SETTING HR STANDARDS:
The role of SABPP

HR IN SCHOOLS CONFERENCE, 10 MAY 2017

Marius Meyer
Kim Urquhart & Gareth Low

(CEO: SABPP & St Stithians College HR Team)
AGENDA

• Role of SABPP in advancing HR profession
• Our role in education and schools
• The role of HR practice in school performance and governance
• Latest update on the HR standards
• Growth and development of HR standards projects in Africa
• HR standards and audit – school case study
• Conclusion
Important News:

SABPP HR Professionals are now Commissioners of Oaths!
Thank you!

Advocate Michael Masutha, Minister of Justice & Correctional Services
The role of HR ...
SABPP Professional Values

RESPONSIBILITY

INTEGRITY

RESPECT

COMPETENCE
HR VOICE STRATEGY 2.0

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

ACTIVE CITIZENSHIP: STAKEHOLDER ENGAGEMENT & IMPACT
SABPP VALUE PROPOSITION:
Products/Services to advance HR profession

<table>
<thead>
<tr>
<th>RECOGNITION = PROFESSIONAL STATUS</th>
<th>RESOURCES = PRODUCTS/SERVICES</th>
<th>RESEARCH = INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Professional registration</td>
<td>• HR Competency Model</td>
<td>• Research papers</td>
</tr>
<tr>
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<td>• HR Standards</td>
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</tr>
<tr>
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</tr>
<tr>
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</tr>
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<td>• Fact sheets</td>
<td>• Labour market information</td>
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- Professional registration
- NLRD Upload (SAQA)
- Commissioners of Oaths
- Awards
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- University accreditation

### Resources

- HR Competency Model
- HR Standards
- Social media discussions
- Knowledge Centre
- Booklets/DVDs
- Guides/toolkits
- Charts/posters
- Fact sheets
- One-stop info
- Updates (laws, trends)
- Ethics help-line
- Newsletters
- Website
- HR Internships/jobs
- HR policies
- Mentoring
- Workshops/seminars
- Access to alliances
- Event/product discounts
- CPD
- Students

### Research

- Research papers
- Position papers
- Books
- Articles
- Cases
- Benchmarking
- Magazines
- Labour market information
Professional registration levels

- **MHRP (Master)**
  - M/D degree + 6 years top level experience
  - LoW = executive level

- **CHRPP (Chartered)**
  - Hons degree + 4 years sr experience
  - LoW = senior management

- **HRP (Professional)**
  - Degree/ND + 3 years experience
  - LoW = middle management

- **HRA (Associate)**
  - 2 year dip + 2 years experience
  - LoW = junior level

- **HRT (Technician)**
  - Certificate + 1 year experience
  - LoW = entry
REGISTERED HR PROFESSIONAL

Apply to professional@sabpp.co.za so that we can register you as an HR professional in accordance with NQF Act (Act no 67 of 2008).
<table>
<thead>
<tr>
<th>CHAPTER AND CONTENT</th>
<th>GOVERNANCE OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter 1: LEADERSHIP, ETHICS AND CORPORATE CITIZENSHIP</td>
<td>ETHICAL CULTURE (1-3)</td>
</tr>
<tr>
<td>Ethical leadership; Organisational values, ethics and</td>
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<tr>
<td>cultures, Responsible corporate citizenship</td>
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<tr>
<td>Chapter 2: PERFORMANCE AND REPORTING</td>
<td>PERFORMANCE AND VALUE CREATION (4 -5)</td>
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<tr>
<td>Strategy, implementation, performance, Report and</td>
<td></td>
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<tr>
<td>disclosure</td>
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<tr>
<td>Chapter 3: GOVERNANCE BODY STRUCTURES AND DELEGATION</td>
<td>ADEQUATE AND EFFECTIVE CONTROL (6-10)</td>
</tr>
<tr>
<td>Role of the governing body, composition of the governing</td>
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<td>body, committees of the governing body, delegation to</td>
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<td>management and performance evaluations</td>
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<td>Chapter 4: GOVERNANCE FUNCTIONAL AREARS</td>
<td>ADEQUATE AND EFFECTIVE CONTROL (11- 15)</td>
</tr>
<tr>
<td>Risk and opportunity governance, technology and</td>
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<td>information governance, compliance governance,</td>
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<td>remuneration governance and assurance</td>
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<tr>
<td>Chapter 5: STAKEHOLDER RELATIONSHIPS</td>
<td>TRUST, GOOD REPUTATION AND LEGITIMACY (16-17)</td>
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<td>Stakeholders (Responsibilities of shareholders)</td>
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HR Professionalism Priorities

- HR Standards (2013)
- HR Audits (2014)
- HR Metrics (2015)
What are standards really?

• A level of acceptable quality
• Good enough in terms of professionalism
• What is good or normal or usual
• A guideline for practice
• A foundation for reasonable expectations and sound judgement
• A basis for measurement (M&E)
468 HR Leaders developing HR Standards for South Africa
© SABPP HR MANAGEMENT SYSTEM STANDARD MODEL

BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

- Strategic HRM
- Talent Management
- HR Risk Management

HR ARCHITECTURE

- Workforce planning
- Learning & Development
- Performance Management
- Reward & Recognition
- Employee wellness
- Employment Relations
- Organisation Development

HR SERVICE DELIVERY

HR MEASUREMENT

HR Audit: Standards & Metrics

HR TECHNOLOGY (HRIS)

Prepare

Implements

Review

Improve

HR COMPETENCIES
AUDITED RATINGS – OVERALL AVERAGE

(20 companies)

BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

- Strategic HRM 5.8
- Talent Management 4.5
- HR Risk Management 6.3

FUNCTIONAL & CROSS FUNCTIONAL HR VALUE CHAIN

- Workforce Planning 5.6
- Learning 6.3
- Performance 6.1
- Reward 6.1
- Wellness 6.5
- ERM 6.4
- OD 5.5

HR VALUE & DELIVERY PLATFORM

- HR Service Delivery 5.5

HR TECHNOLOGY (HRIS) 5.5

MEASURING HR SUCCESS 4.8
HR Audit: Standards & Metrics
HR Standards Files

National Human Resource Management Standards

13 standards (2013)

National HR Professional Practice Standards

23 standards (2014)
HR Professional Practice Standards

- Absenteeism management
- Career management
- Coaching & mentoring
- Collective bargaining
- Disciplinary procedure
- Dispute resolution
- Diversity management
- Grievance procedure
- Leadership development
- Learning design
- Learning evaluation
- Learning needs analysis
- On-boarding
- Organisation design
- Performance appraisals
- Recruitment
- Remuneration benchmarking
- Selection
- Succession planning
Involvement in Education

Education improvement projects

HR Standards/Audits improving HR practice
20+ Universities

- Cape Peninsula University of Technology
- Mangosuthu University of Technology
- Nelson Mandela Metropolitan University
- University of the Free State
- University of Pretoria
- University of Fort Hare
- University of Venda
- University of Johannesburg
- UNISA
- Universiteit Stellenbosch
- Regenesys Business School
- WSU
- Walter Sisulu University
- University of South Africa
- North-West University
- Universiteit van die Vrystaat
- Universiteit van die Over toe

Creating Leaders
3 Components of a Standard Element

Definition
- What is it?

Objectives
- What do we want to achieve?

Application
- How can we make it work in practice?
Strategic HR Management is a systematic approach to developing and implementing long-term HRM strategies, policies and plans that enable the organisation to achieve its objectives.

SABPP (2013)
1.2.1 To ensure the HR strategy is derived from and aligned to the organisation’s objectives in consultation with key organisational stakeholders.

1.2.2 To analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions.

1.2.3 To provide strategic direction and measurements for strategic innovation and sustainable people practices.

1.2.4 To provide a foundation for the employment value proposition of the organisation.

1.2.5 To establish a framework for the HR element of the organisation’s governance, risk and compliance policies, practices and procedures which balance the needs of all stakeholders.

1.2.6 To determine an appropriate HR structure, allocate tasks and monitor the development of HR competence to deliver HR strategic objectives.

SABPP (2013)
STRATEGIC HRM PROCESS

- Organisation’s strategic intent
- Environmental scan (PESTL)
- Framework of HR policies & programmes
- Allocate roles & responsibilities (line/HR/support functions)
- People strategy
- HR strategic agenda
- HR business plan
- Monitor & Evaluate
Strategic HR: It is all about alignment
What the Auditors are looking for?

**Quality approach**
- Sound?
- Systematic?
- Integrated?
- Reviewed & updated?

**Extent of application**
- Across whole organisation?
- Up and down the organisation?

**Quality of results**
- Positive trend in results?
- Sustainable?
- Targets met?
- External benchmarks?
- Approach vs results?
“An HR Management performance audit is future orientated and can identify areas for organisational improvement. HR Auditing crosses the boundaries between HR management and auditing … it can be a suitable method for evaluating the contribution of HR activities to organisational objectives assessed on the basis of value for money.”

Dr Chris Andrews, HR Director: Bond University
St Stithians College

- ‘Inspiring Excellence, Making a World of Difference’
- College of 7 Schools with 2600 learners
- 500+ staff
- Values based approach
- Methodist Church School
- Leading educational institution
- Committed to academic excellence and support across the range of student ability
- We educate thinkers, leaders and citizens for today and tomorrow
- Innovation and excellence
- Passionate, conscientious and proud culture
Experience of HR Standards and Audit

• Decision to conduct Audit
• Preparing for the Audit
• The actual Audit - not a typical “audit experience”
• Post Audit feedback and consolidation of recommendations
• Confirmed areas of excellence and highlights area needing focus
Our Results

- Reward and Recognition
- Employee Wellness
- Employee Relations Management
- Strategic Human Resource Management
- Risk Management
- Learning and Development
- Performance Management
- Organisation Development
- HR Service Delivery
- HR Technology and HR Measurement
- Talent Management
- Workforce Planning
Feedback from our staff

• Management and employees commended the HR Department for their friendly demeanour, availability and willingness to go the extra mile in resolving queries
• Effective HR Policies are in place and an effective 3-4-year review process exists
• It is evident that HR employee capacity building is taking place
• Line management are well trained and given opportunities on people related legislative changes
Feedback from our staff

- The distance between HR offices and the rest of the schools is a challenge
- There needs to be an Employee Self Service portal which will lead to fewer HR queries
- Some of the strengths and recommendations of the National Human Resources Standards have been highlighted
- Strong Correlation with the 2017 HR priorities
Some Useful Tips

• Time to prepare
• Communication & Support
• Formalisation and documentation required
• The audit day itself
• The Auditors insights & advise
HR Audit - Certification

CERTIFICATE OF HR AUDIT

Business Resource Development Gauteng

This is to certify that Business Resource Development Gauteng's HR management system has been successfully audited and certified as meeting the requirements of the National Human Resource Management System Standard.
Steps

1. Orientate your HR team and management
2. Train HR team on HR standards
3. Compare current practice vs standards
4. Identify alignment and gaps
5. Fill gaps
6. Arrange for an HR audit
7. Continuous improvement
The need for consistency and quality
Conclusion

The National HR Standards have changed the face of people management in South Africa. The HR Standards usher in a new period of institutionalising people management as a best practice for sound HR professionalism and business impact in organisations. Best wishes raising the standard of HR practice and education in South African schools.

Our children deserve the best!
We set HR standards!

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