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16 MILESTONES FOR SABPP IN 2016

On behalf of the Exco of the SABPP Board, we would like to welcome you to our final edition of HR Voice for 2016. On 18 November, the Board had its last meeting of the year, and then joined the Annual Committees meeting, a special occasion in which the different committees share their experiences, challenges and future plans.

This was also a wonderful opportunity for the committee members to learn from one another and to apply integrated thinking within the spirit of the King IV™ Code of Corporate Governance. I want to thank all the committees for their hard work throughout the year. A special welcome and congratulations to the new second vice-chairperson of SABPP, Thandi Thankge with her election. Welcome to the Board Exco Thandi and thank you to her predecessor, Vuyo Dwane who had to step down due to work commitments, but will remain as a board member.

As we start our planning for 2017, let us use this opportunity of reflecting on the year 2016. It was another exciting and busy year for SABPP with several highlights:

1. Launch of a new vision, mission and HR Voice II Strategy for SABPP;
2. Fourth Annual National HR Standards Roll-out Conference at Vodacom World in Midrand;
3. Many in-house HR standards presentations;
4. Our most visible year in terms of public conference exhibitions and presentations;
5. Conducting six audits against the national HR Standards and release of 2nd Annual HR Audit Tribute and 1st Annual HR Audit Awards;
7. Visits to 16 university campuses and several student chapters formed;
8. Green status in terms of uploads on the National Learner Record Database;
9. A new record of more than 1000 HR professionals registered this year;
10. Increasing our regional footprint to eight provincial committees;
11. Good international recognition such as a visit by the largest HR body in the world, the Society for Human Resource Management from the USA, a visit by an Indian HR association to SABPP, as well as the first group of HR auditors trained in Zimbabwe;
12. Participated in the development and launch of South Africa’s first talent management platform, Talent Talks;
13. Establishment of three new committees, HR Citizen to champion volunteering work, and HR Governance to build a national HR Governance framework, and Change Management Committee;
14. More than 100 articles published on the Internet, newspapers or in magazines;
15. The construction and launch of SABPP’s first training room;
16. Excellent growth in social media interaction with more than 11 000 twitter followers, as well as an Instagram account opened.

The above deliverables are clear evidence of the commitment of the SABPP Board and staff to build the HR profession. Given the impact of the above successes, as the Exco of the SABPP Board, we are confident of yet another successful year as we get ready for 2017. We will focus on key actions to drive the HR Voice II strategy of SABPP, and further expand our capacity to deliver according to the needs of the HR professional and learning provider markets.

Follow Marius Meyer on Social Media:
HR MANAGERS EMPOWER THE YOUTH

By Marius Meyer

On 19 November 2016, HR Managers from the SA Board for People Practices (SABPP) visited the offices of the Harambee Youth Employment Accelerator to conduct mock interviews with the country’s youth. These youngsters are part of the Harambee’s intake of youth who are being trained as part of the work readiness programme. As senior HR Professionals, the SABPP HR Professionals are specialists in interview skills, given the fact that they are often involved in interviews when recruiting and selecting staff for their own organisations. It was therefore quite easy for the SABPP members to do these interviews, thereby sharing their professional HR skills with the youth in preparing them for the workplace.

The youngsters trained by Harambee will next week go for real interviews at three companies, and these mock interviews were used to prepare them for their interviews the following week. Thus, the youngsters all received feedback from the mock interviews. They will now improve their CVs after receiving feedback from the HR Managers, in addition to the lessons they learned during the interviews. It was clear to the HR Managers that the Harambee pool of youngsters are ready to embark on the next phase of their career journey and that is to gain their first opportunity in obtaining work experience. Once they are placed, there is an 85% success rate in securing employment. This first opportunity in opening the door at an employer is therefore of paramount importance.

The HR Professionals participated in this special work readiness programme as part of the SABPP HR Citizen Committee. The purpose of the HR Citizen Committee is to create meaningful high impact opportunities for HR Professionals to become active citizens in their own profession and society at large.

The other major project pursued by the HR Citizen Committee is the Partners for Possibility project, an education initiative to improve the quality of education in under-resourced schools.

SABPP will continue to work with Harambee in accelerating youth employment in South Africa. HR Professionals interested to make a difference to society, are welcome to contact the SABPP Customer Service Officer, Bongi Ndaba on customerservice@sabpp.co.za or (011) 045 5400.
READY FOR TOMORROW’S WORLD OF WORK?

By Annetjie Moore

Jacob Morgan a futurist & contributor to Forbes, highlighted some top HR trends for 2016 and beyond. For this article, we will look at three of these and How the HR Audit Unit can assist with measurement, continuous improvement and sustainability.

The first trend in the ongoing battle to attract and retain scarce and/or specialised resources. Morgan describes how important the Employee experience is. This requires the employer to create an (physical, cultural and technology) environment where employees want to work and where the opportunity exists to contribute new ideas to ensure continuous improvement for both the employer and employee.

“In “people management” we focus on making employees happy, giving them a highly engaging and enjoyable work experience, and giving them software tools that make their work easier, not just tools for HR.”

- Josh Bersin

Secondly, HR departments have access to oodles of data on employees, from attendance, assessments, performance ratings, date of birth, where and when employees are logged onto systems and the list can almost be endless. Progressive HR teams understand the importance of HR analytics and how to contextualise this information to make the best possible people and business decisions, based on trends analysis to enhance the business performance and sustainability.

The third trend is technology. Previously HR did not get too involved in technology. The extend of HR’s contribution stretched as far as to inform the IT department of the name of a new employee to create an email address and to ensure the new employee has a device to work. This is changing rapidly. In our integrated personal and business lives, technology plays a crucial role to engage and communicate. Business is looking toward HR to finds solutions, together with IT to create an engaged environment.

Following from these HR trends how can the SABPP add value to your business?

Part and parcel of professionalising the HR profession, we review your HR business practices. Questions are raised around your Employee Value Proposition, which will create your Employee Experience and Corporate Culture to attract resources. During our independent HR Audit, we assess Talent Management via an integrated approach of the other 12 HRM Standards and the alignment of the HR Strategy with the overarching business strategy.

Managing big data is crucial to the survival of businesses and that includes the HR department. Various software applications are available to contribution to your success.

During the HR Audit, our competent auditors assess how technology is utilised to maximise transactional HR, which will give HRBP the opportunity to focus on their roles to add value to business.

“In linking employee engagement to customer experience has been key to DHLs success. Revenue has increased by 18% in 3 years”

- Phil Couchman – CEO of DHL

Annetjie Moore is the Head of the SABPP Audit Unit.
2017 Renewal invoices were sent during the second week of October. Follow-up sms s will be sent during the first week of December. Please remember to use the invoice, ID or your registration number as the reference for your EFT payment and please send us the proof of payment. We have over 100 payments in our bank account for 2015 and 2016 which we cannot reconcile because there is no reference on the payment.

- Members who renew between 15 October and 31 December will receive a 5% discount.
- Members who will pay between 1 January 2016 and 31 March 2016 will pay the full amount.
- Members who will pay after 1 April 2016 will be charged a 5% penalty fee and after 1 June will be charged a 10% penalty.

Members who do not make payments by 31 July 2017 will be deregistered.

We thank our members who continue to pay faithfully thereby supporting all our projects. We will strive to maintain the world class service that you have come to expect from us.

For renewals contact renewals@sabpp.co.za
For new registrations, contact professional@sabpp.co.za

Escalations new registrations/renewals registrations@sabpp.co.za

Should you have improved your qualifications, experience and level of work you may apply for upgrade to a higher level. The requirements for upgrade are as follows:

- Completed SABPP upgrade application form
- Detailed CV
- Certified copy of ID
- Motivational letter for upgrade
- Organisational chart/ Organogram
- Proof of payment
BOOK REVIEW:
HIV AND THE LAW IN SOUTH AFRICA

HIV and the Law in South Africa: A Practitioner’s Guide is a peer reviewed work compiled by experts in their respective fields including employment law, access to healthcare and right of privacy.

Access to legal services for people living with HIV/AIDS and those that are affected is essential for effective response to the epidemic. HIV and the Law in South Africa: A Practitioners’ Guide is a peer reviewed work compiled by experts in their respective fields which provides an up-to-date interpretation of South African legislation, regulations, policies and case law on HIV and AIDS. It is intended as a useful resource to enable legal practitioners to provide efficient and professional legal advice to people living with HIV in such contexts as the workplace, access to healthcare, and the rights of women and children. Even more importantly, the book aims to create greater awareness amongst lawyers that HIV is a daily reality for over 6 million South Africans, to emphasise that law professionals can (and must) play an active role in the fight against HIV and AIDS and to give them the essential knowledge required to do so.

Author
Amelia Vukeya Motsepe
Aephoria | Partners
www.aephoria.co.za

The Systems-Psychodynamic Model and its Application to Groups and Organizations
An Experiential - Theoretical Workshop in the Tavistock Tradition

With Ben Neal and Monica Velarde in South Africa
Old Mutual House, Cape Town, 13 to 15 March 2017

This workshop is for coaches who want to add psychodynamic capabilities to their practice and for therapists who would like to work in organisational and corporate settings

During this interactive, three day workshop, we will cover

Bion and the study of group dynamics
Klein & beyond / projective identification in groups and organisations
Contemporary theorists

The workshop will be delivered using a mixture of small experiential groups, inter group events and a modified institutional event. The emphasis will be on the practical application of these powerful methodologies with groups in organisations and institutions.

Ben Neal is a Tavistock trained organisational consultant, executive coach and trainer. He uses a systems-psychodynamic approach to consultancy and coaching, encouraging teams and individuals to learn from personal experience and use their creativity to engage with and address dynamics which undermine performance and wellbeing. Ben is a visiting lecturer and tutor at the Tavistock Clinic teaching on the MA, Consultation to the Organization, Psychoanalytic & Systemic Approaches and the Doctorate in Educational Psychology as well as at The New School of Psychotherapy (Psychoanalytic Theory, Doctoral Programmes).

Monica Velarde is a psychologist and OD specialist with extensive experience in leadership and cultural change internationally and across multiple sectors. With a holistic and pragmatic understanding of organisations as living systems and communities, Monica has trained over 15,000 managers and consultants of 30 different nationalities, delivering in excess of 7,500 training hours in leadership, authority, management, OD and organisational design in 16 different countries. She has worked for the past six years with vulnerable populations from eleven tribes in the Amazon and has directed the Group Relations Programme at ESAN Business School in Peru. Monica is currently completing a PhD in Group Relations.

Cost: R 9,850 for three days, includes lunch and refreshments.
For bookings contact chantel.english@aephoria.co.za or call 021 2761293/6836153
The employment of foreigners in South Africa is regulated by the Immigration Act 13 of 2002, as amended ("the Immigration Act"). The Immigration Act provides for the admission of foreigners to, their residence in and departure from South Africa and matters connected therewith including the ability of foreigners to work in South Africa. The Immigration Act is supplemented by the Immigration Regulations which underwent significant changes in May 2014, specifically in relation to work visas.

The Employment Services Act 4 of 2014 ("ESA"), which came into effect in August 2015, further regulates the employment of foreigners. The ESA has been introduced to promote employment, encourage productivity, decrease levels of unemployment and provide training for unskilled workers. One of the specific aims of the ESA is to facilitate the employment of foreign nationals in a manner that is consistent with the objects of the Immigration Act. Importantly, the ESA accords jurisdiction to the Labour Court to deal with issues relating to the employment of foreigners and confirms the sanctions for non-compliance as set out in the Immigration Act.

In terms of section 38(2) of the Immigration Act, a duty is placed on an employer to try, in good faith, to ensure that no illegal foreigner is employed by it and to ascertain the status or citizenship of the persons it employs.

Furthermore, section 49(3) of the Immigration Act provides that anyone who knowingly employs an illegal foreigner or a foreigner in violation of the Immigration Act shall be guilty of an offence and liable to a fine or a period of imprisonment not exceeding one year for a first offence.

The Labour Relations Act

There is a misperception amongst employers that they can side-step labour regulations when it comes to employing foreigners. It is important to note that foreign employees, including those who do not have valid working visas, are afforded legal protection from unfair dismissal under the Labour Relations Act 66 of 1995, as amended ("the LRA").

Section 213 of the LRA defines an ‘employee’ as:

(a) any person, excluding an independent contractor, who works for another person or for the state and who receives, or is entitled to receive, any remuneration; and
(b) any other person who in any manner assists in carrying on or conducting the business of an employer.

The law does not declare that a contract of employment concluded without the required permit is void nor does it provide that a foreigner who accepts work without a valid permit is guilty of an offence. What is prohibited is the act of “employing” a foreign national in violation of the law. All the liability is therefore attributed to the employer and the law does not penalise the action of the foreign person who accepts work or performs work without valid authorisation.

Therefore, a foreign national whose work permit expires whilst employed, or who is employed without a relevant work permit is still an ‘employee’ for the purposes of the LRA. This means that the employee would have recourse to compensation in the case of an unfair dismissal, through the CCMA. Such employees would not be entitled to reinstatement as such an order would be in contravention of the Immigration Act.

WHAT EMPLOYERS NEED TO KNOW ABOUT EMPLOYING FOREIGNERS IN SOUTH AFRICA

- an illegal foreigner;
- a foreigner whose status does not authorise him or her to be employed by such person; or
- a foreigner on terms, conditions or in a capacity different from those contemplated in such foreigner’s status.

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These principles were confirmed in the matter of *Discovery Health Limited v CCMA & Others* [2008] 7 BLLR 633 (LC) where the employee was dismissed after the expiry of his work permit. The employee referred an unfair dismissal dispute to the CCMA, where the question of the CCMA’s jurisdiction to hear the case was considered.

The CCMA ruled that it did have jurisdiction to determine whether the employee had been unfairly dismissed and found further that the employee’s dismissal had been unfair.

In view of the CCMA’s ruling, the employer took the matter on review to the Labour Court. The Court held that the contract of employment between the employee and employer was valid, and remained so until it was terminated by the employer. The Court also found that the employee, despite being a foreign national, fell within the definition of an employee for the purposes of section 213 of the LRA and therefore enjoyed the protection afforded by the LRA.

It is important to understand that employers must still act fairly towards foreign employees, regardless of the legality of the employment.

**Conclusion**

The law clearly places the onus on the employer to comply with the relevant legislation and holds the employer liable for non-compliance. It is therefore necessary that prior to the employment of any foreign person, employers should take legal advice to ensure that they comply with the relevant statutory obligations, including the recently enacted ESA.

The employment of foreigners is designed to be a short-term measure to bridge the skills shortage within an employer’s business and to facilitate the transfer of skills. Employers should, therefore, ensure that a skills transfer plan be prepared to ensure that the relevant skills are transferred to a South African citizen and that the necessary time and resources are invested in transferring and retaining the skills in South Africa.

**By Shahnaz Bismilla**  
Associate, Cowan-Harper Attorneys

**By Neil Coetzer**  
Partner, Cowan-Harper Attorneys

**PENSION LAW IS HR BUSINESS - PART III**

Pension law; contributions and benefits.

This is our third article on pension law, we will now look at contributions that a participating employer and its employees are required to make to the pension fund (fund) and the benefits payable by a fund.

**Duty to pay contributions to the pension fund.**

In an occupational fund, the duty for an employer to pay contributions to the fund is stipulated in terms of section 13A of the Pension Funds Act 24 of 1956 (PFA). This will also be provided for in the rules of the fund which will also stipulate the amount (or in the least, how it is to be computed) and the manner of payment. The PFA stipulates that payment must be made within seven days from the beginning of the month for which the payment is made and that it must be accompanied with the necessary information specifying for who the payment is made. In a defined benefit (DB) type of fund as previously discussed, the contributions will be as stipulated in the rules and from time to time following the fund valuation the employer may be required to pay a top up if the fund is in deficit or to reduce contributions if the fund has a surplus. In a defined contribution (DC) type of fund the contributions payable in terms of the rules remain constant until increased in line with the annual salary increase of the employees. For example, in both the DB and the DC funds, if the contribution rule provides that both the member and the employer shall each contribute to the fund at the rate of seven percent (7%) of the employee’s salary, the increase shall follow the salary increases to comply with the rule.

It is therefore imperative for the employer (HR practitioner) to timeously inform the fund whenever there is a salary increase for the employee so that the correct contributions for the member may be reflected in the fund’s records.
**PENSION LAW IS HR BUSINESS – PART III**

Employers have a practice of aligning their salary increases with the beginning of their financial years and often, it does happen that when the salary increase is implemented the financial year has already begun which necessitates the backdating of the salary increase by a few months. It is therefore necessary that the HR practitioner should reflect this scenario to the fund so that the correct date of the increase of fund contributions should also be backdated to the actual date of the increase and the backdated contributions also paid. Failure by the HR practitioner to inform the fund of the correct date of the increase and to make the relevant contributions may result in the employer being held liable for the difference not paid over to the fund. For example, if an employer’s financial year begins on 1 March and the increases are implemented from 1 June backdated to 1 March, the employer will be held accountable for the increase portion of the contributions for the period 1 March to 31 May.

The biggest challenge for employers is when the business experiences financial hard-times and the employer is unable to pay both the salaries of the employees and the contributions to the fund. What most employers resort to, is to default on contributions to the fund. Defaulting on contributions to the fund, except for the fact that the responsible person at the employer can be held personally liable, it also carries devastating financial consequences to the employer should an employee dies or becomes disabled during the default period. If it becomes apparent to the employer, that due to financial constraints, it may not be able to continue with the fund [that is, if there is no compulsory membership in the fund in terms of the law or bargaining council agreement], it is advisable for the employer to advise the fund to terminate its participation before its debt to the fund becomes unmanageable. There are only a handful of funds, in terms of their rules, which allow a participating employer to suspend participation without terminating. Otherwise the employer is required to terminate and the employees paid out their benefits.

Benefits payable by the fund.

The main reason for contributing to a pension fund is to save for one’s retirement. However, often enough it does happen that the employee does not reach retirement with the same employer which also results in the early termination of the employee’s membership in the fund and the payment of early benefits. The following types of benefits are payable by the fund.

**Retirement benefit;** is paid when an employee reaches the retirement age of the fund. A retirement benefit is payable in terms of the rules of the fund. If the fund is a provident fund, the retirement benefit is either paid as a lump sum or is used to purchase an annuity from an insurer which will pay the employee a monthly pension. If the fund is a pension fund, only a portion of up to a third of the benefit may be paid as a lump sum and the two-thirds to be paid as a pension either by the fund or purchased from an insurer. The HR practitioner’s duties when an employee approaches retirement are two-fold, firstly, to inform the fund at least three months before the pending retirement and to submit the requisite documents to the fund. This will ensure that the retired employee will not be left without an income in the months following the retirement when the pension benefit is still being processed. Secondly, the HR practitioner should engage the employee about the approaching retirement and inform him/her about the benefits to be expected and how it may be paid by the fund and advice the employee to obtain financial advice.

**Withdrawal benefit;** this is a generic term used to describe any benefit payable by a fund to an employee upon the termination of his/her employment prior to reaching retirement age due to any reason other than death or disability. That is, termination from employment due to retrenchment, dismissal, resignation or any other similar reason results in the payment of a withdrawal benefit by the fund. The withdrawal benefit is paid as stipulated in the rules. However, some fund rules distinguish benefits payable due to retrenchment from those payable due to dismissal and resignation. The payment of a withdrawal benefit is in terms of the Income Tax Act 58 of 1962, limited to the age of 55 years. That is, any employee who resigns after his/her 55th birthday is deemed to have retired for purposes of receiving benefits from the pension fund and the benefit shall be treated as such. Currently, the withdrawal benefit payable by a fund to an employee who is under the age of 55 years may be paid as a lump sum. I say currently following the aborted attempt by Treasury during March 2016 to have all pension benefits contributed after 1 March 2016 to be preserved until retirement. That is, to eliminate payment of lump sum benefits.
Disability benefit; is the benefit payable to an employee who becomes permanently disabled prior to reaching retirement. It should be noted that not all fund rules provide for payment of disability benefits and where the rules do not provide for a disability benefit a withdrawal benefit is payable. Generally, a disability benefit is underwritten with an insurer to pay a monthly amount to a disabled employee until such employee reaches retirement and receives a retirement benefit from the fund. The insurer also pays contributions to the fund on behalf of the disabled employee until he/she reaches retirement date and the disability payment ceases. Even though the benefit may be referred to in the rules of the fund, its payment is governed by the provisions of the insurance policy between insurer and either the fund or the employer depending on who acquired the policy.

The benefit is not paid by the fund but by the insurer to the disabled member. For the HR practitioner, the most important duties following the disability of an employee is to timeously report the disability, complete and submit the relevant documents regarding the disability to both the fund and the insurer. Some rules or policy documents require that medical reports be obtained from specialist doctors confirming the level and permanency of the disability, these should be obtained by the employer and submitted to the relevant party. Most insurance policies stipulate a time within which the disability must be reported to the insurer, usually within six calendar months from the date of the employee’s disability. Many employers fall foul of failing to report the disability within the stipulated time to the insurer or sometimes by incorrectly reporting the employee’s reason of exit as a resignation. In both instances, the employer may be held legally liable for the insured benefit which would have been paid by the insurer had the disability been timeously or correctly reported.

Death benefit; is the benefit payable to the employee’s dependants where an employee dies whilst still employed. In terms of section 37C of the PFA, these benefits do not form part of the deceased’s estate and is instead distributed to the beneficiaries of the deceased employee. Section 37C gives the board of the fund a period of 12 months, from the date of the employee’s death, to distribute and pay the benefit to the identified beneficiaries. The board of the fund is required to investigate to identify the deceased employee’s beneficiaries who are classified into three categories, that is, legal dependants, factual dependants and nominees. It should be emphasised that the duty to investigate the potential beneficiaries falls on the fund not the employer and the fact that the employer is often requested to assist does not make it an employer’s duty. What the employer is required to do is to inform the fund and submit a claim on behalf of the beneficiaries as soon as it is informed of the death by the family of the deceased. In this instance, as in disability benefits, it is also important that the claim to the fund be submitted timeously as part of the death benefit may also be insured.

As mentioned above, the employer may be hit by hard economic times and be forced to terminate its participation in the fund. Under such circumstances, a termination benefit is paid in terms of the rules of the fund. This however will only happen if the employer’s contributions are not in arrears. Should the employer be in arrears and the fund is forced into terminating its participation, the fund must go through a liquidation process which inevitably takes longer about eighteen months) for the benefits to be paid out to the employees who will by the time either have been retrenched or lost their jobs due to the employer closing. It is therefore important for the employer to decide on whether it intends to continue with the fund as early as possible during hard economic times and to take the relevant steps to minimise the possibility of contributions being in arrears.

Finally, it does happen that the employer is acquired as a going concern in terms of section 197 of the Labour Relations Act 66 of 1995, in those instances, the employees’ pension benefits are transferred to the pension fund of the acquiring employer in terms of section 14 of the PFA. This means that no withdrawal benefit is paid. It is the HR practitioner’s duty to manage the employees’ expectations before the transfer is finalised so that they may understand that no withdrawal benefits will be paid as this often becomes a bone of contention following the transfer to the acquiring employer.

In the next article in the February 2017 edition of the HR Voice we will look at preservation of pension benefits following termination of employment before retirement and deductions that may be legally made from a pension fund member’s fund credit before or during the member’s exit from a pension fund.

Advocate Makhado Ramabulana is a pension law consultant at Mutodandimo Enterprise (Pty) Ltd and previously practised at the Cape Bar and was also a senior assistant adjudicator at the office of the Pension Funds Adjudicator [Disclaimer: please take note that the above information is for educational purposes only and does not constitute financial or legal advice].
The Importance of Annual Leave for a Healthy Business

By: Gullan & Gullan

Studies show 53% of South Africans don’t take their annual leave. SA may be a hard-working nation, but these religiously diligent habits have a downside.

Not all employees jump at the chance to take their annual leave for various reasons, including fear of falling behind at work or disappointing their manager. However, employees who take adequate time to rest make for a healthy business and taking leave should be encouraged. Here’s why:

Down with stress

By taking a break, employees get a chance to re-energise mind and body. Studies confirm after a holiday, employees are less stressed and can manage work responsibilities more efficiently. Accumulative workplace stress can lead to headaches, anxiety, high blood pressure and depression – all reducing work performance and productivity.

Workplace productivity

A rested mind and body boosts productivity and creativity – and allows employees to approach tasks with perspective and a fresh mindset. Recognise hard work and targets met by offering incentives that extend annual leave (bonus leave days).

Giving an extra annual leave day on an employee’s birthday or offering a half day for overtime worked highlights the importance of taking time off to recharge. The importance of restoration is rooted in our physiology. Human beings aren’t designed to expend energy continuously – we’re meant to pulse between spending and recovering energy.

Decline in absenteeism

Encouraging employees to take annual leave is also linked to individual and organisational well-being. A healthy and happy employee is less likely to be absent on an ongoing basis. Stipulate a date by which employees should use their leave, reminding them to book for busy periods like school or summer holidays. Consider closing during a major holiday period, if possible, and encourage all employees to take leave.

Positive energy

Research shows recharging promotes a positive outlook towards new projects and challenges. Moreover, this positivity is often infectious and can be felt throughout the business. Instil a holiday-friendly atmosphere by responding positively when an employee applies for leave. They’re less likely to apply for leave if they feel it’s frowned upon or discouraged.

Creating an environment that encourages taking accumulated holiday leave offers the opportunity to improve the mood and productivity of employees. It can also help better manage your workforce. Managers can avoid last-minute holiday requests by making it easy to apply for annual leave and responding to requests in a positive way.

A happy team is more engaged and likely to view their jobs as meaningful work to be pursued for the long-term. As much as business owners want to grow a workforce of super-human employees, humans need to rest. For real growth, give employees the leave they deserve.

For an opportunity to speak to someone at Nashua about business solutions, email susan@gullanandgullan.com. For more information, visit www.nashua.co.za.
WHY HR SHOULD HAVE A SEAT AT THE BOARDROOM TABLE

One of the main goals of any business is to increase its profits. The best way to achieve this is by increasing productivity. According to Planview and Loudhouse, companies without tech-driven productivity strategies are suffering the most. Inefficient processes challenge 44 percent of those surveyed and 43 percent say that too much paperwork wastes the most time.

When a business embarks on an efficiency drive to move things forward, it typically focuses on departments other than Human Resources (HR). However, HR functions have great potential for improved efficiency, which would leave HR and payroll professionals with more time to spend on strategic tasks.

The old approach to HR

Many organisations view HR as an administrative role that involves a lot of paperwork to ensure that their company stays compliant. Too few companies believe that HR functions have the potential to lead a business – in fact, research by Bersin found that most HR professionals are not perceived as business leaders. Only 30 percent of executives believe that HR has a solid reputation for making sound business decisions, 28 percent feel that HR is highly efficient and 5 percent rank their organisation’s HR department’s performance as excellent.

There is little doubt that these results are largely due to the traditional way in which most HR processes are run. Many companies still rely on old ‘legacy’ systems that make HR a burdensome, time-consuming job. Leave requests, for example, are still generally managed manually. The employee should send an email requesting time off, the HR manager then consults their records to determine if the request can be approved or not, emails the employee back with confirmation and updates their system accordingly.

This laborious process is made even slower if a company’s employees are spread across multiple locations and the HR manager needs to calculate different leave allowances, not to mention salary and tax calculations, per country.

The power of automation

Automating HR processes essentially takes care of the administrative workload involved and improves efficiency significantly. Time currently spent on managing payroll and employee administration can be allocated to more strategic tasks such as succession planning and performance management which is undergoing shifts in approach from measuring the past to being proactive about the future, thus becoming more effective.

With the right technology, your HR department will be able to manage the entire employee lifecycle - from hire to retire - far more productively. Automating the following HR processes can lighten your team’s administrative workload and give them more time to focus on strategic tasks.

Recruitment

Your entire hiring process can be automated: advertising, notifications, response management, interview scheduling and tracking, recruitment panel feedback and on-boarding. The recruitment process is incredibly important to do properly however, it’s also very laborious in its administrative requirements which can take up a lot of valuable time. It makes far more strategic sense to free up your HR staff to focus on identifying the right candidates who could add value to your company, rather than to bury them in paperwork.

On-boarding

You can manage the transition of any successful candidate from applicant to employee through technology that offers a configurable workflow. This will guide the user through specific online forms to ensure that all the necessary employee details including their biography, dependents, medical information, job title, cost centre, line manager, salary package are captured in one easy-to-use interface.

By automating this process, there will be no need for emails to fly back and forth which makes for a far more seamless on-boarding experience. Your new hires will feel part of the team faster and your HR department can focus on delivering business critical projects – rather than answering non-stop emails.

Employee maintenance

A software system that allows employees to update their personal details like address and phone number directly, will save your HR manager valuable time. More advanced technologies will also allow HR to record and manage an employee’s job history such as promotions, cost centre changes, performance appraisals, full leave administration and any type of employee change request with its own workflow.
This automated self-sufficient system means that employees are directly in charge of their own company profile. When the data-crunching jobs are taken care of automatically, your HR team can pay more time and attention on the human-centric needs of people management.

**Training, skills and qualification management**

Your HR team will be able to build a qualifications and skills repository that is linked to your employees. When specific skills, qualifications or competencies are being looked for, the system will identify the relevant employees within your organisation to approach. An employee’s skills gap analysis can be viewed against a specific position’s minimum requirements to assist in creating a career development plan to help them advance faster. HR will also be able to schedule employees for training, inform them electronically and monitor their progress.

This means that your business’ goals are more likely to be met as your workers will be adequately skilled.

**Performance management**

An automated performance management system will assist your HR team in assessing all employees and help to develop, motivate and retain a high performing workforce all year round – without the added burden and cost of a separate appraisal system.

An automated performance management process will align your overall business strategy to the career goals of your employees. This will encourage your staff to take a more active role in achieving their ambitions and guide them accordingly. This can be very empowering and deliver great HR results that in turn, can improve business profit.

**Succession planning and talent management**

When appraising an employee via an automated system, managers can give insight into the employee’s potential for promotion, the timing of the promotion, their risk of leaving and any possible reasons for why they may want to leave the company. This means your company will be able to ensure that the right people are identified for the right positions within the business. If your organisation can quickly identify problems with its high potential employees, you can step in sooner rather than later and make sure that your best talent is retained.

**Off-boarding**

An employee’s off-boarding process can also be automated to ensure a smooth exit. The IT department for example, can be notified via the system to disable the employee’s network and security access.
BIG DATA IN HR: WHY PEOPLE ANALYTICS IS ON THE RISE

And other reasons every business should make the shift to data-based HR

By: ICAS Southern Africa

24 August 2015, Johannesburg: The latest data and analytics buzz comes from the field of advanced HR analytics, where the application of new thinking to talent management is becoming more mainstream. After years of HR being regarded as a ‘hiring and firing function’, big business is now talking about the opportunity to apply big data to people decisions, and companies are stepping up and making the investment.

“There is a major shift taking place in the HR department. The role of the HR practitioner has changed - HR is no longer a soft function, but a serious business imperative that has the ability to directly impact profits.

Workplace analytics can give insight into Absence Management, Presentism (present but unproductive), Talent Acquisition and Retention, Fatigue and Accident Management, and tell you exactly where your business is bleeding and what to do about,” says Joash Narainsamy, Organisational Wellness Specialist at ICAS Southern Africa. ICAS Southern Africa is part of ICAS International (Independent Counselling and Advisory Services, a division of AXA PPP), the world’s leading provider of behavioural risk management services to the business community.

One of Narainsamy’s biggest clients knew they had a problem with absenteeism but were struggling to pin point the exact reason. This prevented them from implementing a targeted intervention. Working closely with ICAS, the client supplied as much data and detail around absenteeism that they could. This data was plugged into Headline, ICAS’ specialist software, and the resulting algorithm was surprising. It turned out that this particular group of employees were absent mainly due to substance abuse, which was driven by two factors:

1. Financial pressure from too many garnishee orders to the point where the employee couldn’t afford to get to work, and
2. Work permit expiration which was hugely stressful for this group of blue collared workers, so they looked to alcohol and drugs for some sort of relief.
“By assisting employees with their work permits and helping them manage the application process, the client saw a great improvement in absenteeism rates. This, coupled with education initiatives around financial planning and substance abuse, empowered their employees to make better lifestyle decisions while drastically cutting down on human capital risk,” says Narainsamy.

Accident Management is a great value add to any industrialised business in mining, transport or construction. Working in close conjunction with Occupational Health services, ICAS can predict to within a 90% accuracy rate (depending on quality and scale of data available) elevated risk in the different operational areas.

Considering an accident can have devastating impacts for both the employee and the business, the ability to track and analyse this kind of risk is incredibly powerful.

What HR analytics does is correlate business data and people data. This establishes important connections later in the process. The key aspect of HR analytics is to conclusively show the impact the HR department has on the organisation as a whole. “Establishing a cause-and-effect relationship between what HR does and business outcomes - and then creating value-based employee strategies based on that information - is what HR analytics is all about,” says Narainsamy.

The top 5 reasons to invest in HR analytics and metrics*:

1. To increase profit – a study by the Harvard Business Review group found that firms which most effectively managed their workforce using analytics improved their firms profit by as much as 65%.
2. Metrics allow you to demonstrate your business impacts – working with the CFO’s offices, it is possible to quantify the Rand impact that HR actions have on business goals. Quantifying the business impact in Rands makes it easy to compare your business impacts to those of other more visible business functions.
3. Numbers are the most effective way to influence managers and executives – executives and managers are fanatical about numbers, which can be used to influence them and to change their behaviour. Since a great deal of people-management work is done by managers, provide them with whatever numbers and data that might be required to make them more compliant.
4. Continuous improvement is likely and error rates will go down – metrics drive and allow for continuous improvement. The stark reality of metrics forces many to realise that there is much left to be done. Because metrics also highlight errors, the use and distribution of metrics will dramatically increase the number of major errors and weak decisions in your function (i.e. bad hires, preventable turnover, delayed terminations etc.).
5. Increased focus among your employees – the practice of selecting what to measure and what not to measure unambiguously lets everyone know what’s important and what’s not. Gathering and reporting metrics has the effect of getting everyone focused on the right things.

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GET STARTED TODAY
AND GET ACCESS TO THE BENEFITS
JOIN NOW

KICK START YOUR HR PROFESSIONAL CAREER WITH SABPP

MORE INFO
hrvoice.co.za/Students/info.pdf

REGISTRATION FORM
hrvoice.co.za/Students/register.pdf

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students@sabpp.co.za
LQA QUALITY ASSURANCE UPDATE

1) The Employee Relations Landscape – HR’s Role – Feedback on the workshop held 25 October 2016

The workshop which was in attendance of 36 delegates and guest speakers from various HR & ER consulting firms was hosted at the SABPP’s Training Room on the 25 October 2016. The workshop aimed at providing HR Professionals with updates on trends within the ER landscape as well as exposing these professionals to the changing landscape. Amongst highlights of the workshop included panel discussions chaired by Dr Shamila Singh where Union members from Solidarity and COSATU engaged. The delegates were given the opportunity to engage with guest speakers and discuss current ER affairs. Delegates and guest speakers expressed their satisfaction with the workshop and delight with the efforts of the guest speakers. The workshop was an overall success and SABPP will consider hosting the workshop again soon.

For SABPP workshops and bookings email – events@sabpp.co.za or info@sabpp.co.za

2) What SABPP Accredited Training providers need to know – Updates on the SABPP Examination Committee

The examination committee, responsible for the design, development and management of the SABPP Final Integrated Summative Assessment (FISA) has reached a milestone by completing the first of three qualification FISAs. The Further Education and Training Certificate in Human Resources Management and Practices Support (49691) has been completed and the first pilot of this FISA was written on the 23rd November 2016. Feedback on the processes and logistics of this Pilot will be announced in the next HR Voice. The committee is actively planning possible dates for the 2017 SABPP FISA’s and developing invigilation codes of conduct. Exam Centre criteria will be made available soon to all SABPP accredited providers. There are fees associated with external FISA’s (providers hosting other provider’s learners at their venue). These fees will be at the discretion of the host provider (exam center) and will be under the recommendation and governance of the SABPP. Further information about the FISA may be directed to naren@sabpp.co.za. Finalized details hereof will be communicated with all SABPP accredited training providers.
3) New Continuing Professional Development Committee – Welcome

Considering the launch of the SABPP CPD policy in June 2015 and the commencement of the 3 year CPD cycle in 2016, SABPP has begun to see a greater interest from our professional members regarding their participation in CPD events and the claiming of CPD points. This interest sparked the idea to extend an invite to industry professional members and professionals with broad knowledge around CPD to join the committee (announcement to join published in September 2016 HR Voice). The LQA department was overwhelmed with the interest shown from our professional members in joining the committee and could unfortunately only accept a maximum of 5 additional members to the committee. The first CPD committee meeting, hosted by new members took place on the 26 October 2016. The committee is fortunate to have Brian Matthee as a participating member, Brian is also a SABPP Board member. The CPD committee has discussed many new ideas for the upcoming year and is excited to introduce the “CPD accredited provider-Monitoring” concept. Finalised concepts and developments will be published in the HR Voice and communicated to all members and CPD accredited providers.

4) Learnership Monitoring – October 2016

Ronel Coetzee visited CTU Training Solutions in Bloemfontein early in October 2016 to conduct a monitoring visit on the learnership that they are running with Raubex Group Ltd, training on the National Diploma in Human Resource Management and Practices Support (49692). Ronel visited both the training provider and the organisation as well as conducted interviews with the learners. These learnership monitoring visits form part of her new role as the Learning and Quality Assurance Manager at SABPP.

5) Congratulating and Welcoming Training Providers on their recent accreditations with the SABPP

After the SABPP Board meeting on the 18 November 2016, the LQA is proud to announce the successful accreditations of the following training providers. Applicants included providers renewing their accreditation, extending their scope within SABPP and others extending their scope to the SABPP. Congratulations and welcome to the SABPP family.
ENRICHING THE YOUNG HR PROFESSIONALS MINDS

On the 2nd of November 2016, the SABPP Polokwane campus student chapter hosted a seminar titled “Enriching the young HR professionals’ minds” with the aim of empowering the students to be the best in what they do and to be fully equipped for the workplace. The day went well as planned, we had three great speakers. Our first speaker was Mr. Matloga, Commissioner at the CCMA. He presented on the processes of the CCMA which includes dispute resolution process, code and procedures, steps for referring dispute at CCMA, dispute resolution procedure, rules of proceedings before the CCMA, labour courts, CCMA rules etc.

The seminar continued with our second speaker Mr. Mokgehloa K.A, HR assistance manager at the Department of Health and Social Development. His presentation was based on the support that his department offers to the employees of the Department of Health and Social Development such as employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance and organisational development.

Our third speaker was our very own Mr. Morethe who is the Deputy chairperson of the SABPP Limpopo Committee. His presentation emphasised more on ethical behavior in workplaces, and how as the future HR professionals should conduct ourselves, and also touched on the subject of CV’s and interviews and gave us some pointers on how to draft a well-structured CV.
UNIVERSITY OF JOHANNESBURG: STUDENT AWARDS CEREMONY - 28 OCTOBER 2016

Congratulations! What a remarkable accomplishment. Your dedication, enthusiasm and insight are inspiring. SABPP would like to wish you many years of great achievements.

Nothando Shabangu: Best Overall HRM Undergraduate Student in 2015 Kingsway Campus

Dominick Zwane: Best Overall HRM National Diploma Student in 2015: Soweto Campus

Kgopotso Maimane: Best Overall HRM BTech Student in 2015: Bunting Road Campus

THANK YOU TO THE FOLLOWING UNIVERSITIES FOR THEIR APPLICATIONS FOR THE MONTH OF NOVEMBER
Together we can achieve the extraordinary!
Warmest greetings of the season and many good wishes for a New Year of happiness