



FEBRUARY 2018 • NUMBER 2018/1

FACT SHEET

STRATEGIC HUMAN RESOURCE MANAGEMENT



INTRODUCTION

“Organisations need to redefine the way work gets done and create innovative talent ecosystems that build engaged, enabled and agile workforces. And as they face the future we know that every organisation is different. Each has a unique history, culture, leadership style and capability set in its employees.”¹

Strategic Human Resource Management (HRM), is the bridge between the “what” a business wants to achieve (vision), and the “how” it will achieve it (people). The SABPP defines Strategic HRM as:

A systematic approach to developing and implementing HRM strategies, policies and plans aligned to the strategy of the organisation that enable the organisation to achieve its objectives.

The end goal is to achieve the organisation’s objectives, and to do that HR must understand the factors that influence the changes, trends and motivators within the workforce. A strategic vision within the HR function encapsulates knowledge that will build:

- a dynamic and successful workforce,
- innovative processes and systems,
- an enabling environment that encourages high performance,
- and the agility to respond on delivery.

This fact sheet aims to assist the HR professional in planning and creating a strategy for their HRM function that meets the expectations of change and delivery.

“No strategy, no growth! No HR strategy, no sustainable growth! Until an organisation realises that its business strategy is inseparable from its HR strategy, it runs the risk of limiting its productive lifespan. Only people can provide sustainability!”

Leon Steyn MPhil, Coach, Consultant, Facilitator, Simplifier

¹ <https://www.pwc.com/gx/en/services/people-organisation.html>

LESSONS

from HR Audits:

Strategic Human Resource Management

Dr Shamila Singh

Strategic human resource management supports long-term business goals and outcomes with a strategic overall framework. It focuses on longer-term resourcing issues within the context of an organisation's goals and the evolving nature of work, and informs other HR strategies.

Several theories deal with the integration between business strategy and human resource management. Some of these theories are behavioural theories; resource-based theories; and interactive theories, based on the open systems theory (Dhar, 2010). Accordingly, behavioural theories assume that for the realisation of a certain business strategy certain employee behaviours are necessary.

To date two primary perspectives – a universal approach and a contingency approach have been used to describe the link between human resource management (HRM) and firm performance (Wright and McMahan, 1992). The universal or best practice perspective implies a direct relationship between approaches to human resources and performance, whilst the contingency perspective posits that an organisation's strategic posture either augments or diminishes the impact of HR Practices on performance.

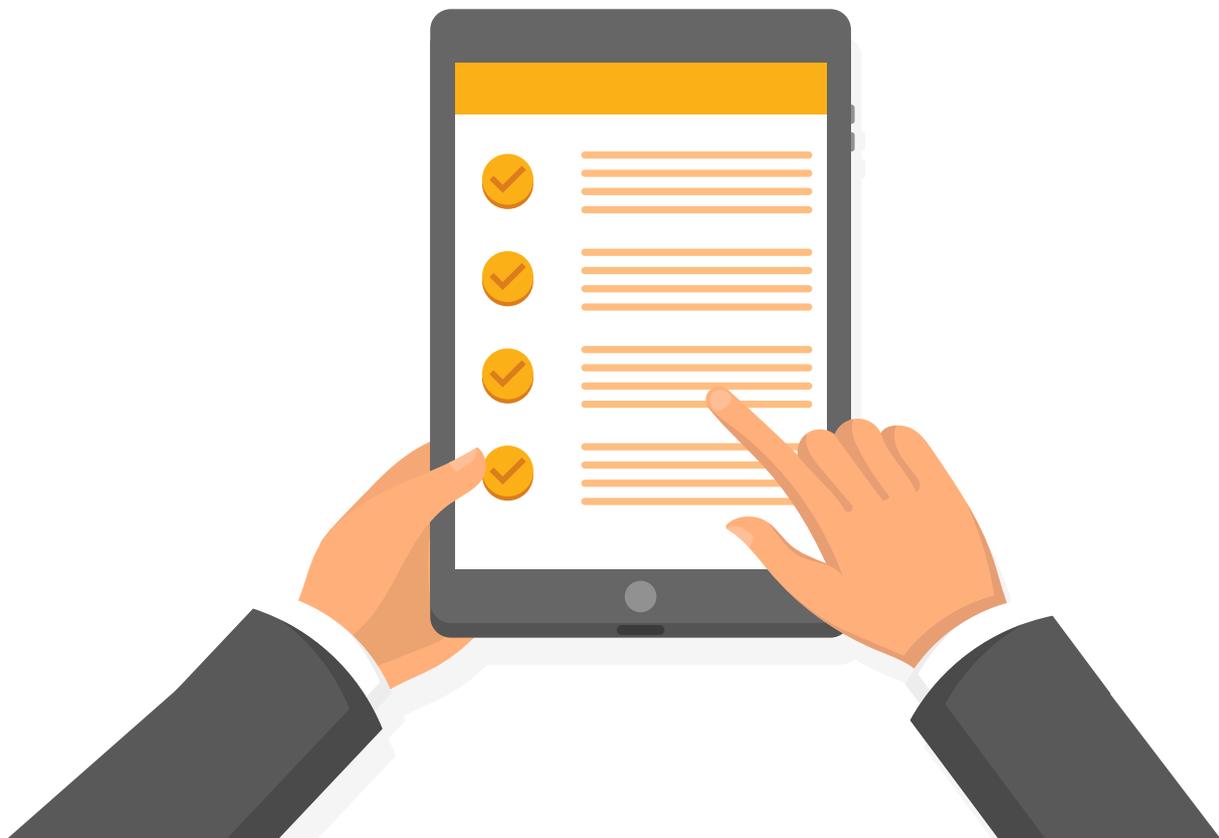
The results of 27 HR Audits of the SHRM element of the National HR Standards Model revealed some interesting outcomes. Although there are pockets of excellence in the SHRM element; the average South African organisation experiences major challenges in the development and implementation of HR Strategy. Pre-audit assessments of SHRM element completed by 400 companies revealed an average score of 50% whereas the audit outcomes of the 27 companies was higher at 53%. Moreover, some of the auditees reported challenges on the strategic positioning of the HR. A score of 60% is required to achieve the standard. The following ten lessons were identified by the auditors at the 27 auditees:

1. Overall, most of the auditees acknowledge that HR needs to be re-positioned to enable the organisation to achieve its strategic objectives.
2. The perception of HR is generally negative or seen to be focused on transactional issues.
3. The auditees agree that the National HR Standards Systems Model provides a framework for HR to professionalise and for HR to have a voice and gain credibility.
4. For HR to contribute towards the strategic objectives requires CEO and top management support and buy-in.
5. Of all the HR audits there were conducted very few of the auditees had an employee value proposition to determine the people intentions to attract and retain talent.
6. From the perspective of the alignment of the HR strategy to the business strategy (vertical alignment), there is alignment but the challenge is that there is a lack of horizontal alignment of the functional areas of HR to the HR Strategy. In other words, HR management systems, policies, plans, practices and interventions are not fully aligned and leveraged for optimum impact.
7. The lack of HR strategy implementation is attributed to several issues, namely, the HR strategy is not cascaded down into the functional areas of HR, a lack of measurement, deficient buy-in from top management, a lack of resources, insufficient support from line management, and HR's ability to deliver is compromised by competence of the HR team.
8. Another issue that needs to be unravelled is what structure and capacity is needed to deliver the HR strategy. The empirical literature states the structure for HR is determined by the size of the organisation, the nature of the organisation, the

complexity of the work and competencies of the workforce.

9. Most the auditees agree that competencies of the HR team is not aligned and reviewed in accordance with the HR strategy. Furthermore, even if the competencies do exist the lack of strategic orientation of HR constrains the deployment of the competencies needed to achieve the strategic objectives.
10. Another challenge for organisations in terms of competencies is that some of the HR teams do not have the qualifications in HR or may not have attained a HR qualification but work in HR and have largely acquired some of the skills through work experience. Moreover, because of a lack of qualifications these HR practitioners are not professionally registered with SABPP.
11. Another finding is that while there are some auditees that focus on continuous professional development, this is not consistent amongst the auditees. The lack of continuous professional development negatively affects the organisation's ability to provide sustainable people strategies and innovation.
12. As a result of the lack of integration auditees largely focus on compliance instead of a more integrated approach to governance, risk and compliance as outlined by King IV.

The above lessons reflect that although some organisations' HR Strategy is derived and aligned to the business strategy whilst other organisations still struggle to reposition HR. South African organisations have acknowledged of that HR has to be strategically aligned and hence more dedicated effort is needed to ensure that the HR strategy is developed and implemented. The audits reveal that in South Africa, it appears as if good practices are implemented at some of the leading organisations. However, we would like to see that these good practices are the norm and not the exception. The HR Directors that have successfully developed and implemented HR strategy are the pioneers and can provide case studies and lessons for other organisations grappling with similar challenges in their organisations.



CREATING

a HRM Strategy

The importance of a strategy is to create a “roadmap” for delivery. It must be fit for purpose and implemented with the purpose it was created for. The HRM strategy needs to align to the business strategy and vision. Most HRM strategies are already existing and have probably been designed to meet the needs of the business, however the business environment is ever changing, and the needs are in a constant movement. Businesses will have to adapt more often than before, and the sustainability depends on how fast they can respond to the change.

“To achieve competitive advantage, HR must adapt a leadership role within the business.”

Dudu Nyamane: Ex-HR Director: IBM

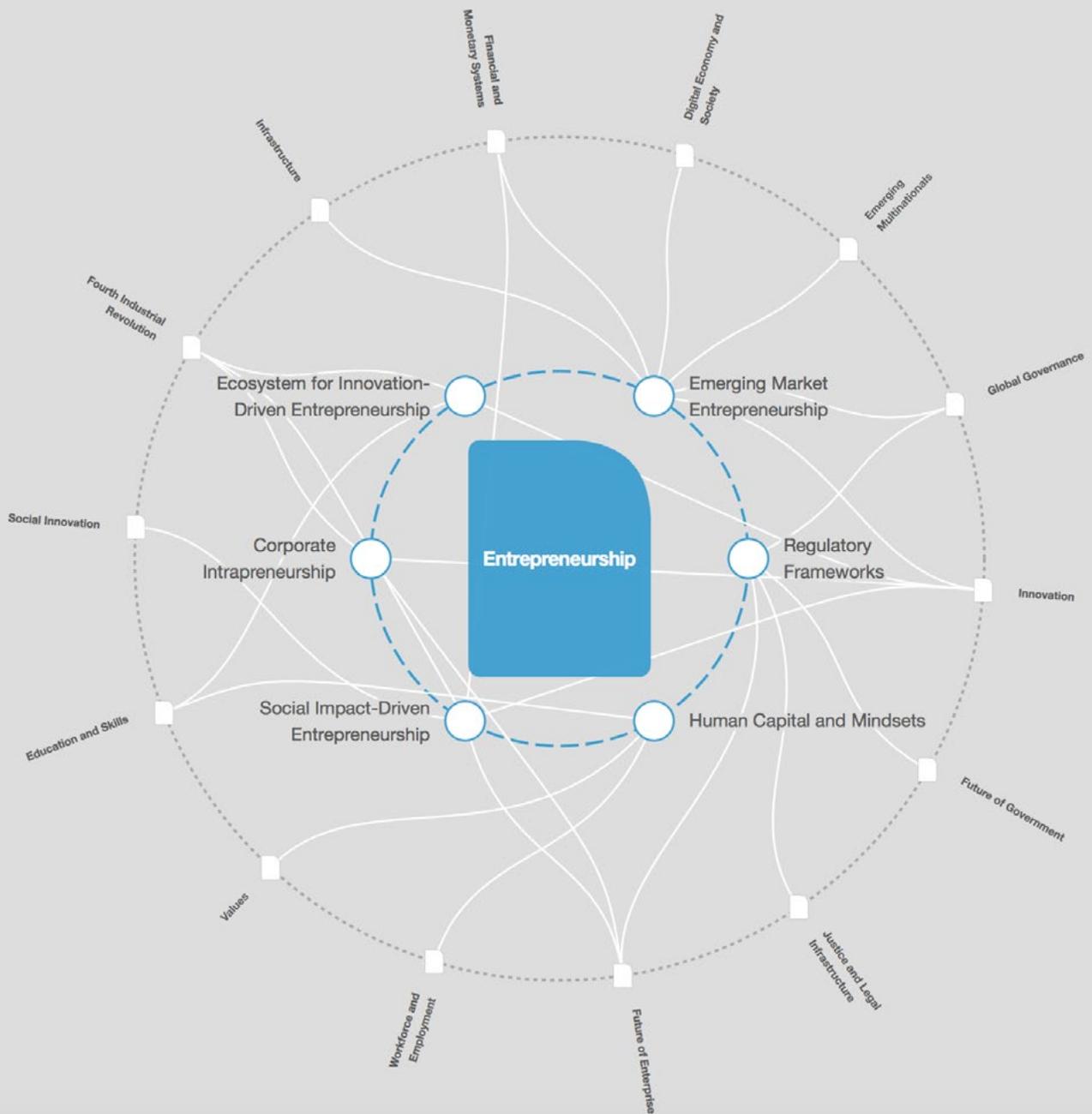
The common factor that remains with the dynamic of change is the “human resources”, who are expected to deliver, achieve, grow and sustain the business. The challenge with the relationship between the employees and change, is resistance to change. Yet the luxury to be resistant is non-existent since change is inevitable. This leads to the opportunity for HRM to engage their workforce with strategic positioning. To do this HR must ensure that:

- Business strategy alignment is clearly understood and realistic.
- That a PESTLE (Political, Economic, Social, Technology, Legal and Environment) analysis is thorough and includes all opportunities, innovation and risks.
- Research from a business to talent value chain is conducted. This should include employee engagement surveys, leadership engagement, risk evaluation, trends and impact.
- Understanding the sector specific requirements both legislatively and competitively.
- The change is a calculated design rather than a reactive one.
- It must have an in-depth understanding of the customer, product and employee value chain, and enable the value chain to exist harmoniously through HR strategies, policies and plans.
- It must be enabled for implementation.
- Enable the business performance through its “people”, thereby understanding the DNA of the organisation, its culture, the value expectation and the talent growth.

Creating the strategy is the exciting part of the journey, as it is like creating a treasure map for the organisation. The HRM strategy, must be “strategic” and display:

- Strategic positioning of HR.
- Professionalisation in terms of standard, quality, innovation and excellence.
- Capability to drive bottom line and profit.
- A firm grasp of the human resource capability and its potential thereof.
- Transformation of the business through its talent and enabling platforms. The World Economic Forum (WEF), published a model² mapping the global issue of Entrepreneurship (see below), embraces many of the HR components. It also maps out the importance of HR in the model, with interlinks to transformation, an economic driver, talent focus and mindset, and workforce and employment. The impact of a strategic HR, breaks the boundaries of just internal impact, but drives to a more global scale.

² <https://toplink.weforum.org/knowledge/insight/a1Gb0000000LGqtEAG/explore/summary>



Source: <https://toplink.weforum.org/knowledge/insight/a1Gb0000000LGqtEAG/explore/summary>

STRATEGIC

HR: PESTLE

PESTLE analysis is an important aspect in any strategy, and for good reason as well. According to the WEF

“The world of work is changing fast; recognising and mapping new work models will be essential for channelling that change into the creation of stronger labour markets. Job creation is a constant on the global agenda, as are policies intended to ensure protections for both workers and their employers. The most successful approaches will utilise a firm understanding of labour demographics, shifting job roles and the evolving demand for skills - and will leverage disruption as a means to design the ideal workplace of the 21st century.”

PESTLE informs our thinking, our vision and our planning with regards to the various factors that inform businesses in their drive for competitive leverage, market share dominance, and profitability. If we take the component of PESTLE from the business strategy and apply it to the HR strategy, we would then create a solid vision to achieve business objectives. Strategic HRM will always rely on PESTLE to design and apprise the strategy. More importantly it creates the data of trends, updates, changes and development. If the business is evolving, then the workplace will have to evolve to ensure survival, which will require the workforce to evolve, and ultimately HR. PESTLE is the basis for how or why this evolution will happen.

To assist the HR professional with their PESTLE analysis, the following tips can be utilised:

P- Political.

The political influences within a country is an impacting influence on the lifestyle and attitudes of its citizens. The political agenda in South Africa (SA) reflects many issues that affect companies across different sectors, especially in the way they conduct their business, their ability to expand, the economic environment, and labour legislation. A key component of the political trend analysis is the aspect of leadership, and the impact of government policy and strategy on the value of the Rand currency value.

The political environment influences the HR strategy with regards to legislation, diversity, economic stability, areas and expectations of delivery of a business to inform and support:

- National Development Plan (NDP)
- Minimum wage
- CPI
- Unemployment
- Education
- Human Resource Development Council Strategy

“The need for a robust HRD strategy is still as prevalent in South Africa today as it was at the beginning of our democracy in 1994 and current challenges facing human resources influence our policy framework.”
Source: <http://hrdcsa.org.za/the-strategy/>

E- Economic

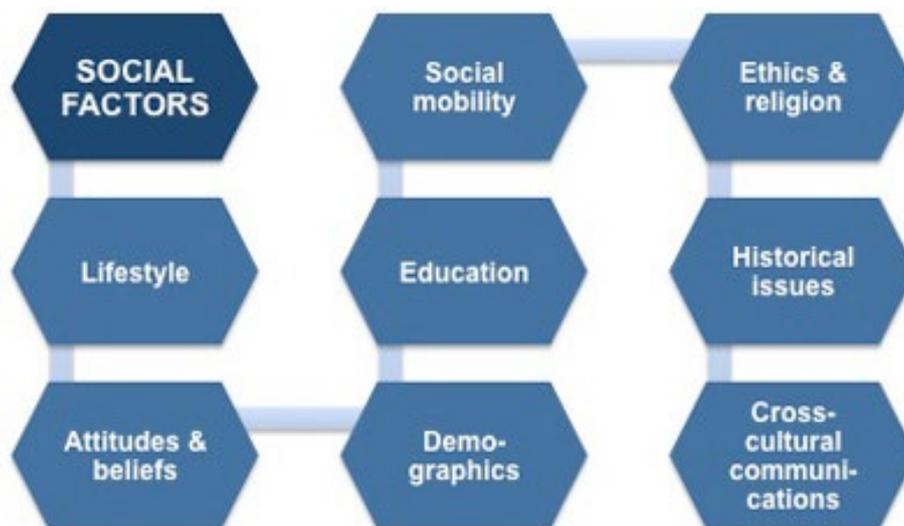
The HR strategy will always be impacted by the economic environment. Employment opportunity, affordability and cost of living becomes a serious indicator for cost of employment, sustainability and profit margins. "The economy is expected to recover as prices for commodities pick up. Economic growth will remain constrained, however, as abysmal business confidence, political uncertainty and high unemployment weigh on fixed investment and private consumption. Focus Economics panelists expect the economy to grow 1.3% in 2018, which is unchanged from last month's forecast, and 1.7% in 2019"⁴.

By understanding the economic influence on a business and its workforce, the HR strategy can position itself to respond to issues that arise from the economic environment and create more effective solutions to respond to them. Issues of yearly salary increases, retrenchment and even growth and sustainability are all influenced by the economic growth of the country.

According to the World Economic Forum's Global Competitor Index 2016-2017⁵, "South Africa slightly improves both its score and ranking (47th, up two). It has been relatively less affected by commodity price falls than other economies in the region, and has registered marginal improvements in almost all aspects of competitiveness. Most significant areas of progress include enhanced competition, both locally (up 13 places) and internationally (up 16 places); better use of talent in terms of how pay reflects productivity (98th, up 29 places); and a small but important upgrade in the quality of education (up five places), with primary school enrolment also now passing 97 percent. However, a number of shortcomings may limit South African competitiveness going forward. Infrastructure development has stalled, both in transport and electricity, with power shortages experienced this year. Institutional quality has diminished, with increased political uncertainty, less transparency, some security concerns, and business leaders having less trust in politicians (down 11 places since last year). The slowdown of the Chinese economy and exchange rate volatility may dampen growth, now forecast at 0.1 percent for 2016. This makes it unlikely that the high unemployment rate will diminish soon, hampering the ability to leverage Africa's demographic dividend."⁶

S- Social

Social factors include religion, culture and values, employment trends, age and population etc. These factors influence the social norms and behaviour, market attitudes and the buying attitudes. As part of the HR strategy, it has to incorporate employee delivery, motivation factors and attitudes of employees, as well as the diversity factors that are influenced by the social backgrounds of the employees. Since South Africa is recognised for its "diversity" and democracy, the social aspect drives the country's behaviour and attitude, hence making it a very important factor in the HR strategy. More so, the level of education impacts the levels for learning, competency development and skills enhancement; that is an important element for an organisation's learning strategy and talent pipeline. The large youth population necessitates "youth friendly" HR strategies focusing on youth employment initiatives such as internship and learnerships.



Social factors: www.free-management-ebooks.com/faqst/pestle-05.htm

⁴ <https://www.focus-economics.com/countries/south-africa>

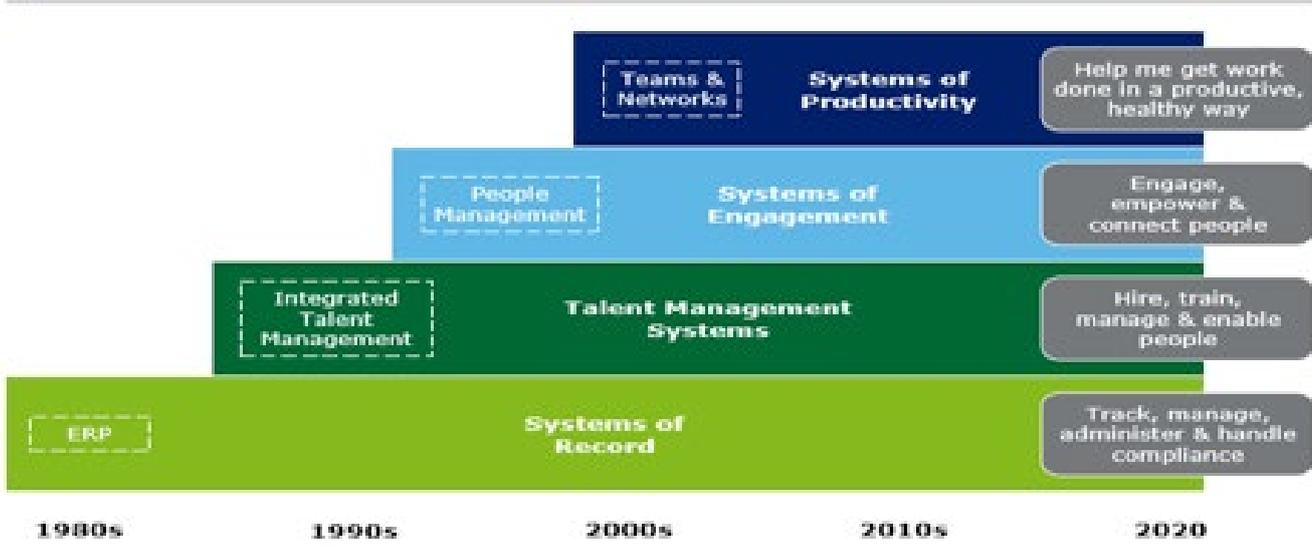
⁵ <https://www.wef.org>

⁶ <https://www.wef.org>

T- Technology

According to Bersin, Talent Trends, HR Technology Disruptions for 2018 Productivity, Design, and Intelligence Reign⁷, “Changes in the overall technology landscape. We now live in a world of always on apps, floods of data, real-time communication, and increasing use of artificial intelligence (AI), cognitive bots, and intelligent predictive software. These technologies are quickly bringing new functionality to the world of HR. Want to know why you’re feeling burned out? Curious about whom to partner with to improve your productivity? Need to pin down just what to do to get that promotion? All of this functionality and more is coming. Also, likely to be on the horizon is increasing use of virtual reality (VR), which is poised to revolutionise training.” The HR strategy involves a major component of designing HR software around teams, individuals and also networks. The evolution of HR depends on its ability to meet the expectation of this change with the correct technology platforms. By doing so, it enables productivity in teams and drives agility in the talent strategy.

Figure 1: How the HR Software Market Has Evolved



Source: Bersin, Deloitte Consulting LLP, 2017.

Technology is a gamechanger for many companies, as it enables innovation and meets the societal trends of smart technology. If utilised correctly, it will appeal to the workforce as well as the customers. A strategic positioning in HR must include technology, as the trends speak to the needs of the new employee base, mainly the Millennials and Gen Z, who are well interfaced to work productively using technology. The future of HR, includes technology as an enabler for connecting people, productivity and engagement.

“One of the most important decisions an HR department can make is what core HR platform to purchase. These platforms act as systems of record and can manage compliance, payroll, and benefits for all employees. The major players in this market (Oracle, SAP, Workday, Ultimate Software, Infor, Ceridian, ADP, and dozens of others) are all growing rapidly as companies replace their legacy systems with cloud-based platforms. This global market is in the tens of billions of dollars, and the movement of these products into the cloud represents a significant shift from purchasing to leasing (since cloud-based software is essentially a lease)—a change that many vendors are finding very attractive.”

Source: <http://marketing.bersin.com/rs/976-LMP-699/images/HRTechDisruptions2018-Report-100517.pdf>

<http://marketing.bersin.com/rs/976-LMP-699/images/HRTechDisruptions2018-Report-100517.pdf>

- Fifty-six percent of companies we surveyed this year are redesigning their HR programs to leverage digital and mobile tools.
- Fifty-one percent of companies are currently in the process of redesigning their organizations for digital business models.
- Thirty-three percent of surveyed HR teams are using some form of artificial intelligence (AI) technology to deliver HR solutions, and 41 percent are actively building mobile apps to deliver HR services.”

Source: <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/digital-transformation-in-hr.html>

According to the WEF Global Competitiveness Report 2016-2017⁸, South Africa is rated 49th out of 138 countries, which was more positive in its rating than labour efficiency. This encouraging trend creates investor attractiveness, which enables employment. The HR strategy should ensure a firm grasp and inclusion on the importance of technology or digital enablement, so to attract the right talent.

 9th pillar: Technological readiness	49	4.7	
9.01 Availability of latest technologies	44	5.4	
9.02 Firm-level technology absorption	22	5.4	
9.03 FDI and technology transfer	52	4.6	
9.04 Internet users % pop.	75	51.9	
9.05 Fixed-broadband internet subscriptions /100 pop.	56	5.3	
9.06 Internet bandwidth kb/s/user	21	147.6	
9.07 Mobile-broadband subscriptions /100 pop.	57	59.5	
 10th pillar: Market size	30	4.9	
10.01 Domestic market size index	27	4.8	
10.02 Foreign market size index	34	5.3	
10.03 GDP (PPP) PPP \$ billions	50	723.5	
10.04 Exports % GDP	51	30.6	

Table 1: South Africa's 9th Pillar and positioning in The Global Competitive Index 2016-2017 (World Economic Forum)

L- Legislation

South Africa's labour laws are protective, and a reflective of its Constitution. The HR Strategy must keep abreast on the amendments and changes in the legislation, as that equates the organisation's compliance and good practice. One such amendment is the "Increased Minimum Wage" that impacts domestic workers as off 1st January 2018.

"The minimum wage for domestic workers was increased from 1 January 2018. This is as a result of an amendment to the sectoral determination which establishes minimum wages for employees in the Domestic Worker Sector. Employers paying below the minimum wage will have to increase the amount that they pay domestic workers.

The National Minimum Wage Bill (Bill) on the other hand provides for the introduction of a minimum wage to come into effect on 1 May 2018. In terms of the Bill, initially, the minimum wage for domestic workers will be R15 per hour. The initial R15 hourly rate in the bill is higher than the hourly rate of R13.05 for Area A and R11.89 for Area B for domestic workers working more than 27 ordinary hours per week."

Article by: Samantha Coetzer and Aadil Patel Source: https://www.cliffedekkerhofmeyr.com/export/sites/cdh/en/news/publications/2018/Employment/Downloads/Employment-Alert-15-January-2018.pdf?_cldee=YW5uZXRqa-WVAc2FicHAuY28uemE%3d&recipientid=contact-f9230c7d9bd9e61180ca0050568dd2bd-cbe64b67eb0e47a18ef1b6bd-b78a9e11&esid=9d1f75b2-ddf9-e711-80d1-0050568dd2bd&urlid=1

⁸ <https://www.wef.org>

In order to ensure that the HR strategy is compliant and positions the company to ensure good and fair labour practices, it has to adhere and implement legislative requirements accordingly. Others legislation that are important to incorporate is the:

- Basic Conditions of Employment Act
- Labour Relations Act
- Employment Equity Act
- Skills Development Act

The Global Competitive Index 2016-2017⁹ ranks the South African labour market efficiency at 97 out of 138 countries, even though overall South is placed 47th in the index. The table below¹⁰ displays the ratings of labour efficiency on a global platform and how trends that display upward or downward movement. A few areas like “Cooperation in labour employer relations, Hiring and firing practices; Female participation in the labour force (ratio to men)” require more attention to drive better results and ratings, however this does impact the HR strategy when understanding the implementation of legislation, especially in labour practices.

7th pillar: Labor market efficiency	97	3.9	
7.01 Cooperation in labor-employer relations	138	2.6	
7.02 Flexibility of wage determination	135	2.8	
7.03 Hiring and firing practices	135	2.3	
7.04 Redundancy costs: weeks of salary	28	9.3	
7.05 Effect of taxation on incentives to work	68	4.0	
7.06 Pay and productivity	98	3.6	
7.07 Reliance on professional management	21	5.5	
7.08 Country capacity to retain talent	69	3.5	
7.09 Country capacity to attract talent	63	3.6	
7.10 Female participation in the labor force: ratio to men	69	0.81	

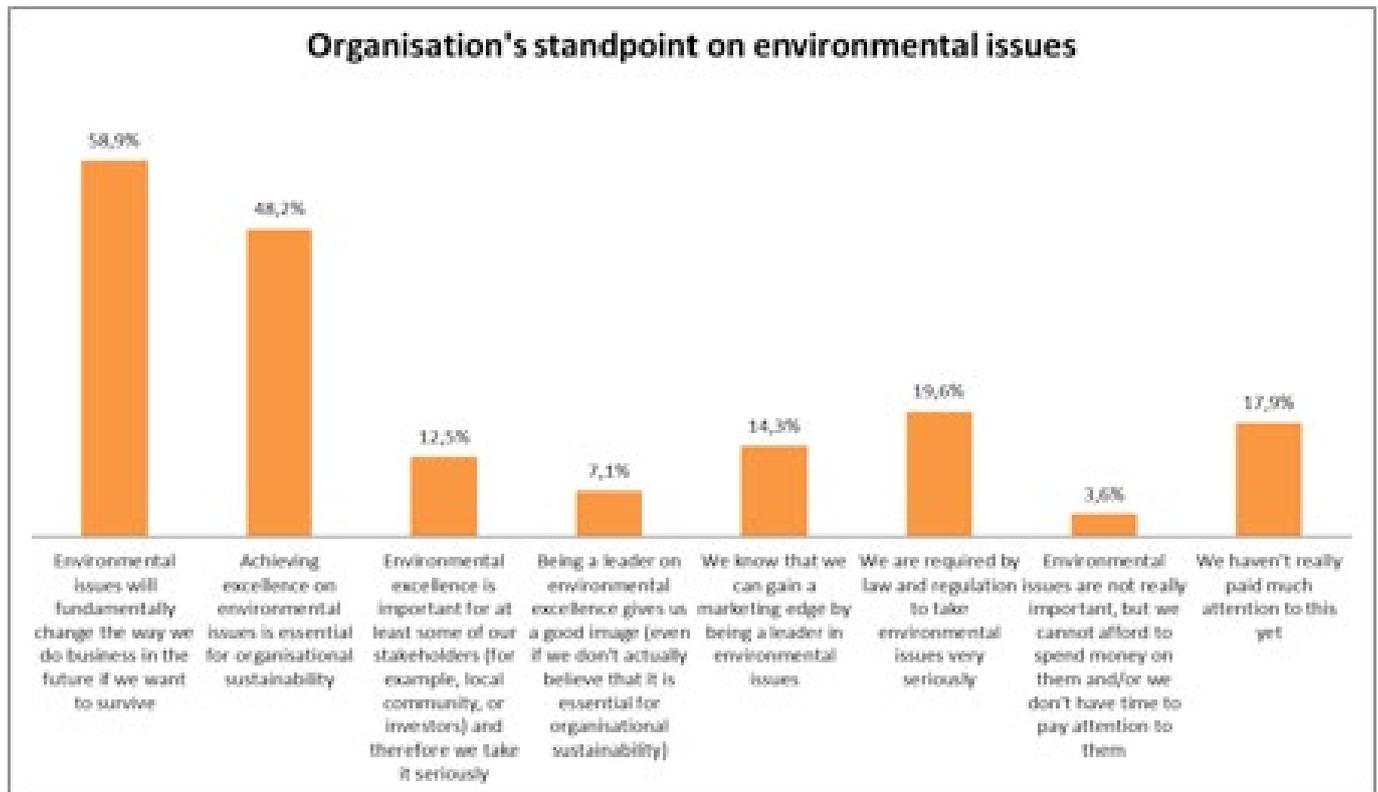
Table 2: South Africa’s 7th Pillar and positioning in The Global Competitive Index 2016-2017 (World Economic Forum)

E-Environment

“Environmental factors refer to ecological and environmental aspects such as weather, climate, and climate change. Climate change is a hot topic these days and organisations are restructuring their operations thus giving space to innovation and concept of Green Business.”¹¹

HR has the responsibility to ensure that the organisation causes no harm to the environment and creates policies and programmes that protect it. Initiatives like “green HR” positions the organisation as a caring organisation that wants to preserve the environment. In the HR strategy, people practices must include preservation of the environment as well. Since HR is the “care catalyst” within the organisation, it must display innovation and agility to adapt to the environmental issues, and be a part of the solution. In 2012 the SABPP in collaboration with Belia Nel of ImproviD Performance Consulting (Pty) Ltd, conducted a survey of HR professionals to find out what current practice is in the HR profession regarding “green” practices and what opinions are regarding future practice. The findings are presented and discussed in two sections – “green” attitudes and practices in organisation; and HR involvement in “green” strategies and programmes and were as follows:

⁹ <https://www.wef.org>
¹⁰ <https://www.wef.org>
¹¹ <http://bpmgeek.com/blog/what-pestle-analysis>



According to the report:

“Nearly all the large organisations chose option 1 (environmental issues will fundamentally change the way we do business in the future if we want to survive), but this approach was not confined to large companies, being fairly evenly spread across all sizes of company. The most common pairing of responses was options 1 and 2 (achieving excellence on environmental issues is essential for organisational sustainability) although several large companies reflected that they are required by law and regulation to take environmental issues very seriously (option 6). However, the mining companies were as likely to choose option 2 as their second response as option 6, indicating that possibly company approach is dictated genuinely by a realisation of self-interest rather than by compliance.

The companies that have not yet paid the issue much attention (option 8) ranged from large to small, and tended to be in the tertiary sector, although one agriculture/fishing/forestry company also fell in this group. The financial services sector respondents varied widely in their attitudes, with some being highly aware (options 1 and/or 2) and others not very interested (option 8).”

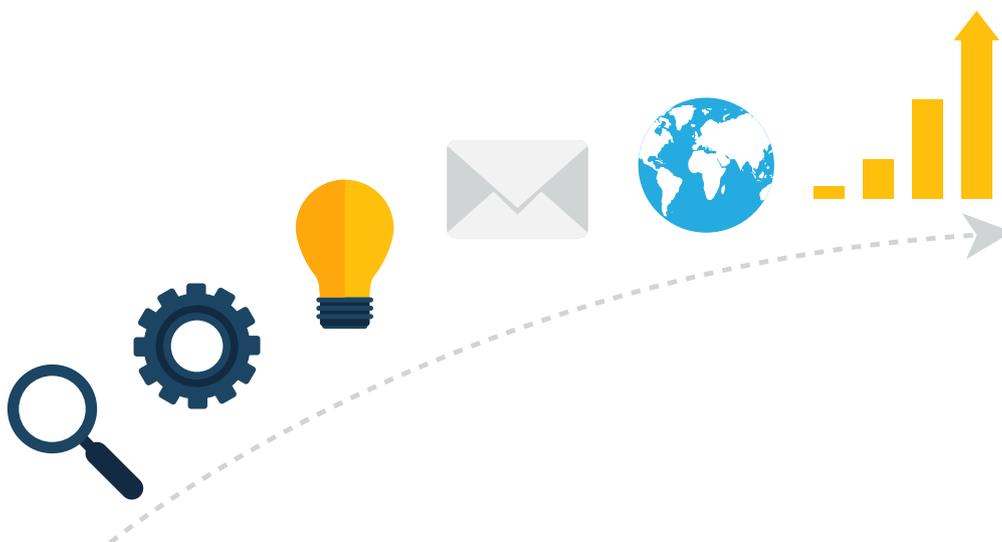
RESPONDENT COMMENTS:

- *Being paperless is one of our biggest drivers on every sphere of our organisation. (Financial services sector)*
- *We have an employee responsible for Environmental issues especially with the projects that we implement. (Electricity/Gas/Water sector)*

- Data is your friend. According to the article “6 Ways successful organisations approach Human Capital Management,”¹⁴ “Fifty-five percent of underperformers believe a lack of industry data will impede their employees’ ability to do their jobs in three years, as compared to 31 percent of high performers. In addition, 50 percent of underperformers believe a lack of job market data will restrict their employees’ ability to do their jobs in three years, as compared to 32 percent of high performers. According to research from CSC, big data is only going to get bigger, with an estimated 4,300 percent growth in data yearly. Data can help organisations understand their people as well as predict performance success. HR must be able to provide meaningful information to the business. Start now, before the universe of data gets so big that the task will be unapproachable. As the saying goes, people are our greatest assets, and this new research proves that people are worth investing in. In today’s tight labour market, talent matters need to be a main concern and prioritising them will deliver better results. Research finds that high-performing companies are strategic about their workforce and in return, their employees deliver better products, services, and financial results.”¹⁵
- Be real. The strategy must meet the “real” demands, challenges and especially the opportunities of the business and their workforce. The strategy must be implementable and understood. It should not weigh the organisation down but lead through the core as to why it is necessary. Without people, there is no business. Without satisfied people, there is no successful business.
- Compliance is a must, and it can be exciting. Legislation sometimes can be restrictive, however HR can drive their legislation compliance with great people practices, by putting their employees first, and always creating value as an employer.
- Position yourself as the best employer to work for. The responsibility of the strategy includes creating a brand that attracts and retains excellence in its practices, policies and people. HR has to create that standard of excellence that drives the employer brand through its strategy.
- The external PESTLE must be met with a strong internal HR strategy. Using reports like World Economic Forum’s¹⁶ (WEF) “World of Work” report can assist in developing quality jobs, and their drivers that create change for the future of jobs.
- Ensure that you develop strategic HR capability within your team.
- Develop a clear monitoring and evaluation framework for your HR strategy and review it continuously for relevance and impact.

“If HR does not force its way into the heart of strategic planning in an organisation, it will default to a technical and transactional dead end.”

Helen Drinan, former CEO: SHRM



¹⁴ <https://www.weforum.org/agenda/2015/09/6-ways-successful-organisations-approach-human-capital-management/>

¹⁵ <https://www.weforum.org/agenda/2015/09/6-ways-successful-organisations-approach-human-capital-management/>

¹⁶ <https://www.wef.org>

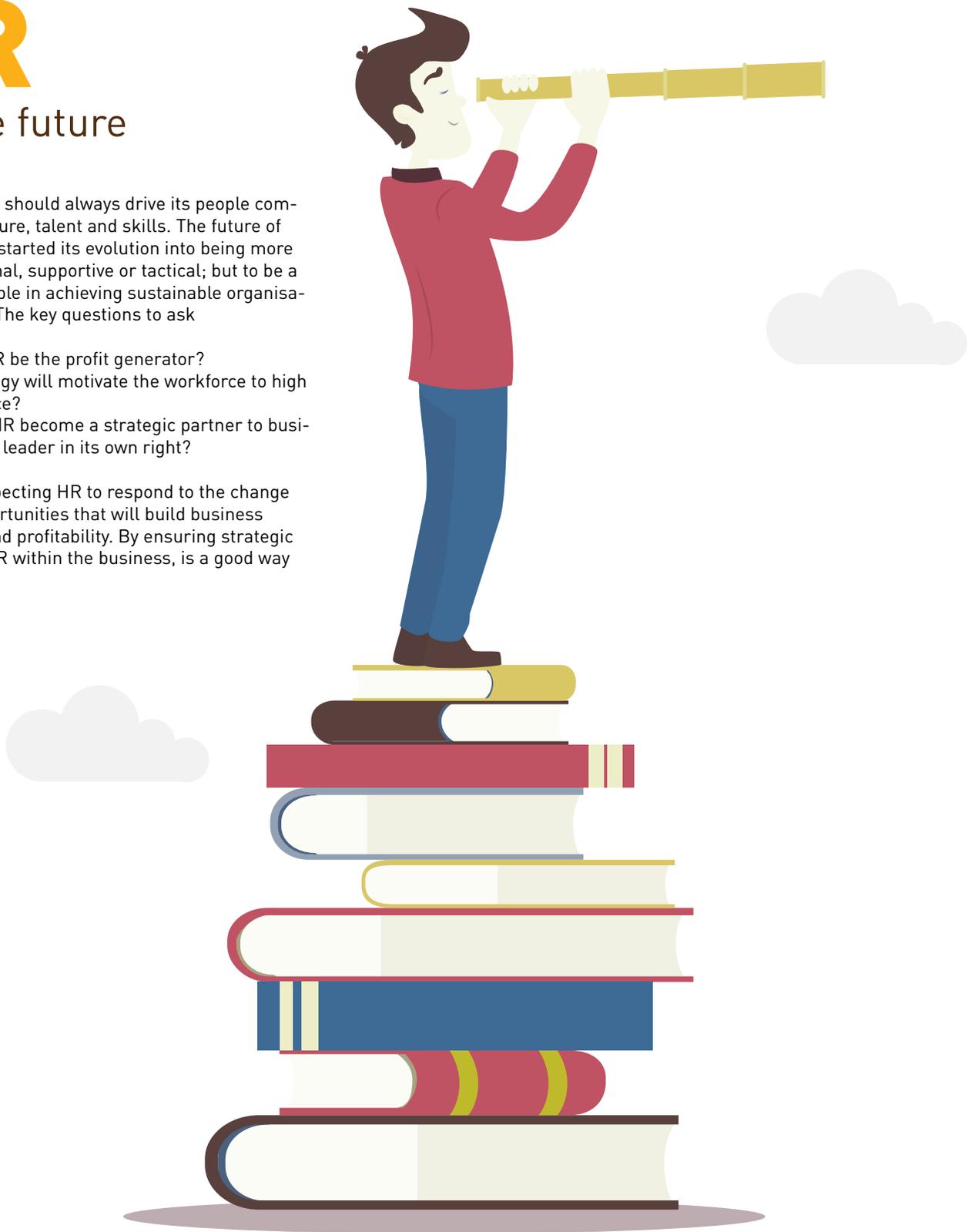
HR

into the future

The HR strategy should always drive its people component in structure, talent and skills. The future of HR has already started its evolution into being more than transactional, supportive or tactical; but to be a visionary of people in achieving sustainable organisational success. The key questions to ask

- How can HR be the profit generator?
- What strategy will motivate the workforce to high performance?
- How does HR become a strategic partner to business, and a leader in its own right?

The world is expecting HR to respond to the change and create opportunities that will build business sustainability and profitability. By ensuring strategic positioning in HR within the business, is a good way to start.



This Fact Sheet was compiled by:

Lathasha Subban: SABPP Head: Knowledge and Innovation.

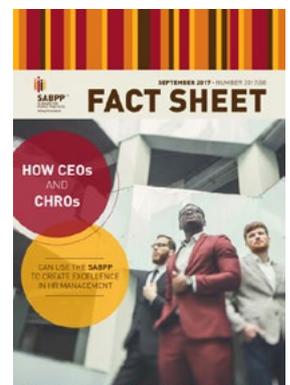
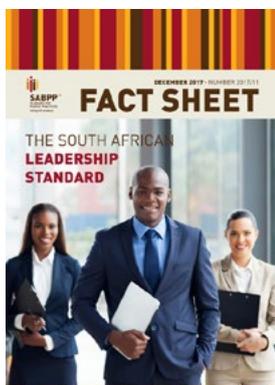
With contributions by Dr Shamila Singh, Head of Standards (SABPP).

Dr Penny Abbott and Belia Nel of ImproviD Performance Consulting (Pty) Ltd is acknowledged for the Green HR Survey 2012 Report available on request from the SABPP.

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FACT SHEET



FACT SHEET

DATE	NUMBER	SUBJECT
2013		
February	1	GAINING HR QUALIFICATIONS
March	2	ETHICS, FRAUD AND CORRUPTION
April	3	NATIONAL DEVELOPMENT PLAN
May	4	BARGAINING COUNCILS
June	5	EMPLOYMENT EQUITY
July	6	HR COMPETENCIES
August	7	HR MANAGEMENT STANDARDS
September	8	PAY EQUITY
October	9	COACHING AND MENTORING
November	10	HIV/AIDS IN THE WORKPLACE
2014		
February	1	EMPLOYING FIRST-TIME JOB MARKET ENTRANTS
March	2	PROTECTION OF PERSONAL INFORMATION ACT
April	3	QUALITY COUNCIL FOR TRADES AND OCCUPATIONS
May	4	WORK-INTEGRATED LEARNING
June	5	RECRUITMENT – SCREENING OF CANDIDATES
July	6	HR RISK MANAGEMENT
August	7	BASIC HR REPORTING (1)
September	8	BASIC HR REPORTING (2)
October	9	EMPLOYEE ENGAGEMENT
November	10	SEXUAL HARASSMENT

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FACT SHEET

DATE	NUMBER	SUBJECT
2015		
February	1	AMENDMENTS TO LABOUR LEGISLATION 2014
March	2	THE REVISED BROAD-BASED BLACK ECONOMIC EMPOWERMENT CODES OF GOOD PRACTICE
April	3	LESSONS LEARNED FOR EMPLOYERS FROM CCMA CASES
May	4	EMPLOYEE WELLNESS SCREENING
June	5	CHANGING THE EMPLOYMENT EQUITY LANDSCAPE
July	6	EMPLOYEE VOLUNTEERING
August	7	DEPRESSION IN THE WORKPLACE
September	8	EMPLOYEE WELLNESS
October	9	EQUAL PAY AUDITS
November	10	BASICS OF EMPLOYEE COMMUNICATION
2016		
February	1	PRODUCTIVITY BASICS
March	2	SERVICE LEVEL AGREEMENT
April	3	TALENT MANAGEMENT: PAST, PRESENT AND FUTURE
May	4	BUILDING ORGANISATIONAL CAPABILITIES
June	5	CHANGE MANAGEMENT
July	6	INNOVATION IN HR
August	7	HR TECHNOLOGY
September	8	HR IN BUSINESS SUSTAINABILITY
October	9	THE LEARNING & DEVELOPMENT LANDSCAPE IN SA
November	10	TOWARDS A CODETERMINATION MODEL FOR SOUTH AFRICA

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FACT SHEET

DATE	NUMBER	SUBJECT
2017		
February	1	MODERN SLAVERY
March	2	PENSION LAW FOR EMPLOYERS
April	3	THE GAME CHANGER: ROLE OF HR
May	4	HR GOVERNANCE
June	5	INTEGRATING SKILLS DEVELOPMENT, EMPLOYMENT EQUITY AND B-BBEE TRANSFORMATION
July	6	STRESS MANAGEMENT
August	7	REMUNERATION: RECENT TRENDS
September	8	HOW CEOs AND CHROs CAN USE THE SABPP TO CREATE EXCELLENCE IN HR MANAGEMENT
October	9	PEOPLE WITH DISABILITIES
November	10	RETRENCHMENT
December	11	THE SOUTH AFRICAN LEADERSHIP STANDARD
2018		
February	1	THE SOUTH AFRICAN LEADERSHIP STANDARD

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