



**SABPP™**

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*



# ANNUAL INTEGRATED REPORT 2021

*SABPP – The Quality Assurance and HR Professional Body*



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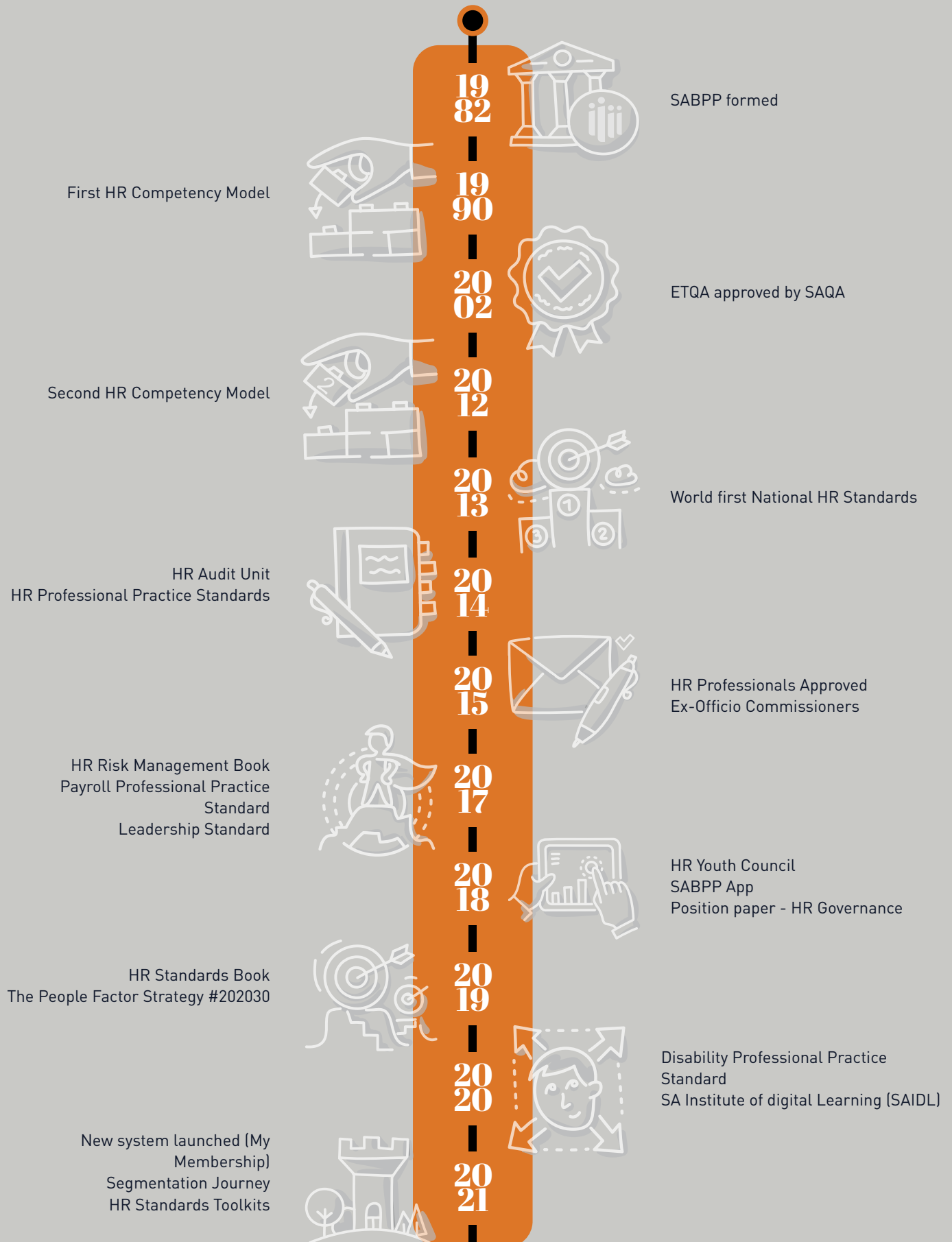
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## **PART A: INTRODUCTION AND OVERVIEW**

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# TIMELINE



## HISTORIC OVERVIEW

# WHO WE ARE

The Human Resource (HR) function is at the heart of all organisations in ensuring the achievement of business goals. This internationally recognised profession, more than any other, is responsible for transformation, sourcing, skills development, retaining talent and ensuring productive work relationships. The SABPP's role is to professionalise the HR function to ensure that HR continues to become an increasingly recognised and respected profession. The SABPP is an accredited ETQA (Education and Training Quality Assurance body) under the National Qualification Framework Act and Skills Development Act.



# SABPP™

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*

The SABPP was established in 1982 and was set up as an autonomous body to be the standards and professional registration body for the HR profession. Over the last 39 years, the SABPP has registered more than 10 000 HR professionals on five different levels of professionalism. In 2002 SABPP was recognised by the South African Qualifications Authority as an ETQA and in 2011 as a professional body. In 2013, SABPP made history by developing the world's first national HR Management Standards, followed in 2014 by a HR Audit Framework. Moreover, the HR Competency Model developed by SABPP provides a clear description of the competencies needed by HR professionals. Therefore, the HR Standards, HR Audits, HR Competencies, and Quality Assurance constitute the fundamental building blocks of professionalising HR practices in South Africa. To ensure that SABPP remains relevant the first review of the 2013 HR standards will be conducted in 2022.

In a bold move, the SABPP introduced Segmentation in 2021 in order to gain better understanding of the needs and expectations of the growing membership. This will ultimately enable SABPP to accurately customise its activities towards the individual member's needs and expectations, which lay the foundation for exceeding the customer's needs.

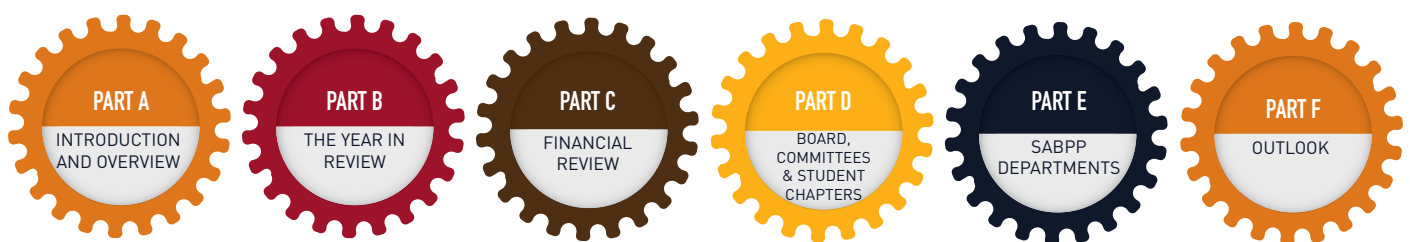
# THE PURPOSE OF THE 2021 ANNUAL INTEGRATED REPORT

**SABPP** has the pleasure in presenting its 2021 Integrated Report. It provides insight into how it has created and protected value for all stakeholders in 2021 through its business model and strategy.

**Activities were duly executed by many stakeholders and channels, including:**

- Board activities, including strategy, mission, and vision
- Committee activities, both national and provincial
- Students
- Staff and volunteers
- Alliances
- Events and conferences
- Research and development
- Member activities
- Financial performance

This is our seventh annual Integrated Report. Besides sharing what we have achieved in 2021, we also showcase some of our plans for 2022. The report is structured into the following four parts:



**Board Declaration:**

This report has been approved by the SABPP Board on the 25th of March 2022.

**Where we operate:**

South Africa. Our national office is in Johannesburg, our members are represented in all the nine provinces where we have provincial committees. We have a limited footprint outside South Africa where 1,3% of our members are based.

# OUR MEMBERSHIP

Our professional membership footprint below is shown in the below breakdown across all provinces as 31st of December 2021.

HR professionals countrywide have made SABPP their professional home.

A membership clean-up was necessary in 2021 as we prepared to move to a new system. As a result, inactive members were removed to reflect an accurate and realistic number. All members affected are being contacted to ensure that they attend to all outstanding matters be it payment, documentation, CPD or any other compliance matters.

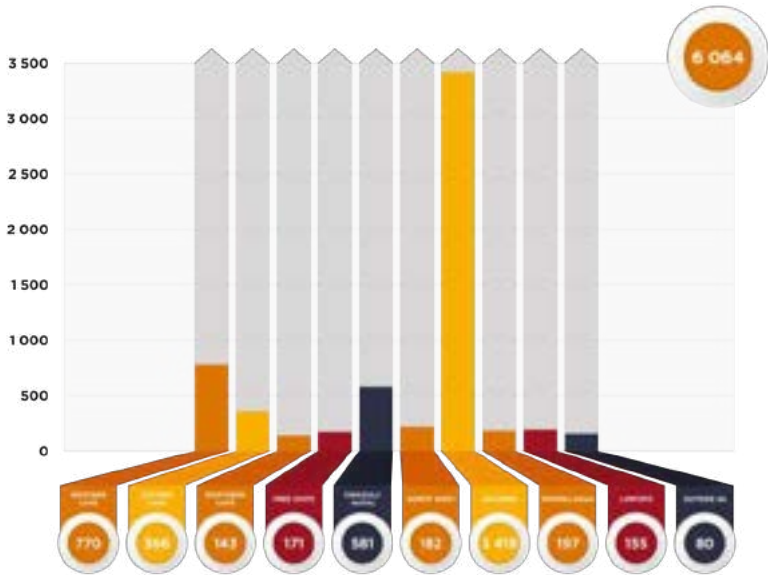
Therefore, the figures displayed here reflect a fully compliant and active membership.

At the end of 2021, there were 6064 registered members at five different professional levels.

The numbers above exclude pre-professional levels i.e., Professional Practice Champions, HR Candidates and HR Students.

The membership numbers are shown as below:

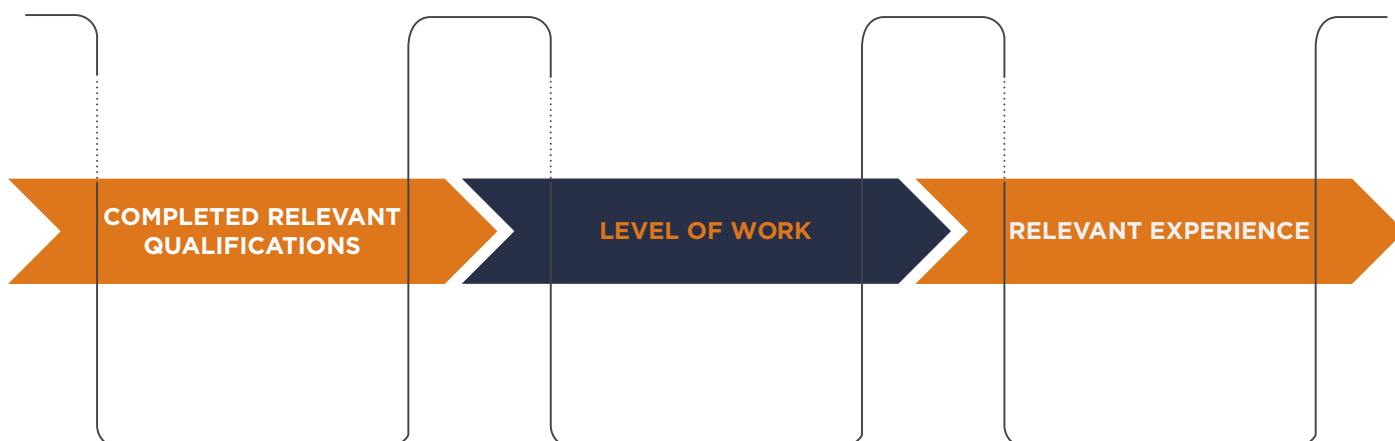
Professional membership (HRT to MHRP)	6 064
People Practice Champions	24
HR Candidates	119
Student Members	3 577



SABPP does not actively market membership outside South Africa. However, we do accept members from anywhere in the world. These could be South Africans who emigrate/work temporary abroad for a specific period but wish to keep their membership, or foreigners who find value in being affiliated with the SABPP.

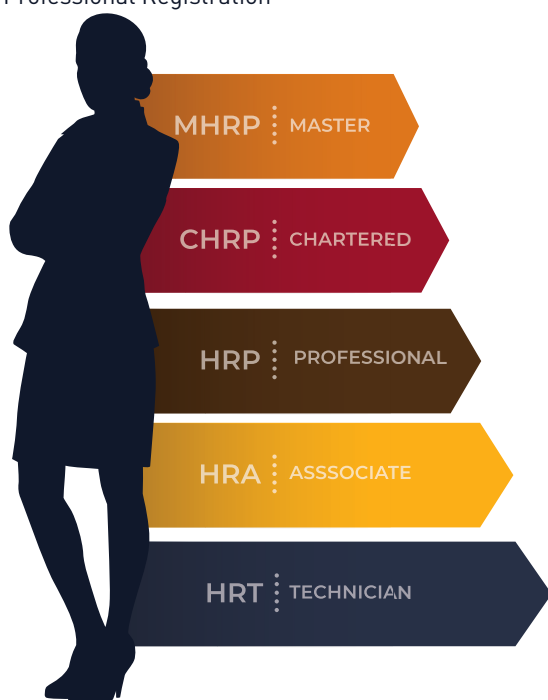
## HOW TO BECOME A MEMBER

The SABPP is the professional body for HR professionals in South Africa. The body professionalises the HR function to ensure that HR becomes an increasingly recognised and respected profession. There are three requirements that need to be met before a professional level is approved. They are as follows:



The Professional Registration Committee assesses the applications and approves levels of registration, subject to successful completion of Board Exams where applicable.

### Professional Registration



- » **NQF Level 9** | Masters' /Doctorate
- » LoW = 6 years Top Management level experience in HR
- » Compulsory Board Exam
  
- » **NQF Level 8** | Honours Degree
- » LoW = 4 years Senior Management level experience in HR
- » Compulsory Board Exam
  
- » **NQF Level 6/7** | 3+ years Degree / Diploma
- » 3 years Middle Management experience in HR + Organogram
- » LoW = Board Exams
  
- » **NQF Level 5** | 2 year Diploma
- » LoW = 2 years Junior level experience in HR + Board Exams
  
- » **NQF Level 4** | 1 year Certificate
- » LoW = 1 year experience in HR



Membership 2021 and 2022 fees are stipulated below:

2021 SABPP FEES Figures in R	MASTER HR PROFESSIONAL	CHARTERED HR PROFESSIONAL	HR PROFESSIONAL	HR ASSOCIATE	HR TECHNICIAN	HR CANDIDATE	UPGRADE
	Completed HR or HR Related Doctorate/ Masters + 6 yrs HR top management level experience + organogram + Board Exams Level 1 & compulsory BE 2	Completed 4yr HR or HR related honours/ PostGrad + 4 yrs HR senior management level experience + organogram + Board Exams Level 1 & 2	Completed 3 yr. HR or HR related degree/ diploma + 3 yrs HR middle management experience + organogram + Board Exams Level 1	Completed 2 yr. HR or HR related diploma + 2 yrs HR experience + Board Exams Level 1	Completed 1 yr. HR or HR related certificate + 1 yr. HR experience	Completed 3/4 yrs HR related degree/diploma and be gainfully employed	Application for upgrade to higher level of Registration
First time registration by evaluation of qualifications and experience	R4 210.00	R3 460.00	R2 710.00	R1 900.00	R1 820.00	R3 026.00	R1 030.00
You will then need to renew your registration each year. The 2021/2022 renewal fees are:	R2 270.00	R1 970.00	R1 660.00	R1 220.00	R920.00	NO RENEWAL FEE	

2022 SABPP FEES Figures in R	MASTER HR PROFESSIONAL	CHARTERED HR PROFESSIONAL	HR PROFESSIONAL	HR ASSOCIATE	HR TECHNICIAN	HR CANDIDATE	UPGRADE
	Completed HR or HR Related Doctorate/ Masters + 6 yrs HR top management level experience + organogram + Board Exams Level 1 & compulsory BE 2	Completed 4yr HR or HR related honours/ PostGrad + 4 yrs HR senior management level experience + organogram + Board Exams Level 1 & 2	Completed 3 yr. HR or HR related degree/ diploma + 3 yrs HR middle management experience + organogram + Board Exams Level 1	Completed 2 yr. HR or HR related diploma + 2 yrs HR experience + Board Exams Level 1	Completed 1 yr. HR or HR related certificate + 1 yr. HR experience	Completed 3/4 yrs HR related degree/diploma and be gainfully employed	Application for upgrade to higher level of Registration
First time registration by evaluation of qualifications and experience	R4 130.00	R3 400.00	R2 630.00	R1 810.00	R1 720.00	R3 026.00	R1 000.00
You will then need to renew your registration each year. The 2021/2022 renewal fees are:	R2 240.00	R1 920.00	R1 600.00	R1 150.00	R850.00	NO RENEWAL FEE	

## Recognition for Prior Learning (RPL)

RPL is a process through which non-formal learning and informal learning are 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 the workplace. This can be learning which has taken place prior to admission to a Professional body or as a requirement towards registration.

The SABPP acknowledges that Recognition of Prior Learning (RPL) is an international practice that gives currency and recognition to a person's previous learning, regardless of how and where that learning was acquired. It allows skills and knowledge acquired outside of formal educational institutions to be formally recognised.

SABPP has a formal mechanism of registering members via RPL.

Only one member registered via the RPL process in 2021.

# CHAIRPERSON'S STATEMENT 2021

## *Letter from the Chairperson*

# 2021

2021 was a successful year for SABPP despite the ongoing coronavirus pandemic. Though the impact of the virus has persisted to impact many workplaces, lives, and livelihoods of many, South Africans remained resolute to keep the wheel of the economy turning. During the latter part of the year inroads were made by the World Health Organisation, research institutions, governments, private sector, and civil society to progress the vaccination measures to medicate the drastic impact of this virus.

During this period SABPP has pulled through strong despite these challenging times; managing to remain a going concern as an organisation and continuing to deliver its mandate to the Human Resources Community. This would not have been possible without the support and commitment of our members, partners, and associates. Your tenacity to keeping workplaces operational with minimal impact to people is commendable.

Reflecting on the past year, our professional body has achieved several milestones that will set us up for years

to come. As an organisation we have embraced the path towards digitalisation and launched our membership system to ensure a more agile and responsive interaction with our members. The realisation that our members are diverse and are at different phases in their HR careers thus have differing needs prompted us to embark on a member segmentation journey to customise the SABPP experience of each member. Lastly, the launch of the HR Standards Toolkits has paved the way for our members to internalise and apply the HR Standards in their workplaces.

Our membership strength remained strong despite COVID-19 impacts sitting slightly above 6 000, with an additional 3 500 youth dividend (Student Members) which is indicative that the future of our profession is healthy. Looking ahead in 2022, SABPP will be celebrating 40 years since its establishment in 1982, this is a real milestone for all of us to be proud of. Another significant area of focus in 2022 will be the revision of the 2013 HR Standards to ensure relevance and reflection of the contemporary times we live in. Crafting execution pathways to realising our 2030

*Dr James Ramakau***BOARD CHAIRPERSON | SABPP**

PEOPLE strategy will be at the centre during 2022 guided by our members across all provinces and those abroad.

### *Closing Remarks*

At the beginning of 2021 is when we all lost a stalwart HR professional and leader Dr Marius Meyer. As the SABPP we say may his gentle soul continue resting in peace and God continue to protect and comfort all of us and more so his family. We are thankful for his work and his legacy lives on through our work as a professional body.

I would also like to sincerely thank the previous board (13th Board Members) who have steered this organisation through turbulent and unprecedented times. On the same breath, heartily congratulate the Board Members of the 14th Board – our members have entrusted you with the highest form of leadership to take SABPP to new frontiers.

On behalf of the 14th Board, I would like to sincerely express appreciation to our Chief Foresight Officer (Xolani Mawande) for his unwavering leadership; our SABPP staff for their solid contribution to the sustainability and growth of our profession. To our partners, associates and contributors, your input service to SABPP is highly valued. A deep thank you to all our members for carrying and being ambassadors of SABPP for the past 39 years, let us all continue writing history together.

*Sincerely*

## HOW WE ARE GOVERNED

### SABPP EXTERNAL STRUCTURE:

SABPP is an NPO that is owned by its members. Every three years, ten members in good standing are nominated and elected as Board members. The elected Board provides strategic direction to SABPP and delegates its mandate to be executed at national and provincial committees' level. The structure shown below indicates the chain of command within SABPP that promotes good governance practice within the profession.

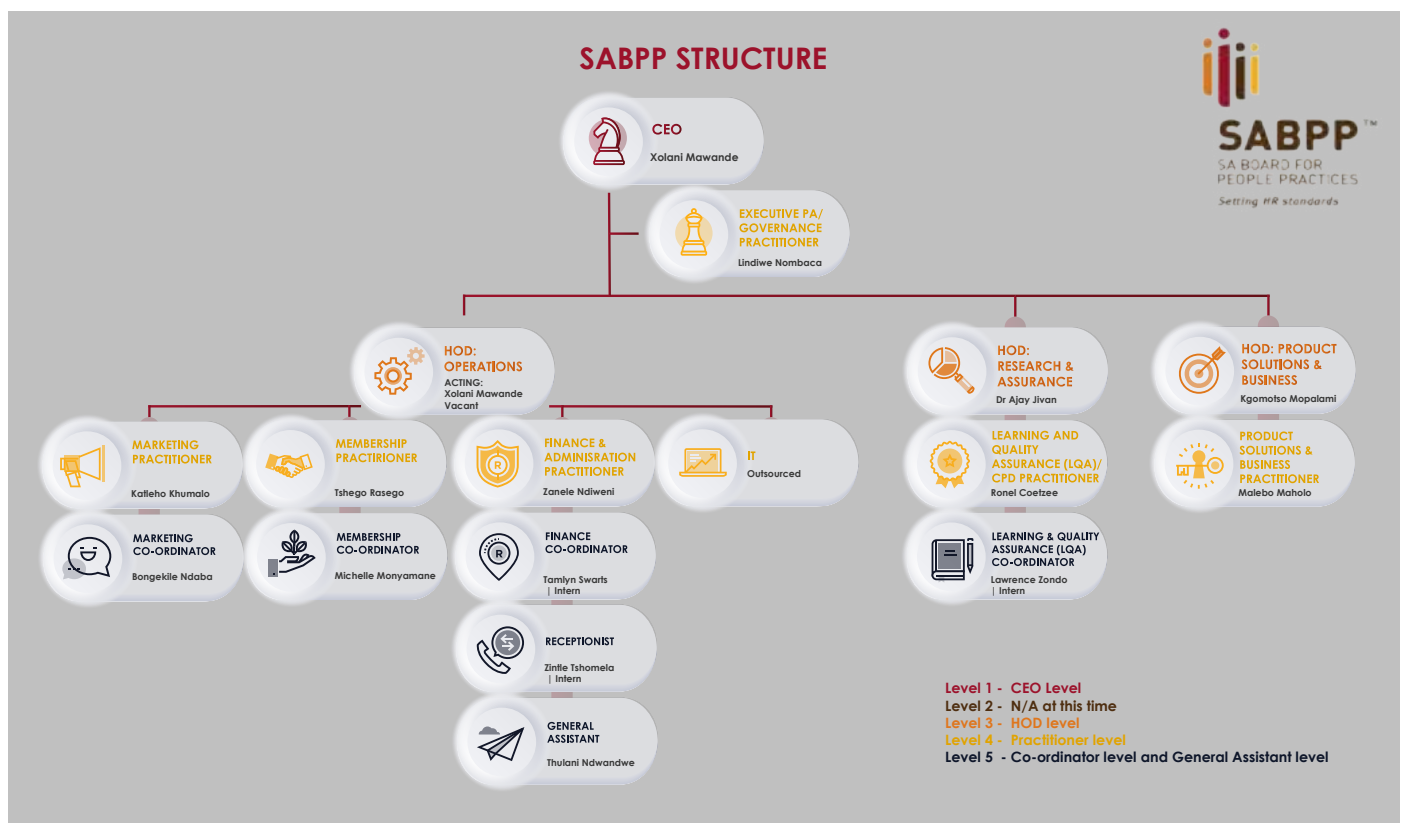




## SABPP INTERNAL STRUCTURE:

The Board shall appoint a Chief Executive Officer who shall then appoint other persons as necessary in consultation with the Board, for carrying out its functions in terms of the Charter.

The internal structure is streamlined but always reflects the direction SABPP wishes to take considering the environment, affordability and strategy.



**REGULATIONS:**

SABPP remains compliant with the following laws and codes:

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

**RISKS RELATING TO THE REVISED BUSINESS MODEL**

The SABPP Board continuously assesses its risk strategy, where any findings in this regard are given effect through the Risk and Audit Committee (Risk Register).

The summary of the SABPP risk register has the following categories

- Financial
- Supply Chain
- Country Risk
- Security Risk
- Information Technology
- Human Resources
- Legal
- Ethical

A new risk hit SABPP, the country and the globe from the beginning of 2020. This is COVID-19 and all related risks that came about that include lockdowns, retrenchment and business closures as well as negative effect on income streams.

**GOVERNANCE: KEY ACTIVITIES**

To provide confidence to the SABPP stakeholders and members about the governance and sustainability of the organisation, the below governance activities were achieved in 2021. We also show activities that are planned for 2022.

**ACHIEVED 2021**

- Nominating Committee was launched (Special Committee)
- 14th Board Elections
- Annual General Meeting (Virtual)
- Re-launched three Committees (CPD, IT Governance and HR Citizen)
- Promotion of Access to Information Act (PAIA) Manual
- Privacy and POPI Manual
- 7th Annual Committees Meeting
- Strengthened alliance partnership with other Professional and Governance Bodies.
- Virtual: National AGM and Provincial AGMs
- Published soft copy 2020 Annual Report
- Submitted the Narrative report to Department of Social Development (DSD)
- National and provincial committees activated

**PLANNED 2022**

- Board will attend an induction training by IoDSA
- Three-year Strategy review
- National AGM 2022 will take place in April 2022
- Provincial AGM's will take place in 2022
- E-Board pack
- On boarding process for all committees
- SABPP will ensure that all Committee Chairpersons undergo in-house Corporate Governance Training
- National and Provincial Committee leadership elections
- Re-recognition of SABPP process with SAQA



# SABPP

## ***CODE OF PROFESSIONAL CONDUCT***

SABPP has a value-based code of conduct that articulates the behaviour expected and required from members. This code requires a greater degree of self-regulation from members since it's mainly a guiding principle intended to ensure that SABPP members act with honesty and integrity within their organisations, engage in acts that promote a benefit to society. Below is the code:

### **INDIVIDUAL PRACTITIONER COMMITMENTS**

As a professional HR practitioner, I commit myself to uphold and be loyal to the SABPP's ethical values and standards.

The core values of:

- Responsibility
- Integrity
- Respect
- Competence

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

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

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

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



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

## RESPONSIBILITY RESPECT

- I. I commit to upholding human rights as enshrined in the Constitution of my country and to make human rights values part of my everyday life and language by listening, learning, communicating and educating, and by being open minded and impartial.
- II. I commit to treat everyone with dignity, fairness and respect.
- III. I commit to work towards eliminating discrimination of whatever type and to uphold the principles of anti-discrimination and anti-racism in the workplace and in society.
- IV. I commit to work towards achieving equality and diversity and to ensure that prejudice and discrimination do not go unchallenged. I will follow all SABPP professional guidelines and standards promoting diversity in the workplace.
- V. I respect the confidentiality of information that is entrusted to me.
- VI. I respect members of the various work teams of which I am part and ensure that I behave effectively as a team member.

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

## INTEGRITY COMPETENCE

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

*I AGREE TO ABIDE BY THESE COMMITMENTS AND ACCEPT THE PROFESSIONAL CONSEQUENCES OF ANY BREACH OF THESE.*

SIGNED

NAME  
REGISTRATION NUMBER

DATE

WITNESSED BY  
NAME

SIGNED

DATE

#### COMPLAINTS

The 'Policy & Procedure for hearing complaints against members of the SABPP' document is accessible by members when lodging complaints. There were a number of complaints in 2021 which were handled and resolved in line with the terms of reference of the Ethics Sub-Committee (Disciplinary Committee)

\*\*TO DOWNLOAD THE FULL  
EXTERNAL CODE OF CONDUCT TO  
SIGN, CLICK BELOW

DOWNLOAD

# VISION

To be a worlds-respected HR professional Body,  
leading the way with people practices standards,  
professional competence and active citizenry

# MISSION

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

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

## MANAGING OUR

# SOCIAL AND ENVIRONMENTAL IMPACT

### CORPORATE SOCIAL INITIATIVES

SABPP is committed to improve relationships with local communities. There are few initiatives that were taken in 2021 in order to protect, improve and create a positive social impact to our communities.

Owing to the COVID-19 pandemic, SABPP was unable to undertake the fundraising and gifting activities in 2021, however, we continued to contribute to society via virtual platforms as described below:

**A**

#### SPONSORSHIP OF BEST HR STUDENT PER UNIVERSITY

SABPP annually awards best performing HR students from accredited universities with a Special Recognition Award. The aim of this award is to promote and encourage excellence. Therefore, accredited institutions host awards ceremonies each year and SABPP sponsors the ceremony with certificates and R5000 per campus.

**B**

#### TAKING AT LEAST ONE INTERN PER YEAR WITHOUT GOVERNMENT FINANCIAL ASSISTANCE, SPENDING A MINIMUM OF R120 000

In support of efforts to create a pipeline of future HR practitioners, SABPP employs at least one intern per year from the registered student chapters, with the intention of providing guidance, coaching and mentorship to our young talent.

**C**

#### GOING GREEN INITIATIVES THAT WERE ACHIEVED IN 2021:

- SABPP distributed only a soft copy annual report to Stakeholders.
- Virtual events, accreditation, trainings and meetings.
- Board Exco and Board meetings were held virtually.
- Reduced printing
- Work from home

**D**

#### PLANS FOR GOING GREEN IN 2022

- SABPP will start a journey of recycling.
- No printing policy.
- Virtual meetings.
- Media centre will promote webinars and video conferencing.



# ALLIANCES

- SABPP believes in alliance partnerships since these relationships provides opportunities to build innovative and valuable solution to the members.
- In 2021, there were few engagements that SABPP was involved in with some of the current alliance partners in order to broaden the products and services for the HR Profession.
- There were two new agreements that were signed. As per below:

A

## INSTITUTE OF PEOPLE MANAGEMENT IN ZIMBABWE (IPMZ)

- In August 2021, SABPP and IPMZ signed a memorandum of agreement to create a platform for a collaborative alliance in the interest of advancing HR professionalism and Human Resources Standards in Zimbabwe.



B

## ASSOCIATION FOR SKILLS DEVELOPMENT IN SOUTH AFRICA (ASDSA)

- In February 2021, SABPP and ASDSA signed a memorandum of understanding to create a platform for a sustainable collaborative alliance in the interest of skills development and HR professionalism in South Africa.



**ASDSA**  
ASSOCIATION FOR SKILLS  
DEVELOPMENT IN  
SOUTH AFRICA



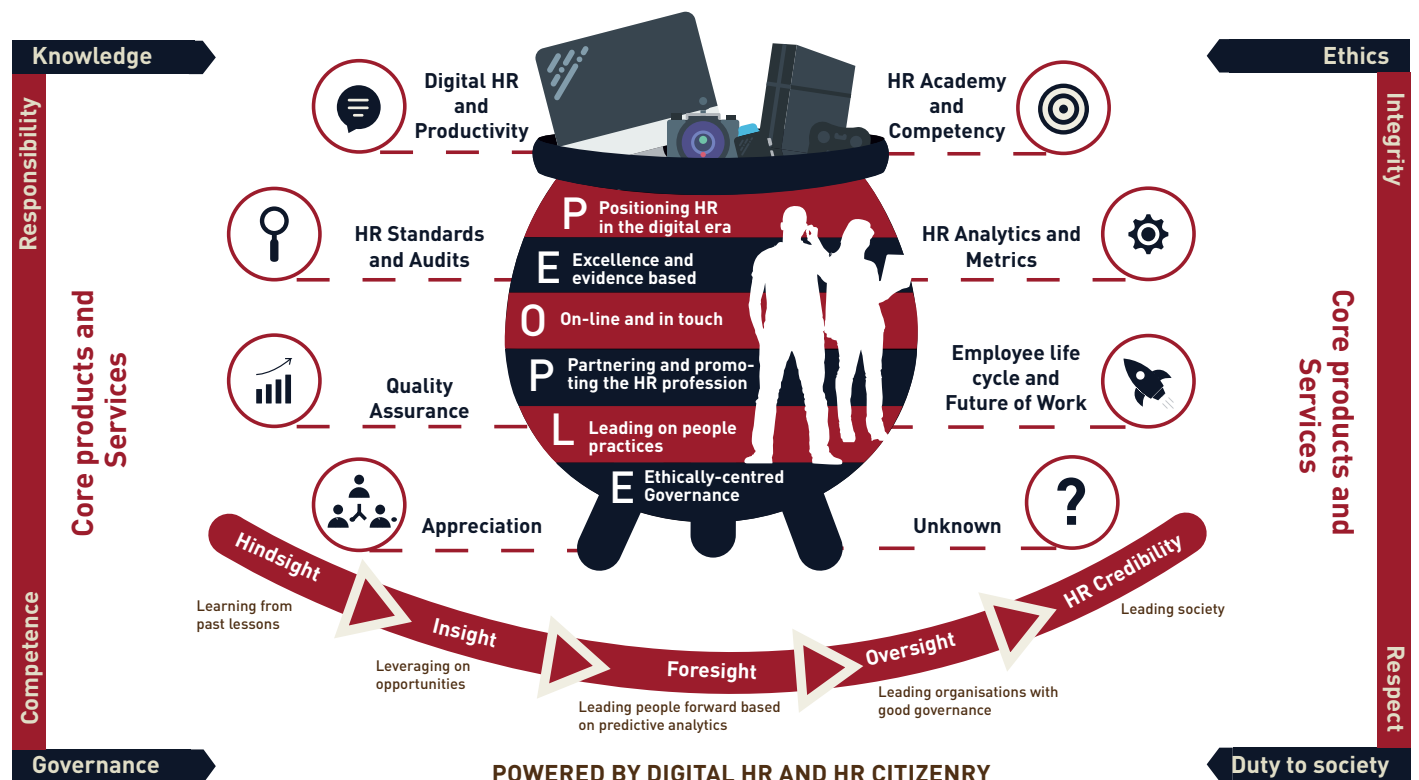
# SABPP STRATEGY

THE PEOPLE FACTOR #202030

SABPP continues on its Strategy.

Below is the framework of the new strategy and 6 thrusts:

## THE PEOPLE FACTOR STRATEGY #HR202030



## POSITIONING HR IN THE DIGITAL ERA

HR professionals must assist their organisations to harness the digital technologies to find new markets, new products and services and new operational processes. They must be able to foresee what new skills their organisations will need to enable man and machine to achieve the best balance. They must be able to find innovative ways to reskill and reassign people so that social injustice through displacement does not endanger society.

This gives the HR profession an exciting opportunity to take the lead and to be imaginative and bold.

The SABPP will support its members through researching and developing products and services to assist members to build their knowledge and skills in this area.

## EXCELLENCE AND EVIDENCE BASED

Excellence must be achieved by all HR professionals in both their transactional work and their transformative work, which will be increasingly technology-based. Skills in making evidence-based decisions in HR functions must be developed, which requires that a good basis of data management be set up and maintained. The SABPP will also research and develop products and services to assist members to achieve excellence.

The SABPP must be also excellent in providing services to its member

## ON-LINE AND IN TOUCH

HR must embrace 'design thinking', which means that all processes and practices must be designed with the user experience in mind. This means that HR professionals must be constantly tuned in to employees' and line managers' needs and must learn how to balance the online technologies with human connection.

The SABPP must reflect this also in how it interacts with its members and other stakeholders. Online CPD and skills development products will also be developed.

Agility and responsiveness are vital in finding the right balance between moving forward to the future and taking people along with us.

## PARTNERING AND PROMOTING THE HR PROFESSION

HR cannot fulfil this challenging role on its own. Partnering with other disciplines both locally and globally is important. The SABPP will continue to identify and maintain appropriate alliance partners to take the profession forward into the Fourth Industrial Revolution. Whilst the SABPP is based in South Africa, it will collaborate across Africa and further afield to ensure that it is in touch with developments and can spread its good work as appropriate.

## LEADING ON PEOPLE PRACTICES

The SABPP will continue with its pioneering work on setting HRM standards and developing people practices which will support the transition to the new world of work. Collaboration with universities and other research institutions will be strengthened to lead the HR research agenda.

The work on the Leadership Standard will be followed up to spread the circle of influence on leadership as a critical people practice.

The SABPP will continue to expand its advocacy role in fair people practices.

## ETHICALLY-CENTRED GOVERNANCE

HR professionals should be champions of ethically-centred governance in their organisations, thereby contributing to the ethical culture determined by the King IV Commission as one of the critical outcomes of governance. SABPP will continue to make its voice known with other important promoters of good governance and will continue to produce products and services to assist HR professionals take on this role and make an impact.

Ethically-centred governance must also, by definition, be environmentally sensitive so that organisations are sustainable in all senses of the word. SABPP will continue to research the role of HR in supporting good environmental practices and will pursue such good practices in its own organisation. The SABPP will continue to practice sound financial management in order to best balance affordability for members with the demands to extend products and services to members.

## **PART B: THE YEAR IN REVIEW**

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# CEO REFLECTION

# 2021

2021 was the hope of many in the profession, the country and indeed the world. Having gone through the devastating and catastrophic 2020, everyone looked for relief in 2021. Covid 19 had ravaged the lives and livelihood and hence there was some expectation and anticipation of great change in 2021.

2021 soon turned to be just a continuation of 2020 with additional waves of corona coming up. Sadly, the economy did not fully recover as expected. The damage to some businesses was terminal. The virtual world continued but people were already fatigued hence concentration and interest waned.

The HR profession was equally affected. Your professional body did not escape from this too. The number of members in good standing continued to dwindle owing to the financial challenges faced by individuals and/or companies. The number of members attending events was also negatively affected for the same reasons but also because of digital fatigue. HR Audit reached an unprecedented low where in 2021 only one company was audited.

Despite all these challenges, SABPP persevered and had a number of successes to celebrate. Successes that ensured our survival, continued relevance and that brought hope to the members and staff.

The relationship with the regulators improved and challenges were resolved in the interest of the profession. This meant SABPP would continue doing this role until at least 2023.

Financially, we continued thriving even though we had low income. Expenses were well managed, and reserves were very handy. SABPP therefore, continued meeting all its obligations without compromising quality and value to members and staff.

Both national and provincial activities continued. Three additional committees were relaunched to ensure full coverage. A new Board was elected based on the updated charter and a record number of members were involved in the process. The Annual General Meeting (AGM) held last year was well attended. The Annual Committees Meeting (ACM) also went well with

*Kolani Mawande***CHIEF FORESIGHT CHAMPION | SABPP**

great attendance. Additional alliances were signed up ensuring that our members continued benefiting from various partnerships.

On the student front, two student chapters were launched in 2021. The SA Human Resources University Forum (SAHRUF), a forum for university lecturers in our field, continued with its annual conference, albeit, virtually, which was a great success.

On a sad and devastating note, it was in January 2021 when we lost a giant, a former Chairperson of SABPP, Dr Marius Meyer.

On the staff front, we continued celebrating service from staff who have continued to choose SABPP over other employers for a long time. We celebrated staff who have been with us in excess of five years.

Finally, we celebrated our 39th anniversary since we were founded in 1982. It was an opportune time to reflect where we have been, where we are, where we are going and most importantly how relevant we are.

For us 2021 was the beginning of the segmentation journey. This was really to start focussing on members' personal expectations and experience to enable us to customise our activities accurately towards them. This journey will continue into the future. We would love to have you being part of it. In other words, as we continue on this journey we ask, how can you help us help you and serve you better?

2021 was indeed a year of reset. I want to thank all stakeholders who have kept us going and relevant. Thank you to our committed staff, dedicated committees, volunteers, field agents, supporters, critics and the esteemed Board members for walking with us. Most importantly thank you to you the valued members who are the centre of everything we do.

*Upward People Factor*

# TOP 21 HIGHLIGHTS FOR 2021

21 SUCCESSES ACHIEVED

1



Celebrated SABPP's 39th anniversary

2



Segmentation journey continued

3



About 450 new members joined SABPP

4



SABPP signed/extended MOU/MOA with the following organisation: IPMZ and ASDSA

5



6 New providers were accredited via LQA Committee and 23 were renewed

6



21 CPD Providers were approved

7



QCTO/SAQA extended our legacy qualifications to June 2023

8



Declared surplus in excess of R2 million and reserves in excess of R10 million

9



3 Additional Committee were relaunched i.e., CPD, IT Governance and HR Citizen

10



14th Board successfully elected to serve until 2024

11



2 Students Chapters launched i.e., CPUT and TUT (Emalahleni)

12



Discussion with CIPD (UK) began in earnest

13



New state of the art membership system (my membership) allowing members to manage and control their profile including online payments

14



Green status on NLRD uploads for both membership and Quality Assurance

15



Resumption of the annual SA Human Resources University Forum (SAHRUF) Conference after two-year break

16



All regular conferences held albeit virtually i.e., Ethics and Governance Conference, L&D Conference and Annual Conference (People Factor)

17



We celebrated long and outstanding service of some of our staff who by the end of December 2021 had the following years of service: Bongekile 9, Malebo Maholo 7, Lindiwe Nombaca 6, Zanele Ndiweni 6, Ronel Coetzee 5

18



11 Factsheets predominantly on the new world of work published

19



WSU became the best university in HR Standards alignment for 2021

20



Tracker became the best company supporting HR Standards in 2021

21



New products/courses launched | » HR Standards Toolkits  
» Developing & Aligning HR Policies to HR Standards and a Post-Pandemic world of work

# DISRUPTIONS AND CHALLENGES



## MAJOR DISRUPTIONS DURING 2021

- Covid-19 and the continued lockdowns
- Sad passing of our Board chairperson, Dr Marius Meyer, in January 2021



## CHALLENGES IN 2021

*Despite all the successes achieved in 2021, there were few challenges that were experienced during the reporting year as indicated below:*

- Lack of progress on SAIDL
- Limited and under pressure income streams
- Only one audit the whole year
- Limited human direct interaction (no face-to-face events) digital fatigue
- Low attendance to our workshops and events
- Renewal's target missed due to a number of companies facing financial challenges
- Competing priorities as a result of financial challenges by business
- SAQA discussion on historical qualifications



## SPECIAL RECOGNITION

## ANNUAL SABPP AWARDS

The SABPP Awards focus on recognising the outstanding work aligned primarily to HR Standards, HR Audits, and innovation by organisations, institutions and individuals to successfully optimise their HR function.

*Congratulations to all the 2021 winners*

# 1

**DIGITAL LEARNING AWARDS FOR STRATEGIC ALIGNMENT AND LEADING PRACTICE FOR:**

Individual



**Dr Calvin Mabaso**  
University of Johannesburg

Organisation



**Standard Bank**

Learning Provider



**Summit**

# 2

**TOP TRAINING PROVIDER OF THE YEAR**


**Milpark Education**

# 3

**BEST UNIVERSITY IN HR STANDARDS ALIGNMENT**


**Walter Sisulu University**

# 4

**BEST HR STANDARDS CONSULTING PRODUCT/ SERVICE/CPD PROVIDER OF THE YEAR**


**Global Business Solutions**

# 5

**BEST INNOVATION OR CONTRIBUTION BY AN HR PRACTITIONER IN DEALING WITH COVID-19 AT WORK**


**Jonathan Goldberg**  
Global Business Solutions

# 6

**BEST COMPANY SUPPORTING HR STANDARDS**


**Tracker**

## **PART C: FINANCIAL REVIEW**

1. SABPP ANNUAL FINANCIAL STATEMENTS
2. SABPP GOVERNING BODY'S REPORT
3. INDEPENDENT AUDITOR'S REPORT
4. SABPP FINANCIAL STATEMENTS
5. FINANCIAL ANALYSIS BY MANAGEMENT

SABPP

# ANNUAL FINANCIAL STATEMENTS

## **SA Board For People Practices**

(Registration Number 117 - 218 NPO)

**Annual Financial Statements**

**for the year ended 31 December 2021**

### **Audited Financial Statements**

in compliance with the Non-profit organisations Act of South Africa

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Annual Financial Statements for the year ended 31 December 2021

### General Information

<b>Country of Incorporation and Domicile</b>	South Africa
<b>Registration Number</b>	117 - 218 NPO
<b>Nature of Business and Principal Activities</b>	The non-profit organisation is an HR Professional Body and Quality Assurance organisation.
<b>Governing Body</b>	<p>Dr James Ramakau (Chairperson)</p> <p>Mr. Xolani Mawande (CEO)</p> <p>Ms. Busisiwe Mashiane</p> <p>Dr Rica Viljoen (Vice Chairperson)</p> <p>Mr. Dayalan Govender (Vice Chairperson)</p> <p>Prof Logan Naidoo (Resigned 19 November 2022)</p> <p>Mr. Sifiso Cele (Resigned 28 May 2021)</p> <p>Mr. Kolobe Mashala CA(SA)</p> <p>Tshepo Yvonne Mosadi (Appointed 19 November 2021)</p> <p>Dr. Mochabo Elias Moerane</p> <p>Francios Sieberhagen (Appointed 19 November 2021)</p> <p>Anna Sophia Moore (Appointed 19 November 2021)</p> <p>Lyle Grant Markham (Appointed 19 November 2021)</p> <p>Mariska Smith Beyer (Appointed 19 November 2021)</p> <p>Marius Meyer (Deceased) (Resigned 27 January 2021)</p> <p>Wendy Mahuma (Resigned 19 November 2021)</p> <p>Pauls Gibbons (Resigned 19 November 2021)</p> <p>Sonto Noluthando Msibi (Resigned 19 November 2021)</p> <p>Prof. Pierre Joubert (Resigned 19 November 2021)</p>
<b>Registered Office</b>	<p>1st floor, Willowbrook House</p> <p>Constantia Office Park</p> <p>C/O 14th Avenue &amp; Hendrik Potgieter Street</p> <p>Weltevredenpark</p> <p>1715</p>
<b>Level of Assurance</b>	These financial statements have been audited in compliance with the applicable requirements of the Non- Profit Organisations Act of South Africa.
<b>Preparer</b>	Tiludi Consulting Inc
<b>Auditor</b>	<p>Ransome Russouw Inc.</p> <p>1 Mowbray Road</p> <p>Greenside</p> <p>Johannesburg</p> <p>2193</p>

SABPP

# GOVERNING BODY'S REPORT

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Annual Financial Statements for the year ended 31 December 2021

### Governing Body's Responsibilities and Approval

The governing body are required by the Non-profit organisations Act of South Africa to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements satisfy the financial reporting standards with regards to form and content and present fairly the statement of financial position, results of operations and business of the non-profit organisation, and explain the transactions and financial position of the business of the non-profit organisation at the end of the financial year. The annual financial statements are based upon appropriate accounting policies consistently applied throughout the non-profit organisation and supported by reasonable and prudent judgements and estimates.

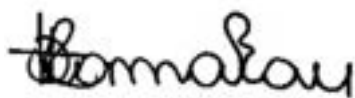
The governing body acknowledge that they are ultimately responsible for the system of internal financial control established by the non-profit organisation and place considerable importance on maintaining a strong control environment. To enable the governing body to meet these responsibilities, the governing body set standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the non-profit organisation and all employees are required to maintain the highest ethical standards in ensuring the non-profit organisation's business is conducted in a manner that in all reasonable circumstances is above reproach.

The focus of risk management in the non-profit organisation is on identifying, assessing, managing and monitoring all known forms of risk across the non-profit organisation. While operating risk cannot be fully eliminated, the non-profit organisation endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The governing body are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss. The going-concern basis has been adopted in preparing the financial statements. Based on forecasts and available cash resources the governing body have no reason to believe that the non-profit organisation will not be a going concern in the foreseeable future. The financial statements support the viability of the non-profit organisation.

The annual financial statements have been audited by the independent auditing firm, Ransome Russouw Inc., who have been given unrestricted access to the financial records and related data, including minutes of all meetings of the members, the governing body and committees of the governing body. The governing body believe that all representations made to the independent auditor during the audit were valid and appropriate. The external auditor's unqualified audit report is presented on pages 6 to 8.

The annual financial statements set out on pages 9 to 23 which have been prepared on the going concern basis, were approved by the governing body and were signed on 31 March 2021 on their behalf by:



Dr James Ramakau (Chairperson)



Mr. Xolani Mawande (CEO)



## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Annual Financial Statements for the year ended 31 December 2021

### Governing Body's Report

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The governing body present their report for the year ended 31 December 2021.

#### 1. Review of activities

##### Main business and operations

The non-profit organisation is an HR Professional Body and Quality Assurance organisation. There were no major changes herein during the year.

The operating results and statement of financial position of the non-profit organisation are fully set out in the attached financial statements and do not in our opinion require any further comment.

#### 2. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The governing body believe that the non-profit organisation has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis.

The governing body are not aware of any new material changes that may adversely impact the non-profit organisation. The governing body are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the non-profit organisation.

#### 3. Events after reporting date

All events subsequent to the date of the annual financial statements and for which the applicable financial reporting framework requires adjustment or disclosure have been adjusted or disclosed.

#### 4. Donation

No donation was declared or paid to the member during the year.

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Annual Financial Statements for the year ended 31 December 2021

### Governing Body's Report

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#### 5. Governing Body

The governing body of the non-profit organisation during the year and up to the date of this report are as follows:

Dr James Ramakau (Chairperson)  
 Mr. Xolani Mawande (CEO)  
 Ms. Busisiwe Mashiane  
 Dr Rica Viljoen (Vice Chairperson)  
 Mr. Dayalan Govender (Vice Chairperson)  
 Prof Logan Naidoo (Resigned 19 November 2021)  
 Mr. Sifiso Cele (Resigned 28 May 2021)  
 Mr. Kolobe Mashala CA(SA)  
 Tshepo Yvonne Mosadi (Appointed 19 November 2021)  
 Dr. Mochabo Elias Moerane  
 Francios Sieberhagen (Appointed 19 November 2021)  
 Anna Sophia Moore (Appointed 19 November 2021)  
 Lyle Grant Markham (Appointed 19 November 2021)  
 Mariska Smith Beyer (Appointed 19 November 2021)  
 Marius Meyer (Deceased) (Resigned 27 January 2021)  
 Wendy Mahuma (Resigned 19 November 2021)  
 Pauls Gibbons (Resigned 19 November 2021)  
 Sonto Noluthando Msibi (Resigned 19 November 2021)  
 Prof. Pierre Joubert (Resigned 19 November 2021)

#### 6. Independent Auditors

Ransome Russouw were the independent auditors for the year under review

## INDEPENDENT

# AUDITOR'S REPORT

## INDEPENDENT AUDITORS REPORT

To the Governing Body of the South African Board for People Practices

## Opinion

We have audited the financial statements of South African Board for People Practices set out on pages 9 to 23, which comprise the statement of financial position as at 31 December 2021, and the statement of comprehensive income, the statement of changes in funds and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of South African Board for People Practices as at 31 December 2021, and its financial performance and cash flows for the year then ended in accordance with generally accepted accounting practices and the requirements of the Non-profit organisations Act of South Africa.

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the non-profit organisation in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

## Consideration of going concern principle

The consideration and application of the going concern principle requires significant judgement from the governing body and ourselves as auditors. In preparing budgets and forecasts to demonstrate the applicability of the going concern principle management have applied judgment in assessing the outcomes of future transaction and management decisions, further in assessing the resources available for the continued operations of the entity management have had to make a judgement around what these needs would have been. As auditors we are required to assess the judgements made by management and review the information presented by them in assessing the going concern principle. We have conducted these reviews and considered the going concern principle to be applicable.



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 Directors: HJ Russouw CA(SA) • JA Barnard CA(SA)  
 Founding Partner: N Russouw CA(SA)



### Other Information

The governing body is responsible for the other information. The other information comprises the Governing Body's Report as required by the NPO Act of 1997, and the supplementary information set out on pages 24 to 25. Other information does not include the financial statements and our auditors' report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Governing Body for the Financial Statements

The council are responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Non-profit organisations Act of South Africa, and for such internal control as the council determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the council are responsible for assessing the non-profit organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the council either intend to liquidate the non-profit organisation or to cease operations or have no realistic alternative but to do so.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the non-profit organisation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the councils.



- Conclude on the appropriateness of the councils' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the non-profit organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the non-profit organisation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We communicate with the councils regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit. We also provide the councils with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards. From the matters communicated with the councils, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the those charged with governance with a statement that we have complied with relevant ethical requirements regarding our independence, and to communicate with them all relationships and other matters that may be reasonably thought to bear on our independence and where applicable, related safeguards.

From the matters we have communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore key audit matters. We describe these matters in our audit report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that the matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

**Ransome Russouw Incorporated**

**21 April 2022**



1 Mowbray Road  
Greenside  
Johannesburg  
2193

Per: JA Barnard CA(SA)  
Director  
Registered Auditor



# FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

### Statement of Financial Position

Figures in R

	Notes	2021	2020
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	4	291 659	288 810
<b>Current assets</b>			
Trade and other receivables	5	561 531	739 099
Cash and cash equivalents	6	10 228 697	9 743 802
<b>Total current assets</b>		<b>10 790 228</b>	<b>10 482 901</b>
<b>Total assets</b>		<b>11 081 887</b>	<b>10 771 711</b>
<b>Equity and liabilities</b>			
<b>Equity</b>			
Accumulated surplus		8 846 240	6 631 491
<b>Liabilities</b>			
<b>Current liabilities</b>			
Provisions	7	218 087	229 714
Trade and other payables	8	2 017 560	3 910 506
<b>Total current liabilities</b>		<b>2 235 647</b>	<b>4 140 220</b>
<b>Total equity and liabilities</b>		<b>11 081 887</b>	<b>10 771 711</b>

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

### Statement of Comprehensive Income

Figures in R

	Notes	2021	2020
Revenue	10	12 538 964	14 582 457
Other income	11	133 284	3 536 038
Administrative expenses	12	(671 417)	(663 550)
Other operating expenses	13	(10 020 615)	(15 344 355)
<b>Surplus from operating activities</b>		<b>1 980 216</b>	<b>2 110 590</b>
Investment income	14	234 533	189 711
<b>Surplus for the year</b>		<b>2 214 749</b>	<b>2 300 301</b>

### Statement of Changes in Equity

Figures in R

	Accumulated surplus	Total
<b>Balance at 1 January 2020</b>	4 331 190	4 331 190
<b>Changes in equity</b>		
Surplus for the year	2 300 301	2 300 301
Total comprehensive income for the year	2 300 301	2 300 301
<b>Balance at 31 December 2020</b>	<b>6 631 491</b>	<b>6 631 491</b>
<b>Balance at 1 January 2021</b>	6 631 491	6 631 491
<b>Changes in equity</b>		
Surplus for the year	2 214 749	2 214 749
Total comprehensive income for the year	2 214 749	2 214 749
<b>Balance at 31 December 2021</b>	<b>8 846 240</b>	<b>8 846 240</b>

### Statement of Cash Flows

Figures in R

	Notes	2021	2020
<b>Net cash flows from operations</b>	16	<b>327 920</b>	<b>3 156 267</b>
Interest received		234 533	189 711
<b>Net cash flows from operating activities</b>		<b>562 453</b>	<b>3 345 978</b>
<b>Cash flows used in investing activities</b>			
Purchase of property, plant and equipment		(77 558)	(86 665)
<b>Cash flows used in investing activities</b>		<b>(77 558)</b>	<b>(86 665)</b>
<b>Net increase in cash and cash equivalents</b>		<b>484 895</b>	<b>3 259 313</b>
Cash and cash equivalents at beginning of the year		9 743 802	6 484 489
<b>Cash and cash equivalents at end of the year</b>	6	<b>10 228 697</b>	<b>9 743 802</b>

# SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

## Accounting Policies

### 1. General information

SA Board For People Practices ('the non-profit organisation') is an HR Professional Body and Quality Assurance organisation.

The non-profit organisation is incorporated as a Non-Profit Organisation and domiciled in South Africa. The address of its registered office is 1st floor, Willowbrook House, Constantia Office Park, C/O 14th Avenue & Hendrik Potgieter Street, Weltevredenpark, 1715.

### 2. Basis of preparation and summary of significant accounting policies

The financial statements of SA Board For People Practices have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the Non-profit organisations Act of South Africa. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investment property, certain property, plant and equipment, biological assets and derivative financial instruments at fair value. They are presented in South African Rand.

The principal accounting policies applied in the preparation of these annual financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### 2.1 Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the governing body.

The non-profit organisation adds to the carrying amount of an item of property, plant and equipment the cost of replacing parts of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the non-profit organisation. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to surplus or deficit during the period in which they are incurred.

Asset class	Useful life
Fixtures and fittings	6 years
Office equipment	6 years
Computer equipment	3 years
Computer software	2 years

Property, plant and equipment is initially stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the governing body.

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other gains / (losses)' in the statement of comprehensive income.

# SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

## Accounting Policies

*Basis of preparation and summary of significant accounting policies continued...*

### 2.2 Financial instruments

#### Trade and other receivables

Trade receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the non-profit organisation will not be able to collect all amounts due according to the original terms of the receivables.

Trade and other receivables are classified as debt instruments and loan commitments at amortised cost.

#### Cash and cash equivalents

Cash and cash equivalents includes cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown in current liabilities on the statement of financial position.

### 2.3 Leases

#### Operating leases as lessee

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern of the benefit obtained.

### 2.3 Provisions

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

### 2.4 Trade Receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. An allowance for impairment of trade receivables is established when there is objective evidence that the organisation will not be able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the allowance is recognised in the income statement.

Trade receivables that are factored out to banks and other financial institutions with recourse to the Group are not derecognised until the recourse period has expired and the risks and rewards of the receivables have been fully transferred. The corresponding cash received from the financial institutions are recorded as borrowings. Any fee incurred to effect factoring is net-off against borrowings and taken to the income statement over the period of factoring using the effective interest method.

### 2.5 Revenue

Revenue is measured at the fair value of the consideration received or receivable. Revenue is shown net of value-added tax, returns, rebates and discounts.

### 2.6 Trade Payables

Trade payables are initially measured at fair value, and subsequently measured at amortised cost, using the effective interest method.



# SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

## Accounting Policies

*Basis of preparation and summary of significant accounting policies continued...*

### 2.7 Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits with financial institutions and bank overdrafts. Bank overdrafts are included in borrowings on the balance sheet.

### 3. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

No significant estimates and adjustments have been applied in the preparation of these financial statements.

## Notes to the Financial Statements

Figures in R

### 4. Property, plant and equipment

Balances at year end and movements for the year

	Fixtures and fittings	Office equipment	Computer equipment	Computer software	Total
<b>Reconciliation for the year ended 31 December 2021</b>					
<b>Balance at 1 January 2021</b>					
At cost	486 335	29 525	654 750	47 246	1 217 856
Accumulated depreciation	(354 626)	(15 965)	(511 209)	(47 246)	(929 046)
<b>Net book value</b>	<b>131 709</b>	<b>13 560</b>	<b>143 541</b>	<b>-</b>	<b>288 810</b>
<b>Movements for the year ended 31 December 2021</b>					
Additions from acquisitions	-	2 539	73 748	1 271	77 558
Depreciation	(10 539)	(1)	(64 169)	-	(74 709)
<b>Property, plant and equipment at the end of the year</b>	<b>121 170</b>	<b>16 098</b>	<b>153 120</b>	<b>1 271</b>	<b>291 659</b>
<b>Closing balance at 31 December 2021</b>					
At cost	486 335	32 063	707 788	69 229	1 295 415
Accumulated depreciation	(365 165)	(15 965)	(554 668)	(67 958)	(1 003 756)
<b>Net book value</b>	<b>121 170</b>	<b>16 098</b>	<b>153 120</b>	<b>1 271</b>	<b>291 659</b>
<b>Reconciliation for the year ended 31 December 2020</b>					
<b>Balance at 1 January 2020</b>					
At cost	477 902	28 657	576 933	47 246	1 130 738
Accumulated depreciation	(344 087)	(15 096)	(474 590)	(47 246)	(881 019)
<b>Net book value</b>	<b>133 815</b>	<b>13 561</b>	<b>102 343</b>	<b>-</b>	<b>249 719</b>
<b>Movements for the year ended 31 December 2020</b>					
Additions from acquisitions	54 800	-	37 821	-	92 621
Depreciation	(10 539)	(869)	(36 620)	-	(48 028)
<b>Property, plant and equipment at the end of the year</b>	<b>178 076</b>	<b>12 692</b>	<b>103 544</b>	<b>-</b>	<b>294 312</b>



## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

### Notes to the Financial Statements

Figures in R

*Property, plant and equipment continued...*

Closing balance at 31 December 2020

At cost	486 335	29 525	654 750	47 246	1 217 856
Accumulated depreciation	(354 626)	(15 965)	(511 209)	(47 246)	(929 046)
Net book value	131 709	13 560	143 541	-	288 810

#### 5. Trade and other receivables

Trade and other receivables comprise:

Trade Receivables	511 056	414 464
Prepaid expenses	50 475	324 635
	561 531	739 099

#### 6. Cash and cash equivalents

##### 6.1 Cash and cash equivalents included in current assets:

##### Cash

Balances with banks	7 987 994	9 743 802
---------------------	-----------	-----------

##### Cash equivalents

Short term deposits	2 061 088	-
Other banking arrangements	179 615	-
	2 240 703	-
	10 228 697	9 743 802

### Notes to the Financial Statements

Figures in R

*Cash and cash equivalents continued...*

##### 6.2 Detail of cash and cash equivalent balances

##### Bank balances

Standard Bank Current account	-	104 396
First National Bank Current Account	150 525	155 453
First National Bank Money Market Account	7 837 469	7 512 309
Standard Bank Market Link Account	-	1 971 644
Total	7 987 994	9 743 802

# SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

## Notes to the Financial Statements

Figures in R

2021

2020

### 7. Provisions

Provisions comprise:

Provision for leave pay	218 087	229 714
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The provision for leave pay is calculated based on the number of days due to employees at year end and the current cost rate of employees

### 8. Trade and other payables

Trade and other payables comprise:

Trade Payables	213 653	339 005
Income received in advance	982 485	2 492 533
Accrued Expenses	708 331	597 113
Bursary Deductions	14 051	14 084
Value added tax	99 040	467 771
<b>Total trade and other payables</b>	<b>2 017 560</b>	<b>3 910 506</b>

### 9. Operating lease liabilities

Future minimum lease payments

Not later than one year	1 398 787	1 271 625
Later than one year and not later than five years	1 667 867	3 066 654
	<b>3 066 654</b>	<b>4 338 279</b>

## Notes to the Financial Statements

Figures in R

### 10. Revenue

Revenue comprises:

Sale of goods	15 750	67 509
Rendering of services	5 923 327	7 362 881
Fees received	6 599 887	7 152 067
<b>Total revenue</b>	<b>12 538 964</b>	<b>14 582 457</b>

### 11. Other income

Other income comprises:

Sundry income	38 893	249 891
SOE Businesses	94 391	21 550
Bad debts recovered	-	3 264 597
<b>Total other income</b>	<b>133 284</b>	<b>3 536 038</b>

### 12. Administrative expenses

Administrative expenses comprise:

Accounting fees	400 672	402 280
Auditors remuneration - Fees	55 000	52 250
Bank charges	27 500	26 435
IT Expenses	100 880	67 868
Subscriptions	2 650	2 650
Communications Costs	84 715	112 067
<b>Total administrative expenses</b>	<b>671 417</b>	<b>663 550</b>

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

### Notes to the Financial Statements

Figures in R

#### 13. Other operating expenses

Other operating expenses comprise:

Board and Committee Expenses	116 920	94 731
Conferences and Events Expenses	294 559	168 513
Consulting fees	475 250	163 396
Contingency/Discretionary Expenses	60 600	6 500
Depreciation	74 709	48 028
Employee expenses	5 315 086	10 139 372
Entertainment	24 763	21 916
General expenses	599 483	296 169
HR Audit Expenses	43 050	571 067
HR Standards Expenses	90 410	177 179
ICT Systems	690 027	263 170
Insurance	18 488	36 238
Legal expense	-	96 868
LQA/Continued Professional Development Expenses	164 258	107 739
Marketing	300 082	400 965
Membership Expenses	100 211	54 416
Postage	1 152	5 602
Printing and stationery	3 253	41 081
Professional Accreditation (SAQA)	50 274	49 247
Publications and Products Expenses	-	286
Rent Paid	1 192 799	1 061 549
Special Projects Expenses	-	923 000
Training	75 964	97 803
Travel - Local	7 011	46 484
Utilities (Electricity & water)	322 266	473 036
<b>Total other expenses</b>	<b>10 020 615</b>	<b>15 344 355</b>

### Notes to the Financial Statements

Figures in R

#### 14. Finance income

Finance income comprises:

Investment Income	234 533	189 711
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#### 15. Income Tax Expense

No provision has been made for taxation as receipts or accruals to the association are exempt from income tax in terms of section 10(1)(d)(iv)(bb) of the Income Tax Act of South Africa

#### 16. Cash flows from operating activities

<b>Surplus for the year</b>	<b>2 214 749</b>	<b>2 300 301</b>
<b>Adjustments for:</b>		
Finance income	(234 533)	(189 711)
Depreciation and amortisation expense	74 709	48 028
<b>Change in operating assets and liabilities:</b>		
Adjustments for (increase) / decrease in trade accounts receivable	(96 592)	810 568
Adjustments for decrease in other operating receivables	274 160	534 882
Adjustments for decrease in trade accounts payable	(125 352)	(826 249)
Adjustments for (decrease) / increase in other operating payables	(1 767 594)	429 075
Adjustments for provisions	(11 627)	49 373
<b>Net cash flows from operations</b>	<b>327 920</b>	<b>3 156 267</b>

#### 17. ICT Systems

Normal IT costs including 365 license and support, the membership system and LQA system remain the main contributors of these costs.

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Financial Statements for the year ended 31 December 2021

### Notes to the Financial Statements

Figures in R

2021

2020

#### 18. Bad Debts Recovered

Bad Debts recovered relate to the principle debt from the Gauteng Department of Health which was written off in 2019 and recovered in 2020.

#### 19. Operating Surplus

Operating surplus is the result generated from the continuing principal revenue producing activities of the organisation as well as other income and expenses related to operating activities. Operating profit excludes net finance costs, share of profit of equity accounted investees and income taxes.

#### 20. Approval of Annual Financial Statements

These financial statements were approved by the governing body and authorised for issue on the 25th of March 2022

#### 21 Going Concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that the funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The governing body believe that the non-profit organisation has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis.

The governing body are not aware of any new material changes that may adversely impact the non-profit organisation. The governing body are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the non-profit organisation.

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Annual Financial Statements for the year ended 31 December 2021

### Detailed Income Statement

Figures in R

	Notes	2021	2020
<b>Revenue</b>	10		
Conference and Events		889 108	741 341
HR Audit		148 250	1 839 289
HR Standards		824 002	872 615
LQA/Continued Professional Development Income		4 029 293	3 828 386
Marketing		32 674	81 250
Membership Fees (New and Returning)		6 599 887	7 152 067
Publications and Products Sales		15 750	67 509
		<b>12 538 964</b>	<b>14 582 457</b>
<b>Other income</b>	11		
Bad debts recovered		-	3 264 597
Sponsorships		94 391	21 550
Sundry income		38 893	249 891
		<b>133 284</b>	<b>3 536 038</b>
<b>Administrative expenses</b>	12		
Accounting fees		(400 672)	(402 280)
Auditors remuneration - Fees		(55 000)	(52 250)
Bank charges		(27 500)	(26 435)
Communications Costs		(84 715)	(112 067)
IT Expenses		(100 880)	(67 868)
Subscriptions		(2 650)	(2 650)
		<b>(671 417)</b>	<b>(663 550)</b>

## SA Board For People Practices

(Registration Number 117 - 218 NPO)

Annual Financial Statements for the year ended 31 December 2021

### Detailed Income Statement

Figures in R

	Notes	2021	2020
<b>Other operating expenses</b>	13		
Board and Committee Expenses		(116 920)	(94 731)
Conferences and Events Expenses		(294 559)	(168 513)
Consulting fees		(475 250)	(163 396)
Contingency/Discretionary Expenses		(60 600)	(6 500)
Depreciation - property, plant and equipment		(74 709)	(48 028)
Employee costs - salaries		(5 315 086)	(10 139 372)
Entertainment		(24 763)	(21 916)
General expenses		(599 483)	(296 169)
HR Audit Expenses		(43 050)	(571 067)
HR Standards Expenses		(90 410)	(177 179)
ICT Systems		(690 027)	(263 170)
Insurance		(18 488)	(36 238)
Legal expense		-	(96 868)
LQA/Continued Professional Development Expenses		(164 258)	(107 739)
Marketing		(300 082)	(400 965)
Membership Expenses		(100 211)	(54 416)
Postage		(1 152)	(5 602)
Printing and stationery		(3 253)	(41 081)
Professional Accreditation (SAQA)		(50 274)	(49 247)
Publications and Products Expenses		-	(286)
Rent Paid		(1 192 799)	(1 061 549)
Special Projects Expenses		-	(923 000)
Training		(75 964)	(97 803)
Travel - Local		(7 011)	(46 484)
Utilities (Electricity & water)		(322 266)	(473 036)
		<b>(10 020 615)</b>	<b>(15 344 355)</b>
<b>Surplus from operating activities</b>		<b>1 980 216</b>	<b>2 110 590</b>
<b>Finance income</b>	14		
Investment Income		234 533	189 711
<b>Surplus for the year</b>		<b>2 214 749</b>	<b>2 300 301</b>



# FINANCIAL ANALYSIS

## BY MANAGEMENT

Financial stability has fully returned to SABPP. For the second year running, we report a surplus in excess of R2 million and reserves in excess of R10 million.



Profit/surplus slightly decreased from **R2,3m to R2,214 million**



Reserves increased by **5%**



Income from Conference and Events increased by **20%**



LQA income increased by **5%**



People expenses decreased by **48%**

## WE SHOW BELOW THE TOP 5 INCOME STREAMS AS WELL AS THE TOP 5 EXPENSES FOR 2021

OUR INCOME STREAMS CONTRIBUTED THIS WAY:	2021	2020
MEMBERSHIP	52%	39%
LQA/ CPD	32%	10%
CONFERENCE AND EVENTS	7%	4%
HR STANDARDS	6,5%	5%
HR AUDITS	1%	10%
OTHER	1,5%	21%
TOTAL	100%	100%

OUR EXPENSE STREAMS CONTRIBUTED THIS WAY:	2021	2020
MEMBERSHIP	49,7%	63%
LQA/ CPD	14%	21%
CONFERENCE AND EVENTS	6,45%	4%
HR STANDARDS	5,6%	5%
HR AUDITS	4,4%	10%
OTHER	19,85%	21%
TOTAL	100%	100%

## FINANCIAL POSITION CHANGES

- Cash reserves increased from R9 743 802 in 2020 to R 10 228 697 (an increase of about 5%)
- Accumulated surplus now sits at R8 846 240 after a second year of surplus up from R6 631 490 in 2020

## THE FINANCIAL ANALYSIS

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

- SABPP employees are motivated and are not worrying whether they will get their next pay cheque.
- Members do not have to budget for steep increases for their membership and products they receive from SABPP.
- SABPP events get to be affordable for members.
- SABPP can spend on research and innovation that can professionally impact members.
- SABPP can sponsor more awards and more bursaries for HR students.
- SABPP can retain critical talent.
- SABPP can increase its visibility across the country and by extension improve the value add to members.

The auditors have confirmed the management view on going concern principle and I quote, "We have conducted these reviews and considered the going concern principle to be applicable." This is reaffirming considering the number of organisations that are closing down. Your professional body will be there in the coming years to serve you even better without stressing too much about financial viability.

We commit to be prudent in managing income. We will continue being innovative to ensure that the SABPP continues being relevant in times such as these. We will also encourage all our members to help us by paying us all our dues in time and in good faith.

*Xolani Mawande*

XOLANI MAWANDE  
CEO | SABPP

## **PART D: BOARD, COMMITTEES AND STUDENT CHAPTERS**

1. THE 13TH SABPP BOARD (2019-2021)
2. THE 14TH SABPP BOARD (2019-2024)
3. SABPP BOARD SUB-COMMITTEES FEEDBACK
4. PROVINCIAL COMMITTEES
5. STUDENT CHAPTERS

# THE SABPP BOARD

The SABPP Board is the highest decision-making structure of the body. The roles and responsibilities of the Board are summed up in the Charter as follows:

- a. Leadership, ethics, and corporate citizenship
- b. Strategy, performance, and reporting

The Board is made up of passionate non-remunerated individuals who take full accountability of SABPP affairs.

## BOARD REGULATION

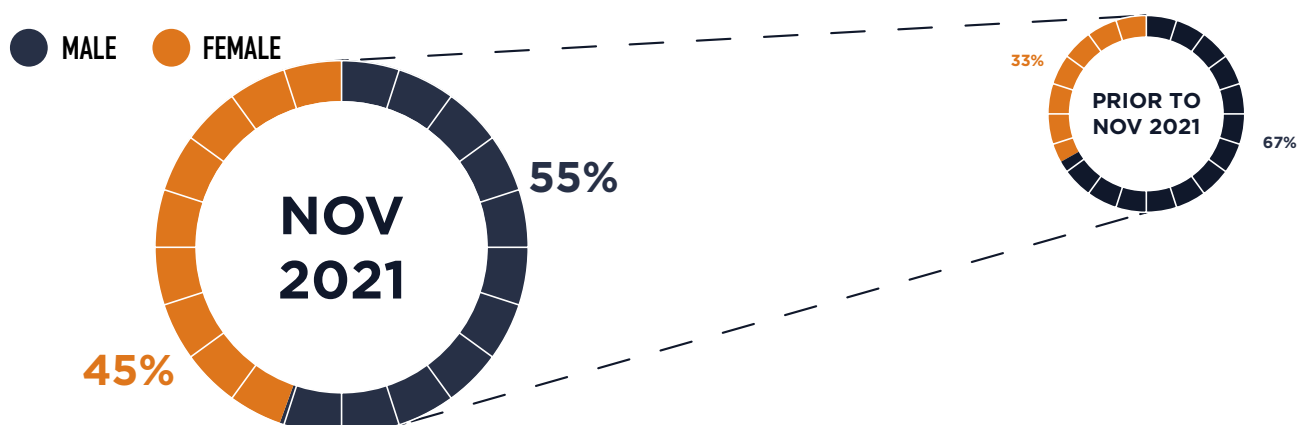
SABPP is governed by the SABPP Charter that promotes the compliance of the execution of its business in alignment to the legislative requirements and the principles of good corporate governance including alignment with King IV requirements.

## BOARD DIVERSITY AND COMPOSITION

Ten Board members are elected by members and up to three may be co-opted. Board members come from all races and genders. The academics, HR Managers as well as consultants are well represented. The Board recognises the value of diversity and therefore is committed for endorsing gender and race equality towards the profession as mandated by the voluntary SABPP 5 year- EE Plan that applies to all SABPP structures.

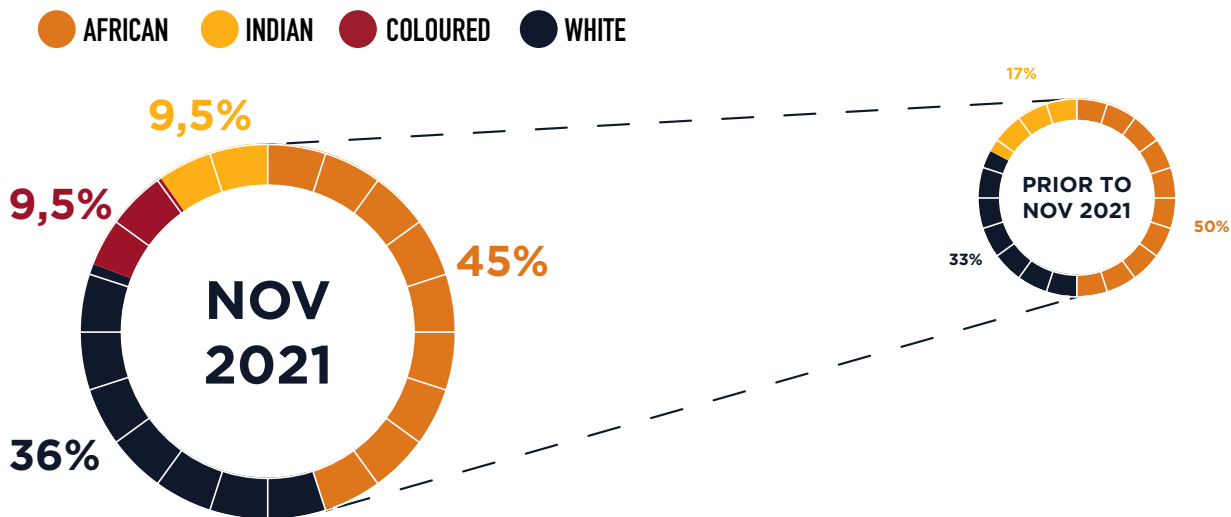
Below is the breakdown of Board composition:

## GENDER





## RACE



## KEY ISSUES ADDRESSED IN 2021

In addition to discharging its obligations as a Board according to the SABPP Charter, in 2021 the Board managed and implemented several large and challenging issues including the below:

- » Appointed a new Chairperson and second Vice Chairperson following the death of Dr Meyer
- » Co-opted an HR Audit Council Chairperson following the death of Brian Matthee
- » Transition to new normal (COVID-19 Challenges)
- » Employment Equity Plan Report - 2020
- » 2022 Financial budget
- » Annual Report 2020
- » Approved various Committee terms of references
- » 2020 Annual Financial Statements
- » Quarterly Financials (Management Accounts)
- » Quarterly Accreditation Reports
- » Quarterly People Factor - Strategy Review

## BOARD DIVERSITY AND COMPOSITION

## NUMBER OF MEETINGS ATTENDED IN 2021

DR JAMES RAMAKAU

4/4

DR RICA VILJOEN

4/4

DAYALAN GOVENDER

4/4

## BOARD DIVERSITY AND COMPOSITION

## NUMBER OF MEETINGS ATTENDED IN 2021

## STATUS

DR MARIUS MEYER

0/0

RESIGNED

DR JAMES RAMAKAU

5/5

PAULS GIBBONS

5/5

DAYALAN GOVENDER

5/5

PROF PIERRE JOUBERT

3/5

PROF LOGAN NAIDOO

5/5

WENDY MAHUMA

4/5

STONTO MSIBI

1/5

DR RICA VILJOEN

4/5

KOLOBE MASHALA

3/5

DR MOCHABO MOERANE

4/5

BUSISIWE MASHIANE

4/5

SIFISO CELE

0/3

RESIGNED

THE 13<sup>TH</sup>

## SABPP BOARD



**DR JAMES RAMAKAU – CHRP**  
Anglo American



**DR RICA VILJOEN – MHRP**  
Mandala Consulting



**DAYALAN GOVENDER – MHRP**  
PricewaterhouseCoopers



**PROF LOGAN NAIDOO – MHRP**  
Mangosuthu University of Technology



**STONTO MSIBI – ATTORNEY**  
Independent  
Communications Authority of  
South Africa - ICASA



**PAULS GIBBONS – MHRP**  
PSG Coach Consultant



**PROF PIERRE JOUBERT – MHRP**  
Sol Plaatje University



**WENDY MAHUMA**



**KOLOBE MASHALA – CA**  
Agricultural Research  
Council



**BUSISIWE MASHIANE – MHRP**  
African Rainbow Minerals  
Limited



**DR MOCHABO MOERANE – MHRP**  
University of South Africa

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## THE 14<sup>TH</sup>

# SABPP BOARD

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The 13th Board's 3-year term ended on the 19th of November 2021. On that date a new Board took over after the charter processes were followed.

Five members of the 13th Board were re-elected for a second and final term. Five new Board members were elected from the membership. A chartered accountant, Kolobe Mashala, was re co-opted for another term. The Board will attend to the co-option of a legal specialist and any other specialist as it may require.

A joint transition meeting was held on the 19th of November 2021. It gives us a great pleasure to announce the 14th Board that was appointed on the 19th November 2021. The 14th Board elected the Board EXCO on their first sitting immediately after the joint meeting.

**Dr James Ramakau** was re-elected as the *Board Chairperson*

**Dayalan Govender** was elected as the *Board first vice Chairperson*

**Dr Rica Viljoen** was elected as the *Board second vice Chairperson*

**Kolobe Mashala** was elected as the *Chairperson* of the Risk and Audit Committee

**Anna - Sophia Moore** was elected as the *Chairperson* of the HR Audit Council

**Mariska Smith Beyer** was confirmed as the *Chairperson* of CPD

**Lyle Markham** was elected as the *Chairperson* of Higher Education Committee and confirmed as the Free State Provincial *Chairperson*

**Mochabo Moerane** was confirmed as the *Chairperson* of the Professional Registration (evaluation) Committee

## CHAIRPERSON



**DR JAMES RAMAKAU – CHRP**  
Anglo American

1<sup>ST</sup> VICE CHAIR

**DAYALAN GOVENDER – MHRP**  
PricewaterhouseCoopers

2<sup>ND</sup> VICE CHAIR

**DR RICA VILJOEN – MHRP**  
Mandala Consulting

## LOA CHAIR

## CPD CHAIR



**MARISKA SMITH BEYER – MHRP**  
Fraser Alexander

## HEC &amp; FSPC CHAIR



**LYLE MARKHAM – CHRP**  
University of the Free State



**FRANCOIS SIEBERHAGEN – MHRP**  
VKB Group



**YVONNE TSHEPO MOSABI – MHRP**  
Heineken

## HRA CHAIR



**ANNA SOPHIA MOORE – MHRP**  
i-AM HR Consulting

## R&amp;A CHAIR



**KOLOBE MASHALA – CA**  
Agricultural Research Council



**BUSISIWE MASHIANE – MHRP**  
African Rainbow Minerals Limited

## PRC CHAIR



**DR MOCHABO MOERANE – MHRP**  
University of South Africa



## SABPP BOARD

# SUB-COMMITTEES FEEDBACK

The Board has delegated certain functions to well-structured committees whilst retaining Board responsibilities and accountability. Board committees operate under written terms of reference approved by the Board.

Each committee reviews its effectiveness by way of a review of its activities against the approved terms of reference in line with their delegated powers and authority. The chairperson of each committee reports back to the Board.

Although all these committees have been formed for very specific and unique purposes such as accreditation, ethics and mentoring, sometimes the work of two or more committees complements each other and where necessary initiatives have been launched to coordinate this.

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

SABPP has 2 types of committees: National and Provincial Committees.

Below is the list of SABPP National Committees as well as their purpose.

**PROFESSIONAL  
REGISTRATION****DR MOCHABO MOERANE**

To evaluate professional membership applications for individuals who desire to register with the SABPP at a level appropriate to their HR competencies, education and level of experience. The committee therefore approves the relevant professional registration level.

**4 MEETINGS****LEARNING AND  
DEVELOPMENT****DUSTIN HOGG**

To guide the L&D fraternity on hot topics that are trending and influencing L&D's way of work. To develop tools and share freely through SABPP fact sheets, People factor, and social media platforms.

**4 MEETINGS****CONTINUOUS  
PROFESSIONAL  
DEVELOPMENT****MARISKA SMITH BEYER**

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

**4 MEETINGS****LEARNING AND  
QUALITY  
ASSURANCE****DR RICA VILJOEN**

To oversee the ETQA function of SABPP by approving quality assurance of learning providers

**4 MEETINGS****ETHICS****JAMIEL NASSIEP**

To promote ethical conduct through diverse channels that support, encourage and develop the knowledge and understanding among HR professionals.

**10 MEETINGS**

**HR GOVERNANCE**

**ELIZABETH  
DHLAMINI-KUMALO**

To serve as a sounding board to the SABPP for the development of products / services on HR Governance. Recommend and/or approve newly developed National HR standards and Professional Practices as well as supporting projects to the SABPP Board. Advise HR Directors / Leaders with a clear HR Governance framework and set of guidelines for sound governance, assurance and integrated reporting in organisations. Position and benchmark HR Governance with leading international and local corporate governance codes and systems.

**5 MEETINGS**

**HIGHER  
EDUCATION**

**LYLE MARKHAM**

The purpose is to ensure and monitor the quality delivery of HR qualifications by evaluating the integration of the SABPP Competency Model and HR Standards within academic curriculum. The committee adopts a developmental approach and advises HEIs on means to improve the quality of their offerings and employability of graduates. Graduates from accredited institutions are exempted from Board Exams when they register as HR Professionals and pipeline students articulate with ease between accredited institutions.

**4 MEETINGS**

**OUTGOING CHAIR | PROF LOGAN NAIDOO**

**LABOUR  
MARKET**

**BEDELIA THANISSAN**

To address the interface of labour market issues, the work of HR professionals and the impact of challenges within the labour market on South African society. An important output of the Committee is to provide the content to support an advocacy role for the SABPP in this regard.

**4 MEETINGS**

**MENTORING**

**RACHABANE KOPE**

To govern the SABPP Mentoring Programme. This Committee is comprised of dedicated volunteer HR professionals who undertake initiatives for HR career progression and mentoring in order to advance the status, quality and visibility of HR professionals in particular, and the achievement of the SABPP's mandate on the professionalisation of HR in general. The committee further advises the Board on all strategic matters pertaining to mentoring and coaching.

**4 MEETINGS**

**RISK AND  
AUDIT**

**KOLOBE MASHALA**

To ensure that processes, finances and risks are effectively governed in accordance with relevant and applicable standards, as well as aligning to legislation and the business strategy.

Focus on identifying and managing risks and to leverage opportunities for positioning business processes and finances in adding value to the overall SABPP business strategy.

**4 MEETINGS**

**CHANGE  
MANAGEMENT****DUMISANI NTOMBELA**

To stimulate healthy debate and provide practical guidance and support on the dynamics of managing change in today's turbulent environments to SABPP members.

To impact society through education about organisation development and effectively managing change (possible articles, fact sheets, books, lecturing, events, etc.).

To function as a Change Management think tank that commits to disruptive innovation in the field of OD and Change Management.

**4 MEETINGS****HR AUDIT  
COUNCIL****ANNA SOPHIA MOORE**

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

**OUTGOING CHAIR | WENDY MAHUMA****3 MEETINGS****HR CITIZEN****DR CHRISTA BONNET**

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

**4 MEETINGS****IT GOVERNANCE****BARRY VORSTER**

To provide oversight over the SABPP IT governance

**3 MEETINGS****HR RESEARCH  
INITIATIVE****BRAVO MPHELANE**

To access and/or commission research by partnering with appropriate research institutions, and all other identified stakeholders, to ensure that comprehensive and appropriate data and expert opinions are sourced to provide support to HR professionals on matters of national importance relevant to the HR profession

**4 MEETINGS**

# PRC



## COMMITTEE MEMBERS

Mochabo Moerane -  
Chairperson,

Charles Myburgh - Vice  
Chairperson,

Rebecca Theledi,

Jake van der Wilden,

Sydwell Shikweni,

Brian Matthee,

Funmilayo Soluade,

Fathima Mahomed,

Francois Koeberg,

Anthony Hyman &

Christel Marais.

# PROFESSIONAL REGISTRATION COMMITTEE

## KEY FEATURES | 2021

- The Committee has had regular virtual meetings every quarter, where critical issues have been discussed, and innovative ways to move forward has been discussed.
- The Committee has had the opportunity to evaluate 449 new applications in 2021 for all professional levels.
- Committee embraced the new membership system and started evaluating online quickly

## KEY CHALLENGES | 2021

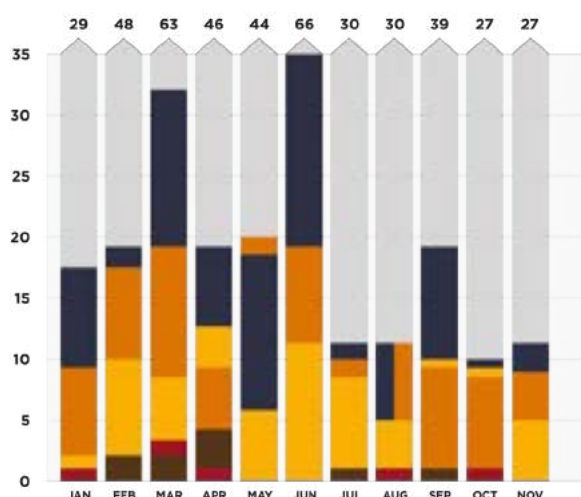
- Slow uptake of new applications for membership.
- Availability of evaluators in time
- Insufficient information submitted on work experience and qualifications by members when applying for registration
- Members not completing all the compulsory fields required to finalise the application process.
- Members losing their jobs due to the pandemic, and this led to them not paying for their renewals and registering for professional membership.
- Members not wishing to renew their membership
- Low attendance of committee members to meetings
- Members not having time to write Board Exams
- Members applying for higher levels while they do not meet all the requirements.
- Experiencing a downfall on new registration during the process of migration into the new system.
- Not all the committee members attended the training on using the MM system.
- Qualifying members for higher levels applying for lower levels due to financial constraints.

## KEY FOCUS | 2022

- Quick turnaround time for evaluating
- Doing better than 2021

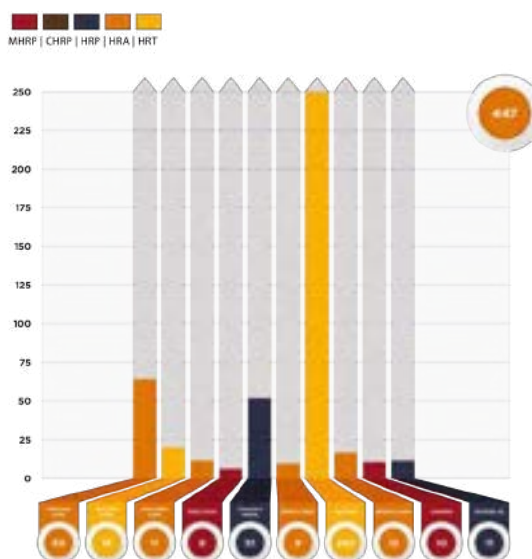


## PROFESSIONAL MEMBERSHIP PER LEVEL



## PROVINCIAL STATS 2021 | NEW REGISTRATIONS

Province	Total Members
Western Cape	65
Eastern Cape	19
Northern Cape	11
Free State	6
Kwa-Zulu Natal	51
North West	9
Gauteng	250
Mpumalanga	15
Limpopo	10
Outside SA	11
<b>TOTAL</b>	<b>447</b>



## 5 YEAR REGISTRATION RECORD | 2017 - 2021

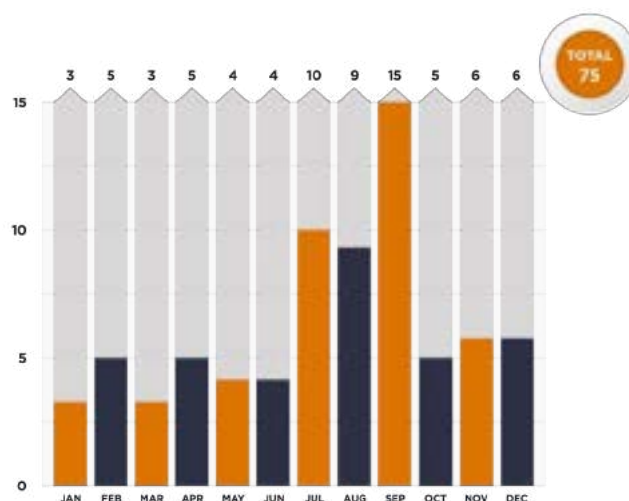
YEAR	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	TOTAL
2017	29	48	63	46	44	66	30	30	39	27	25	447
2018	101	89	65	30	60	54	65	52	55	34	50	655
2019	100	93	96	91	84	89	85	66	64	74	102	944
2020	61	65	55	70	79	80	71	69	41	135	80	806
2021	93	74	76	80	136	60	93	76	76	101	93	950

Highest in the last 5 years

Lowest in the last 5 years

## MONTHLY STATS 2021 | UPGRADES 2021

Month	Upgrades 2020
January	3
February	5
March	3
April	5
May	4
June	4
July	10
August	9
September	15
October	5
November	6
December	6
<b>TOTAL</b>	<b>75</b>



L&amp;D



COMMITTEE MEMBERS

Dustin Hogg (Chairperson),

Bhavisha Patel (Vice Chair),

Naren Vassan,

Adi Stephan,

Chris Vorwerk,

Prashini Penã Alfonso,

Ingrid Letswalo,

Rosa Peters,

Christo Bezuidenhout,

Sheree Snyman,

Kerrin Badhham,

Busisiwe Senyarelo,

Pieter van Ellewee

Gizelle McIntyre,

Nomvula Mhlambi,

Helmut Viljoen &amp;

Beauty Nyandeni

# LEARNING AND DEVELOPMENT

## COMMITTEE

### KEY FEATURES | 2021

- 4th Annual L&D Conference
- 2nd Digital learning awards

### KEY CHALLENGES | 2021

- Sharing information with the SABPP community and L&D professionals. We are happy to be made aware of the new SABPP membership portal and would like to see a central repository for practitioners to download and interact with different nuggets of learning, possibly even extend to formal or informal CPD

### KEY FOCUS | 2022

- 5th annual L&D Conference & 3rd Digital learning awards
- L&D Breakfast meetup
- Drip feed of contemporary L&D content
- Closer collaboration with SAIDL, CPD and Change committees

### THE L&D COMMITTEE WILL ALSO BE CONCLUDING THE FOLLOWING IN 2021:

- Collaborate with the CPD Committee to digitise acknowledgement of learning.
- Explore youth development as part of the Youth Employment Services (YES) initiative to young professional transition into the workplace.
- Identify contemporary learning “enablers” and share findings through publications.

# LQA



## COMMITTEE MEMBERS

Dr Rica Viljoen (Chairperson),  
Gerda Oberholzer (Vice chair),  
Paula Teigao,  
Derisha Pillay,  
Hermias Nieuwoudt,  
Hellen Hatfield

The SABPP LQA Committee has always maintained its commitment to quality and timeous service, learner advancement, and the highest levels of quality assurance. We appreciate the dedication and investment by the experts in the Exam Sub-Committee for ensuring the robustness of the Final Integrated Summative Assessment (FISA). The COVID-19 pandemic and lockdowns did impact the sitting of the second quarter, however, in the third and fourth quarter there was significant uptake of the FISA. The digital administration of the FISA was tested in the fourth quarter.

# LEARNING AND QUALITY ASSURANCE COMMITTEE

Apart from the pandemic, the other challenge for the committee was the SAQA decision on the deregistration of historical qualifications. The lack of alternative occupational qualifications to replace the historical qualifications could significantly impact LQA and the Skills Development Providers. The LQA team has engaged both SAQA and QCTO. Representatives of the regulatory body presented at the Annual Training Provider Forum and discussed the issue of the deregistration of historical qualifications.

## KEY FEATURES | 2021

These were some of the highlights in the year even though it was challenging with the pandemic and lockdown and the related decision of the QCTO to extend Skills Development Providers' accreditation:

- Facilitated 6 new accreditations and 23 renewal accreditations
- Approved in total 70 Assessor and Moderator applications
- Facilitated 10 Assessment Centre accreditations.
- 655 learners wrote the National FISA.

## KEY CHALLENGES | 2021

- The capacity of the LQA Committee and the Exam Sub Committee needs to be reviewed and built on, this includes broader representation of the diverse stakeholders.
- The timeframe for the realignment of the legacy qualifications is challenging. Here the SABPP is dependent on the Services SETA, as QCTO has allocated this responsibility to the SETA.
- Uptake of digital FISA continues to be slow.
- The implementation of the EISA for the Occupational Trainer qualification.

## KEY FOCUS | 2022

- The building of the Committee membership and capacity.
- The realignment of the legacy qualifications and the continuation of SABPP as a QCTO QAP.
- Explore opportunities for SABPP quality assurance role.
- Help prepare and equip learners for the FISA.

HE



COMMITTEE MEMBERS

Prof Logan Naidoo (MUT)  
chairperson,

Dr Anita De Bruyn (UNISA),

Prof Chantal Olckers (UP),

Ms Daphne Pillay (UP),

Dr Kelebogile Paadi (NWU),

Prof Dirk Geldenhuys (UNISA),

Dr Calvin Mabaso (UJ),

Dr Mpho Magau (UJ),

Dr Leoni van de Vaart (NWU),

Dr Anthony Isabirye (VUT),

Prof Nicolene Barkhuizen (SBS),

Prof Nico Schutte (SBS),

Ms Janie Steyn (EDUVOS),

Henk de Jager (SBS),

Debbie Mtshlewane (NWU),

Prof Melanie Bushney (UNISA),

Dr Ethel Kotelana (MUT),

Prof Frans Maloa

# HIGHER EDUCATION COMMITTEE

## KEY FEATURES | 2021

- The Committee approved the continuation of virtual accreditation including virtual site visits given the pandemic and the efficiency and cost-savings the virtual accreditations afford.
- As with the economy and various industries, the COVID-19 pandemic impacted the universities in terms of their calendar, their delivery of education, and other scheduled activities. This then caused delays in the scheduling of accreditations and postponements thereof.
- The second virtual accreditation and the first virtual site visit was successfully completed with the accreditation of Cape Peninsula University of Technology.
- University of Limpopo accreditation rescheduled for Q1 2022 due to administration delays at the institution.

## KEY CHALLENGES | 2021

- The continued impact of the pandemic and previous lockdowns on the university calendar has resulted in the deferment in the scheduling of accreditations, with many institutions planning for 2022.
- It also impacts on the availability of academic members of the accreditation panels.
- Increasing equity representation within the Committee

## KEY FOCUS | 2022

- The below accreditations are in the pipeline for 2022:
  - UL
  - NWU
  - Regent Business School
  - UKZN
  - Mancosa
  - USB
- The discussion on setting the HR research agenda will be taken further in collaboration with the HRRI Committee.
- Developing current members and future members for participation in accreditation panels.
- Review of the accreditation criteria and process.

## HRG



## COMMITTEE MEMBERS

Elizabeth Dhlamini-Kumalo  
(Chairperson),

Dr Michael Glensor (Vice-  
chairperson),

Napo Merriman Ponoane,

Jenny Jeftha,

Sivaan Marie,

Getty Simelane,

Marie van Schouwenburg,

Kgomotso Mopalami and

Anthea Saffy.

# HR GOVERNANCE

## COMMITTEE

### KEY FEATURES | 2021

- Solid engagement and discussion amongst HR Governance committee members throughout the year
- At least 6 meetings held with full attendance of committee members
- Finalisation of the Draft HR Governance Standard for submission for review in August 2021
- Participation of the Chairperson of this committee in the Annual Ethics and HR Conference for 2021
- Annual recommitment pledge of all the committee members to the HR Governance pledge
- The Committee made several recommendations into the practical implementation of the Board Charter with special reference to the process of Board candidates' nominations / elections
- Further enhancements of the Board Charter are however required in this specific area based on key lessons learned from the recent 2021 Board elections
- Chairperson of Committee participated in the Disability Working Group
- HR Governance committee adjusting to a remote working environment / connectivity, technological issues and challenges

### KEY CHALLENGES | 2021

- The Committee acknowledges the significant void left by Dr Marius Meyer as a key Thought Leader following his passing in January 2021
- Redefinition of the role of HR Governance in the new World of Work

### KEY FOCUS | 2022

- Continuous engagement with the SABPP provincial committees over the HR Governance position paper and framework in the form of provincial workshops (including SABPP Ethics and HR Governance workshop 2022) - **Proposed timeline: February to November 2022**
- Continuous improvement of the existing HR Governance position paper for the national environment, which can be consulted on and published for use by HR Professionals - **Proposed timeline: February to June 2022**
- Conduct further research into current National and International HR Governance trends - **Proposed timeline: June 2022**
- Development of an HR Governance publication consisting of twelve articles from different thought leaders. - **Proposed timeline: November 2022**
- To develop a HR Governance checklist - **Proposed timeline: June 2022**
- To formulate a HR Governance standard for integration into the National HR Standards model - **Proposed timeline: November 2022**



## CPD



## COMMITTEE MEMBERS

Ms Mariska Beyer  
(Chairperson),

Ms Sibusisiwe Ntshaganse  
(Xulu),

Ms Adina De Vries,

Ms Sandra Barbosa,

Ms Nomvula Mhlabi,

Siviwe Magidigidi,

Johannes van der Merwe,

Verna Appollis,

Ivan Horner,

Zelna Van Niekerk &

Ezekiel Moseki

# CONTINUOUS PROFESSIONAL DEVELOPMENT COMMITTEE

## KEY FEATURES | 2021

- The Committee was revived in August 2021.
- The CPD policy was reviewed and finalised.
- The CPD committee had their first official meeting on the 3rd of November 2021.

## KEY CHALLENGES | 2021

- Committee was revived quite late in 2021.
- No real progress was made since the new committee was established.

## KEY FOCUS | 2022

- Define the intent of CPD
- Review CPD SABPP website
- Manage Membership progress
- Identify CPD accredited courses
- Continuous Improvement

EC

# ETHICS COMMITTEE



## COMMITTEE MEMBERS

Jamiel Nassiep -  
Chairperson,

Patrick Mugumo - Vice  
Chairperson,

Happiness Muungani - Vice  
Chairperson,

Vusi Mahlangu,

Revelation Mokgele,

Leonora Klein,

Charles Gilbert,

Pauls Gibbons (Technical  
Advisor).

### KEY FEATURES | 2021

- Regular meetings with good attendance (monthly - virtually)
- Whistle Blowing Policy was approved by the Board. Roll out and action plan being finalised
- Disciplinary sub-committee dealt with 3 cases
- Ethics and Governance conference held virtually – very well attended and excellent feedback received
- Commissioner of Oaths revision of process delayed
- Ethics awareness in organisations is being finalised into a 1-hour session which can be presented in companies, and will be completed in 2022
- Few committee members trained to be Ethics 1 facilitators and 2 have already started training members

### KEY CHALLENGES | 2021

- Due to COVID-19 the Committee did not meet face-to-face.
- Various lockdowns impacted on delivery but also allowed opportunities to be capitalised on, for example, ethics facilitation training could be done face to face
- Conference could only be held virtually so we could not arrange a second one for KZN

### KEY FOCUS | 2022

- Implement Whistleblowing Policy
- Ethics and Governance conference
- Commissioner of Oaths guidelines
- Ethics awareness in organisations to be implemented
- Training of other committee members to run Ethics 1 courses
- Articles and publications

HRA



COMMITTEE MEMBERS

Wendy Mahuma  
(Chairperson),

Nokwanda Madondo (Vice-  
Chairperson),

Meryil Naidoo,

Dirk Strydom &

Ditaba Lucy Maraka

# HR AUDIT COUNCIL

## COMMITTEE

### KEY FEATURES | 2021

- Working Session between Audit Council and SABPP Management
  - » Purpose of the engagement was to prepare for a broader engagement session with the Audit Council touching on the following key points:
    1. Work Plan Priorities
    2. Audit Council Terms of Reference
    3. Reporting and Engagement Structure
    4. Audit Council way forward post onboarding session.

### KEY CHALLENGES | 2021

- Resignations of 2 committee members
- In total, for the year 2021, 1 audit was finalised, against the planned 18 audits.

### KEY FOCUS | 2022

- Re-alignment of HR Audit Council with SABPP Charter & Strategy
- Finalisation of Terms of Reference
- Brand Ambassadors for SABPP & HR Audits
- Governance of HR Audit objectives and challenges
- Refresher training for HR Auditors by SABPP

## HRC



## COMMITTEE MEMBERS

Dr. Christa Bonnet (Chairperson),

Verna Appollis (Vice-Chairperson),

Gcina Mthembu (Vice-Chairperson),

Stanley Ngcobo,

Nomvula Mhlambi,

Jacqueline Le Roux,

Prashika Murugan,

Lizo Makele,

Gcina Mthembu,

Siviwe Magidigidi,

Nadia Shaik,

Thandekile Notununu,

Prince Kutama,

Lavinia Pillay,

Marco Matshoba,

Arina Fyfer,

Marika Krieg &

Boy Lebohang Mofokeng

# HR CITIZEN COMMITTEE

## KEY FEATURES | 2021

- The Committee was relaunched on 25 August 2021 (Chairperson and Vice Chairpersons were elected)
- Implemented Survey with HR Citizen Committee Members
- Formed sub-committees within the committee

## KEY CHALLENGES | 2021

- The Committee planned to do a virtual event after the 21 October 2021 but did not succeed due to other unforeseen circumstances.
- Concept formulated but time period to do this properly for November was too short.

## KEY FOCUS | 2022

- Solidify the foundation of the Committee
- Ensure Governance in alignment with SABPP guidelines
- Capacitate Members to succeed
- Identify what SABPP resources can be tapped in
- Set the programme and dates for 2022 for initiatives
- Implement these initiatives in collaboration with other SABPP Committees / Chairs / Initiatives
- Roll initiatives out to SABPP Membership

MC



COMMITTEE MEMBERS

Rachabane Kope  
(Chairperson),

Rodene Dye (Vice-  
Chairperson),

Getty Simelane,

Philisiwe Tshabalala,

Mihloti Mogale,

Tsakane Mokoena,

Maqhawe Mhlungu,

Koma Ramontja,

Aviwe Tancu,

Jabuile Santos,

Portia Modisaesi,

Tumi Mahlangu,

Phumudzo Maboho,

Corlia Odendaal,

Natalie Nelson,

Lexcy Manamela &

Neil Janson.

# MENTORING COMMITTEE

## KEY FEATURES | 2021

- The committee members were able to craft the 2020 / 2021 strategy with the aim of re-positioning Mentoring and Coaching.
  - » The focus being placed on the following:
    - › Professional Mentoring Programme
    - › HR Candidate Programme
    - › Internship Programme
  - » After a long engagement, we were able to finally sign the Memorandum of Agreement (MoA) between SABPP and COMENSA. To date, the collaboration have yielded the following:
  - » Joint webinar held on the 18 February 2021 to celebrate the partnership between COMENSA and the SABPP (Titled: A discussion on the coaching industry in South Africa)
  - » A joint publication was launched with SA Coaching News. Panel members who attended the webinar (in point 1) reflected on their experiences.
  - » Creation of a task team dashboard to ensure alignment and progress, checking of activities against the MOU areas of agreement

## KEY CHALLENGES | 2021

- It has been a challenge to get enough members in this team, and this has largely influenced the delivery of identified projects as well as ensuring continuity.
- Co-creation and co-existing with other committee, which is key in ensuring that we deliver on the SABPP mandate.
- Sustenance of member's interest in the committee.

## KEY FOCUS | 2022

- Crafting of the 2022 / 2023 strategy.
- Sign-off and rolling out of the Professional Mentoring Programme for SABPP.
- Planning on working with other Committees:
  - » Plans are underway to forge forces with the Western Cape Mentoring Committee.
  - » We endeavor to work closely with the Learning and Development Committee.
  - » Exploring the idea of recruiting nationally since we are not limited by our "physicality" as we have digital platforms to support our endeavors.
- Scheduled a SABPP / COMENSA task team meeting to be held on the 20 January 2022.
- Planned a series of coaching and mentoring webinars for 2022 (with tentative dates)
  - » **Webinar 1:** Discover coaching: Come GROW with us (2 March 2022)
  - » **Webinar 2:** Contracting for coaching services (11 May 2022)
  - » **Webinar 3:** Discover mentoring (13 July 2022)
  - » **Webinar 4:** Crafting a mentoring programme (31 August 2022)



# R&A



## COMMITTEE MEMBERS

Kolobe Mashala  
(Chairperson),

Stonto Msibi (Vice  
Chairperson) &

Thandi Thankge

# RISK AND AUDIT COMMITTEE

## KEY FEATURES | 2021

- Revised Risk and Audit terms of reference and approved by the Board.
- Unqualified audit opinion – 2020 AFS.
- Risk Register and management, going concern (i.e Covid-19).
- Budget principles and business continuity plans.
- Evaluation of the expertise of the finance function (effective).

## KEY CHALLENGES | 2021

- Lack of enough members of different skills.
- Commitments of new members – no fees
- Lack of internal audit function
- Combined assurance
- Risk Management

## KEY FOCUS | 2022

- Risk management – improving risk mitigation actions to address residual risks.
- Internal audit function – business processes streamlined.
- IT Governance – digital transformation.
- A sustainable organisation through effective working capital management processes.

LMC



COMMITTEE MEMBERS

Bedelia Theunissen  
(Chairperson),

Ivan Istraeltam (Vice-  
Chairperson),

Tebogo Mphamo and

Mfundo Myeki.

# LABOUR MARKET COMMITTEE

## KEY CHALLENGES | 2021

- Losing four Committee members left the Committee with four members. This resulted in meetings having to be cancelled and thus slowed down the work of the Committee.
- Terms of reference for the new committee had to be re-written and adopted.
- The challenge, however, was that most of the members did not commit to attending meetings and delivering project tasks allocated.
- We therefore encourage subject matter experts to volunteer to contribute to the success of the Committee and SABPP in general.

## KEY FOCUS | 2022

- The LMC is currently working towards the alleviation of the unemployment crisis in South Africa. Several factors contributing to this crisis have been identified including the parlous state of the industrial relationship between business and labour in South Africa, the unintended negative effects of labour legislation on unemployment and the need for HR professionals to be upskilled in the management of the relationship between employers and unions.
- A workplace survey will be conducted to enable the Committee to gain an understanding of the state of the employment relationship in workplaces and the effect of the industrial relationship on factors that cause workforce reductions.
- The LMC sees the need for the upskilling of HR professionals in:
  - » Managing the relationships between unions and employers.
  - » Understanding how strategic changes in the economic market or labour market influences the role of HR, i.e., NHI, COVID-19, etc.
- Update on legislation
  - » The LMC is working on a project for influencing changes in labour legislation to address key strategic issues including the promotion of employment in South Africa.

## PROGRESS

- Workplace Survey
  - » A draft Workplace Survey questionnaire has been completed.

ITG



COMMITTEE MEMBERS

Barry Vorster (Chairperson),  
Vernon Naidu (Vice  
Chairperson),

Xee Wilding (Vice  
Chairperson),

Prashika Murugan,

Lavinia Pillay &

Prince Kutama.

# IT GOVERNANCE COMMITTEE

## KEY FEATURES | 2021

- The committee was relaunched in August 2021

## KEY CHALLENGES | 2021

- The committee did not have enough meetings in 2021

## KEY FOCUS | 2022

- HR technology standards to be developed.
- Customise terms of reference for the IT Governance Committee and obtain approval at the board level.
- Influence HR curricula.
- Infuse technology, including HR tech, into the rest of SABPP

CMC



COMMITTEE MEMBERS

Dumisani Ntombela  
(Chairperson),

Dustin Hogg (Vice  
Chairperson),

Dirusha Gamapathy-Juta  
(Vice Chairperson),

Bravo Mphelane,

Pateka Tshikila,

Natasha Nadia Marillier,

Happiness Mukonza,

Lusanda Tshwete,

Tebogo Mphamo,

Lee-Ann Trower &

Bedelia Theunissen.

# CHANGE MANAGEMENT COMMITTEE

## KEY FEATURES | 2021

- The Committee operates through its two (2) sub-committees:
  - » Publications and Events
  - » Research and Innovation
- Collaboration with the Learning and Development Committee resulted in the Change Management Committee members presenting at the annual Learning and Development Conference
- Contributed articles for publication in the People Factor
- Explored additional publications in recognised and reputable journals and encouraged members to participate in making contributions for publication
- Successfully management to hold all Quarterly Meetings

## KEY CHALLENGES | 2021

- The Committee had similar challenges as in 2020 that were mostly driven by the pandemic:
- Drop in membership and participation of members
- Dealing with Covid-19 challenges at both work and personal levels
- Inability to implement most of the activities planned for 2021

## KEY FOCUS | 2022

- The Committee envisages an online webinar to be arranged in the first half of 2022 with a key focus on employee wellbeing in the disruptive era
- Committee will attend the HR Career, IOP and OD Conferences in 2022
- Focus on the recruitment drive for the Committee Members
- Link Research and Innovation outputs to articles for publications
- Explore OD and HR Issues on the following topics:
  - Workplace Rules of Engagement during Covid-19
  - Remote Working – Challenges and Implications
  - How to Manage and Support Employees during the “New Normal”
  - Relevance of Emotional Intelligence, Self and Situational Awareness
  - Communication amongst Employees and between
  - Employer and Employees during Remote or Hybrid Working
- Plan to create a platform for HR Professionals to Share OD and HR Challenges and Innovations in a structured format and ongoing basis.

# HRRI



## COMMITTEE MEMBERS

Mr Bravo Mphelane  
(Chairperson),

Dr Monique Woodborne,

Ms Jenny Baijnath,

Dr Burton Malgas,

Ms Anthea Saffy,

Mr Lyle Markham,

Prof Ingrid Potgieter &

Mr Thabang Magae.

# HR RESEARCH INITIATIVE COMMITTEE

## KEY FEATURES | 2021

- The Committee has grown in the year and is steadily building representation from academia and industry.
- The Committee has held brain storming sessions to explore how to revitalise the Committee and research collaboration between academic and industry.
- The Committee is exploring how to collaborate on setting the HR research agenda.

## KEY CHALLENGES | 2021

- The initial problems with quorum for Committee meetings and the slow growth in the Committee membership.
- Lack of capacity to undertake projects.
- Developing platform for collaboration between academia and industry.

## KEY FOCUS | 2022

- The Committee will continue to build its membership and capacity.
- The Committee aims to host a conference of peer reviewed research presentations to begin to develop a platform for collaboration between academia and industry.
- The Committee will collaborate with the HEC on setting the HR research agenda.

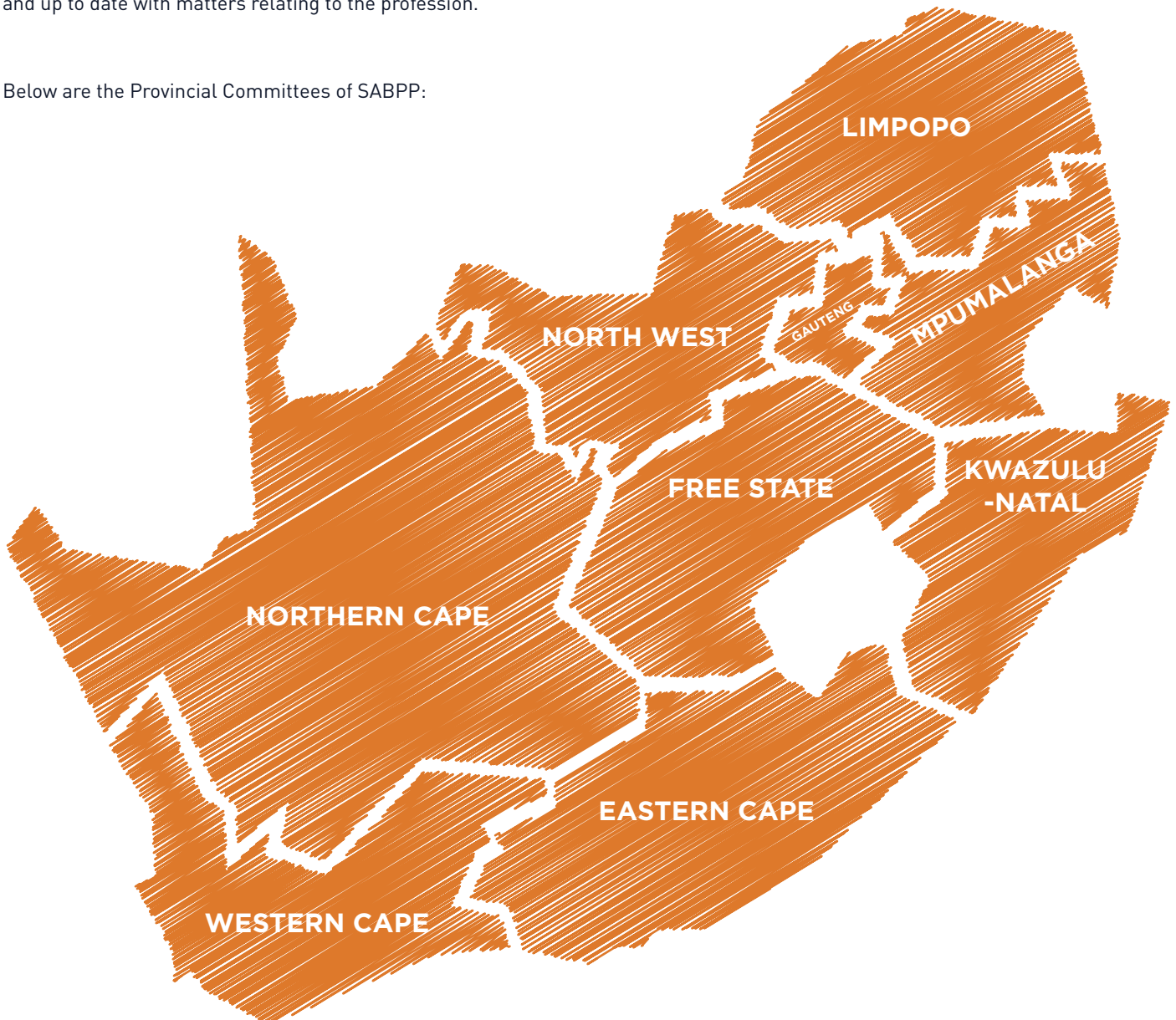


SABPP

# PROVINCIAL COMMITTEES

SABPP has committees in all nine provinces of South Africa. These committees are managed by SABPP members who are passionate to grow the membership of the SABPP in their provinces. The aim is not just to grow membership but also to ensure that services are available to members at their doorstep. The committees therefore are concerned about keeping members in the provinces engaged and up to date with matters relating to the profession.

Below are the Provincial Committees of SABPP:



# EASTERN CAPE

## COMMITTEE

### CHAIRPERSON

NANDIPHA SISHUBA

#### MTHATHA

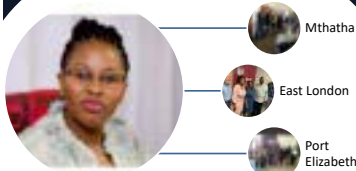
Fezekile Mphako,  
Nolundi Ncapai,  
Niki Ndlala,  
Bongiwe Fikela,  
Thandi Bangani,  
Sonwabo Mtshaka &  
Sinxolo Mjilwa

#### EAST LONDON

Sindiswa Majova (Vice  
Chairperson),  
Willie Chinyamurindi,  
Phathisani Mhlana,  
Clarence Randall,  
Kevin Marlow,  
Zen Mkovane &  
Lukhanyo Sidiya

#### PORT ELIZABETH

Shatira Bickoo (Vice  
Chairperson),  
Pumelele Falita &  
Bridgette Simon



### KEY FEATURES | 2021

- The Eastern Cape Committee met on the 07 April 2021 to distil the 2021 planning, and the activities thereof.
- Created a LinkedIn page for the SABPP EC Committee with over 50 connections
- On the 31st of May 2021 we hosted a Webinar on Employee Rights in the Workplace and Beyond with over 80 delegates who attended
- Developed a SABPP EC Committee onboarding programme for new joiners, which is in draft stage



### KEY CHALLENGES | 2021

- The impact of COVID-19 on the 2021 activities
- Inactive committee members
- Renewal of membership by practitioners in the Eastern Cape
- University SABPP student chapters inactivity due to the impact of COVID



### KEY FOCUS | 2022

- Revive field agents – have ambassadors or champions in each region
- Follow-up on existing stakeholders
- Collaborate with other HR forums which may exist in the region; collaborate with local newspapers and radio stations
- Topics on HR Standards, how CPD works, membership processes (with online platforms access to SABPP events is easier)
- Encourage and facilitate board exam for new members, membership upgrades, and encourage unaccredited institutions to do the right thing
- Plan and execute webinars for 2022

# KWAZULU-NATAL

## COMMITTEE

### CHAIRPERSON

MALENHLE REUBEN DLAMINI

Thembi Sihiya,  
Hilton Green,  
Olika Saikoolal,  
Aubrey Ngubane,  
Bokang Molefe,  
Minenhle Scott,  
Thandazani Makhoba,  
Dr. Kogie K. Archary,  
Lungile Dlamini,  
Nomvula Gcaleka,  
Stanley Ngcobo,  
Mxolisi Ngcobo,  
Maureen Mkhize  
& Sameera Munzoor Ahmed



### KEY FEATURES | 2021

- Committee hosted a webinar to commemorate Youth Day held on 30 June 2021.
- Committee hosted a webinar to commemorate 67 Minutes in honour of Tata Nelson Mandela and the topic was "Networking and Corporate Social Responsibility during the Global Pandemic".
- Committee hosted a webinar to commemorate Women of 1956 held on 31 August 2021 and "The Role of Women During the Global Pandemic".
- Committee hosted a webinar to commemorate Heritage Day held on 30 September 2021 and the topic was "Stepping away from the Blame for Current Inequities: Diversity as a Strategic Business Issue".
- Chairperson hosted 60 Walter Sisulu University HR Students on 29 October 2021 to get exposure in HR which was a success.



### KEY CHALLENGES | 2021

- COVID-19 had significant negative impact on the Committee's planned activities for 2021.
- Meetings were disrupted due to COVID-19 although we held a number of on-line meetings, which provided us with the opportunity to engage first-hand with 4IR and to gain practical experience with the new on-line platforms.
- The member events were held via webinar only.
- Field Agents were unable to visit companies due to COVID-19 related restrictions.



### KEY FOCUS | 2022

- Build closer working relationships with other provincial committees.
- Important focus on maintaining current membership, while attracting new members.
- Re-launch the Student Chapter at Mangosuthu University of Technology.
- Launch of Student Chapter at Durban University of Technology.
- Follow up on membership with SALGA HR Forum members who have shown interest in joining SABPP.



KZN

# WESTERN CAPE

## COMMITTEE

### CHAIRPERSON

LINDIWE NCONGWANE

Celeste Dickonson (Vice Chairperson),

Linda Roos,

Hayley Reinecke,

Anthony Hill,

Michelle Visser &

Obaydullah Samaa



### KEY FEATURES | 2021

- The overall theme for the year was kindness, which came through in the 3 planned events:
  - » Event 1: Care for the Carers
  - » Event 2: Effective Engagement in a Multi-Generational Workplace and new norm
  - » Event 3: Maleness in the Workplace
- Participated in the re-accreditation of Cape Peninsula University of Technology
- Connected with the CPUT student chapter



### KEY CHALLENGES | 2021

- Connections with the WC members due to the virtual interventions
- Field agents to assist with increasing membership
- Connecting with other Student Chapters
- Organising revenue generating events



### KEY FOCUS | 2022

- Reconnect with Western Cape members
- Appoint field agents to help with marketing and membership
- Connect with student chapters and support



Western  
Cape

# FREE STATE

## COMMITTEE

### CHAIRPERSON

LYLE MARKHAM

Saajida Abdulla (Vice Chairperson),

Taku Nyamunda,

Valentia Ngobese,

Nelmari Viljoen,

Lineo Dzansi,

Sally Joubert,

Louis Ntuka,

Joyce Moroole,

Lerato Morubisi,

Itumeleng Mathibe,

Ester Palmer,

Stella Molefe,

Mpho Molemela,

Bongani Sigasa,

Angela Segobo,

Joel Vorster,

Zinn Lockman,

Fazila Pheta &

Thato Makatise



### KEY FEATURES | 2021

- The committee assisted the UFS Student Chapter with a number of initiatives



### KEY CHALLENGES | 2021

- The Committee struggled to meet and implement the events as set out on the calendar
- There were committee members who experienced health challenges as well as death of family members



### KEY FOCUS | 2022

- Do strategic planning in 2022
- Increase the membership for the Free State
- Continue with topical webinars or live events
- Continue to bridge the gap between industry and students
- Collaborate with other committees



Free State

# NORTH WEST

## COMMITTEE

### CHAIRPERSON

SANNIE KUNGOANE

Ezekiel Moseki (Vice  
Chairperson) &

Daniel Machai



### KEY FEATURES | 2021

- Held more than 10 virtual committee meetings
- Maintained the Whatsapp HR Forum
- Launched the SABPP Rustenburg Region
- Facebook Page
- Recruited new members for the region



### KEY CHALLENGES | 2021

- Adjustment to virtual medium platforms
- Having to start at zero base in member recruitment due to legislation pertaining to the protection of personal information
- "Red tape"



### KEY FOCUS | 2022

- Promote the new People factor strategy and contribute to the People factor magazine
- Contact TVET and unaccredited private colleges to introduce SABPP and encourage accreditation with SABPP for unaccredited colleges.
- Communicate the integrated member value proposition to existing and new members
- Arrange company visits or virtual meetings to introduce SABPP and communicate the MVP
- Host 1 major event and 3 workshops
- Identify potential local alliance partners in alignment to overall SABPP alliance strategy
- Host the 2022 Rustenburg Regional AGM.



Rustenburg



# NORTHERN CAPE

## COMMITTEE

### CHAIRPERSON

TEBOGO MAARMAN

Aubrey Mngadi (Vice  
Chairperson),

Eunice Bezuidenhout,  
Nkululeko Khweshiwe &  
Fallang Mosenene



### KEY FEATURES | 2021

- The Committee had 3 meetings



### KEY CHALLENGES | 2021

- Due to Covid 19 the committee was unable to carry out its commitment.



### KEY FOCUS | 2022

- Meet with the Head of HR at the Sol Plaatje University
- Meet with Kathu Committee for joined programmes
- Breakfast event for recruitment
- Visit the Free State Committee
- Launch the Student Chapter at two institutions
  - » Sol Plaatje University
  - » Northern Cape TVET College



Kimberly

# MPUMALANGA

## COMMITTEE

### CHAIRPERSON

THULILE NGONYAMA

D Mhlanga,  
S Kekana,  
S Ntshingana,  
S Lebelo,  
M Motau,  
A Kortze,  
H Kortze,  
J Paperbus,  
S Greyling &  
M Khonjwayo



### KEY FEATURES | 2021

- Hosted two webinars
- Formed working relations with EAPSA
- Launched TUT Student Chapter
- Invited members of the Mpumalanga Lowveld Committee to join us to form one committee



### KEY CHALLENGES | 2021

- Retaining committee members
- Hosting committee meetings



### KEY FOCUS | 2022

- Plans to do a network session with municipalities and other government structures
- Plans to grow membership
- Physical fitness activity for members



Witbank

# LIMPOPO

## COMMITTEE

### CHAIRPERSON

DANIE SWANEPOEL

Sidney Morethe (Vice Chairperson),

Mankoni Khotso (Vice Chairperson),

Nilco Niemandt,

Isaac Mathole,

Buti Biloane,

Patrick Rachidi,

Venetia Mutangele,

Ansie De Kock,

Lethabo Sekgopo &

Leonelle Tullis (Snyman)



### KEY FEATURES | 2021

- The committee had 1 virtual committee meeting on 31 March 2021.
- One of the key features of the meeting was the need to revive student chapters.
- The challenge is the impact of Covid-19 and the fact that there is very limited interaction between students as everything is online.
- The committee discussed the need to introduce student online to the SABPP standards and practices.
- A topic was identified for a Limpopo virtual event.



### KEY CHALLENGES | 2021

- The influence of Covid -19 on the functioning of student chapters.
- It is proposed that the minimum requirement of the number of 50 students be reduced to accommodate smaller chapters.



### KEY FOCUS | 2022

- The committee will focus on introducing Student Chapters to HR standards and practices.
- The committee will host one major virtual event with a topic and speakers.
- The committee will host 3 or 4 smaller virtual events to introduce the HR fraternity to the SABPP HR Standards and practices



Limpopo

# GAUTENG

## COMMITTEE

### CHAIRPERSON

IVAN HORNER

Shirley Khumalo (Vice Chairperson),

Julian Daniels,

Marsha Pieterse,

Seru Lekomanyane,

Thenjiwe Msomi &

Tshepiso Khosa



### KEY FEATURES | 2021

- Job attrition within the committee affecting momentum.
- Challenging external environment to meaningfully engage the membership.



### KEY CHALLENGES | 2021

- Unavailability of Committee members to run with areas assigned for various reason, including health challenges, work commitments
- Lack of commitment to execute the agreed Annual Workplan
- Loss of employment by Committee members
- Poor attendance of scheduled meetings
- Demanding work environments due to Covid pandemic making some committee members unavailable
- Resignations of Committee members



### KEY FOCUS | 2022

PRIORITY AREA	PERFORMANCE OBJECTIVE	MEASURE
MEETINGS	Committee and Membership engagement meetings to drive the SABPP membership Value Proposition (MVP)	<ul style="list-style-type: none"> <li>• Monthly committee meetings to monitor &amp; evaluate progress of annual plan</li> <li>• Quarterly meetings with the Gauteng membership to report on committee activities &amp; plans</li> <li>• Annual General Meeting to deliver the annual report and elect new committee</li> </ul>
	Student Chapters	<ul style="list-style-type: none"> <li>• Quarterly meetings with student chapters to report on plans and activities</li> <li>• Stakeholder engagements – engaging meaningfully with Stakeholders and forming new Student Chapters whilst growing the current structure</li> <li>• Plan an event aimed at Students and executed within budget</li> </ul>
BUDGET	Run events within the allocated annual budget	<ul style="list-style-type: none"> <li>• Event cost as a percentage of annual budget</li> </ul>
WEBINARS	Develop and present webinars	<ul style="list-style-type: none"> <li>• Present &amp; facilitate webinars for the SABPP membership on topical issues               <ul style="list-style-type: none"> <li>» Event 1 – Youth Development</li> <li>» Event 2 – Women/Gender</li> <li>» Event 3 – Identity at the workplace</li> <li>» Event 4 – Mental Health</li> <li>» Event 5 – Disability, HIV</li> </ul> </li> </ul>
SURVEYS	Survey the Gauteng membership	<ul style="list-style-type: none"> <li>• Run &amp; report on a survey targeting the Gauteng membership in preparation of the quarterly meetings, student chapters &amp; AGM [date?]</li> </ul>



Gauteng

# SABPP STUDENT CHAPTERS

Despite the challenges faced from previous years due to Covid-19 we have seen it subsiding into a manageable virus. Although we take preventative measures seriously, we worked efficiently and effectively and were able to produce the best outcome. Various institutions found their way into manoeuvring through the "New Normal" by participating in different activities by ensuring that they meet their objectives and deliver services to the society.

SABPP student chapters had a mandate to increase growth levels throughout the country and maintain relationships with other stakeholders and institutions. SABPP supports the mandate and encourages students to be at the forefront and carry the flag of SABPP and the HR profession at the highest level.

## HR YOUTH COUNCIL

The SABPP HRYC is a group of students who serve as advisors to the SABPP head office on students matters relating to the HR field. Thus, the HRYC is also referred to as the mini board of the SABPP. It is a platform for networking,

improving leadership skills and creating value for the students at large. It serves as the voice of the youth on HR matters.

### AIMS AND OBJECTIVES:

The aim of the HRYC is to give students the opportunity to develop leadership skills, and expose them to the world of work which incorporate experience in dealing with diverse human capital from all walks of life.

Objectives of the HR Youth Council:

- Serve as an advisory to the body
- Generate new ideas for the profession
- Assist Student Chapters with achievement of their goals
- Create national awareness of the profession
- Standardise Student Chapter activities and promote collaboration between universities
- Leadership development
- Mobilise HR Citizenry

- Create alliances that advance the interests of the youth
- Ensure progression of HR Student

The SABPP has continued to explore and invest in platforms for the voice of the aspiring young HR professionals. This includes the HR Youth Council (HRYC) and the various student chapters across institutions of higher learning. SABPP is engaging the Higher Education Committee and HR Research Initiative Committee on building a bridge between academia and industry to facilitate topical student research, and to showcase student research to industry. The SABPP will continue to foster the youth's future literacy and their voice and agency in shaping the future world of work







# UNIVERSITY OF THE FREE STATE

Indeed, this has been quite an eventful year for both the executive team and members. Having to deal with academic work while making sure that we keep our student populace engaged and active by participating actively in our planned programmes for the year has proven to be quite a big task. However, we are proud of how much we have managed to accomplish as a Chapter during the 2020/21 academic year.



*Re: Community Outreach Programme Report (Clothing and Food Drive)*

**PROGRAMME SCOPE:**

The purpose of the programme was to get students involved in helping in the community as part of our community engagement. It was important for us as the executive team to see this project through as we believe it is important for students to always remember that they form part of a larger community and not just the university community, and to also inspire the need for students to participate in projects of social welfare that are meant to bring about change in the communities we form part of and help them grow as individuals. We also believe that by giving back to the community we learn a lot about ourselves.

**BENEFICIARIES**

A selection process headed by our Community Service Officer, Ms Tshabalala, was instituted. Nominations were opened for student members to nominate centres or homes that they believed would benefit greatly from this programme. With the help of the executive team, Ms Tshabalala was able to narrow down our list to two beneficiaries: namely, Iphahamiseng Youth and Child Care Centre and Towers of Hope.

**BUDGET**

Our total budget for this programme was R2000.00, part of it which came from our guardian and donations from members and the executive. We were greatly blessed that Shoprite Checkers also contributed R1000.00 to our initiative which really helped us a lot. The budget was equally split between the two beneficiaries with necessities being prioritized varying from beneficiary to beneficiary.

We went over budget with R243.59 and this amount was covered by the executive team including transport fees for our trips.

**HANDING OVER**

The handing over of the groceries and clothing items were done between 27 and 30 September

2021. We started off at Iphahamiseng Youth and Child Care Centre, where we were joined by the Shoprite Checkers team as shown in the pictures accompanying this report. As part of our day itinerary at the centre we interacted with the young people there and played some games with them while the team from Shoprite Checkers was busy interviewing the owner of the place. The reception was homely and welcoming as well.



We are pleased that, through our initiative, Shoprite Checkers was able to enrol Iphahamiseng Youth and Child Care Centre on their beneficiaries' list. The owner was elated by this as she said she had been trying for years to get on the list.

We would like to express our unwavering gratitude to Shoprite Checkers for their donation, thus, helping us see this project through with a bigger budget and our guardian for believing in us as well as the members for trusting us with their money.

## **PART E: SABPP DEPARTMENTS**

### **1. AREA 1: OPERATIONS**

1. HUMAN RESOURCES
2. EMPLOYMENT EQUITY
3. MEMBERSHIP
4. MARKETING

### **2. AREA 2 : PRODUCTS, SOLUTIONS AND BUSINESS**

1. HR AUDIT
2. HR STANDARDS
3. HR CANDIDATE PROGRAMME

### **3. AREA 3: RESEARCH AND ASSURANCE**

1. RESEARCH AND PUBLICATIONS
2. SOUTH AFRICAN INSTITUTE FOR DIGITAL LEARNING
3. UNIVERSITY ACCREDITATION
4. LEARNING AND QUALITY ASSURANCE
5. CONTINUOUS PROFESSIONAL DEVELOPMENT



# SABPP INTERNAL MATTERS



SABPP HAS THREE MAJOR AREAS OF BUSINESS REPORTING DIRECTLY TO THE CEO AS FOLLOWS:

AREA 1

OPERATIONS

AREA 2

PRODUCT SOLUTIONS AND  
BUSINESS

AREA 3

RESEARCH AND ASSURANCE

# AREA 1 OPERATIONS

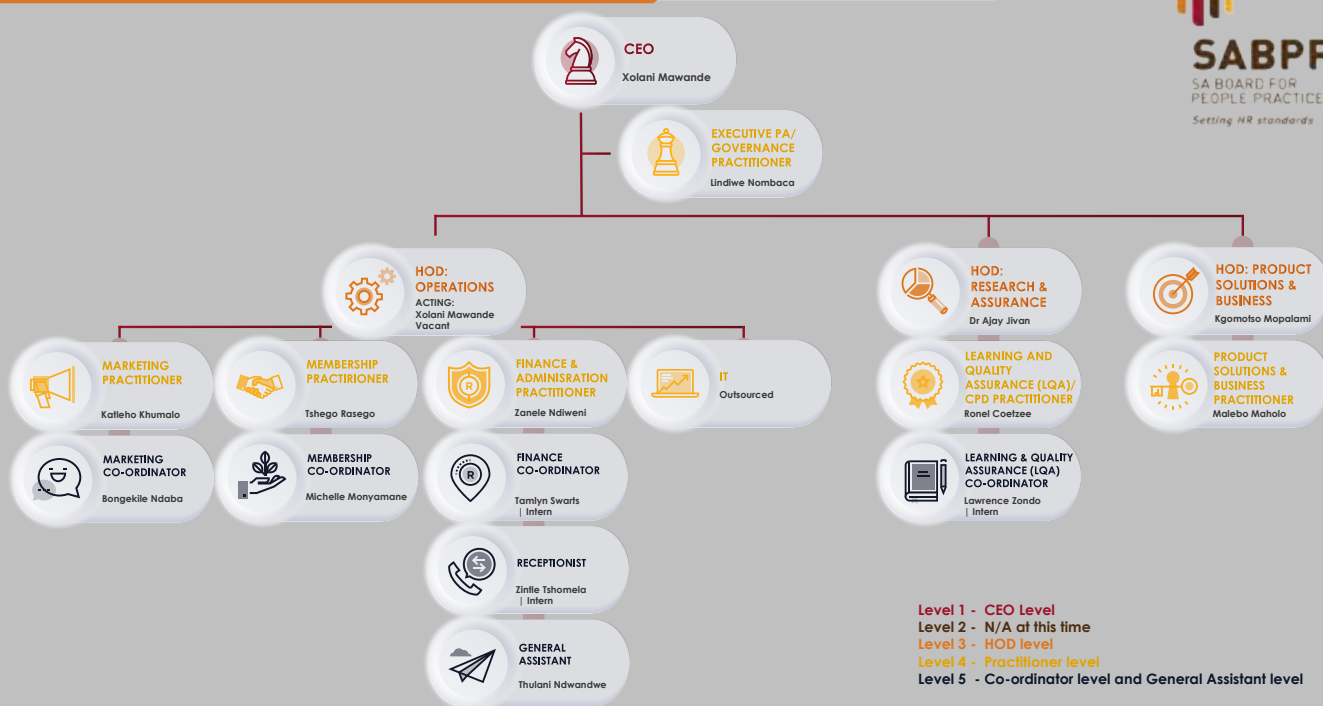
OPERATIONS DIVISION CONSISTS OF :

HUMAN RESOURCES  
MEMBERSHIP  
FINANCE  
INFORMATION TECHNOLOGY  
FACILITIES AND ADMINISTRATION

# HR HUMAN RESOURCES



## SABPP STRUCTURE



The limited staff members in 2021 managed to work passionately and achieved most of the goals set by management. We are proud of their commitment, and we are also mindful of their wellness.



## OUTSTANDING LONG SERVICE AWARDS



Bongekile Ndaba joined SABPP in 2012, Malebo Maholo joined SABPP in 2014, Lindiwe Nombaca joined SABPP in 2015, Zanele Ndiweni joined SABPP in 2015 and Ronel Coetzee joined SABPP in 2016.

## STAFF MOVEMENT

Three interns joined SABPP on a year contract. Two came from the YES programme and the third one was on our graduate HR programme.



We are also proud to welcome back Ms Tshegofatso Rasego who was retrenched in 2020. This is a clear indication that we are on our way to full recovery.



We sadly bid farewell to Ms Sellina Tshaba who found a better opportunity in the HR industry. We wish her best of luck and we believe she will continue flying the SABPP flag.



Staff had a humble lunch out to celebrate a successful year

## YEAR-END FUNCTION





## JUST FUN WITH STAFF

Leadership session: Malebo Maholo won the Leadership speaking competition. She is therefore the titleholder for 2021.



Comedy session: Ronel Coetzee and Zanele Ndiweni are the best comedians for 2021.

## SIGNIFICANT BIRTHDAYS

Lindiwe Nombaca and Ronel Coetzee both turned 40 years in 2021



# EMPLOYMENT EQUITY



## Employment Equity and Diversity Statistics as at 31 December 2021

BELOW  
69%

BELOW  
61%

### SABPP Staff and Management Profile

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Senior Management	1	1	0	0	0	0	0	0	0	0	2	2	100%	0	0%
Junior management	0	0	0	0	4	0	0	1	0	0	5	4	80%	5	100%
Staff and semi skilled	1	0	0	0	3	0	0	0	0	0	4	4	100%	3	75%
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>10</b>	<b>91%</b>	<b>8</b>	<b>73%</b>

### SABPP Board

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Board Exco	1	1	0	0	0	0	0	1	0	0	3	2	67%	1	33%
Board Members incl Exco	3	1	1	1	2	0	0	3	0	0	11	7	64%	5	45%

## SABPP National committees

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Committee leadership	5	1	2	1	1	1	0	4	0	0	15	10	67%	6	40%
Ethics	2	0	1	0	2	0	1	1	0	0	7	6	86%	4	57%
IT Governance	1	1	0	0	0	2	0	1	0	0	5	4	80%	3	60%
Mentoring	1	0	0	0	8	0	0	2	0	0	11	9	82%	10	91%
Risk and Audit	2	0	0	2	1	0	0	2	0	0	7	3	43%	3	43%
Higher Education	0	0	0	0	2	0	0	0	0	0	2	2	100%	2	100%
LQA	5	1	0	2	3	1	0	6	0	0	18	10	56%	10	56%
Labour Market	3	0	0	1	2	0	1	3	0	0	10	6	60%	6	60%
HR Governance	1	0	0	1	0	0	0	4	0	0	6	1	17%	4	67%
HRRI	5	1	1	2	1	2	1	0	0	0	13	11	85%	4	31%
Learning and Development	1	1	0	1	2	0	1	2	0	0	8	5	63%	5	63%
Evaluation	1	0	2	0	0	1	0	4	0	0	8	4	50%	5	63%
HR Audit	0	0	0	6	3	2	1	3	0	0	15	6	40%	9	60%
Change Management	0	0	0	1	3	1	0	0	0	0	5	4	80%	4	80%
Committee members incl leadership	5	1	0	0	5	3	1	3	0	0	18	15	83%	12	67%
HR Audit															
Change Management	4	0	1	0	4	2	2	2	0	0	15	13	87%	10	67%
	36	6	7	17	37	15	8	37	0	0	148	109	74%	97	66%

## SABPP Provincial Committees

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Committee leadership	3	0	1	1	4	0	0	0	0	0	9	8	89%	4	44%
Western Cape	0	1	0	1	0	0	1	1	0	0	4	2	50%	2	50%
KwaZulu-Natal	4	0	0	1	3	2	0	0	0	0	10	9	90%	5	50%
Gauteng	0	0	1	0	4	0	0	1	0	0	6	5	83%	5	83%
Free State	5	0	0	1	8	0	2	3	0	0	19	15	79%	13	68%
Eastern Cape	6	0	0	2	6	0	2	0	0	0	16	14	88%	8	50%
Limpopo	5	0	0	1	2	0	0	2	0	0	10	7	70%	4	40%
Mpumalanga: Highveld	4	0	0	2	1	0	0	2	0	0	9	5	56%	3	33%
Mpumalanga: Lowveld															
North West	2	0	0	0		0	0	0	0	0	2	2	100%	0	0%
Northern Cape	3	0	0	0	2	0	0	0	0	0	5	5	100%	2	40%
Committee members incl leadership	32	1	2	9	30	2	5	9	0	0	90	72	80%	46	51%

## SABPP HR Auditors

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Lead HR Auditors	4	2	0	3	1	1	0	1	0	0	12	8	67%	3	25%
Certified HR Auditors	7	0	0	10	14	2	1	15	0	3	52	24	46%	35	67%
TOTAL	11	2	0	13	15	3	1	16	0	3	64	32	50%	38	59%

## SABPP HR Candidate Auditors and Associates

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Candidate Auditors	4	2	0	13	11	3	1	15	18	15	82	21	26%	45	55%
Associate HR Auditors	0	0	0	1	14	7	0	7	6	5	40	21	53%	33	83%
TOTAL	4	2	0	14	25	10	1	22	24	20	122	42	34%	78	64%

## Assessors and Moderators

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Male	Female					
Assessors	37	4	7	21	26	4	2	65	0	0	166	80	48%	97	58%
Moderators	17	4	2	16	9	1	1	41	0	0	91	34	37%	52	57%
<b>TOTAL</b>	<b>54</b>	<b>8</b>	<b>9</b>	<b>37</b>	<b>35</b>	<b>5</b>	<b>3</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>257</b>	<b>114</b>	<b>44%</b>	<b>149</b>	<b>58%</b>

## SABPP New Professional Membership Jan 2021 to Dec 2021

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Female	Male					
MHRP	1	0	2	1	1	0	0	0	0	0	5	4	80%	1	20%
CHRP	1	0	1	2	3	0	2	2	0	0	11	7	64%	7	64%
HRP	36	4	7	3	79	18	20	33	4	3	207	164	79%	153	74%
HRA	22	3	4	1	52	11	13	23	4	4	137	105	77%	103	75%
HRT	13	0	2	2	36	8	10	5	8	3	87	69	79%	62	71%
<b>TOTAL</b>	<b>73</b>	<b>7</b>	<b>16</b>	<b>9</b>	<b>171</b>	<b>37</b>	<b>45</b>	<b>63</b>	<b>16</b>	<b>10</b>	<b>447</b>	<b>349</b>	<b>78%</b>	<b>326</b>	<b>73%</b>

## SABPP Professional Membership (All membership)

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Female	Male					
MHRP	77	16	9	109	71	18	10	81	1	4	396	201	51%	184	46%
CHRP	219	29	32	254	263	56	42	240	2	14	1151	641	56%	615	53%
HRP	508	54	76	200	862	189	203	490	20	47	2649	1892	71%	1791	68%
HRA	263	19	34	53	540	85	107	186	20	41	1348	1048	78%	959	71%
HRT	89	9	8	21	242	32	37	41	21	21	521	417	80%	373	72%
<b>TOTAL</b>	<b>1156</b>	<b>127</b>	<b>159</b>	<b>637</b>	<b>1978</b>	<b>380</b>	<b>399</b>	<b>1038</b>	<b>64</b>	<b>127</b>	<b>6065</b>	<b>4199</b>	<b>69%</b>	<b>3922</b>	<b>65%</b>

## SABPP Candidates

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Female	Male					
Candidates	1	0	0	0	8	0	1	2	0	0	12	10	83%	11	92%

## SABPP Students

Occupational Level	Male				Female				Foreign National		TOTAL	AIC Numbers	AIC %age	Gender Numbers	Gender %age
	A	I	C	W	A	I	C	W	Female	Male					
Students Jan -31 Dec 2021	69	2	3	1	182	7	13	5	0	0	282	276	98%	207	73%
ALL Student Members	992	12	43	82	1980	33	196	262	17	20	3637	3256	90%	2491	68%

Occupational Level	Race				% Target
	2020	2021	% Difference		
Staff	85%	91%	69%	6%	22%
Board	64%	64%	69%	0%	-5%
National Committees	65%	74%	69%	9%	5%
Provincial Committees	75%	80%	69%	5%	11%
Auditors	54%	50%	69%	-4%	-19%
Assessors and Moderators	31%	44%	69%	13%	-25%
New Members	77%	78%	69%	1%	9%
All Members	68%	69%	69%	1%	0%
Candidates	86%	83%	69%	-3%	14%
Students	86%	90%	69%	4%	21%

61%

Occupational Level	Race				% Target
	2020	2021	% Difference		
Staff	80%	73%	61%	-7%	12%
Board	38%	45%	61%	7%	-16%
National Committees	57%	66%	61%	9%	5%
Provincial Committees	57%	51%	61%	-6%	-10%
Auditors	74%	59%	61%	-15%	-2%
Assessors and Moderators	64%	58%	61%	-6%	-3%
New Members	66%	73%	61%	7%	12%
All Members	61%	65%	61%	4%	4%
Candidates	86%	92%	61%	6%	31%
Students	68%	68%	61%	0%	7%



# MEMBERSHIP

## 2021 NEW MEMBER REGISTRATION

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

MONTH	MHRP	CHRP	HRP	HRA	HRT	TOTAL
JANUARY	1	0	17	9	2	29
FEBRUARY	0	2	19	17	10	48
MARCH	3	2	32	19	7	63
APRIL	1	4	19	9	13	46
MAY	0	0	18	20	6	44
JUNE	0	0	35	19	12	66
JULY	0	1	12	10	7	30
AUGUST	1	0	12	12	5	30
SEPTEMBER	0	1	19	9	10	39
OCTOBER	1	0	10	7	9	27
NOVEMBER	0	0	12	8	5	25
TOTAL	7	10	205	139	86	447

# MARKETING



SABPP continued hosting virtual events successfully. Company visits were also conducted virtually.

## WE HOSTED THE BELOW CONFERENCES/ SEMINARS:

1. Ethics and HR Governance Seminar - 21 April 2021 (94 Attendees)
2. Digital Learning Conference - 27 July 2021 (58 Attendees)
3. Annual People Factor Conference - 13 & 14 October 2021 (33 Attendees)
4. POPI Act Seminars
  - » May 2021 – 220 Attendees
  - » November 2021 – 21 Attendees

## OTHER EVENTS/ WEBINARS

1. Annual General Meeting (430 Attendees)
2. Disability webinar - 18 March 2021 (86 Attendees)
3. Ethical Dilemma - 24 August 2021 (45 Attendees)
4. South African Institute for Digital Learning (SAiDL) - 16 July 2021 (21 Attendees)
5. SAIDL: Future threading with Futurist, Bronwyn Williams - August 2021 (11 Attendees)

## 3. PROVINCIAL WEBINARS

1. **Eastern Cape**
  - » Employees rights in the workplace
2. **KwaZulu-Natal**
  - » Networking session, Youth in HR, Woman's Month and Heritage Month
3. **Gauteng**
  - » Breaking barriers to entry – a focus on the Youth
4. **Mpumalanga**
  - » Future of work
5. **Western Cape**
  - » HR Mental Health, Effective Engagement and A Dialogue on Maleness in the Workplace

## 4. ETHICS WORKSHOPS

1. Ethics Foundation workshops x16 (149 Attendees)
2. HR and Organisational Ethics x 4 (44 Attendees)
3. Ethics Foundation workshop inhouse x 4 Organisations:
  - » VKB
  - » Digital Outsource Services
  - » State Security Agency
  - » Anglo American Platinum Mine

## THE FOLLOWING ORGANISATIONS MADE USE OF OUR VARIOUS MEDIA FOR ADVERTISEMENT, WHICH ARE:

1. Thoughtsmiths
2. Thornhill Associates
3. UNISA
4. Assegai Strategic Investments
5. Stellenbosch University
6. CRS Technologies

## 6. OUR VISIBILITY ON OUR SOCIAL MEDIA PLATFORMS IS AS PER BELOW:



18 932



5 601



23 489



1 973

# AREA 2 PRODUCT SOLUTION AND BUSINESS

THE DEPARTMENT CONSISTS OF:

HR STANDARDS  
RELATED PRODUCTS AND TOOLKITS  
HR AUDIT  
BUSINESS DEVELOPMENT  
SPECIAL PROJECTS

# HR AUDIT



## HR AUDITS

The main Covid-19 business casualty was the HR Audit. SABPP secured one audit and as a result could not cover its direct and indirect costs associated with this.

The continued harsh reality of COVID-19 pressurised SABPP to focus more on business development through leveraging professional social media platforms, special projects, intensifying company visits and presentations and being in liaison with current and potential customers on new and existing products and services.

The SABPP prioritised the need for reinvention to navigate through the endless challenges posed by the pandemic. From adding new HR Standards-related programmes to cater for the ever-changing organisational requirements to increasing our visibility through business development, SABPP constantly finds ways to remain relevant the best way possible.

# HR STANDARDS



## OVERVIEW OF ACTIVITIES FOR THIS REPORTING PERIOD

The attendance to our workshops was higher than 2020 but still lower than budgeted for. Special projects and customised offerings including in-house were also badly affected by Covid-19.

The focus was on the following:

### 1. HR STANDARDS COURSE

**51** HR Practitioners attended the HR Standards course.

### 2. STRATEGIC HR BUSINESS PARTNER COURSE

**49** delegates attended the Strategic HR Business Partner course.

### 3. DEVELOPING AND ALIGNING HR POLICIES TO HR STANDARDS AND A POST-PANDEMIC WORLD OF WORK

- » We developed this new course to assist the HR community to realign the HR Strategy and HR policies to the relevant HR Standards and the post-pandemic world of work.
- » As we started this course in the last quarter of the year, a total of 21 delegates attended this course.



# HR CANDIDATE PROGRAMME



The SABPP Candidate Programme was introduced in an endeavor to sustain organisations through, inter alia, a continuous supply of competent and highly talented HR professionals; as well as the critical need to ensure a pipeline of HR professionals from which organisations for current and future supply of HR experts.

The purpose of this Programme is to develop the skills of HR Candidates in line with the South African National HR Competency Model. We currently have a total of 13 candidates from various companies.

# AREA 3 RESEARCH AND ASSURANCE

## THE AREA CONSISTS OF:

LEARNING QUALITY ASSURANCE  
RESEARCH AND PUBLICATIONS  
UNIVERSITIES

CONTINUOUS PROFESSIONAL DEVELOPMENT  
SOUTH AFRICAN INSTITUTE FOR DIGITAL LEARNING

# RESEARCH AND ASSURANCE



The area consists of learning quality assurance, research and publications, universities, CPD, and SAIDL.

## RESEARCH AND UNIVERSITIES

Despite a difficult year, the team sustained and furthered its work on engendering critical deliberations and debates, within the SABPP community and the broader HR community, on the evolving world of work and the more pressing and pertinent people issues confronting them. This work is critical for keeping the body of knowledge alive, robust, and relevant. It is also important for provoking questions, debates, and deliberations on the future. This includes the future world of work and framings of the 'new normal'. Thus, for example, the future of work Fact Sheet series and the preparation for the review of the National HR Standards in 2022.

The SABPP continues to support research development and dissemination in different ways. This includes the monthly webinars, conferences, and publication of topical Fact Sheets that anticipate people trends and issues as well as the research support provided to academics and learners completing their Masters and Phd degrees. For example, the SABPP supported the UCT research on the demographic composition of HR practitioners. The other topics of research included:

- » statutory recognition of the HR profession;
- » perceptions of HR practitioners on the professionalisation of HR;
- » impact of the coaching preferences and perceptions of South African millennial leaders on the success of leadership coaching;
- » perceptions of HR practitioners on the ability of executive coaching to enhance organisational performance;
- » coaching female leaders towards authentic leadership in gendered organisations coaching female leaders;
- » effect of differences between preferred and provided rewards on organisational
- » citizenship behaviour;
- » evaluation of HR practices in promoting mental health;
- » and HR practitioners' experiences of wellness practices.

We thank the SABPP community for its continuous support to students and their endeavour to contribute to the body of knowledge of the HR profession.

Monthly webinars on topical issues were successfully held during the year, including the partnership on a campaign against gender-based violence. The webinars were capped by the quarterly conferences that were hosted, such as the Digital Learning conference where the team secured thought leaders from industry and Business Schools who shared their insights and experiences. The SABPP team members also shared thought leadership at the many forums and conferences where the SABPP is asked to present at. For example, Dr Ajay Jivan has presented at South African Local Government Association (SALGA), South African Qualifications Authority (SAQA), Public Service Commission (PSC), Office of the Premier in the KZN Province, University of Stellenbosch (USB), North West University (NWU), Central University of Technology (CUT), University of Western Cape (UWC), Mangosuthu University of Technology (MUT), and Milpark Education. Dr Jivan is also a member of the Ministerial Task Team on the Professionalisation of the Public Service and represents the SABPP therein.

## FACT SHEETS

The Fact Sheet continues to be a core product of the SABPP; and continues to serve as a valuable resource for HR practitioners, academics, students, and the community at large. The future of work and other major themes were extensively explored in the monthly Fact Sheets, as listed in the table below. This required an expansive approach by SABPP within a demanding schedule, as the Fact Sheets are meant to advance HR practitioner's professional knowledge and development and provide a pedagogic resource as well as guidance on practice.

<b>FEBRUARY</b>	Future world of work series: Evolving definition of employees
<b>MARCH</b>	Future world of work series: Future readiness, employability, and activism
<b>APRIL</b>	Future world of work series: Future human lifespan and employee life cycle
<b>MAY</b>	Future world of work series: Key themes and questions for HR 4.0
<b>JUNE</b>	Understanding and addressing stigma during the pandemic
<b>JULY</b>	Hybrid teams: Group and related individual dynamics
<b>AUGUST</b>	Return to the office debate
<b>SEPTEMBER</b>	Developments in talent management: The internal talent marketplace
<b>OCTOBER</b>	Net Zero: The role of HR
<b>NOVEMBER</b>	Organisation network analysis
<b>DECEMBER</b>	Snapshot of labour relations in South Africa



## SOUTH AFRICAN INSTITUTE FOR DIGITAL LEARNING (SAIDL)

SAIDL

The SABPP had launched the SAIDL as a platform to develop the community of practice in digital learning. SABPP began the task of engaging and building the community, which is gaining momentum. A series of webinars were held as part of the engagement strategy and the Digital Learning conference was also used as a platform for engaging the broader L&D community. The webinars included the lessons learned building future-fit L&D capabilities and scenarios of the future of working, learning, and living. Thus far sixty-seven L&D practitioners have taken up the SAIDL membership offer. The team will continue the engagement strategy in 2022 and build the community of practice. SABPP will begin workshops on how the community can develop standards and evaluative criteria for digital learning.



**SAIDL**  
SA INSTITUTE FOR  
DIGITAL LEARNING

## UNIVERSITY ACCREDITATION

The engagement with the institutions of higher learning consolidated and furthered the SABPP mission of professionalising HR. This includes the accreditation of the Departments of Human Resources and Industrial and Organisational Psychology, with the SABPP Higher Education Committee, as a HR professional body recognised by the South African Qualifications Authority (SAQA). The many disruptions to the university calendar and changes thereto due to the pandemic has impacted the accreditation schedule. Many university departments had to defer the scheduling of their planned accreditations to the latter part of the year or the new year, and a number of other institutions have begun preparing for their first accreditation by the SABPP. Thus, the accreditation pipeline for 2022 is robust and promising for the mission of the SABPP. The accreditation of Cape Peninsula University of Technology (CPUT) was successfully undertaken in the reporting period. The first virtual site visit was effectively completed with the CPUT accreditation.

SABPP also explored with institutions of higher learning that did not want to pursue full accreditation the endorsement of their HR qualifications or HR modules in other qualifications. This is meant to broaden the professionalisation mission and engage, for example, Business Schools in the country. Relatedly, as will be discussed below, the team has successfully engaged the Wits School of Governance in CPD accreditation. The Gordon Institute of Business Science (GIBS) continues to be an accredited provider of qualifications within the scope of the SABPP as a Quality Assurance Partner of the Quality Council of Trades and Occupations (QCTO), as discussed in the section on LQA, and an accredited provider of CPD.

# LEARNING AND QUALITY ASSURANCE


**LQA**

Notwithstanding the challenges of the year in the regulatory environment and with internal capacity, SABPP ensured that sound quality assurance was provided as per the delegated function as a Quality Assurance Partner of the Quality Council of Trades and Occupations (QCTO). One of the challenges was the South African Qualifications Authority's (SAQA) decision in 2020 to deregister the historical qualifications, which effectively meant that the end of enrolment for certain qualifications in 2021. SABPP tirelessly engaged the key stakeholders through the latter part of 2020 and early 2021, including the SAQA, QCTO, and SDPs, to find an amicable solution given that the historical qualifications were not realigned as yet and there was no alternative. In July 2021 SAQA formally announced its decision to re-register the deregistered qualifications. The SABPP then immediately began engaging the QCTO and the Services SETA on the realignment of the historical qualifications to ensure that there continue to be opportunities for learners at the NQF level 4 and 5. Industry consultation on the realignment of priority qualifications was held with the Services SETA. The roadmap for the realignment will be formally mapped and agreed on with the relevant stakeholders.

The pandemic continued to impact on the functioning of Skills Development Providers (SDPs) and their delivery of learning. SABPP ensured though that robust quality assurance of the SDPs and the Final Integrated Summative Assessment (FISA) was maintained. SABPP remains committed to a high standard of customer service while maintaining professionalism, independence, and value for learners through the quality assurance process. SABPP diligently provides quarterly reports to the QCTO on its role as Quality Assurance Partner and Assessment Quality Partner for the FISA and the Occupational Trainer qualification.

FINAL INTEGRATED SUMMATIVE ASSESSMENT		ACCREDITATIONS	
QUALIFICATION	NUMBER OF LEARNERS	NEW PROVIDER ACCREDITATIONS	
FETC HR NQF LEVEL 4 - SAQA ID 49691	238	QUALIFICATIONS	2
NATIONAL DIPLOMA IN HR NQF LEVEL 5 - SAQA ID 49692	353	UNIT STANDARDS	4
FETC BUSINESS ADMINISTRATION NQF LEVEL 4	3	RENEWAL OF PROVIDER ACCREDITATIONS	
GENERIC MANAGEMENT NQF LEVEL 4	2	QUALIFICATIONS	19
GENERIC MANAGEMENT NQF LEVEL 5	59	UNIT STANDARDS	4
TOTAL	655	EXTENSION OF SCOPE PROVIDER APPLICATIONS	
		UNIT STANDARDS	1
		ASSESSMENT CENTRE ACCREDITATIONS	
		ASSESSMENT CENTRES	10

REGISTRATION OF ASSESSOR AND MODERATORS		QUALITY ASSURANCE OF PROVIDERS	
ASSESSORS	42	ANNUAL MONITORING	23 training providers
MODERATORS	28	EXTERNAL MODERATION	39 training providers



# CONTINUOUS PROFESSIONAL DEVELOPMENT

## CPD

### PROVIDER CPD

As the HR professional body, we approve CPD training providers and certification of CPD events and training. As previously noted, the GIBS Business School and the Wits School of Governance are accredited with the SABPP for CPD. The SABPP sees the Business Schools and Schools of Governance and Public Administration as key partners, along with the Departments of Human Resources and Industrial and Organisational Psychology, in furthering CPD and building the bridge between academia and industry.

#### APPROVAL AND CERTIFICATION OF PROVIDERS AND EVENTS

APPROVAL OF CPD TRAINING PROVIDERS	21
CERTIFICATION OF DIVERSITY OF CPD EVENTS AND TRAINING	16

### MEMBER CPD

We continuously foster and enable a culture of continuous professional development (CPD) to sustain the professionalism and lifelong learning of HR practitioners. This ensures that HR remains relevant and maintains its critical role in the world of work. The SABPP recognises the need for a blend of input or output-based practises for continuous professional development. The SABPP also recognised the need to shift to a more effective and efficient digital system and has begun implementing this. The table below provides the statistics of CPD entries made on the system.

#### TOTAL CPD ENTRIES MADE BY MEMBERS

#### TOTAL MEMBERS UPLOADING CPD ENTRIES

1933

995

## **PART F: OUTLOOK**

1. OPPORTUNITIES
2. KEY MATTERS
  1. HR STANDARDS TOOLKITS
  2. HR STANDARDS REVIEW
  3. SEGMENTATION JOURNEY
3. GAZING INTO THE FUTURE

# OPPORTUNITIES



NEW BOARD WITH DIVERSE SKILLS



RELAUNCHED COMMITTEES CREATED AN OPPORTUNITY TO SERVE



VIRTUAL AND HYBRID APPROACH HELPS US INCLUDE EVERYONE EVERYWHERE AND ANYWHERE



THE FUTURE OF WORK INCLUDING WORK FROM HOME



PARTNERING WITH MEMBERS

# KEY MATTERS

## HR STANDARDS TOOLKITS

The National HR Management Standards was developed with the HR community to serve as the codified body of knowledge of the South African HR profession. Aligned with the HRM Standards and the good people practices it sets out, the SABPP has also published Position Papers, Fact Sheets, and other thought leadership pieces. Bringing these together and implementing the HRM Standards can be a challenging task. For this reason, the SABPP has developed the HRM Standards Toolkits to facilitate the implementation of the Standards. The toolkit has also been designed for use by both consultants who assist organisations and the HR professionals in these organisations to prepare for an HR audit against the National HRM Standards. The toolkit can help organisations to close any gaps that have been identified once a HR audit has been conducted.

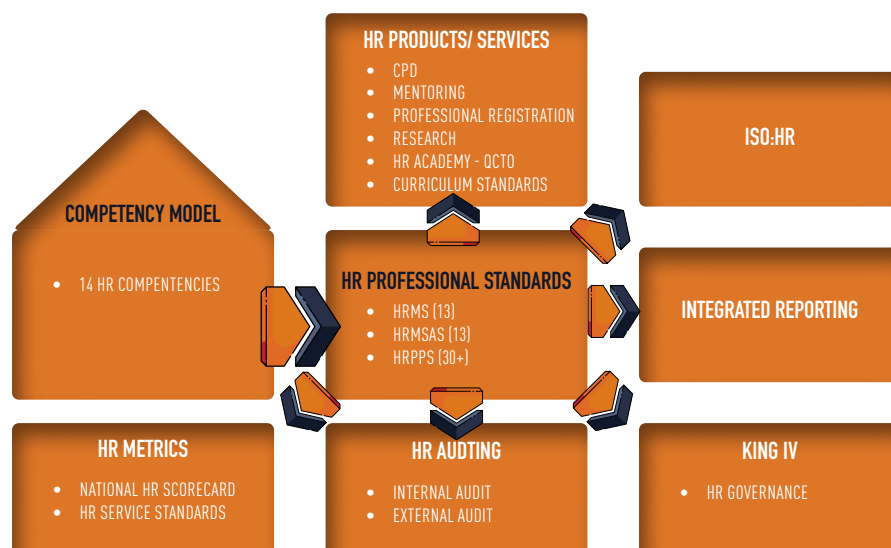
The toolkit aims to generally improve the standard of HR practices in organisations. The toolkit will assist users to conduct a gap analysis between the organisation's HR management practices using the 13 elements as a baseline and will assist users in developing interventions to close the gaps as well as to internalise and institutionalise the National HR Standards. It also provides insight into the approach SABPP auditors adopt when auditing organisations against the National HR Standards.

## HR STANDARDS REVIEW

As noted above, the National HR Management Standards defines and codifies the core body of knowledge for the South African HR profession. It serves as the bedrock of HR professionalism and provides a standardised vocabulary and system model for HR practitioners in South Africa. It lays out good people practices and the required outcomes of people management. It was and continues to be celebrated as the first HRM Standards in the world.

The HRM Standards were developed in 2013/14 as per the roadmap shown below.

### NATIONAL HR GOVERNANCE STRATEGY ALIGNMENT



The project of setting the HRM and related Professional Practice Standards has been largely completed. Since then, the context within which HR Management is practised has evolved in several respects. We can understand the evolving context in terms of four critical themes:

**Theme 1:** The increasing importance of good governance in organisational sustainability and the need to hold the organisational purpose in an ever-changing world.

**Theme 2:** Embracing the future and understanding the PESTLE forces shaping the future world of work, including 4IR, Web 3.0, metaverse, and present and future possible pandemics

**Theme 3:** Addressing diversity, inclusion, and belonging. The need to overcome exclusion, inequity (including digital divide) and discrimination.

**Theme 4:** Rebuilding into a green, crisis-resilient, and sustainable future.

In 2022, the SABPP will undertake the critical task of reviewing the National HRM Standards given the evolving context and the wide impact of the pandemic. As before, the SABPP will be engaging with the HR communities to review and co-create good people practices and codify these in the revised National HRM Standards. We invite you to join us in this journey.

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## SEGMENTATION JOURNEY

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By dividing the marketing into segments, the SABPP can gain a better understanding of the needs and expectations of members. The benefits of segmentation lie in two key areas:

1. Focus on member's personal expectations and experiences (Member Experience)
2. Focus on SABPP's effort to deliver products and services that will provide tangible value to our member's respective organisations (Organisation Experience)

**\*\*View the SABPP Segmentation Journey 2021 and Onwards on the next page**







# GAZING INTO THE FUTURE

The new Board reviewed the People Factor Strategy #202030 for the next three years with the view to set priorities and keep the strategy relevant to our realities.

Therefore, SABPP will continue putting people at the centre of every development, every initiative, and every revolution. We will continue driving competency and relevance in our members. We will continue ensuring that organisations' productivity increases owing to better people partnerships and practices. We will ensure that the public is well informed and protected. We will continue influencing policy development in the interest of people. We will therefore ensure that we continue contributing to make the world a better place.

Some of the key themes we will be pushing, inter alia, are:



1. Create, increase and showcase member value to increase participation and a sense of pride and prestige within the organisation



2. Create and increase partnerships/alliances to grow our reach and market presence.



3. Technological and digital focused initiatives, related to upskilling, reskilling or knowledge hubs.



4. Strategic engagement and measurement including action plans.



5. Training/ workshops geared to the future world of work and new insights into the HR field.



6. Interrogating the ability of the SABPP to deliver on our mandate when committee led initiatives are voluntary (people capacity)

The future cannot be realised without you. I therefore call upon all of you, our valued stakeholders, to partner with SABPP in making these plans and more, a reality. If you have wonderful ideas or strategy that will help us, feel free to contact my office and we can have some coffee. Contact us on [x-factor@sabpp.co.za](mailto:x-factor@sabpp.co.za)

***The future is here. Are you ready?***

# CONCLUSION

## TO THE REPORT

Yesterday is gone yet the impact and lessons linger on. We have indeed celebrated our past, yet we are aware that challenges ahead are still greater. Perhaps no one can explain it better more than our great statesman the late Nelson Mandela when he said *“I have walked that long road to freedom. I have tried not to falter; I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom come responsibilities, and I dare not linger, for my long walk is not ended.”*

We therefore approach the future equipped with great experience yet acknowledging that the foresight skills will lead us to an uncertain and unknown future with confidence. There is no past without SABPP and definitely no comfortable future without a stronger, visible and relevant SABPP. Therefore driven by hindsight, insight, oversight and foresight we can indeed continue building the HR profession, SABPP, South Africa and the globe we can all be proud of now and in future.

Be part of the builders!


Comments about the 2020 Annual Report can be forwarded to the Governance Officer,  
Lindiwe Nombaca on:  
[executiveoffice@sabpp.co.za](mailto:executiveoffice@sabpp.co.za)

This Annual Report is brought to you by the SA Board for People Practices (SABPP)  
*Setting HR Standards*

**A registered professional body with South African Qualifications Authority (SAQA) and a quality assurance body with Quality Council for Trades and Occupations (QCTO)**

**An NPO 117-218 registered with the Department of Social Development (DSD)**

Powered by the People Factor Strategy #202030

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