

SEIFSA NEWS

NOVEMBER/DECEMBER 2016

INDUSTRY VETERAN

MICHAEL PIMSTEIN

ELECTED SEIFSA PRESIDENT

HOW TO BECOME AN
**EMPLOYER OF
CHOICE**
AND KEEP YOUR TALENT

ANNUAL SHUTDOWN

leave pay and leave
enhancement pay
calculations 2016





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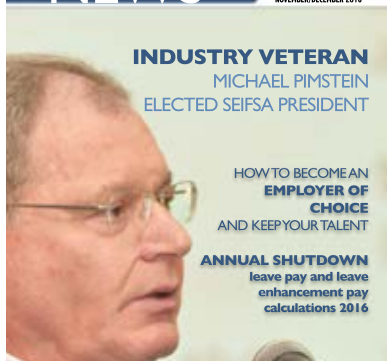
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Industry veteran Michael Pimstein was elected President and Chairman of the Board of the Steel and Engineering Industries Federation of Southern Africa (SEIFSA) at the organisation's Annual General Meeting (AGM) held on Friday, 14 October this year.

November / December 2016

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FROM THE CHIEF EXECUTIVE OFFICER'S DESK



And so, another year-end is upon us. We are on the verge of bidding farewell to 2016 and welcoming in 2017, which we cannot but hope will be a much better year.

And what a year it has been. Except for a few exceptions, by and large the global economy continued to stutter, the scourge of terrorism continued to manifest itself in a growing number of countries, more desperate Asians and Africans risked life and limb in an effort to take refuge in richer and presumably safer – or more stable – European countries, with the latter development leaving resentment and xenophobia in its wake among the locals.

It has been a year in which terrorism against innocent civilians has been on the march, starting with bombings at the airport in Brussels, Belgium on 22 March which claimed 32 lives and left more than 300 people injured. On Bastille Day, 14 July, a terrorist in a truck killed 84 people in the picturesque, holiday resort town of Nice in the south of France, leaving hundreds of others injured and shell-shocked. A few days later, in a period of just over a week, Germany experienced a series of horror attacks in Berlin, Würzburg, Ansbach and Reutlingen.

Around the same time, two armed men stormed a church in Saint-Etienne-du-Rouvray, a suburb of Rouen in northern France on Tuesday July 26, slit the throat of elderly priest Father Jacques Hamel and took four other people hostage. Throughout much of the year, Turkey experienced various terrorist attacks from ISIS, a group bent on turning neighbouring Syria into a Muslim fortress.

Many other deadly terrorist attacks were witnessed, in the course of the year, in other countries like Nigeria, Burkina Faso, Libya, Cameroon, Democratic Republic of Congo, Somalia, Yemen, Baghdad, Iraq and the gay night-club attack in Orlando, Florida, USA.

It has been that kind of year, in which lots of innocent blood has been spilt. On July 15 Oren Dorell wrote in USA Today: "More than halfway through 2016, it's clear the year will be

remembered for the scourge of near-daily terror attacks all over the world – from France to the United States to Iraq and everywhere in between."

This happened at a time when the world economy was not at its best. For instance, the World Bank recently revised its global economic growth forecast down to 2.4% from the 2.9% initially projected at the beginning of the year. That downward revision was occasioned by "sluggish growth in advanced economies, stubbornly low commodity prices, weak global trade, and diminishing capital flows", according to the World Bank.

Global Economic
growth forecast down
by
2.4%



THE WORLD BANK

From
2.9% initially
projected at the
beginning of the year.

The institution projected a meagre 0.4% growth in commodity-exporting emerging market and developing economies, which "have struggled to adapt to lower prices for oil and other key commodities". It added that "substantial downside risks" – such as further growth disappointments in advanced economies or key emerging markets and rising policy and geopolitical uncertainties – still had to be factored in.

Inevitably, these global security and economic challenges have led to hardening of attitudes and even anti-foreigner sentiments in different parts of the world. This hardening of attitudes has produced some of the most shocking outcomes in recent political elections and referendums. We have seen the rise of right-wing sentiments or populist parties in some parts of the world.

Perhaps the most shocking political developments of the year were the decision by a slim majority of British voters to support that country's exit from the European Union in that "Brexit" referendum in June, followed by the November election of billionaire Donald J. Trump as the 45th President of the United

States of America from 20 January 2017. Both developments have major potential implications, which are not as yet fully understood, for the international community.

They seem to signal that, at a time when the world has become much more of a deeply interconnected global village, some in the United Kingdom and the USA, both world super powers at different times in the past, are intent on being more domestically focused. Donald Trump wants to build a wall between Mexico and the US in order to keep illegal Mexicans and other immigrants out of America, while Prime Minister Theresa May and a small majority of her compatriots are working on taking the UK out of the European Union. At the time of writing, some reports indicate that France might be considering a similar referendum on its continuing EU membership.

Here at home, 2016 has been just as dramatic a year. While we should be grateful that we have so far been spared the terrorism that that has been visited upon many a country, nevertheless we have witnessed massive political earthquakes of our own. The Constitutional Court's ruling on the Public Protector's "Secure In Comfort" report on the Nkandla saga and the outcome of the 3 August local elections registered by far the highest magnitudes on the country's political Richter Scale.

While the year started promisingly, with re-appointed Finance Minister Pravin Gordhan (who was returned to his post in mid-December 2015 after the inexplicable firing of Nhlanhla Nene) having actively and meaningfully reached out to the business community both in the run-up to and way beyond the annual World Economic Forum in Davos, Switzerland, for a while it looked as though the Government was finally recognizing business as a crucial stakeholder. Minister Gordhan has been outstanding in working with business and labour leaders in averting a mid-year ratings downgrade for South Africa, and has travelled to Western capitals with these stakeholders in an effort to convince ratings agencies that South Africa remained a viable, stable business proposition.

For all his hard work on behalf of our country, he has been hounded ceaselessly by the Hawks and the National Prosecuting Agency, apparently at the behest of his own wayward comrades within the governing party who have been overly eager to capture the National Treasury and to continue uninterrupted with their corrupt activities.

Regardless of the as-yet-unknown ratings agencies' decisions in December, South Africa still owes Minister Gordhan a huge debt of gratitude and appreciation for his boundless energy and hard work. Of course, he is ably assisted by his deputy, the equally hard-working Mcebisi Jonas and the National Treasury team under the leadership of Director-General Lungisa Fuzile. Long may they continue to serve South Africa with distinction and integrity. Our beautiful country needs more men and women like them in Government and the general public sector in particular, but also in the private sector.

I congratulate Minister Gordhan on becoming the first politician to have been awarded the Sunday Times's

Businessman of the Year Award for 2016. He has been richly deserving of it.

As we bid 2016 farewell, it can only be appropriate that we also pause to register our thanks and appreciation, as a country, to one special lady, Advocate Thulisile Madonsela, who has done such a fantastic job as a Public Protector. Advocate Madonsela came into a position seven years ago that was, for all intents and purposes, yet another job in the public sector and significantly raised the profile of the Office of the Public Protector, demonstrating what a vital institution it is in our democracy. While the men who had gone before her in that position merely plodded along (and chances are that many in the general public can hardly remember who they were), there is a good chance that nobody will forget her tenure as Public Protector.

New Public Protector Busiswe Mkhwebane has big shoes to fill. We will refrain from judging her prematurely, but so far her first few weeks in the job have not inspired much confidence.

Regrettably, we have not witnessed the same kind of integrity on display from our number 1 citizen, President Jacob Zuma, who has continued to be mired in various controversies throughout the year. It is such a great pity that, instead of being an asset, our Head of State has been South Africa's biggest liability over the past few years. The number of people who continue to respect him and take him seriously as a leader has reduced considerably over the years – and now includes many within his own organisation. It remains to be seen if he will finish his terms either as ANC president in December next year or as Head of State in 2019.

Yes, 2016 has been a difficult year, just like 2015 before it. However, that is no reason for us to throw our hands up in the air in frustration and to be tempted to give up. Instead, we – as individuals and as companies – have to soldier on. We have to continue to work hard and to hope for a better tomorrow. As Robert H. Schuller said some years ago: "Tough times don't last, tough people do."

Let's hope for a much better 2017.

Companies that have excelled in the course of the year will be recognized in May next year. Companies that believe that they have excelled in 2016 are encouraged to enter for the SEIFSA Awards for Excellence.

Criteria for the SEIFSA Awards for Excellence are available on www.seifsaawards.co.za. Please get your entries ready now. Any work done in the 2016 calendar year is eligible for the 2017 SEIFSA Awards for Excellence. Winners in each category will be announced at a function to take place in May next year. ■

Kaizer M. Nyatumba
Chief Executive Officer



INDUSTRY VETERAN MICHAEL PIMSTEIN ELECTED SEIFSA PRESIDENT

Industry veteran Michael Pimstein was elected President and Chairman of the Board of the Steel and Engineering Industries Federation of Southern Africa (SEIFSA) at the organisation's Annual General Meeting (AGM) held on Friday, 14 October this year.

Mr Pimstein is a Joint Chief Executive Officer of Capital Appreciation Limited and former CEO of Macsteel Service Centres SA. He assumes the presidency of the Federation and the Chairmanship of its Board in a crucial year that will see wage negotiations taking place in the metals and engineering sector during 2017.

The meeting was followed by the SEIFSA Annual Presidential Breakfast in the same morning.

Mr Pimstein, who has previously served as SEIFSA President in 2006/7, replaced Transman Founder and CEO Angela Dick, who made history last year when she was elected SEIFSA's first woman President.

He has more than 30 years' experience as a senior executive in the steel, engineering and manufacturing sectors. He has also served as

a member of various government, labour and business committees addressing industrial policy, growth and development plans, infrastructure requirements and investment, as well as in labour mediation and wage negotiations.

In his first address as president of the Federation during SEIFSA's Annual Presidential Breakfast, Mr Pimstein acknowledged the challenges currently confronting the South African economy in general and the metals and engineering sector in particular, and stressed the need for all SEIFSA member Associations and other stakeholders to work together.

"These difficult conditions are likely to prevail for some time since there are no signs that the world market is rapidly moving out of its weakness. We need to prepare ourselves in South Africa to do the best we can in a metals and engineering market that is not likely to exceed 4.5 million tons," he said.

ALL ON BOARD

The full SEIFSA Board for the current financial year was also elected at the AGM, where Pimstein's leadership is supported by three Vice-Presidents. The Vice-Presidents are ArcelorMittal South Africa Chief Marketing Officer Alph Ngapo, Aveng Group Employee Relations Manager Oupa Jacob Komane and ABB South Africa CEO Leon Viljoen.

The other members of the Board are Atlantis Foundries CEO Pieter du Plessis, Murray and Roberts (Power and Energy) Human Resources Executive Anthony Albert Boy and Arabela Holdings (Pty) Ltd Executive Chairman Elias Monage.

Mr Viljoen is continuing into his second year as a member of the Board.

SEIFSA Chief Executive Officer Kaizer Nyatumba congratulated the new Board Members.

"Colleagues and I welcome the new SEIFSA Board and the President and look forward to working with them. In them, the Federation is gaining a team with extensive and vast experience. I am confident that as we steer the metals and engineering sector through the current crisis and move toward negotiations, this Board will provide the necessary guidance and use its considerable leadership experience to instill confidence," Mr Nyatumba said.

The University of the Witwatersrand's Professor Susan Booyesen was the guest speaker at SEIFSA's Annual Presidential Breakfast, where she delivered an insightful address on the state of South African politics. ■



Professor Susan Booyesen

KNOW THE BOARD

Collectively, the new SEIFSA Board has extensive experience in the various matters that are needed to steer the Federation forward and to oversee its good corporate governance. Let's get to know them.



Alph Ngapo
SEIFSA Vice-President
ArcelorMittal South Africa Chief
Marketing Officer



Oupa Jacob Komane
SEIFSA Vice-President
Aveng Group, Employee
Relations Manager



Leon Viljoen
SEIFSA Vice-President
ABB South Africa CEO



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SEIFSA Board member
Murray and Roberts (Power
and Energy) Human Resources
Executive



Peter du Plessis
SEIFSA Board member
Atlantis Foundries CEO



Elias Monage
SEIFSA Board member
Arabela Holdings (Pty) Ltd
Executive Chairman



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SEIFSA ANNUAL PRESIDENTIAL BREAKFAST

On 14 October 2016, SEIFSA held its Annual Presidential Breakfast in Sunnyside Hotel and was well attended, proving that the event is gaining much popularity in the metals and engineering sector. The keynote speaker was renowned and experienced researcher and politics commentator, Professor Susan Booysen from the Wits School of Governance.

Earlier that morning at the Federations Annual General Meeting, Michael Pimstein was elected new President and board chairman of SEIFSA. He also took to the podium to outline parts

of his plans for the upcoming year and called for collaboration for the benefit of the metals and engineering sector. ■



Kaizer Nyatsumba: SEIFSA CEO, Professor Susan Booysen: Wits School of Governance, Bob Stone: Zimco Sales and Marketing Director and Michael Pimstein: SEIFSA President and Board Chairman





EEAIA

AN ASSOCIATION WITH A GROWING LEGACY

It takes passion and focused work on member companies for an association to keep growing in leaps and bounds and remain in the industry for eight decades. The Electrical Engineering and Allied Industries' Association (EEAIA) is one such organisation. A strong legacy of leadership, close collaboration and a collective voice on significant issues, as **Rob Melaia**, Vice-Chairperson EEAIA indicates, led to the continuing success of the association.



Founded in 1936, the EEAIA is one of South Africa's long-running associations in the metals and engineering sector. It is known to be the largest and most representative industry association in the electrical manufacturing, supply, repair and installation sector with a good representation on the SABS/STANSA committees, therefore providing good value for its member companies.

In 2016, the association is celebrating 80 years, a significant milestone that Rob and his team are proud of. It was established by a small group of companies and it has grown in leaps and bounds, and at its peak, had a

committee that meets on a monthly basis. More so, members are represented in industry structures platforms where interests that affect companies are articulated.

"We take pride in keeping our membership involved and abreast of developments in the industry and the business environment in order to equip member companies with the latest information to confront challenges," explains Rob. "We are committed to communicate meaningfully and effectively with government and regulatory authorities and we have a collective voice on important issues affecting our industry."

"The EEAIA also offers services to member companies, through SEIFSA's various support services," he adds.

"The association has always been a stalwart supporter of SEIFSA, its views and objectives and has always been closely involved in all its structures," says Rob. "The relationship between the leadership of the both organisations has always been strong, supportive and mutually beneficial in taking on challenges facing the industry."

With the challenges in the industry no settling yet, the association's focus, among other things, will be to continue to collaborate with players in the sector and SEIFSA closely as it has always done. "The SEIFSA executive team has always been closely involved with association matters. There will be continued promotion of open channels communication and interaction with our sister organisations and the Federation," Rob concludes. ■



"The EEAIA was one of the few associations in existence when SEIFSA started and it could be seen as one of the founding members of the Federation. Very few industry associations survive this long," says Rob.

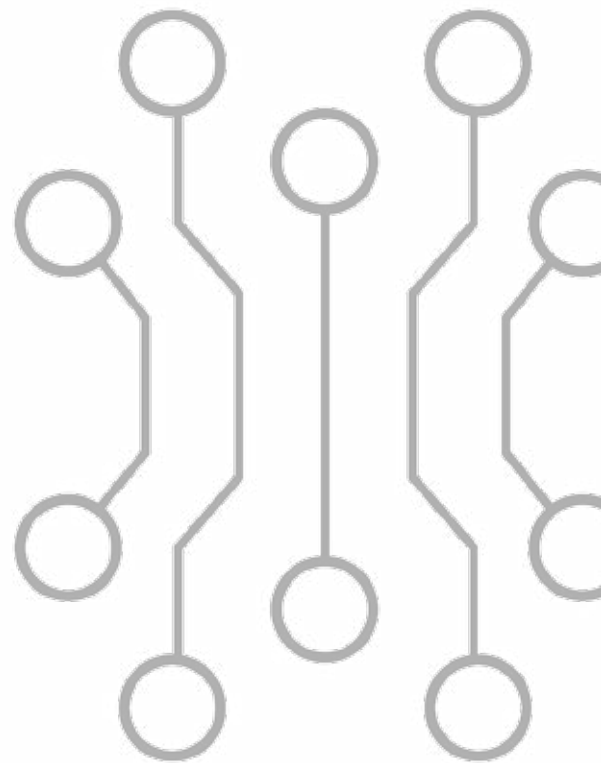
membership of 186 companies employing 15489 employees. Its membership base is still strong at 156 members including small, medium and very large companies.

"The EEAIA was one of the few associations in existence when SEIFSA started and it could be seen as one of the founding members of the Federation. Very few industry associations survive this long," says Rob.

On the success of the association for such a long period, Rob says that consistent and close communication with the members is key. Members are served by a dedicated and committed executive

To expand value to its members, the EEAIA takes every opportunity to work with government, parastatals and also does NGO lobbying on organisations such as SABS, Eskom, NERSA, and merSETA among others.

Like all other organisations in the metals and engineering sector, the association is not immune to the challenges of the sectors dull economy. But Rob says foremost for the association is to keep all members updated with the right and relevant information especially "during this trying times".



Q & A

WITH ROB
MELAIA



Rob Melaia, Vice-Chairperson EEAIA

Perhaps because of a technical background, Rob is a pragmatic leader with an authentic approach to the realities of the metals and engineering sector. Although he does not shy away from discussing the challenges, he offers a light of hope and some tips for leading a successful and fulfilling career.

How are you involved with EEAIA?

I was the chairperson for 2015 and 2016.

What is your job and role at EEAIA?

As above and now I am a member on the EXCO.

When did you start working with the EEAIA?

Around 2009 if I recall correctly.

Please elaborate what you joined as and how you rose through the ranks to your current position.

I joined due to a request from my management at the time to attend the meetings. I was asked to join the EXCO after a year. Ironically, the association was very much outside my core functions, and I never thought I was the type of person to be active in it for of much value. The last thought or objective on my mind was rising through any EEAIA ranks but I was kindly proposed for Vice-Chairperson by Leon Viljoen when he was outgoing Chairperson. The proposal was accepted and even though I felt I was a very different person to a good and effective EEAIA Chairperson – I did my best within the challenging conditions at this time in our industry.

What contributed to your success at EEAIA?

Although I never intended to do any more than attend the EXCO meetings, I think my passion and willingness to try to make a positive impact made the initial difference.

Linked to this, I also feel that if there was more active participation in the EXCO by member companies I would not have reached where I have in the EEAIA because there would

have been a bigger pool of more senior industry leaders in the EXCO. The single event that made the difference was Leon Viljoen's proposal for my nomination for which I am very grateful. It exposed me to experiences I would not have in my normal position.

What is challenging about your job?

The challenges are linked in one important respect: Balancing time between the two. In my very hands-on technical "day job" - associations like the EEAI are often considered unimportant and of little benefit. This often made it difficult for me to devote adequate time and effort to the EEAI. I must be the first EEAI chairperson who missed the AGM in the middle of their term - being urgently required at a Sugar Mill in Zimbabwe at the time.

The broader challenges that South Africa faces today were obviously also challenging for my position. However, one of my favourite motto's is: "What's life without a challenge?"

Describe your work with EEAI on a typical day?

It has not been much actually, and would have been easy if my traditional work pressures weren't that great. Others in the association have worked much harder and longer for the EEAI. One example being Peter Flint. My major involvement in the past two years has been with SABS issues and trying to increase membership in times when there are many factors encouraging members to leave the EEAI.

What advice do you have for other leaders who aspire to succeed in management level in the metals and engineering industries?

Ironically, I am not a leader in traditional management in this industry. I am a

Technical and Engineering Executive at Marthinus & Coutts, an ACTOM company. I have always driven the interests of the industry technically through my passion for Engineering (mainly rotating electrical machines) through the South African Institute of Electrical Engineers, and partly SABS and the IEC (International Electrotechnical Commission).

I have never specifically strived towards management or leadership of any nature. I have just followed my passion. That would be my advice to others: Don't actively plan to succeed in management. Get the structure of your career under your belt first and let your passion and interests determine your career path. If you're meant to manage you will. Success is not determined by whether you become "the boss" or not. To me it is what positive differences you have made in your career and life.

What are your goals for EEAI?

To try and improve the lives of all the parties in our industry in South Africa. This would mean closer ties with entities traditionally not close to the EEAI, primarily the trade unions. The most effective way to benefit all parties is doing as much local manufacture as possible. This is where I would focus efforts.

Where is EEAI going from here, regardless of the challenges faced by manufacturing and the metals and engineering sectors?

This is difficult to predict, and I maintain that this would be difficult for anyone. It's not just the challenges faced by the sectors mentioned, but the pressures on many traditional institutions in South Africa - and abroad for that matter. I believe it will move with the times but the times are going to move very quickly in the future. The Fourth Industrial Revolution is going to affect many

structures and institutions and the EEAI and its linked organisations will be sure to be affected too.

There is a lot driving us apart today (worldwide) and also a lot pulling us together. A good example is how anti-competitive legislation is even making institutions like the EEAI difficult to function as freely as in the past. The challenge is to move into the future in as much of an inclusive manner as possible by putting a lot of effort into "inclusive benefits" for all parties in our industry. Who knows what the EEAI will become but I will keep putting in my efforts to ensure that it makes a positive difference.

Tell us a bit about your family.

I am divorced with two wonderful children: Gabriel (12) and Nicola (8, almost 9) - who make life most worth living. I originate from an Italian father and English mother who moved to South Africa in the late 50's.

What hobbies do you have and what do you do to relax?

Photography (mostly technical as I don't get to travel much with my decent camera equipment) and Audio ('Audiophile' may be the wrong word but it describes it). Valve (Vacuum Tube for Americans) Amplifiers and Electrostatic (Panel) Loudspeakers and Electronics (I design and build amplifiers - using valves). I used to sail keelboats and play golf but time no longer permits much of that. I am not a gym fan and try to get to Pilates a couple of times a week to relax and help my ailing body. ■

HOW TO BECOME AN EMPLOYER OF CHOICE AND KEEP YOUR TALENT



By Khanya Vilakazi: SEIFSA Human Capital and Skills Development Manager

The phrase 'employer of choice' is traditionally synonymous with cool and fun companies. When that phrase is thrown around, usually global corporations come to mind. However, a company does not have to be a big organisation to be an employer of choice. Employer of choice badge generally means that the company has consciously and carefully thought about creating an environment where people want to work and have long-lasting and sustainable careers.

Genevieve Roberts, in 'What it means to be an employer of choice', writes that, "being an employer of choice means that management has created a place where people choose to work over other competing organisations because of what they believe the company will offer them in terms of the whole work experience; compensation, benefits, perks, opportunities, development and purpose for being".

Clearly, employees choose to be with the companies they are working for just like they easily choose to leave the companies they no longer want to work for. If a company is viewed by its employees (and prospective employees) as falling within this coveted category, it will not only save money but also enhance its reputation. Because of its strong employment brand, an employer of choice can reduce recruiting costs as a result of a low turnover rate. Subsequently, its higher engagement levels result in greater productivity.

A good volume of research continues to be conducted to define specifically what an employer of choice looks like, or should look like, and will look like. This should also be about providing a truly satisfying work experience on all levels that, in turn, results in a highly engaged and energised workforce.

Employer of choice badge generally means that the company has consciously and carefully thought about creating an environment where people want to work and have long-lasting and sustainable careers.

Some organisations in a misguided and often misunderstood attempt to be an employer of choice, however, list multiple points and convoluted stages to progress through in order to reach that desired state. This shopping list approach is so confusing that employees end up picking and choosing elements which they subscribe to and scratch out those they cannot afford or find too pricy to achieve. Moreover, employees often get lost along the various stages and this half-hearted process inevitably gets

relegated to the ever-bulging human resources department's folder and end up being the litter in most companies' strategy maps.

Here are the three most important things that companies should work on if they want to become an employer of choice:

1 OFFERING MEANINGFUL WORK

Prospective employees want to know what is important to the company and how those principles align with their personal values. This then becomes employees' biggest loyalty measure. According to the 2015 Talent Trends Survey, of over 20 000 employed professionals in 29 countries; nearly one in three said they are actively looking for new work.

Imagine what goes through the mind of a CEO at an EXCO meeting having read this survey report. It would be painfully easy for that leader to infer that their team of eight executives has three members actively exploring meaningful challenges away from the organisation. To compound the board of directors' headache, the CEO could be one of those on the exodus.

What is interesting about the survey is that nearly half of employed professionals who are looking for a new job said they were satisfied with their current positions. What should organisations read into this? Just because your employees say they are satisfied with their job doesn't necessarily mean they are not looking for positions elsewhere. You still have the greater task of continuing to challenge your employees with work they feel is meaningful. The operative word here is not challenge, and neither is it work; it is meaningful.

2 PROVIDING TRAINING AND DEVELOPMENT

Fortune's Top 100 best employers typically offer more training and development than companies that don't make the list. The top 10 companies provide a minimum of 32 hours of training per employee each year. This translates to just four work days over 365 days, or about a quarter of the employee's monthly salary. Affordable, Employee representatives might allude. Even the CFO would be compelled to yield on this one.

If it is affordable then why can't it be achievable?

Not just any training, but the right training gives employees the necessary skills and knowledge to carry out their work to the best of their ability, increasing productivity and the quality of work. Whether it is methods of working or legislation, things continuously change in the work place. Regular training means your business and your employees don't get left behind. They stay working at their best, both today and in the future.

Training and development can give your employees an increased and more diverse skills set. This would easily enable them to take on additional responsibilities which will, in turn, enhance their own career prospects. In addition to external training, internal training is a pivotal way to share best practice within your organisation, develop common working procedures and strengthen internal relationships.

Not only can training help retain your best employees, but being an employer that demonstrates an active commitment to staff development makes your organisation more attractive when it comes to recruiting top talent.

The only way you can be better than your competitors is through your employees being better than the rest and training is one of the top direct routes to achieving this.

3 CREATING THE CULTURE YOU WANT

Howard Stevenson argues that, "Maintaining an effective culture is so important that it, in fact, trumps even strategy". Frances Frei and Anne Morriss agree when they say, "Culture guides discretionary behaviour and it picks up where the staff handbook leaves off". Unfortunately, in most companies, corporate culture just happens. At a company striving to be an employer of choice, management should take control to build and nurture the culture it wants.

It is therefore, unequivocal that the best strategy is a good culture. Satisfied employees produce good results that, in return, generate the results that are being sought financially.

It can be argued that there are mainly two reasons people leave their organisations. One is the financial health and stability of the company. They fear that the organisation is headed for retrenchment, closure, bankruptcy or even worse. They want to leave before they are laid off or drown with the company and find a company that is in better shape.

Most people, however, leave a job because of the company culture. They leave because the culture was not strong enough or positive enough to outweigh any other factors, such as inflation, depression, absence of annual increase or lower salary and benefits package. The company culture creates a shock absorber for difficulties and in its absence employees feel very vulnerable and flee in their masses.

In conclusion, becoming an employer of choice isn't necessarily about hiking pay or offering extravagant benefits (that would certainly help, albeit, in the short-term). In fact, some employers of choice actually offer lower compensation packages compared to their peers. But they make smart investments in doing the things that make their organisations a place where people want to work. What has your organisation invested in? ■

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- Alos Holdings (Pty) Ltd
- Amani Industrial Services
- AMT Placement Services
- Bathusi Staffing Services (Pty) Ltd
- BDM Management (Pty) Ltd
- CAP Personnel Placements (Pty) Ltd
- Capacity Outsourcing (Pty) Ltd – a Division of ADCORP
- Capital Outsourcing Group
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- Consortium Personnel Consultants cc
- ESG Recruitment cc
- Global Industrial Consultants cc
- Global Isizwe Placements cc
- International Task Labour cc
- Inqaba Services (Pty) Ltd
- Khuboni Placements (Pty) Ltd
- Lapace Construction (Pty) Ltd
- Mabhele and Associates cc
- Monyetla Services (Pty) Ltd
- Parsons Engineering cc
- Phakisa Technical Services
- Primeserv ABC Recruitment (Pty) Ltd
- Primeserv Staff Dynamix (Pty) Ltd
- Quyn International Outsourcing (Pty) Ltd
- Scribante Labour Consultants (Pty) Ltd
- Sebcon Contracting Services
- Seven Stars Investments (Pty) Ltd
- Sizuluntu Staffing Solutions (Pty) Ltd
- Sizwe Staffing Solutions (Pty) Ltd
- Staff-U-Need a division of Adcorp Staffing
- Swift Human Resources (Pty) Ltd
- Transman (Pty) Ltd. ■

SEIFSA WELCOMES **NEW MEMBERS**

The following companies
became members of associations
federated to SEIFSA during
October - November 2016

CAPE GLOBAL CONSTRUCTION ENGINEERING TRAINING CENTRE (PTY) LTD

Cape Engineers and Founders' Association (CEFA)

DUVHA FOUNDRY

Iron and Steel Producers' Association of South Africa
(ISPA)

LABOUR MATTERS

SEIFSA Associate Membership

MR E MUKUTU

SEIFSA Associate Membership

PLANT DESIGN & PROJECT SERVICES

Constructional Engineering Association (South Africa)
(CEA Division)

REGAL BELOIT SOUTH AFRICA

South African Pump Manufacturers' Association (SAPMA)

SPEEDMARK POLYMERS (PTY) LTD

Constructional Engineering Association (South Africa)
(CEA Division)

STRUCTA TECHNOLOGY (PTY) LTD

Constructional Engineering Association (South Africa)
(CEA Division)

WILLIE BLOEM AND ASSOCIATES

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ROBOR ASSISTS IN RHINO RELOCATIONS

Robor recently donated 12 tons of steel and assisted in the re-drawing of steel boma designs to ensure the coordinators of the "Rhinos Without Borders" project could continue with their valiant efforts to preserve this endangered species. The project coordinators so far have facilitated in the relocation of 31 rhinos, with further plans to move a total of 100 rhinos.

Robor's donation of steel will be used for the construction of mobile steel section bomas that can be moved from one release site to another across reserves. The ability to do this greatly reduces the conflict associated with releasing many rhinos from the same boma and therefore significantly improves the success of the rhino project.

The fabrication of the mobile bomas was started and the engineering works aimed to complete the full 51 steel sections by the end of November 2016. This will culminate with the official handover of the "Robor Rhino Bomas" to the Botswana Wildlife Department.

Robor is truly honoured to have been able to assist in this very worthy project and we sincerely hope that our role in this journey will go a long way toward the preservation of the rhino species.

Robor, situated on the East Rand of Johannesburg, South Africa, is a manufacturer and supplier of a wide range of steel products and associated value added steel services across the automotive, mining, water, building and construction, rail and road, transport, renewable energy and telecommunications sectors. ■

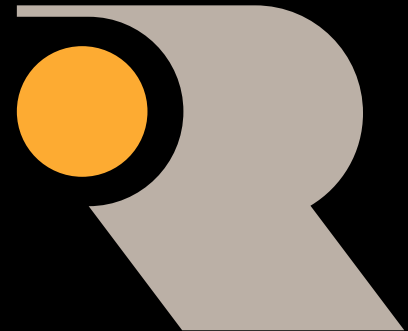
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MANDATORY GRANT SUBMISSIONS 2017/2018 ARE DUE

30 APRIL 2017

SEIFSA continues to offer assistance to companies in order to enable and support their current Skills Planning and Reporting requirements.

SEIFSA's Human Capital and Skills Development team are adept to assist companies with the preparation and submission of the Workplace Skills Plans (WSP), Annual Training Reports (ATR), PIVOTAL Plans (PP) and PIVOTAL Training Reports (PTR).

The cost for this service will be provided upon request.

Developing and submitting the WSP, ATR, PP and PTR documents serves as building blocks to developing staff in order to ensure that organisations reach their strategic objectives.

Skills Development Facilitators are reminded of the following:

- The reporting periods for 2017/2018 are the annual training report (ATR) will be for the period 1 January 2016 until 31 December 2016, and the workplace skills plan (WSP) will be for the period of 1 January 2017 until 31 December 2017.
- Please note that the merSETA Seta Management System will be available from February 2017. Only electronic submissions will be accepted.
- Where a recognition agreement exists between the organisation and labour/union, immaterial of the size of the workforce, a labour/union representative on the Training Committee is required to sign-off on the grant application on or before the deadline date. This includes PIVOTAL.
- Where a recognition agreement does not exist and the company employs 50 or more employees, an employee



representative on the Training Committee is required to sign-off on the mandatory grant application on or before the deadline date. This includes PIVOTAL.

- The labour/union or employee representatives, whichever is applicable, must submit an application to register via: <http://196.4.89.14/cdas/merseta.asp> and click on "Register as a Skills Development Facilitator" and follow the prompts.
- Large and medium-sized companies that intend to be considered for discretionary grants for PIVOTAL programmes must submit their mandatory grant application and complete the PIVOTAL plan on or before the deadline date.
- Preference will be given to learners linked to the merSETA identified Priority Skills and the Strategic Infrastructure Projects (SIPs).
- Medium and large companies that intend to be considered for non-PIVOTAL programmes will be required to submit their application via the discretionary grant funding window. The guide on "How to submit the mandatory grant application" and the SIPs information is also available on the merSETA website - www.merseta.org.za.

For more information on how SEIFSA's Human Capital and Skills Development team can assist you with your mandatory grant submissions for 2017/2018 please contact us on (011) 298 9400 or visit our website www.seifsa.co.za. ■

YOUR 2017/2018 SKILLS DEVELOPMENT CHECKLIST

SEIFSA's Human Capital and Skills Development Division has put together some key points to keep in mind.

1. The reporting timelines are:
WSP/PP: 1 January 2017 to 31 December 2017 (Check applicable OFO codes)
ATR/PTR: 1 April 2016 to 31 December 2016
2. Understand the difference between Mandatory and PIVOTAL programmes: The acronym means Professional, Vocational, Technical, Academic Learning (PIVOTAL) and this type of learning must be registered on the National Qualification Framework (NQF) and will end in an Occupational Directed Qualification, e.g. Apprenticeships or AET level 4.
Note: The information that pulls through to the PIVOTAL Plan forms the basis of the Discretionary Grant application.
3. Don't forget to complete the Scarce and Critical Skills as well as the Impact of Skills pages as the content has changed.
4. Ensure that the Minutes of the training committee meetings as well as the Sign off page are uploaded on SMS or before the deadline date.

5. The Sign Off page – Where a Recognition agreement exists between an organisation and labour/union, immaterial of the size of the workforce, a labour/union representative on the Training Committee must sign off on or before the deadline date. Where there is no recognition agreement but the company employs 50 or more employees, an appointed employee representative on the Training Committee, must sign off on or before the deadline date.

This sign off is to ensure that communication and consultation took place prior to the submission.

Keep in mind that the final submission date for Workplace Skills Plans, PIVOTAL Plans, Annual Training Reports and PIVOTAL Reports is 30 April 2017.

If you need any assistance or support, please don't hesitate to contact SEIFSA's Human Capital and Skills Development team on 011 298 9400. Good luck. ■

The compliance issues for the annual mandatory and PIVOTAL grant submissions time and again hampers the true strategic importance of these submissions, and results in submission that only reflects the most immediate training and development needs, and are tailor made for compliance rather than reflecting the strategic intent of the company. Skills Development enables companies to plan develop skills and gain experience critical to the success of the business, and the annual submissions should reflect the company's strategic intent.

The following checklist can be used to ensure that you are ready for the Skills Development imperatives of 2017/2018.

Put a tick in the block for those items that apply to your company where you are fully up to speed. Have you scheduled and prepared for the following.....		YES	NO
1. Do you check the SEIFSA website weekly to ensure you are aware of any skills development related issues or policy developments? Prioritise this on your to-do list.			
2. Have you started early planning of your mandatory and PIVOTAL grant submission to the Merseta? (The deadline date is 30 April 2017) Update your knowledge of the Organising Framework for Occupations (OFO) (as the basis of your mandatory grant application).			
3. Do you have any new staff members who need an understanding of the fundamentals of the skills development legislation? Book them on the next Introduction to Skills Development (SD) workshop.			
4. Do you have more than 50 employees in your company? Do you have an effective Training Committee to consult on your mandatory and PIVOTAL grant submission? Contact the Skills Development team at SEIFSA for details of the in-house training committee workshop which can be offered at your premises to train and upskill your committee members in terms of their roles and responsibilities.			
5. Is your Labour Representative on the Training Committee trained for their role and responsibilities? Make a booking for the next Labour Representative SDF programme.			
6. Are you a medium to large company? Schedule the training of relevant staff as assessors, mentors and coaches in order to support and evaluate your learners.			
7. Can you state with confidence that you are achieving maximum financial and strategic benefits for your skills development activities? Attend the Skills Planning and Reporting Workshops to enable successful online submission via the Seta Management System (SMS) to the Merseta.			
8. Are you aware of all the legislative and policy changes in Skills Development environment? Book your skills development and HR managers as well as your SDF on the Skills Development (SD) Update workshop so that you understand the implications of the skills development dispensation and the new mandatory and discretionary grant dispensation.			
9. Attend the annual SEIFSA/Merseta Seminar on Skills Planning and Report 2017 – scheduled for 16 February 2017 to get the latest tips for a successful submission			
10. Are you receiving your weekly evite from the HC&SD Team to ensure that you are aware of news and can plan attendance at workshops, seminars and conferences?			

LEARNERS DISCOVER AN ENGINEERING WORLD

It was fanfare and discovery at the SEIFSA Training Centre as learners went on a guided information and technical tour which enticed them on technical careers that are much-needed in South Africa to dent youth unemployment.

Learners mesmerised by the world of metals and engineering at SEIFSA Training Centre



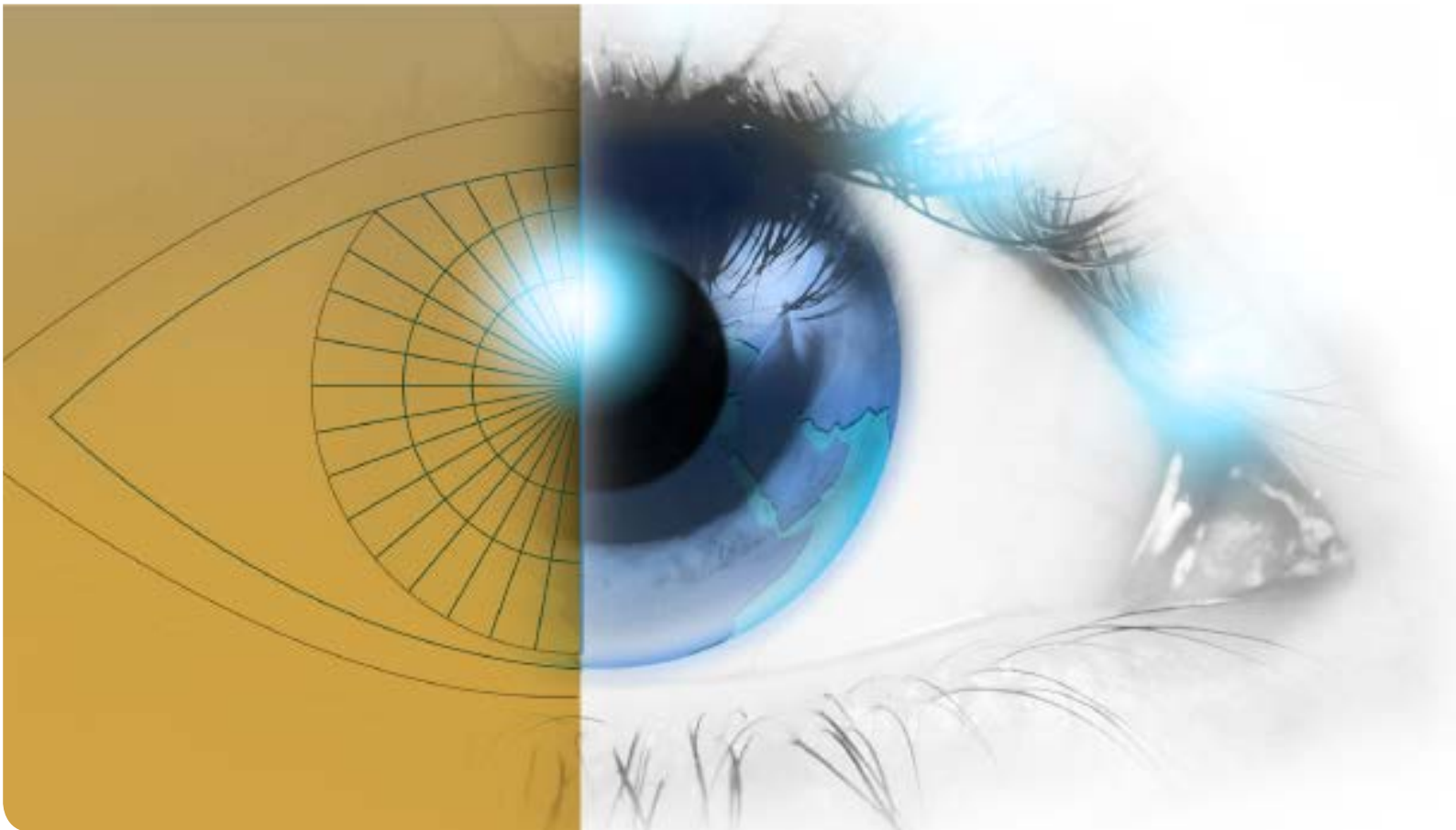
October was an exciting month at the SEIFSA Training Centre when some 250 learners from four schools visited the facility in Boksburg, Benoni, east of Johannesburg. The learners, keen to discover the world of artisans, visited between 24 and 28 October 2016 during the Sci-Bono Career Guidance.

On welcoming the learners, Desmond Uithaler, the centre's Operations Manager said that "career education is a critical aspect of any learner's life, but many get it so wrong and later in their lives find themselves in jobs that they do not like."

This, generally, may be the result of poor career choices or lack of adequate information when faced with making a career choice and Uithaler wondered about other contributing factors. "Although at the training centre we acknowledge that we do not necessarily have all the answers, we are willing to contribute our expertise towards addressing the important issue of career guidance as well as filling the skills gap," said Mr Uithaler.

The event was facilitated by SEIFSA through the Sci-Bono Discovery Centre (Sci-Bono). Sci-Bono, Southern Africa's largest science centre, is affiliated to the Gauteng Department of Education to support Mathematics, Science and Technology education and to help build to South Africa's science, engineering and technology capacity. Sci-Bono is responsible for implementing the Gauteng Mathematics, Science and Technology Education Strategy.

Sci-Bono started as a partnership project of the Gauteng Department of Education and various private sector partners. Located in the historic Electric Workshop in the cultural precinct of Newtown, Johannesburg, Sci-Bono annually receives



hundreds of thousands of visitors to its large collection of interactive science and technology exhibits and exhibitions. It offers broad programme of science and technology related events, activities and programmes for both the general public and the school community. It is now one of the most popular leisure and educational destinations in Gauteng.

The SEIFSA Training Centre is a technical training facility that delivers training to a number of different sectors, but more so to the metals and engineering industry. The Centre essentially specialises in apprentice training in trades ranging from Boilermaking, Welding to the Mechanical and Electrical Engineering disciplines. The staff at the Centre use this foundation to guide learners on careers in the field of engineering. ■

Paying attention to engineering



THE VISIT IN BRIEF

On arrival at the centre, learners were introduced to careers in the steel industry through a brief interactive informal presentation and discussion facilitated by the Centre's Operations Manager, Desmond Uithaler. This was followed by a brief tour through the training workshops with practical demonstration facilitated by the Centre's training staff. The learners were very excited about the event which, based on feedback from both learners and training staff, was very useful and thought-provoking. Some schools requested to visit again next year.

The schools that visited the Training Centre were: The Ephes Mankeli Secondary in Wattville, Hulwazi Secondary School in Daveyton, Etwatwa Secondary School in Benoni, and the Kingsway Secondary School in Benoni.

FLEXIBLE SKILLED WORKERS KEY TO DEVELOPMENT

During the past decade, it became clear that the knowledge economy required a different, more flexibly-skilled worker who can contribute to greater profitability and productivity. In 2009, the Department of Higher Education and Training (DHET) was established and the Sector Education and Training Authorities (SETAs) and Further Education and Training Colleges (FETs) became part of the legislative competence of DHET as a starting point in changing artisan development in South Africa working towards creating a more flexibly skilled worker.

The NQF Act replaced the South African Qualifications Authority (SAQA) Act of 1995 and three Quality Councils (QCs) were established to replace the previous Education and Training Quality Assurance (ETQA) function. The Quality Council for Trades and Occupations (QCTO) was made responsible for quality assurance and the certification process for new trade and occupational qualifications.

The National Artisan Moderation Body (NAMB) has a key function to link all quality assurance artisan learning processes and to:

- develop and moderate artisan trade tests
- develop and manage the national database of registered artisan trade assessors and moderators
- record artisan achievements
- recommend certification of artisans to the QCTO.

NAMB has the statutory function in terms of the SDA to develop Trade Tests for all the new trade qualifications once registered by SAQA as indicated in Government Gazette 35625 dated August 2012.

The SEIFSA Training Centre has full accreditation with merSETA, EWSETA and CHIETA – and is now also an accredited trade test center with QCTO and NAMB. This accolade was achieved in May 2016.



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Take Note:
2017
Intake dates

10 Jan
04 Apr
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19 Sept

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SEIFSA TRAINING CENTRE AWARDS A GREAT SUCCESS



The awards that defined the day

At the annual prize-giving ceremony, learners were inspired to dream big by an executive through a powerful visual life story.

It was a day of recognition of excellence on the 25th of November 2016 during the SEIFSA Training Centre Prize Giving ceremony. To much attention interjected with applause, guest speaker Rajen Govender, Human Resources Director at Weir Minerals Africa, motivated learners with his own life story, which started in Chatsworth, KwaZulu-Natal, culminating with his interesting career.

Govender encouraged the learners to grasp all opportunities they encounter no matter how big or small and use these to not only develop, but to work towards their visions and make their success go beyond what they could have ever imagined. He inspired the learners through his own visual descriptions to dream big and get out there and make it happen.

The SEIFSA Training Centre Awards are trophies and prizes presented together with a certificate of achievement to the best student in a specific trade as well as to the learner with the best progress made. "The SEIFSA Training Centre wishes to congratulate these learners on their achievements as pockets of excellence within their trades and to the companies who afforded them the prospect of a career," said Melanie Mulholland, SEIFSA Human Capital and Skills Development Executive. ■



Excellence recognised



Awards entice learners to remain motivated

ANNUAL SHUTDOWN:

LEAVE PAY AND LEAVE ENHANCEMENT PAY CALCULATIONS 2016

These are some of the main provisions regarding annual shutdown and the calculation of leave pay and leave enhancement pay (leave bonus):

The dates of the annual shutdown are determined by the firm's management, however, the shutdown must take place as close as possible to the previous year's shutdown, as stipulated in clause 16 of the Main Agreement. It appears, however, that most companies will be closing down on 9 December and/or 15 December.

The annual shutdown, must allow employees to take three consecutive weeks' paid leave, which must be taken over an unbroken period and must include four weekends. In addition, the three weeks' leave must be extended with full pay for each public holiday which falls during the shutdown period and which would otherwise have been an ordinary working day. This year, depending on the start of the annual shutdown, the following public holidays fall into this category:

- o Friday 16 December - Day of Reconciliation
- o Sunday 25 December - Christmas Day
- o Monday 26 December - Day of Goodwill
- o Tuesday 27 December - (Additional Public holiday - no name)
- o Friday 1 January - New Year's Day

TWO ADDITIONAL PUBLIC HOLIDAYS:

President Jacob Zuma declared Tuesday, 27 December 2016 a Public Holiday throughout the Republic of South Africa. The President has made the declaration in terms of Section 2A of the Public Holidays Act following a request by the Federation of Unions of South Africa (FEDUSA). The request by FEDUSA was motivated by the fact that this year, workers in the country will have 11 public holidays instead of 12, due to the 25th of December (Christmas Day) falling on a Sunday. According to Section 2(1) of the Public Holidays Act, "whenever a Public Holiday falls on a Sunday, the following Monday shall be a Public Holiday." However, this year the Monday following the 25th of December is another Public Holiday, the Day of Goodwill. This has resulted in the two Public Holidays falling on the same day.

In addition, in August 2016, the President declared the 3 August 2016 a Public Holiday in order to allow citizens to vote in this year's municipal elections.

In addition, in August, the President declared the 3 August a Public Holiday in order to allow citizens to vote in this year's municipal elections.

Do the two additional public holidays affect effect the calculation of employee's shifts towards the leave pay and leave enhancement pay calculation?

Let's consider what the Main Agreement says

The Main Agreement says that all employees are entitled to their full leave pay and leave enhancement pay on completion of 234 shifts worked on a five-day week basis or 283 shifts on a six-day week basis, excluding overtime.

CALCULATING SHIFTS AND WHAT COUNTS AS A SHIFT?

Section 12 of the Main Agreement states that the qualification for paid leave shall be 234 shifts actually worked on a 5-day week basis or, 283 shifts actually worked on a 6-day week basis as these are the maximum amount of shifts that an employee can work in a year to qualify for leave. The table below explains this further.

	5-day week	6-day week
Number of days in a year	365	365
Less: Saturdays and Sundays	104	52
Less: Three weeks' annual leave (working days)	15	18
Less: Public holidays	12	12
Total number of shifts	234	283

You would be correct to ask, but what about the two extra public holidays, there are now 14 in total? It would be perfectly acceptable and in line with the spirit of the Main Agreement for a company to count the maximum number of working shifts an employee can work at your company in 2016, and then use this number, which may be less than the 234 and the 283 stipulated in the Main Agreement. This will enable employees to obtain their full leave pay and enhancement pay. With the two extra public holidays one would think that the 234 will become 232 and the 283 will become 281. This however may not always be the case for all companies as it depends when your company opened up in January 2016 and the date of its closure in December 2016.

New employees and others who have not worked all available shifts during the year are entitled to pro-rata leave pay and pro-rata leave enhancement pay. In addition, please note that, since the dates of the annual shutdown change from year to year, an employee who works all available shifts during the year is entitled to full leave pay and a bonus, even where the shifts amount to fewer than 234 shifts (5-day week) or 283 shifts (6-day week) respectively.

LEAVE QUALIFYING SHIFTS

LEAVE QUALIFYING SHIFTS		
	Five-day week worker	Six-day week worker
Minimum number of shifts to be worked	* 234 shifts	283 shifts
Minimum number of shifts to be worked before pro rata leave pay and leave enhancement pay is paid upon:		
• Termination	10 shifts	13 shifts
• Resignation	20 shifts	25 shifts
Marine work and turnaround work upon:		
• Termination	no minimum	no minimum
• Resignation	20 shifts	25 shifts
Periods of absence because of sickness counting towards leave qualification purposes (provided employee produces a medical certificate for each absence)	43 shifts	52 shifts
Short Time (Clause7)	Short shifts worked whilst working short time shall count as shift actually worked. Employees working 24 hours or more, spread over three or four days, and employees on a three-shift system working three or four shifts per week shall - Be credited with the full shifts for an ordinary week for purposes of the paid leave referred to in this clause, for up to three (3) months in any calendar year; and - Thereafter, be credited with one additional shift per week and above those shift actually worked for purposes of the paid leave referred to in this clause.	
Periods of absence falling within the scope of the COIDA Act	Full number of shifts during absence	
Absences whilst on the additional week's paid leave or accumulated additional leave	Periods of absence whilst on this additional paid leave count as shifts worked	
First 8 weeks of lay-off	Full shifts	
Absences while on protected strike (section 64 of LRA)	Full number of shifts while on protected strike	
Shop stewards training leave	Periods of absence whilst on shop steward training count as shifts worked	
Shop stewards elected as Trustees and/or representatives of MIBFA, MEIBC and/or merSETA	Periods of absence whilst attending a MIBFA/MEIBC and/or merSETA meeting count as shifts worked.	
Absence whilst on family responsibility Leave (clause 42 of the Main Agreement)	Shifts do not count	
* 365 calendar days - 52 Saturdays - 52 Sundays - 12 public holidays - 15 days' leave = 234		

DOES SHORT-TIME EFFECT THE SHIFT ACCUMULATION?

Due to the difficult economic times that companies find themselves, many have had to implement short-time. Are the shifts effected by short-time? The answer is yes.

Let's consider what the Main Agreement says on the matter.

Firstly, short shifts (i.e. shifts where the hours have been reduced) worked while working short-time count as shifts actually worked.

Secondly, employees working 24 hours or more spread over three or four days and employees on a three-shift system working three or four shifts per week:

- must be credited with the full shifts for an ordinary week for purposes of paid leave for up to three months in any calendar year; and
- thereafter, must be credited with one additional shift per week over and above shifts actually worked for purposes of paid leave.

But, what happens where employees are working less than 24 hours in a week? The Main Agreement states that to obtain a shift for leave pay and leave enhancement pay, one needs to work a shift, in addition, short shifts worked while working short-time count as shifts actually worked, therefore, employees are credited with only the shifts that they have worked in the week. So if the company is working less than 24 hours in a week, however number of days the employees come to work, whether it be one or two or three days or more than that is the number of shifts that they are accredited with.

continues on page 31

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Engineering Industries Federation of
Southern Africa.**



As has already been stated, an employee who has worked all available shifts from the first day after the previous year's annual shutdown up to and including the last shift preceding the current shutdown is entitled to full leave pay and a bonus.

When does an employee qualify for the additional paid leave?

An employee qualifies for an additional week's paid leave after qualifying for his fourth and subsequent annual leave and. By mutual arrangement between the employer and employee, the annual shutdown may be extended by an extra week or the employee may be paid out the monetary value of this extra week's leave. Alternatively, and again by mutual agreement, the extra week's leave may be accumulated until the employee qualifies for such extra three weeks' paid leave. The fourth week's leave may also be taking as ad hoc leave in the following year, but this is taking at the employer's convenience and with the employer's permission.

In cases where employees doing essential work continue working during the shutdown, the relevant MEIBC regional office must be informed of the names of these employees at least one month in advance. These employees must be given their paid leave within four months of the date of the shutdown.

LEAVE PAY:

Every employee is entitled to leave pay calculated on the following basis:

Normal weekly wage rates (excluding allowance)

x

3 weeks

(4 weeks where employee is entitled to additional leave)

x

Number of Shifts worked

234 shifts (5 day week worker)

LEAVE ENHANCEMENT PAY

Every employee is entitled to leave enhancement pay calculated on the basis of 8,33 percent of actual earnings, excluding allowances (calculated on a 40-hour work week or upon actual normal hours worked) on the date the employee actually goes on leave, and in the case of termination, at the actual rate at the date of termination. ■

Normal weekly wage rates (excluding allowance)

x

52 weeks

x

8,33%

x

Number of shifts worked

234 shifts (5 day week worker)

FOR MORE INFORMATION ON THESE AND OTHER MAIN AGREEMENT MATTERS

WORKSHOPS:

SEIFSA conducts Main Agreement workshops. Please contact either Natalie Fourie, Thabiso Lebea or Michael Lavender at SEIFSA to make a booking.

The training is being conducted in: Boksburg, the SEIFSA office (Johannesburg), Centurion (Mnandi) and Cape Town.

In-house training and consultation is available too. ■

QUERIES

Should you have any queries please contact SEIFSA Industrial Relations and Legal Services on 011 298 9400 or visit our www.seifsa.co.za for more information.

THE ESSENCE OF THE KING IV REPORT

Corporate South Africa coming to grips with the reality that business plays in society, especially the impact it has. Corporate governance is evolving to demand improved and more holistic reporting. King IV emerges to focus on stringent principles and outcomes, writes **Bridgette Mokoetle**, SEIFSA Industrials Relations and Legal Services Executive.

On 1 November 2016, the King IV Report on Corporate Governance for South Africa 2016 was published by the Institute of Directors of South Africa. The release date of King IV means it is effective in respect of financial years commencing on or after 1 April 2017. King IV replaces King III of 2009 in its entirety. Here is a highlight some of the important changes organisations should be on the lookout for.

Importantly, King IV applies a principle-and-outcomes based approach and moves away from a tick-box exercise. The 75 King III principles have been consolidated into 17 principles each aimed at the achievement of one or more very distinct governance outcomes. Clearly, the focus in King IV is on ensuring that the application of the principles achieves specifically identified outcomes, including ethical culture, good performance, effective control and/or legitimacy. Each principle is supported by a limited number of recommended practices, and requires specific disclosures.

In line with international developments, remuneration has received far greater prominence in King IV. While King III required the remuneration policy to be tabled for a non-binding advisory vote of shareholders, King IV recommends that both the remuneration policy and an implementation report – stipulating the various aspects of remuneration together with a link to performance – be tabled for a non-binding advisory vote.

The remuneration policy should set out the measures that the board commits to take in the event that either the remuneration policy or the implementation report, or both, have been voted against by 25% or more of the voting rights exercised. Such measures should provide pro-active engagement with

shareholders to address their concerns. The Board has been tasked to ensure fair and responsible executive remuneration practices in light of overall employee remuneration.

In light of the prevalence of the Fourth Industrial Revolution, King IV has deliberately separated technology and information. King III first officially introduced IT Governance to Corporate Governance in South Africa and demanded a greater level of IT risk awareness at director level. King IV recognises information in isolation of technology as a corporate asset that is part of the company's stock of intellectual capital and confirms the need for governance structures to protect and enhance this asset.

Also, King IV recommends the establishment of a Social and Ethics Committee (SEC) as a prescribed Board committee as best practice for all organisations. King IV recommends that the role of this committee goes beyond the functions listed in the Companies Act and be extended to include matters pertaining to ethical behaviour and ethics management. The new Report then proposes greater integration between the role and function of the SEC and other Board committees.

Further, King IV emphasises the critical role of stakeholders in the governance process. Not only must the Board consider the legitimate and reasonable needs, interests and expectations of stakeholders as a matter that enjoys intrinsic value. King IV now specifically recognises the role responsibilities of stakeholders – active stakeholders are required to hold the Board and the company accountable for their actions and disclosures.

In its fourth instalment, King IV has a strong focus on opportunity management in addition to risk management, and



as such it tasks the Risk Committee with the identification of opportunities linked to certain risks. In addition it requires the Board to pay specific attention to opportunities in the process of strategic planning. Perhaps more significantly, the Code recommends overlap of membership of the Risk and Audit Committee's where these function as separate committees, for better functioning. If the roles are combined in a single committee, King IV requires that the audit committee should be satisfied itself that it dedicates sufficient time to this responsibility.

The revised version of the Report has also acknowledged the need to assess and confirm the external auditor's independence, but does not specifically address audit firm rotation. King IV suggests that the audit committee oversees auditor independence, considering the impact of non-audit services, audit firm tenure and audit partner rotation. King IV proposes a number of specific disclosures which may be included in the Audit Committee Report, including any significant audit matters considered and how the committee has addressed the matters.

Where King III included a separate principle in which a governance framework should have been agreed upon between the group Board and its subsidiary Boards, King IV deals with group governance differently in that it allocates responsibility for the implementation of a group governance framework to the holding company Board.

King IV has refined the concept and requirements of combined assurance by no longer prescribing the three lines of defence model. Instead it requires that the Board ensures that a combined assurance model is designed and implemented to cover the organisation's significant risks and material matters adequately through a combination of a number of assurance services and functions, including the organisation's line functions that own and manage risks, the organisation's specialist functions that facilitate and oversee risk management

and compliance, internal auditors, internal forensic fraud examiners and auditors, safety and process assessors and statutory actuaries, independent external assurance service providers such as external auditors, other external assurance providers such as sustainability and environmental auditors or external actuaries, and external forensic fraud examiners and auditors and lastly regulatory inspectors.

The concept of independence has evolved from King III where a list of disqualifications from independence was provided. King IV takes a more practical approach and focuses on the perception of independence by an informed third party, rather than factual independence or a tick-box approach.

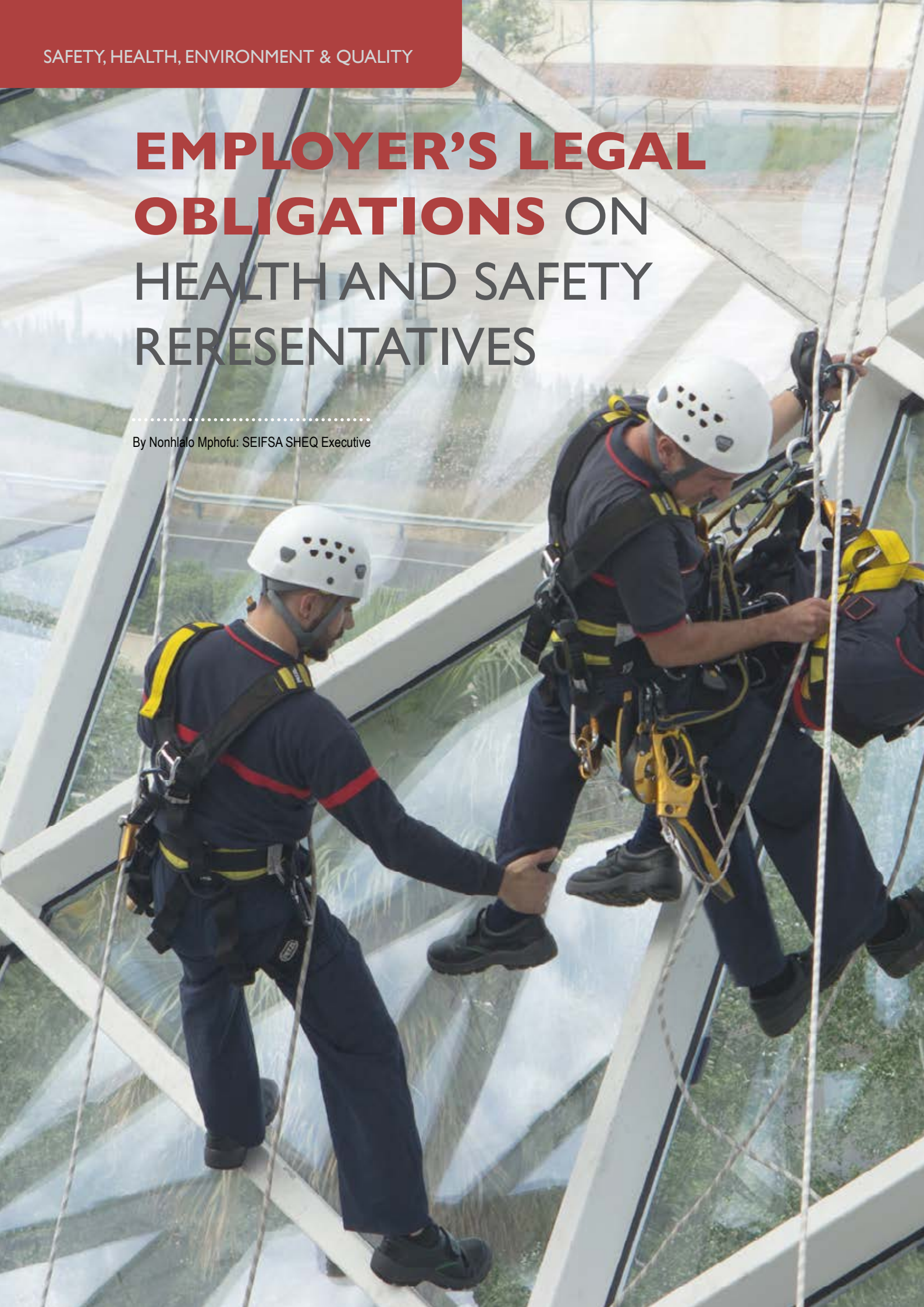
King IV further emphasises the fact that independence is mainly a state of mind which is a moral characteristic and legal duty of all directors (executive and non-executive directors).

From a strategy and performance point of view, King III encouraged the Board to play a prominent role in the strategy development process, which has been debated in that many Board members felt that management should develop the strategy, with the Board providing oversight to the process. King IV clarifies this position and specifically requires the Board to approve the formal strategy and then provide oversight over the policies and plans that are developed from the approved strategy.

The previous version of the Report introduced the concept of the triple bottom-line reporting, where profit, planet and people were taken into consideration when reporting on performance. Since the release of the King III, there have been significant global developments in corporate reporting. In the spirit of transparency, King IV emphasises the role of disclosure in managing stakeholder relationships. The disclosure requirements in the Code are far more onerous than previous requirements.

EMPLOYER'S LEGAL OBLIGATIONS ON HEALTH AND SAFETY REPRESENTATIVES

.....
By Nonhlalo Mphofu: SEIFSA SHEQ Executive



Health and safety representatives are crucial role players in a health and safety management system of an organisation. They provide crucial input for monitoring compliance, and improving the wellbeing of employees. Companies are charged with legal obligations to appoint, train health and safety representatives and establish health and safety committees where applicable. Companies must comply with all requirements of the Occupational Health and Safety Act 95 of 1993.

ELECTION OF HEALTH AND SAFETY REPRESENTATIVES

Every employer who has more than 20 employees in a workplace shall designate, in writing, for a specified period health and safety representatives for such a workplace, or for different sections [Section 17. (1)]

An employer and the employee representatives, or, where there are no such representatives, the employees, shall consult in good faith regarding the arrangements and procedures for the nomination or election, period of office and subsequent designation of health and safety representatives in terms of subsection 1 [Section 17. (2)]

The number of health and safety representatives for a workplace or section for shops and offices shall be at least one health and safety representative for every 100 employees, and in the case of all other workplaces, at least one health and safety representative for every 50 [Section 17. (5)]

EFFECTIVENESS OF HEALTH AND SAFETY REPRESENTATIVES

An employer shall provide such facilities, assistance and training as a health and safety representative may reasonably require and as have been agreed upon for the carrying out of his functions [Section 18. (3)]

ESTABLISHMENT OF HEALTH AND SAFETY COMMITTEE

Where two or more health and safety representatives have been designated, an employer shall establish one or more health and safety committees and, at every health and safety

committee meeting consult with the committee with a view to initiating, developing, promoting, maintaining and reviewing measures to ensure the health and safety of his employees at work. [Section 19. (1)]

DUTY TO INFORM

An employer shall inform the health & safety representatives beforehand of

- inspections,
- investigations or
- formal inquiries of which he has been notified by an inspector,
- any application for exemption made by him in terms of section 40 [Section 13.(b)]

An employer shall also inform the health and safety representatives of the occurrence of an incident.

Contravention of any of the above is a criminal offence. Any employer who is convicted of such an offence shall be liable to a fine of up to R50 000 or to imprisonment of up to one year, or both. ■

Contact Nonhlalo Ndlovu of SEIFSA's Health and Safety Division at noni@seifsa.co.za for professional advice and assistance on all health and safety related matters.

INVESTING IN THE SUSTAINABILITY OF A BUSINESS THROUGH MODELLING INFLATION AT COMPANY LEVEL

Profitability is the single most important reason people start businesses. Sustainability, in this case as the ability to maintain your business at a certain level now and into the future, is a direct result of remaining profitable. The threat to any business' profitability and sustainability, in turn, are runaway and unmanaged costs. A sure case of going out of business is one where costs exceed the price a business is able to sell its products or service a long term contract.

In the current environment where soaring costs are the natural order of doing business in South Africa, the threat to profitability has never been more eminent. Domestic companies are threatened from all sides. Rising fuel costs, above inflation wage increases, increasing electricity costs, soaring administration prices and port charges, high domestic steel prices, and a weak currency, among many others, are all pressure points faced by local businesses from a cost point of view.

For the past 60 years, SEIFSA's Price and Index Pages (PIPS) solution has provided a credible tailor-made tool to adjust for price escalation in contracts, ensuring fair and equitable

relationships between buyers and suppliers involved in a contract. With PIPS, SEIFSA is positioned to advance the interests of businesses and keep their doors open. Partly, this is achieved through provision of the right information in a central and credible source. It is critical that this type of insights are, as provided by PIPS, are timeously accessible, correctly calculated and interpreted.. SEIFSA's PIPS is knowledge-driven and its competence and relevance is supported by many success stories. The insights in PIPS have provided industry the opportunity to buy their companies sustainability.

To demonstrate the importance of this offering and the reason a business cannot afford not to keep track and recover input costs increases, we have provided an illustrative example showing the impact an incorrect provision inflation can have on a company. We assume the following;

- A R10 million contract that is to be rolled out over a 10-year period.
- The company experiences an input cost inflation rate of 6% annually (that is a weighted average of; labour, overheads, electricity, materials, etc).
- For simplicity, we assume that the annual inflation rate remains constant at 6% per annum for all 10-years.
- However, due to an incorrect measurement of the input cost inflation, the company only measures and passes on 4% output inflation to its clients.
- This yields a 2% variance between what the company is paying in input cost inflation and what it is recovering.

The table below depicts this scenario and quantifies the annual loss to the company for each year together with the cumulative loss emanating from the error.

Year	Initial Contract Value	Cost Escalation Per Annum	Contract Price Adjusted	Contract Price Adjustment Value	Error of 2% in Cost Escalaton	Contract Price Adjustment with Error	Annual Loss and Total Cumulative Cost	Cumulative Loss for the Respective Year
1	R 10 000 000.00	100	R 10 000 000		100	R 10 000 000		
2		106	R 10 600 000	R 600 000	104	R 10 400 000	R 200 000	R 200 000
3		112	R 11 236 000	R 636 000	108	R 10 816 000	R 220 000	R 420 000
4		119	R 11 910 160	R 674 160	112	R 11 248 640	R 241 520	R 661 520
5		126	R 12 624 770	R 714 610	117	R 11 698 586	R 264 664	R 926 184
6		134	R 13 382 256	R 757 486	122	R 12 166 529	R 289 543	R 1 215 727
7		142	R 14 185 191	R 802 935	127	R 12 653 190	R 316 274	R 1 532 001
8		150	R 15 036 303	R 851 111	132	R 13 159 318	R 344 984	R 1 876 985
9		159	R 15 938 481	R 902 178	137	R 13 685 691	R 375 805	R 2 252 790
10		169	R 16 894 790	R 956 309	142	R 14 233 118	R 408 881	R 2 661 671
							R 2 661 671	

The 2% error equates to a cumulative loss of R 2.6 million rand after 10 years, which is the equivalent of 26% of the contract value.

This begs the question: In the current environment characterised by very low margins and weak order books, can companies really afford not to pay attention to the risks inflation exposes them to?

Some important points can be made to supplement this exercise and the importance of the point being made;

1. The losses identified through the exercise are not notional costs. They are real costs incurred by the company which in turn has an inability to pass them on, therefore, resulting in margin squeeze.
2. The losses are not only realised at the end of the project (i.e. the cumulative total), but from year one of the contract.
3. The assumptions made in the exercise (i.e. R10 million and a 2% error) can be considered to be fairly conservative. The same losses would be much higher assuming a bigger contract and a wider error margin.

Importantly, if reversed, the same scenario illustrated above applies to the project cost overruns that would be experienced by a company buying product for large scale projects and in turn, threatening the company's sustainability.

Correct measurement of a company's input cost basket ensures that the company accurately replicates its inflation curve at company and ensures its sustainability. ■

STATE OF THE METALS AND ENGINEERING SECTOR 2017 TO 2018 BREAKFAST

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27 January 2017

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Steel and Engineering Industries Federation of Southern Africa
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MANAGING HIV AIDS IN YOUR WORKPLACE

THE LINK BETWEEN TB AND HIV

If HIV has weakened a person's immune system, they are more vulnerable to infection with tuberculosis (or TB). But why is it important to talk about TB in the context of an HIV/AIDS workplace programme, you ask? Well, not only is TB the most common opportunistic infection, it is also the most frequent cause of death for people living with HIV in Africa. The Department of Labour's Code of Practice, which we refer to often in this series, says in section 8.3 that 'the working environment must be safe and healthy in order to prevent transmission of HIV and TB in the workplace', so let's find out more about TB.

WHAT IS TB AND HOW IS IT TRANSMITTED?

TB is caused by bacteria that pass through the air, and are most often spread through coughing. Typically, a person who is sick with TB and is not receiving the appropriate treatment coughs TB germs into the air and another person breathes them into their lungs. TB normally infects the lungs but it can also infect other parts of the body such as bones and joints.



Remember, TB patients who are receiving the appropriate treatment are not infectious and therefore it's safe to work and socialise with them.

INTERACTION BETWEEN TB AND HIV

The bacteria don't make everyone ill; it depends how strong your immune system is. Only 10% of people with a healthy immune system that are infected with TB will ever become sick from TB during their lifetime. However, HIV increases the risk of progression from TB infection to TB disease from 10% per lifetime to 10% per year. Over 50% of people who are co-infected with TB and HIV will get sick with TB before they die.

SYMPTOMS OF TB

The symptoms of TB include:

- Coughing for more than 3 weeks
- Loss of appetite
- Weight loss
- Night sweats
- Tiredness
- Chest pain
- Coughing blood

TREATMENT OF TB

TB is a very serious illness, but it can be cured. The DOTS approach (DOTS stands for Directly Observed Treatment Short-course) is the cornerstone of South Africa's approach to the management of TB. As part of DOTS, it is important that a treatment supporter encourages the patient to complete their TB treatment and observes them taking their treatment.

Not adhering to treatment may result in the development of multi-drug resistant (MDR) TB or extensively drug resistant (XDR) TB, both of which are difficult and expensive to treat with a 30-40% success rate. ■

Contact Redpeg for accredited HIV/AIDS workplace training, consulting and research.
info@redpeg.co.za | (011) 794 5173 | www.redpeg.co.za

Upcoming SEIFSA Workshops / Events

2017

Our passion, Your success

MONTH	DATE	DURATION	REGION	PRICE (Member)	PRICE (Non-member)	DIVISION	WORKSHOP/ EVENT
JAN	10	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Employment Equity Submissions
	12	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Employment Equity Submissions
	18	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Introduction to Skills Development
	20	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	20	Half day	JHB	R2 520.00	R3 150.00	IR & L	How to Tender Successfully - Beginners Course
	25	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Integrated One-Stop offering for SD, B-BBEE, & Specialist HR Solution
	26	1 Day	Boksburg	R2 000.00	R2 950.00	EC	Theory and Calculation of Contract Price Adjustment
	27	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	27	Breakfast	CCJ	R 795.00	R 880.00	EC	SEMINAR: State of the Metals & Engineering Sector 2017/8
	30-31	2 Days	JHB	R3 750.00	R4 685.00	HCSD	Supervisory Training
FEB	2	1 Day	JHB	R1 250.00	R1 885.00	SHEQ	Health and Safety Representative Training
	2	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Integrated One-Stop offering for SD, B-BBEE, & Specialist HR Solution
	3	Half Day	JHB	R1 900.00	R2 385.00	IR & L	Main Agreement VS Basic Conditions of Employment
	7	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Introduction to Skills Development
	8	1 Day	JHB	R2 000.00	R2 950.00	EC	Theory and Calculation of Contract Price Adjustment
	10	1 Day	JHB	R2 520.00	R3 150.00	IR & L	Protection Of Personal Information (POPI)
	13	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	13	Half Day	JHB	R2 520.00	R3 150.00	IR & L	How to Tender Successfully - Beginners Course
	15	Half Day	Boksburg	R1 900.00	R2 385.00	IR & L	Main Agreement vs Basic Conditions of Employment Act
	16	1 Day	KZN	R2 000.00	R2 950.00	EC	Theory and Calculation of Contract Price Adjustment
	16	Seminar	CCJ	R2 500.00	R2 500.00	HCSD	SEMINAR: SEIFSA / merSETA Skills Dev. Planning & Report
	21	Half Day	JHB	R1 700.00	R2 584.00	SHEQ	16.2 Appointees Workshop
	22	1 Day	Boksburg	R2 000.00	R2 950.00	EC	Theory and Calculation of Contract Price Adjustment
	23	1 Day	JHB	R2 100.00	R2 700.00	SHEQ	First Aid Training - Level 1
	23	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	24	1 Day	Boksburg	R2 520.00	R3 150.00	IR & L	Chairing Disciplinary Hearing: Doing it the right way
	24	Half Day	JHB	R1 700.00	R2 584.00	SHEQ	16.2 Appointees Workshop
	28	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Integrated One-Stop offering for SD, B-BBEE, & Specialist HR Solution
MAR	2	Half Day	JHB	R1 900.00	R2 385.00	IR & L	Managing Absenteeism and Sick Leave at the Workplace
	2	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Introduction to Skills Development
	7	Half day	JHB	R1 700.00	R2 584.00	SHEQ	16.2 Appointees Workshop
	8	Half Day	Boksburg	R1 900.00	R2 385.00	IR & L	Retrenchments, Short Time and Lay-offs
	8	1 Day	JHB	R1 250.00	R1 885.00	SHEQ	Health and Safety Representative Training
	8	1 Day	JHB	R2 000.00	R2 950.00	EC	Theory and Calculation of Contract Price Adjustment
	8	1 Day	KZN	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	9	1 Day	EL/PE	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	9	1 Day	JHB	R2 520.00	R3 150.00	IR & L	Protection Of Personal Information (POPI)
	10	1 Day	CTP	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	14	1 Day	JHB	R1 692.10	R2 280.70	SHEQ	ISO 9001: 2015 Workshop
	15	Breakfast	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Breakfast Seminar
	15	1 Day	JHB	R2 520.00	R3 150.00	IR & L	Protection Of Personal Information (POPI)
	16	Half Day	Boksburg	R 1900.00	R 2385.00	IR & L	Managing Absenteeism and Sick Leave at the Workplace
	16 - 17	Two Days	JHB	R 2505.00	R 3690.00	SHEQ	Health and Safety Representative Training NQF 3 - Day 1-2
	22	1 Day	Boksburg	R2 000.00	R2 950.00	EC	Theory and Calculation of Contract Price Adjustment
	22	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	23	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	24	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	24	Half Day	Boksburg	R1 900.00	R2 385.00	IR & L	Grading: Understanding the Technical Schedule of the MA
	24	Half Day	JHB	R2 520.00	R3 150.00	IR & L	How to Tender Successfully - Beginners Course
	27	1 Day	JHB	R2 520.00	R3 150.00	IR & L	Law of Evidence
	29	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting
	30	Half day	Boksburg	R1 900.00	R2 385.00	IR & L	A - Z of The Main Agreement
	31	1 Day	JHB	R2 500.00	R3 120.00	HCSD	Skills Development Planning and Reporting

ALL PRICES EXCLUDE VAT



THE SEIFSA OFFICE CLOSSES FOR THE FESTIVE SEASON

Dear Valued Member,

Please note that the SEIFSA's head office in Johannesburg will close from 23 December 2016 and re-open at 08h00 on Monday, 9 January 2017.

Companies requiring urgent assistance during this period should phone the SEIFSA switchboard on (011) 298-9400 for a recorded message that will provide telephone numbers of staff members who can be contacted on their cellphones.

**On behalf of SEIFSA,
we wish you joy and happiness
over the festive season and
a prosperous 2017.**



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