



**SABPP**™

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*

# Annual Board Report 2014

SABPP - THE QUALITY ASSURANCE  
AND HR PROFESSIONAL BODY

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# ANNUAL BOARD REPORT 2014

The year 2014 has seen major steps forward in realising the SABPP's HR Voice strategy under the guidance of the Board elected into office in 2012.

## The top ten highlights of the year were as follows:

- 1** The further development, publication, launch and roll-out of phase three of the National HRM System Model and Standard, i.e. the development of the HR Professional Practice Standards (from absenteeism management to succession planning).
- 2** Visit by one of the world's top HR professional bodies, the Chartered Institute of Personnel and Development (CIPD) from the UK.
- 3** The development and implementation of an auditing protocol for the implementation of the Standard and its 13 standard elements; and the launch of the SABPP Audit Unit.
- 4** The development of a 360 degree assessment tool for measuring the HR Competency Model.
- 5** The successful distribution of another set of HR Fact Sheets and other research papers.
- 6** Increased visibility (television, radio, newspapers, magazines, internet, social media and exhibitions) in support of HR Voice strategy.
- 7** Largest SABPP conference ever attracting 631 delegates (2nd Annual HR Standards Roll-out).
- 8** Improved capacity for delivery from a staffing perspective with the approval of the new expanded structure approved by the Board.
- 9** Strengthening of alliances such as IMPSA, CGF Research Institute, HR Future, Knowledge Resources and AMIHRP.
- 10** Increase in learning providers accredited (63 by end of the year).

We thank all board members for their contribution to the success of SABPP as a professional and quality assurance body. Prof Sonia Swanepoel and Dr Cookie Govender resigned from the board at the end of the year, and we appreciate their contributions to the success of SABPP. These vacancies in addition to another vacancy were filled by Prof Karel Stanz from the University of Pretoria, and two HR Executives, Khosi Matshitse (AECI) and Siphwe Ndwalaza (Assupol).



# 2013 – 2015 BOARD



Sipiwe Moyo  
(Chairperson)



Kate Dikgale-Freeman  
(Vice-chairperson)



Linda Chipunza  
(Vice-chairperson)



Frank de Beer



Mike Honnet



Sipiwe Ndwalaza



Khosi Matshitse



Valencia Lupondwana



Saki Makume



Yusuf Mahomed



Dennis Coetsee



Mpolai Liau



Marius Meyer



Yolisa Ngxabazi



Karel Stanz



Cookie Govender



Sonia  
Swanepoel

We thank you for your support and encouragement and we look forward to celebrating these historic achievements. As a community of HR professionals we are taking full responsibility for the quality of our HR work, and we commit ourselves to set the HR standard for all our colleagues to follow, engage and improve as we continue on the journey towards HR professional excellence. We thank all our alliance partners for their support and for joining SABPP on the journey towards HR excellence in South Africa.

The year 2014 was another successful year for SABPP and we are therefore proud to share our annual report with you. Please keep on engaging with us so that we can continue to add value to the HR profession.

Sipiwe Moyo  
Chairperson

Marius Meyer  
CEO

# INTRODUCTION BY CEO

I would like to thank the HR professional community for their involvement and support during 2014. This year we built on the changes implemented the previous two years, and it was indeed wonderful to see how HR professionals were ready to support us with the further roll-out of our new strategic direction. The National HR Standards Initiative continued to exceed all our expectations and we were humbled by the enthusiastic participation and interest from the local and international HR community. The project has proved to be the most significant HR project in the history of HR in South Africa and positioned SABPP as a world leader in setting national HR standards.

I have learned a tremendous deal from HR professionals and other stakeholders during our interaction with HR professionals from all provinces and nine other countries, and the support from the provinces filled me with confidence that we will be able to achieve significant impact during the process of strategic transformation. Board members, committee chairpersons

and committee members, staff members, learning providers, assessors, moderators, professionals and alliance partners, your encouragement helped me to keep focused on key priorities and the task at hand. In addition to strategic transformation, the year 2014 will be remembered as a period of significant relationship-building. While the HR standards journey was exciting and challenging at the same time, building on our earlier successes, will require significant strategic focus and follow-through on action plans agreed. Now that a sound HR standards framework has been developed fully and so well received by the market, the next challenge is to ensure further capacity-building and auditing.

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



Marius Meyer  
CEO

## Comments from HR Professionals about the National HR Standards

“Congratulations to SABPP. The standards are a great achievement. We are more proud of the HR profession than before. The standards will standardise HR practice.”

**Sihlangene Mgudlwa, Cape Peninsula University of Technology**

“The creation of HR Standards contributes to the value of HR within an organisation as Management can measure against these standards.”

**Jennifer Stephen, Renault SA**

“I am proud to be an HR professional and to participate in this much needed work. It will be awesome to know that HR is standardized and means the same thing from one company to another, and one country or culture to another. Well done to everyone involved.”

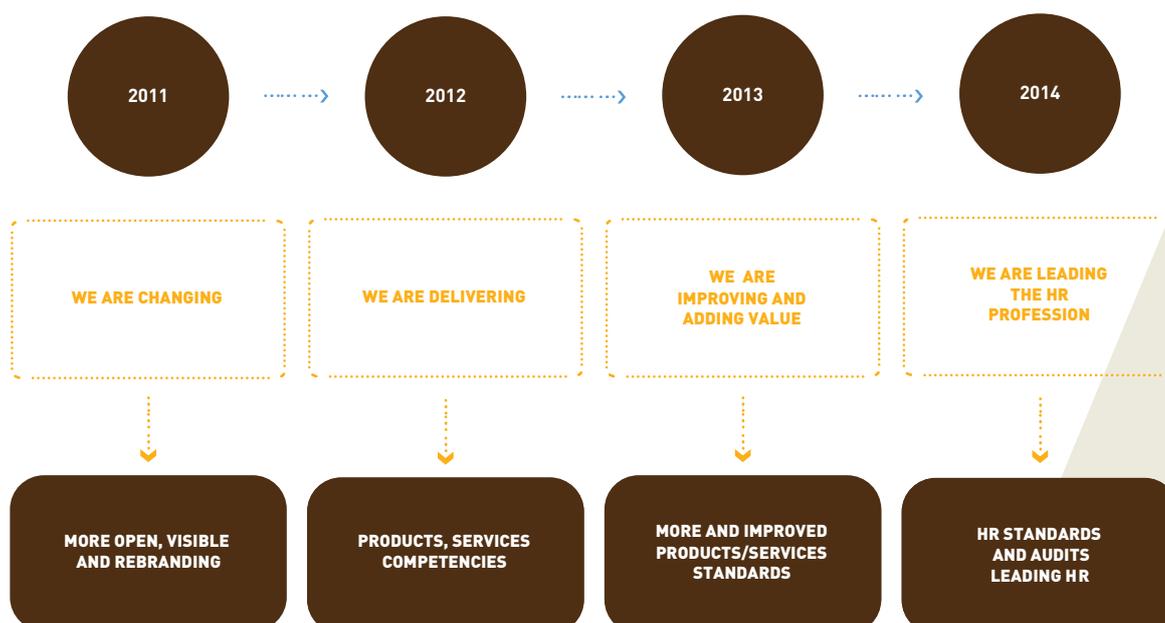
**Michelle Townsend, Europ Assistance SA**

# STRATEGIC REVIEW

The year 2014 was an eventful year for SABPP, especially in terms of the milestone on its strategic transformation journey. It was a year depicting significant change at SABPP, building on the first steps implemented the year before. Not only did the year 2014 start with the process of HR standards refinement, it also ushered in a new era towards leading the HR profession. This required a major shift in focus from a regulating and standards body, to a fully integrated professional body delivering services in addressing the need of the HR professional market. In essence, this strategic change journey paved the way for further improvements from 2014.

## ANNUAL REPORT

## SABPP STRATEGIC JOURNEY



The following actions were implemented to roll-out the HR Voice Strategy during 2014.

**HR VOICE FOR HR PROFESSIONALS**

**FOCUS OF STRATEGIES AND ACTIONS**

**H**

**HUMAN RESOURCE DEVELOPMENT:**

SABPP has to champion HRD in the workplace, as well as the development of HR professionals.

Several initiatives were implemented to drive HRD. The LQA department forged closer relationships with learning providers by means of site visits, workshops and events to hand over accreditation certificates. Likewise, the Higher Education Committee developed a focused approach to quality assurance of HR qualifications at universities, and a new tracking system is now in place. Several universities were accredited and student chapters were launched to empower HR students throughout the country.

**R**

**RESEARCH & DEVELOPMENT (R&D):**

SABPP produces several HR research projects meeting the needs of the HR market.

The redesign of the SABPP newsletter HR Voice into a fully-fledged magazine provided an opportunity for sharing some of the HRRI articles with the HR, academic and student community. For instance, HR Voice is shared with students via online platforms and the support of Unisa has been a highlight this year. Several articles were also published in other magazines and newspapers. In addition, articles were also shared on linked-in and twitter. A concerted effort was made to generate content around the HR calendar, e.g. publishing the SABPP Women's paper around Women's Day, articles on the youth around Youth Day etc.

**V**

**VALUE & VISIBILITY:**

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

A strategy was developed for HR professionals to receive products and services meeting the needs of the HR professional community and be connected with one another and leading experts to share knowledge. Social media platforms (twitter, facebook and linked-in) were used to connect with HR professionals, as well as in the general media and marketplace. A stronger advocacy role for HR and people issues was envisioned, for instance by representing the HR profession in Parliament. The series of HR fact sheets were well received in the market. Several companies were visited: MTN, SABC, ARM, Transnet, Wits, Prasa, Nedbank, SARS, Standard Bank, Lancet, Safal Group, ATNS, Telesure, Avbob, Sasol, Nedbank and the Department of Labour. Moreover, SABPP also interacted with HR bodies from Zimbabwe, Zambia, Namibia, Botswana, Swaziland and the UK. A highlight was the visit to SABPP by CIPD in September.

**O**

**OPEN FOR ALLIANCES:**

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

In addition to the eleven alliances formed since 2011, a further twenty alliance partners were identified to collaborate in the interest of promoting HR professionalism. However, not all these relationships achieved the desired results, and a clearer approach of creating mutually beneficial relationships should be explored. The most productive alliances were HR Future, AMIHRP, SARA, HRSS and SAGEA. Globally, good relationships were formed with Training Journal (UK), CIPD (UK) and Profitwise (Netherlands).

**I**

**INFRASTRUCTURE FOR INNOVATION:**

The SABPP team and committees are empowered with the necessary resources and capacity to drive the process of innovating the HR profession.

Given the growth in business activity staff capacity problems were experienced over the last two years. However, most committees performed very well in guiding staff with ideas and sound governance of SABPP initiatives and products. Additional staff members were employed to improve capacity for service delivery.

**C**

**CAPACITY AND COMPETENCY BUILDING:**

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

The new National HR Competency Model was further developed for HR professionals. The competency model will form the foundation for all future capacity building programmes, including CPD. A full library of HR competencies was developed during 2014.

**E**

**EXCELLENCE:**

HR professionals are supported to deliver excellence in HR strategy, practices and ethics.

HR professionals have been encouraged and supported to deliver excellence in HR practice. Three strategic projects were positioned to drive the delivery of HR excellence in the workplace:

- HR standards (for all HR functions)
- HR metrics
- Ethics workshops (pilot)

All SABPP committees and staff will work towards the delivery of HR excellence.

# SA BOARD FOR PEOPLE PRACTICES

Annual Financial Statements for the year ended 31 December 2014

## Statement of Financial Position

	2014 R	2013 R
<b>Assets</b>		
<b>Non-current assets</b>		
Property, plant and equipment	159,472	160,856
<b>Current assets</b>		
Accounts receivable	1,005,064	396,961
Deposits	22,200	22,200
Cash and cash equivalents	1,729,996	2,535,709
	<hr/>	<hr/>
	2,754,260	2,954,870
	<hr/>	<hr/>
<b>Total assets</b>	<b>2,913,732</b>	<b>3,115,726</b>
	<hr/>	<hr/>
<b>Reserves and liabilities</b>		
<b>Reserves</b>		
General fund – retained income	273,022	175,661
Strategic HR Projects reserve	1,162,621	1,162,621
	<hr/>	<hr/>
	1,435,643	1,338,282
	<hr/>	<hr/>
<b>Current liabilities</b>		
Accounts payable	1,478,089	1,777,444
	<hr/>	<hr/>
<b>Total reserves and liabilities</b>	<b>2,913,732</b>	<b>3,115,726</b>
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# SA BOARD FOR PEOPLE PRACTICES

Annual Financial Statements for the year ended 31 December 2014

## Statement of Changes in Reserves

	Retained Income R	Strategic HR Projects reserves	Total Reserves R
<b>AssetsBalance at 01 January 2013</b>	170,760	-	170,760
<b>Income for the year</b>	1,167,522	-	1,167,522
<b>Reserves transferred to general fund</b>	(1,162,621)	1,162,621	-
<b>Balance at 01 January 2014</b>	175,661	1,162,621	1,338,282
<b>Income for the year</b>	97,361	-	97,361
<b>Balance at 31 December 2014</b>	<b>273,022</b>	<b>1,162,621</b>	<b>1,435,643</b>

# SA BOARD FOR PEOPLE PRACTICES

Annual Financial Statements for the year ended 31 December 2014

## Statement of Comprehensive Income

	2014 R	2013 R
<b>Income</b>		
Annual renewal fees	2,338,927	2,278,620
Conferences and events – Net income	367,618	108,705
Continued professional development (CPD)	87,427	47,819
LQA income	1,580,938	1,629,866
Publications and product sales	45,643	48,906
Registration fees	779,530	599,949
Strategic HR Projects	781,685	1,162,621
Upgrade of professional categories	36,518	25,044
	<b>6,018,286</b>	<b>5,901,530</b>
<b>Expenditure</b>		
Administrative fees	90,360	90,480
Advertising and marketing	186,989	151,543
Auditor's remuneration- Fees	25,000	20,000
Bank charges	17,236	14,826
Commissions paid	125,008	145,359
Computer expenses	131,081	38,714
Consulting fees	211,894	162,364
Data management fee	249,683	177,067
Depreciation	119,116	107,471
Discounts allowed	-	55,499
General expenses	46,828	51,194
Insurance	18,484	18,799
Legal fees	28,377	-
Postage and telephone	116,735	93,625
Rent and Storage	512,238	459,337
Repairs and maintenance	330	425
Staff employment costs	3,609,050	2,837,547
Staff Training	76,737	22,588
Stationery and printing	187,912	131,681
Subscriptions	7,554	-
Travel and Accommodation	104,038	67,147
Web and computer expenses	124,263	105,761
	<b>5,988,913</b>	<b>4,750,528</b>
<b>Operating income for year</b>	<b>29,373</b>	<b>1,151,002</b>
Interest received	67,988	16,520
<b>Income for year</b>	<b>97,361</b>	<b>1,167,522</b>

# REVIEW OF FINANCIAL STATEMENTS YEAR ENDED 31 DECEMBER 2014

After a financially successful 2013, the year 2014 saw SABPP spend more money for projects and activities benefitting the members. Income and expenditure therefore equally grew.

The statement of comprehensive income reveals the following information:

- Income increased by a marginal 2% in 2014 compared to 2013. This was driven mainly by:
  - A 2,6% increase in annual renewal fees, achieved despite individual fees not having been increased;
  - 30% increase in registration income.
  - A 3% decrease in LQA income.
  - A significant drop in strategic project income due to outsourcing.
  - Interest increased by about 400% due to cash stability.
- Expenditure was driven mainly by:
  - Increases in commission paid to staff reflecting higher income achieved;

- An 27,11% increase in staff employment costs as more senior posts were filled and modest salary increases based on performance;
- Travel and accommodation increased by more than 55%.
- Consulting fee and computer fees significantly increased.

The statement of financial position reveals the following information:

- Accounts receivable increased by over 97%. This has now been addressed.
- The SABPP cash holdings have increased considerably, reflecting the re-built reserves.
- General fund increased by 55%.

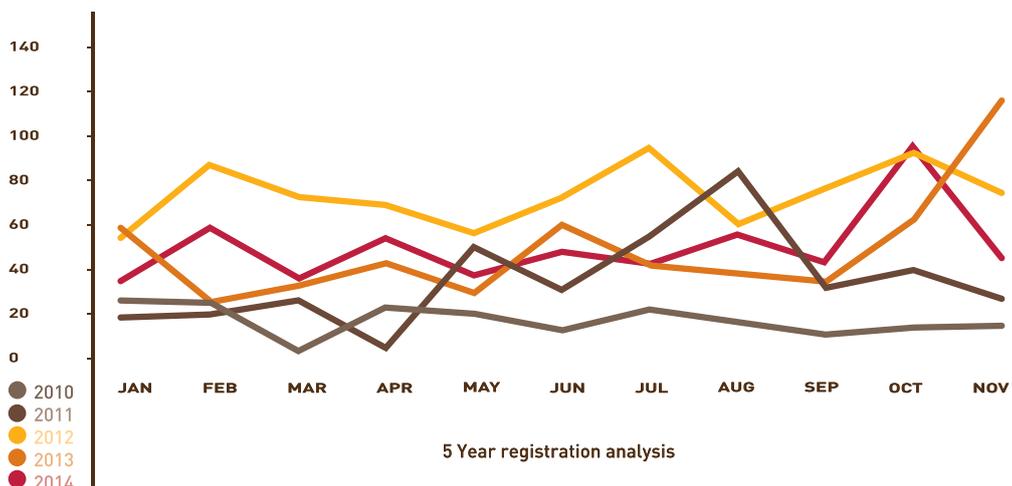
# BOARD COMMITTEES

The following section outlines a summary of the work of the various SABPP Board Committees.

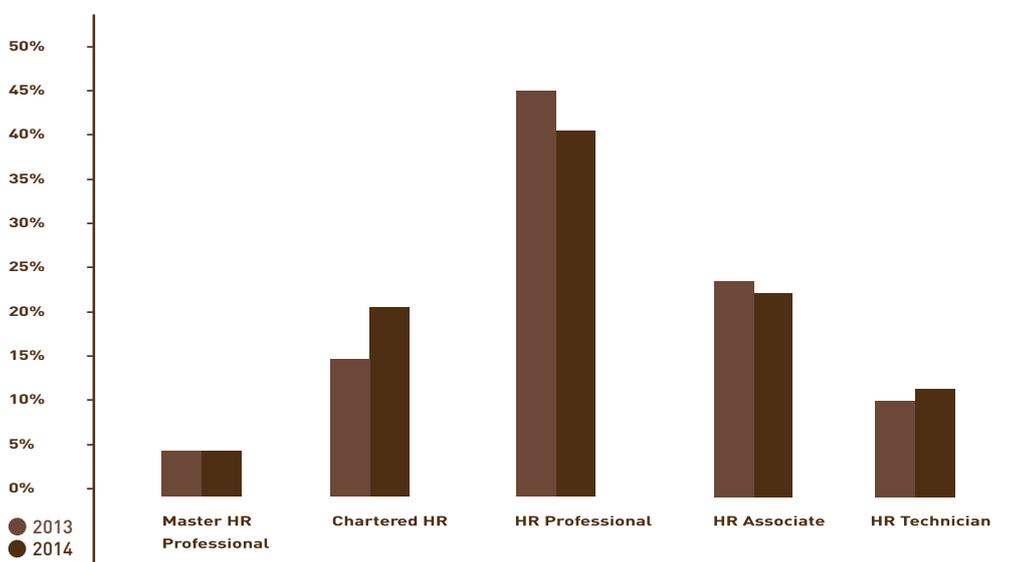
## PROFESSIONAL REGISTRATIONS COMMITTEE

This committee was previously chaired by Dr Ray Eberlain. Ray retired after over 30 years at the helm. Ray was honoured by SABPP and received a lifetime achievement award. Mochabo Moerane from UNISA was overwhelmingly voted as the new chair with Charles Myburgh from G4S as his vice.

During 2014 a total of 542 professionals were registered, a slight decrease from 549 in 2013. Comparative figures to the previous years are shown below. These numbers were adjusted to exclude candidates out of the professional chamber. Thus, the good registration levels of the last three years were maintained since the launch of the HR Voice strategy in 2011. This confirms market acceptance of the new strategy and additional benefits created.



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



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

### **Upgrades and Candidates**

52 professionals applied for upgrade and 34 of these were approved. A total of 20 people were registered in the HR candidate programme. This programme is set to change in 2015 by including a structured approach to competency building by means of mentoring.

### **People Practice Champion (PPC)**

14 people were registered in the PPC category that was launched in July 2014 to cater for people who do not necessarily have qualifications in HR. This is an attempt to be more inclusive and to encourage non-HR people to be active people practice champions in the workplace. However, these individuals will not be registered on the professional ladder and can therefore not be uploaded on the National Learners Records Database at SAQA.

### **Students**

A total of 191 tertiary HR students were registered in 2014 from various institutions. The following year will see SABPP re-launching student chapters in all universities in order to build the youth HR talent pipeline.

### **Renewals**

We are still facing a challenge in getting members to maintain their membership due to various reasons. Strategies will be put in place to ensure that these numbers improve in 2015. Stricter collection methods need to be implemented from 2015. By the end of 2014 SABPP acquired a speed point machine to ensure that members can renew with convenience when visiting the SABPP office or exhibitions throughout the country.

Despite the good number of new professional registrations being achieved every month, for the year 2014 about 55% of our members renewed their subscription. A clear member retention strategy needs to be developed in order to retain professional members.

## **MENTORING COMMITTEE**

This committee is chaired by Getty Simelane. The mentoring committee concentrated during 2014 on developing a structured HR Candidate programme, with the expert assistance of Amanda Venketsamy. Based directly on the HR Competency Model, the programme provides Development Guides for each of the 14 competency domains. The role of Candidate Supervisor has been created to ensure that the candidate makes regular progress and achieves the desired levels of competency.

Towards the end of 2014, all existing HR Candidates were approached to choose between the options of upgrading to the professional ladder, entering the Candidate programme, or converting to People Practice Champions (if they were not eligible for either of the two other options).

Once the Candidate programme is well established, the Committee will proceed during 2015 with rolling out the mentoring programme.

## ETHICS COMMITTEE

The Ethics committee was chaired during 2014 by Pauls Gibbons, with Jenny Thanarayan as Vice-Chair.

The committee met monthly during 2014 and worked on the following topics:

- Updating the existing Ethics in HR Management guide into a full book entitled Ethical Competence in HR Management Practice. The Committee secured a Foreword for the book from Advocate Thuli Madonsela, Public Protector, and 26 chapters were written on a volunteer basis by contributors and edited by Dr Penny Abbott. The book was prepared ready to be launched in January 2015.
- Finalising the Ethics Toolkit for the website (launched early in 2014)
- Finalising the Ethical Decision Making bookmark (launched early in 2014)
- Ensuring a steady stream of articles published on ethics in HRM.

Ethics workshops for HR professionals were finalised and the first in-house workshops were run for the Mintek HR department in November 2014 by two of the SABPP trained HR ethics facilitators. Other HR departments are encouraged to follow this lead.

A process is in place to handle cases of complaints against SABPP registered professionals. This complaints procedure has been loaded onto the website and there is an email address ([ethics@sabpp.co.za](mailto:ethics@sabpp.co.za)). Members and the public are invited to lodge complaints where poor, illegal or unethical HR practice is encountered.

## LABOUR MARKET COMMITTEE

The Chair of this Committee is Jenni Gobind and the Vice-Chair is Mbulelo Khonjwayo. The Committee met twice during 2014 and endorsed the work of the office on Labour Market matters including the Employers' Guide to Internships and the Fact Sheet on Employing First Time Job Entrants. The project to research shop floor employee relations practices was further explored with alliance partners Association of Mining HR Practitioners and SEIFSA but no progress has yet been made.

The Committee plans to look at filling gaps left by the various Codes of Good Practice and making recommendations to Nedlac.

The SABPP took out a membership with the Centre for Risk Analysis of the Institute of Race Relations during 2014 in order to be able to access key labour market data. Members are welcome to use this data which is available through the Knowledge Centre.

## CPD COMMITTEE

Mike Honnet is the chairperson of the CPD Committee. During 2014, a new CPD Policy, based on the HR Competency Model, was approved by the Board and will be launched during 2015.

Good practice in CPD gleaned from other professional associations has been built into the policy and new, user-friendly systems will support members in recording their CPD activity.

The SABPP LQA department has, in the meantime, continued to quality assure and approve applications from training providers for CPD programmes and during 2014 a total of 14 CPD providers were approved, with an appropriate number of points. CPD certificates for delegates were provided from the office.

# HIGHER EDUCATION COMMITTEE

The committee meets four times a year under the leadership of Prof Sonia Swanepoel and vice-chair Prof Karel Stanz. The Higher Education Committee has been one of the most experienced SABPP committees. While most universities are challenged by restructuring and re-curriculation, the committee was not able to accredit more than four universities during 2014. These universities are as follows:

- North-West University (Mafikeng and Potchefstroom Campuses);
- Central University of Technology, Free State;
- University of South Africa (HR and Industrial Psychology departments);
- Cape Peninsula University of Technology

Some universities admitted that they were not ready to be accredited in 2014. Letters were sent to all universities to commit to accreditation during 2014 and 2015. Should universities continue offering HR programmes without being accredited,

their graduates will not be able to register as HR professionals in accordance with the NQF Act. However, 21 universities responded very positively to the National HR Standards and indicated their commitment to align their curriculum to the standards.

Several student chapters were launched at various universities throughout the country. Courtesy visits were arranged to interact with academics and students at several universities in order to explain the role of SABPP and the accreditation process. SABPP also visited the Centre for Higher Education to discuss higher education accreditation and closer collaboration between CHE and SABPP. The involvement of industry stakeholders (in particular HR Managers) has been very helpful in ensuring that these academic programmes have relevance to the workplace. Also, the HR universities database featuring all academics has been updated and will be completed during 2015.

# LEARNING AND QUALITY ASSURANCE COMMITTEE

The SABPP Learning and Quality Assurance Committee is chaired by Dr Linda Chipunza. The year 2014 commenced by driving and supporting training providers regarding activities like reducing the turn-around time for performing external moderation, and setting up meetings with contractors to outsource annual monitoring visits. In addition, the focus was to arrange workshops that will make an impact on industry, learners, consultants, members and training providers and allow providers (current and potential) to meet with the LQA department to address their business models and concerns.

The following activities were facilitated during 2014 with the respective stakeholders:

The LQA Committee had 4 evaluation meetings plus a special meeting on 15th September 2014

1. Evaluated 38 accreditation application comprising of:
  - a. Renewal 6
  - b. Extension of Scope 13
  - c. New provider 19
  - d. Expired without renewing 7
2. Important matters were addressed such as on how to support training providers and learners on matters like
  - a. Arranging a free condensed guide on Ethics which is linked a basic awareness and also linked to the National HR Standard.
  - b. Obtain approval of setting-up a training forum, this committee will meet twice a year addressing matters on training material, assessor & moderator issues, facilitator

- challenges, learner challenges, new/update on legislation (NQF Act, Employment Act, Labour Relations Act, Department of Trade Industry (DTI) Codes, RPL Policy, Credit Accumulation Transfer Policy)
- c. Designed standard templates and agendas for performing monitoring visits and sharing the monitoring schedule with the respective consultants (contractors appointed by LQA Department) with accredited (provisional/full accreditation status) training providers.
- d. Agreeing on standard pass mark for qualifications – 65%.
- e. Sharing Fact Sheets on the following topics:
- i. Recognition of Prior Learning – RPL
  - ii. Quality Council for Trade and Occupations (QCTO)

SAQA ID	Qualification	NQF Level
66169	Further Education and Training Certificate: Payroll Administration Services - Credits 161 (94080 – People Process)	4
93996	Further Education and Training Certificate: Contact Centre Operations - Credits 132 (94081 – Managing People)	4
93997	National Certificate: Contact Centre and Business Process Outsourcing Support - Credits 124 (90482 - People Supporting Process)	3
93993	National Certificate: Labour Relations Practice - Credits 121 (94078 - Industrial Relation Support)	5
93994	National Diploma: Labour Relations Practices: Dispute Resolution - Credits 241 (94079 - Legislation and Human Resource Support)	5
57712	Further Education and Training Certificate: Generic Management - Credits 150 (93950 – Human Resources Support)	4

SABPP obtained approval from QCTO/SAQA for the above 5 new qualifications to conduct quality assurance. These qualifications will assist respective learners and the workforce to understand how Human Resource skills and knowledge are integrated in their daily work. The Labour Relations and Payroll Administration qualification has a direct impact on professional registration linked to HRT (Technician) and HRA (Associate) designations.

We have also submitted 1 new qualification in September 2014 for QCTO/SAQA for SABPP to quality assurance, i.e. Paralegal Practice at NQF Level 5, this qualification will also allow entry into professional registration linked to HRA (Associate) designation. Based on recent updates and changes in education and Human Resources involvement in supporting business we facilitated two workshops:

1. Discussing the “White Paper for Post-School Education and Training” on 13th March 2014 at Gordon Institute Business Institution (GIBS), the following speakers Dr Jody Cedras (SAQA), Mike Stuart – author of SkillsBook and Dr Penny Abbott (SABPP) made their presentations and dialogued on how this have an impact on the current learning institutions, workplace and recruitment agencies.
2. Discussion on “Demistifying the Department of Trade Industry Codes (dti codes) and BBBEE scorecard on Skills Development.”
3. We have raised GROSS income to the value of R 1 391 342.41 by performing the following activities:
  - a. Accreditation of training providers
  - b. Approving providers for offering Continuing Professional Development (CPD) and Short Courses (fit for purposes, just in time interventions) workshop based on SABPP HR Competency Model and printing of certificates for delegates.
  - c. Evaluation of Assessor/Moderator application (new/renewal/extension of scope)
  - d. Performing of Monitoring Visits on existing providers.
  - e. Learner Management Fee on qualification and skills programmes uploads.
  - f. Performing External Moderation on qualifications and skills programmes.

Details regarding assessor and moderator registration for 2014 are as follows:

<b>Descriptor</b>	<b>New</b>	<b>Renewal</b>	<b>Extension of Scope</b>
Assessor	19	7	9
Moderator	13	3	6
<b>Total</b>	<b>32</b>	<b>10</b>	<b>15</b>

Uploading of learner achievements to SAQA National Learner Record Database for qualifications for the year 2014 was as follows:

SAQA ID	Qualification	NQF Level	No. of Learners completing the qualification
49691	FET Certificate: HR Management & Practices Support - Credits 140	4	491
49692	National Diploma HR and Practices - Credits 249	5	356
49793	National Certificate : Productivity - Credits 124	5	3
93568	FET Certificate: Business Administration Services SAQA ID 61595 with specialisation. Employee Relation Specialisation – Credits 140	4	198
59201	National Certificate: Generic Management – Credits 162 (Learning Programme No. 66069)	5	13
<b>Total</b>			<b>1061</b>

SABPP obtained “GREEN STATUS” for 2014 regarding uploads to the NLRD.

Plans for 2015 include the following initiatives and actions:

1. To centralise the setting of all qualification Final Integrated Summative Assessment (FISA) examination through SABPP via Exam Committee. Exams will be facilitated 3 times a year – April / July / December. This will require new policies and procedures written up and managed very strictly. Inputs must be obtained from other stakeholders like universities and colleges.
2. There will be a training Committee which will address:
  - a. The needs of the trainers / students / facilitators.
  - b. Best Practices – Like RPL, Assessment Methods.
3. Recruit 3 new members from corporate/SMME organisations. Use exiting SABPP professional members as a main source.
3. Address QCTO matters frequently so that we are on top of the changes and developments.
4. Monitoring visits are mandatory – advise training providers early (March) of the visit in September.
5. More proactive management of debtors to ensure that SABPP is paid for services rendered.
6. Update the website on a monthly basis.

# LEARNING, GROWTH AND DEVELOPMENT INITIATIVE

The chairperson of the LGDI Committee is Jacques Strydom and the vice-chair Mike Stuart. Despite the serious focus on skills development in the country, the Learning, Growth and Development (LGDI) Committee struggled to produce any meaningful outputs during 2014, but the new committee leadership committed to turn this around during 2015. Various discussion sessions were arranged in order to support the L&D component of the National HR Standards. A clear strategy and plan needs to be developed to ensure the relevance and impact of this committee. To consolidate and refocus the work

of the committee, the governance and structure of the committee were firmed up. Emphasis will be put on facilitating information about changes in the HRD field by means of workshops, and to drive and promote the new L&D Standard as part of the overall HR Management System Standard developed by SABPP in 2013. Furthermore, the new L&D Professional Practice Standards were formulated and shared with the L&D community at various platforms. In addition, the need for further workplace learning standards will be explored.

## IT GOVERNANCE COMMITTEE

Corisa Kruger is the chairperson of the IT Governance Committee, and Elsabe Bell the vice-chairperson. Good progress was made in establishing better platforms for the operational and communications work of the SABPP.

Operations were greatly enhanced by the installation in mid-2013 of a Windows 8 platform and Office 365 cloud-based processes. System development on the Management Information System progressed during the later part of the year. Website maintenance continued throughout the year to support the

revamped site launched in 2012.

Social media has become a way of life at the SABPP. A total of 2500 HR professionals were signed up on the LinkedIn channel by the end of 2014, while twitter followers has been on a steady increase, reaching 4012 followers by year end. The Facebook page is also well supported. The appointment of a Chief Operating Officer taking full responsibility for IT has played a positive role to improve operational IT management, whilst simultaneously alleviated the work of the committee.

## RISK AND AUDIT COMMITTEE

Mpolai Liao is the chairperson and Yolisa Ngxabazi is the vice-chairperson. The Board approved the appointment of members of the new Risk and Audit Committee, which commenced its work in 2014. The

committee provides independent oversight over the finances, processes and risk management of the board. A risk management strategy will be developed for SABPP during 2015.

## HRRI

During 2014, Marius Meyer was granted a 3 month sabbatical by the Board to research and write books supporting the SABPP's strategic projects. 3 books will be published during 2015:

- National HR Standards: Setting professional standards for HR practice
- HR Risk Management: Managing People risks and leveraging opportunities
- South African HR Competency Model: Building HR Competencies for business and socio-economic impact

**Ten Fact Sheets were published during 2014 in the second year of publication of this new series. Once again, the Fact Sheets are well received. One large consulting firm distributes each monthly Fact Sheet to all clients and several universities and training providers make them available to students, thus supporting the spread of knowledge and good practice.**

Employing First-Time Job Market Entrants
Protection of Personal Information Act
Quality Council for Trades and Occupations
Work-Integrated Learning
Recruitment-Screening of Candidates
HR Risk Management
Basic HR Reporting (1)
Basic HR Reporting (2)
Employee Engagement
Sexual Harassment

The 4th annual Women's Report, managed and edited by Professor Anita Bosch, was published in August and with the support of a generous sponsorship from the Faculty of Management at the University of Johannesburg, we have been able to distribute free copies of this Report at various functions. Good publicity was obtained through an interview with Professor Bosch on the Redi Thlabi Radio 702 show.

Cooperation between universities and the SABPP on research was furthered during 2014. Based on the HR Standards, gaps in current research were identified by HRRRI and a suggested research agenda was circulated to all South African universities in 2014. This has received a good response and several cooperative research projects are being explored.

The SABPP supported the following research projects during the year:

- ProfitWise Research and Development - Benchmarking Training for Small and Medium Enterprises Against International Best Practices
- Stellenbosch University - Diversity Management Competency Model - Jenni Carstens
- University of Cape Town - Training Evaluation Practices in SA organisations - Carren Field
- Wits Business School - Employee Turnover and Organisational Performance - Jaco Houman
- Sheffield University, UK - Supply chain accounting and employment practices in the automotive and textiles industries in South Africa and Brazil.

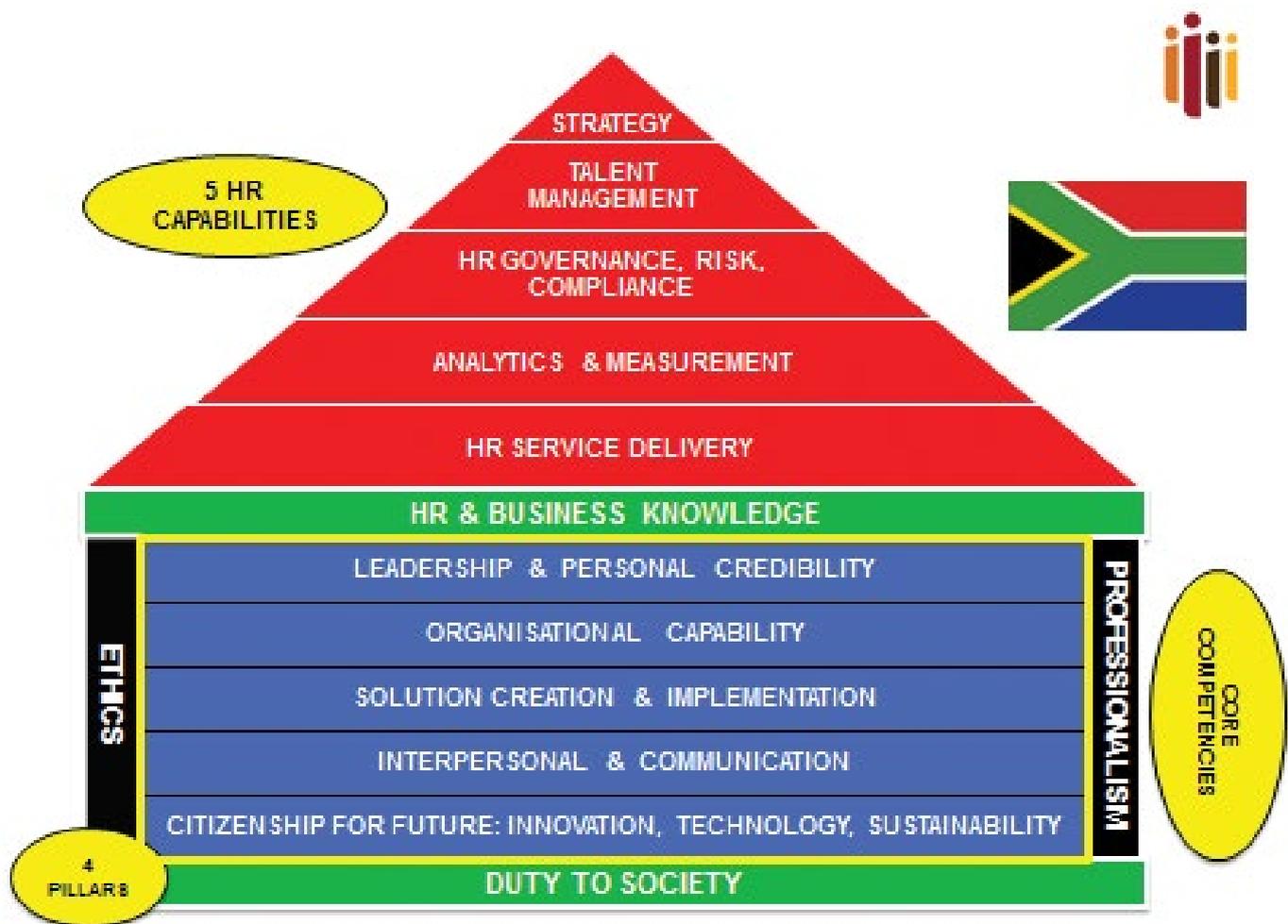
SABPP staff contributed to the following publications during the year:

- The Role of the Chief Human Resources Officer published by Knowledge Resources. Chapter on Social Capital by Dr Penny Abbott.
- Marius Meyer wrote a chapter on the HR Standards for a new Global textbook on HR in 17 countries.
- Marius Meyer presented SABPP papers at more than 30 conferences during 2014.

# STRATEGIC PROJECTS

The year 2014 will be remembered as the year in which three significant strategic projects were effectively implemented and consolidated, i.e. the further development of a new National HR Competency Model, the development of HR Professional Practice Standards, as well as setting up the HR Audit Unit to audit organisations against the HR Standards.

# NATIONAL HR COMPETENCY MODEL



During the last two years the HR Competency Model has been further developed to include a full set of competency outputs per level of work as embedded in a full competency library. Furthermore, a 360

degree assessment tool was developed to support HR professionals and teams to assess themselves against the model.

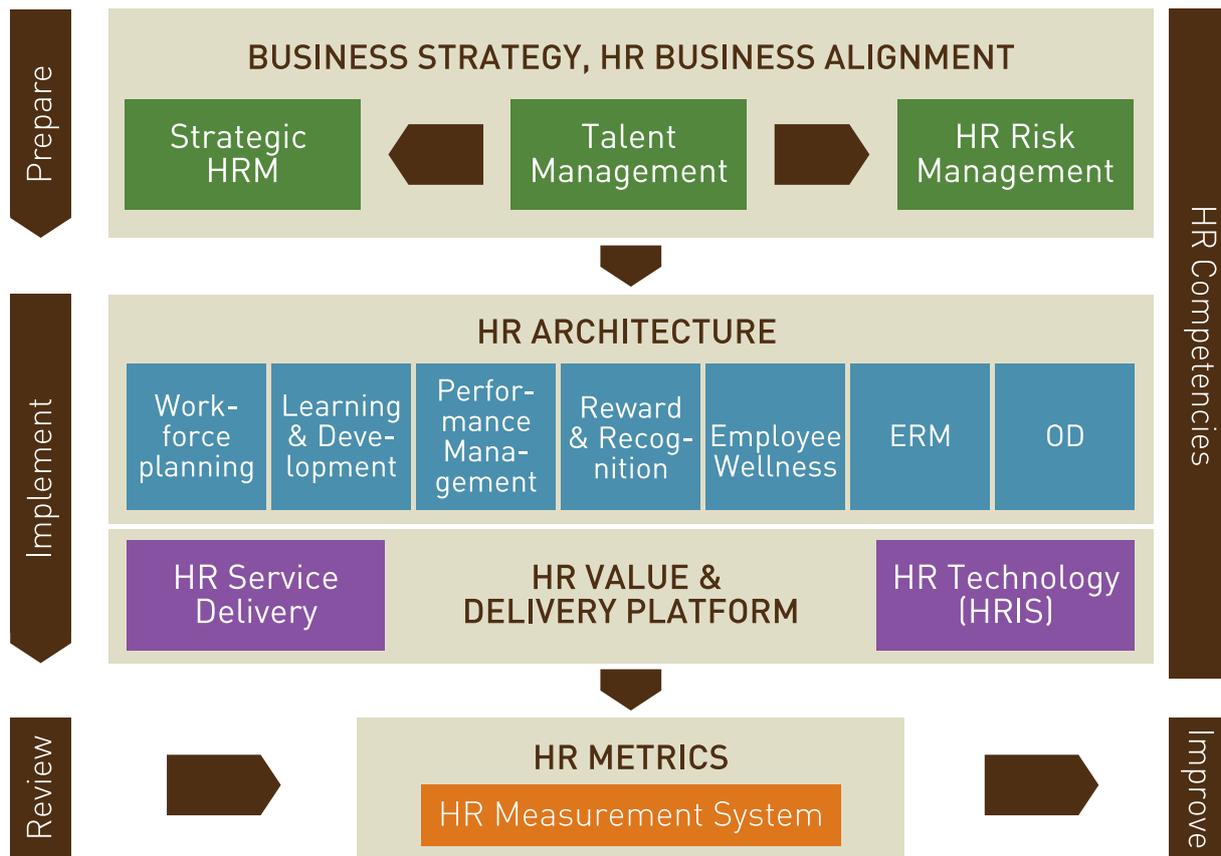
## NATIONAL HR STANDARDS

SABPP presented the South African HR professional and business community with the first version (2013) of the SABPP HR Management System Standard (HRMSS). 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. The purpose of the project was to infuse consistency and quality into HR practice

as part of a well-functioning HR system within an organisation. Several awareness sessions were arranged during 2014 to promote the HR Standards, not only in Gauteng, but also in Limpopo, Free State, Eastern Cape, Western Cape and Kwazulu-Natal. Good support was also solicited from business chambers such as the Cape Chamber of Commerce, the Durban Chamber of Commerce, as well as the Zululand Chamber of Commerce and Industry.



# HR MANAGEMENT SYSTEM STANDARDS MODEL



Together with the Competency model, the HR Standards have become the centre of SABPP strategy. The following figure depicts the position

of the HR Standards into a national HR governance framework linked to the overall business strategy of SABPP.



# HR AUDITS

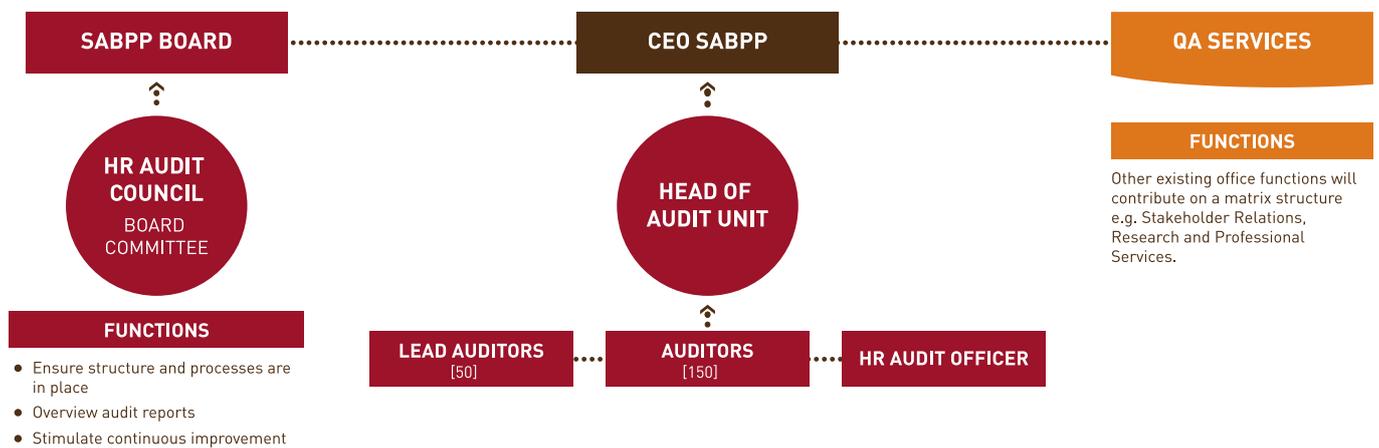
The SABPP launched its HR Audit Unit, another global first, during the Annual National HR Standards Conference on 28 August 2014 following months of development work by Dr Penny Abbott, Dr Michael Robbins and Marius Meyer during early 2014. By the time of the launch, this time the team had developed a comprehensive HR framework, methodology, tool and training material.

The establishment of the HR Audit Unit was a natural progression flowing from the successful roll-out of the National HR Standard which aims to elevate the standard and significance of HR in organisations and to ensure that all specific HR practices are standardised.

## The HR Audit Unit

The purpose of the HR Audit Unit is to audit client organisations against the 13 National HRM System Standards. The Unit is therefore responsible for the marketing, managing and growing the HR Audit Unit to support the implementation of the HR Standard.

The Audit Unit currently has a staff complement of two, headed by Christine Botha and supported by Malebo Maholo. Further support is provided by the Marketing, LQA and Admin departments.



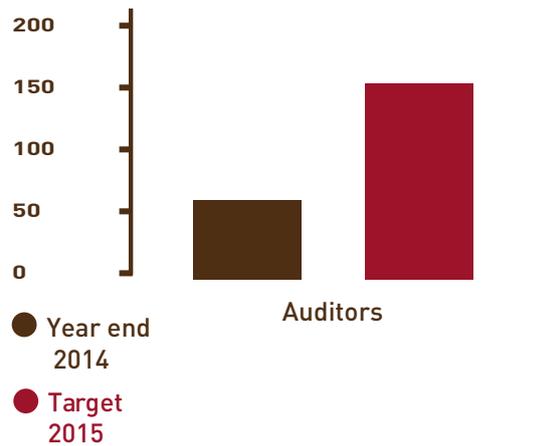
Functions of the HR Audit Unit include:

- Marketing of HRMS Standards and Audits;
- Staffing of the HR Audit Unit and Auditor training and development;
- Managing of HR Audits; and
- Continuous improvement and development of HRMS Standard and implementation tools.

## HR Auditors

At the time of the launch, 46 HR Auditors have already been trained but not yet certified, as the successful participation in an HR Audit is required for final Certification. By the end of 2014, a further 14 were trained, bringing the number of trained HR Auditors to 60. The target is to have 150 trained HR Auditors by end 2015.

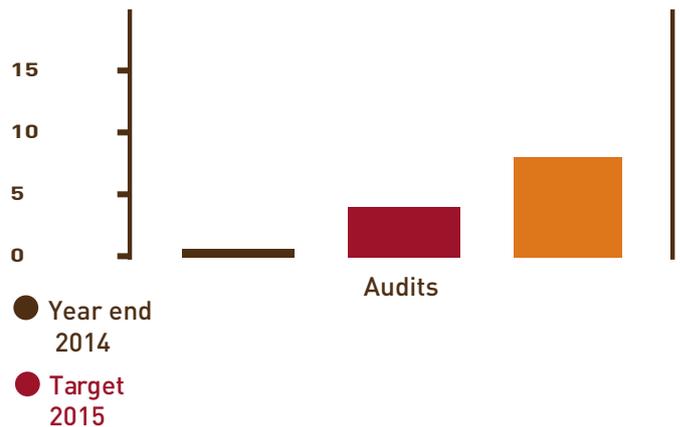
The HR auditors are all qualified senior HR practitioners with many, many years of HR experience and are all registered at a level of HRP, CHRP or MHRP. They undergo a 360° assessment and an extensive training process with various exams which they have to successfully complete prior to being certified as auditors. In addition, they are from a wide range of industries and sectors and bring a wealth of knowledge and experience to the table.



## HR Audits

During the first few months following the establishment of the Audit Unit with relevant compliance and governance structures, the Audit Unit commenced its external activities by creating awareness of the HR Audit Unit and Audit framework. This required various in-company presentations as well as offering free audits to a number of companies. The purpose of offering free audits were to firstly test the audit methodology and secondly, to provide the auditors with practical experience.

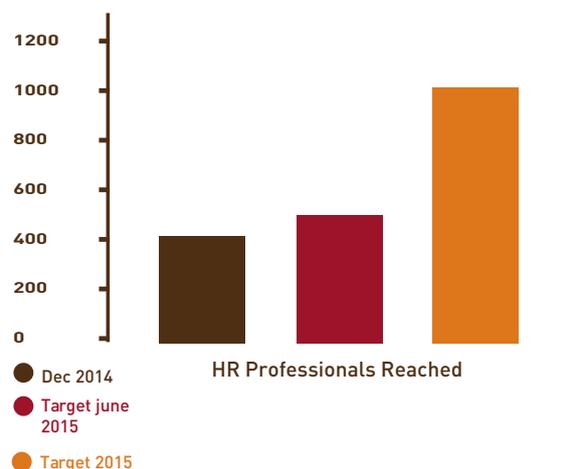
During November 2014, Telesure Investment Holdings Proprietary Limited was the first company in South Africa to be audited by a team of external auditors of the SABPP. Telesure's certification has been made public on 11 December 2014. At this occasion, the first three HR Auditors and the first Lead Auditor, received full Certification.



## Companies and professionals reached

By the end of the financial year, the Audit Unit has made presentations at four conferences promoting the National HRMS Standard and HR Audits.

Five in-company presentations were conducted, including HRM System Standard training to organisations that are in the process of preparing for an HR Audit.



## Opportunities and Challenges

At the end of the 2014 financial year, a much greater awareness have been established through the various interventions outlined above with three audits lined up for the first three months of 2015.

An opportunity exists to firmly establish the SABPP as a global role-model with the implementation of the National HRM System Standard and associated HR Audits. In South Africa, we also have taken enormous strides towards having HR Management recognised as Professionals. Through the implementation of the Standard and HR Audits in the Public Sector, we have the opportunity to add true value to our communities and improve service delivery. Government institutions and municipalities are becoming increasingly willing to participate in implementing the HRMS Standard. Our neighbouring countries are already actively involved in adopting the standard and training the HR Professionals.

External auditing of HR functions against the National HRM System Standard has various benefits for organisations. Some of these are:

- It creates a renewed focus on consistency and standardisation;
- The audit model provides HR Professionals with a robust, risk-based framework to ensure an integrated, aligned and well-governed approach to auditing the National HR Standards.
- It ensures that HR controls quality and consistency in accordance with the spirit of good

governance as documented in King III.

- It focuses on strengthening the HR Business Partner philosophy without compromising the principles of quality and independence.
- It provides an independent and objective report on the achievements of the HR function relative to best practice with recommendations for continuous improvement;
- It helps motivate additional budgetary requirements;

Shareholders, CEOs and Company Boards can rest assured that conducting an HR Standards Audit will improve the business because it will provide an independent, objective report on the readiness of HR Departments to support the business strategy.

An HR Audit will further reduce investor risk because it will provide an independent, objective report on the state of HR management and therefore organisational stability and sustainability.

Our early experience is that HR Directors, Executives and Managers are somewhat hesitant to take the bold step in having their own departments audited. This may be due to a limited understanding of the HR audit process, its objectives and benefits, or it could be because of a deep knowledge that maybe certain aspects of their HR functions do not quite meet the SABPP Standard. However, if this situation is allowed to continue, the negative attitude that exist amongst many company executives towards the HR function will persist or even be reinforced. In addition, if HR Professionals lack the confidence to be audited, how then can they expect their organisations to have confidence in them? Millions of Rands are being spent annually on financial, quality and other compliance audits, yet people practices that are at the heart of an organisation, are still having difficulty accessing budgets for a Performance Audit. These will remain some of our biggest challenges until such time as HR Audits like financial audits become the norm rather than the exception.

# THE YEAR 2014 IN REVIEW: 14 SUCCESSES ACHIEVED

With a clear and sound strategic business model in place, in addition to flagship products such as the National HR Standards, HR Audits and Competency Model, the board and staff of SABPP started to pursue some small wins in showing the HR market how we intent to deliver value. Reflecting on the year 2014, the following successes were achieved:

- 1** Development of HR Professional Practice Standards to support the overall HR System Standard;
- 2** Continuous conference and in-house presentations on the South African National HR Standards;
- 3** Setting up of the HR Audit unit to conduct the first audits by SABPP trained auditors;
- 4** Further development of a South African National HR Competency Model, including a 360 degree assessment according to levels of work; and CPD linked to the Competency Model;
- 5** Forming several alliances with HR and other institutions to advance the HR profession;
- 6** Submissions to government, parliament and other agencies to influence policy-making and national developments, e.g. the education system and labour laws;
- 7** Several articles about SABPP in leading magazines and newspapers;
- 8** Increased visibility with television and radio appearances, as well as site visits to more than 30 companies to get closer to HR teams, and good work done by the SABPP Western Cape Committee;

**9** Meetings at 12 universities to build relationships in pursuit of student empowerment, curriculum development and accreditation;

**10** The LQA department achieved “green status” for upload of learner data on the National Learner Records Database, and developed a more enabling accreditation system;

**11** Growth of the SABPP blog (hrtoday.me) and growth of participation in SABPP social media platforms;

**12** SABPP embarked on approving non-credit bearing learning (just-in-time fit-for-purpose) short courses;

**13** Several research papers published, such as the 4th Annual Women Empowerment Research Paper in collaboration with the University of Johannesburg, as well as the series of HR Fact Sheets;

**14** Capacity to deliver service increased by growing the total number of staff members to 13.

## Value adding products and services for members

In line with the above focus areas and to create value for SABPP members, the following products and services were offered during 2014:

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

# FUTURE DEVELOPMENTS

Despite the achievements outlined in the previous section, it is critical to continue building momentum and ensuring strategic alignment and focus in moving forward. Over the next year, 17 actions will form the basis for leveraging the SABPP HR Voice strategy:

- Further development of HR Professional Practice Standards in support of the National HR Management System Standard;
- More awareness and capacity-building around the National HR Standards and HR Competency Model, e.g. by means of workshops and publications and the development of practical tools;
- Auditing organisations against the National HR Management System standard;
- Launch of a National HR Academy to formalise and expedite national HR professional development on the HR Standards and Competencies;
- Increased visibility in the market and aggressive marketing campaign to mobilise HR practitioners towards professionalism;
- Further positioning of SABPP to function as a Quality Assurance Partner for the QCTO;
- Intensified social media strategy to engage with HR professionals and other stakeholders;
- Development of professional products and services to meet the needs of HR professionals;
- Continuous updating HR professionals and innovating the HR profession through knowledge created by research;

- Further development of HR Competency model assessment instruments and dissemination thereof;
- Publication of four books on HR Standards, HR Competencies, HR Risk Management and HR Ethics;
- Launch of National HR Scorecard with standardised HR metrics for South Africa;
- Roll-out of ethics workshops to empower HR professionals with knowledge and skills to be successful in the application of the SABPP Code of Conduct;
- Improving the capacity of the SABPP office to deliver on its mandate and to optimise the impact of strategic projects, including strengthening provincial committee structures and impact;
- Building a strong HR youth talent pipeline by launching student chapters at universities;
- A stronger drive to accredit all universities in South Africa, including private universities;
- Achieving good reports during SAQA and QCTO monitoring visits for both the professional and quality assurance chambers.

# CONCLUSION TO REPORT

The SABPP 2014 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 strategy HR Voice will require major focus in the continuous strategic transformation of SABPP. Major projects are planned for 2015 and clear capacity-building and action plans will be developed to execute the strategy.

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



**SABPP**™

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*

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