joint venture with Mr. Jonker in the young achievers association.
- We are going to attend the classes of 3rd years, who study in the fields of Labour Relations and HR, to inform them of SABPP and the various advantages it holds for their future.
- We are going to the HR Summit held in Vanderbijlpark by the Vaal campus where we will recruit more students and market the SABPP.
- We are going to arrange with our student newspaper (Wapad) to do an article about SABPP, and what some of our initiatives are going to be.
- We also want to do an interview with our local campus radio-station (PUKFm) to inform student of SABPP and their initiatives.

# IBIKA WSU Campus



WSU Committee Members



**Committee Members:**

- **M Vuyisanani (Chairperson), GN Mcgowan (Vice-Chairperson), S Vukutu (Secretary), N Mzimeli (Finance & Officer), N Dabalele (Public Relations Officer), N Mafilika (Organiser & Community Development Officer), O Nkukhwana (Marketing Officer & Transformation desk).**

**Highlights and Successes for 2017**

- More than 50 members were recruited whilst there was no active executive team yet.
- Members of the currently active committee were elected last year and they have been active since Oct 2017.
- Seminar or visit by CCMA commissioner.
- Academic excellence awards.
- Though there was no active executive, co-opted members by Mrs Majova managed to recruit more than 50 members.
- Contribution to the SABPP Overall Strategy.
- As the newly elected executive, we have a plan in place that ensures our obligation in making the student chapter as vigorous as possible and create more awareness of SABPP student chapter.

**Challenges experienced during 2017**

- Strikes continually interfere with our plans.
- Financial constraints.
- Functioning with no office infrastructure.

**Plans for 2018**

- Registration day to introduce the SABPP to the new HR Students.
- Orientation day to market the Board of Human Resource Management (SABPP) as well as giving necessary information to new students.
- Will ensure that we get a slot on the Khanya Community radio to inform people world-wide about SABPP.
- Youth Day (Human Resource) to entertain HR students, increasing the level of presentation skills, through debates, cognitive and interpersonal skills.



Far Right:  
35th years cake

Bottom Left:  
SABPP staff enjoying their year  
end function at the Indaba Hotel

Top Left:  
SABPP yearend function



## SABPP *Departments*

All SABPP Departmental work is aligned to the overall strategy and governance requirements of the organisation. The activities of the different departments follow a 45-year life cycle starting with HR Students and ending with the retirement of HR Professionals. Thus, the different sections of the operations departments are structured to provide services along the HR life cycle.



Operations is the engine of SABPP and is currently led by the COO Xolani Mawande and consists of the below departments;

- Operations;
- Membership;
- Finance;
- Administration;
- Information Technology;
- Human Resources;
- Provincial and National committees;
- Students and candidates;
- Operations has an extension to HR Audit, HR standards and LQA. However, these areas are reported on separately in the annual report.
- SABPP was formed in 1982. 2017 marked our 35th anniversary. SABPP staff celebrated this day and reflected on the journey this far. Interestingly, the average age of our employees is less than 35 years.
- Here is to another 35 years of professional service to the HR community. We are proud, and we keep moving setting HR standards.

## SABPP 35th Anniversary: *Top 35 highlights*

At the 5th Annual HR Standards Conference, we celebrate the 35th Anniversary of the SA Board for People Practices (SABPP) as the HR professional and quality assurance body of South Africa. It has been a

rich history with many milestones along the journey to establishing HR as a fully-fledged profession in South Africa. Despite several challenges and setbacks along this journey towards HR professionalisation, in this report

we want to outline some of the biggest achievements over the last 35 years. Some of the top highlights over the 35 years were as follows:

NO	YEAR	KEY MILESTONES
1	1982	SABPP established as a fully-fledged professional body for the HR profession.
2	1983	Professional registration committee formed and first HR professionals registered.
3	1983	First Code of Conduct for the HR Profession launched.
4	1984	SABPP crest registered with Bureau of Heraldry (Legal Deposits Act).
5	1985	First Charter of SABPP published in Government Gazette.
6	1989	First full-time Registrar appointed (Huma van Rensburg).
7	1989	First Annual Report published.
8	1990	Process starts to accredit universities and first universities accredited.
9	1990	First Generic HR Competency Model developed.
10	1992	Glossary of Personnel Terminology developed
11	1994	Programme of Continuous Professional Development (CPD) started.
12	1998	HR Standards Generating Body launched.
13	2002	Position of Registrar expanded to become Chief Executive Officer.
14	2002	SABPP appointed as Education and Training Quality Assurer by SAQA.
15	2007	HR Research Initiative formed to develop an HR research agenda for the profession.
16	2009	Master's degree published on HR as a Profession.
17	2009	Opinion paper on HR as a Profession.
18	2009	Position paper on HR Implications of King III published.

NO	YEAR	KEY MILESTONES
19	2010	Start of series of annual SABPP Women’s Reports (2010-2017).
20	2011	Publishing of book “Wisdom from HR Mentors” featuring work of SABPP mentors.
21	2011	New strategy HR Voice launched to ignite a new growth path for SABPP.
22	2011	Embarked on process to establish social media platforms for SABPP.
23	2012	A new South African HR Competency Model launched (replacing 1990 model).
24	2012	SABPP recognised as a professional body by SAQA (new NQF Act).
25	2013	New series of monthly Fact Sheets produced.
26	2013	Development of first National HR Standards in the world.
27	2014	Development of HR Professional Practice Standards.
28	2015	Launch of HR Audit Unit and first companies audited against HR standards.
29	2015	Approval of SABPP professionals as Ex-Officio Commissioners of Oaths by the Minister of Justice (Justices of Peace and Commissioners of Oaths Act)
30	2015	Publishing of book Ethical Competence in HR Management Practice.
31	2016	Development of Labour Market Scenarios for 2030 with Clem Sunter.
32	2016	Establish HR Standards department to drive HR standards in South Africa.
33	2017	Complete the process of establishing 9 provincial committees, in addition to 12 student chapters throughout the country.
34	2017	South African Leadership Standard developed and launched.
35	2017	Publishing book HR Risk Management: Managing People Risks and Leveraging Opportunities.

Admittedly, it was not an easy task to limit this exercise to 35 milestones only, in fact, there were hundreds of other highlights not mentioned here and most of them are covered in the annual reports of SABPP. What makes these achievements special, is that most of them were achieved by the dedicated commitment of hundreds of volunteers working with the SABPP management and staff to make it happen. Furthermore, in several cases one milestone opened the door for another or a series of new achievements to

be realised. For instance, the HR Competency model evolved into the HR Standards, which, in turn opened the door for HR Audits against the standards. And so the journey continues to build on these milestones and to continue developing HR as a profession as new opportunities and challenges arise. The current HR Voice 2.0 strategy has been formulated to ensure that SABPP fulfils its mandate as an HR professional body in a way that will make a difference to professional work and impact of HR professionals.

As we celebrate the 35th anniversary of SABPP, we want to thank our predecessors and staff for their sterling work in getting us here. We also want to thank the hundreds of volunteers (board and committee members) for their time and effort supporting the SABPP office and staff in so many interesting, but value-adding projects. If we build on these successes and embark on new projects and initiatives to take the HR profession forward, we will achieve more successes along the journey to HR professionalisation.

# Departments *continues*

## Membership

- YM system: More members are now using the YM System. However, we would like to get to a stage where this number could still be increased.
- New Membership: Over 900 new members joined the professional body in 2017 although it came short to the 2016 figure of over 1000.
- Renewals: Members continue to find value in SABPP. The number of renewals increased drastically.
- SABPP goes green: we are happy to report that all membership files are now scanned and accessible digitally.
- In 2017 we successfully launched membership application online as well as membership evaluation online.
- The era of paper, files, missing files and misplaced files is indeed over.



Above:  
OR Tambo Municipality membership awards

Ex officio CoO is just that. Ex officio!  
SABPP members should always pay  
attention to detail  
SABPP:



Above:  
Free State committee

**Provinces**

- All 9 provinces are now officially launched. However, the performance or lack thereof of some of these provincial committees need attention. 2018 will see SABPP actively supporting these committees to improve its provincial impact.



Above: Northern Cape Committee members



Images:  
Last Province to be Launched:  
Northern Cape 1 June 2017

**Field Agents**

- The model has worked well in KZN and Eastern Cape. It has been a disappointment in Western Cape and Limpopo. The model is set to be revamped in 2018 allowing other active provinces to participate.





Above:  
HRUF members in WSU Ibika

## Departments *continues*

### HRUF

The HR University Forum is an association falling under the SABPP Higher Education Committee. The forum meets for two days once a year. All HR/Industrial Psychology and related lecturers are strongly urged to participate so that teaching and learning in the area can be optimised.

In 2017 a new executive was elected to run the forum for two years

- Chair: Dr Pierre Joubert (VUT)
- Vice Chair: Dr Revelation Mokgele (NWU)
- Secretary: Dr Christine Van Rensburg (VUT)

In 2018 the forum will meet in Vaal at VUT in September. Lecturers who are interested in becoming part of the forum should email: [christinevr@vut.ac.za](mailto:christinevr@vut.ac.za)

**Staff**

New staff in 2017:

In SABPP we are always pleased to have new staff members joining us, which means that SABPP as an organisation is growing. Here are some of the staff that joined us in 2017:

- Lerato Tshewule (HR Intern)
- Thulani Ndwandwe (Caretaker)




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In SABPP we are always pleased to have staff members joining us, which means that SABPP as an organisation is growing.

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- Ceanne Schultz (Marketing Officer)
- Vutivi Mavuyangwa (Finance Intern)
- Tshepiso Moloi (Finance Intern)
- Noluthando Malgas (Marketing Intern)



Far Left:  
Ceanne Schultz (Marketing Officer)

Far Right:  
Lerato Tshewule (HR Intern)

Left:  
Vutivi Mavuyangwa (Finance Intern)

Right:  
Nolunthando Malgas (Marketing Intern)

Bottom:  
Thulani Ndwandwe (Caretaker)

# Departments *continues*

**The following staff left the employment of SABPP in 2017:**

- Siphwe Mashoene (Marketing Manager)
- Lerato Tshewule (HR Intern)
- Tshepiso Moloi (Finance Intern)
- Noluthando Malgas (Marketing Intern)

**Staff Bursaries**

SABPP continues supporting staff development and awarded the following bursaries:

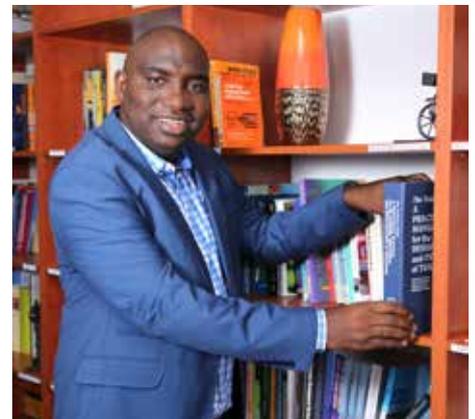
Level Contribution	Number of staff	SABPP
Honours	2	R 40000
Advanced Diploma	1	R 20000

**Staff Success**

The following staff members successfully completed their Honours degree in HR from UJ:

- Malebo Maholo
- Derisha Pillay

Xolani Mawande successfully completed his masters degree from UNISA.



Xolani Mawande



Derisha Pillay



Malebo Maholo



Success is not final,  
failure is not fatal:  
it is the courage to  
continue that counts



**The following staff members received the CEO recognition award for their outstanding performance:**

- Nontokozi Masondo (Professional Registration Officer: Retention)
- Annetjie Moore (Head: HR Audit)



Annetjie Moore



Nontokozi Masondo



Sarie Venter

**Promotions**

- Sarie Venter was promoted to a newly created position of Facilities and Support Manager

# Departments *Continues*

Employment Equity  
Status for SABPP staff

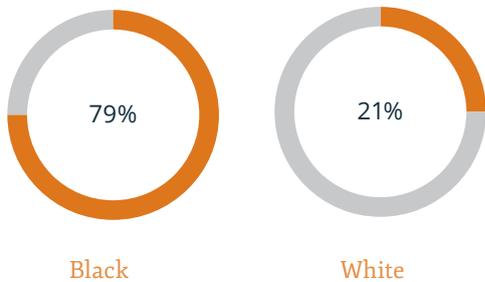
Gender Status 2016



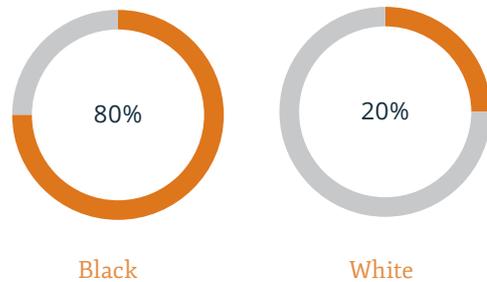
Gender Status 2017



Race Status 2016



Race Status 2017



## New Building

SABPP moved to Rosebank from the 1st of April 2017.



### Information Technology

We changed and upgraded the LQA system in line with the needs of training providers. The new system is now a user-friendly state of the art customized system that is highly accepted by all stakeholders. There was no additional cost to SABPP.

### Plans for 2018

- Increase membership numbers to 1200
- Members retention to be increased to 85% in 2018
- Continue the green movement
- Visit all universities particularly the universities in KZN
- HR standards project

for SABPP staff

- Flexible working arrangements for staff in line with global trends
- Field Agents in all active provinces
- Accrediting more universities across the country

### Leadership Standard Summit 2017

On the 14th September 2017, the SABPP hosted the Development of the Leadership Standard. This was not a leadership conference but rather a journey about leadership and creating a national leadership standard to guide all leaders in their daily leadership practice. It tackled the issues of ethics, governance, responsibility, accountability, purpose, trust, decision-making and influence, and the duty of businesses and associa-

tions to form a united body to support leaders who can take the country on a new course and give people tangible direction and hope for the future.

On the 26th October 2017 we hosted the most significant event in the history of SABPP and that was the launch of South Africa's first Leadership Standard to guide leaders on how to improve their leadership in taking their organisations to a new level of excellence. We had many of our members there to join us at the forefront in launching South Africa's leadership standard. We also had Nhlanhla Nene, Former Finance Minister and Interim Director of Wits Business School in which he addressed "The importance of good leadership in building better organisations and a competitive nation".

Leadership Standard Summit 2017



Far Right:  
Delegates at the Leadership  
Standard Launch

Middle Left:  
SABPP and Talent Talks Team

Bottom Left:  
OR Tambo District Mu-  
nicipality Delegates

Top Left:  
Nobuhle Judith Dlamini  
(Author- Equal but Different)





Top Right:  
Nhlanhla Nene  
(Finance Minister)



Top Left:  
Litha Currie  
Graphic Recording  
at the Leadership  
Standard  
Launch



Bottom Right:  
Selo Govender  
(Head of Talent  
Leaning and  
People Development:  
Sasol)



Bottom Left:  
Xolani Mawande  
(COO SABPP)



# Employment Equity and Diversity Statistics

## *as at 31 December 2017*

### SABPP Staff and Management Profile

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
Senior Management	1	1	0	1	0	2	0
Junior Management	0	0	0	0	2	0	0
Staff and semi skilled	1	0	0	0	7	1	1
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>3</b>	<b>1</b>

### SABPP Board

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
Board Exco	1	0	0	1	1	0	0
Board Mem- bers incl Exco	2	1	0	3	8	0	0

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
1	0	0	6	4	67%	3	50%
2	0	0	4	2	50%	4	100%
0	0	0	10	10	100%	9	90%
3	0	0	20	16	80%	16	80%

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
0	0	0	3	2	67%	1	33%
0	0	1	15	11	73%	9	60%

SABPP National committees

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
Committee leadership	7	1	0	5	8	0	0
Committee members incl leadership	22	3	4	17	28	8	3
Ethics	6	0	1	3	8	1	0
IT Govern- ance	3	2	1	1	3	1	2
Mentoring	1	0	0	0	5	0	0
Risk and Audit	1	0	0	1	3	0	0
Higher Education	2	0	0	4	3	1	0
LQA	1	1	0	0	2	0	0
Labour Market	5	0	0	0	1	0	0
CPD	0	0	0	1	0	2	1
Learning	1	0	1	4	2	2	0
Evaluation	2	0	1	3	1	1	0
Audit Council	2	0	0	1	3	0	0
HR Citizen	2	2	0	0	3	1	0
Metrics	3	1	1	3	3	1	1

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
5	0	1	27	16	59%	14	52%
24	1	2	112	68	61%	65	58%
3	1	0	23	16	70%	12	52%
2	0	0	15	12	80%	8	53%
4	0	0	10	6	60%	9	90%
0	0	0	5	4	80%	3	60%
5	0	0	15	6	40%	9	60%
4	0	1	9	4	44%	7	78%
3	0	0	9	6	67%	4	44%
2	0	0	6	3	50%	5	83%
0	0	0	10	6	60%	4	40%
1	0		1	10	5	50%	4
0	0	0	6	5	83%	3	50%
0	1	0	9	8	89%	4	44%
2	0	0	15	10	67%	7	47%

### SABPP Provincial Committees

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
Committee leadership	3	0	0	0	5	0	0
Committee members incl leadership	33	5	4	24	37	2	6
Western Cape	3	0	2	4	0	0	0
KZN	3	2	0	3	2	0	0
Gauteng	5	2	0	3	11	0	0
Free State	3	0	0	4	6	0	0
Eastern cape	2	0	0	1	8	1	1
Limpopo	6	1	1	3	5	1	2
Mpumalanga	3	0	1	3	1	0	0
North West	3	0	0	2	3	0	2
Northern Cape	5	0	0	1	1	0	1

### SABPP HR Auditors

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
Lead Auditors	2	2	0	4	0	0	0
Auditors	20	1	1	32	33	8	3
Inhouse Auditors	6	0	0	2	9	8	2

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
1	0	0	9	8	89%	6	67%
17	2	2	132	87	66%	64	48%
7	0	0	16	5	31%	7	44%
1	0	0	11	7	64%	3	27%
3	2	2	28	18	64%	16	57%
4	0	0	17	9	53%	10	59%
1	0	0	14	12	86%	11	79%
1	0	0	20	16	80%	9	45%
0	0	0	8	5	63%	1	13%
0	0	0	10	8	80%	5	50%
0	0	0	8	7	88%	2	25%

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
1	0	2	9	4	44%	1	11%
46	23	18	144	66	46%	90	63%
6	8	7	33	25	76%	25	76%

**SABPP New Professional Membership Jan 2017 to Dec 2017**

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
MHRP	9	1	0	4	7	1	2
CHRP	28	2	5	10	51	7	6
HRP	101	4	11	18	133	22	32
HRA	67	7	5	18	154	13	14
HRT	11	0	0	2	30	1	2
<b>Total</b>	<b>216</b>	<b>14</b>	<b>21</b>	<b>52</b>	<b>375</b>	<b>44</b>	<b>56</b>

**SABPP Professional Membership (All membership)**

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
MHRP	86	10	10	128	59	14	9
CHRP	285	31	41	348	283	57	42
HRP	632	46	67	238	773	169	137
HRA	295	16	32	65	570	75	81
HRT	105	4	11	43	191	24	24
<b>Total</b>	<b>1403</b>	<b>107</b>	<b>161</b>	<b>822</b>	<b>1876</b>	<b>339</b>	<b>293</b>

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Female	Male					
4	1	2	31	20	65%	16	52%
9	1	3	122	99	81%	76	62%
62	9	6	398	303	76%	255	64%
31	13	8	330	260	79%	220	67%
3	9	11	69	44	64%	47	68%
109	33	30	950	726	76%	614	65%

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Female	Male					
101	1	10	428	188	44%	193	45%
292	9	13	1401	739	53%	687	49%
454	45	32	2593	1824	70%	1565	60%
210	31	30	1405	1069	76%	966	69%
54	19	20	495	359	73%	313	63%
1111	105	105	6322	4179	66%	3724	59%

### Assessors and Moderators

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
Assessors	27	2	2	18	14	3	2
Moderators	11	2	0	11	10	1	1

### SABPP Candidates

Registration Level	Male				Female		
	A	I	C	W	A	I	C
Candidates	3	0	0	1	9	0	0

### SABPP Speakers for National Summit

Occupational Level	Male				Female		
	A	I	C	W	A	I	C
Speakers	7	0	0	8	3	3	1

### SABPP Students

Registration Level	Male				Female		
	A	I	C	W	A	I	C
Students Jan -31 Dec 2017	126	2	12	26	262	4	28
Current Student Members	486	4	33	57	786	14	81
<b>TOTAL</b>	<b>612</b>	<b>6</b>	<b>45</b>	<b>83</b>	<b>1048</b>	<b>18</b>	<b>109</b>

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
47	0	0	115	50	43%	66	57%
34	0	0	70	25	36%	46	66%

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
5	1	0	19	12	63%	14	74%

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
4	0	0	26	14	54%	11	42%

W	Foreign National		Total	AIC Numbers	AIC %	Female Numbers	Female %
	Male	Female					
95	6	10	571	434	76%	399	70%
168	36	35	1700	1404	83%	1084	64%
263	42	45	2271	1838	81%	1483	65%

# HR Audit *Department*

HR Audit Council  
Reflection of Celebrations (2017)

This period provides an opportunity for reflection and as the SABPP HR Audit Unit, we would like to share some of our special highlights of 2017, such as HR audits completed, developments on HR Auditors capacity, co-opetition, new solutions/products and alliances.

## HR Audits

- Organisations embark on the HR Audit process for various reasons, some want a benchmark against HR best practices and prepare re-

lently for the audit. Another may want to determine where the current gaps in HR strategy alignment and integration, policies,

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**One of the most significant HR Audits was the HR Audit of 5 municipalities, initiated by Gauteng-Cogta through a tender process.**

practices and implementation are and set the development plan for that benchmark. Ordinarily, follow up audits are also beneficial for previously audited companies who require to determine progress on areas that have been identified as needing corrective actions and improvements.

- One of the most significant HR Audits was the HR Audit of 5 municipalities, initiated by Gauteng-Cogta through a tender process.



The process was exceptionally planned and run by a Steering committee by G-Cogta and SABPP. The main focus was to create a blueprint against the HRM Standards and reduce inconsistencies in all 11 municipalities in Gauteng. In the process, skills transfer and learning through cross-functional HR teams were critical to building sustainability and continuous improvement. The senior managers of the municipalities experienced the benefits from

### The main focus was to create a blueprint against the HRM Standards and reduce inconsistencies in all 11 municipalities in Gauteng.

the HR Audit and further noted an improvement in the credibility and impact of HR departments.

The SABPP regards this intervention as a breakthrough in the Public sector. We are optimistic that this will open many doors for HR Audit in the sector and the outcomes will be used as integral part of service delivery improvements.

- A second highlight is when previously audited organisations that implemented the HR Audit recommendations and request a follow-up audit to ensure continuous improvement and

set the bar just higher in the HR Profession. For 2017, at least one organisation participated in this regard compared to 2016 where there was nothing.

- Certainly, the third major achievement is our first cross-border HR Audit. Working together with our alliance partner in Botswana, Emergence Growth who prepared the first company in Botswana very well for an HR Audit. It shows the impact and appreciation of the HRM Standards and the HR Audit, not just in SA & Africa, but in other parts of the world.
- Additionally, participating in the active panel of discussion at the SABPP Leadership event through the TCTA, G-CoGTA, St. Stithians Private Schools and the Chairperson: HR Audit Council provided further opportunities for the HR community to reflect on the learning, impact and value of the HRM standards and Audit.

#### Members of the Audit Council

To strengthen the governance of the audit process and methodologies used by the Audit unit, the SABPP Audit Council has played a critical role in providing strategic guidance to the Audit Unit. During the year in period aspects of Employment Equity regarding the Lead Auditors and Auditors has been looked into and it is now work in progress, providing leads for future audits and partnerships,

auditor selection process, governance aspects regarding audits in progress, audit unit business plan, etc were deliberated and actioned accordingly.

#### Progress and Developments during 2017. Growth of HR Auditors

Part and parcel of what SABPP stands for is developing people. Approximately 50 auditors participated in HR Audits up to beginning of November 2017. The new financial year will provide further opportunities for some of new/existing auditors to actively participate in audits that are sealed. This is a major milestone, especially as we look at the number of candidate auditors who become certified after the required practice to display their deep understanding of HR and the importance of integration and alignment with business strategy. In this regard, development of HR Auditors is also aligned with the Employment Equity Strategy and among the certified auditors are five Black females and one Black Male to now fulfil the role of the to a Lead Auditor.

#### Co-opetition

During mid-year, Gauteng Department of Health contacted SABPP and IPM to work together on the HR for Health Project. This co-opetition is a groundbreaking initiative as a first in 35 years. The CEOs issued a pro-active memo to all members, which was received in a positive light. The HR practices at several hospitals will be audited against the HR Standards.

#### New Audit Tools

With the successes of the HRM Standards and the HR Audits to measure, we assess possible new solutions and products all the time.

The first product on the shelf will give companies the opportunity to assess/audit the more than 30 HR Professional Practice Standards (PPS). To date, one of the SABPP ambassadors, Sakkie van Greunen from the University of Pretoria developed the assessment tool for the initial eight PPS, which was launched at the 5th Annual HR Standards Conference.

Secondly, linked to a client request, SABPP developed a Payroll Standard in conjunction with SAPA members. The assessment tool and audit will be available from January 2018.

#### Alliances

According to an article on google, the definition of an alliance is broadly the "relationship based on similarity of interests, nature or qualities". Such similarities are important for SABPP to professionalise HR. During the past year, we worked closely with several partners on professionalising HR, breakfast sessions, joint events and business development.

The SA Reward Association (SARA) and SA Payroll Association (SAPA), – as fellow professional bodies have a clear HR focus. Apart from

working together, the benefits of these bodies are extended to SABPP, SARA and SAPA members to benefit from discounted rates for alliance conferences, workshops, CPD and many other. The parties share best practices and leverage national discussions such as NHI.

Cowan-Harper Attorneys is a legal alliance through whom we offer discounted rates to our members for relevant legal trending events relevant to the workplace.

Emergence Growth is a local and Africa partner assisting SABPP to grow our footprint beyond South Africa.

#### **International interest**

The SABPP continues to attract significant international interest. Through the HR Audit we have successfully coordinated and performed our first HR Audit in Botswana which is indeed a great milestone for the Audit Unit and SABPP in its entirety. This year we again experienced good support from thought leaders in Australia.

#### **Challenges for 2017**

- The economic challenges resulting in the slow market movement had a major impact on the outcome of the proposals that were drafted and issued to the companies.
- Diversity issues surrounding Lead Auditors, the matter is getting attention. The EE plan that is

in place aid in developing our Lead Auditors and auditors.

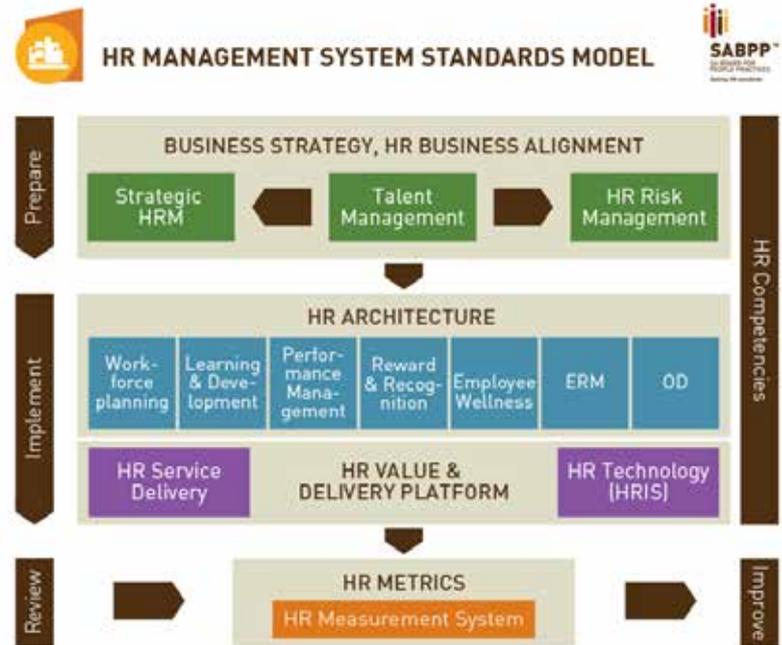
- The limited number of signed audits in 2017 hindered the development process for trained auditors towards certification.
- The slow response to membership renewals has a significant impact on the HR Audit team selection process.

#### **Plans for 2018**

- Committed audits in Private Sector which were concluded in 2017
- Additional Audits in Public Sector confirmed
- Reviewing and possible automation of Audit Assessment tool and integration of PPS
- Marketing assistance for Payroll and for PPS Audits
- Strengthening Alliances
- Audit Training in regions
- Lead Auditor and Auditor Developments and Employment Equity
- Cross-border audits
- Networking to improve Public Sector relationships, and
- Joint events in regions e.g. Cape Town and Durban.

#### **Concluding thought**

- Reflection gives us the rear-view mirror view. With 2018 a blink away, we celebrate our successes, learn from challenges and refocus to improve the relevance and impact of the audit unit.
- For 2018, may planning, resilience, humility and the importance of continuous improvement of self and living by SABPP's values, lead to a successful 2018 of building better and sustainable businesses through HR Business Partnering.



# HR Standards Department

Over the last five years (2013-2017), the SA Board for People Practices (SABPP) developed the first set of National HR Standards in the world.

The HR Standards incorporate both global best practice in HR Management but aligned to the needs of the South African business environment. The Standard is based on a system model which encompasses the four phases of good quality management practice, i.e. prepare, implement, review and improve, but contextualised for the field of HR Management.

### HR Standards Benefits

The vision of the project is to set national HR standards to improve

the quality of HR work irrespective of the location of an HR professional, or industry and organisational differences. Ultimately, HR professionalism will be enhanced by reducing inconsistencies in the profession. The goals of the project are as follows:

- To improve standardised approaches to professional HR practices and thus promoting HR professionalism;
- To develop a national HR scorecard with specific HR measure-

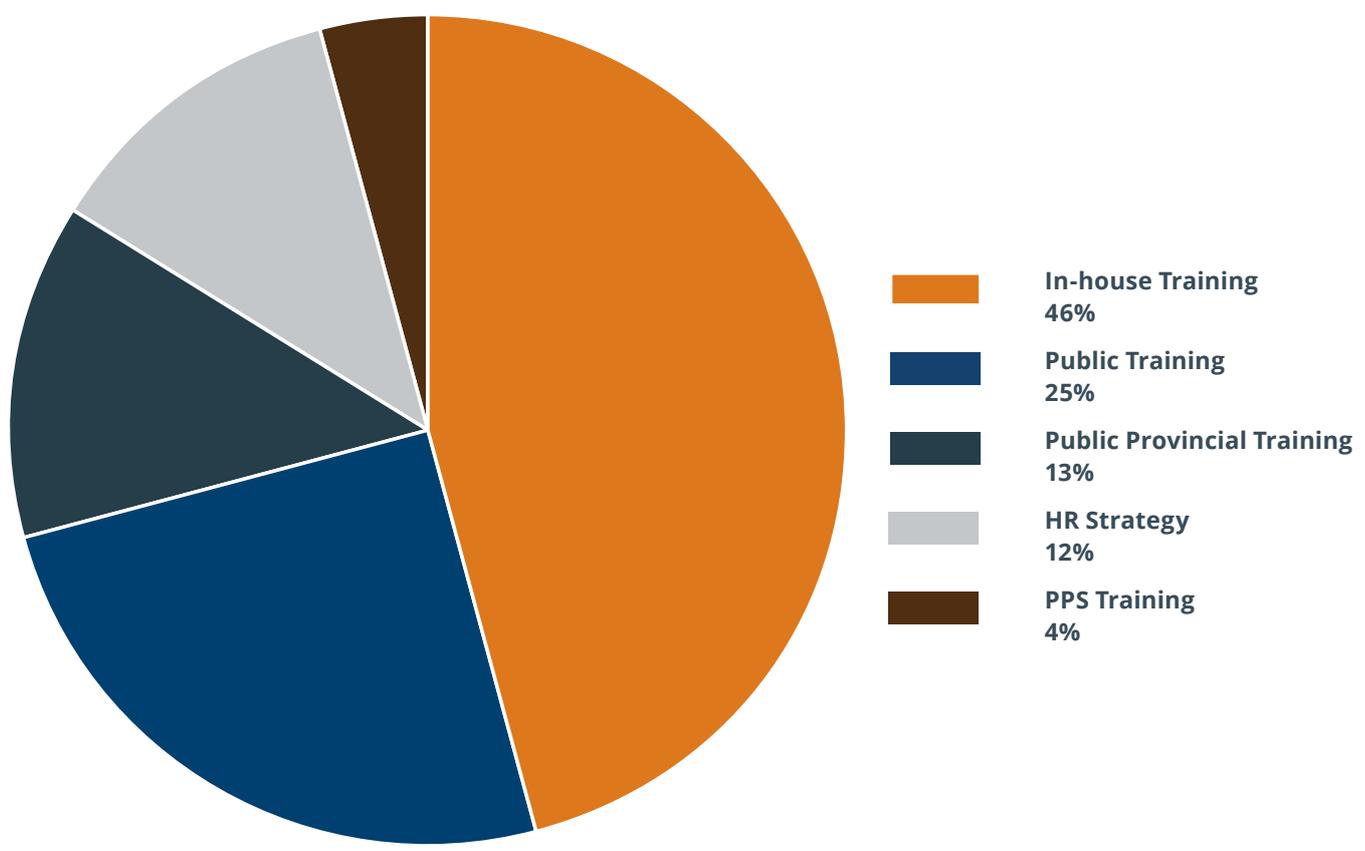
ments and metrics, supported by a national HR Research and Benchmarking Centre;

- To create a National HR Academy with a standardised HR Curriculum;
- To ensure that HR features in integrated reporting;
- To develop a foundation for integrating HR in the King Code of Governance.

Organisations	Number of delegates
<b>Organisations</b>	
SANSA	8
Zimco Group	8
Gauteng Growth & Development Agency	16
Nelson Mandela University	32
JHB Property	10
Concor	10
Gold Reef City	10
Universal Leaf	5
Liberty	30
Pick 'n Pay	54
East London IDZ	7
Metallon Management Services (Zimbabwe)	10
<b>TOTAL NUMBER OF DELEGATES</b>	<b>200</b>
<b>PPS Training</b>	
Universal Leaf	5
Johannesburg Property Company	6
Hillary	5
<b>TOTAL NUMBER OF DELEGATES</b>	<b>16</b>
<b>HR Strategy</b>	
Agricultural Research Council	30
Rand Mutual Assurance	20
<b>TOTAL NUMBER OF DELEGATES</b>	<b>50</b>
<b>Public HR Standards</b>	
9	107
<b>Public Training - Provinces</b>	
North West	38
East London	18
<b>TOTAL QUANTITY</b>	<b>56</b>

HR Standards Dept Training Sessions	Total No. of Delegates 2017
In-house Training	200
PPS Training	16
HR Strategy	50
Public HR Standards	107
Public Provincial Training	56
<b>Total</b>	<b>429</b>

**TYPES OF TRAINING SESSIONS 2017**



**HR Candidate Development Programme.**

The programme allows Candidates to convert previously obtained theoretical knowledge into activities related to professional practice under the guidance of a registered SABPP Supervisor to obtain registration on the SABPP professional ladder as an HR Technician/Associate/ Professional, depending on the qualifications and the outcome of the Portfolio of Evidence (POE) on finishing the programme.

A total number of 9 Candidates enrolled in the candidate programme in 2017, below are the Organisations participating in the programme:

- Roodepoort Sign Centre
- Nersa
- Arch Software
- Anglo American
- Light Stone
- Mowana Properties
- North West Department of Finance
- Kano Solutions
- Retail Marketing Services



# Learning and Quality Assurance *Department*

The team has been exposed to various opportunities such as networking with new training providers, Sector Education and Training Authorities (SETAs), Department of Higher Education (DHET), Quality Council for Trades and Occupations (QCTO) and industry at large. The staff were engaged in doing presentations at workshops organised by this department.

- 
- The LA team members travelled all corners of South Africa – all nine regions performing annual monitoring visits as well as accreditation of new providers. The team has introduced a structured work-load management process that has given time to perform the quality assurance function such as accreditation, external moderation, registration of assessors and moderators, uploading of learning information, including the collection of funds.
  - SABPP worked on a simple motto called “we will perform quality work/output for the better of learners, providers and affected stakeholders, so that we can make a difference”. This has helped in performing all work. The success of this department was truly because of dedicated staff (willing to go that extra mile) and continuous communication with its providers.
  - While a customer-centric approach to quality assurance is adapted by the team, all relevant national standards such as QCTO requirements are adhered to.
  - In addition to the formal quality assurance work done for training providers, the LQA team also accredits universities, arrange events for L&D practitioners, and promote assurance of continuous professional development (CPD) for HR professionals.
-

# Marketing Department

## Top Highlights of the Marketing Department in 2017

- One of the major highlights for 2017 was launching the first South African National Leadership Standard as well as the Payroll Standard.
- The Marketing department has played a very active role in organising the Ethics Foundation workshop in several Provinces throughout the year.
- We have been invited to attend various exhibitions such as Work 2.0, Eskom, Global Business Solutions, Mastering SAP HR & Payroll, Future of HR to name a few, which has allowed us to contribute to the growth of the SABPP membership.
- The Marketing Department appointed its first ever permanent Marketing Officer, Ceanne Schultz and offered two marketing internships to young graduates.
- The SABPP brand on social media has become more visible which has led to more followers.
- We have formed close relationships with our alliances which will enable the SABPP to be more visible. These alliances include IPM, IMPSA, SARA and SAPA.
- The Marketing department ran successful events throughout the year at the Head Office situated in Johannesburg as well as the regions where we receive the support from our provincial committee members. A total of 31 workshops were conducted in 2017.
- The Marketing function supported all departments with events, thereby ensuring that everything runs smoothly from marketing to assisting on the day.
- We have played a major role in the drafting and distributing of the HR Voice magazine ensuring that our members receive the publication every month.
- The SABPP has been visible on radio as well as television enhancing our marketing tremendously.

# PART C

## STRATEGIC TRANSITION TO 2018

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Year 2017 review: 17 Successes Achieved  
Future Development  
Conclusion to report

## The Year 2017 In Review

### *17 Successes Achieved*

The top 17 highlights during 2017 were as follows:

1. The year 2017 was another successful year in welcoming a large number of new HR professionals joining the SABPP family with almost 1000 new professional registrations. The new online professional registration system ensured that we have made the transition to the full automation of the registration process, thereby eliminating unnecessary paper work as we now have a digital registration system in place. Already 43% of our members are managing their profiles on the online system and we encourage the remaining 57% to join the era of digital HR.
  2. SABPP managed to continue attracting international interest with our HR standards and audit work, in particular from India, Australia, Botswana, Zimbabwe and Namibia. In fact, we have now audited the first organisation outside South Africa, i.e. Botswana. We welcome our neighbours in Botswana to the HR Standards and Audit journey.
  3. The 5th Annual HR Standards Conference is always the highlight on the SABPP annual calendar and we thank HR professionals for their participation in this special occasion when we also celebrated our 35th anniversary as an HR Professional body.
  4. The development and launch of South Africa's first leadership standard was probably the top highlight of the year.
-

Now that leaders have a clear guideline on leadership, we look forward for leaders to rise and taking their organisations and society forward with focus and dedication. We thank all business leaders who already signed the leadership pledge as a visible expression of their commitment to making the leadership standard work.

5. The new payroll standard has been an historical achievement and we thank our alliance partner, the South African Payroll Association for collaborating with us in developing the first payroll standard for South Africa.
6. This year we interacted directly with more than 100 corporate clients and we managed to visit most of them personally. The HR for Health project for the Gauteng Department of Health has been a significant project in assisting them with the professionalisation of HR at the head office and indeed the different hospitals in the province. Another big project was the auditing of five municipalities against the HR standards under the leadership of the Gauteng Department of Cooperative Governance and Traditional Affairs (GCOGTA).
7. The Learning and Quality Assurance Department has yet again received green status for SAQA uploads, and several new providers were registered during 2017. The SABPP quality assurance function celebrated their 15th year as South Africa's HR quality assurance partner or "HR SETA." The new online quality assurance system launched in November will streamline all quality assurance processes and further ensure digital HR in the learning and quality assurance space.
8. While we were always able to show large numbers of new professional registrations, retaining members have been a problem in the past. This year, we turned it around by exceeding our budget target for professional registration renewals, due to significant work done by our retention office and other key SABPP stakeholders reaching out to our members. Admittedly, members who don't renew their professional registrations also lose their status as Ex-Officio Commissioners of Oaths and this fact may also have contributed to the high retention rate.
9. Our Knowledge and Innovation Department managed to mobilise a large pool of authors and produced a record of more than 200 articles this year. In most months, the target of one article a day was achieved. These articles are available from google, the SABPP website, twitter, Instagram and the Talent Talks platform.
10. Using our experience of auditing a total of 26 organisations in six provinces, we also published our first book on HR Risk Management, a significant milestone in supporting HR Directors and management teams to mitigate human capital risks in organisations.

11. Building on our visits to several university campuses over the last few years, we have now formed a total of 12 student chapters throughout the country, growing the total number of student members to over 2000. We are proud of this strong HR youth talent pipeline as the future HR Managers of the country.
12. Having opened an Instagram account over the last year, a total of 800 photos about SABPP activities are now available on Instagram for HR professionals all over the country. Moreover, our twitter followers have now reached the significant milestone of 15 000 followers, making SABPP the second most followed professional body in South Africa (after SAICA). We thank our HR professionals and other stakeholders for their social media engagement and for being so active on social media.
13. SABPP managed to launch our ninth provincial committee in the Northern Cape, thereby ensuring that we now have provincial committee presence in all nine provinces. We thank our provincial leadership and committees for accepting our invitation to champion the HR profession at a regional level.
14. This year was the most successful year for SABPP in terms of converting good alliances into tangible value-adding partners building the HR profession. A special word of thanks to all our alliances for partnering and collaborating with SABPP in taking the HR profession to new heights with tangible outputs for our members and their organisations.
15. The SABPP research portfolio is growing and we supported several post-graduate students with their studies. In particular, we are proud of the first master's study on HR governance as an output of the SABPP HR Governance Committee. Congratulations to our new HR governance master's expert, Merriman Ponoane for successfully completing his research paper.
16. Our annual Women's Report was again released on Women's Day in collaboration with the University of Johannesburg and the University of Stellenbosch Business School.
17. Lastly, and as a reward for the above 16 highlights, SAQA extended our status as a recognised HR professional body in accordance with the NQF Act until 2022.

# 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 the HR Profession forward. Over the next year, 2018, several actions will form the basis for leveraging the SABPP HR Voice 2.0 strategy:

- SABPP will continue exploring options for increasing our office space in accordance with our growth needs;
- Increase member uptake and participation of the entire membership system.
- SABPP will go through a journey to acquire ISO 9001 certification;
- Aligning Provider curriculums to the HR Standards and Audits;
- HR Profession Practice Standards Development will continue in new areas such as required by the market;
- Implementation of candidateship programme, as well as internships and mentoring programme;
- Daily articles from Knowledge and Innovation Department will be published;
- More endorsements of consulting products or services will be done;
- Roll-out of the Leadership Standard throughout South Africa;
- New alliances will be formed to advance the HR Profession e.g. Mercer, SASLAW and EES Siyaka;
- SABPP will drive more HR Audits, including the private sector;
- Promote ethics & professionalism in qualifications, at public forums and inside organisations.
- Perform research on current learning providers and learners on various aspects.
- Continuous capacity-building of HR teams on HR Standards;
- Relaunch of key committees, such as Mentoring, Labour Market, IT Governance and HRRI.
- Connecting publications and position papers into innovative products and services for the HR Market.
- Get MOU in place with SETAs and integrate HR Standards into current qualifications.
- Launch of HR Governance framework for South Africa.
- Launch of Employment Equity, Diversity and Transformation Awards.
- Drive RPL via Qualifications / Short Courses (skills programmes and professional registrations)
- Launch of National HR Metrics;
- Launch of National HR Academy to build HR competency;
- Launch Student Chapters at all universities;
- CPD roll-out;
- Board election process to elect a new board for 2019-2021 term.
- More opportunities for HR volunteering via the HR Citizen Committee.

## Conclusion *to Report*

The SABPP 2017 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 35th Anniversary of SABPP provided a special opportunity to reflect on our past and to plan our future. We want to thank the thousands of HR and other professionals for their inputs and encouragement during our stakeholder engagement process throughout the country and other key global markets when rolling out the national HR standards and other key HR professionalism initiatives. Your inputs were extremely valuable during the transition phase and we invite you to continue engaging with us during the full roll-out of our HR Voice strategy. Let us continue building a profession we can all be proud of in the years to come.

**Any comments about the 2017 Annual Report can be sent to the Governance Officer, Lindiwe Nombaca on:**

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# My Leadership *Pledge*

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In my calling as a leader, and in my aspiration to be an outstanding leader, I commit myself to the Leadership Standard with the following actions:

1. to challenge the status quo with courage, perseverance and resilience in the relentless search of a better future for all, including addressing socio-economic challenges
2. to create and pursue an inspiring, inclusive, and shared vision/dream that will leave a worthy, lasting legacy for current and future generations
3. to serve others and the common good unselfishly through a 'we' agenda, even if personal sacrifices are required of me
4. to live our values with unwavering integrity at all times, and to be ethical in all I do by being good, doing good, and ensuring good
5. in demonstrating genuine authenticity, to lead by example, my talking and walking being the same under all circumstances
6. to take personal accountability for all of my decisions, actions and their consequences, and also of those I am leading
7. to treat those I lead with respect, dignity, fairness and care, and create deep trusting relationships with them around a shared destiny
8. to enable and empower those I am leading to be courageous, challenging followers, filled with passion, hope, confidence, and faith
9. to be visible and present where it truly matters and to ensure that real value is being added
10. to reflect on my leadership and to continuously develop myself as a leader, and to support other leaders and staff in their development and performance

