



HR COMPETENCY MODEL: Ethics and Professionalism



SABPP

SA BOARD FOR
PEOPLE PRACTICES

Setting HR standards

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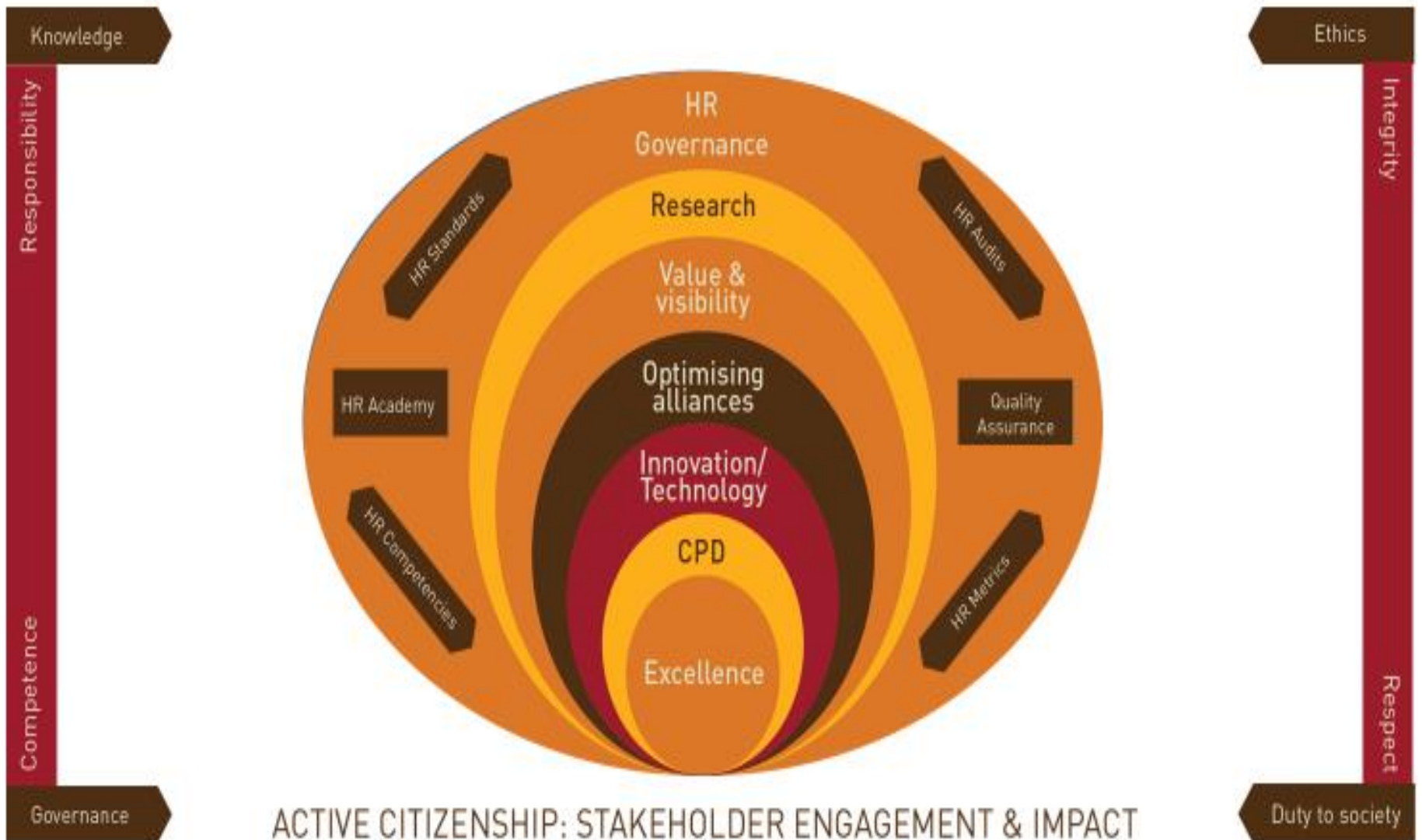
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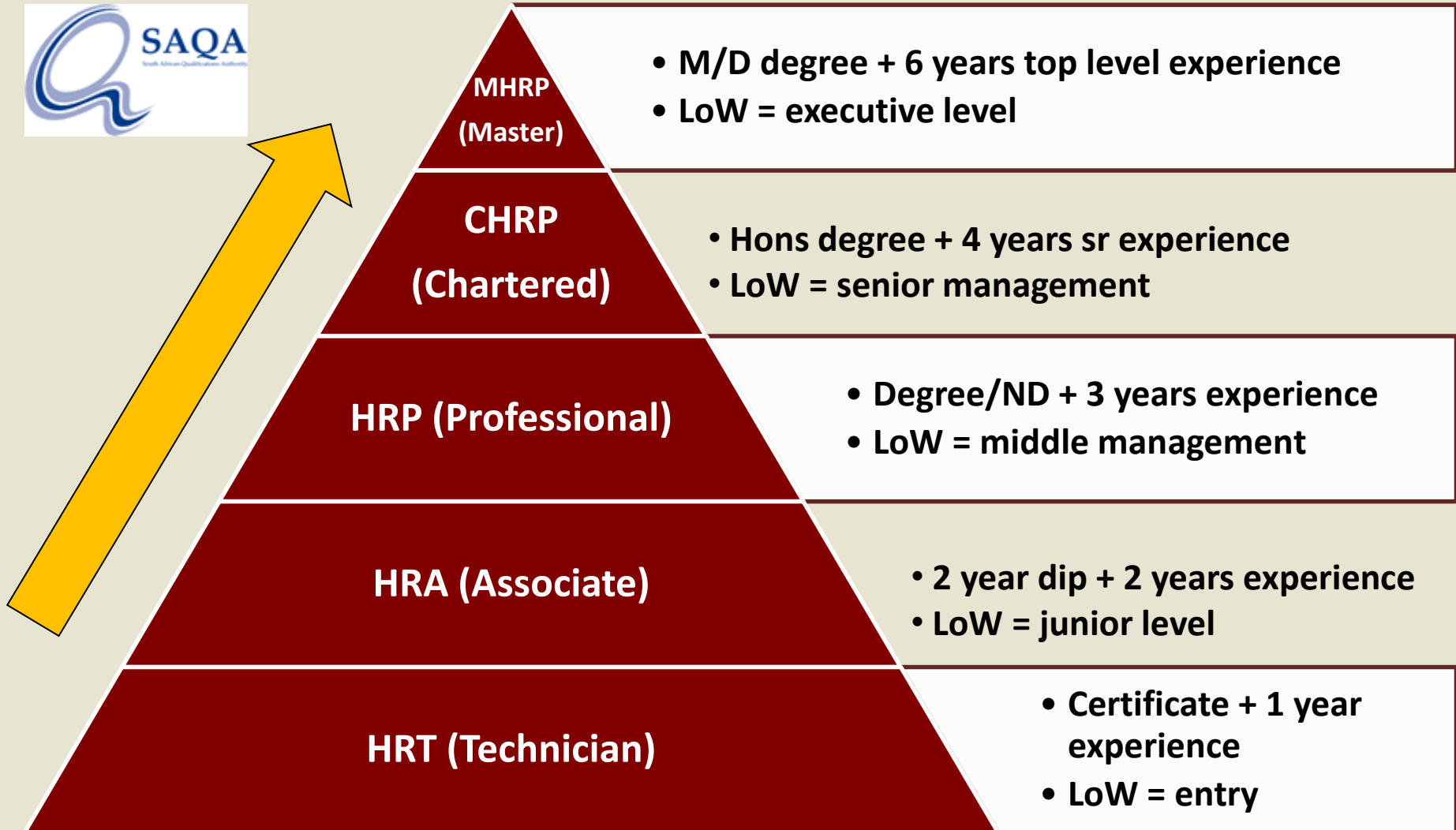
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HR VOICE STRATEGY 2.0

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



SABPP PROFESSIONAL REGISTRATION LEVELS



SABPP Professional Values



RESPONSIBILITY



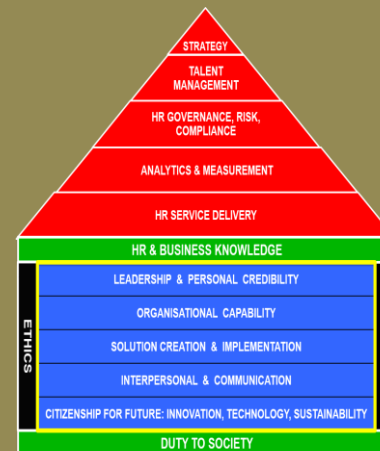
INTEGRITY



RESPECT



COMPETENCE



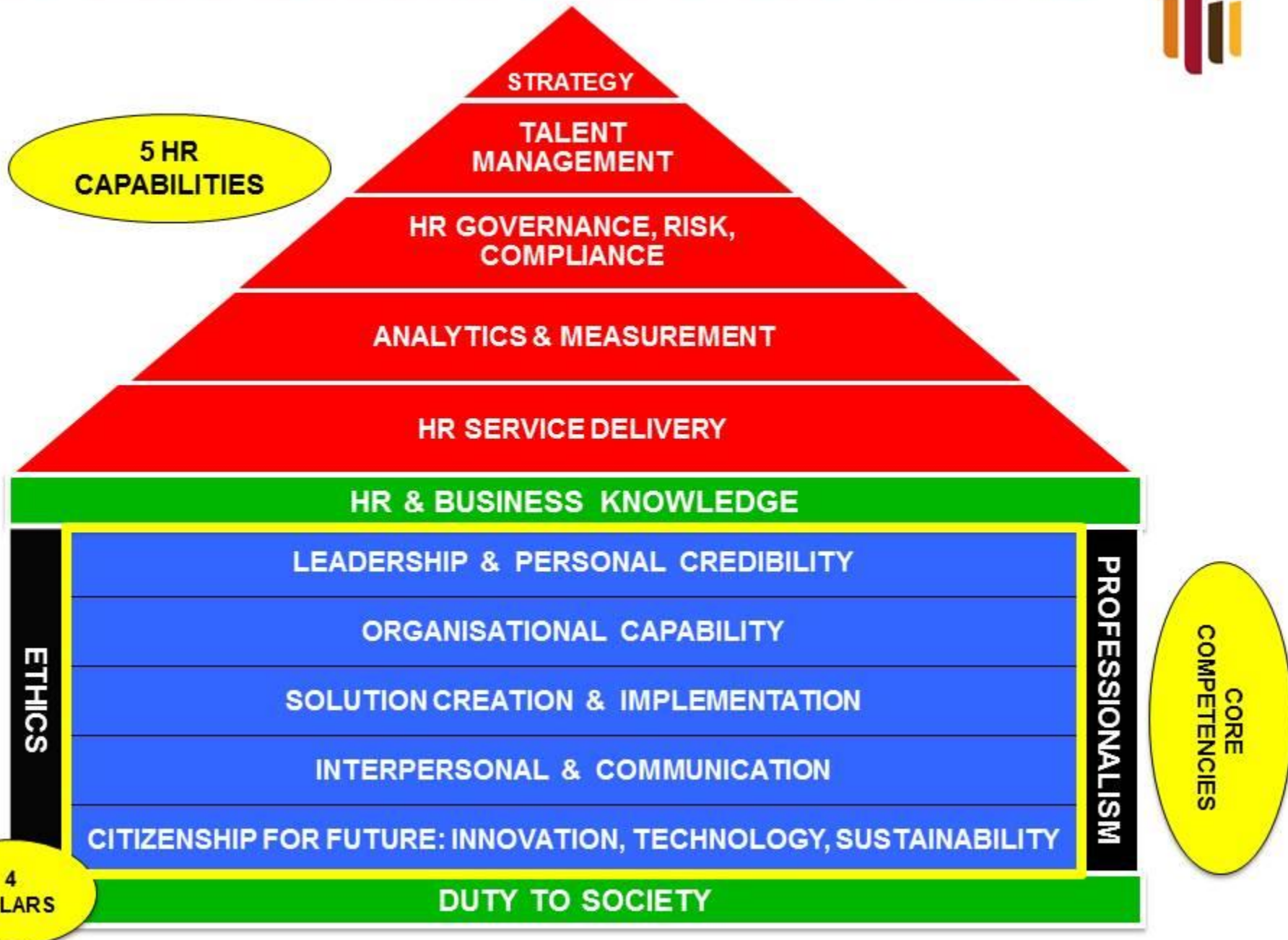
Launch of HR Ethics Book



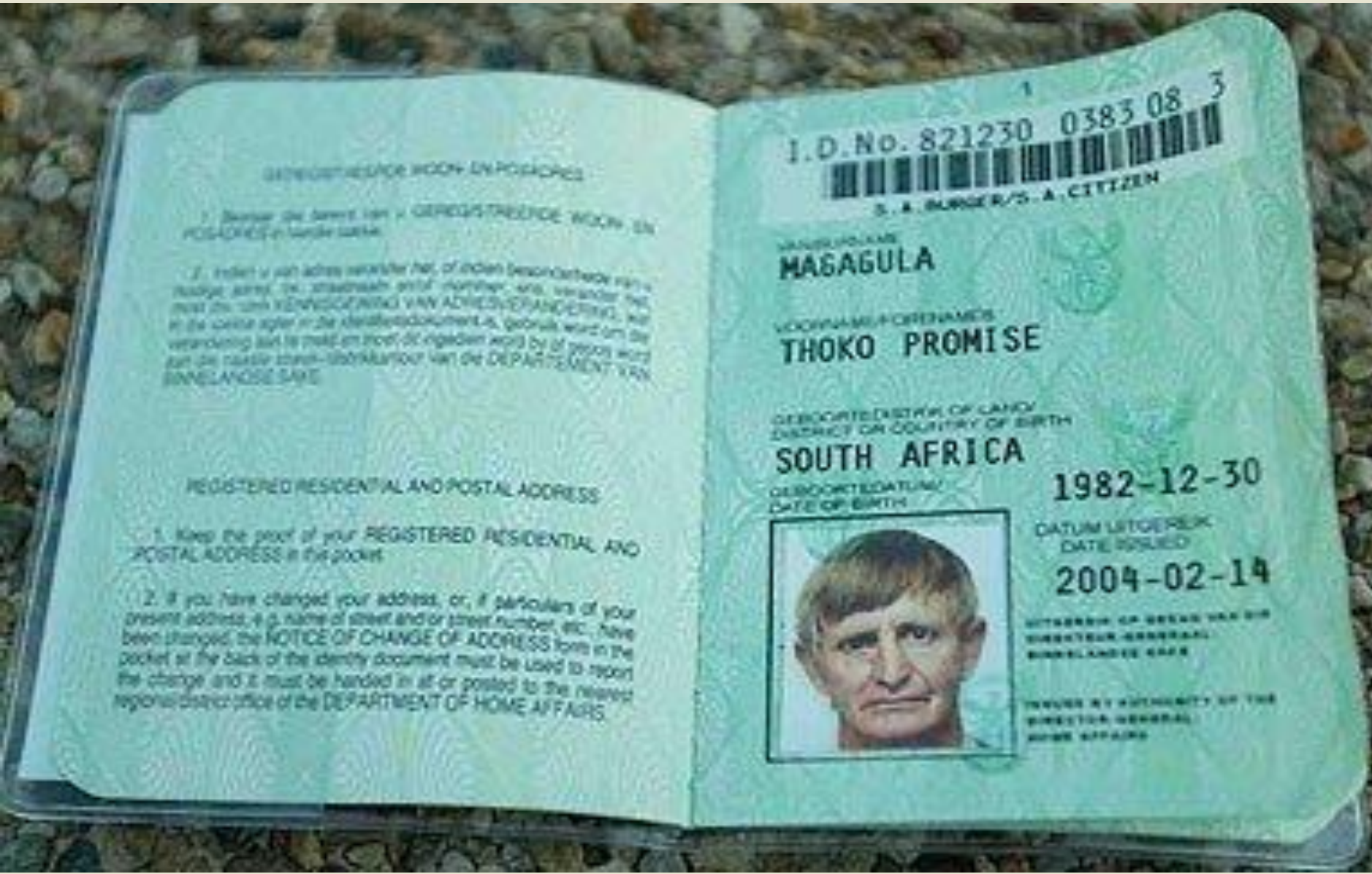
“Congratulations to SABPP with the launch of the HR Ethics book, and for the good work you are doing to promote ethics and the HR profession.”

Advocate Thuli Madonsela

SOUTH AFRICAN HR COMPETENCY MODEL



Importance of ethics for HR



Definition of Corporate Governance



Corporate Governance is about the exercise of *ethical* and *effective* leadership by the governing body.

King IV™ (IODSA, 2016)

King IV Code of Corporate Governance



CHAPTER AND CONTENT	GOVERNANCE OUTCOME
<p>Chapter 1: LEADERSHIP, ETHICS AND CORPORATE CITIZENSHIP Ethical leadership; Organisational values, ethics and cultures, Responsible corporate citizenship</p>	<p>ETHICAL CULTURE (1-3)</p>
<p>Chapter 2: PERFORMANCE AND REPORTING Strategy, implementation, performance, Report and disclosure</p>	<p>PERFORMANCE AND VALUE CREATION (4 -5)</p>
<p>Chapter 3: GOVERNANCE BODY STRUCTURES AND DELEGATION Role of the governing body, composition of the governing body, committees of the governing body, delegation to management and performance evaluations</p>	<p>ADEQUATE AND EFFECTIVE CONTROL (6-10)</p>
<p>Chapter 4: GOVERNANCE FUNCTIONAL AREARS Risk and opportunity governance, technology and information governance, compliance governance, remuneration governance and assurance</p>	<p>ADEQUATE AND EFFECTIVE CONTROL (11- 15)</p>
<p>Chapter 5: STAKEHOLDER RELATIONSHIPS Stakeholders (Responsibilities of shareholders)</p>	<p>TRUST, GOOD REPUTATION AND LEGITIMACY (16-17)</p>

Definition of Ethics Competence



Behaving ethically as HR Professionals and living our professional code in driving ethics and values within our organisations, being champions of ethics, integrity and honesty in the workplace.

SABPP HR Competency Model (2013)

Ethics Competence Outputs



SABPP HR Competency Model (2013)

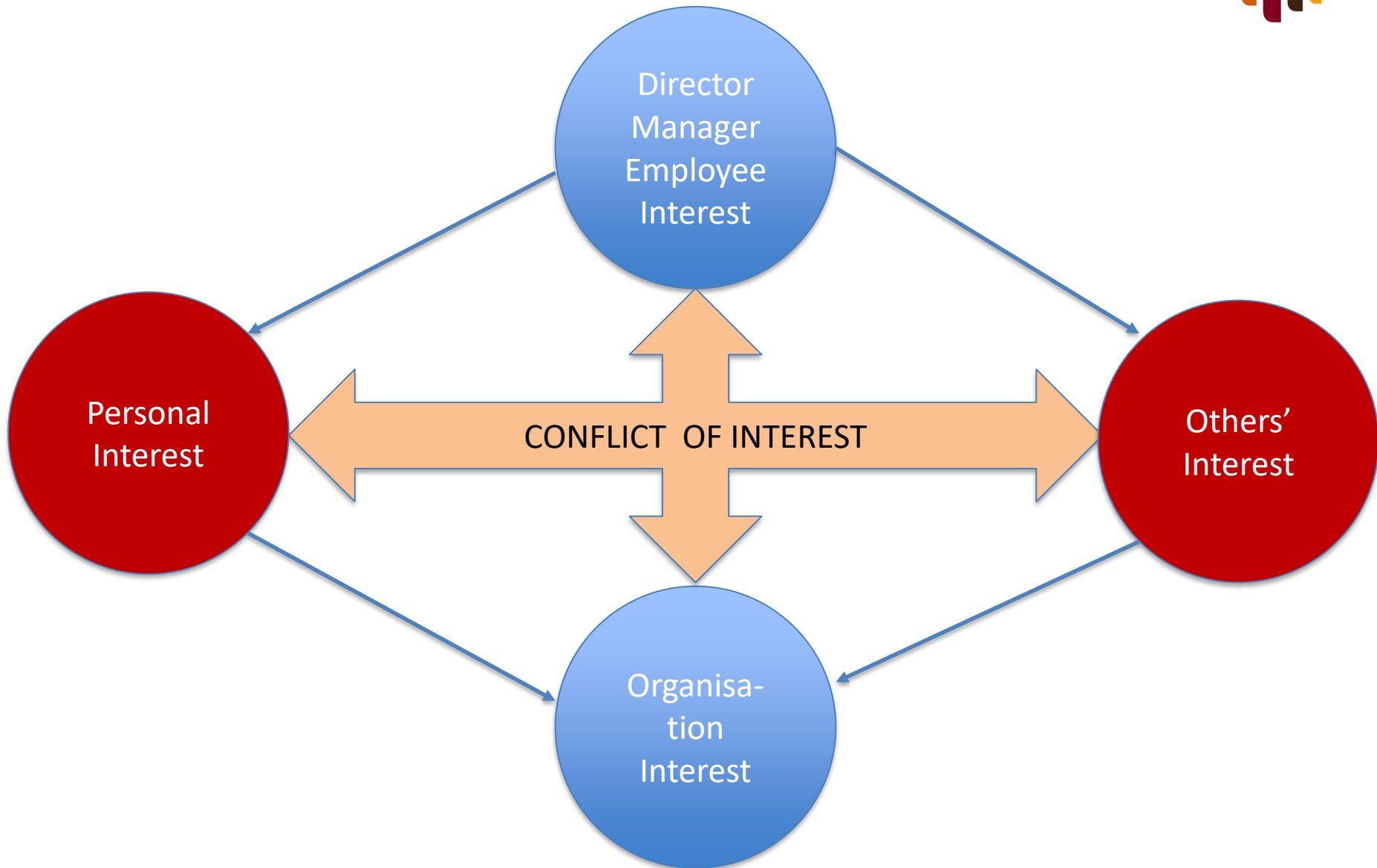
Current reality



- Fraud
- Corruption
- Theft
- Espionage
- Sabotage
- Money laundering
- Lies
- Crime
- Conflict of interest
- Cyber crime
- Nepotism
- Favouratism
- Price fixing
- Exploitation
- Mismanagement
- Poor governance
- Plagiarism
- Bribery



Conflict of interest



HR Governance

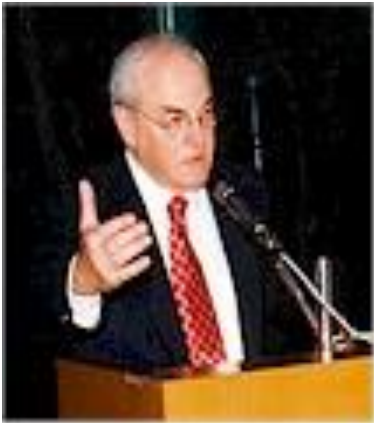


If Corporate Governance is about ethical and effective leadership, what is HR Governance then?

HR Governance is about ethical and effective HR leadership.

Fulfilling our roles as board/exco members or prescribed officers (Companies Act).

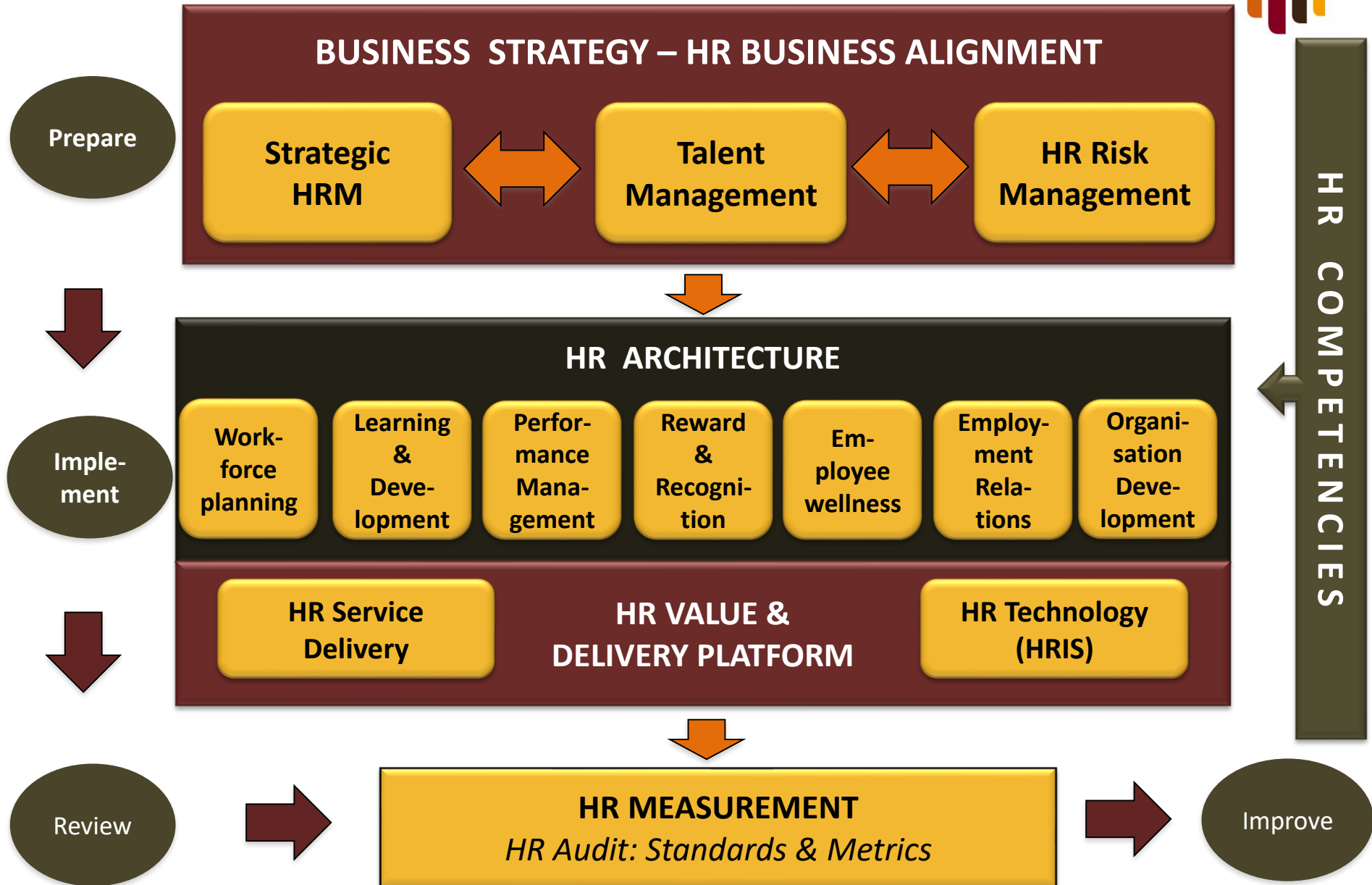
Ensuring that HR adds value and providing assurance of HR work.



**“Good human
resource
management is
imperative for
good governance”**

Mervin King

© SABPP HR MANAGEMENT SYSTEM STANDARD MODEL



AUDITED RATINGS – OVERALL AVERAGE

(20 companies)



BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

Prepare

Strategic HRM
5.8



Talent Management
4.5



HR Risk Management
6.3

FUNCTIONAL & CROSS FUNCTIONAL HR VALUE CHAIN

Implement

Work-force Planning
5.6

Learning
6.3

Performance
6.1

Reward
6.1

Wellness
6.5

ERM
6.4

OD
5.5

HR Service Delivery
5.5

HR VALUE & DELIVERY PLATFORM

HR Technology (HRIS)
5.5

MEASURING HR SUCCESS 4.8
HR Audit: Standards & Metrics

Review

Improve

HR COMPETENCIES



Ethics in the HR Standards



- 3.3.1 Position HR as a strategic partner in the risk governance structures and processes of the organisation.
- 6.2.4 Ensure fair, ethical and organisational cultural practices focusing on the achievement of performance targets in a sustainable way.
- 7.2.2 Deliver a fair & equitable reward system and process that is ethical, cost effective and sustainable.
- 7.2.4 Ensure compliance with organisational governance principles and practices aligned to national and relevant international governance codes of practice and relevant legislation.
- 10.3.2 Ethics of interventions is observed.
- 11.3.7 Provide independent professional oversight, guidance and consulting with regard to HR policy, strategy and organisational people practices and ethical values.

Biggest lesson in ethics



You can get away doing something unethical
over the short term.

But how long will it last? A day, a week, a
month, a year, a few years...

Eventually the truth comes out.

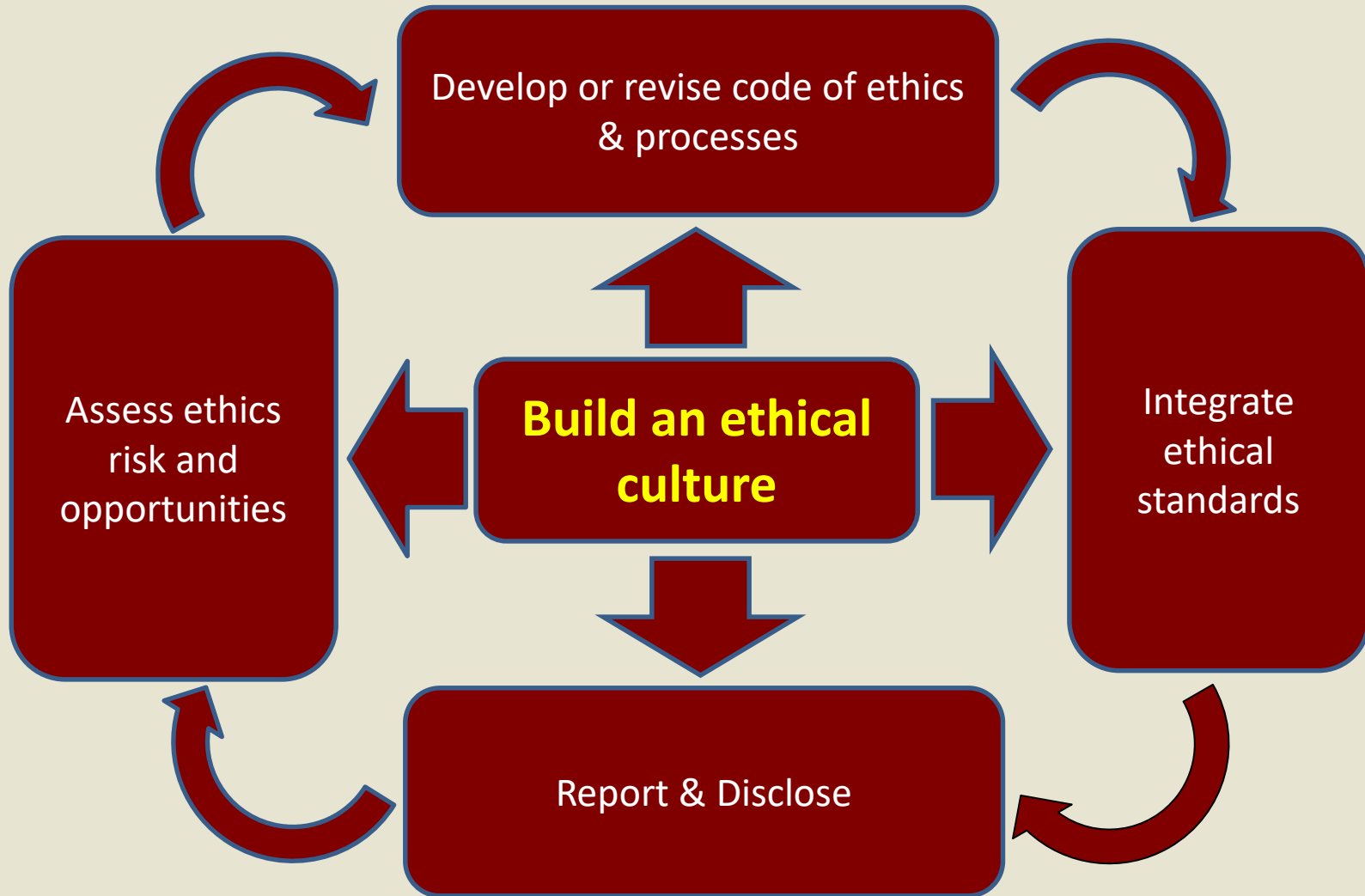
It takes years to build a good reputation and
only a moment to destroy it.

Build and maintain your ethical reputation.

Ethical HR Risk?



Ethics Management Process ...



Guidelines for HR ethics



- Ethical organisation culture
- Explicit values – make alive
- Leaders actively working against fraud, behaving in an ethical way
- Ethics and anti-fraud orientation and training
- Recognise and reward good ethics
- Communication - publicity
- Put procedures and controls in place
- Take strong action if things go wrong
- Evaluate strengths/gaps of your system

Guidelines for HR Governance



- Full alignment to King IV
- Clear Ethics strategy – culture
- Integrated thinking – integrated reporting
- HR Governance Framework for organisation
- Decision-making structures
- Corporate Citizenship
- HR Standards and Competencies (professionalism)
- Combined assurance – HR risks
- HR Audits – internal & external audits

Conclusion



HR Professionalism, Competence and Ethics in business is an important aspect for HR practitioners. We need to infuse professionalism, standards and ethics into our mindset and behaviours as individuals, teams and organisations.

I invite HR practitioners to become ethics champions & active citizens. Let us become great HR Governors.

We set HR standards!



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