Employment Equity, Diversity and Transformation
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• The SABPP Employment Equity, Diversity and Transformation Awards

COO’s DESK
• SABPP Staff Affairs

BOOK REVIEW
• A Journey of Diversity & Inclusion in South Africa: Guidelines for Leading Inclusively

INDUSTRY NEWS
• Transforming Internships Programmes: Develop, Track & Mentor your Interns Online
• Are you Prepared to lie to get a job?
• The role of HR Managers in empowering people with disabilities in the workplace
• Competitiveness through nurturing a culture of Diversity and Inclusion in a workplace

HR AUDIT
• Continuous Improvement – the missing link to sustainability

LQA
• SABPP Accredited Training Providers to undergo spot checks and evaluation

STUDENT CHAPTER
• Leveraging Diverse Workforces

EVENTS
• April Events
• May Events

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The SABPP Board is proud to announce our inaugural Employment Equity, Diversity and Transformation (EEDT) Awards and Summit in May 2018. This event is arranged in support of the Employment Equity Commission Report and therefore constitutes our effort in mobilising HR Managers in accelerating employment equity in South Africa.

Our audience will consist of HR Managers and Employment Equity specialists from leading companies throughout South Africa.

Despite South Africa’s successful political transition in 1994, it is clear 24 years on that a non-racial South Africa in all aspects of society remains an elusive dream. The slow pace of transformation perpetuates inequality in the workplace and society at large. This high-level conference is arranged to debate HR’s response to the current slow progress in employment equity and to provide solutions in transforming organisations at a much faster rate. In addition, we will also launch our first annual employment equity awards to encourage our members to play a stronger change agent role in driving successful employment equity in the workplace.

This session will play a key role for HR professionals in defeating racism and achieving tangible employment equity results in the workplace. Over the last seven years, we achieved some tangible outcomes to ensure the sustainability of initiatives in transforming society:

1. Six Annual Women in the Workplace Reports (2012-2017);
2. Signing of anti-racism pledge by HR Managers (2016);
3. Development of SABPP HR Professional Practice Standard on Diversity, Inclusion and Employment Equity (2014);
4. Fact Sheet on Employment Equity (2015);
5. Fact Sheet on Broad-based Black Economic Empowerment (2017);
6. Development of Labour Market Scenarios for 2030 aligned to the NDP (2016);
7. Launch of HR Citizen Committee to drive initiatives in addressing our top socio-economic problems such as inequality, poverty, unemployment, education (2016);
8. Implementing the SABPP Employment Equity Policy and Plan (2015-2018);
9. Providing support to organisations offering workshops on disability (2017-2018);
10. Produced formal comments on national employment equity reports, and amendments to employment equity and skills development legislation and documentation to government departments, the Employment Equity Commission, and Parliament (2013-2018);

11. The SABPP student chapters have created a pool of almost 2000 young HR graduates of whom 87% are black entering the workplace (2015-2018);

12. The SABPP Candidateship programme ensures that young black graduates are empowered in work and professional readiness against the South African HR Competency Model (2016-2018).

Notwithstanding the leadership role of SABPP in employment equity and diversity management, it is a reality that most South African companies are making insufficient progress in employment equity. However, SABPP is aware of some great work done by some of our registered HR professionals at their companies. To reinforce this good progress in employment equity, and to encourage other companies to follow their example, we are launching seven employment equity awards.

The awards are as follows:

1. Employment Equity, Diversity and Transformation Overall Award
2. HR Enabling Environment Award
3. Diversity and Inclusion Award
4. Affirmative Action Measures Award
5. Employment Equity, Diversity and Transformation Change Agent Award
6. Disability Employer Award
7. Gender Employer Award

SABPP would like to thank and acknowledge our HR professional community for the good work they are doing in employment equity. However, we have noticed that there appears to be a lack of commitment in certain industries to empower staff from the designated groups. We want to encourage HR professionals in their employment equity efforts, and where problems occur, we would like to create platforms for additional support and capacity-building. And of course, as a national community of HR professionals, we need to reach out to those lagging behind to accelerate the implementation of employment equity plans in creating workplaces that are representative of the population.

The Employment Equity Act is clear and the Department of Labour has played a leadership role to ensure that all employers are aware of the requirements of the Act. Now is the time for the sound professional implementation of employment equity practices. Moreover, we are now even more convinced than ever before, that in many cases the slow progress in employment equity can be attributed to inadequate HR practices, hence the importance of implementing the SABPP HR Standards to strengthen your employment equity plans.

Please help us in ensuring that the HR profession becomes the leading profession in South Africa in driving effective employment equity. We have already created the hashtag #EEDTAwards on Twitter and Instagram to ensure maximum exposure and visibility for the awards. You are encouraged to share our regular articles and other information with all stakeholders inside and outside your organisation. We hope to see you all at the SABPP employment equity summit, workshop and awards evening.

Wishing you all a productive month of April - another 30 days for you to deliver your best as an HR professional making a difference in the workplace.

Interested parties can contact our office on ceanne@sabpp.co.za to participate, or to visit our website for more information (www.sabpp.co.za) The awards will be issued on 14 May, followed by a conference featuring case studies by the winners on 15 May, and then a workshop on 16-17 May to build skills in accelerating employment equity implementation.
This month we celebrate Employment Equity, Diversity and Transformation. SABPP has gone a long way in transforming its workforce. While challenges still exist, we have made significant strides as we grew our workforce. Our target has always been to ensure that our staff reflect the diversity of our membership. The picture below reflects the EE stats for SABPP as at the end of 2017.

SABPP Staff and Management Profile

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<th>Occupational Level</th>
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<td>20</td>
<td>16</td>
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</tr>
</tbody>
</table>

We value our staff. To us our staff are not just numbers for compliance but individuals who add value to the success of our organisation. Therefore, we do not just employ our staff because they meet a certain race group.

Provincial News

On the 6th of March 2018 the Free State Provincial committee hosted a breakfast. The guest speaker was Dr Nel the HOD at UOFS who spoke about assessments. SABPP head office was represented by the CEO and COO. At the same session SABPP CEO Marius Meyer launched the Leadership Standard for the province.

The province also saw the election of Ms Kgomotso Mopalami as the Chairperson of the provincial committee. Ms Mopalami had been the acting chair for about eight months. Mr Trevor Dale was elected the second deputy chair joining the existing deputy chair Ms Marieta Van Niekerk. We wish the team all the best.

On the 22nd of March 2018, the Western Cape committee hosted its own breakfast where the leadership standard was launched. We hope other provinces will follow suit.

Formal Email Addresses for 4 provinces
You are now able to write directly to your provincial chair on the SABPP email address.

1. Western Cape. Chair Ms Michelle Visser
   wcchair@sabpp.co.za
2. Eastern Cape. Chair Ms Nandi Sishuba
   ecchair@sabpp.co.za
3. Free State. Chair Ms Kgomotso Mopalami
   fschair@sabpp.co.za
4. KZN. Chair Mr Reuben Dlamini
   kznchair@sabpp.co.za

New feature
We present a new monthly feature from this month where we will be profiling a member. If you have a story to share, please send an email to xolani@sabpp.co.za. Please note we do not plan to feature a company but rather individual members in order to motivate other members.

Until next time, let’s keep the SABPP engine of HR professionalism running smoothly.

COO Xolani Mawande
Profiling A Professional Member

Ms Kgomotso Constance Mopalami
Kgomotso is
a Human Resources Specialist,
a doctoral candidate, yes she is a PhD candidate
a Commissioner of Oath
the Free State Province Chairperson of the SA Board for People Practices (SABPP) which is a Human Resources Professional and Quality Assurance Body.

She is currently employed by the Free State Department of Human Settlements as Senior Practitioner: Asset Management.

**Her highest qualification is a Masters’ degree in HRM from CUT. Her thesis**

Twenty years ago, in her National Diploma studies at VUT she got to be the first recipient of the SABPP National Human Resources Student of the Year. She went on to graduate cum laude.

Twenty years later she is the SABPP Chairperson of the Free State Province!!

Her career spans over a period of two decades in both the Private and the Public Sector, having cut her teeth in the Private Sector as Branch Manager; Financial Advisor and Training Facilitator. Her passion is in Training and Development as well as meeting compliance and delivery standards. Other interests include monitoring and evaluation, reading and workouts. Some of her attributes include honesty; work commitment; punctuality; friendliness; fast learning and she is good at research.

Prior to joining the public sector four years ago; she spent several years in the private sector, honing her skills in the financial services sector.

Ms Kgomotso Mopalami is passionate about life and fitness.

A happy mother of two; she enjoys travelling. ‘Travel is definitely my laid-back passion and is in my ‘blood’. Over the years as a seasoned domestic tourist, I have always seen travelling as an opportunity to come into contact and engage in thought-provoking conversations with some of the world and eminent South African visionaries, innovators, leaders and influential celebrity personalities in various industries including business; politics; finance, sporty, entertainment, the arts and more. I always find this to be an opportunity to renew my sense of motivation and development of personal and professional insight’ says Kgomotso.

You can contact Kgomotso on kgomotsom@sabpp.co.za or fschair@sabpp.co.za
Despite more than two decades of a democratic dispensation in South Africa, employee diversity remains one of the most important, but yet least understood issues in the modern workplace. The question often asked in practice is: “How can we understand diversity in an inclusive way?” Some of the unspoken diversity issues are covered in a skilful and professional way therefore challenging practitioners to address the real and underlying issues affecting diversity at work. The contribution of this book in providing a clear focus on the need for inclusivity from a leadership perspective should be acknowledged. Building on previous texts in the field of diversity management, this is the first work covering diversity in an integrated manner with the emphasis on creating a culture of inclusion.

Being grounded on a pragmatic foundation, the book moves away from current “quick fix” superficial, popular consulting approaches or short term recipes for dealing with diversity and employment equity in a haphazard, and fragmented manner. Given the historical over-reliance on international perspectives, the comprehensive yet focussed discussion on diversity and inclusion in the South African context fills a gap in current literature. Moreover, by providing examples and guidelines based on the experience from several South African organisations in the “insights and tips” sections at the end of all the chapters, the practical relevance of the book is strengthened. The biggest contribution of the book is the Iterative Culture Change Model providing a step-by-step change management framework for managing diversity in the workplace.

I highly recommend "A Journey of Diversity & Inclusion" and I want to encourage human resource and business leaders as well as students to read and use this book as an important tool for reflection, learning and application in ensuring we leverage our diverse workforce in South Africa, not only for the benefit of our organisations, but also our overall competitiveness as a nation. Congratulations to one of our top diversity experts Nene Molefi for leading us into the important field of diversity and inclusion.

Marius Meyer, CEO: SA Board for People Practices (SABPP)

The book is available from KR Publishing on www.kr.co.za
Many government departments and private companies are currently advertising their internship programmes to afford graduates the opportunity to gain industry-specific knowledge, skills and values through structured workplace experience. The experience is intended to enhance a student’s academic, career, and personal development.

For the interns, working as part of a team on a variety of projects holds many benefits. To name a few: they gain industry knowledge they might not find anywhere else; accumulate evidence of their abilities that is verifiable by a supervisor; make critical professional contacts; improve their confidence; increase their levels of responsibility; identify further opportunities in the market; and possibly land a full-time job.

For the employers in turn, internship programmes have benefits such as being able to test out new working relationships, in which an extra set of hands is available to help complete projects, offer a fresh perspective on business strategies and plans, develop a business’s mentorship culture or recruiting full-time employees. These benefits do, however, come at a cost as internship programmes present a huge administrative load which must be carried in addition to an organisation’s core business activities.

“Internships differ from learnerships as they do not lead to a formal qualification delivered by accredited providers and
therefore place the responsibility for managing the academic, career, and personal development of graduates squarely on the employer” said Thamary Jani, Manager of a CETA funded internship programme for Built Environment Professionals.

Employers therefore have to ensure that interns work under a supervisor who must take responsibility for their work. In addition, mentors must be allocated to monitor and support development of the intern for the duration, including ensuring that:

- Interns have a variety of projects, and activities structured according to each interns’ development requirements.
- Interns increase their level of responsibility over time.
- Intern progress is tracked, development areas identified and addressed.
- Interns submit evidence of their structured experience.

Because these activities are not part of an organisations’ core business processes, they could easily fall through the cracks, especially with larger internship programmes. In such cases, interns are not sufficiently exposed to the desired range of activities or levels of responsibility and it is not surprising that engineering candidates, for example, take between 10 and 15 years to complete their candidacy internship instead of three years. These challenges are not only delaying individual progress or company attainment of targets, but also national development and transformation at large.

CanPro, a local company which provides customised solutions to organisations wanting to digitally migrate their workplace learning processes, has developed a web-based application called WorkPro which serves as an online mentor. Liesel Kirsten, Managing Director of CanPro explains that “The WorkPro platform is an intuitive, easy to use online system available on computers or smart phones which provides structured activities and content to interns, their supervisors as well as their company coordinators. It also provides instruments to upload the team’s portfolio of evidence as well as enables real time monitoring and reporting of individual or programme progress.”

“Utilising the WorkPro platform helped me to plan and structure my workplace activities against my career outcomes, log and verify my daily tasks, to submit required reports effectively by providing templates, utilise an external mentor to assess my progress, to up skill online as well as maintain an updated CV,” explains Kedibone Chauchau, who completed her internship in 2017.

While the WorkPro system can’t teach interns how your equipment works or make them loathe lunch breaks, it will definitely eliminate the dreaded paper trail, reduce extra staff required to manage internship programmes across a variety of occupations and range of economic sectors, cut costs, track progress of individuals and groups and provide live data to inform reporting.

“Since WorkPro removed the administrative burden of our internship programmes, we have been able to spend quality time with our interns.” says Sharon Marimuthoo, MD of The Office Wand. “Not only did we have more time available, but because the platform reduced our programme costs we could accommodate a larger number of graduates that desperately need workplace experience.”

To find out how the WorkPro platform can transform your internship programme, contact liesel@canpro.co.za.
ARE YOU PREPARED TO LIE TO GET A JOB?

- Neil Coetzer

It is well established that an employer must be able to place trust in its employees. Since trust is the centrepiece of the employer-employee relationship, it follows that any misconduct which jeopardises this trust relationship may result in the employee’s dismissal. Many employers will attest to the fact that an act of dishonesty by an employee is normally destructive of the trust relationship and will most likely result in dismissal.

An interesting question arises in relation to circumstances where a job applicant has been dishonest in their CV or during the interview process and they are subsequently appointed as the successful candidate, but the dishonesty is only discovered several months (or even years) afterwards. The issue could be complicated even further by the fact that the act of dishonesty may at face value have no impact on the employ-
ee’s employment with the employer. The employee may even be a good performor and an asset to the organisation.

The Labour Appeal Court has however made it clear on numerous occasions that such conduct by a job applicant is unacceptable and that dismissal is often an appropriate sanction by the employer. In South African Post Office Limited v Commission for Conciliation, Mediation and Arbitration and Others (2011) 32 ILJ 2442 (LAC) the job applicant had indicated in her CV that she possessed a valid driver’s license when applying for a job which required her to have such a license. After she was appointed to the position, it transpired that the employee did not have a driver’s license as she had claimed. The employer then charged her with dishonesty. The employee claimed that someone else had typed her CV and that she had not checked it before submitting it. The Labour Appeal Court found that her version was improbable and that she had deliberately misled the employer to ensure that she was shortlisted for the interview. The Court found that her dismissal was fair.

In Department of Home Affairs and Another v Ndlovu and Others (2014) 35 ILJ 3340 (LAC) a job applicant had misrepresented his qualifications in his CV. He claimed that he had obtained a bachelor’s degree in Technology Marketing during 2003, some three years before applying for the position with the employer. After he was employed, the employer discovered that the employee had not obtained such a degree and he was charged with dishonesty and dismissed. Once again the Labour Appeal Court found that dismissal was the appropriate sanction as the employee had deliberately misled the employer in regard to his qualifications.

In G4S Secure Solutions (SA) (Pty) Ltd v Ruggerio N.O and Others (2017) 38 ILJ 881 (LAC) a job applicant for the position of security guard had stated ‘no’ on his application form when asked if he had any prior criminal convictions. Some fourteen years after his appointment, the employer discovered that he indeed had two previous criminal convictions which he had failed to disclose – one for rape and one for intent to do grievous bodily harm. The employee claimed that he was unaware of his criminal convictions, as he had not gone to jail after being convicted but had received other forms of punishment. The Labour Appeal Court found that the employee was aware of the fact that he had been convicted and punished for those crimes and that he was obliged to disclose this to the employer. It also found that the employee’s dishonesty and failure to disclose his criminal convictions led directly to him being employed. The fact that it had been concealed for such a long period of time, while a relevant consideration, did not detract from the seriousness of the misconduct.
More recently, in LTE Consulting (Pty) Ltd v Commission for Conciliation, Mediation and Arbitration and Others (JR1289/14, 8 August 2017) the Labour Court once again found that the dismissal of an employee who deliberately misrepresented his qualifications in order to secure employment was fair, particularly in circumstances where the employee had shown no remorse for such misconduct.

The case law shows that the Courts place a high premium on honesty, trust and good faith in the employment relationship. An act of dishonesty by the employee (including a job applicant) directly impacts on the trust relationship and is likely to result in an irretrievable breakdown of the employment relationship. The job market is tough and it often happens that employees may feel the need to embellish or exaggerate their accomplishments in their CV. Employers should be alive to this reality and conduct thorough background checks on job applicants before offering them employment.
THE ROLE OF HR MANAGERS IN EMPOWERING PEOPLE WITH DISABILITIES IN THE WORKPLACE

- Marius Meyer

HR Managers play a key role in driving employment equity in the workplace. The development and submission of employment equity plans are managed by HR Managers after they have received inputs from their employment equity committees. Over the last two decades, significant emphasis was placed on race and gender, with mixed results achieved. Some companies have made good progress, while others have struggled to change their workforce profiles in meeting their employment equity targets. While the Employment Equity Act includes people with disabilities as one of the designated groups, the area of disability has been neglected. In this article, I want to highlight the role of HR Managers in creating a more inclusive environment for people with disabilities.

In essence, HR Managers should ensure that people with disabilities are empowered in the workplace. The following actions are key opportunities for HR Managers in empowering people with disabilities:

- Ensure that disability is part of employment equity plans, including the removal of barriers and setting of targets.
- Develop a workplace disability strategy for the organisation.
- Involve people with disabilities in making recommendations on how a more inclusive work environment should be created.
- Create awareness about disability throughout the organisation.
- Ensure that reasonable accommodation is provided for people with disabilities.
- Align HR practices to be more inclusive towards people with disabilities, e.g. recruitment, selection, diversity awareness training, performance management, employee wellness, and learning and development.
- Monitor and evaluate progress towards achieving employment equity targets.

In the light of the above actions, it is clear that HR Managers can take several positive steps in creating an inclusive environment for people with disabilities. I would like to encourage HR professionals to become active change agents in empowering people with disabilities in the workplace. In 2017 the South African Human Rights Commission launched a Disability Toolkit as a reference guide for employers. Building on this publication, the inaugural SABPP Employment Equity, Diversity and Transformation Awards are intended to further encourage companies to accelerate the implementation of employment equity in the workplace. One of the awards is for an employer who has achieved excellence in empowering people with disabilities in the workplace.

Marius Meyer is CEO of the SA Board for People Practices (SABPP). For more information about the #EEDTAwards, including the disability award visit www.sabppawards.co.za or follow SABPP on twitter @SABPP1 #EEDTAwards
COMPETITIVENESS THROUGH NURTURING A CULTURE OF DIVERSITY AND INCLUSION IN A WORKPLACE  
- Thandi Thankge

South Africa is known to be a nation of diversity; the question is whether organisations have leveraged on this as a tool for competitiveness and sustainable growth. The benefits would be attained through the enhancement of the organisation’s productivity, performance, complex problem solving and innovation. This would address the challenges that many organisations are facing today with regards to increased competition, lack of innovation, fast-paced technological developments, lack of competencies and skills as well as speed of expansion and growth.

Maya Angelou, an American poet once stated that “It is time for parents to teach young people early that in diversity there is beauty and there is strength”. With this in mind, it goes without saying that family and school are the two most essential premise for building the skills needed for a more inclusive world, including appreciating diversity and collaborative skills. The question once again, is whether we as parents do make an effort in inculcating the culture of inclusion in our young people.

In organisations the focus should not only be on embracing people’s differences but also be on the engagement of these individuals on their day to day activities. The achievement of this obviously requires commitment from both the government and organisations. In South Africa, that has been an ongoing journey since 1998, with the promulgation of the Employment Equity Act, and the organisations having to comply with this legislation. Interestingly, the 2018 SABPP EEDT Awards scheduled to take place in May this year does not only coincide with the celebration of former president Nelson Mandela’s centenary but also with the theme for the 2018 Global Talent Competitiveness Index called “Diversity for Competitiveness”. This theme alludes to the fact that globally, diversity plays a pivotal role in linking talent policies to innovation strategies. With this focus The Global Talent Competitiveness 2018 Index tries to tackle how diversity can be generated, enhanced, leveraged by governments, regions, cities, organisations, teams and individuals to design and implement the talent strategies required in the uncertain future that lies ahead of us.
Taking that into account, the SABPP in collaboration with TDCI and EES-SIYAKHA for the very first time initiated the 2018 SABPP EEDT Awards with the aim of encouraging the organisations to showcase their efforts on diversity and transformation related initiatives that have been conducted over the years, for some organisations even prior to the Employment Equity Act of 1998. The awards would be looking at seven (7) categories that is:

- Employment Equity, Diversity and Transformation Overall Award
- HR Enabling Environment Award
- Diversity and Inclusion Award
- Affirmative Action Measures Award
- Change Agent Award
- Disability Employer Award
- Gender Equity Employer Award

As a professional body SABPP, have played a critical role in equipping organisations with setting diversity and inclusion amongst others, as priorities that will ensure sustainable talent attraction, development and retention. In so doing, The SABPP introduced The HR Management System Standards in 2013, whereby Employment Equity and Diversity Management permeates across all these 13 National HR Standards.

The achievement of Employment Equity informs the organisational and HR strategies as well as gives direction to Talent management, workforce planning and HR Risk Management. For this to be attained, diversity management programmes need to be of the highest standard. Out of the 35 companies that have been audited since 2013, the underachievement is noted in some of the most important areas needed for successful diversity and inclusion agenda and these ranges from strategic human resources management, talent management, workforce planning, OD, HR service delivery and measurement.

This in many ways indicate that our journey to excellence on the diversity and inclusion agenda is still a long and challenging one, thus requiring a significant focus in fostering a culture of inclusion, through training and by creating environments in which everyone feels respected, heard and engaged. By so doing South African organisations would be able to focus on building diverse workforces that can address and solve problems across all spectrums of our societies including innovative solutions. Overall, these can truly be achieved through highly skilled, diverse and competent teams whose diverse thinking and decision-making are effectively entrenched within the culture and fibre of their organisations.
ANTI-RACISM PLEDGE

The SA Board for People Practices (SABPP) has a zero tolerance approach to all forms of discrimination and racism in the HR profession, workplace and in society. Show your support by taking the pledge and saying no to racism and discrimination.

• I pledge to treat everyone with dignity, fairness and respect.
• I pledge to work towards eliminating discrimination, whether by reason of race, gender, sexual orientation, ethnicity, nationality, disability, age or religion.
• I pledge to demonstrate respect for equality and diversity, and ensure that prejudice and discrimination do not go unchallenged.
• I pledge to promote a safe, fair, equitable and diverse working environment.
• I pledge 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 pledge to uphold the principles of anti-discrimination and anti-racism in the workplace and society.
• I pledge to build an organisation fully representative of the broader population at all levels and to eliminate all barriers to equality, employment equity, including institutional racism.
• I pledge to re-commit to the SABPP code of Professional Conduct and aggressively promote HR professionalism and work towards creating a robust environment free from discrimination and racism in all its forms.
• I pledge to follow all SABPP professional guidelines and standards promoting diversity in the workplace.

NAME: ________________________  SIGNATURE: ________________________

COMPANY: ________________________  DATE: ________________________

The SABPP anti-racism pledge was signed on 18 March 2016 at a special event as part of National Anti-Racism week organised by the Anti-Racism Network of South Africa (ARNSA). The Human Rights Commission was a guest of SABPP at the event. Please sign the above pledge and commit to eradicate racism at your organisation and society at large.
One of the main challenges in our field is to alter the mindsets within our own departments to showcase the value of transformational HR to business leaders and how it can contribute to business sustainability.

Some of our most recent audits reveal the challenges in two crucial areas of our integrated HR Standards, namely Talent Management and HR Measurement, as illustrated in the diagram on the next page.
Where on the continuum of continuous improvement does your HR unit fall? For more information contact the SABPP HR Audit unit on hraudit@sabpp.co.za to assist you.

This month’s special edition of HR Voice is challenging the HR community to accelerate employment equity, diversity and transformation in the workplace. It is interesting to note that HR underperforms in some of the most important areas needed for successful diversity:

- Strategic HRM
- Talent Management
- Workforce Planning
- Organisation Development
- HR Service Delivery
- HR Measurement

Thus, HR Standards are essential for improved employment equity.
WHATEVER WAS MISSING FROM LABOUR LAW AND INDUSTRIAL RELATIONS SEMINARS

SALLR JUST ADDED IT!
The SALLRS’ 34th annual seminar will add the following brilliant dimensions to ensure a quality experience

+ **ADDED CONTENT**
  the content of the current seminar workbook is merged with all previous seminar workbooks to form a fully searchable electronic product

+ **ADDED RECOGNITION**
each delegate receives a SABPP or IPM certificate reflecting 7 CPD points linked to attending this accredited learning event - further CPD points can be obtained if an evidence file is compiled

+ **ADDED ACCESS**
in the period in between seminars delegates are kept up-to-date by receiving free subscription to the SALLR website as well as the SALLR, which consists of selected published judgments and arbitration awards

+ **ADDED PARTICIPATION**
delegates are able to participate in discussions online, subsequent to the seminar and, furthermore, are made aware of hot topics by means of BRAINFOOD, the regular SALLR newsletter

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**THE SOUTH AFRICAN LABOUR LAW REPORTS ANNUAL SEMINARS**

RESERVATION ENQUIRIES: Taryn Frank
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Van Zyl Rudd & Associates
Registration fees (inclusive of VAT)  
(All fees include free parking)

Complete the registration form and forward to Taryn Frank on: pa@vanzylrudd.co.za

- **Normal fee:**
  - 1 delegate: **R4 250.00**

- **Non-profit organisations:**
  - **R3 000.00 per delegate**

- **Multiple delegates from one organisation:**
  - 2 to 5 delegates: **R3 700.00 per delegate**
  - 6 to 10 delegates: **R3 500.00 per delegate**
  - 10+ delegates: **R3 300.00 per delegate**

- **CCMA, academics, trade unions and bargaining councils:**
  - **R3 000.00 per delegate**
### Registration Form

**Normal Seminar Fee:** R4 250.00 per delegate  
**All Prices Include VAT**

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**Kindly insert your VAT number in respect of invoicing:**

Banking details of Van Zyl, Rudd and Associates SA (Pty) Ltd: ABSA - Newton Park - Account No: 40 8094 0399  
Branch code: 632-005

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- **Organisation:**  
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- **Tel:**  
- **Fax:**  
- **Contact person name and surname:**  
- **E-mail address of delegate(s):**  
- **Name and surname of person responsible for payment of this account:**  
- **Email address and landline of person responsible for the payment of this account:**  

**Date:**  
**Name and surname:**  
**Signature:**

**NOTE:** Upon receipt of the completed registration form by VZR, the seminar fee per delegate will immediately be due and payable.

**NOTE:** Should a delegate register for a seminar and not be able to attend, for whatever reason, such cancellation must be in writing and received by VZR at least 15 calendar days before the date of the seminar. If such cancellation conditions are not met, the delegate will be held liable for the full seminar fee.
SABPP Accredited Training Providers to undergo spot checks and evaluation

At a recent meeting held between the SABPP and the QCTO it was concluded that the SABPP would be tasked with conducting spot checks and evaluation of all accredited training providers including those with various national secondary sites. The purpose of these spot checks is to:

- Ensure that all learner enrolments/achievements have been captured both internally on a LMS or tracking system and then subsequently following SABPP processes, been uploaded to the SABPP LMS in order to be mass loaded to the SAQA NLRD.
- Verify that there are learner enrolment forms and portfolios that support the data uploaded on the SABPP LMS and SAQA NLRD.
- Verify facilitator, assessor, moderator and consolidated learner feedback reports
- Conduct interviews with learners and facilitators on the SABPP qualifications
- Conducting OHS check

Failure to produce such documents or adhere to the requirements as per the checklist developed will result in the training provider or their respective secondary sites being placed on suspension until the identified areas of remediation have been addressed and a second site visit is conducted. A representative of the QCTO is likely to accompany the SABPP LQA staff on any of these visits. Information pertaining to these visits and the spot checks have been shared with training providers.

QCTO audits the SABPP LQA Department – Occupational Qualifications Assessment Partner

Dr Pieter Rossouw and two other QCTO representatives conducted an audit on the SABPP LQA department in February 2018. The audit included verifying information on the SABPP website, centralised examination procedures and regulations and accreditation processes. The audit also served as an in-
formation sharing session on the progress and current phase at which SABPP is at in terms of the readiness to facilitate the Occupational Trainer qualification examination nationally.

Dr Pieter Rossouw (QCTO) and QCTO colleagues with Mr Naren Vassan

2. Recognition of Prior Learning (RPL)

You’ve read about it...it’s trending vastly in the Education and Training industry. A concept that’s been in existence for quite a while and is now beginning to take flight... We help you explore the concept of Recognition of Prior Learning.

So, what is it?
The Recognition of Prior Learning (RPL) is a process through which formal, non-formal and informal learning is measured, mediated for recognition across different contexts and certified against the requirements for credit, access, inclusion or advancement in the formal education and training system or workplace. (Source: National Policy for the Implementation of RPL: par 30).

The aim is to make it possible to obtain formal recognition for knowledge gained throughout life, such as in workplaces and own reading or experiences. The RPL process also entails providing support to a candidate to ensure that knowledge is discovered and displayed in terms of a relevant qualification registered on the National Qualifications Framework (NQF).

What type of assessment tools may be used?

Examples – Interviews, debate, presentations, performance testing, examination [oral/written], essay writing, and examples of work done/PoE/Reports

What type of evidence may a learner provide for RPL purposes? (e.g.)

• Any certificates from previous courses attended.
• Licenses related to the outcomes of a qualification.
• Professional registration with a professional body.
• Products such as publications etc.

The above information has been obtained through SAQA and the MICT Seta through a conference hosted at which SABPP
This book is based on research and this is what Alan Ralphs – one of authors has to say:

Alan Ralphs comments on the book “RPL as specialised pedagogy – Crossing the lines”

“his book presents a collaborative study of practices associated with the Recognition of Prior Learning (RPL) across a range of sites, and offers a theoretical framework for understanding RPL as a specialised pedagogy for navigating different knowledge, learning and assessment boundaries in different contexts. The book arises out of a four-year research project based in South Africa, supported by a grant from the South African Qualifications Authority (SAQA).”

National Skills Development Summit Awards – SABPP Panel

The SABPP Quality Assurance Team together with the SABPP LQA and L&D committees panelled and reviewed the nominations received for the Skills Development Awards ceremony that was hosted on the 6th and 7th March 2018.

Tips for all Skills Development Practitioners

As you know it’s time of the year where all HR Practitioners and Skill Development Practitioners are collating data to prepare to the annual submission of documents to the SETA’s. SABPP was invited by INSETA to talk about membership whilst addressing challenges facing Learning and Development departments, Skills Development Practitioners (and industry at large) to Skills Development Practitioners.

What is the purpose of a Workplace Skills Plan (WSP)?

The Workplace Skills Plan serves to structure the type and amount of training for the year ahead, and is based on the skills needs of the organisation. A good WSP should consider current and future needs, taking into account gaps identified through a skills audit, the performance management system, succession planning initiatives, and any new process or technology changes planned for the year.

Management discusses the company’s goals with employees who in turn commit to the process of achieving these goals. Management gets the opportunity to discover talent as well as skills that they did not know that they had. [TRAINYOU CAN CC].

And according to the Services Seta website: it says “…a strategic document that articulates how the employer is going to address the training and development needs in the workplace.”

According to Progression – they say that - Workplace Skills Plans and Annual Training Reports are often seen as simply compliance driven reports, something which many organisations treat with a begrudged attitude. Alana Perumal, Progression’s Skills Development Facilitator, looks at how these reports can actually be used to strategically plan training and development and add real value to a business.

The Sector Education and Training Authorities (SETAs) state that the Workplace Skills Plan (WSP) is a strategic document which articulates how the employer is going to address the training and development needs in the workplace. They further emphasise that the process should be an all-inclusive one. The Annual Training Report (ATR) is to be submitted concurrently with the WSP and reflects on the implementation of training initiatives undertaken in the current year, based on provision in the previous years’ WSP.

While Alan has seen many organisations treat these reports
as simply a means to compliance, the truth is that they can be beneficial to the long term of a business if utilised properly to develop a comprehensive skills plan.

The Benefits of a Comprehensive Skills Plan

A comprehensive skills plan, when aligned to an organisation’s long term strategy, offers the key to implementing sustainable skills development and overcoming implementation challenges. Using a comprehensive skills plan, companies can develop their skills and talents in order to achieve their strategic goals.

Utilising the WSP and ATR as tools for developing and implementing a comprehensive skills plan which speaks to the overall organisational strategy encourages a holistic and sustainable approach to skills development and employment equity. Instead of simply compliance documents, your WSP and ATR are suddenly able to add real value to the workplace.

The Challenges

With the benefits of a comprehensive skills plans are so obvious, why then do so many organisations still struggle to bring their well-thought-out plans to the training floor and implement necessary skills development initiatives?

In Alan’s experience, not enough organisations see the value in linking their WSP and ATR to their company strategy and skills plan. This is further antagonised by lack of buy-in from line managers and employees, especially when companies link their training to B-BBEE rather than addressing employment equity. Employees often perceive the company to be chasing points rather than valuing the growth of individuals.

There are also the logistical challenges of implementing training in the workplace, that is training involves time away from the office and costs money. Added to this is the level of administration technicality when implementing certain types of training interventions, for instance learnerships or apprenticeships, which can cause employers to sometimes be reluctant about engaging in training implementation.

Based on all the above facts SABPP would like you consider the following points:

1. Has the performance contract discussion taken place with all employees?
2. Have you determined the training that is required for up-skilling the employees?
3. Have you identified the type of training that is required to fill this gap as it could be formal / informal training method, it could be self-study / e-learning / face-to-face / coaching, etc?
4. How much training has already taken place?
5. Have you tracked and recorded all the training?
6. Does the training have to be accredited?
7. Does it have to funded by the employer in the form of bursary / study loan / SETA.
8. What type in terms of character and generation he/she comes from like - Baby Boomer, Millennial, X,Y,Z generation?
9. Do you have the correct “Organising Framework for Occupations Code” – OFO Code?
10. Do you know how to capture the data and is this task given to the Administrator or Senior personnel doing this job?
11. Did you get the Employment Equity Team involved in the process?
12. Have you got sign-off from management on various reports?

SABPP 1st Learning and Development Conference – 30th May @ MTN

Please book your seat for this event as we are addressing various topics such as:

1. SABPP Learning and Development Standard
2. QCTO – Current, and journey towards 2020
3. DHET – NSDS IV
4. Changing landscape of learning and impact on industry
5. Adult learners self-directedness
6. E-Learning
7. Gamification
8. What & Mechanics of RPL
9. Generation Z
10. DTI Codes – Skills Development – impact on companies
11. Launch of the new occupational qualification in Learning and Development arena.

Speakers range from academics, industry experts and professionals.

This conference will start with a plenary session followed-up by breakaway sessions. And each session will draft guides for the industry, which will be made available to members.

The cost [inclusive of VAT] of the workshop:

a. Early bird – members – R 1650.00
b. Members – R 1850.00
c. Non-Members – R 2350.00
d. Full-time academic students – R 750.00

Watch the website for online booking and mailer to members. Please extend this invite to colleagues and friends. Only 100 seats are available, so book quickly.
South Africa as we all know has a very diverse workforce because it spans across many cultural boundaries. This leaves room for many underlying issues in the workplace, but also provides us with a well-equipped framework on how we can learn from each other.

With the changing factor in organisations, employment equity is one of these underlying issues, the reason for this is that cultures are extremely diverse and what is perceived to be ethically correct by certain cultures is considered ethically incorrect by others. However, a workplace that strives for equity not just on an organisational level but also on a personal level, such organisations will achieve an equity policy that isn’t being seen in modern organisations.

There has been many civilizations throughout all ages, where society could at least learn key characteristics about certain groups.

Everything around our work environment is changing, but the true transformation exists when cultures can make the decision to learn, and work with each other instead of working against each other.
It’s difficult to find an organisation today that would openly reject innovation. This buzzword has become the mantra of every company seeking to provide the latest and greatest solutions to its industry’s problems. But if a company hopes to produce a steady flow of new and creative ideas, it must first realize that innovation is more complex than forging ahead with the first decent suggestion that comes along.

“Innovation requires continual evolution,” said Scott Jewett, CEO and founder of research and development solutions provider Element-Y. “An innovative company can have an advantage in the marketplace, but it must also balance the investment and cost with the potential outcome. The problem is that most companies focus on building an innovative infrastructure rather than on teaching their team a structured way of thinking that delivers great results.”

An innovative workplace requires a leader who can provide the right combination of people, processes and focus. Leadership experts offered their tips for finding and harnessing innovation in any company or industry.

Hire the right people
All leaders strive to bring the best talent into their organisations, but hiring employees for their innovative abilities can be a particularly challenging task. The key is to recognize personality traits in candidates that correlate with innovation, said Rod Pyle, author of “Innovation the NASA Way” (McGraw-Hill, 2014).

“Finding individuals who embody the characteristics needed for true innovation — imagination, inspiration, knowledge, boldness, persistence and, occasionally, a contrarian mindset — has become essential,” Pyle told Business News Daily. “Innovation is rarely easy, and these traits provide the tenacity to excel.”

Seeking diverse candidates who are aligned with a common mission is also extremely important in fostering an innovative environment.

An organization’s mission, clearly defined and articulated, supports the inspiration that precedes innovation and invention,” Pyle said. “As NASA and other organizations have learned, diversity in hiring provides different viewpoints that, when combined with other cultural backgrounds, can provide a rich basis for this innovative thinking.”

Have a structured thought process for innovation
A common misconception is that structure is the enemy of creative thinking. Jewett disagreed, noting that only through a structured thought process can you measure tangible results. He outlined four concrete steps to the innovative process: Define the essence of the problem; embrace constraints; generate, quick-test and select ideas; and execute.

“You must do steps 1 and 2 before you start having idea fun. How different would your life be if someone didn’t tell you about SABPP?

Charles Darwin said: “It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change.”

If organisations can get to the point where their employees have the capability to change under all types of circumstances, employment equity will be achieved as well as assisting the process for transformation, thus giving employees a diverse outlook on workforce culture.

Ryan Gossayn, NWU, Potchefstroom
KZN Think Tank

**When:** Tuesday, April 10, 2018  
**Where:** 329 Umhlanga Rocks Drive, Umhlanga Coastlands Hotel, Durban  
**Contact:** Ceanne Schultz events@sabpp.co.za 010 007 5906

KZN HR Standards

**When:** Tuesday, April 17, 2018  
**Where:** Regent Business School 35 Samora Machel Street Durban Durban, KwaZulu-Natal 4001 South Africa  
**Contact:** Bongi Ndaba bongin@sabpp.co.za 010 007 5906
HR Standards

When: Monday, April 23, 2018
Where: HB Connect Conference Centre 2 Sandown Valley Cres
Sandown Sandton, Gauteng 2031 South Africa
Contact: Bongi Ndaba bongin@sabpp.co.za 010 007 5906

Employment Law & Industrial Relations Conference 2018
(Cowan – Harper Attorneys)

When: Thursday, May 3, 2018
Where: Glenhove Conference Centre, Melrose Estate
Contact: 011 783 8711

HR Auditor Training For HR Professionals

When: Thursday, May 10-11, 2018
Where: Port Elizabeth, The Eastern Cape  South Africa
Contact: Malebo Maholo malebo@sabpp.co.za 010 007 5906
Employment Equity, Diversity and Transformation Summit

**When:** Tuesday, May 15, 2018
**Where:** The Wanderers Club, 21 North St & Rudd Drive, Illovo, Johannesburg
**Contact:** Ceanne Schultz events@sabpp.co.za 011 045 5400

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Ethics Foundation Workshop

**When:** Tuesday, May 22, 2018 8:30 AM
**Where:** HB Connect Conference Centre 2 Sandown Valley Cres Sandown Sandton, Gauteng 2031 South Africa
**Contact:** Ceanne Schultz events@sabpp.co.za 010 007 5906

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Learning and Development Conference

**When:** Wednesday, May 30, 2018
**Where:** MTN 216 14th Ave, Fairland, Randburg
**Contact:** Derisha Pillay derisha@sabpp.co.za 010 007 5906
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