

**A FRAMEWORK FOR THE IMPLEMENTATION AND PRACTICE OF  
PROFESSIONAL BODIES**

by

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## Declaration

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A FRAMEWORK FOR THE IMPLEMENTATION AND PRACTICE OF PROFESSIONAL BODIES

I declare that the above thesis is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

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SIGNATURE

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DATE

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## Abstract

Professional bodies represent practitioners who continually seek guidance on industry related problems and challenges. Each professional body adopts values that are aligned to their own field of expertise. The operations of professional bodies are generally similar in many aspects and demands efficacy in order to maintain credibility and relevance. Research has revealed that professional bodies are lacking in efficacy and need to improve so that maximum benefit can be relished by practitioners. This research attempts to develop a framework that can be utilised as a guide by professional bodies so that they can achieve excellence.

The aim of the study was to develop a framework that can be used for the formation, practice and management of professional bodies by exploring the views and opinions of a total of 1119 participants from management and members of professional bodies locally. The data was collected from interviews, a focus group discussion and two separate questionnaires, one for professional bodies and the other for practitioners. The data was analysed statistically primarily using factor analysis to determine the significant factors that contributed to the developed framework for professional bodies.

The questionnaires espoused questions related to the demographics of the respondents, management, mandate of professional bodies, offerings and benefits, assurance mechanisms, role of members, needs of members and more. The research instrument used the seven point Likert scale for the respondents to rate each question. The questionnaires were posted online for the respondents to participate.

The research significant factors for professional bodies and practitioners emanated separately through factor analysis. The factors were then combined resulting in a total of 14 research overall factors that were used to develop a framework for professional bodies.

The beneficiaries of this study are primarily professional bodies, practitioners and also SAQA. The framework will also be useful to management in industry since it addresses partnership and collaboration efforts between industry, professional bodies and academia.

**Keywords:** professional body, practitioners, field of expertise, efficacy, credibility and relevance, framework for professional bodies, significant factors

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## Glossary and Terms

CHE	Council on Higher Education
CIMA	Chartered Institute of Management Accountants
CFA	Confirmatory Factor Analysis
CPD	Continuing Professional Development
ECSA	Engineering Council of South Africa
ETQA	Education and training Quality Bodies
GDP	Gross Domestic Product
IRBA	Independent Regulatory Board for Auditors
NEPI	National Education Policy Initiative
NGO	Not for Government Organisation
NPO	Non-profit Organisation
NQF	National Qualifications Framework
QCTO	Quality Council for Trades and Occupations
RACI	Responsible, Accountable, Consulted and Informed
SABS	South African Bureau of Standards
SACNASP	South African Council for Natural Scientific Professions
SAIPA	South African Institute of Professional Accountants
SANQF	South African National Qualifications Framework
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authorities
Umalusi	Council for Quality Assurance in General and Further Education and Training

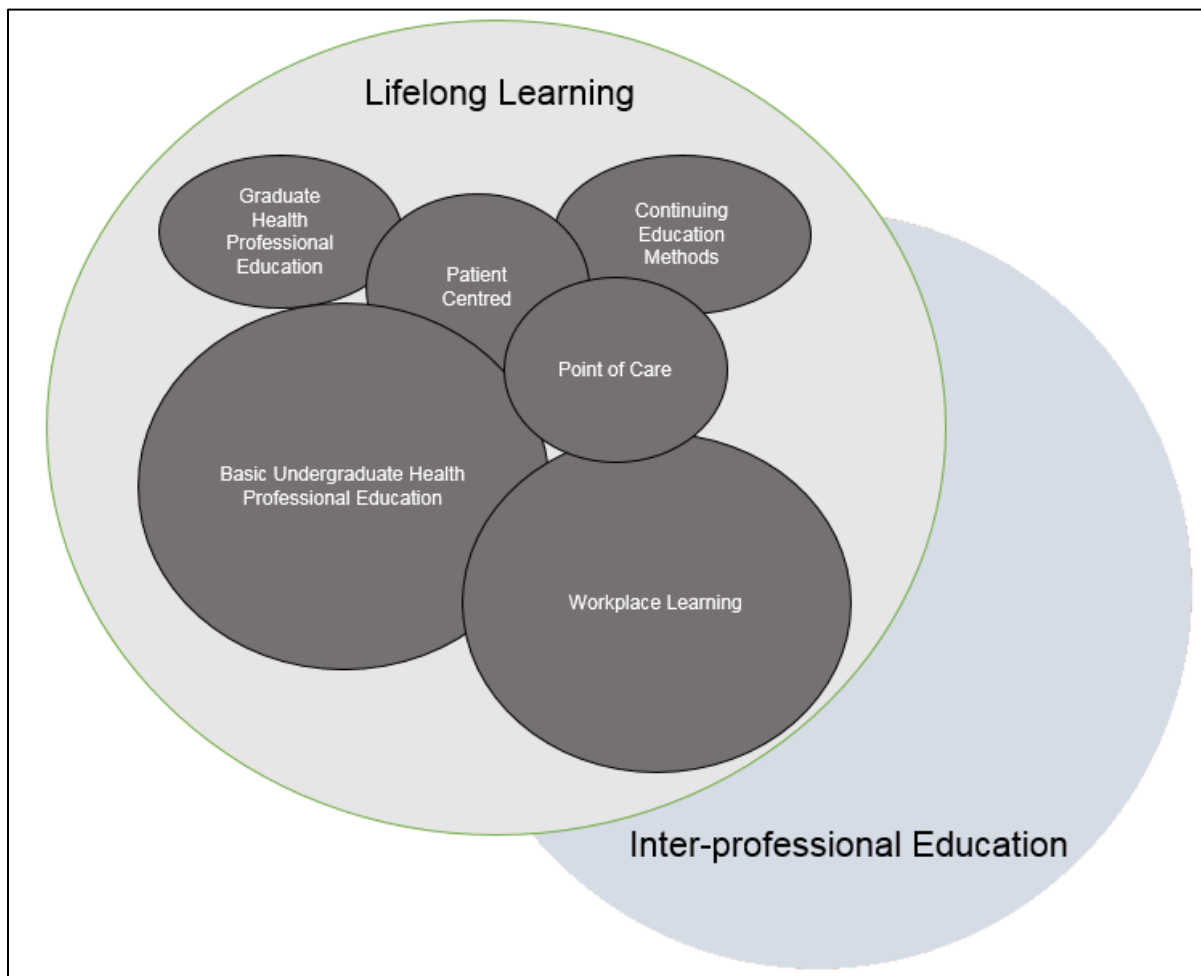
# CHAPTER 1: CONTEXTUALISING THE STUDY

## 1.1 INTRODUCTION

The South African education system is benchmarked against the backdrop of the National Qualifications Framework (NQF) (SAQA, 2012:3). The NQF is a comprehensive system approved by the Minister of Higher Education and Training for the classification, registration, publication and articulation of quality assured national qualifications (SAQA, 2012:3). As part of the NQF edifice the Quality Council for Trades and Occupations (QCTO) was established to oversee the design, execution, assessment and certification of occupational qualifications. Occupational qualification represents the realisation of a planned combination of learning outcomes which is intended to provide eligible learners with the applied proficiency to practice an occupation, to perform occupationally related skills sets, and to provide a foundation for further learning (QCTO, 2008:1). Occupational credentials established under the auspices of the QCTO encompass three components:

- Knowledge and theory factor
- Practical skills
- Work experience

The QCTO sanctions learnership programs in close consultation with industry and professional bodies. Recently the government has recognised the importance of professional bodies and has augmented the NQF to accommodate professional bodies. Participating professional bodies play a critical role in quality reassurance and standards improvement in the NQF environment (SAQA, 2012:3). There is a growing need for a representative professional body for each type of occupation.



**Figure 1.1: The Lifelong Learning Concept**

Source: American Association of Colleges of Nursing (AACN, 2010:18)

Referring to figure 1.1, the lifelong learning concept provides impetus as it relates to the continuous learning of the workforce. Lifelong learning is motivated by both personal development and professional development. Professional development enables a person to become superior in an occupation, as well as to become more marketable. The professional development is best managed by a proficient professional body in each specific occupation.

The South African Qualifications Authority (SAQA), who has the mandate to register unit standards for different programs and qualifications, has the responsibility to accredit professional bodies. The SAQA asserts that the acknowledgement of professional bodies aims to contribute to the solidification of social awareness and accountability within professions and to promote pride

in relation with all professions (SAQA, 2012:2). There are numerous professional bodies that are unrecognised by the SAQA who therefore do not necessarily share the same vision as the SAQA. They are nevertheless challenged to sustain their operations through their own audacious strategies, such as crafting funding mechanisms to raise funding.

Professionalism has become a more exigent discussion since the 1970s, although attempts to analyse the professions, as well as the practitioner needs and management of each profession as a whole are known to have originated in the early 1900s (Meintjies & Niemann-Struweg, 2009:1). Currently, the need for professional bodies to manage professions are being driven by the SAQA.

## **1.2 BACKGROUND TO THE STUDY**

Due to pressure and cognition from the government, it is imminent that there will be a great need for professional bodies to form and perform with efficacy to service its members, as well as to fulfil the objectives of the NQF. With the present climate of the status of professional bodies pertaining to declining membership numbers, insufficient funding, and weak value proposition issues, it has become necessary to revisit the topic of professional bodies (Lenton, 2009:4).

Past studies of professional bodies have traditionally been motivated for by an interest in clarifying the prevailing position of a few occupational groups, notably accounting and medicine in the social system (Lenton, 2009:8). Presently all professional organisations have a vital role to play in shaping the economy. Professional bodies play a major role in refining productivity in their respective industries that can benefit the ailing economy (Green, 2015:10). The support can also prove to be a catalyst for problem solving in industry that can lead to stabilisation of the economy (Green, 2015:10).

## **1.3 BACKGROUND TO THE RESEARCH PROBLEM**

Professional bodies are perceived to play a vital part in the professional advancement of their members, protecting the interests of the public and their members, and setting standards for the industry, amongst other important responsibilities (Lenton, 2009:2-3). The problem is that there is no framework to guide the formation, practice and management of professional bodies in the South African economy. Some of the pertinent concerns are discussed below.

### **1.3.1 Declining Economy**

According to the South African Institute of Professional Accountants annual report (SAIPA, 2012:26), the dire economic climate in many countries and the European debt crisis have put strain on the local economy of South Africa. Employment creation was hampered and many businesses found themselves in distress. The SAIPA has stressed that their members, who are mostly accountants by profession, provide valuable advice to ailing businesses. They stress that this kind of support to industry by their members is of the utmost importance and can play a vital role in assisting the ailing economy. This situation stresses the need for professional bodies to ensure that Continuing Professional Development (CPD) is ongoing and relevant, that can upskill their members and adequately empower them to play an important role in advising industry on the course of action during times of economic strife. The SAIPA (2012:26) report indicates that “it is imperative that Professional Accountants are continuously kept up to date through CPD that allow them to gain new knowledge and skills to support their SME clients optimally.” The SAIPA professional body reiterates the need to focus on CPD, admitting that it might be lacking in this area of upskilling its members.

### **1.3.2 Professional Bodies’ Declining Revenue**

Professional bodies are experiencing declining revenues. This impacts on their ability to offer possible financial benefits to their members. They are obligated to curb their operational expenses, thereby resulting in deteriorating service levels offered to their members. The South African Council for Natural Scientific Professions annual report (SACNASP, 2016:20) shows an 11% decrease in revenues for its 2015/2016 financial year end as compared to the previous year. It states that membership fees make up 63% of its total annual revenue and the huge challenge was collecting these fees from its professional members. This raises questions on member satisfaction and loyalty, especially those members who default in the payment of their membership fees.

The Engineering Council of South Africa annual report (ECSA, 2016:62) shows that revenue collection decreased substantially. The bulk of their revenue is raised from membership fees. They cite that the reason for poor revenue collection is partly due to economic factors impacting on the registered members’ ability to make payment.



The Independent Regulatory Board for Auditors annual report (IRBA, 2016:5) presents a revenue decline for the organisation. The professional body being a statutory body receives an annual government grant, which declined by 13% to R29,999,000 from 2015 to 2016. This decline has resulted in a deficit in the income of R3,169,000 for the year 2016. If the SAQA affiliated professional bodies, like the IRBA, show such weak financial performance, then one has to wonder how non-affiliated professional bodies perform and sustain without government grants and other governmental support.

### **1.3.3 Membership Fees**

Lenton (2009:8) indicates that as professional associations' costs increase faster than revenues, they tend to react by increasing membership fees. He reiterates that many professional bodies suffer from weak marketing decisions, partly due to the fact that they take for granted that they have a market that cannot be lost to competition. He states that a large increase in membership fees results in a loss of members. Professional bodies must give added attention to sustainability strategies so that member loyalty is not weakened due to unsustainable fee structures.

### **1.3.4 Problem Statement**

A framework for the formation, practice and management of professional bodies does not exist. Such a framework will provide guidance to addressing the challenges faced by professional bodies and will result in improved efficacy levels within professional bodies. This will result in improved support to members in their occupations which will in turn result in improved problem solving capability for industry related challenges. The study's output revolved around the development of such a framework.

The problem statement is stated as:

***There is no framework suitable for the South African NQF for the formation, practice and management of professional bodies that can ultimately contribute to addressing the challenges confronting the ailing economy.***

## **1.4 RESEARCH QUESTION**

The research question for the study is:

***What will be an effective framework suitable for the South African NQF for the formation, practice and management of professional bodies?***

Sub-questions to be addressed in the research comprise of the following:

- a) What are the factors that influence the formation of professional bodies?
- b) What are the factors that influence the practice of professional bodies?
- c) What are the factors that influence the management of professional bodies?

## **1.5 AIM OF THE RESEARCH**

The aim of the research was to develop a framework that can be used for the formation, practice and management of professional bodies in South Africa.

Since inadequate research has been undertaken on this subject, the research was envisaged to significantly develop further theory in terms of effective practice approaches in a professional body setting, contribute to the body of knowledge, and provide a springboard to further study on this and related topics.

## **1.6 RESEARCH OBJECTIVES**

### **1.6.1 Objective 1**

To develop a framework that can be used for the formation, practice and management of professional bodies in South Africa.

### **1.6.2 Objective 2**

To determine the factors that influence the formation of professional bodies.

### **1.6.3 Objective 3**

To determine the factors that influence the practice of professional bodies.

### **1.6.4 Objective 4**

To determine the factors that influence the management of professional bodies.

## **1.7 DELIMITATIONS OF THE STUDY**

The study was delimited to participants from South Africa only. This prevents the generalisability of the results to the international community. The scope of the study was also delimited to the implementation, practice and management of professional bodies. The area of strategy was excluded.

## **1.8 RATIONALE OF THE STUDY**

The rationale of the study was to develop theory in order to address the diminutive literature that informs the implementation and practice of professional bodies. This was undertaken by utilising seminal theories mostly that were adapted to the study. The theories accessed enabled the development of a conceptual framework that provided impetus to the research questionnaires which enabled pertinent constructs to be developed.

In the absence of a framework to guide professional bodies, the 2<sup>nd</sup> rationale of the study was to provide such a framework through empirical findings. This was accomplished and the developed framework is presented in chapter 5.

## **1.9 METHODOLOGY**

### **1.9.1 Research Approach**

The research paradigm that was followed was qualitative with questionnaires, interviews, and a focus group discussion, and then quantitative with the most significant factors of the research emanating through statistical factor analysis.

The qualitative approach entailed interviews with three professional bodies. A focus group was then administered with a group of 7-10 practitioners. These sessions were aimed at ensuring that the questionnaires used as the instrument had adequately covered the most pertinent areas to be researched.

The quantitative approach was adopted for the analysis of the data using prominent statistical methods to ensure reliability of data and finally using factor analysis to determine the most significant factors that informed the framework for professional bodies as an output of the research.

### **1.10 VALIDITY AND RELIABILITY**

Salkind (2009:50) describes validity as the extent to which the test instrument the researcher uses actually measures what one intended to measure. The seven point Likert Scale was used. Cresswell (2014:201) describes validity as dependability, authenticity and credibility of the findings. Cresswell (2014:202) goes on to imply that one of the ways to enhance the validity of the findings is to adopt a rich, thick explanation to express the findings. The focus group discussion and the planned interviews delivered rich data.

The pilot study that was undertaken ensured that the questionnaires were tested and declared valid and reliable before the questionnaires were posted online for the respondents to complete them.

The respondents of the research were representative of the population of the research. Criteria was set for the participants so as to guarantee that they had the relevant knowledge and expertise to contribute meaningfully to the study. Some of them were:

- For professional body participants, they had to be permanent employees and had to have a designation of manager or above. They had to be in the employ of a professional body for no less than 2 years.
- For practitioner participants, they had to be in the employ of a professional body for no less than 2 years. They had to be registered with a professional body.

Golafshani (2010:7) explains that reliability is the degree to which results are constant over time and a correct representation of the total population under study. Cresswell (2014:203) suggests a few reliability procedures, e.g. scrutiny of transcripts to ensure that they do not contain obvious inaccuracies made during transcription. Another effective instrument of checking for reliability is the Cronbach Alpha. It is considered to be the best commonly recognised method of measuring the reliability of construct indicators. The measured values are usually between 0 and 1.0, where greater values represent higher reliability amongst the indicators (Hair, Anderson, Tatham & Black, 1995:618). Values of 0.6 and higher were accepted for this study.

## **1.11 ETHICAL CONSIDERATIONS**

The University of South Africa's (UNISA) ethics policy for research was adhered to.

## **1.12 SIGNIFICANCE AND IMPACT OF THE STUDY**

The beneficiaries of this research are new and aspiring professional bodies and the SAQA. New and aspiring professional bodies will find the developed framework for the formation, implementation and management of professional bodies useful. The SAQA will find the framework informative, as it provides a guide to the practice and management of professional bodies from an empirical perspective that provides some insights on how the NQF system can be advanced to support professional bodies.

## **1.13 RESEARCH PLAN (CHAPTER-BY-CHAPTER SUMMARY)**

### **1.13.1 Chapter 1: Contextualising the Study**

The objective of Chapter 1 is to contextualise the study by providing an appropriate introduction and defining the background to the study. The research problem, aims and objectives of the study had also emanated.

### **1.13.2 Chapter 2: Literature Review**

The chapter discusses the theoretical aspects related to the study. One of the intentions was to present the different aspects that support the research so that the research instrument (questionnaires) could be compiled. A conceptual framework is presented.

### **1.13.3 Chapter 3: Design and Methodology**

The chapter provides the opportunity to present the structure of the research methodology. It justifies the chosen research design and approach by referring to literature from prominent research methodology authors.

### **1.13.4 Chapter 4: Data Analysis and Discussion of the Research Results for the Professional Body Data**

The chapter presents the data analysis and a discussion of the research results of professional body data. The statistical approach used is established and aligned to the research methodology in Chapter 3. An interpretation of the data is also presented together with the developed framework.

### **1.13.5 Chapter 5: Data Analysis and Discussion of the Research Results for Practitioner Data and Discussion of the Research Overall Factors**

The chapter presents the data analysis and a discussion of the research results for the practitioner data and the study's overall output.

### **1.13.6 Chapter 6: Findings, Conclusions and Recommendations**

The chapter presents the findings, as well as a discussion of each research objective and how it was achieved. The conclusions and recommendations of the study is also presented.

## **1.14 CHAPTER SUMMARY**

The chapter has successfully introduced the topic and positioned the issues that the study intended to research. The problem statement was discussed. The objectives have been developed providing the platform for an extensive literature review to be undertaken in Chapter 2.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 INTRODUCTION**

The scholarly literature adopted depends on the research approach. Saunders, Lewis and Thornhill (2012:48) describe the inductive approach as theoretical concepts following data. This approach was appropriate for this research on the issues surrounding implementation and practice of professional bodies whilst attempting to maintain relevance and credibility. The theories were developed after reviewing the literature and conducting the research. The literature review informed the compilation of the questionnaires that were completed by the participants. The theories and themes contribute to the framework that was created which is presented in chapter 5.

Bryman (2012:98) declares that using existing literature on a topic is an approach of developing an argument about the significance of your research and where it leads. The literature that was collected was significant, as it unlocked many themes that are relevant to professional bodies.

### **DEFINITIONS RELATED TO PROFESSIONAL BODIES**

### **2.2 DEFINITION OF A PROFESSIONAL BODY**

According to the Higher Education Better Regulation Group (HEBRG, 2011:8-9), professional organisations act in the interest of a specific profession to stimulate and support professionals by being an affiliation organisation. They are either of government or independent of government and regulate entry to a specific profession, ensuring that affiliates meet strict standards. A professional body provides services to members, such as continuing professional development (CPD) and courses that cover a broad core curriculum. Professional bodies are involved in professional certification and in most instances membership is synonymous with certification.

The HEBRG (2011:9) defines professional organisations as cultured societies whose purpose includes promoting an academic field or a group of disciplines. Societies have a varied range of membership requirements and may dictate what qualifications its members may have. Their



extensive activities include the organising of events, organising of training for members and publishing of magazines and journals.

The International Federation of Accountants (IFAC, 2008:16) states that a professional organisation may recommend codes of practice, either generally or relative to a particular sector or industry. The body may also exist for the purpose of forming local societies that may offer a service to a specific group of practitioners.

The framework that was developed was as general as possible so that all professional bodies can utilise it.

### 2.3 THE DIFFERENT TYPES OF PROFESSIONAL BODIES IN SOUTH AFRICA

Dwolatzky (2010:1) illustrates diagrammatically how professional bodies are positioned.

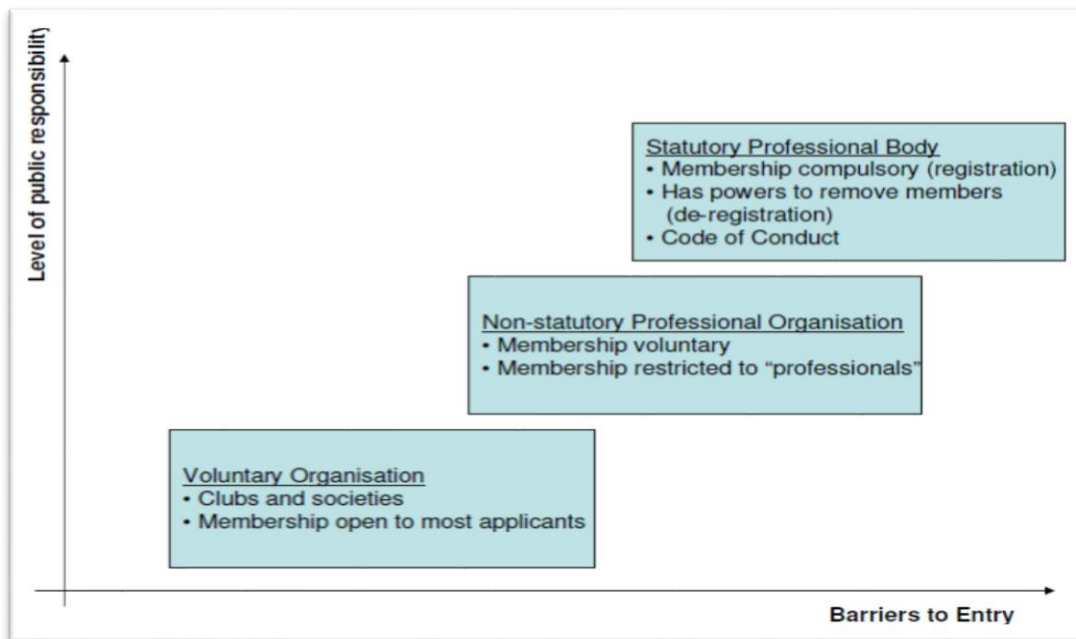


Figure 2.1: Generic Diagram of Levels of Authority in South Africa

Source: Dwolatzky (2010:1)

There are other denominations of clubs, societies and non-statutory professional organisations. In figure 2.1 Dwolatzky (2010:1) provides definitions for the three levels that are recognised by the regulatory framework of South Africa and are described below:

- **Voluntary Organisations:** Organisations that concentrate on forming communities around mutual benefits and concerns. Membership to these organisations is usually accessible to all, or most, applicants. [Barriers to Entry = low]. Membership to the organisation does not necessitate members to assume a high level of public accountability for their actions [Public responsibility = low].
  
- **Non-statutory Professional Organisations:** These lie between Voluntary and Statutory bodies as defined above. Organisations focus on providing benefits and prestige to their affiliates and little to no focus on the fortification of public interest. Membership is deliberate and limited to a few categories of “professionals.” Access to membership is usually less rigorous than that of Statutory Professional Bodies.
  
- **Statutory Professional Bodies:** Membership to the organisations is firmly controlled. A database of affiliates is retained and processes are administered to add and eliminate membership. The organisation administers a prescribed code of conduct. Membership is obligatory for every person desiring to practice in the designated profession. “Barriers to Entry” and “Level of public responsibility” are equally intense. These bodies are government controlled and are designed to impose legislation.

The figure above provides an overview of the three levels of authority. One notices that it is most difficult to gain membership to a statutory body, which is reserved for professionals who must meet the minimum requirements as determined by the body. Sneesby (2013:2) indicates that in the case of a body such as the Chartered Institute of Management Accountants (CIMA), the typical route toward membership is the sitting and passing of accredited examinations as students, shadowed by a period of professional development in the workplace (2-3 years) and eventually a peer review assessment of their professional proficiency. On passing the assessment of professional proficiency, they become Chartered Accountants and can use the term “Member”. When these qualifications are earned, the member can differentiate themselves from non-chartered practitioners through the display of their designations after their names, and in doing so may provide assurance to a prospective client.

Statutory bodies have a high level of public responsibility, as they are seen to perform a vital role in the public domain. According to Lenton (2013:4), professional bodies have a duty to protect the public by sustaining and setting standards. The ethical requirements are such that a professional's decision does not jeopardise the safety of the public. Other bodies that will be relevant for the intended study are classified as follows:

- **Associations:** An association is a group of people organised for a mutual purpose pursuing the advancement of a particular profession, the interests of individuals affiliated in that profession, and the public interest. They operate similarly to a professional body (HEBRG, 2011:9).
- **Society:** A society is an organisation or association of persons engaged in a common occupation, activity, or interest (Lenton, 2009:4).
- **Institution:** An institution is an organisation with formal authorisations in an explicit field of work (Green, 2015:25).
- **Club:** A club is described as an association committed to a particular interest or activity (Lenton, 2009:4).

## THE NATIONAL QUALIFICATIONS FRAMEWORK

### 2.4 HISTORY OF THE NATIONAL QUALIFICATIONS FRAMEWORK (NQF)

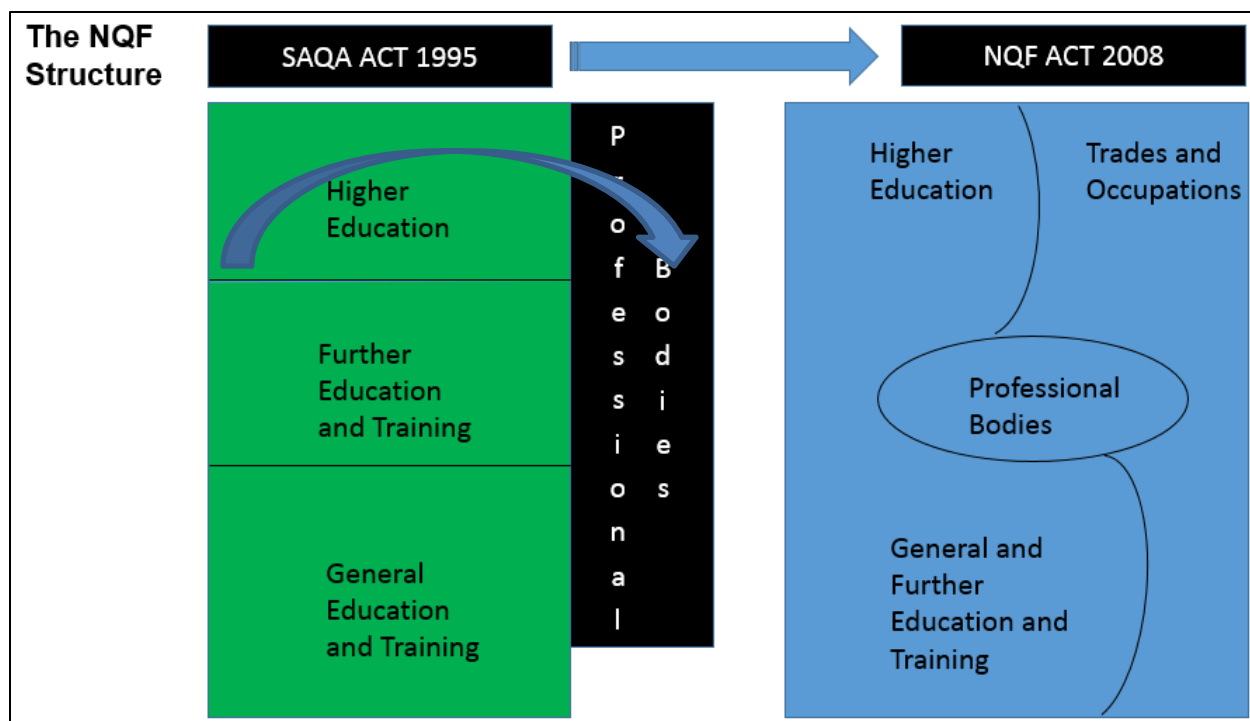
Table 2.1: The History of Education in South Africa

1970s	Black trade unions' demands for better wages were continually rejected, citing workers were unskilled. Workers tried to pursue training as the solution to convincing their employers for better wages. There was ongoing protest action by students demanding a change in the education system, epitomised by the Soweto uprising.
1980s	The education system was discredited and rejected in its entirety. This led to the creation of the National Education Policy Initiative (NEPI). The National Union of Metalworkers (NUMSA) was formed. The NUMSA was powerful and influential and its endorsement of the need to upskill by intensifying training started to show promise. The NUMSA formulated a proposal that stressed the need for basic education.
1990s	The NUMSA's proposal was espoused by the Congress of South African Trade Unions (COSATU). The NEPI's proposed framework was designed upon principles of anti-racism, non-sexism, equality, and the support for a non-racial system of education and training. COSATU endorsed this

	<p>framework leading up to the democratic elections in 1994. President De Klerk's Government announced its intention to dismantle apartheid. This milestone was the trigger to providing attention to worker and student demands. However, the trade unions rejected the training process for apprentices, as they viewed it as only addressing the needs of non-workers whilst workers were still viewed as being marginalised as far as progression is concerned. The Department of Manpower and the trade union federations reunited in an endeavour to address the process. The Department of Education carried out its own course of policy discussion which culminated in the education restitution strategy (ERS). The Department of Education and Labour then publishes a joint document on the NQF.</p>
2000s	<p>Ongoing engagements with the SAQA resulted in the publication of a unilateral policy statement by the Minister of Education and Labour in 2007 on improving the efficacy of the NQF. The SAQA became the custodian of the training landscape and the ambitions of the NQF were endorsed. It also sanctioned regulation that would put in place a new structure for the NQF, such that three sub-frameworks would be recognised under three Quality Councils (General and Further Education and Training, Higher Education, and Trades and Occupations). Operationally these three Quality Councils (QCs) agreed to take responsibility for the management and development of qualifications and quality assurance. Each of the QCs will, in consultation with the SAQA, advance principles for the registration of their qualifications and qualification types by the SAQA. The National Qualifications Framework Act No 67 of 2008 gives statutory weight to the new policy. This act supplanted the South African Qualifications Authority Act.</p>

Source: SAQA (2017)

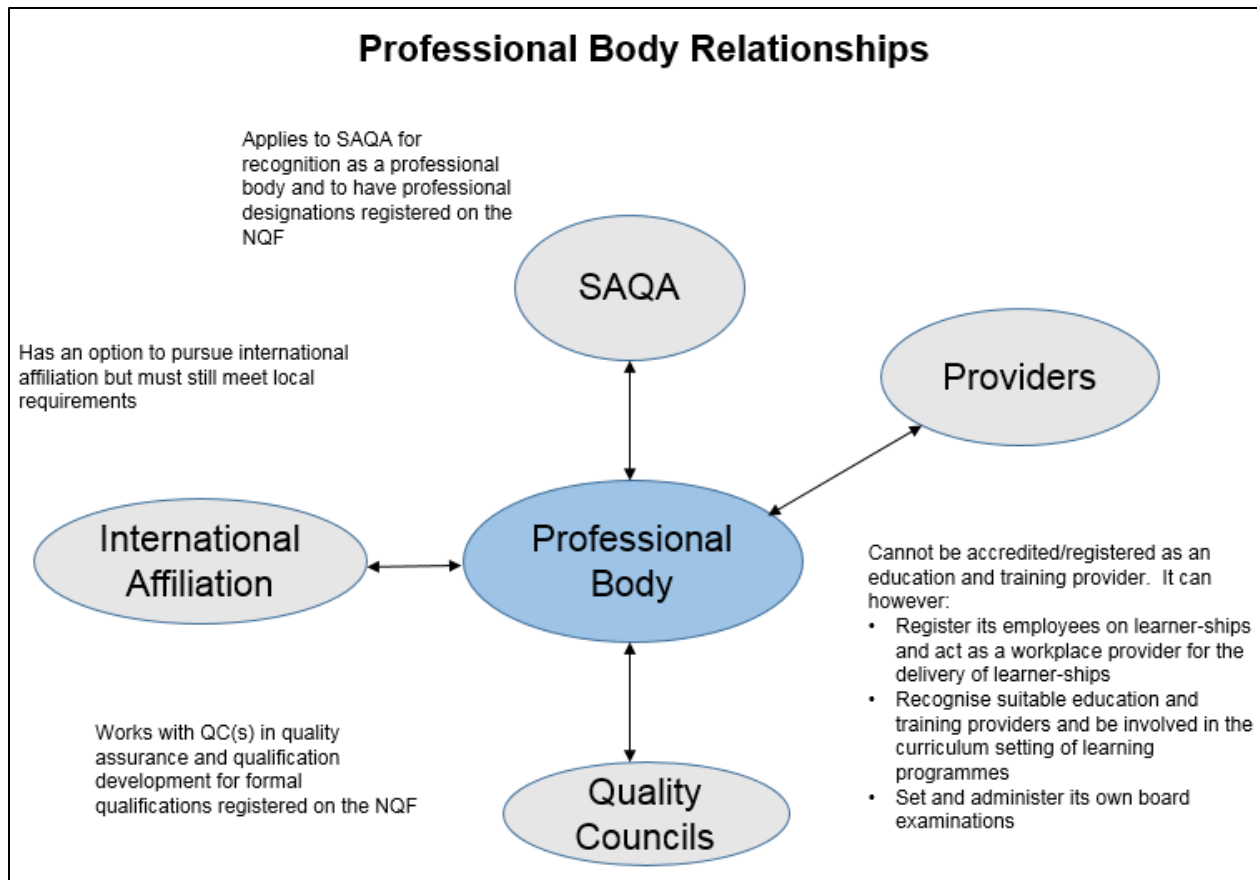
Table 2.1 provides a view to the evolution of education in South Africa. The evolution of the NQF was and is aimed at educating the workforce so that workers can have a proper mix of education coupled with practical skills to do their jobs most effectively. Professional bodies were deemed to be integral to the education system so that they can take responsibility for the education of their affiliates. Registered professional bodies are party to the design of educational programmes for professionals. The SAQA have entrusted these professional bodies to guide the professional through the development in his/her career. Professional bodies play a part in the development of both educational and practical skills together with the QCTO.



**Figure 2.2: The NQF Structure**

Source: SAQA (2017)

It is significant to note that the evolution of the NQF from 1995 to 2008 has resulted in professional bodies being a pivotal part of the NQF and it is noticeable in figure 2.2 that they are at the nucleus of the education architecture. They are considered to be a pivotal part of the work environment, starting from education as the initial step. This emphasises the importance of professional bodies to be recognised and registered with the SAQA. Those that are not recognised cannot participate actively on behalf of their members in the education planning process. Hence their members miss out on the benefits.



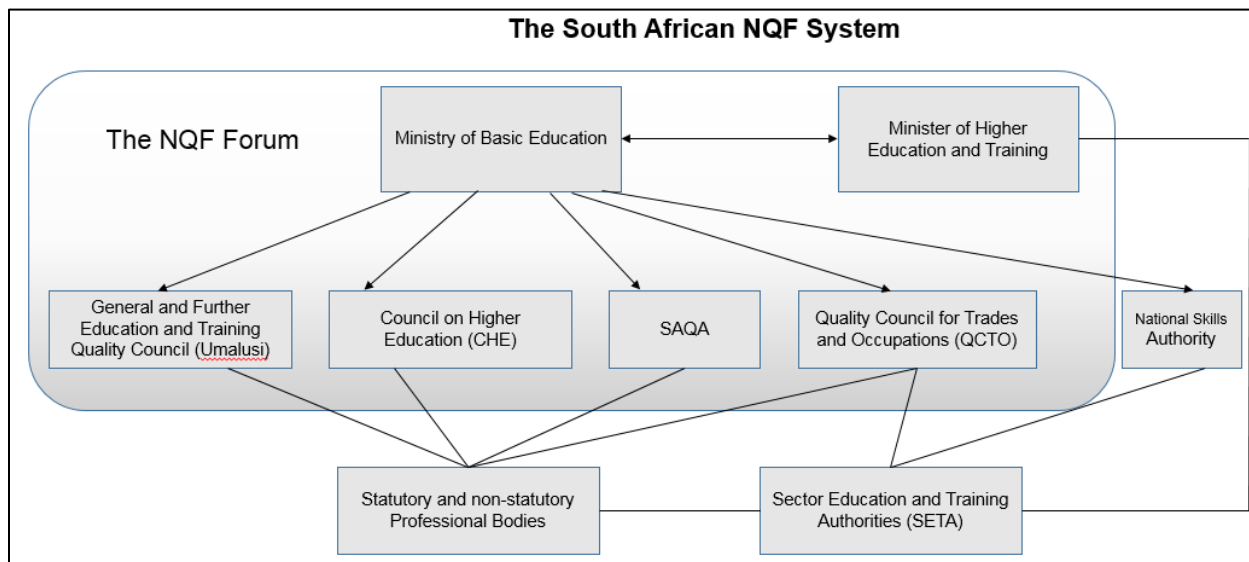
**Figure 2.3: Professional Body Relationship Matrix with Educational Stakeholders**

Source: SAQA (2017)

Figure 2.3 shows the support received by professional bodies. An important note here is that professional bodies recognised by the SAQA are encouraged to have international affiliation. This can lead to numerous advantages in that professional bodies in South Africa can draw on the expertise of professional bodies internationally and the knowledge can assist practitioners to advance in line with international standards and benchmarks. They will then be marketable internationally in their specific area of skill. The knowledge they gain can also assist the economy to advance by using international best practices to execute their jobs.

The other important factor is that the interaction of professional bodies is structured in a way that makes professional bodies a central figure and that all the educational bodies have a direct relationship path to them. This structure alleviates the need for a so called middle man, so that professional bodies can achieve specific training objectives for their practitioners in an efficient and effective manner.

## 2.4.1 The South African NQF



**Figure 2.4: Lessons from the SANQF**

Source: SAQA (2008:4)

Figure 2.4 shows that the NQF is comprised of 3 levels starting with the highest being the minister of basic education. Professional bodies are at the bottom as they draw on the support from the different councils, education authorities and training authorities. According to Walters and Isaacs (2009:14), the NQF has emerged by way of an attempt by the government to manage the relations between education, training and work. The framework has realised many changes, recently and most notably the addition of the Education and Training Quality Assurance bodies (ETQA) and Sector Education and Training Authorities (SETAs).

## 2.4.2 Quality Councils and Professional Bodies

Walters and Isaacs (2009:15) go on to say that the three Quality Councils – the CHE, Umalusi, and the QCTO – have a direct part in governing quality assurance and certification and, through their responsibility for standards setting, curriculum and assessment, are responsible for outlining the three sub-frameworks of the NQF. Statutory professional bodies exist through legislation which falls under several Ministers, while others do not owe their existence to legislation, i.e. non-statutory and voluntary bodies. The NQF Act requires the SAQA to develop philosophies for the acknowledgement of a professional body and listing of their professional designations.

### **2.4.3 Role of SETA**

According to Walters and Isaacs (2009:17), SETAs are mandated to provide for the skills requirements of established businesses and government departments. They implement programmes that are intended to develop the skills required by established employers, including businesses and the government. The SETAs therefore are a critical enabler in supporting professional bodies. Not all professional bodies have an established relationship with a SETA. Consequently, there are practitioners affiliated to some bodies that are not benefiting from the SETA initiatives. This gap needs to be addressed and can be corrected effectively through the NQF system. It is therefore imperative that all professional bodies be affiliated to the SAQA.

### **2.4.4 SAQA's Criteria for the Creation of a Professional Body**

According to the South Africa Government Online (2014), in terms of Section 13(1) (i) of the NQF Act (No. 67 of 2008), the SAQA is required to:

- i. advance and implement policy and criteria for recognising a professional body and registering a professional description for the purposes of this Act, after consultation with statutory and non-statutory bodies of professional members in occupational fields and with the QCs; and
- ii. recognise a professional association and record its professional description if the conditions have been met.

All unrecognised professional bodies need to apply to the SAQA for recognition. If the professional body does not meet the criteria of the SAQA it will not be recognised. In the South African setting, we have a mixture of recognised or unrecognised professional bodies. There are a large number of unrecognised bodies.

According to the SAQA (2012:3), the following constitute the policy for recognising a professional body:

- A body established to represent and/or regulate an accepted community of adept practitioners shall be recognised by the SAQA as a professional body on implementation of the criteria for recognition as a professional body.



- Propagation of professional bodies within the same community of practice will be dejected, but will be composed with the recognition that healthy competition and choice of association should not be impeded. In cases where more than one professional body for an overt community of practice applies for recognition by the SAQA, the following will be considered:
  - No more than one professional body shall be recognised by the SAQA in a sector in which a professional body has been established through an Act of Parliament (a statutory body).
  - No legal inhibition to the practice of a second or subsequent body.
  - The result of a broad discussion within the community of practice and the broader society.
  - The uniqueness of multiple bodies in a sector of practice.

A professional body:

- Cannot practice as an education and training provider.
- Cannot be registered as an education and training provider with the DHET.
- May enrol its staff on learnerships.
- Cannot be a workplace provider for the delivery of learnerships.
- May identify suitable sectors and be involved in the assessment of workplace knowledge.
- May identify appropriate education and training providers and be involved in the curriculum of learning programmes presented by education and training benefactors.
- May set and manage its own board examinations (SAQA, 2012:3).

A body aspiring to be accepted as a professional body by the SAQA shall:

- 1) Be a legitimately instituted entity with the necessary human and financial resources to undertake its tasks, governed by a charter or a constitution, and be compliant with and observe good corporate governance.
- 2) Protect the community's interest in relation to services provided by its members.
- 3) Develop, grant, monitor and rescind its professional designations in terms of its own rules, legislation, and/or international resolutions.
- 4) Submit a database of affiliates as requested by the SAQA.

- 5) Support and monitor CPD for its members relevant to its professional designation requirements.
- 6) Develop a code of conduct and administer a contrivance for the reporting and probing of members who are suspected of contravening the code.
- 7) Not apply unfair practices for membership admission or when identifying learning or training vendors.
- 8) Provide career advice related information as requested by the SAQA (SAQA, 2012:3).

In collaboration with academia, professional bodies play a vital role in the identification and implementation of education and training systems. If the SAQA allows the registration process of professional bodies to be less stringent, it will improve the possibility that all professional bodies be registered with ease. Spurious bodies can then be easily identified and prevented from causing confusion in society. Professional bodies can then be tasked with the responsibility to ensure that practitioners are developed on a continuous basis through CPD and other means. Being registered with the SAQA provides many benefits that can be passed onto the practitioners.

According to the South African Board for People Practices (SABPP, 2013:2) the policy on professional bodies notes that the recognition of one professional body does not mean that no other body will be accepted within the same community of practice, because freedom of association is important and competition is beneficial. This notion is extremely important for this study, as it provides confirmation that professional bodies in South Africa are encouraged to be formed so that competition can be nurtured within communities for the purpose of providing the most efficient service to registered practitioners. This also provides a sense of freedom for practitioners to choose the professional body they want to be registered with, especially if their field of practice is not governed by legislation.

#### **2.4.5 NQF Recognition Benefits for Professional Bodies**

A presentation by the SAQA (2013:18) illustrates that recognised professional bodies of the SAQA derive identified benefits. Professional bodies enjoy a quality assurance role and a qualification development role in collaboration with the Quality Councils. Other non-tangible benefits are listed below:

- Participate in building the national education and training system.
- Promote the objectives of the NQF.

- Effective career advisory services.
- Facilitate admission to and analysis of statistics related to professions.
- Inspire international dominant practice and promote morale practices by professions.
- Enhance understanding of, and trust in, professions.
- Promote social responsibility and liability in professions.
- Uphold the fortification of the public (SAQA, 2013:18).

The stated benefits render professional bodies' involvement in the NQF beneficial, as this will provide a solid marketing opportunity to attract aspiring practitioners and professionals' memberships. A continuous path of progression for practitioners is easily administered due to the support from the SAQA. Ultimately industry will benefit from the advancement of practitioners, as innovative thinking adds value.

## **IMPLEMENTATION / FORMATION OF PROFESSIONAL BODIES**

### **2.5 IMPLEMENTATION OF A PROFESSIONAL BODY**

For every professional body that was formed there was some sort of notion to satisfy a need and the thought: "we need to form an association or professional body." This need for a new professional body could be related to the following:

- An industry predicament that cannot be solved with the current structures or institutions.
- A requirement to certify members of a new occupation.
- An increase in an area or industry offences by individuals known as practitioners.
- A resolve to recruit volunteers to combat illiteracy.
- The objective to split from an existing professional body.
- An advancement of a new industry (IVSC, 2013:8).

According to the International Valuation Standards Council (IVSC, 2013:8), a newly formed professional body will need at minimum a CEO and an assistant to do the following:

- Administer the office.
- Capture an accurate database of membership and students.

- Deliberate meetings, agendas and minutes.
- Manage membership services, like CPD, communications, and national and international collaborations.
- Organise and manage CPD.
- Organise and manage technical service for members.
- Address legal and practical matters and ventures.
- Manage public and media interactions, as well as promotional activities (seminars and conferences).
- Control collaborations with other professional bodies, government, agencies, training institutions, and other stakeholders.
- Investigate the actions and restrain its members (IVSC, 2013:8).

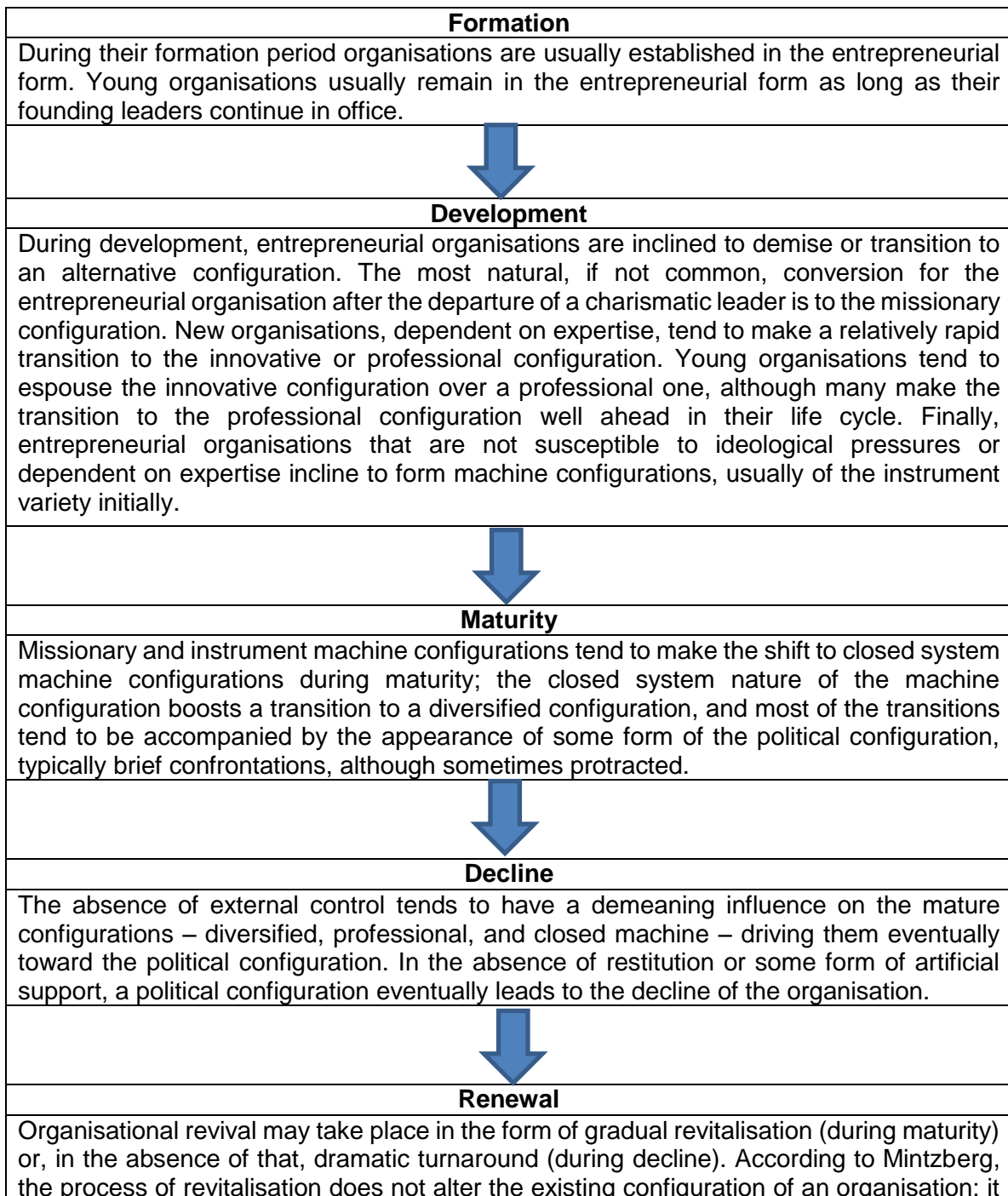
Forming a professional body is similar to starting a business. In building the professional body the initial considerations are as follows:

- Define precisely the reason for the formation of the professional body and the persistent problems to be addressed.
- Appoint a core group of leaders on the organising committee. The candidates must be chosen with great impetus, because they are most likely to become the board members. By ensuring that prominent community leaders are chosen by the professional body, it is destined to gain immediate popularity and credibility. This can lead to an initial membership following during the start-up period.
- It is critical that the founders are aware that working as a team is more rewarding than working in silos.
- It is important to ensure that the leaders represent all sections of the community of the profession. Acquiring support will depend on adequate representation among the decision makers of all role players.

The core group's commitment and ability to make time and funds available for the cause must be assessed, which will be critical to the development of the organisation into the future.

## 2.6 ORGANISATIONAL LIFECYCLE

The life cycle of a professional body is described using Mintzberg's life cycle of organisational configuration. Lemieux (2012:30) points out that an organisation evolves through a cycle as described below.



merely stimulates the necessary change through an infusion of a mixture of politics and ideology. Turnaround, on the other hand, often involves temporary reversion to the entrepreneurial form to sanction a dynamic leader with a vision to resolve the calamity, although Mintzberg is not optimistic about the possibility of true turnaround, seeing these initiatives as palliative and not consequential in any lasting change in organisational configuration. If we accept Mintzberg's theory that organisations naturally change their configurations over time according to a relatively set pattern, it follows that archivists must not evaluate the records of organisations using one set of unified criteria, but instead apply the criteria appropriate to the particular stage or stages in the organisation's life cycle during which the series in question were designed. The archivist may make this determination by researching and monitoring strategic and significant variations in the relative size and significance of the organisation's component parts, in the characteristics of its design parameters, its technique of work coordination, or its external environment. For example, in the case of an organisation shifting from an innovative to professional configuration, noteworthy changes might include a gradual decrease in the number of project teams and an escalation in the significance of same-discipline units and administrative committees.

### Figure 2.5: Organisational Life Cycle

Source: Lemieux (2012:30)

#### 2.6.1 The Stages of Group Formation

When a group comes together to form a partnership for a specific initiative, be it for business, a professional body, a club, or any other common goal, numerous challenges are anticipated. By describing the different stages it becomes easier to understand the extent of these challenges and why they confront the group.

Tuckman and Jenson (1977:419) describe the five stages of group formation as follows:

- **Forming Stage:** At this stage, the team familiarises themselves with one another. They try to determine where each one fits into the team. The team leader guides each member and proceeds to assign roles and responsibilities. The team members try to be kind and cooperative to each other and try not to cause controversy or dissimilarities. An atmosphere of caution prevails as each one tries to accommodate the other.
- **Storming Stage:** This stage describes conflict in the group. The seemingly retrained stage where all members are accommodative to each other is in the past. By this time members would have analysed their responsibilities and determined their needs to achieve their individual tasks. Staff behaviour varies with some individuals becoming hostile and others

just ignoring the situation. The manager is challenged in normalising the situation whilst remaining impartial. Conflict in a business environment is considered healthy. The manager is therefore tested to use this experience beneficially.

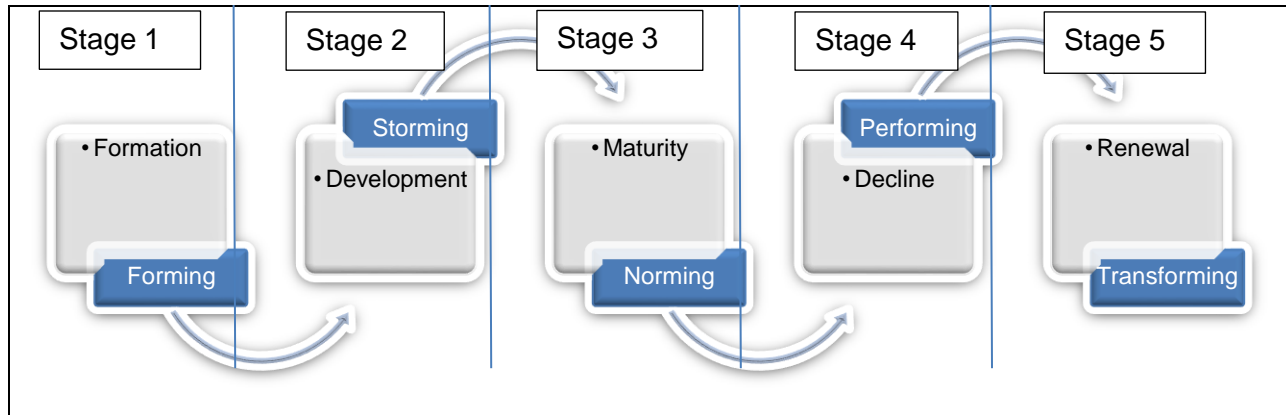
- **Norming Stage:** This stage is intended to offer some relief to the conflict already experienced. The members tend to settle down and display an understanding of each other's needs in the team. The behaviour of team members exhibits cohesion, trust, understanding and confidence in each other. The team leader promotes the new-found behaviour.
- **Performing Stage:** This fourth stage is the most industrious stage for the group. The team has the means to be successful. The team leader displays confidence in the capabilities of the team by delegating effectively.
- **Transforming Stage:** The transforming stage is considered to be the opposite of the forming stage. The members feel a sense of accomplishment. The team leader recognises the accomplishment and allows the members to detach.

### **2.6.2 Summary of Group Formation Discussion**

The described stages of group formation are considered very relevant to the forming of a professional body. The idea normally originates with a group of persons to start an association that can provide a service to a particular society. At the transforming stage the team members normally depart, but they are replaced by other aspiring team members. Sometimes at the transforming stage you have members splitting to form a new professional body to service a need that was identified. When board directors' terms of office expire, this signals their imminent departure.

### **2.6.3 A Combination of Organisational Lifecycle and Group Formation**

By combining Mintzberg's lifecycle of an organisation with the stages of group formation we acquire a clearer understanding of the formation and implementation of a professional body as described by the researcher. Figure 2.6 presents this combination. This combination will help clarify how the relationship within the group influences the lifecycle of a professional body.



**Figure 2.6: Combination of Organisational Lifecycle and Group Formation**

Source: Developed by the Researcher

### 2.6.3.1 Stage 1

The lifecycle of a professional body is dependent entirely on the group at start-up. The calibre of the group members influences the culture of the professional body and therefore their strategy to take them forward. If the organisation chooses the entrepreneurial form at start-up, then it is good because the leaders will start designing a business plan like a business should. The business plan will include, amongst others, a resource and financial plan. The cautiousness of each member might not be the ideal approach for the long-term success of the organisation. The members should be open about the calibre of human resources needed for the organisation to build on into the future.

### 2.6.3.2 Stage 2

At this stage the organisation must ensure that a thorough, endorsed plan is in place that has been brainstormed by top management. Each member must be fully cognisant of the task ahead, responsibilities must be clear, and tangible benefits should be one of the drivers. The potential conflict amongst members is considered as beneficial at this stage, as the areas of concern become transparent and are addressed. Each member must be clear on his/her role and responsibilities. A RACI (Responsible, Accountable, Consulted and Informed) matrix should be designed so as to outline the important activities with assignments done.

### 2.6.3.3 Stage 3



At this stage the conflict within the organisation should be a thing of the past. This means that a clear line of thought is prevalent, where each member is well equipped and acquainted with the task at hand. Trust and understanding amongst the group flourishes. This stage brings the organisation to a stable performance where all possible negativity would have been addressed. All areas of the professional body must now perform optimally with the good leadership forthcoming.

#### **2.6.3.4 Stage 4**

This stage allows the members to be most productive. Although the group is performing optimally, the professional body starts its decline as affiliate members begin to question the value of the body. Complacency starts to creep into the professional body. The employees try to give their best at all times, but fail to convince the stakeholders. The leadership must review their strategy and realign to the needs of their affiliates. A turnaround strategy is needed and at this stage it might be beneficial to use the services of consultants, where possible, in order to implement a turnaround.

#### **2.6.3.5 Stage 5**

The last stage provides for hope that the professional body can affect a revitalisation. The group might be preparing to part ways, but the body has affiliates to satisfy. A new leadership might be a change solution. The professional body must be attentive to the desires of its affiliates by engaging in meaningful workshops. The formation of sub-committees will be useful to afford specific focus on areas of weakness. Change management must be endorsed by the leadership in ways that transform the organisation, by looking at new ways to inspire affiliates.

#### **2.6.3.6 Summary of Lifecycle and Group Formation Discussion**

Group formation and the lifecycle of a professional body is closely knit. How the group members act and interact with each other is bound to influence the different stages of the organisational lifecycle. The organisation could reach its demise rather quickly if there is constant conflict within the organisation, although conflict is good at the early stages of implementation of the professional body, and if controlled correctly. Ideally the organisation will want to have a prolonged period in

Stage 3. This will be perceived in a positive light, as their strategies are bearing fruit. The challenge is to remain relevant by ensuring all stakeholders are gratified. By undertaking extensive research projects internationally, the professional body can discover new ways of remaining relevant. They can also consider forming alliances and collaborating with corporates that will provide a good impression to stakeholders, as they will be viewed as a learning organisation looking for new ways to be effective in industry.

## **2.7 VIRTUAL ORGANISATIONS**

Normally when an organisation is non-profit in the making, then the financial muscle does not exist. This results in it being dependent on industry to recognise the value proposition and to provide the necessary support. Most professional bodies display these characteristics even though they might not be virtual in nature.

### **2.7.1 Virtual Organisation Definition**

A virtual organisation is an establishment which is devolved and autonomous of any spatial linkages (Okkonen, 2002:270). This means that the organisation's members are located apart geographically and work using computers or other means for communication. Okkonen (2002:270) goes on to say that the distinction of a virtual organisation is its interdependence, as members (persons or organisations) of a system must collaborate in order to achieve synergy benefits.

#### **2.7.1.1 Financial Challenges**

With a low financial cash flow in most professional bodies these organisations are challenged, which triggers a strategy to ensure its survival whilst still remaining relevant. The organisations, at most times, lobby for the services of volunteers to continue with the administrative and leadership obligations. Financial constraints result in the organisation operating as a virtual organisation.

Professional bodies rely primarily on sponsorships, donations and membership subscriptions for revenue generation. It can be argued that because sponsors and donors are an integral part of

the revenue generation, the relationship is a special one, even more important than with the members.

Table 2.2: Topology of Virtual Organisation

	<b>Virtual Team</b>	<b>Virtual Project</b>	<b>Temporary Virtual Organisation</b>	<b>Permanent Virtual Organisation</b>
Range of Involvement	Organisational function or department unit	Across functions and organisations	Across organisations	Across organisations
Membership	Minor, local	Intermediate	Characteristically large	Reduced but scalable
Mission	Teams on specific, ongoing chores	Numerous organisational representatives occupied on explicit projects	Various functions responding to a market opportunity	All functions and full functionality as a functioning organisation
Length of Project	Membership varies, but form is permanent	Provisional	Provisional	Permanent
Uses of IT	Connectivity, sharing entrenched knowledge (email)	Source of shared data (databases, groupware)	Shared infrastructure (Groupware, WANs, Remote computing)	Channel for marketing and distribution, replacing physical infrastructure (Web)

Source: Okkonen (2002:270)

Table 2.2 shows how the virtual organisation concept can benefit an organisation. Apart from professional bodies, businesses sometimes grasp the benefits of working as virtual organisations. In our rapidly changing environment, the cost factor influences our decision of how and where business must operate. Operating virtually is more cost-effective.

### **2.7.1.2 Advantages of a Virtual Organisation**

- The availability of a pool of capabilities and knowledge due to the broad use of volunteers who are passionate about contributing to society.
- Flexibility, enthusiasm and enriched responsiveness, unlimited time and limited geographical obstacles.

- Reduced investment expenses – no government taxes payable due to the non-ownership of land and buildings.
- Productivity – an anticipated increase in productivity due to the flexibility of working unsupervised – mostly in the comfort of one’s home.
- Employees’ work time are flexible.
- Reduction in stress levels; working flexibly leads to value-added family life for members.
- Reduction in costs on fuel and other transportation costs by working from home.
- Reduced pollution due to fewer motor vehicle use.

Tech savvy people especially will enjoy working for a virtual organisation. The drive by telecoms in South Africa to intensify fibre to the home (FTTH) initiatives provide impetus to the virtual organisation philosophy. This advanced high speed network connectivity is bound to intensify interest in working from home. This is good news for professional bodies, as their communication astuteness should not be compromised by adopting the virtual concept.

The similarities and differences between a virtual organisation and a regular organisation is discussed.

### 2.7.2 Comparison of Virtual and Regular Organisations

Table 2.3: Comparison of Virtual and Regular Organisations

<b>Virtual Organisation</b>	<b>Regular Organisation</b>
<ul style="list-style-type: none"> <li>– Members’ work premises are flexible, as the organisation does not have offices or premises. Employees operate mostly from home or a remote location.</li> <li>– Employees are scattered.</li> <li>– Just in time (JIT) processes are effective.</li> <li>– Virtual is preferred due to a cost saving need.</li> </ul>	<ul style="list-style-type: none"> <li>– Employees are required to operate from a specific location most of the time. The organisation has offices which customers can access.</li> <li>– Employees normally work from a central location unless work requirements dictate otherwise.</li> <li>– JIT might be a target but not always applied, application based on operational requirements.</li> <li>– Prefers to endure high costs, because it is affordable with the product that is being produced.</li> </ul>

Source: Hoefling (2001:10)

Table 2.3 provides a summary of the comparison between virtual and regular organisations. According to Hoefling (2001:10), occupations are moving towards being people oriented rather than residence oriented. Therefore the elementary tasks undertaken by a company places emphasis on the worker that undertakes the activity. For a non-profit organisation (NPO) like a professional body, operating as a virtual organisation is a reality. Especially those that are not SAQA recognised and are voluntary in nature; these bodies have leadership and personnel that have other careers and therefore are not permanent workers of the professional body. In most cases they volunteer their services to the professional body for free.

One has to realise that most professional bodies do not choose to operate as a virtual organisation, rather circumstances dictate so. It must be realised that much more can be accomplished if all professional bodies can employ permanent, paid employees.

### 2.7.3 Summary of Virtual and Regular Organisations

For most professional bodies operating as a virtual organisation is not a new concept, but a way of survival. Starting off as a virtual organisation is not an option, but a necessity. However, it is recommended that professional bodies set a target for their organisations to reach a stage in their lifecycle when they should be able to choose between virtual and regular. The level of service provided to its stakeholders should dictate the operating concept.

## 2.8 LEGALLY DEFINED TYPES OF ORGANISATIONS

According to the Non-profit Organisations Act, No. 71 of 1997, there are three different legal structures for NPOs in South Africa, namely Voluntary Associations, Trusts and Section 21 Companies. The information below has been extracted from this aforesaid act.

Table 2.4: Description of Legal Organisations

<b>Voluntary Associations</b>	<b>Trusts</b>	<b>Section 21 Companies</b>
There is no office of registry for voluntary associations, but the only requirement to form a voluntary association	A trust is formed when ownership of property is transferred to another party to be controlled for the benefit of	The Companies Act provides for an "association not for profit in terms of section 21". These organisations, which

<p>is an agreement between three or more people who want to achieve a common objective, primarily different from making of profits. The agreement may be verbal or written in nature. It is however routine, but not required, for the agreement to take the form of a written constitution. The voluntary association is a preferred structure for small or informal community-based initiatives. From the aspect or legal nature, voluntary associations may be classified as:</p> <p>a) Corporate bodies are known as “universitas” under the common law; and</p> <p>b) Those which remain unincorporated at common law, the non-corporate associations.</p> <p>When deciding how to categorise voluntary associations, the court will consider the constitution of the organisation, and its nature, objectives and activities. In order to be classified as an “universitas” three main elements must be present, namely that the association must continue as a body even when there is a change in membership, the association must be able to have property distinctive from its members, and finally it must be clear that no member has any rights by reason of membership to the assets of the association. If all of these requirements are met, the “universitas” has legitimate personality.</p>	<p>certain persons or the achievement of a specific goal. The trustee manages the trust property. A court official, called a Master, has jurisdiction over a trust if the majority of the trust property is situated in his dominion. The Master is the warden of trust instruments, oversees the appointment of trustees, and administers the proper performance of the trustees’ duties with respect to the trust property.</p> <p>Trusts may be established for private benefit or public purpose. A Trust lacks lawful personality, and it technically holds property in the name of its trustees.</p>	<p>are called “section 21 companies”, must have at least seven members, each of whom undertakes a guarantee pledge in the event of the financial failure of the institution (although such commitment may be of a purely nominal nature). An incorporated association is obligated to register with the Registrar of Companies. Section 21 companies possess legitimate personality.</p>
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**Purposes**

<p>A voluntary association must be established for a purpose other than the making of profits. The association can conduct supplementary activities to make some profit, as long as the main objective of the association is not the attainment of gain.</p>	<p>Trusts are usually flexible structures that can be used for a range of purposes. For example a trust may be created to provide for the education of a specific family or a trust may be created whereby trustees are given a wide discretion to use the trust assets for a common purpose, such as a charitable purpose. The purpose of a discretionary trust must be legal and adequately certain. If a trust has a mainly charitable purpose, the fact that it has a secondary purpose which is not charitable will not nullify it.</p>	<p>Section 21 companies may be established for the promotion of religion, the arts, sciences, education, charity, recreation, any other cultural or social activity, or communal or group interests.</p>
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**Registration or Incorporation Requirements**

<p>There is no office of registry for voluntary associations and the only requirement to form a voluntary association is an agreement between three or more people to achieve a common objective, primarily other than the making of profits.</p>	<p>The Trust Property Control Act, No. 57 of 1988, together with the common law determines that the first trustees are obligated to lodge the trust deed with the Master of the High Court. Trustees can only act in their capacity as trustees once authorised thereto in writing by the Master and, unless they are specifically exempted, they are obliged to furnish the Master with security.</p>	<p>Section 21 companies must be registered with the Registrar of Companies in Pretoria. The registration process is complex and a section 21 company must comply with a number of prerequisites. It must be clear that the organisation intends to apply its profits or any other income to stimulate its main objective and that it forbids the payment of dividends to its members.</p>
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**Charitable Organisation Register**

A register of all organisations registered as non-profit organisations under the Non-profit Organisations Act is retained by the Non-profit Organisations Directorate. Registration in terms of the Non-Profit Organisations Act is voluntary. To be eligible, the organisation must be a trust, company, or other association of persons established for a “public purpose”. A qualifying organisation may not be “a structure of state”. The Directorate issues a certificate and listing number for qualifying organisations. To retain this status, the organisation must submit narrative and financial reports to the Directorate, which also has the power to cancel registration for non-compliance with the law. In practice, however, the Directorate has limited capacity to implement the law. The registration proceeds free of charge.

If the application does not meet the requirements for registration determined in the Act, the Directorate will provide the organisation a period of one month to correct their submission. If the requirements are still not met, the Director can decline registration. The organisation can lodge an appeal against this decision of the Director with the arbitration tribunal instituted in terms of the Act.

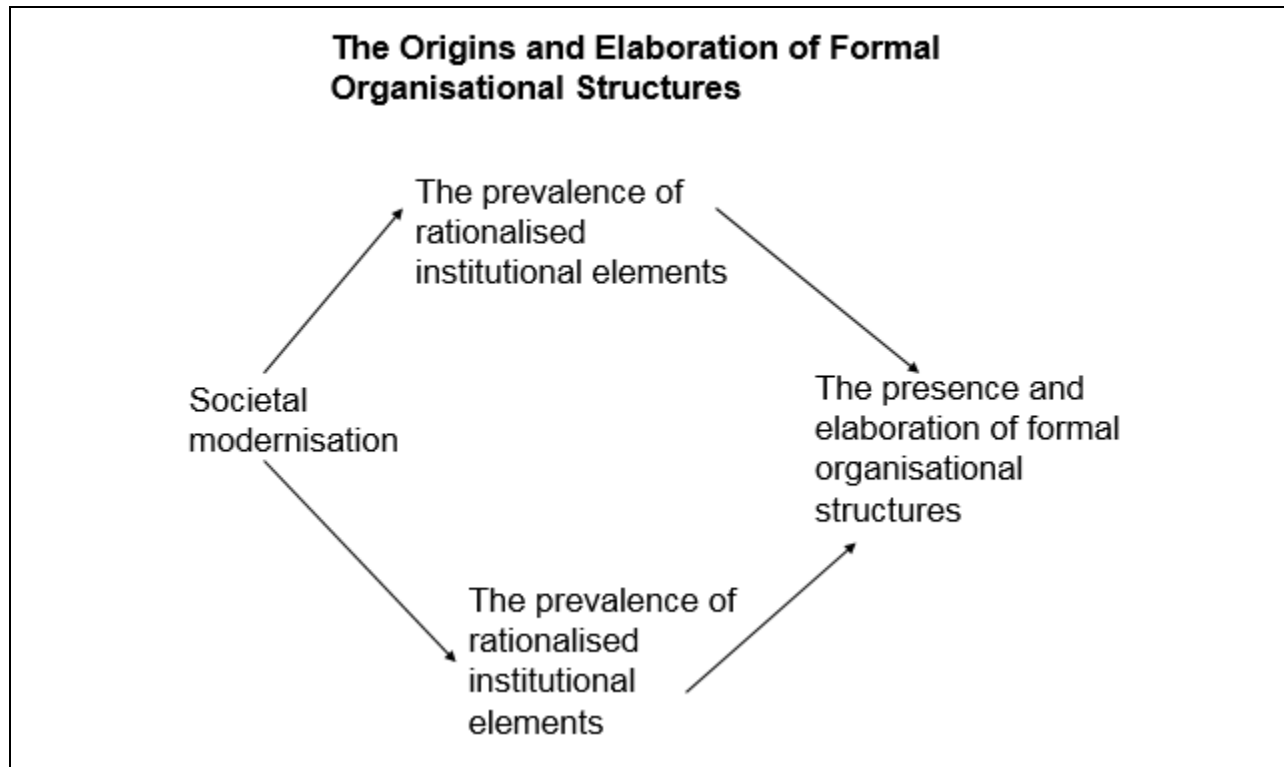
<p>The register of Non-Profit Organisations is open to the public. All documentation lodged with the Directorate, such as the constitutions, commercial and narrative reports of the organisations, will also be available for public review.</p>		
<p><b>General Powers</b></p>		
<p>The powers of a voluntary association are resolute in its constitution. The powers given to the voluntary association in its constitution can be the same powers given to a corporate body, such as a corporation.</p>	<p>The trust deed of discretionary trusts usually accords the trustees the widest possible powers to enable them to achieve the intentions of the trust. Trusts do not have separate legal personality and therefore act through their executors. These powers granted to the trustees may include the powers to sell, let, mortgage and encumber the trust property, both movable and immovable; to invest trust funds, to derive money, to open and control banking accounts and hire staff.</p>	<p>Section 21 companies generally have the same wide powers to carry out their aims and purposes as any other company. These powers can include the power to acquire movable and immovable property, to invest company funds in any way, to borrow money, to open and operate bank accounts, and to hire staff.</p>
<p>In the event that an organisation was to act beyond the scope of its objectives, a concerned party could bring a High Court application. In principle, it may be conceivable for anticipated beneficiaries of non-profit organisations to pursue action against a non-profit organisation, if they are found to act contrary to the founding documents.</p>		
<p><b><u>Membership Organisations</u></b></p> <p>No distinct rules exist for non-profit membership-organisations. The powers of organisations to employ, remove or dismiss members are generally provided for in their founding documents. Similarly organisations have the authority to govern the procedures for a member to join or resign from the organisation, and these are established in their founding documents.</p>		

Source: Non-profit Organisations Act 71 of 1997

Table 2.4 describes Voluntary Associations, Trust and Section 21 Companies as they are defined through legislation.



## 2.9 THE EVOLUTION OF FORMAL ORGANISATIONAL STRUCTURES



**Figure 2.7: The Origins and Elaboration of Formal Organisational Structures**

Source: Meyer and Rowan (1977:346)

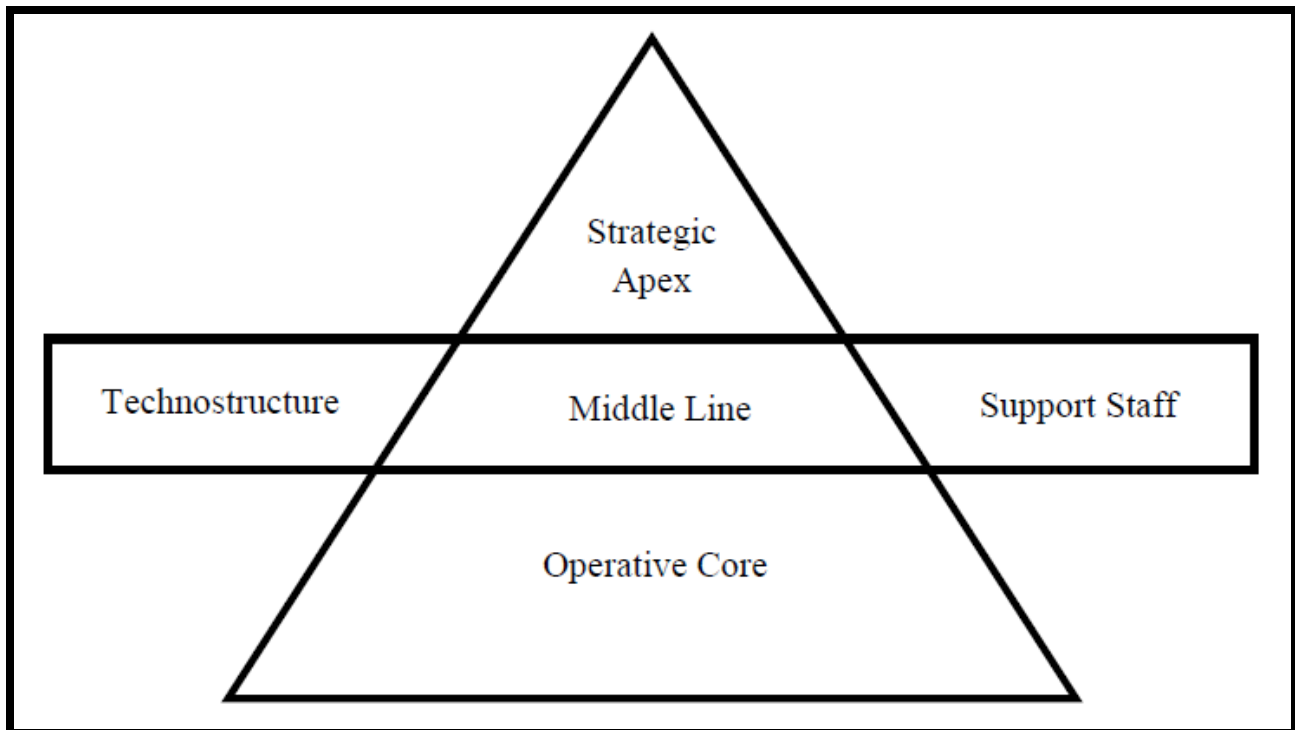
Figure 2.7 provides a view of the evolution of formal organisational structures. Large numbers of rationalised organisations have emerged over time. The occupations are not only controlled by direct inspection of work outcomes, but also by licensing, certifying and schooling (Meyer & Rowan, 1977:346). The growth in rationalised institutional structures makes formal organisations more common and elaborate. Professional bodies contribute to this evolution and therefore as an institutional structure a professional body comes to be known as a societal requisite formed either through statutory obligations or by societal needs.

As modernisation becomes more elaborate over time, the more extended the institutionalised structures are in a given domain. As time progresses the expectation is that more professional bodies will emerge and may eventually consolidate into a many-to-one relationship, as far as professional body ratio to occupation is concerned. The present mode of operation is one to many

relationship in more aspects. The health professional body (HPCSA) is an appropriate example of the one to many aspect.

## MANAGEMENT AND PRACTICE OF PROFESSIONAL BODIES

### 2.10 MINTZBERG'S ORGANISATIONAL STRUCTURES



**Figure 2.8: Key Parts of the Organisation**

Source: Adapted from Lunenburg (2012:2)

Figure 2.8 by Mintzberg shows the different levels of the organisation.

- **Strategic Apex** – This is the top management.
- **Operative Core** – Are the employees who do the work.
- **The Middle Line** – This is middle and lower management.
- **The Technostructure** – These are analysts, such as engineers, researchers and personnel managers.
- **Support Staff** – These are individuals who deliver secondary services.

## 2.10.1 Organisational Structures

The table below provides a more derivative view to the organisational configurations as described by Mintzberg.

Table 2.5: Mintzberg's Seven Organisational Configurations

<b>Configuration</b>	<b>Prime Coordinating Mechanism</b>	<b>Key Part of Organisation</b>	<b>Type of Decentralisation</b>
Entrepreneurial	Direct supervision	Strategic apex	Vertical and horizontal
Machine	Standardisation of work processes	Techno-structure	Limited horizontal
Professional	Standardisation of skills	Operating core	Horizontal decentralisation
Diversified	Standardisation of outputs	Middle line	Limited vertical decentralisation
Innovative	Mutual adjustment	Support staff	Selected decentralisation
Missionary	Standardisation of norms	Ideology	Decentralisation
Political	None	None	Varies

Source: Adapted from Lemieux (2012:43).

Liemieux (2012:47-58) explains the different structures as described in Mintzberg's model.

Table 2.5 describes each organisational configuration and shows how each configuration fits into the structure of an organisation as theorised by Mintzberg. Each configuration is described in further detail below.

### 2.10.1.1 Entrepreneurial Structure

This configuration is characterised by a modest unceremonious and a malleable structure with limited workforce. The CEO or leader of the organisation takes centre stage in the operations. Strategy and decision making is concentrated in the strategic apex. Leaders in the organisation become involved with details of the operations. Innovation and handling disruptions are the main duties of the leaders in the entrepreneurial organisation.

### **2.10.1.2 Machine Bureaucracy**

Machine bureaucracy promotes a great amount of formalisation and effort specialisation. Decisions are taken from a centralised position. The extent of management is constricted whilst the organisation is lofty, with many levels existing in the sequence of command from upper management to lower management of the organisation. Minimum parallel or lateral coordination is required. The tasks are normally repetitive with a large number of policies, procedures, rules, standards, and other guidelines that promote standardisation.

Examples of machine bureaucracy are motor vehicle producers, steel merchants, and statutory organisations. The setting for a machine bureaucracy is usually stable, whilst the intention is to accomplish efficacy.

### **2.10.1.3 Professional Bureaucracy**

Professional bureaucracy uses regulation of skills as its contrivance, and engages vertical and horizontal devolution. The organisation is moderately formalised, but decentralised to allow self-sufficiency of employees. Competent professionals provide skilled services to clients. Upper management is protracted with few middle managers. However, the support staff complement is characteristically large to provide clerical and maintenance support for the professional operating core. The objectives of professional bureaucracies are to innovate and provide skilled services. Some examples include universities, hospitals, and large law firms.

### **2.10.1.4 Diversified Configuration**

This configuration comprises of a group of independent divisions merged to provide a central administration, often called headquarters. This configuration is common in large government bureaucracies. Each division services a discrete market and has governance over its own operating function. The role of headquarters is to monitor performance through standards, such as ROI, sales, or other commercial measures.

### **2.10.1.5 Innovative Configuration**

The innovative configuration comprises of specialists from diverse areas into ad hoc project teams concentrated on elucidating a specific concern, developing new products or services, or reacting to a particular market. There is little formalisation or standardisation of tasks, but they are highly specialised and based on expertise. The focus is on innovation from a team of experts from different disciplines. Coordination is achieved by experts themselves in collaboration with functional managers and project managers.

### **2.10.1.6 Missionary Configuration**

In this configuration ideology serves as the prime means for managing work, achieving control through standardisation. Standardisation transpires in a few ways: members who identify with the organisation's values are naturally drawn to it; new members who abide by the norms; through socialisation and indoctrination; or through a disciplinary and reward system that encourages members to confirm to the ideology.

Organisations of this type usually have a opulent history of traditions. The work in these organisations are predefined. Mintzberg (1992:10) describes various forms of missionary organisations: 1) those that set out to change their external environment; 2) those that seek to attract new members; and 3) those that seek to operate as closed systems, shutting themselves off from the external environment.

### **2.10.1.7 Political Configuration**

This type can be influential to the professional or the innovative organisations. In certain organisations politics dominate. Such organisations are best described in terms of power and not in terms of authority, ideology or expertise. There are four main types of political configurations:

- Confrontation – Constant conflict that is intense, confined and brief. Typically in a takeover situation.
- Shaky alliance – Moderate conflict situation confined and possibly enduring. Power struggles between two or more systems that need to coexist.
- Politicised Organisation – Moderate conflict organisation, often in public sector organisations.

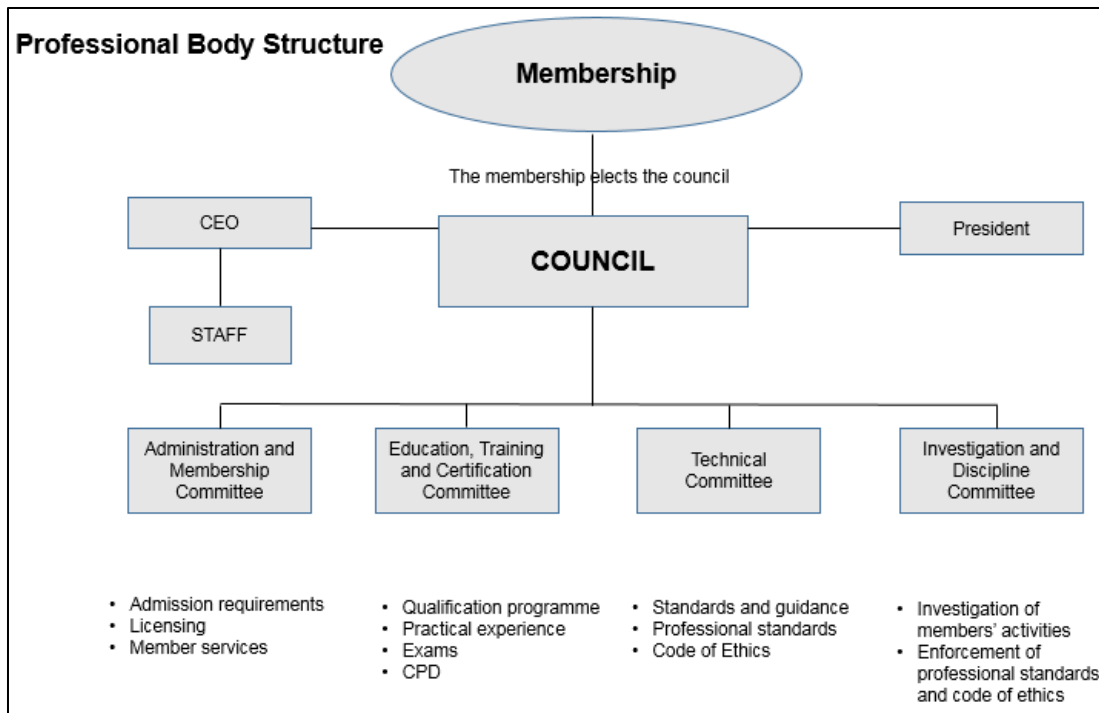
- Complete political arena – Intense conflict construed. Symptomatic of organisations that are about to collapse.

#### **2.10.1.8 Summary of Organisational Structure Discussion**

The professional bureaucracy structure fits well in professional bodies, as the work is specialised and requires professionals to service a community of practitioners. Since each employee performs work quite autonomously, record keeping (filing, etc.) is accomplished quite effectively. This structure focuses on professionalism and therefore is deemed quite relevant to professional bodies. Standardisation of knowledge and expertise is key to operating within the realms of this structure. The employees are normally highly educated specialists in their fields and therefore are able to adapt.

### **2.11 PROFESSIONAL BODY COMMITTEES**

Figure 2.9 below is a generic structure for a professional body in an ideal world. This structure exemplarily covers the main requirements to be considered as an efficient organisation.



**Figure 2.9: Sample of a Professional Body Structure**

Source: IVSC (2013:15)

Committees are a critical part of the structure of professional bodies. According to (King IV, 2016:29) the governing body of an organisation shall decide which committees are admissible for the purpose of promoting independent judgements; to assist with the balance of power and to assist with the effective discharge of duties by the governing body. Committees should be formed with the intention of promoting effective collaboration among committees with minimal overlap and fragmentation of duties, as well as a balanced distribution of power (King IV, 2016:29).

The most common committees of professional bodies are:

- **Nominations Committee** – They evaluate the performance of board of directors. They determine the skills and characteristics required in board candidates. They consider and recommend individuals to serve on the various committees.
- **Remunerations Committee** – Formed for the purpose of determining and managing the remuneration for each employee designation.
- **Administration and Membership Committee** – Formed to manage admissions, licensing and members' services.

- **Education, Training and Certification Committee** – Monitors training needs of members. Advocates qualifications requirements of members to practice in an occupation. They track and manages exams, monitor practical experience, and are responsible for ongoing CPD management for direction of members.
- **Technical Committee** – Formed for the purpose of advocating and monitoring professional standards. Monitors the adherence to the code of ethics.
- **Investigations and Discipline Committee** – They investigate members' activities to ensure adherence to the professional body standards. They enforce the professional the standards and code of ethics.

### **2.11.1 Summary of Committees Discussion**

Committees ensure a focused impact to make quick decisions. Committees are accountable to the board and therefore are considered as the backbone of a professional body as far as decision making is concerned.

## **2.12 LEGAL STRUCTURE AND PROFESSIONAL STANDARDS**

The professional body must ensure that it is fully cognisant of the legal and regulatory framework that governs professional bodies in South Africa. This is especially relevant to aspiring professional bodies that seek SAQA recognition. At the implementation stage the body must have:

- A constitution.
- Clearly set out admission requirements to the professional body and a register of members.
- Rules of professional conduct and an ethical policy.
- A disciplinary system for those members that do not observe the body's rules (IVSC, 2013:8).

### **2.12.1 Legal Structure**

Factors to be considered when determining the most appropriate legal structure should revolve around the following:

- The purpose of the professional body.
- The existing legal framework for the regulation of the profession.



- The interaction between government and the profession, and the extent to which government will be involved in the day-to-day activities of the professional body.
- The estimated future demand for practitioners of the profession in the country.
- The extent to which the educational system supports the development of practitioners for the profession.
- The resources that are likely to be accessible to fund the activities of the professional body, including the funds which will be available for initial investment, as well for the financing of future operating costs (IVSC, 2013:8).

## **2.13 GOVERNANCE STRUCTURE**

The main governing committee of a professional body should be its council. The council should consist of a small number of senior members who should be qualified to international standards. They may be elected by the members at an appropriate gathering, e.g. the AGM, or by a selection panel. Their common term of office is a three term, renewable many times (IVSC, 2013:8).

The council should be headed by the president, who may also have a deputy and vice president. They will function for fixed terms and are elected by the council. The council may appoint task teams or committees to accomplish certain objectives. These teams may include:

- Regulatory and disciplinary committees.
- Functional committees (e.g. finance, marketing, etc.).
- Task teams for ad hoc assignments (e.g. organising the AGM and other gatherings) (IVSC, 2013:8).

### **2.13.1 Governance**

Governance can be defined as the combination of policies, systems, structures and a strategic/operational framework which the governing body puts in place to ensure that the leadership of the organisation makes appropriate decisions, and takes appropriate actions to provide services in an effective and accountable manner. This includes transparent and equitable stewardship of resources which will sustain the organisation and keep it relevant to both the community in which it functions and the clients/customers it serves. Today, and into the future,

the standards for what makes governance “good” are rising and demanding more time and consideration from those serving as board members (Macnamara, 2010:1).

According to Armstrong (1998:7), the policy governance roles of a non-profit board include:

- Instituting the vision, mission and strategic direction.
- Providing fiscal and legal oversight (accountability).
- Selecting, evaluating and terminating (if necessary) the chief executive officer.
- Networking with the external community through a variety of stakeholders.
- Developing and generating the necessary resources.
- Ensuring apposite management systems.
- Attending to board self-management through continuous evaluation and improvement.
- Advocating on behalf of the organisation and its mission.

A professional body is required by the Companies Act to have guiding governance policies in place for the effective operation of the organisation. SAQA (2012:6) indicates that a professional body must be a legally constituted entity governed by a statute, charter or a constitution and be compliant with and adhere to good corporate governance practices. The profession body must publish a code of conduct and operate a mechanism for the reporting and investigation of members who are alleged to have contravened the code (SAQA, 2012:6).

The following governance documents are required for good governance:

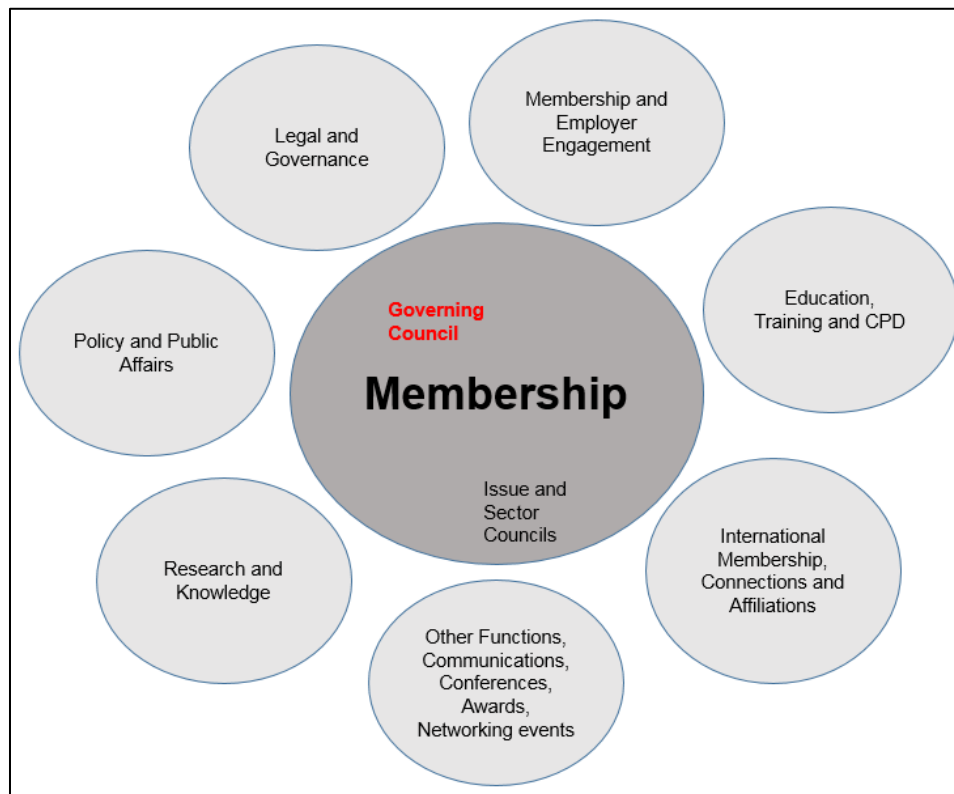
- **Constitution** – This is a set of fundamental principles or traditional precedents according to which an organisation is governed.
- **Memorandum of Incorporation (MOI)** – It is a document that sets out the rights, duties and responsibilities of shareholders, directors and other stakeholders within the organisation and by which the organisation is incorporated in the Act.
- **Operating Bylaws** – These are the operating rules and regulations pertaining to the membership as approved by the board of directors.
- **Code of Practice** – This document is normally structured in three levels, viz. codes of business ethics, codes of conduct of employees, and codes of professional practice. It contains all the rules governing good code of practice.

- **Board Charter** – The document provides a concise overview of the roles, responsibilities and powers of the board of the organisation. It outlines conflicts of interest, composition of the board, board meeting procedures, appointment, induction, and training and evaluation of directors and members of the board.

### **2.13.2 The Importance of Governance**

As the world becomes more multifarious, professional discipline, organisational transparency and strong guidelines for behaviour become ever so critical. The foundation on which we build a successful and sustainable society and economy is trust. The more we can trust people to get on with things in an appropriate way, the less the need to control through rules and regulations. However, there will always be a need for rules, consent, prohibitions, discipline and reprimands. The prevention and decline in bad practices require cultural changes, changes in professional behaviour supported by sound education, and the setting and regulation of acceptable standards (Green, 2015:16).

### 2.13.3 Typical Professional Body Structure



**Figure 2.10: Typical Structure of a Professional Body**

Source: Green (2015:9)

The structure in figure 2.10 is generic, providing a view of the important departments needed in order to promote efficacy throughout a professional body. Green (2015:9) provides a brief explanation of each department:

- **Membership and Employer Engagement** – Instigates and maintains relationships with members, both individual and corporate, also acting as a contact point for queries.
- **Legal and Governance** – Professional bodies that are statutory by law are accountable to the Minister of Education for ensuring that their activities are in accordance with that Charter’s objectives. All members of those bodies are expected to operate to a strict code of conduct, with disciplinary procedures in place for transgressions.

- **Education, Training and CPD** – Engages with educational institutions and training providers to offer existing and potential members appropriate qualifications, training and professional development.
- **Policy and Public Affairs** – Engages with government and other pertinent stakeholders to inform policy that balances the interests of the industry, their profession and the public.
- **Research and Knowledge** – Publishes research and portions knowledge to a wide range of stakeholders, including policy makers and professionals both inside and outside the industry.
- **International Membership and Affiliations** – Collaborates globally with members and organisations to promote their respective industry and profession. Overseas members, as well as partnerships and associations provide crucial insight on the international market, such as differing legislation and standards.
- **Other Functions** – Professional Bodies deliver various awards, conferences and events to raise the profile of their sector. Marketing and communications tasks also ensure that these are delivered competently.

#### **2.13.4 Summary of Professional Body Structure Discussion**

All organisations are required to have governance documents in order to control the governance aspects of the organisation. For any collaboration, be it with the SAQA or industry, these documents are requested from the professional body from time to time. In order to comply with King IV requirements, it is mandatory for a professional body to have all these documents in place and actively use them.

### **2.14 THEORETICAL GOVERNANCE MODELS**

The five most renowned governance models according to Macnamara (2010:1-5) are discussed below.

#### **2.14.1 The Traditional (Structural) Model**

This is the oldest model, created in the 1700s and passed down over the years into corporate, charitable and not-for-profit organisations, even government corporations. It is the template most law firms use to establish articles of incorporation even in present day. It is a bit out-of-date for

today's realities, however it is still useful. Acts of legislatures sometimes follow this approach in bringing into force the existence of a specific state-owned enterprise.

The structural model has its foundation upon the concept that the board is the legal ownership entity and in some ways it is the body corporate itself, a 'legal person' in view of the law. This is real whether the entity is a for-profit, not-for-profit, or charitable corporation, or even a society. These structures have changed ominously in the eyes of the law since their earlier forms, and have evolved today to limit the liabilities of both the corporation and its directors.

The basis of this model is that the structure of the board itself, the way in which it makes decisions and holds meetings, and the parameters by which it must abide are put into an approved structure and format. Another fundamental concept in this model is that the board only speaks as a board, and members of the board speak on behalf of the board, but do not have an individual voice in the outside world. The board chair is usually structured to be the official "voice" of the board, but again can only speak in a way authorised by the board as a whole.

The structural model will usually define the delegation of responsibilities from the board to:

- The CEO and Management, and/or
- Board committees (including Executive Committee)

Unfortunately, where this helpful model often goes awry is that it is silent on the accountability mechanisms and expectations for reporting-back when the board delegates its powers. Thus, any board utilising this model must create policies or by-laws to define responsibilities, expectations, and accountability requirements for both management and board committees. The board should also create clear job descriptions for board members, board executive positions, and the CEO, laterally with terms of reference for board committees. An annual board calendar should also be developed to ensure specific annual/quarterly/monthly accountability and reporting (as appropriate) to the whole board by management and the board's committees. Another area of challenge comes when the CEO creates operating committees of management/staff that interface with board committees' similar responsibilities. Board committee members may interface with executives from the management committee to gain information for the board's concerns around risk management, transparency/accountability, etc. and may unwittingly direct staff without going through the CEO, leading to confused staff and board members crossing the boundary between governance and operational management.

Thus, the Traditional Model helps organisations delineate board structures, but requires the board to actively and specifically address appropriate processes (especially accountability and communication) through policy or By-law creation. The organisation must also work very hard to not have its committees delve into operational matters and contradict the CEO in the process. It must remember its legal fiduciary duty to evade conflicts of interest and focus on the good of the whole, in particular their obligation to the good of the corporation.

### **2.14.2 Carver (Policy)**

This model propagated by John Carver over the past 20 years is, in his own words, “a rigorous academic approach to a practice area that has had very little research over the years” (Macnamara, 2010:1-5).

The Carver model has 2 fundamental concerns:

- Boards focus on defining the aims of the organisation – i.e. what the organisation strives to accomplish or in some cases what it must do in order to stay in business.
- Creating the policies by which the board and management must abide in its quest of the aims.

The board’s main role in this model is to create policy to guide management in its operational work, and to guide the board in its governance work.

The policy approach favoured by Carver is through developing or clarifying statements of “limitation”. In the operational environment, the board’s policies define what the CEO is not allowed to do, the limits to his/her decision-making, and the ambits within which he/she must operate. As long as the CEO does not break these limitations, he/she has significant freedom to decide how, when, and where to do things – the means of getting to the end. This is of course motivational to CEOs and distinguishes the competence, knowledge and full-time focus that a CEO gives to an enterprise, compared to the part-time focus given by board members.

Policies also describe the limitations within which the board must operate: minimum number of meetings per year, minimum number of members, requirement for annual meeting with members, etc. As long as the board functions within these parameters, Carver’s model suggests that the board chair has the freedom to decide how to do things in the area of governance. This is very

beneficial when a board has a knowledgeable and proficient board chair with the time or specific responsibility/compensation to work almost full-time in this capacity.

According to Macnamara (2010:1-5), Carver also suggests the reduction/elimination of board committees and to do as much as possible as “Board of the Whole”, recognising that all board members are equally accountable for the decision making of the board.

The challenges of this model come when the board spends so much time focused just upon policy building, that they actually miss attending to some of their other tasks. Many boards that have gone through the in-depth, time-consuming process of policy building reach the end of the process and then ask: what’s next? Only to find that the “real work of governance” has been waiting while they have been developing policy. Policy is good, it is helpful, and defines parameters – potentially protecting the board and organisation, plus providing broad guidelines in moving forward. However, this model does not help in instituting clear strategic/annual expectations or measures of success. Ends help define direction and goals to pursue, but they do not necessarily suggest strategy.

As such, “Carver Boards” must augment their policy work with the establishment or approval of a comprehensive strategic plan, business plan and budget. They must look beyond the guidelines of the policy to assert the need for fund-/friend-raising efforts, government relations, community interface, and more.

### **2.14.3 Cortex (Outcomes) Model**

Developed by John Por of Toronto, the Cortex model challenges the board to focus on their customers/clients, the community/marketplace, legislation, best practices of other similar organisations, and employee knowledge, in order to define the standards, expectations and performance outcomes to which the organisation aspires. The board’s main job under this model is to determine and set the outcomes measures of success. To do this, the board must truly seek to apprehend the value their organisation provides to the community. Finally, the board creates an accountability framework around the outcomes measures, and identifies who is responsible for leading/taking action in each area – the board, CEO, staff, or even a 3<sup>rd</sup> party. With a clear accountability framework, the board now moves to ensure the capacity of resources exists in each group, as well as a mechanism for each group to report-back to the board on its progress. This



model is useful in set-up for assessing performance of board/board committees, CEOs, and/or staff, and is relatively easily undertaken against the clearly delineated outcomes and areas of accountability. It is particularly valuable in supporting a board become broadly transparent and accountable. For in order to be transparent and accountable, an enterprise must have distinct outcomes and performance measures established to report against.

One of the challenges to this approach is the board's ability to understand the business well enough to clearly enunciate these outcomes measures. Being practical, the board will have to depend on management to do much of this research and develop draft performance statements. However, board members also need to become more broadly knowledgeable of the industry segment, client expectations, trends, etc. Another challenge is in the measurement and reporting of performance. In most cases, the organisation is likely not to have current mechanisms or report structures in place to measure performance against the new outcomes, so these will have to be established and shaped over time. Boards and management that adopt the Cortex approach will have to be careful to ensure the measurement of what is essential versus what is convenient. They will have to provide the resources required to correctly design measurement mechanisms and collect the information regularly in new areas of performance assessment.

#### **2.14.4 Consensus (Process) Model**

This model is anchored by the understanding that all board members are equal – with an equal vote, equal responsibility, equal liability for decision-making, and equal accountability for the actions of the organisation/board. It also recognises, however, that board members have different areas of expertise, knowledge and insight to bring to the table.

As such, the model addresses how decision making is achieved by the board:

- How issues will be discussed; different experiences and insight contribute.
- How dissimilarities of opinion or concerns will be handled.
- How agreement is grasped and whether members are: for a decision; will support it; have some objections/concerns, but will not block a decision; or have too many concerns/objections for the good of the corporation to support the decision.
- How timeliness and agenda management is controlled in such a consensus environment.

This model is evidently valuable for the not for profit (NFP) sector, family-owned businesses, as well as widely held corporations with no major shareholders. It supports input from all board members, and expects others to listen, respect, and consider their colleagues' input. It may well protect an organisation in that all sides of a matter or decision are considered and resolved before making the decision.

Of course, it can also slow the proceedings of a board. If, for example, there are constituent representatives on the board who must posture or receive authorisation from their constituency before agreement is reached, then issues can get side-tracked, and particularly powerful individuals/constituencies can hold what in effect is a veto over other members – effectively nullifying an otherwise “consensus-driven” positioning.

As one can see, this model focuses on the way decision-making is made within the board. As such the board will have to develop policy or by-laws to convey its vital processes, and then add attention to strategy, planning, reporting on operational issues, etc. in addition to the decision-making framework.

#### **2.14.5 Competency (skills/practices) Model**

This model is essentially a developmental one. It endeavours to ensure all members of the board have the appropriate knowledge, skills and attitudes to be good board members. It addresses the board as a team – communications, trust, relationships, etc. This approach seeks to unremittingly improve the performance of the board over time.

The competency approach can also advocate behaviour expectations through the implementation of board assessments (either external or self-driven) and confirm they have a common context for their work together.

While this is a strong model for recruiting and developing board members, and it can prescribe types of practices and real work of governance to be undertaken by the board; it does not drive policy creation, establishment of strategy, or monitoring of practice per se. It may well identify that these later things are important practices of board members, but does not prescribe through legal structure, policy or by-laws how it will be controlled. What an action-oriented competency model can do, however, is define the style of behaviour and frequency or level of engagement for board

members in their work. It may assist new board members by giving them a picture of the practices they should strive to adopt; and if combined with some mentorship from more experienced board members, can bring new members up to speed fairly quickly to more fully discharge their fiduciary, trusteeship, community interface, and other duties.

## 2.14.6 Summary of the Models

Table 2.6 provides a summary of the governance models discussed.

Table 2.6: Summary of Governance Models

The Traditional (Structural) Model	The board is the legal ownership entity. The board chair is the voice of the board and is governed strictly to speak in a way that the board authorises the chair to do. The board authorises itself to bypass the CEO at times to source information as required, leading to confused employees.
Carver (Policy) Model	The board's main role is to create policy to guide management, and to guide the board in its governance work. In the operational environment, the board's policies define the CEO's limits to his/her decision-making, and the guide-posts within which he/she must operate. As long as the CEO does not transgress these limitations, the CEO has significant freedom to decide how, when, and where to do things – the means of getting to the end. This approach is deemed to be motivational to CEOs. Policies describe the parameters within which the board must operate. The policy emphasis results in the board spending too much time on policy making rather than governance matters, which is a down side to the Carver model.
Cortex (Outcomes) Model	The model challenges the board to focus on their customers/clients, the community/marketplace, legislation, best practices of other similar organisations, and employee knowledge, in order to define the standards, expectations and performance outcomes to which the organisation aspires. The board creates an accountability framework around the outcomes measures, and identifies who is responsible for leading/taking action in each area. This model is useful in set-up for assessing performance of board/board committees, CEOs and/or staff. It is particularly valuable in assisting a board become broadly transparent and accountable. For in order to be transparent and accountable, an enterprise must have clear outcomes and performance measures established to report against.
Consensus (Process) Model	This model is anchored by the understanding that all board members are equal – with an equal vote, equal responsibility, equal liability for decision-making, and equal accountability for the actions of the organisation/board. Before decisions are made, all board members' inputs are considered. Decision making can be a tedious process at times.

Competency (Skills/Practices) Model	This model strives to ensure that all members of the board have the appropriate knowledge, skills and attitudes to be good board members. This approach seeks to continuously improve the performance of the board over time. It also prescribes behaviour expectations. It may assist new board members by giving them a picture of the practices they should strive to adopt; and if combined with some mentorship from more experienced board members, can bring new members up to speed fairly quickly to more fully discharge their fiduciary, trusteeship, community interface and other duties.
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Source: Macnamara (2010:1-5)

### 2.14.7 Summary of the Models and Recommendations

Each of these models has a particular theme that differentiates one from the other. The themes are structural, policy, outcomes, process, and skills.

The one model that seems to provide a balanced motive is the Cortex (outcomes) model. This is viewed as a most suitable model for professional bodies to consider implementing as a guide to their core governance structure. This model is designed around the fact that the organisation exists because of its customers and stakeholders. With this in mind the governance targets how to meet customer expectations. The accountability framework that is part of the model's output is handy, as it defines roles and responsibilities. Every task is then scoped and tracked until successful.

The model provides for an assessment mechanism for the board, board committees, CEO and staff. This method of assessment is useful as it monitors clearly defined imperatives that are assigned to the members of the organisation. There is thus no room for underperformance without clear reasons. Productivity is therefore high.

## 2.15 LEADERSHIP THEORIES

Eddy, Lorenzet and Mastrangelo (2008:415) investigated the effect of leadership on the operation of a professional body. According to Eddy et al. (2008:415), professional leadership is the "formal" part of leadership, which incorporates providing direction, process, and coordination to the members of an organisation for the purpose of attaining the organisation's goals. The results of the study's data analysis revealed that the mean score of leadership effectiveness was low.

They suggested that the next step was to ask pertinent questions:

- Do they have a vision?
- Is there clear direction?
- Are leaders coordinating the resources needed successfully to pursue company goals?

The conclusion of the study was that there was some confusion in the organisation about the direction and they thus recommend that the organisation begin by clearly defining its mission, vision and underlying philosophy. For the purpose of this study, the literature confirms that there is a need to develop the ideal leadership approach in order to inform the development of a framework for professional bodies.

Velsor, Turregano, Adams and Fleenor (2010:9) undertook a study on the effectiveness of statutory bodies in South Africa. They revealed that leadership generally lacks skills in several areas which need to be developed in order to be effective.

Table 2.7: Matrix of Leadership skills in the Government Sector

<p><b>The leadership skills ranked most important for success by people in government organisations:</b></p> <ul style="list-style-type: none"> <li>- Leading Employees</li> <li>- Resourcefulness</li> <li>- Straightforwardness and Composure</li> <li>- Building &amp; Mending Relationships</li> <li>- Participative Management</li> </ul>	<p><b>The leadership skills ranked least important for success by people in government organisations:</b></p> <ul style="list-style-type: none"> <li>- Confronting Problem Employees</li> <li>- Compassion and Sensitivity</li> <li>- Putting People at Ease</li> <li>- Differences Matter</li> <li>- Career Management</li> </ul>
<p><b>Government leaders were rated most effective in the following categories:</b></p> <ul style="list-style-type: none"> <li>- Putting People at Ease</li> <li>- Differences Matter</li> <li>- Being a Quick Study</li> <li>- Resourcefulness</li> <li>- Doing Whatever It Takes</li> </ul>	<p><b>Government leaders were rated least effective in the following categories:</b></p> <ul style="list-style-type: none"> <li>- Balance between Personal Life and Work</li> <li>- Self-Awareness</li> <li>- Career Management</li> <li>- Leading Employees</li> <li>- Confronting Problem Employees</li> </ul>

Source: Velsor et al. (2010:9)

In table 2.7 the matrix reveals that there is no alignment between areas where leaders are most effective and leadership skills ranked highest in importance. The most notable of the gaps is that of leading employees. Another area is participative management, which the leadership fails to see the merits of.

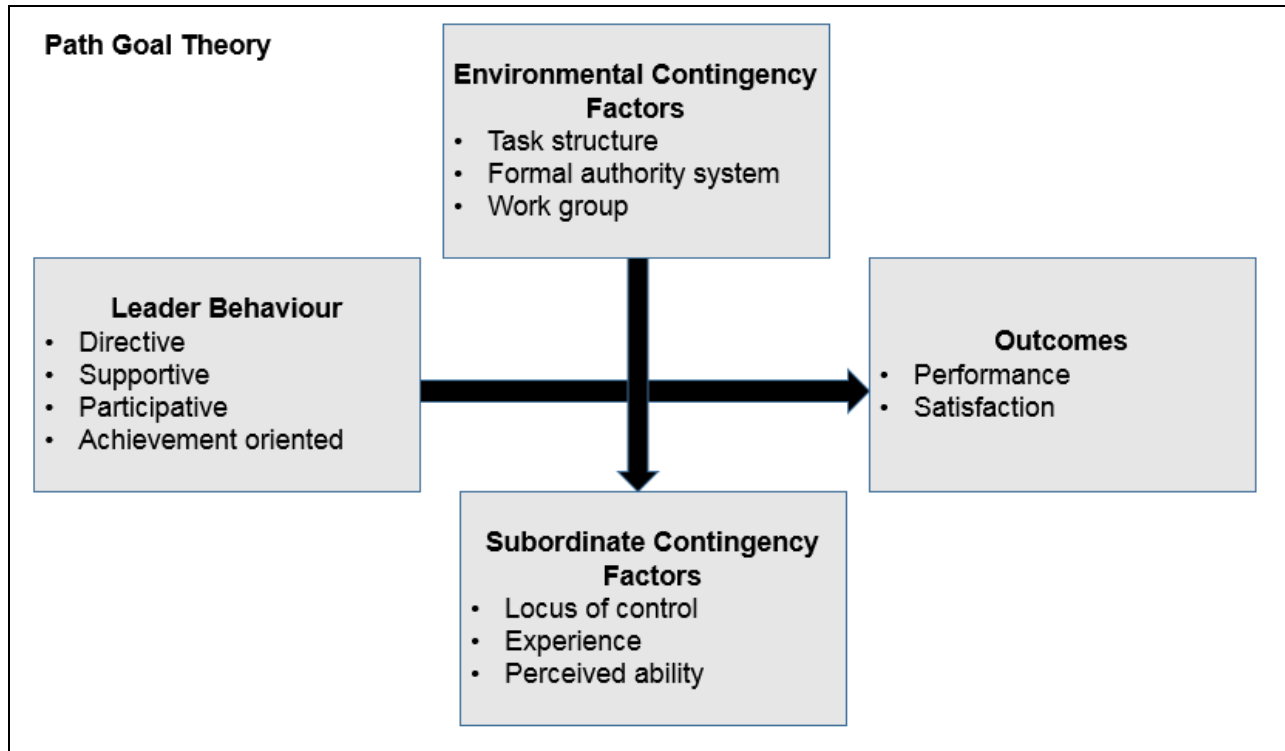
Velsor et al. (2010:10) indicate that management and leaders alike must endeavour to develop core skills which should include identifying and hiring talented staff, delegating and following up, and developing employees. This means placing greater emphasis on involving others in decision making and considering all views before taking action. They emphasise that these skills can be developed through training initiatives focused on enhancing self-awareness, and by working with a coach over time.

### **2.15.1 Relating Velsor's Study to Practitioners**

Involving others in decision making is considered as a determinant for good, effective leadership and can be related to professional bodies as a whole. This points to the need to engage practitioners more effectively. There are numerous ways that professional bodies can engage practitioners. Most commonly, through workshops, conferences, CPD, dinner sessions with prominent speakers, and periodicals. If leaders in professional bodies want to be most effective, they need to engage with the very same people that they claim to serve, i.e. practitioners.

### **2.15.2 Situational (Contingency) Leadership Theories**

According to Daft (2005:69), the idea behind contingency theories is that leaders can analyse their situation and tailor their behaviour to improve leadership effectiveness. The contingency relates to the variables that are used and the assumption that one thing depends on other things. It is further assumed that leadership is therefore effective when they are adaptable to the situation.



**Figure 2.11: Robert House's Path-Goal Theory**

Source: Adapted from Kreitner and Kinicki (1998:506)

Figure 2.11 shows diagrammatically the different facets of the Path-Goal theory. Robert House's Path-goal Theory describes the notion that motivation to exert effort increases as one's effort, performance, and outcome expectations improve. The theory focuses on how leaders influence followers' expectations.

### 2.15.3 Robert House's Path-Goal Theory

In table 2.8 a summary of the main components of the model is presented.

Table 2.8: Summary of Robert House's Path-Goal theory

<p><b>Leadership Styles</b></p>	<p><b>Directive</b> – Providing guidance to employees about what should be done and how to do it.</p> <p><b>Supportive</b> – Concern for the well-being and needs of employees.</p>
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	<p><b>Participative</b> – Consulting with employees and using their ideas to make decisions.</p> <p><b>Achievement-oriented</b> – Encouraging employees to perform at their highest level by setting challenging goals and demonstrating confidence in employees' abilities.</p>
<b>Contingency Factors</b>	<p><b>Subordinate Factors</b> – locus of control, task ability, need for achievement, experience, and need for clarity.</p> <p><b>Environmental Factors</b> – Employee's task, the authority system, and the work group.</p> <p>These factors have the potential of hindering or motivating employees.</p>
<b>Outcomes</b>	The outcomes are high level of performance and worker satisfaction.

Source: Adapted from Kreitner and Kinicki (1998:506)

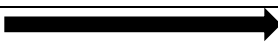
#### 2.15.4 Managerial Implications

This model assumes that leaders possess more than one style of leadership. Leaders should be flexible in adapting to different situations. Managers should adapt their leadership styles to fit the various tasks and employee characteristics. For example, supportive and achievement leadership are more likely to be satisfying when employees display high levels of ability and experience.

#### 2.15.5 Hersey and Blanchard's Situational Theory

According to Daft (2005:69), this theory focuses on the characteristics of followers as the important element of the situation and consequently for determining effective leader behaviour. Table 2.9 provides follower characteristics that are associated with the leadership style.

Table 2.9: Hersey and Blanchard's Situational Theory of Leadership

<b>Follower Characteristics</b>	<b>Appropriate Leader Style</b>
Low readiness level	 Telling (high task – low relationship)



Moderate readiness level	→	Selling (high task – high relationship)
High readiness level	→	Participating (low task – high relationship)
Very high readiness level	→	Delegating (low task – low relationship)

Source: Adapted from Daft (2005:68)

Table 2.10: Readiness Levels

<b>Low Readiness Level</b>	Followers are assumed to have poor ability and skills, little experience, insecurity, or unwillingness to take responsibility for their own task behaviour. The leader tells followers exactly what to do, and how to do it.
<b>Moderate Readiness Level</b>	Followers might lack some education and experience, but demonstrate high confidence, ability, interest, and willingness to learn. With the selling style, the leader gives direction but also seeks input from others and clarifies tasks for followers, rather than merely instructing that tasks be performed.
<b>High Readiness Level</b>	When followers display a high readiness level, a participating style can be effective. Followers might have the necessary education, skills and experience, but they might be insecure in their abilities and need some guidance from the leader. Using a participating style the leader can guide followers' development and act as a resource for advice and assistance.
<b>Very High Readiness Level</b>	The delegating style of leadership can be used when followers have very high levels of education, experience and readiness. The leader provides a general goal and sufficient authority to do the tasks as followers see fit.

Source: Adapted from Daft (2005:68)

In table 2.10 a description of the readiness levels is described as they relate to followers.

### **2.15.6 Summary of Leadership Model Discussion**

This model focuses on the characteristics of followers only and not the larger audience. The leader must evaluate and adopt the applicable leadership style. As followers' behaviours change through experience over time, the leadership style must adapt. Leadership styles vary over time.

### **2.15.7 Comparison of the Models**

Both models centre around the notion that leadership style is dependent on employee ability, interest, education levels, and willingness to learn. Emphasis is on adapting leadership to the situation.

### **2.15.8 Identified Weaknesses of the Models**

There is no emphasis on the resources and skills level required and what the implications are of a lack thereof from the follower's perspective. The models are silent on the fact that employee behaviours can improve by focusing on specific areas of weakness, for example lack of skills.

Another concern is the cultural aspects of employees, which are especially relevant in a South African context. When a leader adopts a certain leadership style, for example telling due to perceived low readiness levels, there could be implications that go far beyond the misinterpretation of the situation. This could lead to revolutionist behaviour, which could lead to a higher degree of perceived incompetence of the followers. This could be misleading and result in a leadership style being adopted that is detrimental to the performance of the organisation. Therefore the culture variable from a South African perspective is recommended for future research.

Continuous improvement has proven to be an important instrument for organisations striving for excellence. These models are devoid of this. Leadership intuition is another important variable that was not included. Intuition can also prove to be pivotal to the success of the models if the leader can predict the future and then adapt the leadership style accordingly. Lastly, the learning organisation philosophy was not mentioned, while the benefits of a learning organisation stems from acknowledging mistakes and not playing the denial game. This leads to improvement in small steps towards excellence.

The motivational aspects for followers to excel in their duties are not a focus of these models. Rather, the leadership style is considered as a motivator to followers. Other motivational factors that should be considered are the delegation of interesting work to followers; work that is considered important and urgent is bound to motivate followers in that they may realise that they are adding value.

Table 2.11: Review of the Leadership Models

<p><b>Reviewing the Models</b></p>	<ul style="list-style-type: none"> <li>– The models do not address cultural issues especially relevant in a SA context.</li> <li>– No emphasis on the resources and skills required from followers.</li> <li>– No mention of continuous improvement to empower followers so that the delegating is adopted.</li> <li>– No mention of leadership intuition that can avert possible crisis situations.</li> <li>– The learning organisation philosophy allows for mistakes that lead to learning and growth.</li> </ul>
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Table 2.11 provides a summary of the leadership models highlighting those areas that are pertinent.

### 2.15.9 Adapting Leadership of Professional Bodies to Practitioners

Central to Leadership is the extent to which leaders can influence the activities of individuals (practitioners) through a structure to achieve a goal. Due to the distance between practitioners and professional bodies, it is certainly a challenge for professional bodies' leadership to enforce a leadership style that will be effective in the short- and long-term. It is also not possible to speculate on the ideal leadership style, as the culture of each professional body is a variable to the ideal leadership for each body.

In light of the situational circumstances of professional bodies and practitioners, the following leadership styles are options to consider (Kreitner & Kinicki, 1998:506):

- **Directive** – Providing guidance to employees about what should be done and how to do it.
- **Supportive** – Concern for the well-being and needs of employees.
- **Participative** – Consulting with employees and using their ideas to make decisions.

- **Achievement-oriented** – Encouraging employees to perform at their highest level by setting challenging goals and demonstrating confidence in employees' abilities.

These styles are consistent with an interactive management style where practitioners are involved and given attention. Initial indications are that practitioners seek direction from professional bodies on a continuous basis. If professional bodies provide this type of direction it is assumed that achievement of tasks between professional bodies and practitioners become more attainable. These styles will be investigated more as this research progresses.

## **2.16 FUNCTIONS OF MANAGEMENT**

Theory indicates that there are fundamental functions that management of a company must promote. When a company continues to adopt legacy management principles, growth is stifled in our modern era. It is no different for professional bodies, as they are seen to operate a business that needs to show credibility to its members in order to sustain and grow its membership.

### **2.16.1 Mechanistic Structured Organisation**

McNamara (2009:64) distinguishes between two types of organisations, viz. mechanistic and organic structured organisations. The mechanistic structure is seen to have evolved in the early 1900s by Henri Fayol. Burns and Stalker (1961:54) indicate that mechanistic structured organisations have many features that are common to bureaucratic organisations. These are less suited to turbulent changes and seek to maximise internal efficiencies only. Mechanised organisations are characterised by (Burns & Stalker, 1961:54):

- Specialised Differentiation of functional tasks, a tight division of labour.
- Precise definitions attached to each functional role.
- Clear delegation of responsibility.
- Centralisation of knowledge.
- Hierarchic structure of control, authority and communication.
- Appropriate to conditions of relative stability.
- Highly structured, where members have well-defined, formal job descriptions/roles, and precise positions.
- Direction is from top-down through the hierarchy. Communication is similarly vertical.

- The organisation insists on loyalty and conformity from members to each other, to managers, and to the organisation itself in relation to policies and methods.

### **2.16.1.1 Critiquing the Mechanistic Structure**

McNamara (2009:65) provides criticism of the mechanistic structure of organisations in the present era. The following comments were made:

- Best used in simple, stable organisations.
- Appropriate for the past, where the environment was relatively stable and predictable.
- Today's environments are more turbulent and unpredictable.
- Control-oriented approach creates an inflexible, mechanistic organisation.
- Viewed employees as tools rather than resources.
- Organisational creativity and effort can focus on internal problems only – systems and procedures.
- Heavy administrative overhead – internal procedures consume more resources than external customer focused operations.
- Slow in responding to external change – lose touch with customers and external stakeholders.
- Parochialism, defend-my-patch behaviours occur. Organisational members can develop unhelpful, bounded mindsets – perceptions of external and internal.
- Job and departmental boundaries can lead to the rational-legal organisation becoming bogged down in a spaghetti of tortuous processes and “need to consult” everyone.
- The status quo is defended rather than changed to meet new circumstance.

### **2.16.2 Organic Structured Organisation**

The organic structured organisation is one that emphasises flexibility in which people work more as teammates than as subordinates and who break away from the traditional bureaucratic form (Burns & Stalker, 1961:54). Organic organisations are characterised by the following factors (Burns & Stalker, 1961:55):

- Much greater flexibility.
- Adjustment and frequent redefinition of tasks.

- Spread of commitment throughout the organisation.
- Lateral communication consisting of information and advice, rather than instructions or decisions from management.
- Suitable for unstable, turbulent and changing conditions.
- The organic firm tries to re-shape itself to address new problems and tackle unforeseen contingencies.
- Rather than a rigid, highly specialised structure, a fluid organisational design is adopted which facilitates flexibility, adaptation, and job redefinition.
- Organisational members are personally and actively committed to it beyond what is basically operationally or functionally necessary.

### **2.16.3 Summary of Functions of Management**

McNamara (2009:68) provides the following key components of today's organic management functions:

- Create a vision.
- Establish your values (principles).
- Create your competitive advantage and define your strategy.
- Lead.
- Develop, grow, and improve people.
- Design, build and structure an organisation that can operate and change today's chaotic competitive environment.
- Coordinate by bringing together activities that provide a flow through of the outputs, as defined in the organisation's strategy and goals.

## **2.17 GRADING OF PROFESSIONAL BODY AFFILIATES**

Each professional body has its own grading system. There is no obligation from the SAQA on a professional body to adopt a specific grading system. It is not possible to dictate a standardised grading system, but by studying the prominent ones one can recommend a generic grading system. By studying the grading system of the Institute of Management Consultants and Master

Coaches of South Africa (IMCSA) one can draw similarities to other grading systems. As published in the Government gazette (2015:21-22), the IMCSA grades its membership as follows:

- **Associate:** This category is reserved for individuals who wish to be involved in the profession without necessarily complying with the admission criteria.
- **Member:** A graduate with less than three years' management consulting experience or a non-graduate with fewer than eight years' management consulting experience may qualify as a Member. Members of the academic professions and those people who offer internal consulting are to be classified as members until such time as they can demonstrate they have the relevant management consulting experience, at which stage they may be classified as a Certified Member.
- **Certified Management Consultant:** Certified Management Consultant (CMC) is an indication of competency for the management consulting industry and is recognised internationally. The CMC designation is consistent with internationally accepted standards and shows that a management consultant meets certain requirements of character, education, and experience.
- **Fellow:** A CMC who has held that ranking for no less than seven years and is deemed to have served the profession with distinction may well be graded as a Fellow. The applicant must provide a motivation with the request for an upgrade.

The membership designations of the South African Association for Food Science and Technology (SAAFoST) are as follows:

- **Honorary Life Member:** An Honorary Life Member will be a person who has rendered outstanding service in the advancement of the objectives of the association and is elected on the recommendation of the council.
- **Professional Member:** A Professional Member shall be a person: (i) who qualifies for registration or who is listed as a natural scientist in the food science field of practice, or other field acceptable to council, in terms of the Natural Scientific Professions Act (Act No. 27 of 2003); or (ii) who has applied to, and been recognised by council as a Professional Member.
- **Member:** A Member shall be a person who does not qualify for professional membership, but who is, or has been, keenly engaged or is interested in any activity related to food science and technology.

- **Institution Member:** An Institution Member will be a company, research institution, or new body engaged directly, or indirectly, in food science or technology. An Institution Member shall elect one representative, preferably from its senior scientific or technical personnel, to represent the institution in the association.
- **Student Member:** A Student Member shall be a person who is undertaking a course of technical, practical or scientific training, as sanctioned by the executive committee of the council.
- **Custodian Member:** This is a select group of companies, research institutions, or other organisations that are engaged directly, or indirectly, in food science or technology and which subscribe to further principles in stimulating and upholding professional standards of competence and integrity in advancing food science and associated technologies for the provision of safe and wholesome food. Membership is by incitement by the SAAFoST Council. (SAAFoST, 2015).

### 2.17.1 Summary of Grading Discussion

Table 2.12: Suggested Generic Grading System

Associate	These are aspiring members who want to contribute to the advancement of the professional body. These members may not necessarily meet the criteria to be members and therefore may be inducted as associates.
Fellow	An outstanding member who has served the professional body well and is recommended by the council as a fellow.
Custodian Member	This is a select group of companies that share the same interest as the professional body. They are intensely involved in the same field as the professional body. They are invited by the council of the professional body to accept affiliation.
Institution Member	A research company or company that has an interest in the professional body's speciality. The institution member will work collaboratively with the professional body towards a common goal.
Professional Member	This is a person who meets and exceeds the professional qualifications requirement as set out by the professional body. This is a distinguished member who is learned and meets the high criteria level of the professional body.
Member	A person who meets the minimum requirement to be a member. Normally a graduate that is employed in industry and possesses the specialised skills
Student Member	A student who is studying at a tertiary institution in a field related to the professional body.

The table 2.12 provides a generic suggested grading hierarchy based on the existing grading system of a professional body.



## 2.18 FUTURE CONSIDERATIONS OF THE PROFESSIONAL BODY

- Consider the competition, viz. existing similar professional bodies. What services do they offer and how satisfied are their members?
- Who are the new members that will be pursued by the new professional body?
- Is this potential membership large enough to support and sustain a professional body?
- If the potential membership is not large enough, then consider other services that can be offered that could offset the initial membership deficiency.
- Employing the services of a consultant (although expensive) could be beneficial for the long-term survival of the professional body. The professional body will ascertain a view to the market on which medium- to long-term plans can be devised.

Ehlers and Lazenby (2007:301-302) deliberate that it is of essential concern for professional bodies to achieve competitive advantage. In attempting to achieve this, the following questions should be raised by the organisation:

- What is the reason for our existence?
- What do we envisage to be our clients?
- What exemplifies the viability of our organisation?
- How can a competitive advantage be attained and sustained?
- Who are our competitors in terms of the services rendered?
- Who are our challengers in terms of the limited financial resources?
- What are the impacts of the external environmental on the organisation?
- What do we do excel in?
- What can be enriched?

According to the IVSC (2013:7), a new professional body may suffer from a deficiency in resources, whether financial, human, educational or technical. As a starting point, they may need to depend on unpaid volunteers to administer the body and to set it in motion. Their priorities will be primarily to attract political backing, build up a membership base, and establish a consistent income stream (IVSC, 2013:7). The leadership needs to adopt strengthened continuous evaluation of the professional body to ensure that the environmental changes do not render the

organisation weak and irrelevant. Adaptability is therefore considered key to the stability of a professional body.

## **2.19 A PROFESSIONAL BODY AGM**

Incorporated NPOs are mandated by law to hold an annual general meeting (AGM). Ensuring that this legislative business is adhered to is part of good governance.

The purpose of the AGM is to:

- recite and correct the minutes of the previous AGM;
- accept the audited financial reports, including reports to the board;
- receive ad hoc reports not included in the financial statement;
- approve adjustments and additions to By-laws;
- call for nominations to the board and/or accept the report of the nominating committee;
- select new directors;
- choose the auditor; and
- conduct any other business (Causton, 2008:22).

This meeting should be planned down to the last detail; in fact, many boards prepare scripts to help confirm that every relevant area receives consideration (Causton, 2008:22). Most professional bodies consider this annual event as a flagship event of the organisation, as it provides the opportunity to market itself to key stakeholders of industry at a gala event. An important activity to be highlighted is networking with industry, as an opportunity to build relationships, secure sponsorships and secure donations.

## **2.20 ACCREDITATION OF A PRACTITIONER**

According to Rooney and Ostenberg (1999:3), the definitions of licensure, accreditation and certification are as follows:

**Licensure** is a procedure by which an authority might be governmental or private, and grants permission to an individual practitioner or organisation to operate or to participate in an occupation or profession. Licensure regulations are generally recognised to ensure that an organisation or

individual meets minimum standards to protect the public. Licensure to individuals is usually granted after some form of examination or proof of education and may be renewed periodically through disbursement of a fee and/or proof of continuing education or professional competence. Organisational licensure is approved following an on-site inspection to determine if minimum health and safety standards have been met. Maintenance of licensure is a continuing requirement for an organisation in order to continue to operate and provide a service.

**Accreditation** is a formal process by which a recognised body, usually a non-governmental organisation (NGO), evaluates and recognises that an organisation meets applicable pre-determined and published standards. Accreditation standards are usually regarded as optimal and achievable, and are designed to encourage continuous development efforts within accredited organisations. An accreditation choice about a specific organisation is made following a periodic on-site evaluation by a team of peer reviewers, typically conducted every two to three years. Accreditation is often a voluntary procedure in which organisations choose to participate, rather than one required by law and regulation.

**Certification** is a process by which an authorised body, either a governmental or non-governmental organisation, evaluates and recognises either an individual or an organisation as meeting pre-determined requirements or standards. Although the terms accreditation and certification are frequently used interchangeably, accreditation usually applies only to organisations, while certification may apply to individuals as well as organisations. When applied to individual practitioners, certification usually infers that the individual has received additional education and training, and demonstrated competence in a specialty area beyond the minimum requirements set for licensure. An example of such a certification process is an attorney who receives certification by a professional specialty board in the practice of law. When applied to an organisation, or part of an organisation, such as the laboratory, certification usually implies that the organisation has additional services, technology, or capability beyond those found in similar organisations.

The standards for accreditation or certification are usually designed as such to ensure the highest possible quality. A comparative analysis of the three areas provides the following results as shown in table 2.13 below.

Table 2.13: Standards of Licensure, Accreditation and Certification

Licensure of Practitioners	Accreditation	Certification
<ul style="list-style-type: none"> <li>– Examination of an individual’s credentials to ascertain whether their education and experience meet legal requirements.</li> <li>– Review of educational programmes to determine whether training programmes meet required standards.</li> <li>– Management of examinations to test professional qualifications.</li> <li>– Granting of licenses on the basis of a predetermined reciprocity to applicants of other jurisdictions (e.g. states or provinces) or countries.</li> <li>– Issuance of regulations creating professional standards of practice.</li> <li>– Investigations of charges of abuses of standards.</li> </ul>	<p>Accreditation is usually a voluntary program, sponsored by a non-governmental agency, in which trained external peer reviewers assess an organisation’s compliance with pre-established performance standards. Accreditation addresses organisational rather than individual practitioner capability. Unlike licensure, accreditation concentrates on continuous improvement strategies and achievement of optimal quality standards, rather than adherence to minimal standards, intended to assure public safety. The major drives of accreditation include the following:</p> <ul style="list-style-type: none"> <li>– Improve the quality of the service offered by establishing optimal achievement goals in meeting standards for organisations.</li> <li>– Inspire and improve the integration and management of services.</li> <li>– Establish a database of similar organisations able to meet selected structure, process, and outcome standards or criteria.</li> <li>– Reduce the costs of services offered by focusing on increased efficacy of services.</li> <li>– Provide education and consultation to organisations, managers, and professionals on quality enhancement strategies and “best practices”.</li> </ul>	<p>Most specialists’ boards require re-certifications at regular intervals. Re-certification may be contingent on meeting certain requirements such as the following:</p> <ul style="list-style-type: none"> <li>– Continuing professional experience, such as by documenting a definite number of hours of professional practice each year.</li> <li>– Assessment of skill and capability, such as through periodic tests of knowledge or judgment or a specific procedural skill.</li> <li>– Assessment of performance, through an appraisal over a period of time.</li> <li>– Assessment of results by evaluating individuals against national standards, criteria, and peer performance in areas: <ul style="list-style-type: none"> <li>○ Credentials.</li> <li>○ Personal qualifications, including ethical behaviour and documented participation in continuing education, peer reviews, and self-valuation of performance.</li> <li>○ Environment of care, including practice site review of office operations and records.</li> </ul> </li> </ul>

	– Strengthen the public's poise in the level of quality offered.	
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Source: Rooney and Ostenberg (1999:12 - 25)

Table 2.13 provides a summary of licensure, accreditation and certification. Professional bodies should preferably acquire a license from the SAQA to operate in South Africa, although it is not required by law. Obtaining a license provides them with an opportunity to derive many benefits from the NQF system. Accreditation mostly applies to organisations. The professional body should work towards becoming accredited, especially in the area of quality. When accredited the public will have confidence in the services provided. To know that practitioners are affiliated to professional bodies that practice optimal quality standards rather than minimal levels is of great importance to professional bodies that aspire to remain relevant. Accessing funding mechanisms is a major advantage for SAQA affiliated professional bodies.

Accreditation of a professional body provides practitioners with a means to assess the bodies' credibility to support practitioners and if the service level can be differentiated from other professional bodies.

## 2.21 ISO CERTIFICATION

The ISO 17024 provides for the achievement and promoting of a globally accepted benchmark for organisations operating certification of persons. It is a means of providing assurance that the certified person meets the requirements of the certification scheme. This standard is agreeably most relevant for all professional bodies, especially if the organisation promotes certification of its members.

Professional bodies that boast the ISO 17024 certification are considered to be part of the family that adhere to international best practices and hence earn the right to be viewed as an organisation of high stature.

The advantages of holding an ISO 17024 certification can be summarised as follows:

- Acts as a differentiator against competition. Provides an advantage that practitioners will be obligated to affiliate to the professional body that has a certification.
- Provides confidence in the public that the occupation is governed by strict discipline and governance principles that are internationally recognised.
- Members will be respected in view of the stringent certification process that they will be exposed to. The service or product offered will be valued.
- Members can demand a high income in their occupations due to them being subject matter experts in their fields and this leads to added prestige.
- An increase in school leavers opting to join the occupation due to the financial and other benefits.
- Provides industry with competent professionals for the occupations. It will lead to higher productivity due to highly competent individuals.

### **2.21.1 Summary of Certifications**

Attainment of ISO 17024 certification is the ultimate price of a professional body that strives for international recognition. The benefits can only grow when a professional body acquires this certification. Sustainability will become more achievable. By default, a professional body should also seek SAQA recognition that will make it the custodian of the occupation in question.

## **2.22 MEMBERSHIP BENEFITS**

In Lenton's (2010:3) study, there is mention that the main membership benefits of being affiliated to a professional body are as follows:

- Inclination in the employment market – The market usually view affiliated members as learned people. This makes it easier for a person affiliated to a professional body to find a job.
- Adherence to a code of ethics and conduct – Adherence to the code of ethics provide members with a sense of rectitude knowing that their workplace is governed by ethical values.
- Standard setting and acknowledgement – Standard setting is aimed at completing a task quickly and efficiently. This therefore helps to uplift the credibility of professional bodies.
- Status – Professionals feel a sense of status and prestige knowing that they are respected in the market.

- Career development – Professional bodies usually promote career development through CPD. This helps aspiring members who want to progress in their careers.
- Workshops and seminars – All these activities aim to pass on knowledge and to bring awareness of the latest trends in industry. These are beneficial to members, as it empowers them to do their jobs better.
- Networking – Members want to communicate with professionals from other occupations. This provides them with valuable information on economic trends.
- Publications – This is aimed at providing valuable knowledge to members of the latest practices.
- Helplines and advice – Helplines provide members with the notion that their professional body cares about their well-being. They can ask for assistance and feel relieved that they have a medium to express their issues.

The above activities are deemed necessary for professionals to keep themselves up to date with market trends and a competitive market place. When a professional body offers these benefits and more, it is deliberated as a credible organisation and separates it from other bodies that lack some of these qualities. It provides increased confidence for aspiring practitioners when contemplating joining the professional body.

## **2.23 MEANS OF ADMITTANCE TO A PROFESSIONAL BODY**

Pratten and Ashford (2001:21) indicate that the general public has every right to think that when they visit a competent doctor, lawyer, or solicitor, that person will be able to perform the tasks asked of them. Indeed, we all expect that membership of a professional body confers upon the holder a high level of expertise. This leads to a simple question – how easy is it to secure membership to professional bodies? It is important to assess how quickly they are adapting to the changing demands placed upon their members.

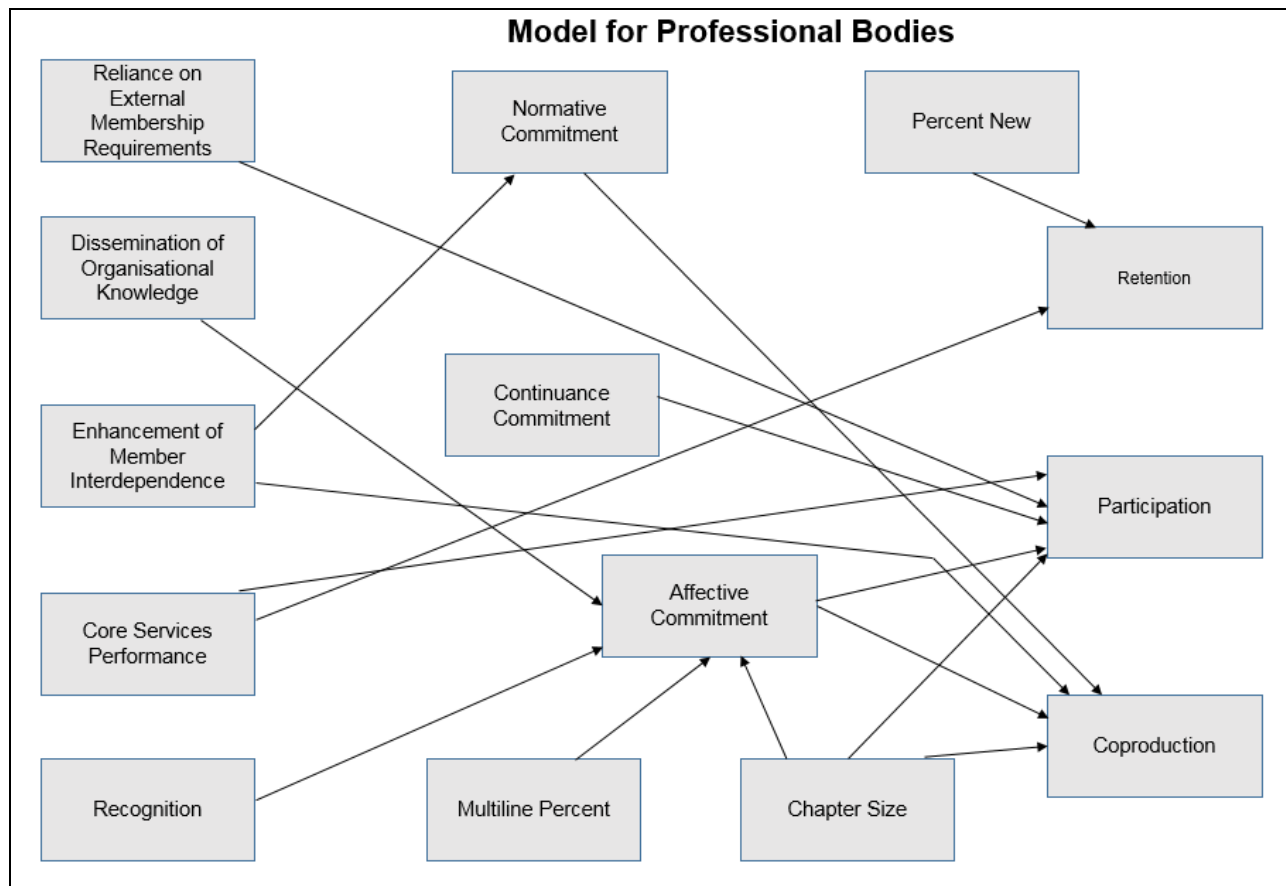
The admittance criteria to professional bodies fluctuate and there is no uniform guideline for admittance. According to Pratten and Ashford (2001:21-22), some professional bodies are still prepared to admit members based upon previously obtained academic qualifications and the nature of work being undertaken. Thus, an appropriate degree and five years' appropriate employment could be sufficient to gain full membership to certain bodies. It could be debated that work experience is the most appropriate test of ability, but it is appropriate to query how hard this

work experience is investigated. Some bodies compromise admission by examination, but organise the examinations regionally, so that candidates in different parts of the country have different papers. Of course this may work very well, but there is always the difficulty of ensuring consistency of standards.

Essentially, each body sets its own admittance requirements. It is related to the industry and the impact the occupation has on the public and further dependencies. It is therefore not possible to establish a general admission requirement for all bodies.



### 2.23.1 Relationship Marketing in Associations with Membership



**Figure 2.12: Model for Professional Associations**

Source: Gruen, Summers and Acito (2000:43)

Figure 2.12 presents the different aspects relating to members' motivation to stay affiliated with a professional body. Gruen et al. (2000:43) stress retention, participation and co-production as the types of membership behaviour in relation to market success.

### 2.23.2 Membership Behaviours: Retention, Participation and Co-production

According to Gruen et al. (2000:44), the retention rate is defined as the percentage of the membership that renews its membership from one membership year to the following year.

Determining membership marketing success was one of the intentions of Gruen et al.'s research. Through the use of interviews and focus groups as a research strategy, Gruen et al. (2000:44-60) were able to determine the marketing actions that associations use in managing relationships with their members, ultimately to determine the ways that members are loyal to the organisation and to delineate the co-productions and participation activities of the members.

The outcome of the research determined that member retention is a key measure of an association's performance. Gruen et al. (2000:45) also deduce that another relationship marketing goal is to improve the quality of the membership. This membership quality relates to member participation and is defined as the extent to which the membership consumes the association's services, such as use of a website, reading the trade magazine, and attendance at local meetings, as well as purchase additional products and services, such as journal subscriptions and educational programming.

Gruen et al. (2000:46) define co-production as the magnitude to which the members are involved in production of the association's products, services and/or marketing. Co-production is analogous to organisational citizenship behaviours, i.e. helpful, constructive behaviours displayed by employees that are valued or appreciated by the organisation, but not part of the employee's job description. Services marketing researchers have also emphasised the importance of the coproducing role of the customer surrounding the actual service encounter. Gruen et al.'s (2000:46) research identifies many types of reproduction behaviours that are critical to the effectiveness of their associations, such as being involved in leadership; participating in the organisation's public relations efforts; promoting the organisation by word of mouth; making suggestions for improving products, services, and/or processes; policing opportunistic behaviours of other members; proactively communicating anticipated problems; and research involvement.

### **2.23.3 Three Types of Membership Commitment**

Commitment is viewed as a motivational phenomenon in the model. The three component conceptualisation of commitment is identified as chief drivers of commitment, i.e. continuance, normative and affective commitment. Gruen et al. (2000:47) describe membership commitment as the degree of the members' psychological attachment to the association. Continuance commitment is described as the degree to which the members are psychologically attached to the organisation on the basis of the perceived moral obligation to maintain the relationship with

the organisation. Affective commitment is focused on the positive emotional attachment as the degree to which the members are psychologically bonded to the organisation on the basis of how favourable they feel about the organisation.

#### **2.23.4 Linking Commitment with the Behavioural Outcomes**

The three dimensions of commitment are deliberated to have a positive relationship with behaviours in organisations. Gruen et al. (2000:47) emphasise that people who have high levels of commitment and are affectively committed to the organisation are willing to give something of themselves to support the organisation's well-being. The members' loyal payment of prescribed fees represents an initial economic investment in the relationship. As such, it creates a potency that motivates the members to recover their investment therefore a link between continuance commitment and participation is predicted. Joining as members and maintaining membership is an act in itself indicative of a commitment to remain loyal to the organisation.

#### **2.23.5 Relationship Management Activities**

Gruen et al. (2000:28) provide the following analysis of relationship management activities:

**Core Services Performance** – A foundation for any buyer-seller relationship is the ability of the supplier to deliver essential value to the customer. In this context core services performance is defined as the extent of the quantity and quality of the planning and delivery of the association's primary services. Using relationship exchange theory as a guide, a positive effect of core services performance on affective commitment is predicated on the notion that affective commitment is built on a series of adequate exchanges. Membership organisations that consistently deliver a larger quantity of quality programmes create more opportunities to develop stronger affective attachment of members than those that offer a smaller quantity.

In general, although core service performance may not be a necessary condition for affective commitment in all membership situations, increased core services performance should also positively affect participation. Exchange theory predicts that prepayment of fees will create a potency that will drive members to use services to receive an equitable exchange.

**Recognition for Contributions** – In business-to-business marketing the benefits received by the customer from co-production activities may be found in the customisation of the products/services to better suit the customer's needs, lower prices, and/or improved delivery. In membership situations, the benefits of co-production co-marketing may be less direct and much of the motivation is fundamental or when identification plays a strong role, occurs through continuity with or enhancement of self-esteem.

Managers of membership relationships are challenged in determining what can be done extrinsically to enhance the perceived importance to their members. We define recognition for contributions as the magnitude to which the association demonstrates to the coproducing members that it values their contributions.

Recognition for contributions should also have positive, direct effects on the affective commitment, given the findings that people tend to feel more favourable toward individuals and organisations that provide optimistic feedback. Recognition for contributions reflects the organisation's obligation to its contributing members. In this regard, empirical support for recognition's expected link to affective commitment can be found in organisational behaviour research work, which demonstrates that perceived organisational support (i.e. an organisation's perceived commitment to its employees) is positively related to its employees' affective commitment. Finally, recognition is expected to have a positive influence on continuance commitment, because recognition for contributions increases the contributing members' status within the group. When the members identify with the organisation, recognition explicitly strengthens the continuity of their self-concept with the organisation. Dissolution of membership results in losing the source of value.

**Interdependence Enhancement** – Is defined as the extent to which the organisation offers its members the motivation, opportunity and ability to exchange value with one another. Marketers that are interested in building relationships with their customers must address the methods employed that help their customers build productive relationships among themselves (i.e. enhancing the interdependence among its customers). With regard to associations, one of the consistently highest-rated benefits of being a member of the association is the capability to network with other members. The task for the relationship marketer is to set up the best systems, environment, and supportive personnel to enable this process.

Enhancing the interdependence among the members is anticipated to have a positive effect on continuance commitment, because it raises the cost of exiting the relationship with the organisation of interest. In addition to losing the benefits directly controlled by the organisation, members no longer receive the considerable advantages (e.g. job-related information and professional contacts) they develop from their relationships with others from the cohort or in-group. Enhancing members' interdependence is expected to affect normative commitment positively for two reasons. First, increasing these interdependencies result in these members developing obligations to others in the group. Second, through their interactions with others, they develop a sense of belonging. Therefore, these members develop an improved belief that they ought to remain in the organisation so that they will not abandon the other members.

**Dissemination of Organisational Knowledge** – Increasing its knowledge of the customer, or as is popularly stated, "getting close to the customer" is a crucial ingredient in an organisation's attempts to provide value to its customers. A complementary but often flouted task of relationship marketing involves "getting the customer closer to the organisation." The process of organisational socialisation is deliberated to be the way members adapt to and come to appreciate the values, norms, and behaviour patterns of an organisation and captures the essence of this task.

Dissemination of organisational knowledge is a means of improving the socialisation of the members. It is defined as the extent of the circulation of information to the members about the organisation's goals and values; culture and politics; processes; and personnel. Although comprehension of the organisation's goals and values helps link the members to the mission of the organisation as a whole, knowledge of the culture of the organisation provides guidelines to apposite behaviours expected of the members. Members' awareness of the politics, processes, and personnel of the organisation helps members function more efficiently in the relationship.

As the members better apprehend the linkages of the goals and values of the organisation and how they affect the industry from which the members derive their living, their sense of normative commitment will be enhanced because of the interdependent nature of the goals. The antecedents of affective commitment are based on experiences that fulfil members' psychological need to feel content in the organisation and competent in the roles they play in the organisation.

**Reliance on External Membership Requirements** – Relationships operate in a larger social context that creates explicit and implicit restrictions and pressures on the relationship. Reliance on external membership requirements is defined as the extent to which the association attempts to persuade an intermediary (e.g. an employer) to use its authority to encourage or require the individuals under its authority (e.g. employees) to join and sustain their membership.

Associations make strategic choices by determining how much emphasis to place (or resources to allocate) on marketing directly to the members, relative to the amount of marketing energy directed at intermediaries. The marketing channel's concept of "contact efficiency" speculates that the intermediary generates value for the association through its ability to contact several members, which thereby allows the association to concentrate its marketing effort on a small number of intermediaries. Chapters that rely on external membership should have higher retention rates than chapters that use less efficient means of retention. However, there is likely to be a negative side effect of this strategy if the members feel intimidated into the membership and harbour adverse feelings toward the agency, the association, or both. Furthermore, the third-party agency meritoriously functions as a mediator that can hinder the relational bond between the association and the members. Therefore, we expect associations that use external requirements to have a membership with a lower general level of affective commitment to the association.

#### **2.23.6 Summary on Means of Admittance**

The model looks at some of the critical areas that an association with members need to contemplate in order to remain relevant and credible. The emphasis on membership commitment highlights the human aspect enticing members into being loyal to the association. The motivation to stay affiliated was highlighted as a driver for membership retention.

Relationship management activities have provided some indicators to guide the professional body to be more effective in servicing its members. Themes like core services performance, recognition for contributors, interdependence enhancement, dissemination of organisational knowledge, and reliance on external membership requirement that have an impact on retention, participation and co-production have been discussed in detail.

## **2.24 MEMBER AND LEADER SATISFACTION WITH A PROFESSIONAL ASSOCIATION**

Cafferata's (1979:472) research describes differences in sources of satisfaction between two groups of participants, namely the leaders and the members, in a large, medical specialty society. In studying the political attitudes of participants, it was discovered that although both the leaders and the members are included as participants who are highly satisfied with the objectives of the society, these same leaders and members have different kinds of medical training and occupation interests, depending on the group to which they belong. To guide the understanding of these differences between groups, the theories of exchange and that of collective action were applied.

### **2.24.1 Reward Proliferation**

The desire to advance the services provided to patients in the industry reflects the dedication of the participants of this society. These efforts are usually rewarded. Cafferata (1979:472) indicates that leaders' participation in these activities bear private rewards, such as esteem. She continues to point out that leaders are more highly rewarded than members.

### **2.24.2 Research and Business Activities**

Members seem to reap high rewards in response to their research and business activities. Members harness opportunities by making presentations at annual meetings, publish papers in the journal of the society, and engage in meaningful discussions on medical care and related topics. These activities represent members' commitment to interests from which they derive rewards additional to their contracted jobs. Private rewards are limited insofar as publishing of papers in this esteemed forum, as only the best is accepted.

The research suggests that leaders are less satisfied than members. Some notions are as follows:

- Leaders' patient-oriented administration responsibilities preclude their taking part in these private activities.
- Leaders are perceived to have a lower regard for research than members have.
- Leaders are objectively deviant and may be denied the private rewards because of their deviant values.

### **2.24.3 Satisfaction and the Achievement of Collective Goals**

According to Cafferata (1979:473), the theory of exchange suggests that people will be satisfied with an instrumental organisation when it achieves the goals that its members set for it. Specifically, for a professional association some goals referred to are:

- Raising influence over the political process for the profession.
- Securing stature or prestige from associates.
- Defending professional sovereignty.

The research results revealed that leaders did not link satisfaction with these criteria to the success of their organisation. Members, however, derived consummation from all three of these criteria. Members who perceived their society as being more esteemed than other societies of other specialties were more satisfied than those who attributed less prestige to it.

Finally, some members were exceedingly concerned with matters threatening their professional autonomy. They cited malpractice, allied health personnel, and external control as the most significant issues facing the profession in the next decade. These members concerned with autonomy were less satisfied than those concerned with other issues, perhaps because they feel that the society is not addressing these issues effectively, that is, that they are being deprived of expected collective rewards.

### **2.24.4 Leaders and Members**

The differences between the two schools of thought according to Cafferata (1979:482) are described in the table 2.14 below.



Table 2.14: Differences between Leaders and Members

<b>Leaders</b>	<b>Members</b>
<ul style="list-style-type: none"> <li>- More satisfied with the professional association if they attended high ranking medical schools.</li> <li>- Careers that focus on patient care rather than on research, teaching or administration.</li> <li>- Satisfaction did not depend on establishment of collective rewards, such as perceptions of the society's political influence, or prestige of the society, or the security of the professional autonomy.</li> <li>- Officers evaluated the society with reference to their own contributions to political and economic influence and to other societies in which they had leadership roles.</li> </ul>	<ul style="list-style-type: none"> <li>- More satisfied if they attended low ranking medical schools.</li> <li>- Pursued careers that are not exclusively devoted to patient care, but are exceedingly involved in clinical and basic research and moderately involved in teaching and administration.</li> <li>- Their satisfaction depended not only on the satisfaction of these private professional benefits, but also on the provision of collective rewards such as political influence, prestige in the profession, and security of professional autonomy by the society.</li> <li>- Appeared to distinguish and evaluate this professional association from others in its ability to provide professional rather than political or economic leadership.</li> </ul>

Source: Cafferata (1979:482)

### **2.24.5 Summary of Member and Leader Satisfaction Discussion**

The study deduced that a person's organisational status and professional interests proved pivotal in the development of satisfaction. Between leaders and members, the types of rewards and satisfaction differed. Both collective and private rewards are essential for satisfaction in a professional association.

By studying a medical specialty society it was established that the association of contentment with professional interests depends on one's position in the organisation. The perception of the organisation by leaders and members has proven to be contrasting in nature. The emphasis was on whether the investment in the organisation is complimented by appropriate rewards.

### **2.25 PERCEIVED RISKS AND DISADVANTAGES OF A PROFESSIONAL BODY**

- Sometimes a professional body could be viewed as setting entry standards that are too high and being obsessive. This could result in a high price being paid by the public for services offered by its members. Medical associations are sometimes guilty of this practice. Medical

doctors wanting to practice in a foreign country experience challenges in registering with the statutory association. The association sometimes restricts the number of foreign practitioners or specialists so as to promote local talent as a priority.

- Professional bodies that are not recognised by the SAQA can sometimes use their authority to mislead practitioners. The management of professional body members are susceptible to abuse. The only recourse a member has is the legal system.
- Associations could misuse member contributions. Members should be vigilant at all times, demanding audit results of the association's books.
- Due to the fact that professional bodies are dependent on sponsors and donors for revenue, they could value their relationship with these stakeholders more than their relationship members and the public.

## **2.26 MARKETING COMMUNICATIONS AND OBJECTIVES**

Lenton's (2010:3) study emphasises that professional bodies use different models to operate the organisation and may consist of the following:

- Membership gained through passing an entrance examination and validation of relevant experience.
- The award of designate letters, normally Member and Fellow.
- The issue of practising certificates.
- Employer recognition of the qualification and the organisation.
- Branches throughout the country and some internationally running member events.
- An elected council or board.

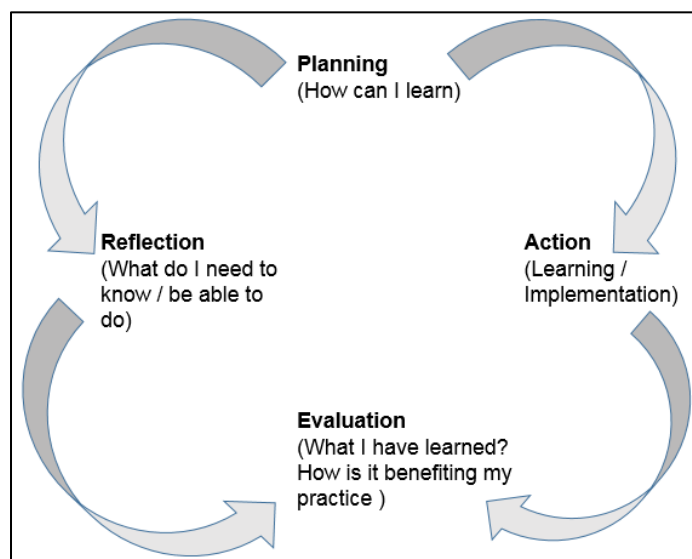
These are considered to be generic activities undertaken by a professional body according to Lenton (2010:3), and may differ marginally from one association to the next.

## **2.27 CONTINUAL PROFESSIONAL DEVELOPMENT**

The research conducted by IFAC (2008:1) indicates that the purpose of CPD is as follows:

- CPD is concerned with maintaining knowledge and skills. More recently, this would be summarised as maintaining one’s competencies; in other words, CPD is about keeping up-to-date.
- CPD improves and broadens knowledge and skills; that is, CPD is intended to support future professional development.
- CPD develops personal qualities and ethical capacities necessary to execute professional and technical duties; such personal qualities may be needed to achieve the above two purposes.
- To improve the capacity of professionals to develop their expertise so that they can fulfil their responsibilities and tasks or duties.
- To empower professionals to improve their performance in their current role.
- To empower professionals to take on new roles.
- To improve career prospects with current employers or in current practice.
- To enable career progression to new employers or to different practices.

### 2.27.1 The CPD Cycle



**Figure 2.13: The CPD Cycle**

Source: IFAC (2008:6)

Figure 2.13 is a description of each step of the CPD cycle that was extracted from IFAC (2008:7-8). The steps are described in greater detail below.

**Step 1 – Reflection of Practice:** The needs of the individual are identified. These needs are determined in conjunction with the needs of the practice. This is a true reflection of the goals, ambitions and needs of the individual, ultimately aimed at the improvement of individual performance. In this step some pertinent questions the individual should be posing are as follows:

- What are my career goals?
- What competencies do I need to achieve these goals?
- What are my areas of strengths and weaknesses?
- Which are the areas of weaknesses that need immediate attention as a priority?

**Step 2 – Planning:** After defining the need, the individual must embark on a plan to improve or sustain competency levels. Planning takes into account time, money, resources and need. The urgency of the training will determine the effect on the business. The type of training must be determined in line with the training technique that the individual responds to best. For example, the individual might enjoy on-the-job training rather than attending courses or e-learning. Others forms of learning include attending conferences, presenting at conferences, undertaking research and publishing papers, attending workshops, and participating in journal clubs. There should be a perceived outcome that will serve as a measure of the success of the training.

The planning phase can be broken down further into an evaluation of the candidate's current competencies and needed competencies. Once this is done, then the exact type of training can be road-mapped.

**Step 3 – Action:** This is the step that calls for the execution of the plans. It also includes learning that was not planned, but contributes to one's needs. The identified training must take place and advisably recorded so that the value thereof can be established. Training should be undertaken during a 12 month period, which should be a base for the period that training must be actioned within.

**Step 4 – Evaluation:** This is the ultimate step when an assessment of the value of the acquired skills is undertaken. This assessment must be undertaken by both the employer and the professional body on the candidate. This provides the evidence of exactly what the candidate has learnt. The candidate should also pose views on whether there was valuable learning that was

adopted and whether the assessment correlates with the actual training undertaken. The candidate should make every effort to ask questions like:

- Did the training improve my skills?
- Were my goals met?
- Am I better equipped to do my job?
- Are there any unmet goals that can be carried forward to the next CPD cycle?

This step will also determine future development needs as a continuous cycle that needs to be maintained.

### 2.27.2 Summary of CPD

Most professional bodies do not undertake a comprehensive assessment of the candidates' learnt competencies after the promulgation of CPD. They normally accept a certificate or some sort of paper proof that the training was undertaken. Interestingly, the value of the training can ultimately be tested in the workplace. The suggestion is that an alliance needs to be in place between the professional body and the candidate's employer. This can pave the way for value added training that can be road-mapped between the parties. Proper evaluation mechanisms of the effectiveness and value of the training should be premeditated.

## 2.28 ETHICS IN PROFESSIONAL BODIES

Most professional bodies claim to act in the interest of the public. Most bodies also have clearly drafted documents they generally name the code of ethics and professional conduct. An example of a well-crafted document is that of the compliance institute of South Africa, a professional body (Compliance Institute SA, 2012). Code of professional conduct applicable to their compliance officers:

Table 2.15: Code of Professional Conduct

Integrity	Integrity is viewed as the honesty and truthfulness or accuracy of one's actions
Professional skill and due care	Professional skill is the ability to perform the duties of the profession competently. Due care is the care that a rational person would exercise under the circumstances.

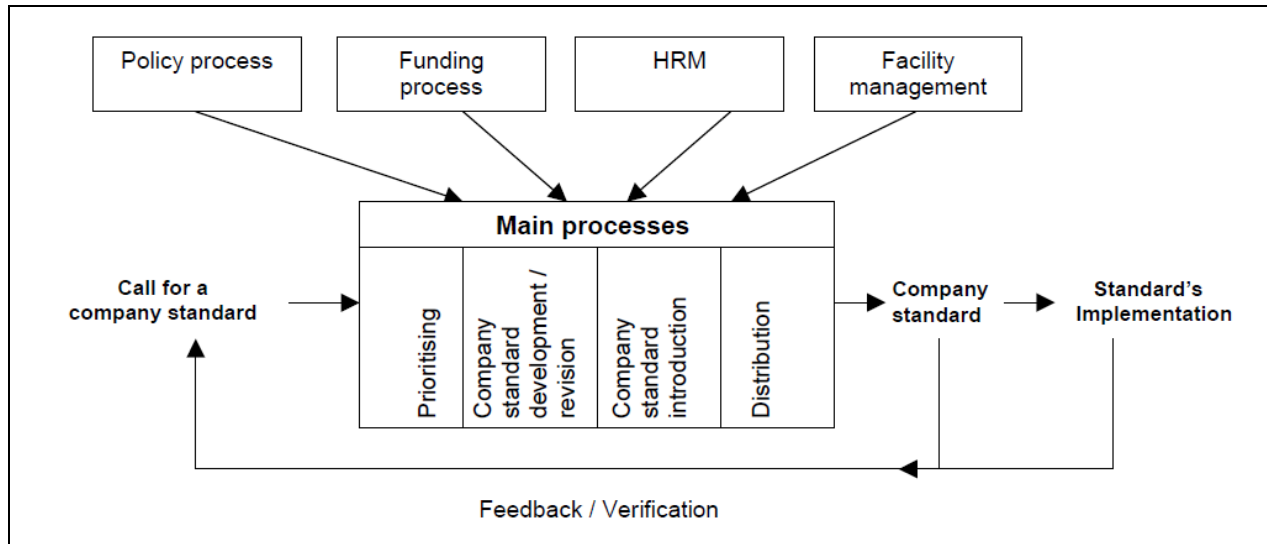
Confidentiality	Ensuring that information is accessible only to those approved to have access. Confidential information obtained from a client in the course of the performance of professional duties may not be shared with anyone, unless the client has given written express permission, the information is known to the general public, or the compliance officer has a legal obligation to disclose it.
Independence	Independence is when the compliance officer's judgement is not influenced by emotion or personal preference. Independence should be in both mind and appearance
Professional conduct	Compliance officers should act in such a way as to support the interests of the compliance profession as well as the public interest and not to bring the profession or the compliance institute into disrepute.

Source: Compliance Institute SA (2012:3)

In table 2.15 the areas of integrity that must be adhered to are most prevalent and obligatory to their affiliated compliance officers. Professional bodies normally structure their ethics compliance rules according to their areas of expertise, but there are certain areas that are common to all. Non-compliance to ethical standards can lead to disciplinary action against transgressors.

## 2.29 STANDARDISATION

According to Meyer and Rowan (1977:352), organisations that incorporate societally legitimated, rationalised essentials in their formal structures maximise their legitimacy and increase their resources and ability to survive. In the United States of America (USA) for instance, schools and hospitals demonstrate considerable ability to survive, precisely because they are almost absorbed by their institutional environments.



**Figure 2.14: Process for Company Standardisation**

Source: Vries (2002:3)

Figure 2.14 above shows how the various sub-processes and activities of a professional body are integrated into the main processes that results in the company standard. Once implemented, a feedback loop is created that results in continuously revisiting the standard with the intention of improving the standard.

Standardisation is described as the design activity that reduces variety among a group of products or parts (Gaiter & Frazier, 2002:119). In simpler terms, it is the degree to which processes, products or services are prevented from varying over time. In the last few decades there has been recognition in society that consensus based standards can contribute significantly to an organisation. This has given rise to a decrease in testing methods and reduction in adherence to costly measurement protocols (Hatto, 2013:6). Hence the development of many ISO system standards for industry that are widely popular amongst prominent organisations world-wide. Some of the basic advantages of adopting standards are:

- Basic support for commercialisation, markets and market development.
- A recognised means for assuring quality, safety, interoperability and reliability of products, processes and services.
- A technical basis for procurement.
- Technical support for appropriate regulation.

Professional bodies mostly adopt standardisation. The overarching processes deem to provide the alleviation of wasted time. The use of precious time on little decisions could lead to the allocation of less time to make the bigger decisions. If more energy is spent on little decisions, it could degrade one's ability to make more significant decisions.

Haron (2016:2) deliberates that there are many disadvantages to standardisations. They are:

- Standardisation can lead to low sales when it is inconsistent with the environment. Similarly, for service driven organisations like professional bodies serving international members or members in rural areas it could result in low service levels due to the inflexibility of the service to the environment.
- Could weaken entrepreneurial and creative morale within the organisation.
- Different countries and districts are at different development phases which means variances in the marketing infrastructure. The nature of accessible media differs from country to country.
- Differences in customer interests and response patterns. Customers customarily differ significantly from one country to another in their interests, inclinations, and response patterns. Failure to comprehend and contemplate such differences has often led to ineffective efforts in the standardisation process.
- The nature of the competitive edifice. Variations in competitive conditions from one country to another might also advocate the desirability of adapting pricing. The presence of low-cost local competition in some countries may recommend lowering of prices to meet competitors' prices.

In essence, standardisation is effective in certain environments and settings. It therefore has to be prudently considered when applied. Stifling innovative thinking in the organisation could prove to be detrimental to progression, and improving service delivery as innovation is one of the key drivers to improvement aspirations of organisations in the modern era.

### **2.29.1 Professional Body Standards**

Standards are receiving increasing attention by organisations who use standards to ease transactions and to structure their internal affairs as well as the world around them (Botzem &



Dobusch, 2012:1). Standards in professional bodies range from entry standards and competence of practitioners, to standards of practice.

According to PARN's (2012:43), research, participants were asked what they expected from their professional body in terms of standards. Their responses revolved around the need for members to meet rigorous professional standards in order to confer professional prominence that would be meaningful to employers and the public. They argued that when members work towards specific benchmarks, employers and the public are assured of good service. PARN (2012:44) goes on to reiterate that standards are needed by professional bodies for efficacy to prevail and the following responses from the participants are pertinent:

- Support with career progression, service development, and professional development courses.
- Training and standardisation across the role.
- Opportunity to network, gain best practice from peers, professional qualifications.
- Consistency, transference, recognition.
- Higher standards and recognition in terms of branding and career prospects.
- Application for membership should be rigorous enough to ensure "quality" members.
- Following training and experience in the relevant occupation with postgrad qualification.
- The exclusion of highly skilled people in favour of academic qualifications should be reconsidered.
- All members had a minimum level of knowledge.
- The opening of 'old boy's network' to enable capable, competent practitioners gain sponsorship.
- Professional qualifications to advance the status of quality improvement.
- For young members, a recognised qualification, professional registration and career path.
- Standards for qualification, recognition, and a professional career path.
- Professional body must facilitate a more co-ordinated and consistent approach to improving quality.
- Systems to quality assure the knowledge and skills of training providers.
- A membership that ensures all members operate to a certain level to distinguish the occupation.

- Greater standardisation around quality assurance, systems knowledge, and best practice sharing.
- A national professional identity and shared professional agreed standards of practice.
- Roles standardised across the profession.
- The key is strengthening professional identity. Not allowing roles to be eroded.
- Raise the profile of the profession and ensure professionals have appropriate qualifications and, skills as set out by the professional body.

### **2.29.2 Summary of Standardisation**

Members are yearning for standards in professional bodies so that prestige can be added to their occupations. Therefore, professional bodies have the challenge to embrace this call by carefully considering the implementation of standards in specific areas of their operations.

### **2.30 QUALITY ASSURANCE**

According to Hoyle (2001:59) quality assurance is focused on providing confidence that quality requirements will be fulfilled. Simply stated, quality assurance is the maintenance of a desired level of quality in a service or product, especially by means of attention to every stage of the process of delivery or production.

In professional bodies quality assurance can be secured by administering checks in every stage of the operations. For example, when a complaint from a member is received, the call from the member must be recorded in writing. The next step is to ensure a timeline for feedback is communicated to the member. The receiver of the complaint should then ensure the complaint is channelled to the correct department or person with acknowledgement from the recipient. Every step should be monitored to ensure that the committed feedback date and time is achieved. This process can be managed effectively systematically so as to alleviate human errors and flaws.

In managing CPD, quality assurance is very relevant. CPD is considered an important factor for the assurance of quality performance. According to Hanson (2010:78) an organisational CPD strategy should meet the following criteria from a quality assurance perspective:

- Show how the views and priorities of service users and members of the public influence the CPD activity within the organisation.
- Describe systems and policies to ensure equal access to CPD.
- Demonstrate how CPD will contribute to meeting local service needs.
- Show how CPD activity reflects governance objectives.
- Define how CPD objectives meet national policy initiatives.
- Set out a programme for matching education needs to service-user and organisational needs at local level.

### **2.30.1 Summary of Quality Assurance**

Quality assurance must be considered as a critical part of the management of professional bodies. It will ensure that strict checks are in place to prevent possible problems that may require time and money to resolve.

## **2.31 SUSTAINABLE DEVELOPMENT IN PROFESSIONAL BODIES**

Hall and Martin (2001:1) point out that professional bodies are beginning to recognise that sustainable development is a key matter for professional practice and the wider role of professionals in society. Unregistered professional bodies particularly face many financial challenges and therefore need to ensure that every investment provides long-term benefits resulting in sustainability of the imperative.

According to O'Neil and Willis (2005:143), issues and challenges facing professional associations include:

- Diminishing membership.
- Members contemplating membership costs versus benefits.
- Dwindling volunteerism among members.
- Greater costs of providing member services.
- Appropriate use of services offered via technology.
- Competitiveness of membership conscription.
- Engagement in consortium endeavours with other organisations.

- Reduced member involvement, commitment, and loyalty to a professional career.

The question then arises: How does a professional body effectively recruit and sustain the membership of practitioners? Related to sustaining membership is the challenge a professional body endures to remain credible and relevant to industry, government and society. There has to be motivation for every conscription initiative and ongoing sustainability strategies. Some sustainability strategies that a professional body can use entail the following:

- Build into the directors' contracts sustainability initiatives that can be measured.
- Treat sustainability like ethics, which will allow daily emphasis.
- Promote transparency and ensure reports include advancement on sustainability initiatives.
- Continuous dialogue on sustainability with stakeholders, practitioners, government, employees and the board is bound to provide the attention needed to intensify the yield.
- All operations to include sustainability tools.
- Workshops must have sustainability as a consistent item on the agenda.

### **2.31.1 Professional Body Funding Mechanisms**

Access to funding poses challenges to professional bodies. Generally the different funding mechanisms are:

- Membership fees
- Advertising space on website
- Sponsorships and donations
- Hosting of conferences
- Hosting of workshops and events
- Industry Tours
- Income from sales of branded articles and any related books, journals and magazines of general interest to the membership

Generally funding from government grants is difficult to secure. Normally professional bodies that are recognised by the SAQA find it easier to secure government grants. Collaboration with the SETAs may yield funding, but funding is not always easily accessible. Specific projects like

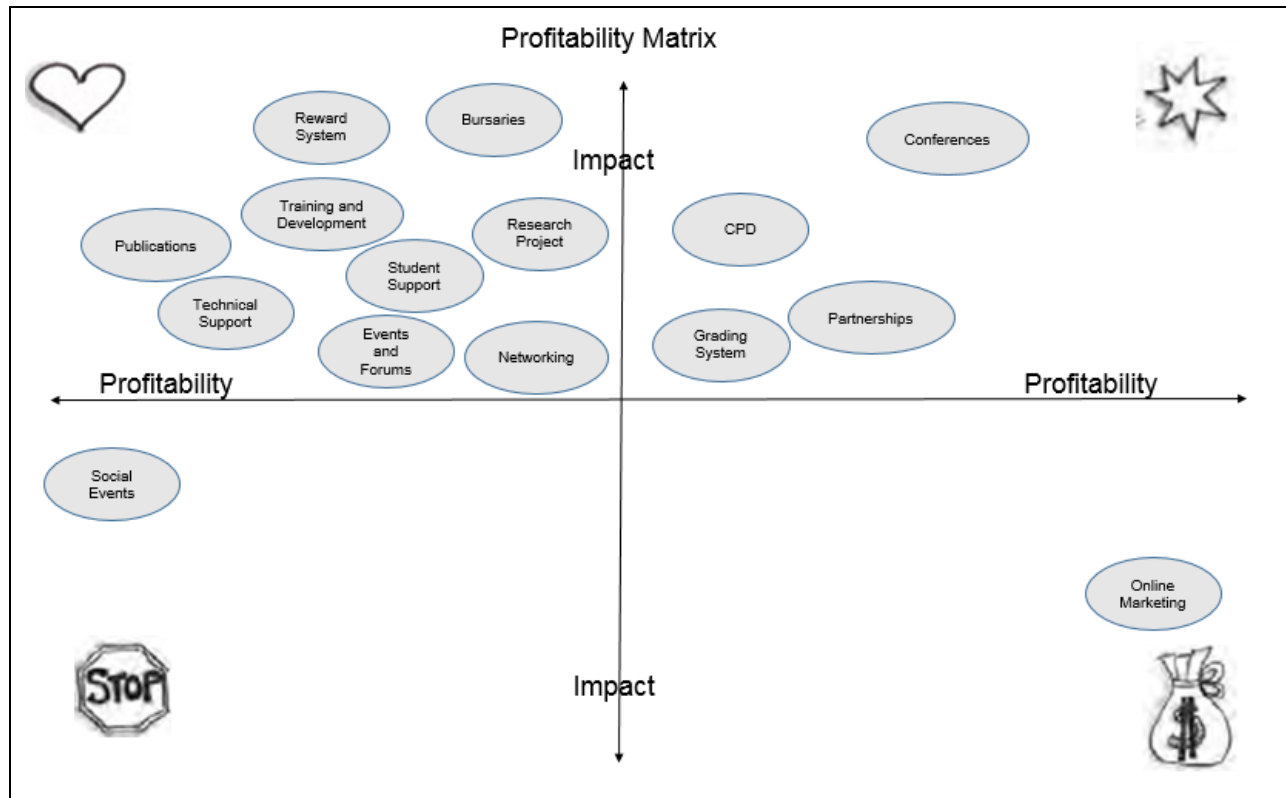
conferences do help to secure sponsorship and donations from industry apart from the delegate attendance fees that are secured from such an event. The extent of sponsorships is dependent on the economic stability of the industry.

### **2.31.2 Sustainability**

There are pertinent areas that can be managed more vehemently. Sustainability is viewed as one of them. Sustainability sets the stage for growth by creating solidity and flexibility. It enables the generation of resources to solidify the needs of the present without jeopardising the future (Bell, Masaoka & Zimmerman, 2010:10). In NPOs, sustainability is bit of a challenge but can be overcome by specific focus.

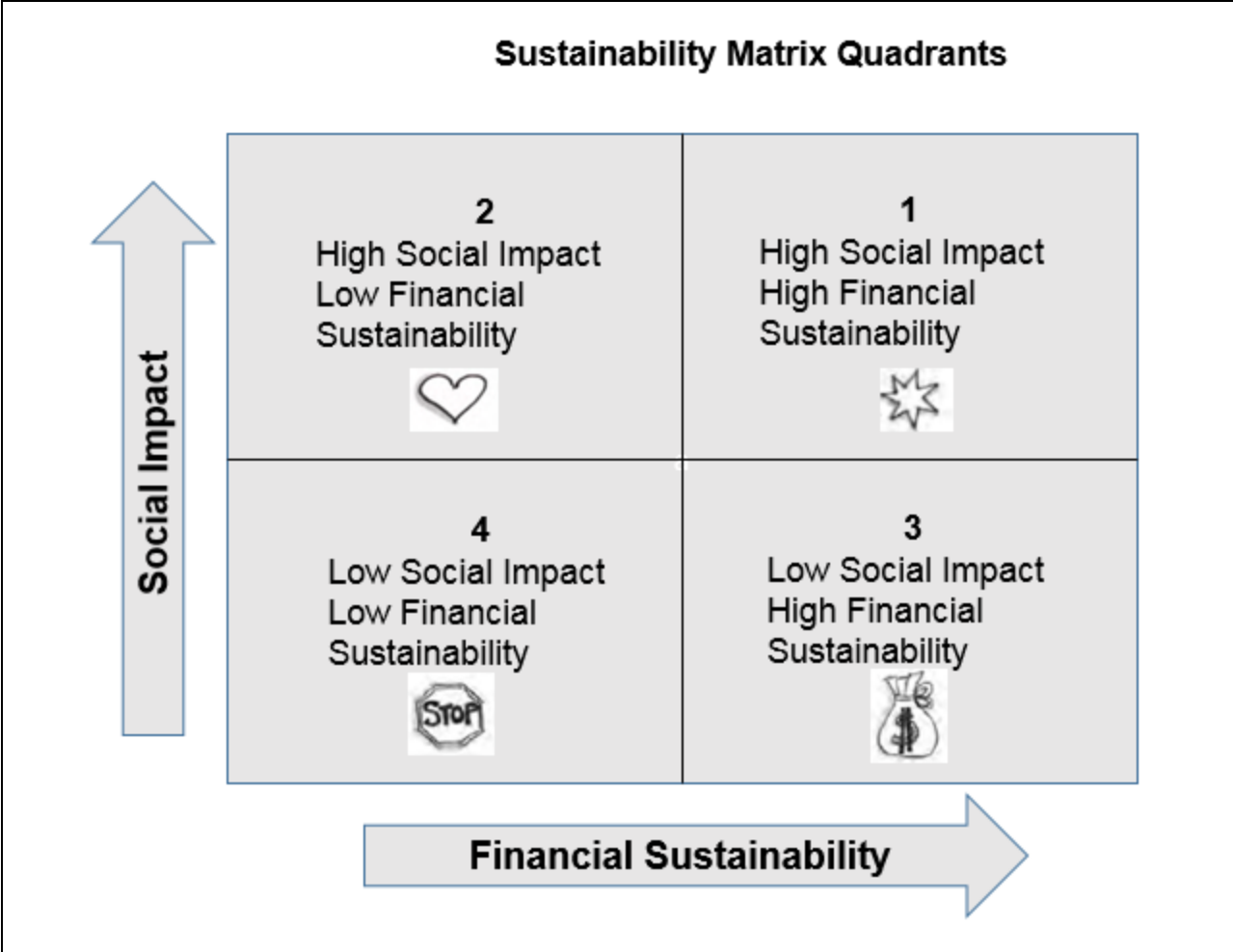
The model by Bell et al. (2010) is considered as a useful financial sustainability tool for NPOs. The model compares financial sustainability on the x-axis and social impact on the y-axis. All activities that are money dependent have to be listed in the model. Then each activity is plotted on a graph. Eventually it becomes obvious which are the profitable and which are the “nice to have” activities. Unanimity dictates that emphasis will be on the financially profitable activities so that financial sustainability can be driven in the organisation. Let’s now look at a generic activity list for a professional body plotted on the graph in figure 2.15.

### 2.31.3 Professional Body Activities



**Figure 2.15: Profitability Matrix**

Source: Bell et al. (2010:11)



**Figure 2.16: Sustainability Matrix Quadrants**

Source: Bell et al. (2010:12)

Figures 2.15 and 2.16 provide a view to the 4 quadrants for financial sustainability.

**Table 2.16: Example of Professional Body Activities Prioritised**

Professional Body Activities				
Reward systems	x			
Help lines	x			
Publications	x			
Research projects	x			
Technical support	x			
Events and forums	x			

Training and development	x			
Bursaries	x			
Networking	x			
CPD		x		
Annual conferences		x		
Partnerships		x		
Grading system		x		
Social events			x	
Online marketing				x

Table 2.16 presents professional body activities and their grading.

**2.31.4 Summary of Sustainable Development**

The activities in the heart quadrant are considered not profitable, but have high social impact. These are activities that need to happen, but can be prioritised. For example, the helplines are considered to be of low priority therefore should only be operational if funds are available. However, it must be noted that some of these activities are dependencies to other activities. There could also be resultant spin offs from undertaking some them. All benefits need to be considered open-mindedly.

Ideally all activities undertaken should be in the star quadrant for the best balance between high social impact and high profit.

The stop quadrant is a “no go” and must essentially be avoided by all means. These activities are highly unprofitable with particularly low social impact.

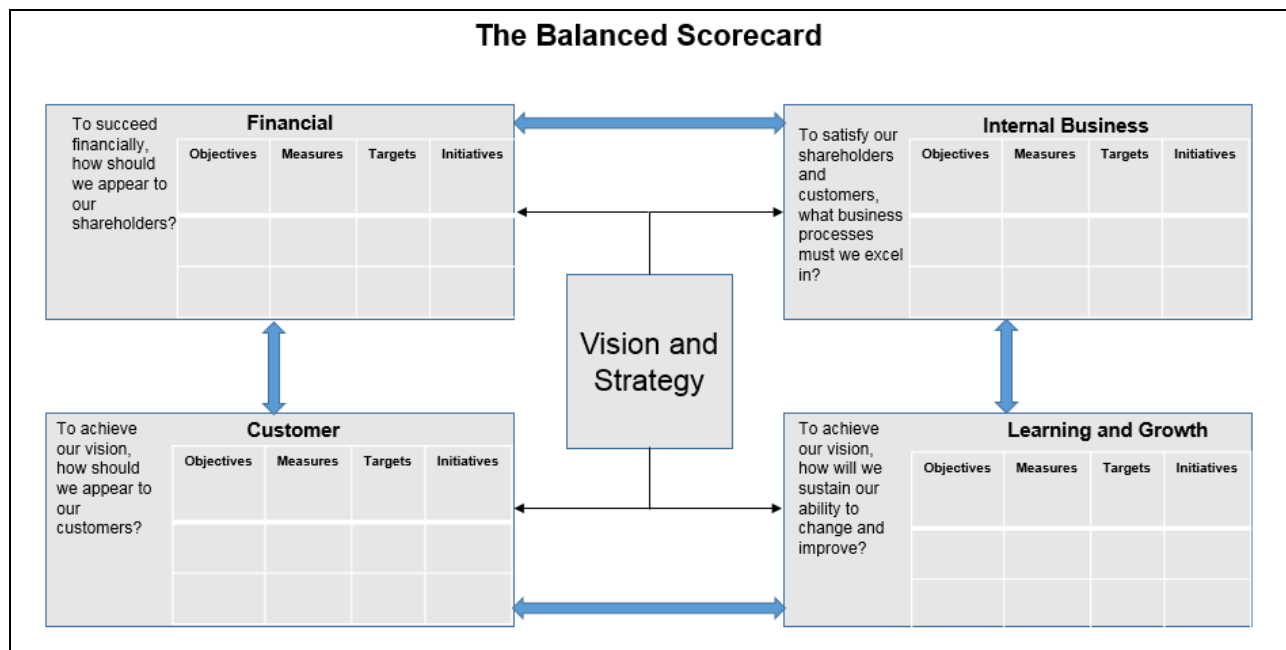
The activities in the vase quadrant are typically highly profitable, but with low social impact. These are activities that the professional body essentially will be involved in when the finances are exceptionally low. Most times these activities are non-core related, but could avert possible financial crisis.



## 2.32 THEORETICAL MODEL TO INCREASE PROFESSIONAL BODY EFFECTIVENESS

### 2.32.1 The Balanced Scorecard

Many different tools are used by organisations for improved proficiency. Management has the challenge to manage and deploy resources that are cost-effective. The Balanced Scorecard is one such tool that is extensively used by industry and has proven to be beneficial in many respects.



**Figure 2.17: The Balanced Scorecard**

Source: Kaplan (2010:4)

Figure 2.17 shows the key elements of the Balanced Scorecard. According to Murby and Gould (2005:3), the attractiveness of the scorecard may lie in its flexibility and malleability. It is suited to commercial organisations governed by profits, public sector operations governed by service delivery, or NFP organisations driven by commitment to a particular cause. A scorecard that improves performance (either through performance measurement, or via strategy refinement), can be developed.

The four objectives of the Balanced Scorecard revolve around the vision and strategy. These four objectives serve as a supporting function to the strategy of the organisation. The Balanced Scorecard is a valuable tool to provide the key success factors of a professional body.

Analysis of each imperative from a Professional Body Perspective

### **2.32.2 Financial**

The financial aspects of an organisation are deemed the most important driver to sustainability. For a professional body it relates to sponsors, donors, sources of funding, and membership fees. These sources of funding provide a good impression on our stakeholders and gives them a sense of comfort in knowing that they are associated to a proficient professional body that has sustainability drivers.

### **2.32.3 Internal Business Process**

The internal business process relates to the organisational structure, governance processes, and transformation. These processes will be determined by considering the needs of members and stakeholders.

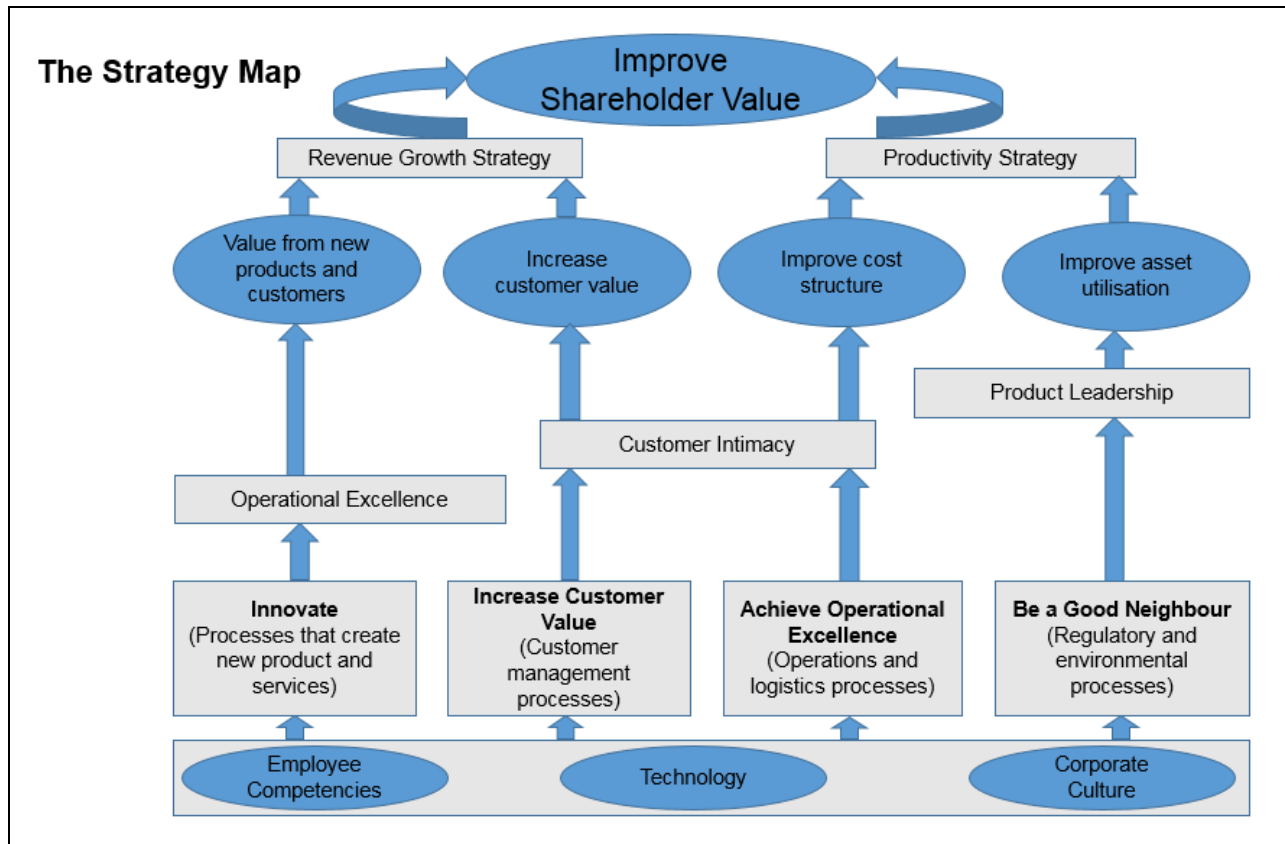
### **2.32.4 Learning and Growth**

Learning and growth relates to issues around sustainability, where learning from past mistakes is endorsed. Employees are empowered to perform more efficiently and effectively.

### **2.32.5 Customer**

The customer refers to members and all other stakeholders to whom the professional body provides services.

## 2.32.6 The Strategy Map



**Figure 2.18: Strategy Map**

Source: Adapted from Murby and Gould (2005:5)

Figure 2.18, the strategy map, provides a more detailed perspective to the Balanced Scorecard. Each level feeds into the next. It is a bottom up approach starting with Learning and Growth. The Learning and Growth aspects will be the foundation to the internal processes that need to innovate. For without employee competencies, the processes that need to be developed will not be possible. Likewise, the Customer Perspective aspects need the processes in place so that the customer drivers can be operationalised. The four perspectives have to follow each other in the hierarchy as illustrated and cannot be interchanged. Ultimately the financial targets can then be met.

### **2.33 AFFILIATION**

The criteria for affiliation of members to professional bodies differ from one professional body to the next. The affiliation process and criteria of the IODSA (Institute of Directors of South Africa) professional body was investigated as an example. The IODSA targets those in occupations entrusted with governance duties. The IODSA (2017) confers that generally a designate director may be responsible for the following cognisant duties:

- Divisional where the division is equivalent to an entity or constituent.
- An entity not conducted for commercial tenacities.
- A department or entity in local, provincial or national government.
- A tertiary institutional trust.
- A pension or retirement fund.

The above membership criteria provide for accepted members to be categorised as a member, board member or associate member of the IODSA. As the IODSA is a SAQA recognised professional body, persons in the occupation descriptions above are obliged to register with the IODSA in order to enhance their ability to perform optimally in their occupations. Other professional bodies servicing these specific occupations may not exist according to the SAQA's rules.

### **2.34 CHARACTERISTICS OF A PROFESSIONAL BODY**

A professional body offers the public, the sectors and the government confidence that individual professionals will endeavour to continuously improve the skills, knowledge and expertise that will equip them to offer supreme quality and exemplary professional services to industry. A professional body has the potential to indeed tap into and help ignite more zeal and ambition among individuals, quality practitioners and trainers to develop, improve and strengthen their practice. This is especially true when the leadership of a professional body is effective in providing the correct direction for the organisation.

Abdullah and Threadgold (2007:4) maintain that a properly constituted professional body should meet the following requirements:

- Keep members well-informed and knowledgeable about the latest trends and operational procedures of the best professional projects and strategic plans being implemented throughout the world.
- Apply standardised and universal procedures for individual and corporate accreditation (registration).
- Adhere to benchmarks for standards as recognised by the best practitioners in the world.
- Develop, maintain and foster international relations with other professional associations with the same aims and standards.
- Encourage programmes to facilitate the continuous professional development of existing members.
- Devise, enforce and manage a comprehensive code of ethical standards and procedures.
- Make a range of considered benefits accessible to all accredited members.
- Oversee the development of training programmes and the certification of professional qualification.

The requirements described above from research that was conducted are viewed as the general and minimum requirements for a professional body in order to maintain credibility. There are other important areas that a professional body should excel in, for example adopting technology that will promote efficiency and sustainability. Another area is the adherence to the regulatory framework. These together with other characteristics will be explored in more detail and linked back to the core purpose of the study, i.e. effective management, as the research progresses.

### **2.35 BARRIERS TO MAINTAINING PROFESSIONALISM OF QUALITY**

Pratt and Adamolekun (2008:10) argue that part of the reality of the modern world is that the best interests of professionals are constantly being diluted by innovations in procedure and revolutions in technology. While most such innovations may be harmless and even beneficial, some have a distinct capacity to weaken the security and stability of professional practice. The practice of quality is no different. It is beset by a variety of fundamental challenges that are being exasperated by the tremendous growth of the profession and its extension into new areas resulting from the exponential growth of internationalisation through globalisation (Kruckeberg, 2010:45). Kruckeberg (2010:45) notes that the most obvious problems characterising the study and practice of the profession include:

- General lack of agreement in the profession about the fundamental purpose and scope of the central functions and responsibilities of the profession itself.
- The profession is not highly regarded as an area of scientific study and there is a feeling among practitioners that the professionalism of many practitioners leaves a lot to be desired.
- Low recognition within business and industry of the significance of the field and practice of quality.

There is a general perception that the lack of support offered by professional bodies are resulting in professional practitioners not being effective enough in executing their duties in the workplace. The role of the quality practitioner as a professional in the workplace is deemed to be of significance in terms of standards and adhering to legal and regulatory requirements. As an example, one has to consider the factors contributing to the bad performance of a company like Telkom in South Africa. Customers complain continuously about the lack of service delivery and the inferior quality of service experienced. In the absence of hindsight, it is assumed that if Telkom places more emphasises on its quality, the image slandering and high levels of churn can be averted. The professional bodies of engineers, accountants, etc. representing professionals working in Telkom should evaluate the support they are providing to their affiliates to determine specific practitioner development needs in order to adapt to the volatile economy.

### **2.36 MANDATE OF A PROFESSIONAL BODY**

Professional bodies are generally NPOs. Sneesby (2013:3) indicates that these organisations strive to make a “surplus” every year, which avails funds for investment and development. He goes on to say that professional bodies also play a role in acting in the interests, not only of their members, but also the general public. They set and enforce codes of conduct, including disciplinary processes. On occasion this can create conflicting agendas. For example, when there is a dispute between a patient and his/her GP, or a client and his/her lawyer, which side should the professional body take in these situations? Professional bodies are therefore expected to be impartial and to put the interests of the public first at all times. The question of the leadership, management and their principles adopted will either positively drive solutions through a win-win outcome or foster a trail of a bad image of the professional body.

Professional bodies have a mandate to regulate a recognised community of practitioners. They will set standards for the specific occupations so as to ensure that their objectives are met.

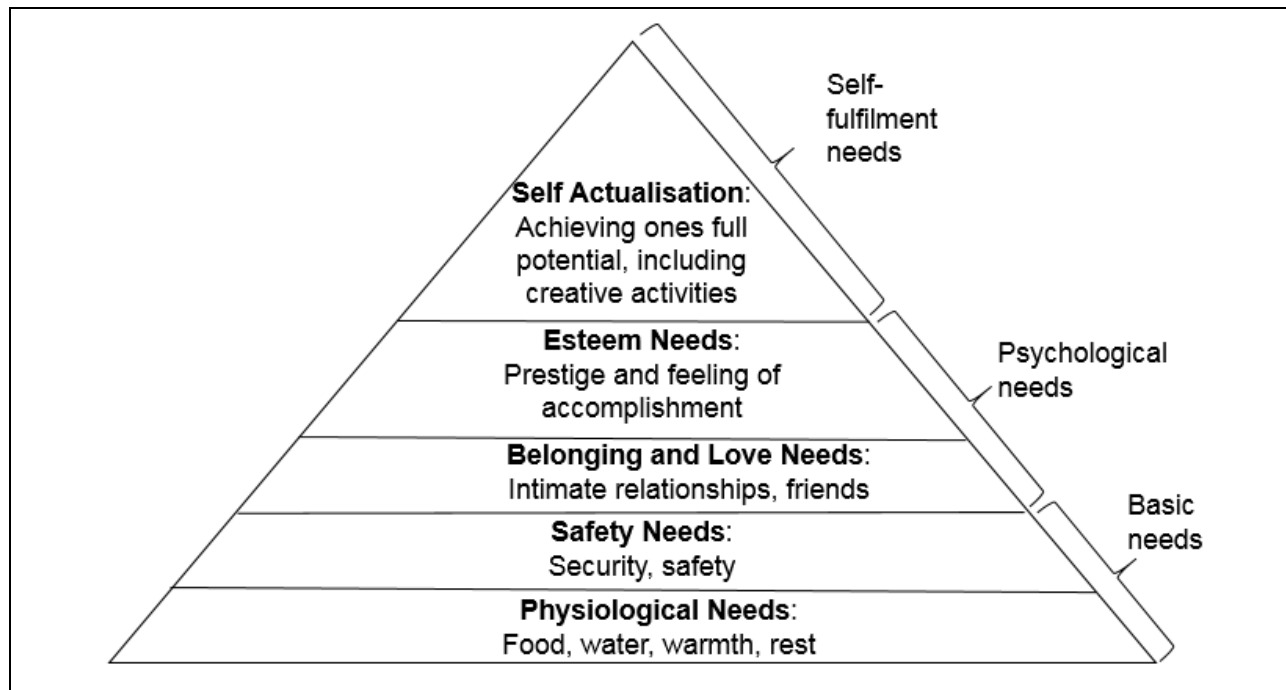
Determining designations are mandatory and must be presented to the SAQA once the professional body is recognised by the NQF. Professional bodies will institute codes of practice so that their rules and regulations are complied with by members. Maintaining quality through quality assurance is an obligatory duty and is subject to meeting the standards of the quality councils (SAQA, 2012:4). The need for CPD to be designed and implemented for the development of members is mandatory. Professional bodies have a social responsibility and accountability within the profession to deliver professional services. The promotion of international best practices is also mandatory.

### **2.37 SUPPORT TO MEMBERS AND AFFILIATES**

According to Sneesby (2013:4) the members are yearning for the development of client-specific training programmes that are tailored, or in-house programmes. Practitioners are also calling for the maintenance of technical support in order to assist them in the changing environment. Workshops and seminars will provide practitioners with the opportunity to voice their concerns and opinions on areas where support is lacking. The professional body should engage effectively with organisations and insist that professionals be employed as a priority. Making the registration process less stringent will lessen the burden on potential practitioners.

There are various other factors to be discussed on the mechanisms that a body should use to support its members. These factors will unfold as the research progresses.

## 2.38 NEEDS OF MEMBERS



**Figure 2.19: Maslow's Hierarchy of Needs**

Source: Maslow (1970:97)

Figure 2.19, Maslow's needs theory, shows that people tend to reach for more as their immediate needs are satisfied. It is no different when we apply this theory to professional body members. Members can be put high up into the esteem needs level. At this level members feel a sense of accomplishment because of the very fact that they belong to a professional body and other prestigious clubs in their personal lives. Their desire is therefore to reach the self-actualisation level in their careers. Here they want to be involved with stimulating activities that will grant them that fulfilment of knowing that they have reached the highest level. Professional bodies hold the key to unlocking the barriers and can do this by ensuring that their practices continuously evolve with new offerings that are demanded by members.

## 2.39 ROLE OF A PROFESSIONAL BODY

The Australian Education Union (AEU) (2013:2) indicates that the primary role of a professional body is to set and uphold standards of professional practice. The basic assumption of a



professional body is that as professional knowledge is highly specialised, members of the profession are often better placed to set standards and to judge best practices than are employers or clients. When a professional body allows this kind of privilege to its members it demonstrates courage and confidence in enhancing the quality and status of its members' work in many ways.

A professional body claims to provide assurances to stakeholders that the services offered by its members will be of extraordinary standard. This is especially relevant to members who work in isolation in certain occupations, e.g. engineers and classroom teachers.

Establishing uniformity of standards is a critical function performed by a professional body. At times when standards deteriorate, a professional body is good at enforcing a code of ethics for its members. The quality and reliability of the service is improved in new and rapidly growing professions.

Further to looking after the interests of its members a professional body must display an intention to serve society by being impartial in its operations and decisions so as to attract members from all cultural affiliations. Its roles should include the registration of volumes of members so that a steady supply of practitioners is pruned for industry.

From a South African perspective, restricting membership could send signals of intended racial division among society. Professional bodies have to be mindful of their obligation to ensure that they contribute to the cultural revitalisation in a society that has been divided for many decades.

Skills development should be a core output of professional bodies. By nurturing practitioners, there should be an expectation that young talent is tutored and encouraged to join professional bodies for long-term sustainability. Practitioners should be equipped with skills in teaching interns and learners so that there is a constant supply of talent to industry. One can appreciate the value that professional bodies can provide in this imperative. Specific interactive sessions with practitioners initiated by professional bodies can address this initiative effectively.

Farndale and Brewster (2005:10) indicate that the role of a professional body may be instrumental in defining the body of knowledge and enhancing the legitimacy of a field. For more specialised fields like medicine and accounting, the association will dictate the knowledge requirements with the purpose of protecting the public as dictated by law.

Professional associations generate routines for licensing, training and professional development. Routinely they monitor and undertake disciplinary actions against behaviours which are viewed as mechanisms of reproduction rather than change (Greenwood, Suddaby & Hinings, 2002:62). They enable the formation and reproduction of shared meanings and understandings, allow organisations within the same community to interact, and act as the means for communities to represent themselves to others (Greenwood et al., 2002:62). Thus mutual professional practice becomes socially constructed by networks of professionals and external observers (Dobbin, Sutton, Meyer & Scott, 1993:20). This leads to professional bodies being able to control the selection and socialisation of new individuals and the conditions for holding a position within the trade (Powell, 1991:183).

Millerson (1964:24) argues that there are four overarching goals of professional associations: (a) a means of ensuring professional standards; (b) a structured voice of the profession; (c) a means of extending educational, industrial and other facilities; and (d) crafting a contribution to the wider society. He goes on to emphasise that a professional body should work to achieve the following in attempting to prove its worthiness:

- A community with a solid sense of identity and professional legitimacy with active networking among members.
- Common standards of entry and performance, and an ethical code of conduct.
- A distinct body of knowledge and a set of core competencies.
- A requirement for training and certification to practice.

## **2.40 INSTITUTIONAL MEMBERSHIP**

With the declining membership of professional bodies, targeting institutional membership is considered as an opportunity to increase membership. Membership organisations exist to further the benefits of their own members and the organisation (Howes, 2000:821). With institutional membership the member organisation can negotiate reduced membership fees payable to the professional body. There are other benefits that institutional membership can derive, some of them are:

- The member organisation can negotiate low advertising rates for promotion of the member organisation on the professional body's website and other publicly available communiques.
- If the total number of members from the member organisation is high then they could demand a seat on the board of the professional body, where they could have decision making powers

Institutional membership is not a widely debated topic presently. More research is required that may result in a better understanding of the concept. Professional bodies should continue to pursue this option whilst available funding is diminishing.

## **2.41 PRESENTATION OF A CONCEPTUAL FRAMEWORK**

The developed framework that is related to the literature discussed is presented below.

## Framework for the Implementation, Practice and Management of Professional Bodies

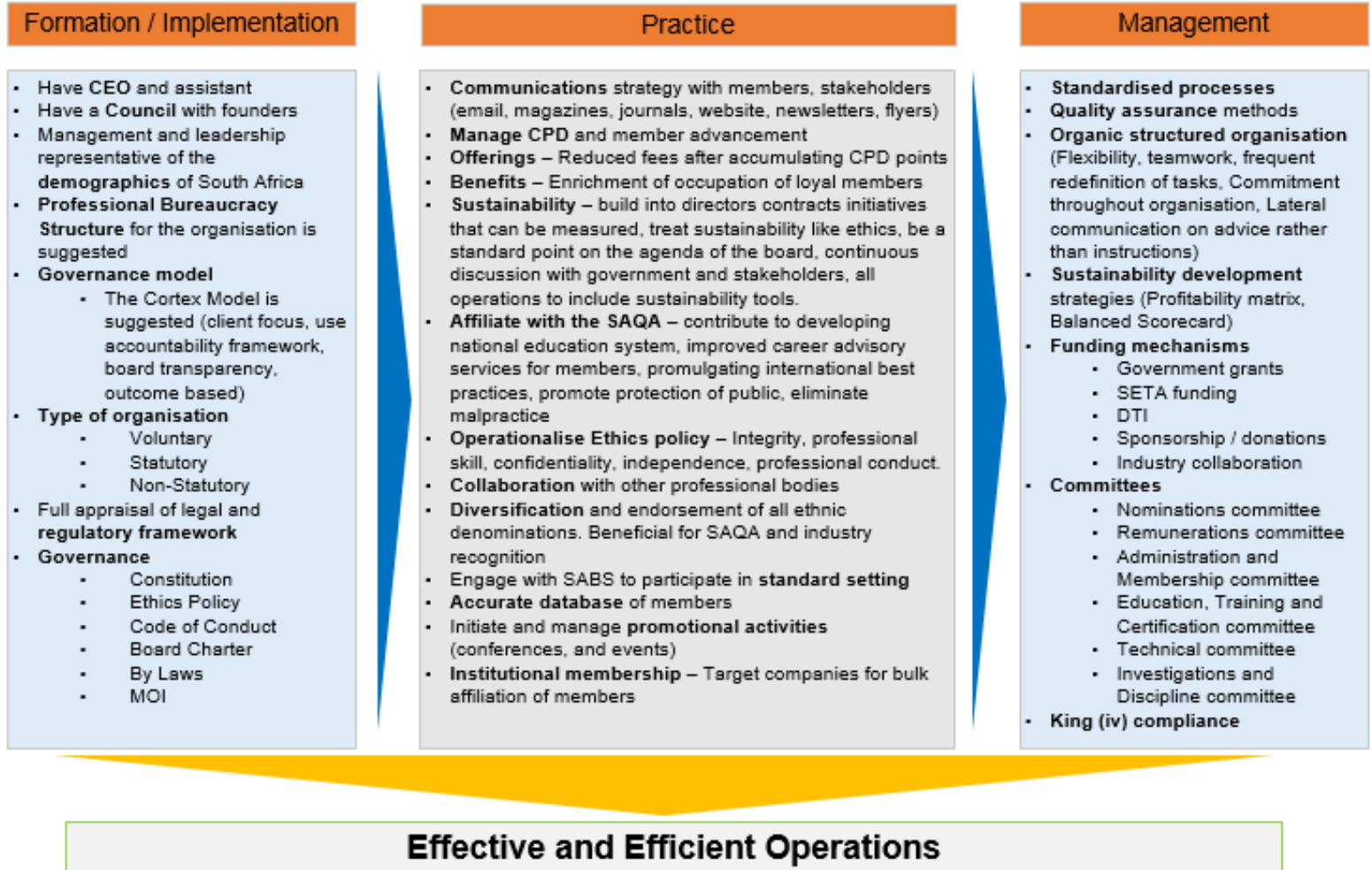


Figure 2.20: Conceptual Professional Body Framework

### **2.41.1 Conceptual Professional Body Framework**

Figure 2.20 is the conceptual framework that was developed through an intensive literature review using the existing literature. The three important constructs are implementation of the professional body, practice of the professional body, and the management of professional body.

#### **2.41.1.1 Formation / Implementation of Professional Body**

The literature has revealed that at implementation of a professional body the most important needs are:

- A CEO.
- A council.
- Management and leadership to represent the demographics of South Africa so that the requirements of the SAQA can be met.
- The professional bureaucracy structure is recommended. It employs vertical and horizontal decentralisation to provide self-sufficiency to professionals. Support staff is in abundance to provide support to members. The important driver is innovation promotion so that high quality service is provided.
- The suggested governance model to be used is the Cortex Model. It provides for board transparency, and is client focused and outcome based, where performance is of high priority.
- Determine the type of organisation to be registered.
- Ensure compliance to the legal and regulatory requirements.
- Craft the governance procedures. Have a constitution, ethics policy, code of conduct, board charter, by-laws, and MOI.
- Ensure meetings are held in an organised manner with agendas. Minutes to be sent to attendees as per the agreed timelines.

#### **2.41.1.2 Practice of the Professional Body**

This is a time when the professional body is fully functional as a legal entity. Its existence necessitates consideration of the following:

- Communication is important and includes the strategy. The different means of communication must be utilised in order to be effective.
- CPD has to be the key driver for member development and must be structured so that quality training is planned for members.
- Offerings and benefits must include a wide range of services. Some of them are helplines, emergency funding for members, conferences, publications with member involvement, industry excursions for knowledge enrichment, and awards for outstanding performers.
- Sustainable Development to be the focus in all forums. Directors to have this in their contracts so that they do not lose sight of its importance. Ensure there are tools in place to sustain the organisation like the Profitability Matrix.
- SAQA affiliation comes with benefits. It also ensures that the organisation will operate with high ethical values, as indicated in the policy of the SAQA for professional body recognition.
- Operationalising the ethics policy will ensure that the organisation operates with high credibility.
- The different functional committees are suggested, but the organisation can be structured in the most suitable manner.
- Collaboration with other professional bodies is encouraged by the SAQA. It has benefits in terms of understanding the challenges that industry faces.
- Diversification and endorsement of ethnic denominations is always an important driver in South Africa. It is required for BEE certification as well.
- Standard setting in collaboration with SABS will help ensure the documentation of standards that are relevant to members' occupations.
- Ensuring an accurate database of members is a SAQA requirement.
- Organising conferences and other promotional activities is beneficial to members in many ways. It boosts their morale and provides them with an opportunity to learn more about industry.

### **2.41.1.3 Management of Professional Body**

The management of professional bodies should consider the following:

- Standardised processes help to build efficiency and save time on tasks.
- Quality assurance ensures that the service provided will be of high quality.

- The endorsement of the organic structure provides many benefits for the organisation, some of them being the promotion of teamwork and allowing employee flexibility.
- The use of sustainability tools will help the organisation progress steadily.
- The different funding mechanisms have to be considered so that the organisation can maintain financial stability.
- The different committees to be formed provide for a focused management of key areas of the professional body's business. These committees are accountable to the board.
- King (IV) compliance provides for a foolproof organisation that can provide it with the opportunity to collaborate internationally with other professional bodies in the same industry.

### **2.41.2 Summary**

This conceptual framework provides a view to the potential output of this study. The empirical findings and the significant factors determined the research output.

## **2.42 SUMMARY OF LITERATURE REVIEW OF MAIN CONSTRUCTS**

Professional bodies essentially have to continuously adapt to the changing environment. By embracing the organic management principles, a professional body provides opportunities to progress as opposed to stifling the organisation. The people that work for the organisation must be valued and lauded recognition for idea generation that could allow the organisation to adapt to the changing environment. Engaging members in the day to day activities of the organisation can also have a positive impact on the image of the organisation and will promote credibility and relevance. The basic elements of good and effective leadership referred to as strong vision, values, strategy for competitive advantage, and investing in improving people will most undoubtedly aid the organisation to steer in the veracious direction.

The literature review was the key contributor to the content of the questionnaires which was the instrument used. The following are the salient themes from the literature:

- **The NQF and Role of Professional Bodies** – Professional bodies are part of the structure of the NQF. They are considered as the key enablers of development of practitioners and therefore are part of the realm of the education vehicles in South Africa.

- **SAQA Registration** – The SAQA have stringent registration requirements. Many professional bodies operate as virtual entities and therefore cannot meet the stringent SAQA requirements. This should not affect the professional body negatively, because the value that a body adds to its members is invaluable and support from industry will help the body to operate effectively even if it is not under the mandate of the SAQA.
  
- **Organisational Structures** – Seven different structures were discussed as per Mintzberg’s theory. They provided a view to where a professional body could fit. The professional bureaucracy was endorsed as the ideal structure for a professional body. The employees of professional bodies are considered as highly competent and perform specialised tasks. They are expected to perform well in serving the needs of practitioners and therefore are faced with diverse challenges. This structure therefore is an ideal fit for professional bodies.
  
- **Offerings and Benefits** – The literature shows that a reward system helps motivate practitioners. Many membership benefits were listed. These were the perceived benefits, but the aim is that the empirical research of this study will unlock whether these benefits are being realised by members of professional bodies.
  
- **CPD** – This is one of the core functions of all professional bodies. The discussion centred on the CPD cycle and how each activity can be optimised.
  
- **Ethics** – Ethics is viewed as an important governance conformity for professional bodies. They have their rules well documented and therefore are bound by the adherence to them. When there is unethical behaviour, reference to the document helps address non-compliance. This is important as it shows that professional bodies act in the interests of the public.
  
- **Corporate Governance and Legal** – The different types of companies according to the legislation of South Africa were highlighted. Five governance models were discussed. The Cortex model was endorsed by the researcher as the ideal model to be used for professional bodies. It is seen to contain the essentials that can make a professional body effective. It provides a view on how to meet customer expectations and focuses on this area extensively. The members of the professional bodies are viewed as customers. There is guiding information on the assessment of the board, board committees, and the CEO.



- **Leadership** – Adaptable leadership styles must evolve in professional bodies due to the changing environment. The effectiveness of the board of a professional body is questionable and requires more emphasis in terms of the strategic decision making imperatives that can position the organisation effectively.
- **Assurance Mechanisms** – This provides a platform to monitor the progress of practitioners. All professional bodies must have assurance mechanisms in place.
- **Research** – A professional body can provide immense value by engaging in research. Practitioners are mostly highly learned people who can do quality research based on their occupational experiences. A professional body therefore must place priority on research as a strategy.
- **Functions/Meetings** – The milestone of any professional body is an annual conference. Gathering of subject matter experts is bound to provide solutions to every day issues that practitioners encounter in industry. These gatherings are therefore emphasised as a must in order to provide an effective platform for practitioners to engage meaningfully.
- **Motivation and Morale** – The employees of a professional body will perform at a level based on the motivation they receive. The amount of trust that is placed on staff and the latitude afforded to them to make decisions will determine their commitment to go the extra mile to support practitioners.
- **Standardisation** – Professional bodies have most of their activities standardised. Standardisation has its advantages and disadvantages. Management have to be therefore mindful that some activities may be stifled due to the misuse of standardisation.
- **Professional Body Sustainability** – The literature highlighted the challenges experienced by professional bodies in remaining sustainable. Due to the ailing economy, the impact is that some members review their affiliation to professional bodies. This results in declining membership and decreased commitment by members. The professional body therefore finds ways to overcome by ensuring directors and employees have contracts that bind them to deliver measurable values. Using a tool like the Balanced Scorecard can help the

organisation to focus on specific areas that will have performance indicators. This is a proven tool that is widely used in industry and could be effective if used in professional bodies. Another tool that was reviewed is the impact/sustainability matrix map which is specifically designed for NPOs that can be effective for professional bodies.

- **Institutional Membership** – Targeting institutional membership works well for most professional bodies. Since a professional body is concerned with a specific occupation, it becomes easier to target a company like Eskom as an example. At Eskom there are many quality practitioners. A professional body like the SASQ (Southern African Society for Quality) may find it easier to collaborate with the management of Eskom so that the membership of all quality practitioners are secured. Institutional membership is therefore advantageous and an efficient method of securing bulk membership.

## CHAPTER 3: RESEARCH METHODOLOGY

### 3.1 RESEARCH APPROACH

According to Cresswell (2014:3) research approaches are the plans and the procedures for research that span the steps from broad norms to detailed methods of data gathering, analysis and elucidation. The conventional approaches are qualitative, quantitative and mixed methods. The following table 3.1 from Cresswell describes the conventional research methods.

Table 3.1: Research Methods

<b>Quantitative Methods</b>	<b>Mixed Methods</b>	<b>Qualitative Methods</b>
Pre-determined	Both predetermined and emerging methods	Emerging methods
Instrument based questions	Both open and closed ended questions	Open-ended questions
Performance data, attitude data, observational data and census data	Multiple forms or data drawing on all possibilities	Interview data, observation data, document data and audio-visual data
Statistical analysis	Statistical and text analysis	Text and image analysis
Statistical interpretation	Across databases interpretation	Themes, patterns interpretation

Source: Cresswell (2014:5)

This study adopted firstly the qualitative approach and then the quantitative approaches, as Cresswell (2014:4) indicates that it involves exploring and appreciating the meaning individuals or groups attribute to a social or human problem. The research intended to measure the intangible, i.e. views and opinions of the cases which are regarded as abstract in nature. Tashakkori and Teddlie (2003:22) argue that various methods are useful if they provide improved opportunities for you to answer your research questions and where they allow you to better evaluate the extent to which your research findings can be viewed as reliable and inferences made from them. The research approach intended to tap into the minds of individuals of professional bodies and practitioners and the approach was considered as most effective for this study.

The research was an empirical study, which included conceptual analysis, literature review and factor analysis. Saunders et al. (2012:34) explain that the inductive research approach is associated with gaining an understanding of the meaning humans ascribe to events and involves the collection of qualitative data. This study adopted the inductive approach, as there was theory building emanating from the comprehensive literature review and the analysis of the data from the questionnaires. This approach helped the researcher to understand the nature of the problem.

### 3.2 RESEARCH PHILOSOPHY AND SCIENTIFIC BELIEFS

According to Saunders et al. (2012:107), research philosophy relates to the development of knowledge and the nature of that knowledge.

Table 3.2: The Four Worldviews

<b>Postpositivism</b>	<b>Constructivism</b>
<ul style="list-style-type: none"> <li>- Determination</li> <li>- Reductionism</li> <li>- Empirical observation and measurement</li> <li>- Theory verification</li> </ul>	<ul style="list-style-type: none"> <li>- Understanding</li> <li>- Multiple participant meanings</li> <li>- Social and historical construction</li> <li>- Theory generation</li> </ul>
<b>Transformative</b>	<b>Pragmatism</b>
<ul style="list-style-type: none"> <li>- Political</li> <li>- Power and justice oriented</li> <li>- Collaborative</li> <li>- Change oriented</li> </ul>	<ul style="list-style-type: none"> <li>- Consequences of action</li> <li>- Problem centered</li> <li>- Pluralistic</li> <li>- Real work practice oriented</li> </ul>

Source: Cresswell (2014:7)

According to table 3.2, Cresswell (2014:8) states that constructivism is typically seen as an approach to qualitative research. He goes on to say that the goal of research is to rely as much as possible on the participants' views of the situation being studied. Participants normally construct the meaning of the situation.

The constructivism worldview was adopted for this study. The research was dependent on the views and opinions of the individuals selected. Ultimately the researcher had to interpret the meaning others have about the problem being studied.

### **3.3 RESEARCH PARADIGM**

#### **3.3.1 Ontology**

Ontology is concerned with the philosophies about what there is to know about the world (Richie & Lewis, 2003:53). This study has ontologically examined the challenges confronting aspiring professional bodies and the practice methods they employ. The practice methods employed by professional bodies informed the new framework that was developed. This was achieved by understanding the views and opinions of the management of professional bodies and practitioners themselves through the analysis of the results of the interviews, the focus group discussion, and the data from the research questionnaires.

The subjectivist view was endorsed for this study. According to Saunders et al. (2012:110), the subjectivist view is that social occurrences are created from the opinions and consequent actions of social actions. Social constructionism construes truth as being socially constructed. The study was dependent on the views and opinions of the leadership of professional bodies and practitioners. The type of leadership and management styles that are adopted are therefore viewed as a constructed style to complement the environment of the professional body setting. This does not mean that it is positively adopted, but means that it is sometimes not relevant to the situation and needs to be altered in order to be adaptive.

#### **3.3.2 Epistemology**

According to Ritchie and Lewis (2003:115), epistemology deals with the researcher's ways of knowing and learning about the social realm, focusing on questions such as how reality can be known and what the foundation for knowledge is. The study has, for example, through the understanding of leadership in professional bodies, suggested what the most effective management styles are. Initially the interviews and the focus group study provided some understanding of the phenomena that guided the subsequent study.

### **3.4 RESEARCH DESIGN**

Punch (2000:52) indicates that the perceived role of research design is to form a link between the research questions and the data. Design resides amid the two, showing how the research

questions will be connected to the data, the tools and procedures to use in responding to them. Research design must follow from the questions and fit them to the data. The design is the basic plan for empirical research, and includes main ideas such as strategy, sample, tools and procedures to be utilised in collecting and evaluating empirical data (Punch, 2000:53).

The design of this research is closely linked to the exploratory category. Robson (2002:59) explains that exploratory research is a valuable means of finding out “what is happening: to seek new understandings; to ask questions and to consider phenomena in a new light.” The exploratory design was therefore pivotal to developing the envisaged theory. Quantitative methods are often used in exploratory research and that was unerringly the case with this research. Saunders et al. (2012:140) indicate that there are three principle ways of conducting exploratory research:

- The search of literature – the study used journals and books.
- Interviewing subject matter experts – interviews were conducted with three professional bodies individually.
- Focus group interviews – one focus group session was conducted with seven members affiliated to different professional bodies.

There was an extensive search for pertinent literature using journals, books and other literary works. The results of the literature review, interviews and the focus group discussion enabled the preparation of two comprehensive questionnaires, ensuring that all the significant themes were covered. These questionnaires were the instruments used that were posted online for the respondents to participate in the study in the most objective manner.

The descriptive path was then endorsed espousing the survey methodology. Salkind (2009:193) describes descriptive research as painting a picture, which is what this research aimed to achieve. Salkind (2009:15) goes on to describe survey research as an analysis of the frequency and relationships between psychological and sociological variables and taps into constructs such as attitudes, beliefs, prejudices, preferences and feelings. Hofstee (2006:122) alludes to the notion that the survey methodology elicits information from a limited sample who possess the required information, who are willing to communicate and who are representative of a larger group.

### **3.5 RESEARCH STRATEGIES**

According to Denzin and Lincoln (2000:63), the qualitative researcher studies things in their natural setting, attempting to make sense of or understand phenomena in terms of the meanings people bring to them. It consists of a set of interpretive, material practices that make the world perceptible. Using this strategy has enabled the researcher to dig deep into the phenomena in order to attain a complete understanding of the problems and challenges.

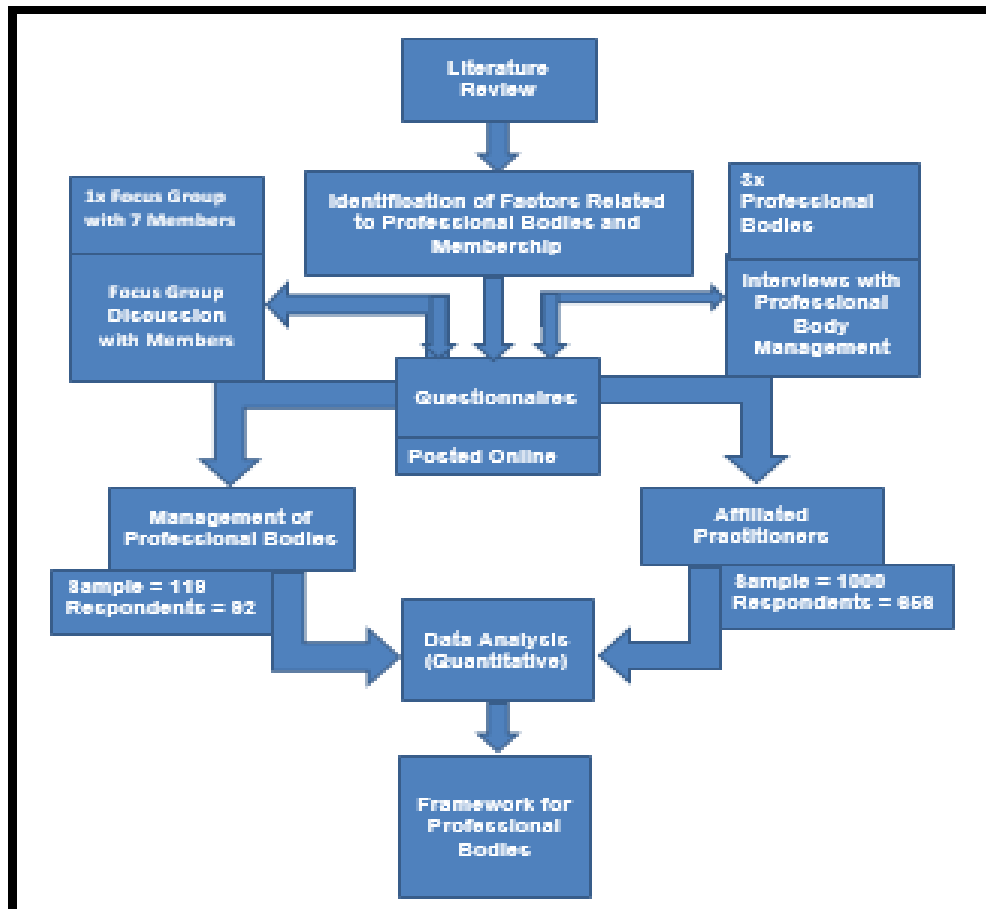
Saunders et al. (2012:107) state that the choice of the research approach must be guided by the research question and objectives, the scope of existing knowledge, the amount of time and resources available, as well as the philosophical underpinnings. This research was indeed guided by the research question and objectives. Ultimately the questionnaires were aligned accordingly.

### **3.6 DATA COLLECTION METHODS**

Primary and secondary data collection methods are the two methods used in business management research. Secondary sources are all available sources of data in books, journals, reports, and other literary works. Primary sources refer to questionnaires and interviews. Silverman (2001:20) emphasises the meticulous understanding of data collection in both qualitative and quantitative approaches. The collection method chosen therefore informs the research instrument.

This study utilised questionnaires as the primary data collection method with the use of books, journals and reports as the secondary methods.

### 3.7 RESEARCH PLAN AND METHODOLOGY



**Figure 3.1: Research Plan**

Figure 3.1 is the research plan that the researcher adopted. Each step is described in greater detail below.

#### 3.7.1 Review of the Literature

The literature review together with the interviews with professional bodies and the focus group discussion with practitioners resulted in the identification of the factors related to professional bodies.

Some of the main areas of investigation in the literature review revolve around the following:



- Leadership
- Management
- Governance
- Professional Development
- Quality Assurance
- Human resource development
- Operations management
- Certification and accreditation
- Benefits
- Retention
- Standardisation

### **3.7.2 Identification of Factors**

The factors were identified from the extensive literature review. The two preliminary questionnaires were designed based on the different themes that emanated from the literature review. These questionnaires were then enhanced using the results of the interviews and the focus group discussion.

### **3.7.3 Interviews**

A total of three interviews were undertaken with professional bodies individually to test the questions in the professional body questionnaire. These interviews have proven exhaustive and confirmed the validity of the questions. The participants were chosen at random so as to try and ascertain a non-subjective view from professional bodies. They were chosen at random from the database of professional bodies in South Africa. The researcher undertook the interviews and all interviews were audio recorded with the permission of the participants. An analysis of the interviews is presented below.

The interviews proved to be extremely beneficial to the study, but more specifically to instilling confidence in the research instrument (questionnaire for professional bodies). The interviews yielded the following common aspects:

- **Leadership** – All participants claim to use a combination of leadership styles which are not limited to participative, delegating, supportive and directive. It is deduced that professional bodies want to empower their management so that they can be more effective in their leadership styles. This will lead to efficacy in their operations.
- **Governance Structure** – All have a board, CEO and councils. A code of conduct was really emphasised as an important requirement for both employees and members to adhere to.
- **Financial Strategy** – Two of them depended on government grants, whilst all of them depended on membership fees as well. The impression is that these organisations undertake many activities that ensure high financial gains. As was explained, this is needed in order to be able to sustain and to meet monthly overheads like rent, and salaries.
- **Relevance in the Economy** – All of them are relevant as they target specific industries or occupations. Without them their members will not be developed.
- **Registration Process** – Two of them require their members to register yearly, whilst one of them indicated that the registration process is a once-off event for a member. A member must pay fees on joining and annually.
- **Legally Defined** – They are all Section 21 companies, although one of them indicated that they are statutory, as they were formed by an act of parliament.
- **Relationship with SAQA** – One of them has a strong relationship with the SAQA, as they are involved with the accreditation of courses. This is mainly because they are a statutory body. The other two have limited relationships with higher education institutions or the SAQA.

The interviews eventually became monotonous, exhaustive and reached saturation point at the third interview. The researcher chose to end the interviews after the third one. The information gathered confirmed the validity of the preliminary questionnaire. The questionnaire was enhanced with minor changes.

### **3.7.4 Focus Group Discussion**

A focus group discussion was undertaken with seven practitioners affiliated to professional bodies. The participants were chosen at random. The results of the discussion justified the contents of the research questionnaire that was designed for members. Some of the important aspects that were discussed in the focus group session are summarised as follows:

- Members wanted more interaction with their professional bodies that will enable them to develop more effectively.
- They wanted a more efficient process to make payments to their professional bodies for services rendered.
- Members wanted CPD points for all activities they involve themselves in that are related to their career development.
- They sought recognition through the issuing of certificates that will provide assurances for their development.
- They wanted to be involved in the compilation of magazines and periodicals that will provide exposure for their occupations and professional bodies in the market place.

The themes mentioned above were adequately covered in the questionnaire and the focus group discussion was deemed beneficial to this research.

### **3.7.5 Research Instrument**

The instrument used to gather the data was self-administered, closed-ended, structured questionnaires that were posted online for the participants. The questionnaires adopted the Likert Scale to measure the feedback of respondents.

Neuman (2000:271) provides the following advantages for using self-administered mail questionnaires:

- They are relatively cost-effective compared to face-to-face or telephonic interviews.
- Questionnaires can be sent to a varied geographical area.
- The respondent is able to complete the questionnaire at his/her convenience and consult personal records, if necessary.
- It offers anonymity and avoids interview predisposition.
- It is a very effective and efficient means of research.

Neuman (2000:272) also describes some perceived disadvantages:

- Low response rates could jeopardise the validity of the research.

- Some respondents might respond after a protracted period of time.
- A person other than the intended participant can open and complete the questionnaire without the knowledge of the researcher.
- Incomplete questionnaires.

The above disadvantages were closely monitored by the researcher. Fortunately the response rate of this research was exceptionally high.

### **3.7.5.1 Questionnaires**

The objective of the questionnaires was to gather the required information from the participants. The preliminary questionnaires were developed using the information from the literature review. The interviews with professional body management and the focus group discussion with members allowed for the questionnaires to be enhanced. All ambiguous questions were excluded. The questionnaires were quality assured when they went through the ethical clearance process of UNISA. The data was captured on an online database linked to the tool used.

#### **3.7.5.1.1 Likert Scale**

The Likert Scale was used with many statements providing a number of options to answer the closed-ended questions. The options range from strongly disagree to strongly agree on a seven ordered response scale as a response to the attitude being measured.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Disagree Somewhat
- 4 = Undecided
- 5 = Agree Somewhat
- 6 = Agree
- 7 = Strongly Agree

The use of a seven point scale provides the following advantages:

- It helps respondents to make good judgements and offers them with a degree of flexibility of choice to reflect the intensity of the respondents' views.
- It allows the researcher to use a variety of statistical techniques and to conduct a powerful statistical analysis. The Likert Scale allows the researcher to code and analyse the data with simplicity (Hussey & Hussey, 1997:51).

### **3.7.5.1.2 Pros and cons of the Likert Scale**

Bertram (2015:7) provides some strengths and weaknesses of the Likert Scale, as discussed below.

#### **Strengths:**

- Extensively used in survey research.
- A wide variety of constructs can be utilised.
- Easy to construct.
- Likely to produce a highly reliable measure.
- Easy for participants to complete.
- Easy to analyse.
- The use of factor analysis for the analysis of the data works meritoriously.

#### **Weaknesses:**

- Central tendency bias - participants may avoid risky response categories.
- Acquiescence bias - participants may agree with statements as presented in order to “satisfy” the researcher.
- Social desirability bias - participants may portray themselves in a more socially favourable light rather than being truthful.
- Validity may be difficult to demonstrate - are you evaluating what you set out to measure?

### **3.7.5.2 Design of the Questionnaires**

The following criteria were used to design the questionnaires. This is in line with Eiselen, Uys and Potgieter (2005:10):

- Questions should be short and simple, to the point.
- Questions should have clear guidelines.
- Questions should not have double negatives.
- Respondents should be requested to express opinions about their own views.
- Neutrally phrased questions.
- Questions should not embody emotional language.
- Questions should not make the respondent feel remorseful.
- Questions should not have esteem bias.
- Questions should provide all possible answers.

### **3.7.5.3 Content of the Research Instrument**

The questionnaires were structured so that they were precise, informative and attractive. The front page explained the rationale of the study and tried to provide a sense of comfort to the respondent by indicating the ethics clearance number from the SBL for the research as consent to undertake the research.

The main sections of the questionnaires are related to the biographical information of the respondent, profile of the professional body, general yes/no questions, and lastly constructs with related sub-questions.

The questionnaires contained statements and questions that adequately addressed the primary and secondary research objectives, as well as the research question. Consideration was afforded to the fact that respondents might grow weary of a questionnaire with too many questions. Only the pertinent questions were included that were perceived to contribute valuably to the design of the framework for professional bodies. The questionnaires are presented as annexures at the end of this document.

### **3.7.6 Population**

The population consisted of 119 professional bodies and an undisclosed number of practitioners in South Africa. Of the 119 professional bodies, 64 are recognised (registered with the SAQA) and 55 are non-recognised (unregistered, formed to address a need in society and industry). All

professional bodies have a membership of professionals and were therefore considered as key contributors to this study.

The details of the 64 professional bodies were extracted from the SAQA website, which is in the public domain. Details of the 55 professional bodies were identified using the Google search engine.

### 3.7.7 Sampling

There are various methods of non-probability sampling. Neuman (2000:196) discusses the options:

- **Haphazard sampling** – Selection of cases that is deemed convenient.
- **Quota sampling** – Selection of a set number of cases in each of several predetermined categories that will represent the diversity of the population using haphazard methods.
- **Purposive or Judgemental sampling** – Selection of all possible cases that meet particular criteria. Normally linked to the research question.
- **Snowball sampling** – Selection of cases using referrals from a few cases and then referrals from those cases and so on.
- **Deviant case sampling** – Selection of cases that are different from the prevailing pattern.
- **Sequential sampling** – Selection of cases until there is no additional information, normally reaching saturation.
- **Theoretical sampling** – Selection of cases that will help expose features that are theoretically significant about a particular topic.

There was no sampling undertaken for the study. For the first sample of professional bodies, the whole population of professional bodies was targeted. For the second sample of members, a request was directed to all professional bodies to appeal to their members to participate. Practitioners were invited to participate, with the prerequisite that they are affiliated to a professional body. In this way, the researcher succeeded in achieving a high response rate from participating members. From the thousands of affiliated members, the respondent target was set at 1000.

### 3.7.8 Sample Size Target

The sample was 119 professional bodies and 1000 practitioners affiliated to professional bodies. No sampling was undertaken for professional bodies that could have restricted participation. It was interesting to analyse the data of both registered and unregistered professional bodies, which provided views from different levels of solidity.

The researcher requested professional bodies to ask their practitioners to participate by completing the online questionnaire.

Table 3.3: Summary of the Population and Sample Size

<b>Population</b>	<b>Targeted Sample</b>	<b>Actual Respondents</b>
57 non-statutory bodies recognised by the SAQA	56	92
8 statutory bodies recognised by the SAQA	8	
51 unrecognised bodies by the SAQA	55	
Unconfirmed number of Practitioners	1000	656
	<b>Total = 1119</b>	<b>Total = 748 (67%)</b>

### 3.7.9 Response Rate

The response rate was quite high with 92 (77%) of the targeted 119 professional bodies and 656 (66%) of the targeted 1000 practitioners responding.



### 3.8 SIZE AND RESPONSE

Table 3.4: Sample Size Guide

Population	Percentage Suggested	Number of Respondents
20	100%	20
30	80%	24
50	64%	32
100	45%	45
200	32%	64
500	20%	100
1 000	14%	140
10 000	5%	450
100 000	2%	2 000
200 000	1%	2 000

Source: Strydom and De Vos (1998:192)

Strydom and De Vos' guide to sample size, table 3.4, was relevant to this study. Of the targeted 119 professional bodies, responses were received from 92 respondents. This is a response rate of 77%. According to Strydom and De Vos (1998:192) for a population of 200 a response of 64 is deemed acceptable.

Of the targeted 1000 practitioners, responses were received from 656 participants. This is a response rate of 66%. According to Strydom and De Vos (1998:192) for a population of 1000 a response of 140 is deemed acceptable.

It is therefore affirmed that the response rates are acceptable and the findings can be generalised over the community of professional bodies without reservation.

#### 3.8.1 Data Collection Method

The two questionnaires were posted online using Google. The links to the questionnaires were sent to all targeted participants (both leadership of professional bodies and practitioners). Covering letters were distributed to all participants explaining the rationale of the study, their rights to anonymity, and their rights to decline participation at any stage of the research process.

The researcher had full access to the databases of the raw data. The researcher retrieved the raw data on a daily basis and saved it on an external hard drive. The survey was allowed to run for three weeks from the date of inception after which the link to the survey was deactivated. The statistician used the raw data to provide the statistical analysis that is presented in Chapters 4 and 5.

### **3.8.1 Data Analysis**

The raw data was sent to the statistician for analysis and interpretation. The statistician used SPSS to do the statistical analysis. Through factor analysis the significant factors were identified. The factors were used to design the framework for professional bodies.

#### **3.8.1.1 Quantitative Analysis of Data**

Welman and Kruger (2005:89) describe descriptive statistics as concerned with description and summary of data in the form of frequency tables, graphs and measures of central tendency. They regard inferential statistics to be concerned with inferences that one can make about the general population under study centred on the sample drawn randomly from the population. Wisniewski and Stead (2007:53) refer to inferential statistics as concerned with reaching decisions about the population based on the descriptive statistics of the sample.

The quantitative analysis for this study made use of the conventional descriptive statistical methods, frequency distribution, means and standard deviations.

The following statistical techniques were affianced in this study:

- Factor analysis to extract the most relevant and significant factors.
- Evaluation of internal reliability of the research instrument by using Cronbach Alpha.
- Evaluation of the normal distribution of data by using Skewness Kurtosis tests.
- The measurement of sample adequacy using Kaiser-Meyer-Olkin (KMO).
- The Bartlett's Test of Sphericity was used to associate the observed matrix to the identity matrix. In other words, it checks if there was a certain redundancy amongst the variables that will allow a summary of a few number of factors.

- Pearson's Chi-Square Test of Association was utilised to test the strength of association between factors that are related to each other.

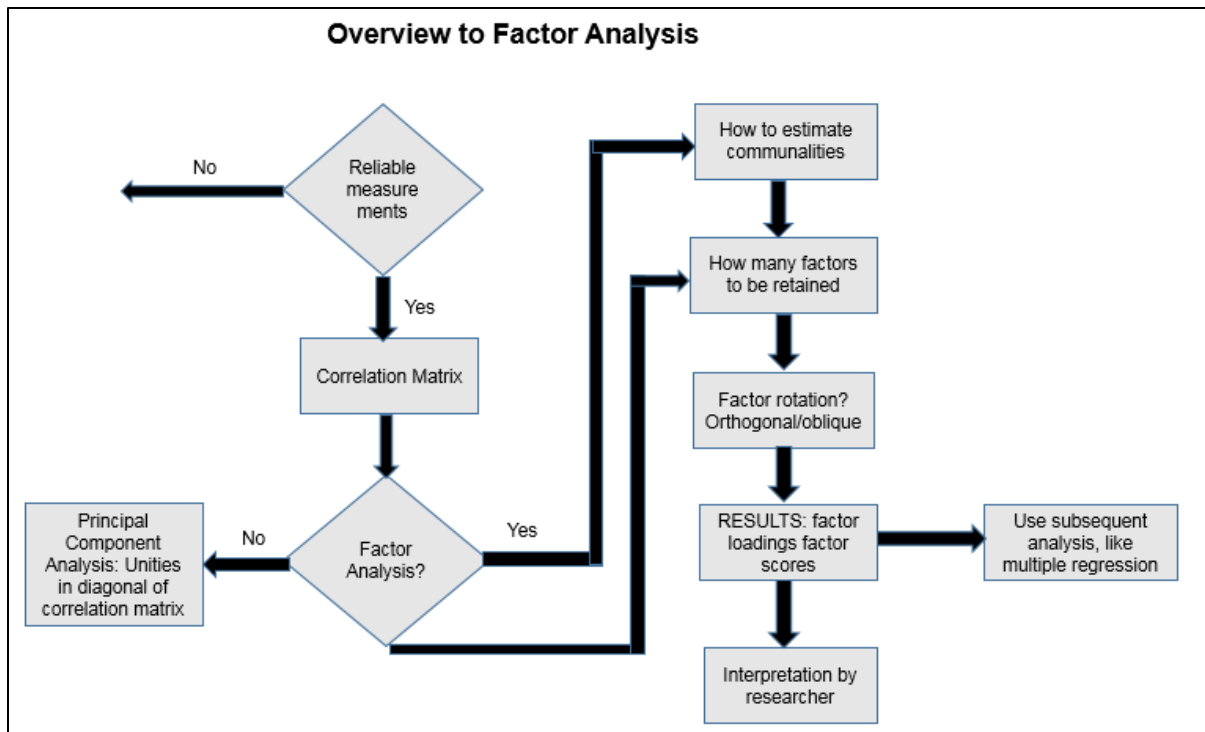
### **3.8.1.2 Factor Analysis**

The purpose of factor analysis is to condense a large set of data into a smaller subset of measurable variables (Field, 2005:62). Representative variables emanate from each group of variables.

The following are the considerations for the measurement to be accurate (Field, 2000:443-444):

- The variables should roughly be normally distributed; this makes it conceivable to generalise the results of your analysis beyond the sample collected.
- The sample size should be taken into consideration, as correlations are not resistant and can hence totally influence the reliability of the factor analysis.
- The most significant factors in determining reliable factor solutions is the absolute sample size and the absolute magnitude of factor loadings. The more frequent and higher the loadings are on a factor, the smaller the sample can be.
- As communalities become lower, the significance of sample size increases.

Hair et al. (1995:98) suggest that a sample size (preferably 100 or larger) is required. This study targets a sample of 119 professional bodies and 1000 practitioners, which makes factor analysis effective.



**Figure 3.2: Overview of the Steps in Factor Analysis**

Source: Rietveld and Van Hout (1993:291)

The decision tree in figure 3.2 above provides a simplistic view to the steps to be taken in undertaking factor analysis for this study.

The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO-test) was used to check if the sample was large enough. The sample was adequate when the value of KMO was greater than 0.5. All elements on the diagonal of this matrix should be larger than 0.5 for the sample to be considered to be tolerable (Field, 2000:446).

### 3.8.1.3 Cronbach Alpha

The use of Cronbach Alpha aimed to prove reliability of the questionnaire. Individual items (or sets of items) should produce results consistent with the overall questionnaire (Field, 2005:1). Validity and reliability are two fundamental elements in the evaluation of a measurement instrument (Tavakol, 2011:1).

The internal consistency of the test was expressed as a number between 0 and 1, with the higher values denoting higher reliability among the indicators. As stated by Takavol (2011:1), internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the test. Internal consistency should be determined before a test can be employed for research or examination purposes to ensure validity (Takavol, 2011:1).

#### **3.8.1.4 Skewness and Kurtosis**

Skewness and kurtosis, along with the mean and standard deviation, help describe the overall shape of the probability distribution of a variable. Skewness is the third standardised moment of the probability distribution and it measures the lop-sidedness or asymmetry of the distribution. Kurtosis is the fourth standardised moment of the probability distribution and it measures the heavy tails of the distribution (Doan, 2011:3). Simply stated, Skewness is the lack of symmetry of a distribution. A normal distribution is considered symmetric with a Skewness of 0. The data were analysed to determine if the results for each of the factors show a normal distribution.

### **3.9 ASSESSMENT OF THE VALIDITY AND RELIABILITY**

#### **3.9.1 Validity**

According to Bryman (2012:171) validity refers to the matter of whether an indicator that is contrived to gauge a concept really measures that concept. Several ways of assessing validity are explored: face validity; concurrent validity; predictive validity; construct or measurement validity and convergent validity.

#### **3.9.2 Face Validity**

Bryman (2012:171) eludes to the notion that face validity is that the measure ostensibly reflects the content of the concept in question. This was undertaken by engaging with people who are either management employees of professional bodies or are members of professional bodies. The researcher also engaged with fellow researchers and the researcher's supervisor extensively. These engagements allowed the researcher to relentlessly review the questionnaires until they were deemed valid.

### 3.9.3 Measurement Validity

Measurement validity is about whether a measure that is devised of a concept really does reflect the concept that it is supposed to be denoting (Bryman, 2012:47).

### 3.9.4 Internal Validity

Internal validity is about causal relationships. The data was collected according to a justifiable research plan for which valid data interpretation and inferences about the findings were made. In other words, the study was conducted in such a way that effects of extraneous factors on events were ruled out in the interpretation of the data.

The common forms of internal validity are: a) **content validity** – the extent to which the instrument provides adequate coverage of the investigative questions; (b) **criterion-related validity**, which is measured as the correlation between criterion and the predictor, that is the degree to which the predictor is adequate in capturing the relevant aspects of the criterion; and (c) **construct validity**, which concerns abstract-characteristics for which no empirical validation is possible (Serumaga-Zake, 2016:56). This form of validity can be addressed through a careful definition of the topic of concern, the items to be scaled and the scale to be used, and/or by using experts or a panel of judges.

After constructing the questionnaire, it was tested for refinement. The questionnaires were subjected to criticism by experts familiar with the nature and scope of the study and principles of question construction. This afforded an opportunity to determine the time taken for administering it, obtaining feedback from the individuals from the target population who were used (but not used in the formal survey), discover problems, test the credibility of the interviewer by letting him or her present and explain the questionnaire to respondents, check if the principles of construction have been respected, evaluate how the questionnaire was understood, etc.

For qualitative data, triangulation was used to address the issues of internal validity of the study. Both in-depth interviewing and a focus group discussion were used to collect data.

### **3.9.5 External Validity**

External validity deals with the question of whether the results of a study can be generalised beyond the specific research context (Bryman, 2012:47). For this to happen, the sample you use must be a good representation of the target population and of a large sample. This study used a representative sample and of a large sample. With an acceptable response rate and a representative sample, the external validity of this study was satisfactory.

### **3.9.6 Internal Reliability**

Reliability means the consistency of a measurement, which is normally measured by the Cronbach's Alpha coefficient. In quantitative research, reliability measures the extent to which the sample used gives an accurate representation of the target population. In this study as well, internal reliability was measured by the use of Cronbach's Alpha coefficient.

To enhance the credibility of the qualitative data, the researcher used triangulation, in which case multiple methods for obtaining data are used, that is interviews, focus group discussion and intensive literature review.

### **3.9.7 Assessing Normal Distribution**

For valid results, one of the assumptions of factor analysis that should not be violated is normality of the distribution of a variable. Therefore, it was important to check the data for normality before the researcher undertook the factor analysis. The central limit theorem was applied, which states that for large sample sizes ( $n > 30$ ) drawn randomly from a population the distribution of the means of those samples will approximate normality, even when the data in the parent population are not distributed normally. The values for symmetry of skewness of close to zero and kurtosis of between -2 and +2 are considered acceptable for a normal univariate distribution (George & Mallery, 2016:30).

Normality was assessed by examining the skewness and kurtosis of the distributions of the variables. No transformation could normalise the distributions. However, some researchers believe that with linear data analyses, violation of the normality assumption does not render the

analysis invalid. Also, the maximum likelihood method, which is relatively insensitive to the deviation from normality, was adopted (Fuller & Hemmerle, 1966:10).

### **3.10 CHAPTER SUMMARY**

The research methodology used was discussed in great detail. It provided the assurance that the research was undertaken in a methodological sequence. It highlighted that two questionnaires for two population groups were utilised. The questionnaires were informed by the literature review, interviews, and focus group results. The next chapter discusses the analysis of the data collected from the use of the questionnaires.



## **CHAPTER 4:**

# **DATA ANALYSIS AND DISCUSSION OF RESEARCH RESULTS FOR PROFESSIONAL BODY RESPONDENTS**

### **4.1 INTRODUCTION**

This chapter deliberates on the professional body data analysis. The raw data was handed to the statistician so that the statistical analysis could be undertaken. Factor analysis has resulted in the development of the significant factors.

### **4.2 RESPONSE RATE**

The study response rate is presented in table 4.1 below for the two questionnaires that were completed.

Table 4.1: Response Rate

<b>Questionnaire</b>	<b>Target Population</b>	<b>Received</b>	<b>Rejected</b>	<b>Accepted Population</b>
1	119	92	0	92
2	1000	656	0	656

The response rate is considered to be quite acceptable for the purpose of this study. The data collection period was three weeks, with constant reminders that were sent to the respondents. The response rate may have been better, with many respondents indicating that work load had restricted their time to participate, whilst others indicated that their company policy prevented them from participating. There was no indication of any international respondents, therefore it is assumed that only South African based respondents participated.

### **4.3 STATISTICAL DATA ANALYSIS OF PROFESSIONAL BODY RESPONDENTS**

This part of the chapter consists of two sections; the first being the background information of the respondents and the second being the data analysis and results.

### 4.3.1 Background Information of Participants

#### 4.3.1.1 Designation

The table 4.2 below shows the designations of the respondents who supplied the data for professional bodies.

Table 4.2: Respondents' Designations

Respondents' Designation	Frequency	Percent
CEO	4	4.300
COO	1	1.100
Director	38	41.300
Executive Director	12	13.000
Executive Officer	1	1.100
Financial Manager	1	1.100
Education Director	1	1.100
Leader	1	1.100
Manager	32	34.800
Operations Manager	1	1.100
Total Participants	92	100.000

Figure 4.1 below illustrates the percentages per designation more explicitly.

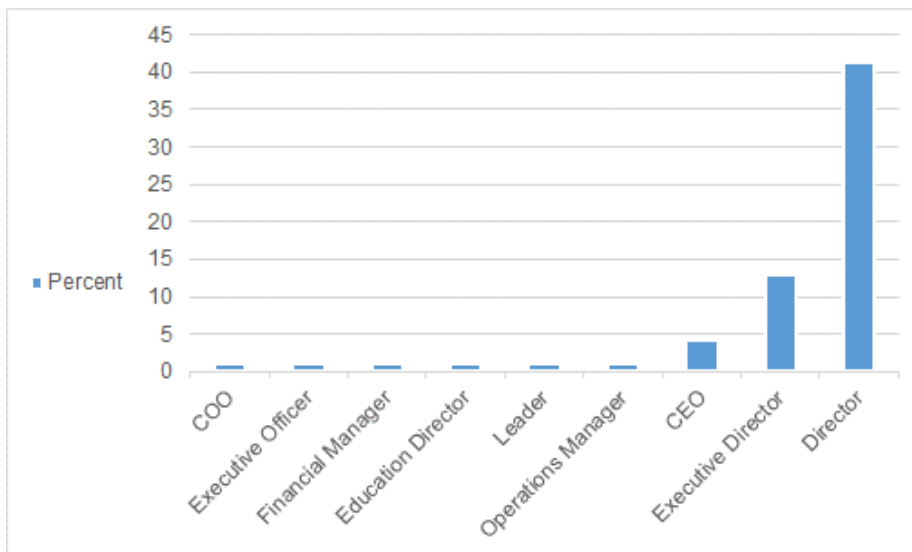


Figure 4.1: Respondents' Designations

The professional body respondents are presented above in percentage format. In the sample, most of the respondents were directors (41.3%), managers (34.8%), and executive directors (13.0%). This shows that the respondents were in management or leadership, and therefore meet the criteria for the targeted research respondents.

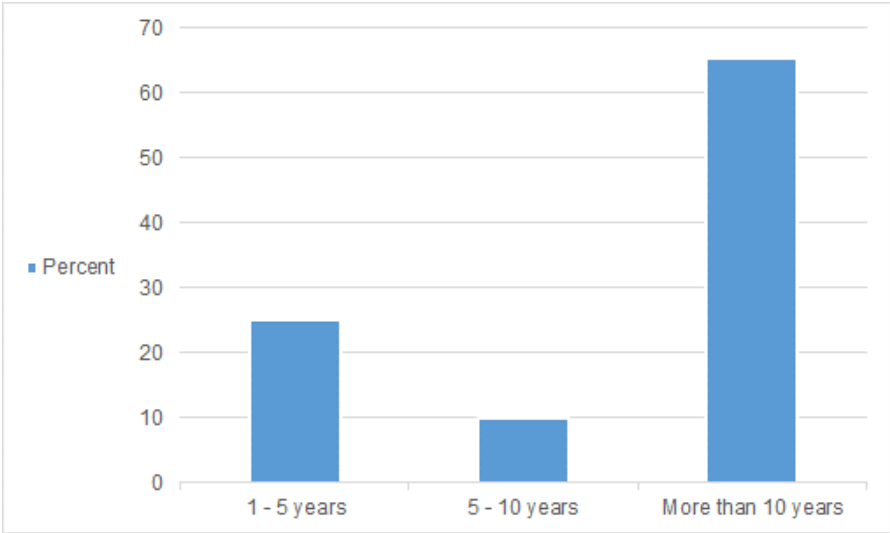
**4.3.1.2 Respondents’ Period Employed**

The table 4.3 below shows the time period for which the respondents had been employed by the professional body.

Table 4.3: Period Employed (Years)

Years	Frequency	Percent
1 - 5	23	25.000
6 - 9	9	9.800
10	60	65.200
Total	92	100.000

The figure 4.2 below illustrates this more clearly.



**Figure 4.2: Period Employed**

The majority of respondents had been employed for 10 or more years (65.2%) at their professional bodies. All respondents had adequate experience in their organisations to participate in this research.

#### 4.3.1.3 Position in Organisation

The table 4.4 and the figure below show the occupational positions of the respondents in their organisations.

Table 4.4: Position in Organisation

Position	Frequency	Percent
Senior/Middle Management (Departmental Head, Business Unit Head level)	35	38.000
Top Management (Board member, Chief Executive Officer, Managing Director level)	57	62.000
Total	92	100.000

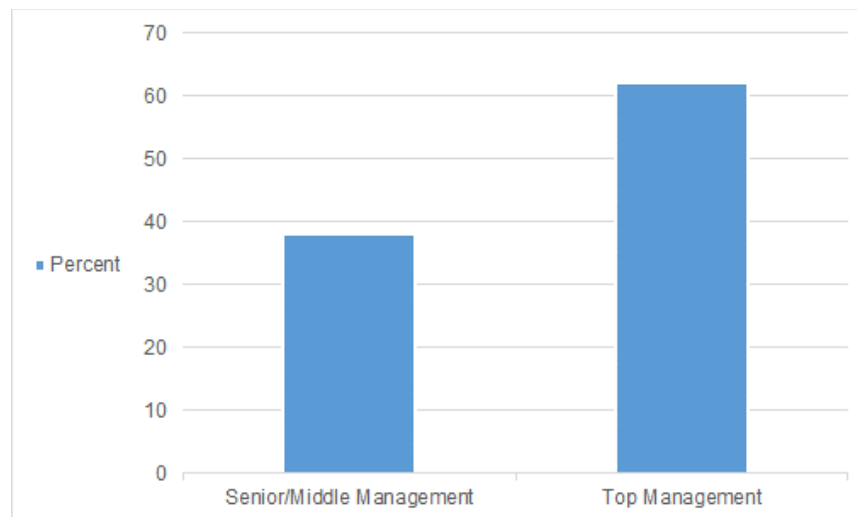


Figure 4.3: Position in Organisation

As presented in figure 4.3, the respondents were either in management or leadership positions in their organisations. They therefore had adequate experience to participate in the study.

#### 4.3.1.4 Highest Academic Qualification

The table 4.5 below shows the highest academic qualifications of the respondents.

Table 4.5: Academic Qualification

Academic Qualification	Frequency	Percent
Degree (honours)	1	1.100
Degree (masters)	14	15.200
Degree (undergraduate)	76	82.600
Secondary school education only	1	1.100
Total	92	100.000

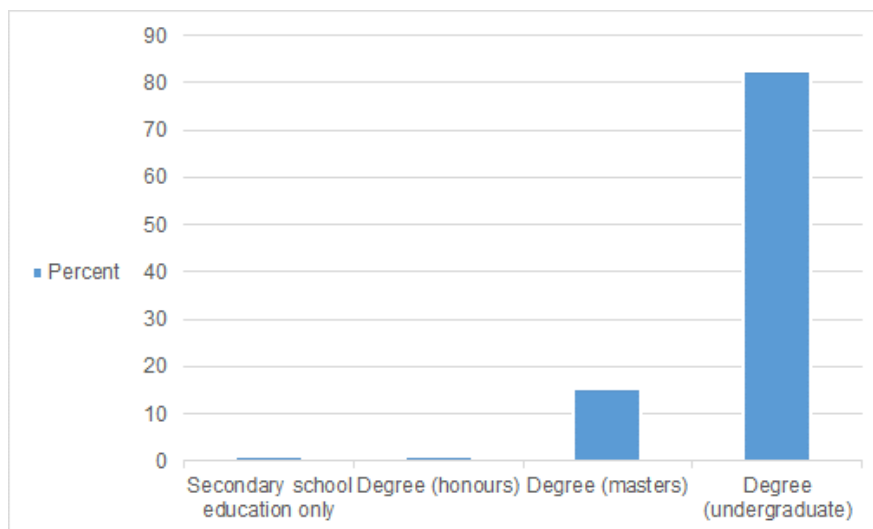


Figure 4.4: Academic Qualification

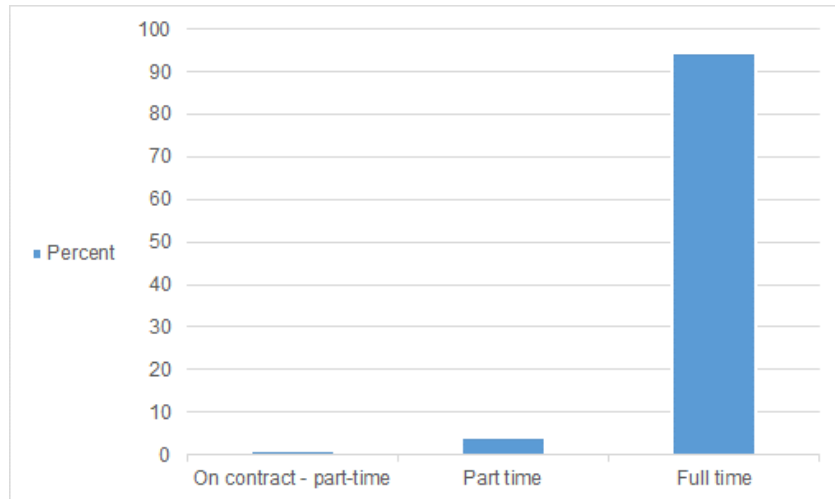
The majority of the respondents had an undergraduate degree (82.6%) according to figure 4.4. This shows that the participants are well qualified.

#### 4.3.1.5 Employment at the Professional Body

Table 4.6 shows the type of employment of the respondents.

Table 4.6: Type of Employment

Type of Employment	Frequency	Percent
Full time	87	94.600
On contract - part-time	1	1.100
Part time	4	4.300
Total	92	100.000



**Figure 4.5: Type of Employment**

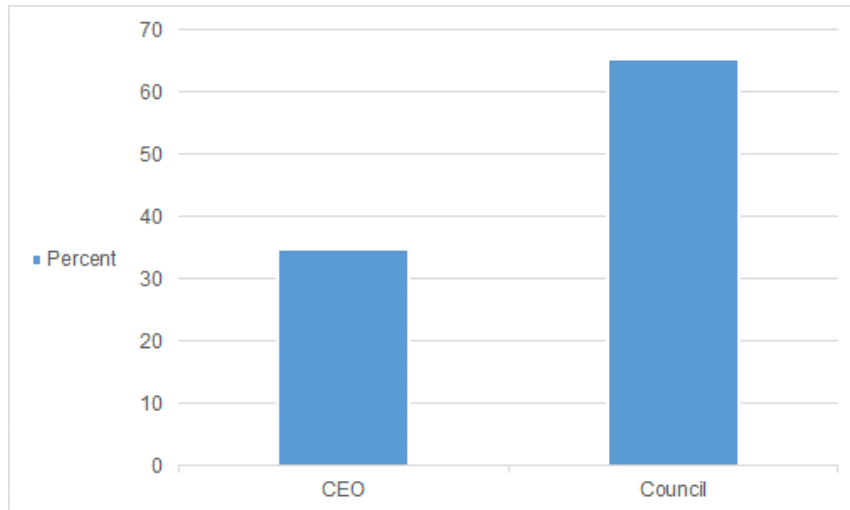
Almost all of the participants were full time employees (94.6%) according to figure 4.5. This shows that most professional bodies are well established and are able to employ full time employees as a priority.

#### **4.3.1.6 Accountability**

Table 4.7 shows who the respondents are accountable to.

Table 4.7: Accountability

<b>Accountability</b>	<b>Frequency</b>	<b>Percent</b>
CEO	32	34.800
Council	60	65.200
Total	92	100.000



**Figure 4.6: Accountability**

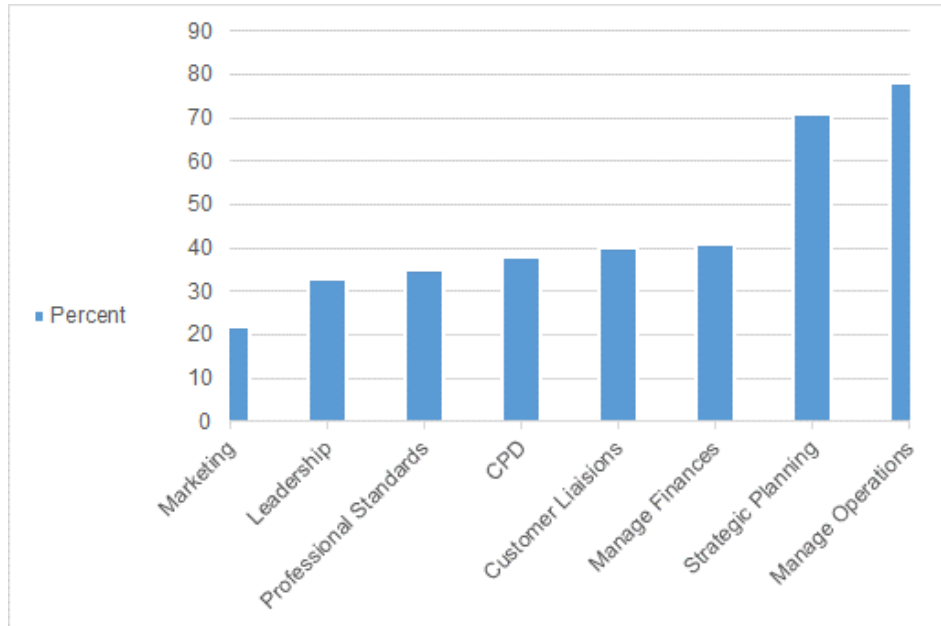
Most respondents were accountable to a council (65.2%) and a few to a CEO (34.8%) according to figure 4.6.

#### 4.3.1.7 Core Responsibilities to Membership

Table 4.8 shows the core responsibilities of the respondents.

Table 4.8: Core Responsibilities

Core Responsibilities	Frequency	Percent
To provide leadership	30	33.000
To manage the finances received from members	38	41.000
To manage the operations related to members	72	78.000
To manage the marketing related to members	20	22.000
Customer liaisons responsibilities to members	37	40.000
Strategic planning and implementation	65	71.000
Professional standards	32	35.000
CPD	35	38.000



**Figure 4.7: Core Responsibilities**

Most respondents are involved with the day to day management of the operations of their professional bodies (78%) according to figure 4.7. Then strategic planning and implementation is the next highest, followed by management of the finances, etc. Some respondents had more than one responsibility.

#### 4.3.2 Section B: Profile of Professional Bodies

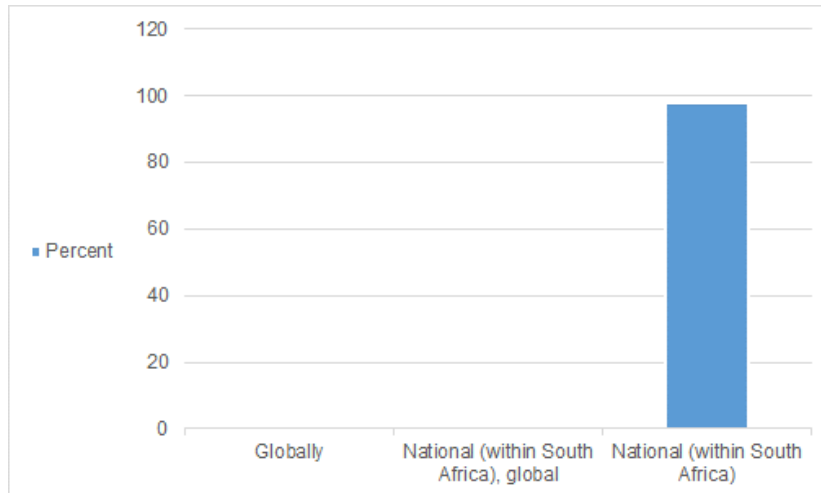
Table 4.9 shows the affiliation of professional bodies.

##### 4.3.2.1 Affiliation of the Professional Body

Table 4.9: Affiliation of Professional Body

Affiliation	Frequency	Percent
Globally	1	1.100
National (within South Africa)	90	97.800
National (within South Africa), global	1	1.100
Total	92	100.000





**Figure 4.8: Affiliation of Professional Body**

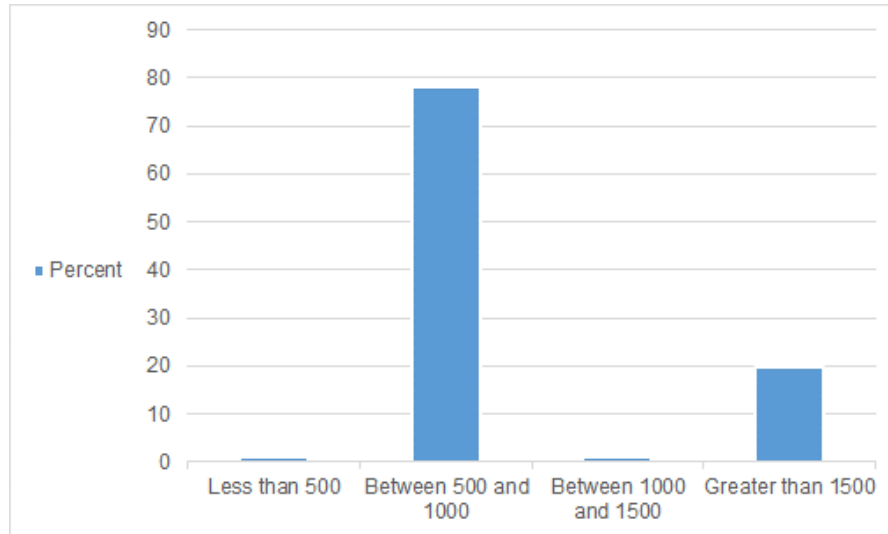
According to figure 4.8, Professional bodies are overwhelmingly affiliated nationally, that is within South Africa (97.8%). Although the intention was to attract respondents globally, the majority were South African respondents with only 1.1% of the respondents being globally affiliated. This is considered as a limitation, as the study hoped to attract global participants.

#### 4.3.2.2 Number of Registered Practitioners Affiliated to Organisation

The table 4.10 below shows the number of registered practitioners affiliated to the organisations of the respondents.

Table 4.10: Number of Registered Practitioners

Number of Practitioners	Frequency	Percent	Cumulative Percent (%)
Between 500 and 1000	72	78.300	78.300
Less than 500	1	1.100	79.300
Between 1000 and 1500	1	1.100	80.400
Greater than 1500	18	19.600	100.000
Total	92	100.000	



**Figure 4.9: Number of Registered Practitioners**

The registered practitioners provide a view of how large the professional body memberships of the professional body respondents are. The figure 4.9 above shows that the majority (78.3%) of the respondents reported that the number of registered practitioners affiliated to their organisations is between 500 and 1000, whilst 1.1% have less than 500, 1.1% have between 1000 and 1500, and 19.6% have greater than 1500.

#### 4.3.2.3 Ethnic Profile of the Current Membership

Table 4.11 shows the ethnicity of the current membership of the respondents' professional bodies.

Table 4.11: Ethnicity of Members

<b>Ethnicity</b>	<b>Percentage Members (%)</b>
Africans	10.000
Asians	15.000
Coloureds	30.000
Whites	45.000
Total	100.000

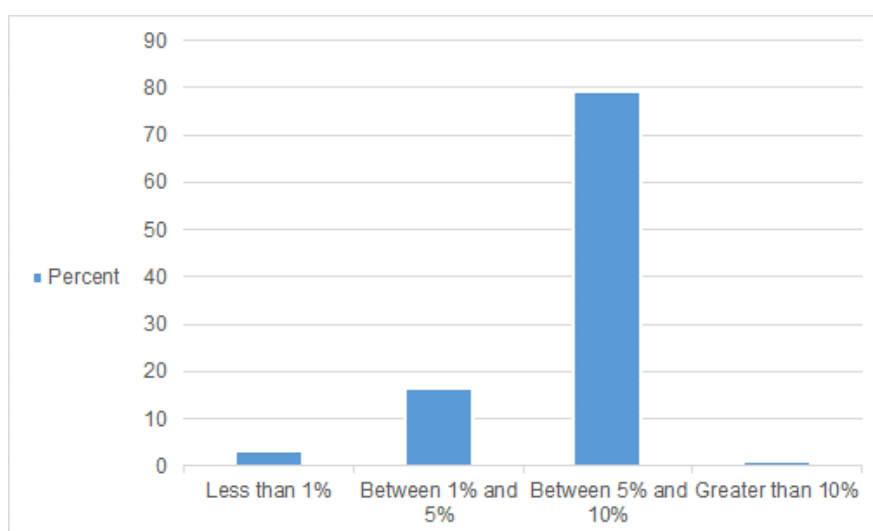
A summary of the affiliated members of respondents' professional bodies show that the total White membership of the 92 respondents is 45.0%, followed by Coloured, Asians and Africans.

#### 4.3.2.4 Average Annual Growth of Professional Bodies

Table 4.12 shows the growth of professional bodies in the last 3 years.

Table 4.12: Average Annual Growth Rate in the Last Three Years

Percent - Growth	Frequency	Percent – Respondents (%)	Cumulative Percent (%)
Less than 1%	3	3.300	3.300
Between 5% and 10%	73	79.300	82.600
Between 1% and 5%	15	16.300	98.900
Greater than 10%	1	1.100	100.000
Total	92	100.000	



**Figure 4.10: Average Annual Growth Rate**

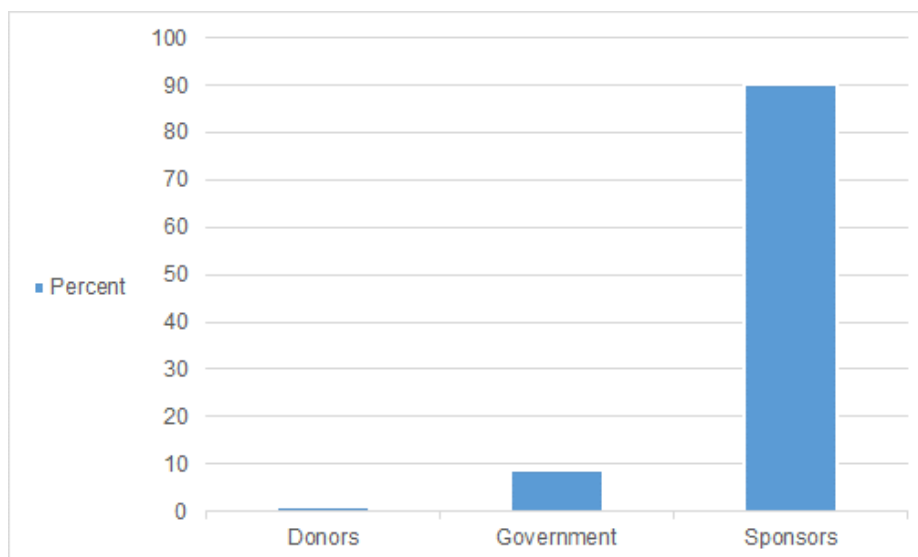
According to most respondents (79.3%), the average annual growth that their professional bodies grew by in the last three years was between 5% and 10% according to figure 4.10. The growth rate was expected to be low in light of the challenges professional bodies are experiencing in our volatile economy.

#### 4.3.2.5 Funding of Business Model

Table 4.13 shows the statistics pertaining to external funders of professional bodies.

Table 4.13: External Funders

<b>Funding</b>	<b>Frequency</b>	<b>Percent</b>
Donors	1	1.100
Government	8	8.700
Sponsors	83	90.200
Total	92	100.000



**Figure 4.11: External Funding**

In figure 4.11, according to the respondents, the professional bodies' business models are mostly funded by sponsors (90.2%). This analysis excluded membership fees.

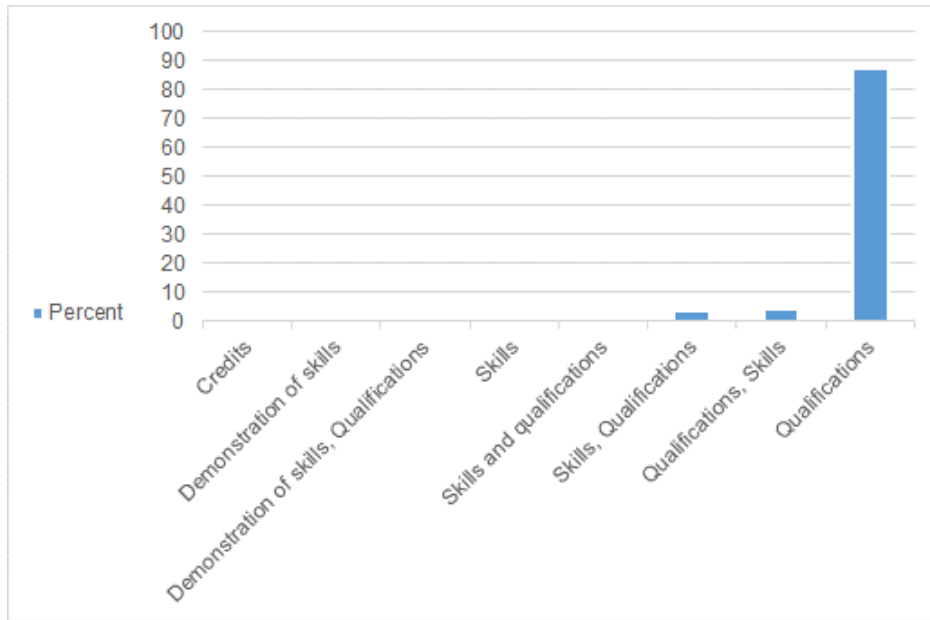
#### 4.3.2.6 Membership Evaluation Criteria

Table 4.14 shows the membership evaluation criteria statistics.

Table 4.14: Membership Evaluation Criteria

<b>Membership Evaluation Criteria</b>	<b>Frequency</b>	<b>Percent</b>
Credits	1	1.100
Demonstration of skills	1	1.100
Demonstration of skills, Qualifications	1	1.100
Qualifications	80	87.000

Qualifications, Skills	4	4.300
Skills	1	1.100
Skills and qualifications	1	1.100
Skills, Qualifications	3	3.300
Total	92	100.000



**Figure 4.12: Membership Evaluation Criteria**

The results indicate that qualifications (87.0%) are the primary membership evaluation criterion used most by professional bodies according to figure 4.12. It would have been ideal if professional bodies used qualifications and skills as evaluation criteria for practitioners.

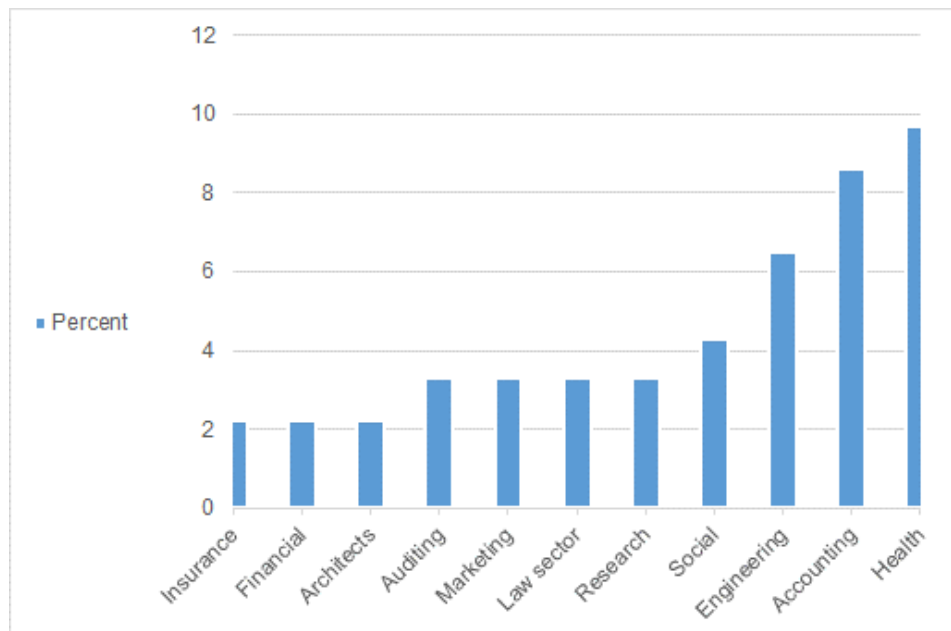
#### 4.3.2.7 Support Provided by Professional Bodies to Practitioners

Table 4.15 shows the sectors that professional bodies support.

Table 4.15: Sectors

Sector	Frequency	Percent	Sector	Frequency	Percent
Accounting	8	8.6	Law sector	3	3.3
Advertising	1	1.1	Marketing	3	3.3
Architects	2	2.2	Media	1	1.1
Auditing	3	3.3	Medical	1	1.1
Banking	1	1.1	Metrology	1	1.1

Business	1	1.1	Mining	1	1.1
Call Centre	1	1.1	Nursing	1	1.1
Chef	1	1.1	Payroll	1	1.1
Child care	1	1.1	Planning	1	1.1
Coaching and mentoring	1	1.1	Plumbing	1	1.1
Compliance	1	1.1	Principal Officers	1	1.1
Construction	1	1.1	Printing	1	1.1
Credit Management	1	1.1	Project Management	1	1.1
Education	1	1.1	Public Relations	1	1.1
Engineering	6	6.5	Purchasing	1	1.1
Estate Agents	1	1.1	Research	3	3.3
Facilities	1	1.1	Risk Management	1	1.1
Film Industry	1	1.1	Safety	1	1.1
Finance	1	1.1	Secretarial	1	1.1
Financial	2	2.2	Security	1	1.1
Firearm	1	1.1	Social	4	4.3
Forestry	1	1.1	Staffing	1	1.1
Government	1	1.1	Statistics	1	1.1
Health	9	9.7	Surveying	1	1.1
Financial	1	1.1	Tax	1	1.1
Information Technology	1	1.1	Timber	1	1.1
Insurance	2	2.2	Veterinary	2	2.2
Interior Design	1	1.1	Work Height	1	1.1
Language	1	1.1	<b>Total</b>	<b>92</b>	<b>100.0</b>



**Figure 4.13: Sectors**

According to the above figure 4.13, the sector in which the respondents' professional bodies provide support to practitioners is mostly Health (8.7%). This is because there are numerous professional bodies for the health sector, such as the Health Professionals Council of South Africa, the Allied Health Professions of South Africa, Occupations Therapy Associations of South Africa, etc. There was a large response from the Accounting field (8.6%).

#### 4.3.2.8 Classification of Professional Bodies

Table 4.16 shows the classification of professional bodies.

Table 4.16: Classification

Classification of Professional Body	Frequency	Percent
A non-profit organisation	83	90.200
A statutory organisation	8	8.700
A voluntary organisation	1	1.100
Total	92	100.000

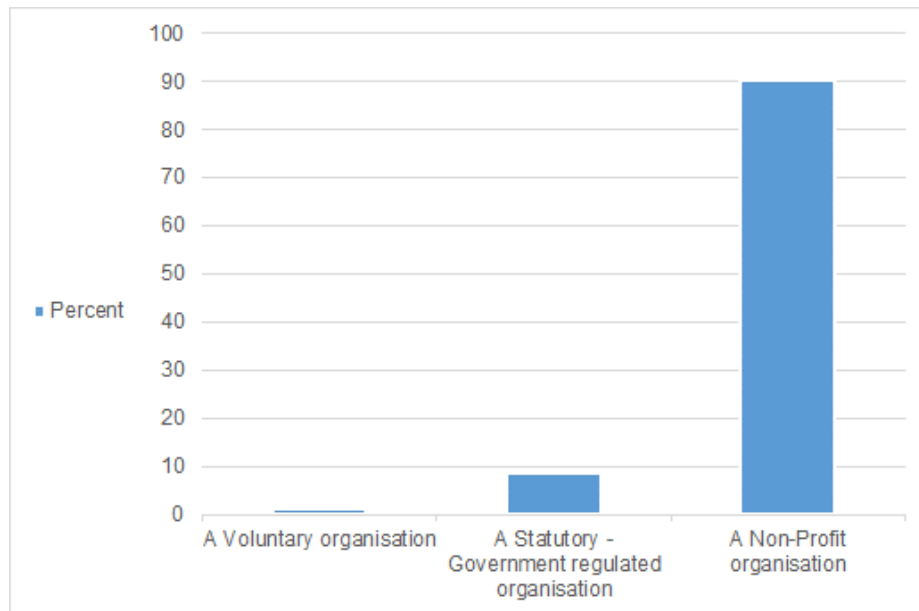


Figure 4.14: Classification of Professional Body

The figure 4.14 shows that in most cases the professional body is classified as a non-profit organisation (90.2%). By implication their core functions should not include profit making, but their sustainability imperatives will include financial strategies.

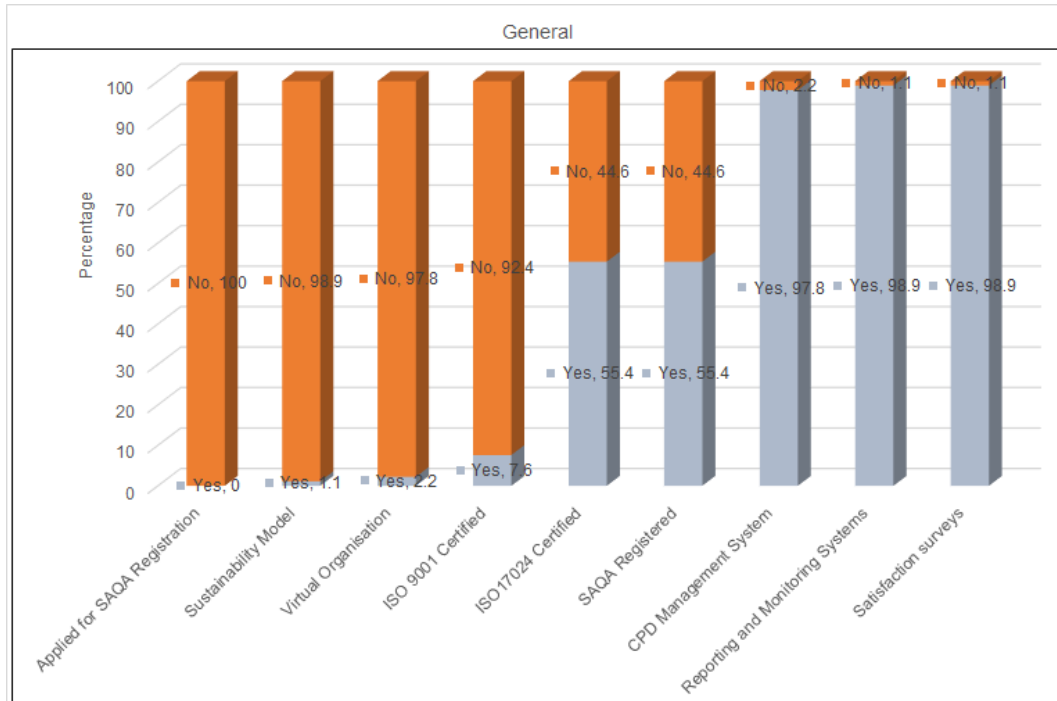
#### 4.3.2.9 General

Table 4.17 shows statistics pertaining to many general questions posed to participants.

Table 4.17: General A

General Questions		Yes	%	No	%
16	My organisation is registered with the South African Qualifications Associations (SAQA).	51	55.400	41	44.600
17	My organisation has applied for recognition with the SAQA, but has failed.	0	0.000	92	100.000
18	My organisation can be classified as a virtual professional body.	2	2.200	90	97.800
19	Is your organisation certified to ISO 17024? (ISO 17024 is a standard allowing a body to provide certification of individuals).	51	55.400	41	44.600
20	Do you have a management system in place for CPD?	90	97.800	2	2.200
21	Is your organisation certified to ISO 9001? (ISO 9001 is a standard focused on meeting customer expectations and delivering customer satisfaction).	7	7.600	85	92.400
22	There are reporting and monitoring mechanisms in place to determine if the company is meeting its stakeholder needs.	91	98.900	1	1.100
46	Membership satisfaction surveys are conducted.	91	98.900	1	1.100
48	Utilise a sustainability model.	1	1.100	91	98.900





**Figure 4.15: General**

According to figure 4.15, the general questions posed to professional body participants indicate that 55.4% of the organisations were registered with the SAQA. Of the respondents, none (0.0%) had applied for recognition with the SAQA, but failed.

Only two (2.2%) agreed that their organisations could be classified as a virtual professional body. This is interesting, as this is an indication that 97.8% of the respondents' professional bodies are well established and are classified as regular organisations. A regular organisation is one that has permanent staff who work in an office environment that is fully equipped to facilitate the day-to-day activities of the organisation.

Of the total respondents, 55.4% agreed that their organisations were certified to ISO 17024. This response is viewed as unreliable. ISO 17024 is a standard allowing a body to provide certification of individuals. Not many professional bodies are actually certified to undertake this task. It might be that the respondents misinterpreted the question.

ISO 9001 is a standard focused on meeting customer expectations and delivering customer satisfaction. Only 7.6% of the respondents indicated that they were certified to ISO 9001. It is

concerning that 92.4% of the respondents were not ISO 9001 certified, as this standard is considered to be most beneficial to organisations that provide services.

Not surprisingly, 97.8% of the respondents indicated that they had a management system in place for CPD. Almost all of them (98.9%) agreed that there were reporting and monitoring mechanisms in place to determine if the company is meeting its stakeholders' needs.

When the respondents were asked whether their professional bodies conduct membership satisfaction surveys, the overwhelming majority (98.9%) indicated that these surveys were carried out on a regular basis. This is especially encouraging, as the literature reveals the importance of satisfaction surveys so that a professional body can embark on continuous improvement initiatives.

The majority of respondents (98.9%) also indicated that the professional body does not utilise a sustainability model. A professional body should consider using a model that will assist the organisation in improving sustainability.

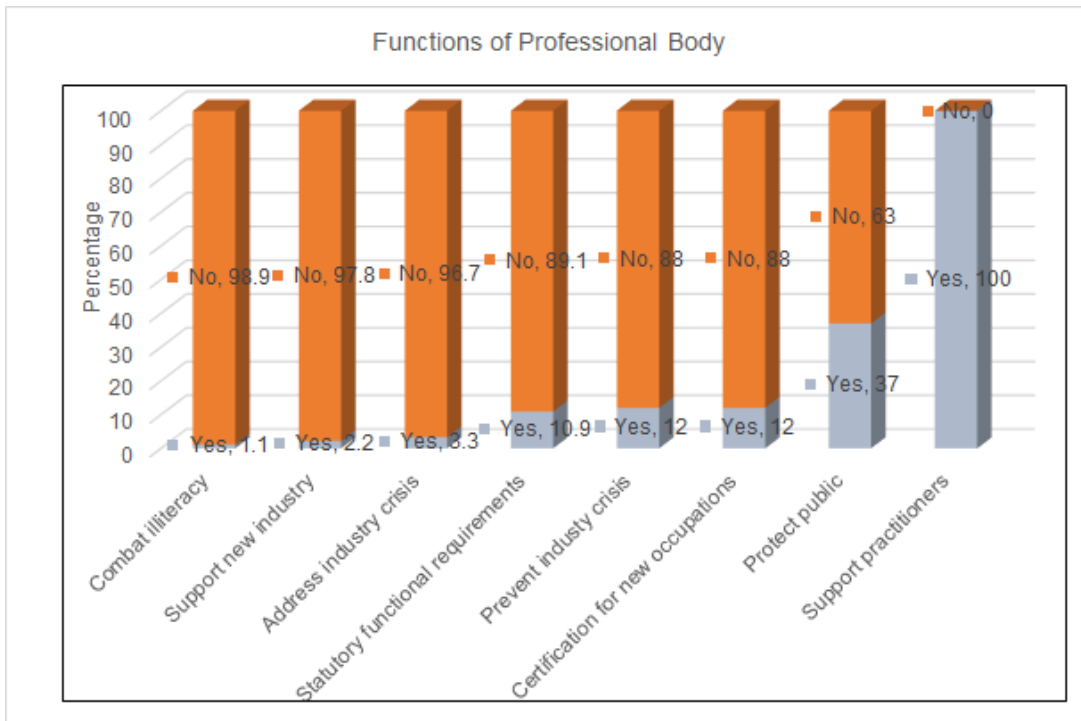
#### 4.3.2.10 Functions of a Professional Body

Table 4.18 provides statistics pertaining to functions of a professional body.

Table 4.18: General B

Functions of a Professional Body		Yes	Percent	No	Percent
23	To provide support to practitioners in a specific sector or sectors.	92	100.000	0	0.000%
24	To prevent industry crisis that might not be resolved with the present structures or institutions.	11	12.000	81	88.000
25	To certify members of a new occupation and existing occupations.	11	12.000	81	88.000
26	To address escalations in industry offences by individuals known as practitioners.	3	3.300	89	96.700
27	To recruit volunteers to combat illiteracy.	1	1.100	91	98.900
28	To support the evolution of new industries that may require guidance from a professional body.	2	2.200	90	97.800
29	To protect the public.	34	37.000	58	63.000

30	To provide support from a statutory perspective as dictated by government.	10	10.900	82	89.100
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**Figure 4.16: Functions of a Professional Body**

The figure 4.16 indicates that all the respondents (100.0%) agreed that the function of their professional bodies is to provide support to practitioners in a specific sector or sectors. A few (37.0%) agreed that it is to protect the public, and very few agreed that it is to: prevent industry crisis that might not be resolved with the present structures or institutions (12.0%); certify members of a new occupation and existing occupations (12.0%); provide support from a statutory perspective as dictated by government (10.9%); and certify members of a new occupation and existing occupations (3.3%).

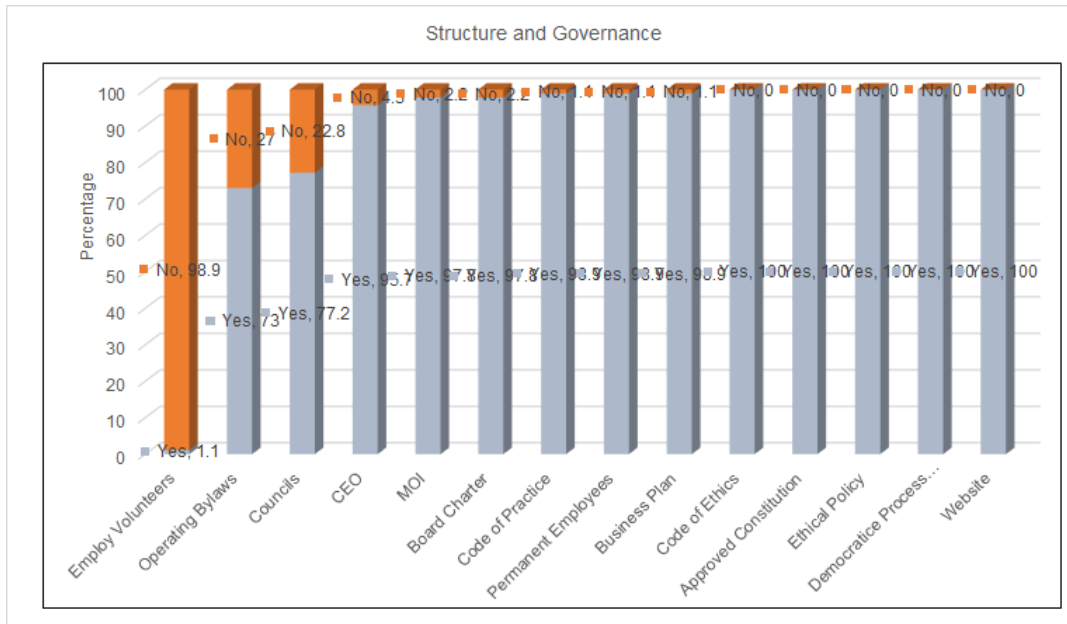
These functions are directly linked to the mandate of professional bodies. Statutory bodies have no option but to abide by government regulations. Some professional bodies provide support to practitioners who provide a service to the public, e.g. a doctor. Therefore, the HPCSA professional body has to act in a way that protects the public.

#### 4.3.2.11 The Structure and Governance of Professional Body

Table 4.19 shows the structure and governance of the professional bodies that the respondents work for.

Table 4.19: Structure and Governance

Structure and Governance		Yes	Percent	No	Percent
31	We have a CEO.	88.000	95.700	4.000	4.300
32	There is a code of practice in place.	91.000	98.900	1.000	1.100
33	We have an operating bylaw document in place.	65.000	73.000	24.000	27.000
34	There is a memorandum of incorporation in place.	90.000	97.800	2.000	2.200
35	There is a code of ethics in place.	92.000	100.000	0.000	0.000
36	We have different councils in place.	71.000	77.200	21.000	22.800
37	We have an approved constitution.	92.000	100.000	0.000	0.000
38	We have established rules for professional conduct and an ethical policy.	92.000	100.000	0.000	0.000
39	We have a board charter.	90.000	97.800	2.000	2.200
40	We are depended on volunteers to carry out administrative duties.	1.000	1.100	91.000	98.900
41	We have permanent employees to carry out administrative duties.	91.000	98.900	1.000	1.100
42	The appointment of directors and the board is undertaken through a democratic election process.	92.000	100.000	0.000	0.000
43	We have an approved business plan in place.	91.000	98.900	1.000	1.100
44	We have a publicly accessible website.	92.000	100.000	0.000	0.000



**Figure 4.17: Structure and Governance**

According to figure 4.17, almost all the respondents agreed with all these statements except “We are depended on volunteers to carry out administrative duties”.

The respondents have indicated that their organisations have strong governance principles. This is especially encouraging, as it shows that the organisations value good governance. This will lead to organisations that operate with effective leadership and should result in the achievement of targets and sustainability.

### 4.3.3 Factor Analysis Results – Professional Body Data

In this section, the results of factor analysis for the professional body data are presented. The Kaiser-Meyer-Olkin (KMO) test was used to measure sampling adequacy. It is an index that is used to compare the magnitudes of the observed correlation coefficients to the magnitudes of the partial correlation coefficients (see SPSS User's Guide). The KMO value should be greater than 0.500 for a satisfactory factor analysis to proceed. Large values for the KMO measure indicate that a factor analysis of the variables is justified.

The descriptive statistics are presented in the table below for the overall professional body data.

### 4.3.3.1 Response Statistics and Reliability Analysis

Table 4.20 shows the response statistics and reliability analysis for professional body data.

Table 4.20: Response and Reliability for Professional Body Data

Question	Mandate of Professional Body: Overall Reliability = 0.643	Likert Scale Responses							Mean	Std Deviation	Cronbach's Alpha if Item Deleted
		1	2	3	4	5	6	7			
50	Keep members well-informed and knowledgeable about the latest elements and operational procedures of the best professional projects and strategic plans being implemented locally and globally.	0	0	0	0	0	44	48	6.522	0.502	0.673
51	Promote the adherence to benchmarks for standards as accepted by the best practitioners in the world.					10	82		5.891	0.313	0.667
53	Encourage programmes to implement the continuous professional development of existing members.					1	18	73	6.783	0.440	0.601
54	Devise, enforce and administer a comprehensive code of ethical standards and procedures.					1	2	89	6.957	0.253	0.613
55	Make a range of considered benefits available to all accredited members.					1	35	56	6.598	0.515	0.568

56	Oversee the development of training programmes and the certification of professional qualification.			1		72	18	1	5.196	0.497	0.589
57	Act in the interest of the public in relation to the services provided by its members and the associated risks.	1					76	15	6.109	0.654	0.578
58	Promote the imperatives of the government and to enforce legislation.	5			84	3			3.902	0.785	0.620
59	Recognise suitable education and training providers and be involved in the curriculum of learning programmes offered by education and training providers.	1			38	11	19	23	5.250	1.323	0.580
	<b>Role of Members: Overall Reliability = 0.690</b>										
	<b>Concept</b>										
60	Members serve on committees/councils formed within the body.			13			75	4	5.620	1.090	0.626
61	Members provide advisory services to the board of directors / councils / committees.					37	52	3	5.630	0.540	0.612
62	Members are involved with the administration of the body.			62		29		1	3.670	1.000	0.670
63	Members provide articles for publication purposes.	1					81	10	6.070	0.530	0.758
64	Members offer voluntary assistance to the operations activities of the body.			9			81	2	5.730	0.920	0.554

65	Members assist with the planning of conferences and workshops or other functions.			1	1		16	74	6.750	0.620	0.629
	<b>Leadership Provided to Members: Overall Reliability = 0.828</b>										
	<b>Concept</b>										
67	The leadership style of my organisation empowers members.				1	1	86	4	6.010	6.011	
68	Members are supportive of the leadership style of the organisation.				1	1	87	3	6.000	6.000	
	<b>Offerings and Benefits: Overall Reliability = 0.678</b>										
	<b>Concept</b>										
69	Assists with job placements.	2					90		5.910	0.590	0.570
70	Develops standards of practice.					1	81	10	6.100	0.330	0.667
71	Assists with career development.	1	1	1			54	35	6.290	0.760	0.577
72	Promotes training, conferencing, workshops and seminars in terms of CPD.					2	49	41	6.420	0.540	0.707
73	Offers opportunities to network with other members.						90	2	6.020	0.150	0.724
74	Encourages contribution to newsletters and other publications.						90	2	6.020	0.150	0.724
75	Provides knowledge and support to members through Helplines.	2		8			58	24	5.890	1.260	0.596
76	Provides a system of grading members.	1				2	89		5.920	0.540	0.595
77	Ensures members are up to date with the practices needed by the professional.			1	14		65	12	5.790	0.900	0.588



	<b>Assurance Mechanisms: Overall Reliability = 0.699</b>										
	<b>Concept</b>										
78	My organisation monitors practitioners' performances and progress.	2				17	73		5.707	0.806	0.377
79	My organisation regularly communicates best practices to practitioners.					12	80		5.870	0.338	0.812
80	My organisation has a quality plan in place.	2				32	58		5.543	0.831	0.354
	<b>Financial Analysis: Overall Reliability = 0.559</b>										
	<b>Concept</b>										
83	My organisation is financially sustainable.			1		1	89	1	5.970	0.350	0.525
84	My organisation has many sponsors/donors.	2				19	71		5.690	0.810	0.528
85	My organisation receives financial support from industry.	1	9				82		5.550	1.290	0.442
86	My organisation receives some financial support from SETA and other government structures.	2	73				17		2.720	1.580	0.564
87	My organisation has a prescribed fee structure in place for each grade of membership.						54	38	6.410	0.500	0.540
88	The intention of the professional body is to make a profit.	3	8			58	23		4.860	1.250	0.462
	<b>CPD Support: Overall Reliability = 0.851</b>										
	<b>Concept</b>										

91	CPD is concerned with maintaining knowledge skills, and competencies; in other words, CPD is about keeping up-to-date.					1	66	25	6.260	0.470	0.847
92	CPD improves and broadens knowledge and skills; that is, CPD is intended to support future professional development.					1	58	33	6.350	0.500	0.851
93	CPD develops personal qualities and ethical capacities necessary to execute professional and technical duties.		1				80	11	6.080	0.540	0.834
94	To allow professionals to improve their performance in their current role.			1			10	81	6.850	0.510	0.809
95	To allow professionals to take on new roles.		1				16	75	6.770	0.630	0.808
96	To improve career prospects with current employers or in current practice.			1			89	2	5.990	0.350	0.808
97	To support career progression to new employers or to different practices.		1				73	18	6.150	0.590	0.846
	<b>Partnerships and Collaborations: Overall Reliability = 0.601</b>										
	<b>Concept</b>										
98	My organisation is in partnership with businesses in industry.	2				28	61	1	5.598	0.839	
100	My organisation is actively involved in standards setting with the SABS and other stakeholders.	2	86				3	1	2.163	0.893	

	<b>Research Activities: Overall Reliability = 0.645</b>										
	<b>Concept</b>										
102	My organisation is actively involved with research projects continuously.	2		13		29	47	1	5.163	1.207	0.587
103	Our practitioners produce articles and papers that are published in journals.	5	3	16			68		5.076	1.162	0.623
105	Research is conducted for the benefit of the sector.	1			1		90		5.924	0.559	0.572
106	Research is conducted for the benefit of the country.	1			1	64	26		5.228	0.648	0.617
107	Research is conducted for the benefit of the association.		12			16	64		5.304	1.340	0.630
108	Research is conducted for the benefit of the members.		1			1	90		5.949	0.428	0.591
	<b>Events and Activities: Overall Reliability = 0.601</b>										
	<b>Concept</b>										
111	Only local speakers are used to present at events.	1	85			5	1		2.196	0.802	
112	Only international speakers are used to present at events.	2	89				1		2.022	0.444	
	<b>Importance of Professional Body: Overall Reliability = 0.824</b>										
	<b>Concept</b>										
114	My organisation sets standards that guide the industry.					1	83	8	6.080	0.310	0.875
115	My organisation is involved in skills development of practitioners in	2	38				1	51	4.790	2.510	0.731

	collaboration with the SAQA.										
116	My organisation mentors practitioners on methods to transfer skills effectively to young talent.	2	10			4	76		5.410	1.420	0.807
117	My organisation lobbies with government organisations like SETAS and QCTOs so that the profession can benefit.	2	38			11	41		4.120	1.940	0.702
118	My organisation acts in the best interest of the public.	1	11				29	51	6.020	1.660	0.705

#### 4.3.3.2 Discussion of Each Construct's Reliability

Ten concepts (items) were used to measure the **Mandate of Professional Body** construct. By using the reliability analysis, one concept was excluded to increase the Cronbach's Alpha coefficient to 0.643. Most of the respondents rated the remaining concepts at 5 to 7 on the Likert scale, with mean scores ranging from 3.902 to 6.957. This implies that in general, the respondents agreed with the items of the mandate of professional bodies and that they were satisfied with the mandate.

Seven concepts (items) were used to measure the **Role of Members** construct. By using the reliability analysis, one concept was excluded to increase the Cronbach's Alpha coefficient to 0.690. Most of the respondents rated the remaining concepts at 5 to 7 on the Likert scale, with mean scores ranging from 3.670 to 6.750. This implies that in general, the respondents agreed with the items of the role of members and that they were satisfied that members had a role to play in their professional bodies.

Three concepts (items) were used to measure the **Leadership Provided to Members** construct. By using the reliability analysis, one concept was excluded to increase the Cronbach's Alpha coefficient to 0.828. Most of the respondents rated the remaining concepts at 6 to 7 on the Likert scale, with mean scores ranging from 6.000 to 6.010. This implies that in general, the respondents

agreed with the items of the leadership provided to members and that they were satisfied with the leadership ability of professional bodies.

Nine concepts (items) were used to measure the **Offerings and Benefits of Professional Bodies** construct. The reliability analysis shows a Cronbach's Alpha coefficient of 0.678. Most of the respondents rated the remaining concepts at 6 to 7 on the Likert scale, with mean scores ranging from 5.790 to 6.420. This implies that in general, the respondents agreed with the items of the offerings and benefits of professional bodies provided to members and that they were in agreement with the offerings and benefits received from professional bodies.

Five concepts (items) were used to measure the **Assurance Mechanisms** construct. By using the reliability analysis, three concepts were excluded to increase the Cronbach's Alpha coefficient to 0.699. Most of the respondents rated the remaining concepts at 6 to 7 on the Likert scale, with mean scores ranging from 5.543 to 5.870. This implies that in general, the respondents agreed with the items of the assurance mechanisms and that they were satisfied that professional bodies had some assurance mechanisms in place.

Six concepts (items) were used to measure the **Financial Analysis** construct. The reliability analysis of the Cronbach's Alpha coefficient was 0.559. Some of the respondents rated the remaining concepts at 6 to 7 and some at 2 on the Likert scale, with mean scores ranging from 2.720 to 6.410. This implies that the respondents agreed and disagreed with the items of the financial analysis and that some were satisfied, whilst others were not satisfied with the financial analysis undertaken by their professional bodies.

Seven concepts (items) were used to measure the **CPD Support** construct. The reliability analysis of the Cronbach's Alpha coefficient was 0.851. Most of the respondents rated the remaining concepts at 6 to 7 on the Likert scale, with mean scores ranging from 5.990 to 6.850. This implies that in general the respondents agreed with the items of CPD support and that they were satisfied that professional bodies valued CPD support provided to members.

Four concepts (items) were used to measure the **Partnerships and Collaborations** construct. By using the reliability analysis, two concepts were excluded to increase the Cronbach's Alpha coefficient to 0.601. The respondents rated the remaining concepts at 2 and at 6 and 7 on the Likert scale, with mean scores ranging from 2.163 to 5.598. This implies that the respondents

agreed and disagreed with the items of assurance mechanisms and that some were satisfied that professional bodies promoted partnerships and support, whilst others were not satisfied.

Seven concepts (items) were used to measure the **Research Activities** construct. By using the reliability analysis, one concept was excluded to increase the Cronbach's Alpha coefficient to 0.645. The respondents rated the remaining concepts at 6 and 7 on the Likert scale, with mean scores ranging from 5.076 to 5.949. This implies that the respondents agreed with the items of research activities and that they were satisfied that professional bodies promoted research activities.

Five concepts (items) were used to measure the **Events and Activities** construct. By using the reliability analysis, three concepts were excluded to increase the Cronbach's Alpha coefficient to 0.601. The respondents rated the remaining concepts at 1 and 2 on the Likert scale, with mean scores ranging from 2.022 to 2.196. This implies that the respondents disagreed with the items of events and activities and that they were dissatisfied with their professional bodies' involvement in research activities.

Five concepts (items) were used to measure the **Importance of Professional body** construct. By using the reliability analysis, the Cronbach's Alpha coefficient was 0.824. The respondents rated the remaining concepts at 6 and 7 on the Likert scale, with mean scores ranging from 4.120 to 6.080. This implies that the respondents agreed with the items of importance of professional bodies and that they were satisfied with the rating of the importance of their professional bodies to their members.

#### 4.3.3.3 Reliability Analysis for Professional Body Data

Table 4.21: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	Number of Items
0.886	59

The reliability of the total professional body data was calculated at 0.886 according to table 4.21. This means that the factors emanating from factor analysis are reliable.

Table 4.22: Communalities – Factor Analysis – Professional Bodies

<b>Communalities</b>					
	<b>Initial</b>	<b>Extraction</b>		<b>Initial</b>	<b>Extraction</b>
Well informed	1	0.882	Financial Analysis	1	0.976
Promote	1	0.857	Sponsors	1	0.983
Encourage	1	0.889	Financial Support	1	0.921
Enforce	1	0.896	SETA	1	0.771
Benefit	1	0.919	Fee Structure	1	0.921
Training	1	0.949	Profit	1	0.629
Interest	1	0.886	Reinvested	1	0.774
Imperatives	1	0.488	CPD	1	0.924
Education	1	0.967	Statements	1	0.926
Role	1	0.890	Person Qualities	1	0.964
Advisory Services	1	0.924	Performance	1	0.954
Administration	1	0.920	CPD profession	1	0.938
Articles	1	0.897	CPD career prospects	1	0.971
Voluntary	1	0.847	CPD career progress	1	0.932
Planning	1	0.959	Partnerships	1	0.983
Advisory Services	1	0.833	Partner Practitioners	1	0.921
Supportive	1	0.875	Stakeholders	1	0.808
Job Placement	1	0.990	Collaborates with SAQA	1	0.974
Standards	1	0.841	Journals	1	0.713
Career Development	1	0.950	Sector benefit	1	0.994
Workshop	1	0.940	Country benefit	1	0.963
Opportunities	1	0.990	Research Projects	1	0.751
Contribution	1	0.990	Standards Setting	1	0.933
Helplines	1	0.882	Skills Development	1	0.971
Grading	1	0.973	Practitioner Mentoring	1	0.747
Practices	1	0.895	Government Collaboration	1	0.968
Assurance	1	0.966	Interest of the Public	1	0.855
Communicates	1	0.691	Local Speakers	1	0.808
Quality Plan	1	0.919	International Speakers	1	0.926

The table 4.22 above shows the communalities for the variables. Factor analysis estimates how much of the variability in a variable is due to common factors ("communality"). In other words, the communality measures the percentage of variance in a given variable explained by all the factors jointly and may be interpreted as the reliability of the variable. Variables with a communality of 0.300 as the cut-off point were excluded from further analyses. The results indicate that the minimum communality was 0.629, which was far above the cut-off point.

Table 4.23: Total Variance Explained – Factor Analysis – Professional Bodies

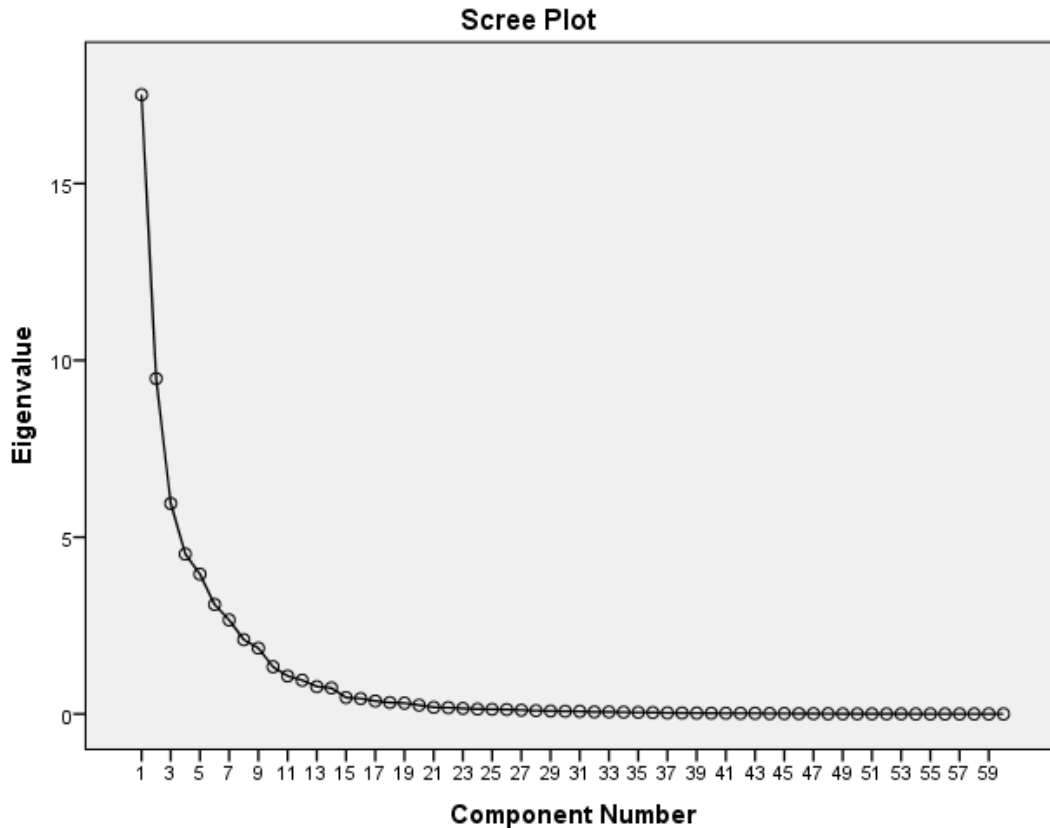
<b>Total Variance Explained</b>									
<b>Component</b>	<b>Initial Eigenvalues</b>			<b>Extraction Sums of Squared Loadings</b>			<b>Rotation Sums of Squared Loadings</b>		
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
1	17.513	29.188	29.188	17.513	29.188	29.188	13.219	22.031	22.031
2	9.487	15.811	44.999	9.487	15.811	44.999	8.061	13.435	35.467
3	5.954	9.924	54.922	5.954	9.924	54.922	7.714	12.856	48.323
4	4.523	7.538	62.460	4.523	7.538	62.460	5.251	8.752	57.074
5	3.955	6.591	69.051	3.955	6.591	69.051	4.042	6.737	63.812
6	3.096	5.161	74.212	3.096	5.161	74.212	3.128	5.213	69.024
7	2.657	4.428	78.640	2.657	4.428	78.640	2.953	4.922	73.946
8	2.102	3.503	82.143	2.102	3.503	82.143	2.899	4.832	78.778
9	1.859	3.099	85.242	1.859	3.099	85.242	2.776	4.627	83.405
10	1.334	2.224	87.466	1.334	2.224	87.466	1.788	2.980	86.385
11	1.075	1.791	89.257	1.075	1.791	89.257	1.723	2.872	89.257
12	0.954	1.590	90.847						
13	0.774	1.290	92.137						
14	0.736	1.227	93.364						
15	0.465	0.775	94.139						
16	0.436	0.726	94.865						
17	0.367	0.611	95.476						
18	0.324	0.540	96.017						
19	0.308	0.513	96.530						
20	0.250	0.417	96.947						
21	0.189	0.314	97.262						
22	0.178	0.297	97.558						
23	0.157	0.262	97.821						
24	0.137	0.228	98.049						
25	0.131	0.218	98.267						
26	0.125	0.209	98.475						
27	0.110	0.183	98.658						
28	0.093	0.155	98.814						



29	0.083	0.139	98.952						
30	0.076	0.126	99.079						
31	0.074	0.123	99.202						
32	0.060	0.099	99.301						
33	0.057	0.095	99.396						
34	0.050	0.084	99.480						
35	0.044	0.073	99.553						
36	0.039	0.066	99.619						
37	0.030	0.051	99.669						
38	0.028	0.046	99.716						
39	0.025	0.041	99.757						
40	0.022	0.037	99.793						
41	0.019	0.032	99.826						
42	0.019	0.032	99.858						
43	0.018	0.030	99.888						
44	0.013	0.022	99.910						
45	0.012	0.020	99.930						
46	0.010	0.017	99.947						
47	0.009	0.015	99.961						
48	0.007	0.011	99.973						
49	0.004	0.007	99.980						
50	0.004	0.007	99.988						
51	0.003	0.005	99.992						
52	0.003	0.005	99.997						
53	0.002	0.003	100.000						
54	0.000	0.000	100.000						
55	0.000	0.000	100.000						
56	0.000	0.000	100.000						
57	0.000	0.000	100.000						
58	0.000	0.000	100.000						
59	0.000	0.000	100.000						
60	0.000	0.000	100.000						

According to table 4.23, eleven (11) common factors were extracted, which explained 89.257% of the total variance in the data.

The scree plot, figure 4.18, illustrates this more clearly. By observing the eigenvalues of 1 and above, the significant factors can be counted.



**Figure 4.18: Scree Plot – Professional Bodies**

The table 4.24 below shows the rotated transformation matrix common factors. The cut-off point of 1 on the scree plot clearly provides the factors on 1 and above. The extraction method used was the Principal Component Analysis. The rotation method was the Varimax with Kaiser Normalisation. There are a total of 11 factors that were extracted and considered as the overall significant factors for professional body data.

Table 4.24: Rotated Transformation Matrix – Overall Factor Analysis – Professional Bodies

Component	1	2	3	4	5	6	7	8	9	10	11
1	0.818	0.081	0.513	0.068	0.175	0.013	-0.029	0.072	0.095	0.101	-0.013
2	-0.114	0.833	0.124	-0.403	-0.092	-0.220	-0.196	0.061	-0.095	0.082	0.028
3	-0.262	0.395	0.266	0.663	-0.058	0.110	0.353	-0.183	0.286	0.044	-0.087
4	-0.222	-0.155	0.527	-0.106	-0.494	0.423	-0.153	0.390	-0.062	-0.162	-0.094
5	-0.424	-0.188	0.508	-0.236	0.663	-0.099	0.014	-0.073	0.081	0.014	0.096
6	-0.030	-0.085	-0.020	0.007	-0.145	-0.438	0.291	0.587	0.372	0.089	0.450
7	0.082	0.158	-0.239	-0.425	0.183	0.576	0.417	0.112	0.411	-0.040	-0.096
8	-0.006	0.110	-0.162	0.221	0.228	0.033	-0.602	0.193	0.451	-0.506	-0.020
9	0.000	-0.185	0.116	-0.267	-0.386	-0.166	-0.183	-0.524	0.603	0.178	-0.043
10	-0.096	-0.063	-0.095	0.072	0.116	-0.109	-0.161	0.362	0.126	0.564	-0.675
11	-0.059	0.037	-0.089	0.146	0.072	0.432	-0.363	-0.002	0.013	0.583	0.551

The table 4.25 below shows the composition of the common factors.

Table 4.25: Composition of the Significant Factors – Factor Analysis for Professional Body Data

Factors	Components										
	1	2	3	4	5	6	7	8	9	10	11
<b>Member and Industry Support</b>											
Encourag e	0.411										
Planning	0.782										
Advisory Services	0.730										
Supportiv e	0.809										
Job Placemen ts	0.950										
Career Developm ent	0.805										
Helplines	0.629										
Grading	0.675										
Practices	0.368										
Assuranc e	0.896										
Quality Plan	0.807										

Financial Analysis	0.681										
Sponsors	0.866										
Financial Support	0.442										
Profit	0.493										
Partnerships	0.848										
Sector benefit	0.785										
Research Projects	0.486										
Standards Setting	0.389										
Practitioner Mentoring	0.405										
<b>Professional Development</b>											
Benefit		0.416									
Training		0.803									
Education		0.851									
Workshops		0.753									
SETA		0.513									
Fee Structure		0.830									
Journals		0.465									
<b>CPD Support to Members</b>											
Public Interest			0.840								
Government Imperatives			0.537								
Enforce			0.699								
Articles			0.705								
Personal Qualities			0.743								
Performance			0.700								
CPD profession			0.713								

CPD career prospects			0.903								
CPD career progression			0.647								
<b>Assurance Mechanisms</b>											
Administration				0.809							
Partnering Practitioners				0.883							
Country benefit				0.634							
<b>SAQA Collaboration</b>											
Collaborates with SAQA					0.946						
Skills Development					0.948						
Government Collaboration					0.929						
Interest of the Public					0.780						
<b>Member Involvement</b>											
Member Involvement						0.831					
Voluntary						0.828					
<b>Standards Setting for Industry</b>											
Standards Setting							0.793				

<b>Standardisation</b>											
Standards								0.639			
<b>Events and Activities</b>											
Stakeholders									0.678		
Local Speakers									0.574		
International Speakers									0.865		
<b>Regular Communications</b>											
Communicates										0.659	
<b>Benchmarking</b>											
Promote											0.393

The rotated component matrix above presents the factors that have emanated from the factor analysis of the professional body data. These 11 factors are the final factors for the professional body data, which are highlighted, and have contributed to the developed framework for professional bodies that is presented in Chapter 5.

**4.4 CHAPTER SUMMARY**

The chapter has presented the data analysis of professional body data. Through the rigorous exercise of factor analysis, 11 most significant factors have emanated. A discussion of selected data was also undertaken in this chapter.

# CHAPTER 5: DATA ANALYSIS AND DISCUSSION OF RESEARCH RESULTS FOR PRACTITIONER RESPONDENTS AND THE STUDY OUTPUT

## 5.1 PRACTITIONER DATA DISCUSSION

The practitioner data analysis is presented in tables and graphs. The demographics of the respondents is firstly discussed with other pertinent information of practitioner respondents. Thereafter, the factor analysis results are presented. A discussion of the research significant factors is undertaken. Lastly, the framework for professional bodies is presented.

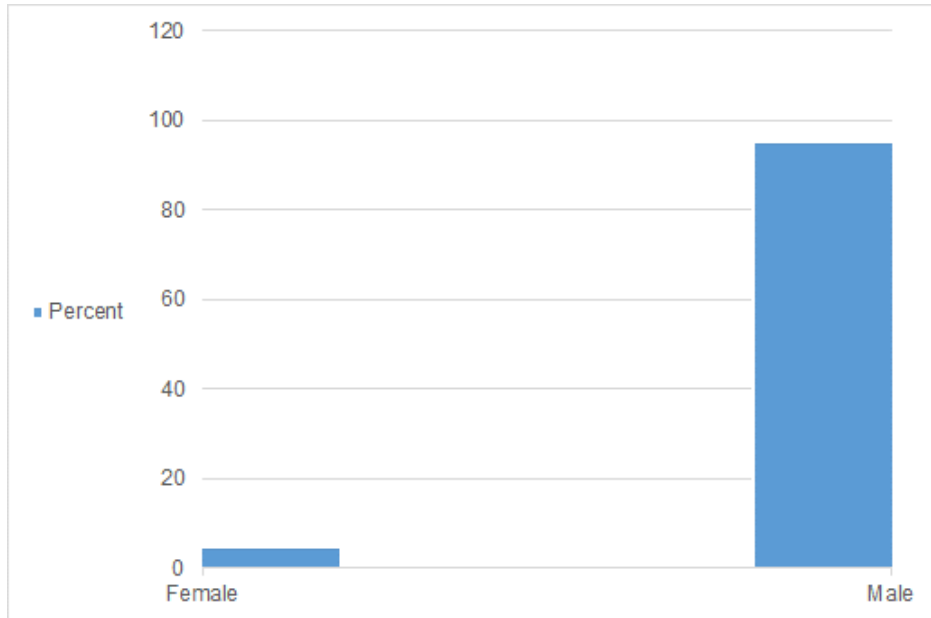
## 5.2 BACKGROUND INFORMATION OF PARTICIPANTS

### 5.2.1 Gender

The table 5.1 below shows the gender of the respondents.

Table 5.1: Gender

<b>Gender of Respondents</b>	<b>Frequency</b>	<b>Percent</b>
Male	626	95.400
Female	30	4.600
Total	656	100.000



**Figure 5.1: Gender**

The male respondents made up 95.4% of the sample and 4.6% were females according to figure 5.1. This shows that the practitioner community is dominated by males.

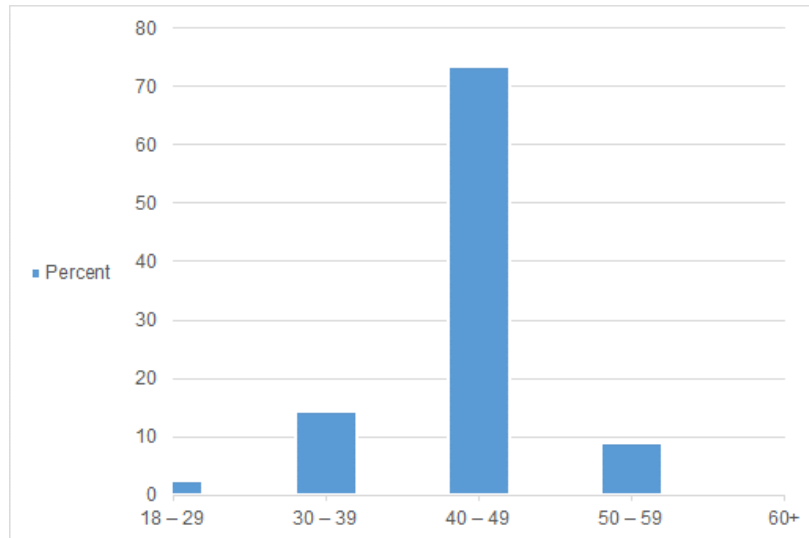
### 5.2.3 Age

The table 5.2 below shows the age distribution of the respondents.

Table 5.2: Age

Age of Respondents	Frequency	Percent	Cumulative Percent (%)
18 – 29	16	2.400	2.400
30 – 39	95	14.500	16.900
40 – 49	482	73.500	90.400
50 – 59	59	9.000	99.400
60+	4	0.600	100.000
Total	656	100.000	





**Figure 5.2: Age of Respondents**

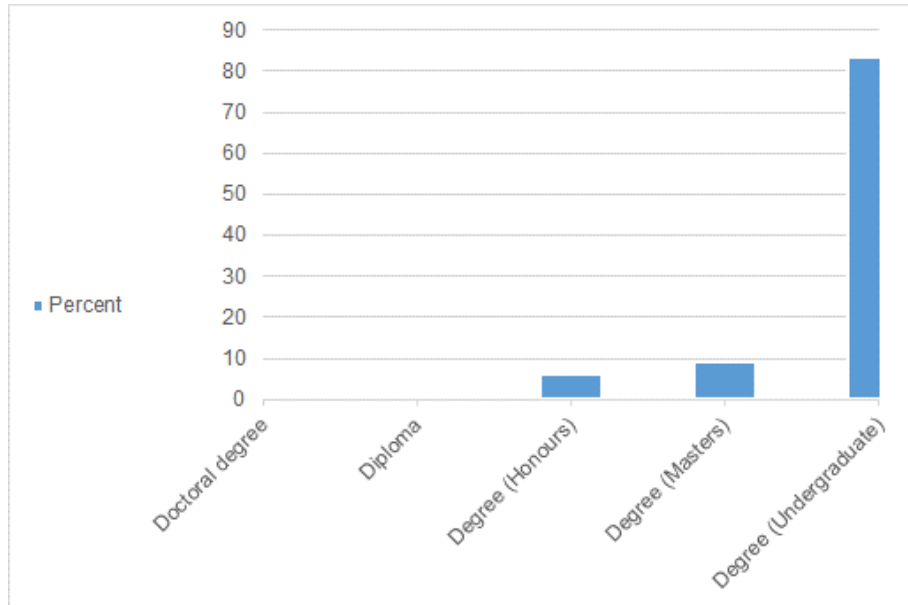
The majority of respondents were in the 40-49 age group (73.5%) according to figure 5.2. Only 0.6% were in the 60+ age group. This suggests that most practitioners are mature individuals.

#### 5.2.4 Highest Academic Qualifications

The table 5.3 below shows the highest qualifications of the practitioner respondents.

Table 5.3: Academic Qualifications

Academic Qualifications	Frequency	Percent	Cumulative Percent (%)
Degree (Honours)	40	6.100	6.100
Degree (Masters)	59	9.000	15.100
Degree (Undergraduate)	548	83.500	98.600
Diploma	5	0.800	99.400
Doctoral degree	4	0.600	100.000
Total	656	100.000	



**Figure 5.3: Qualifications**

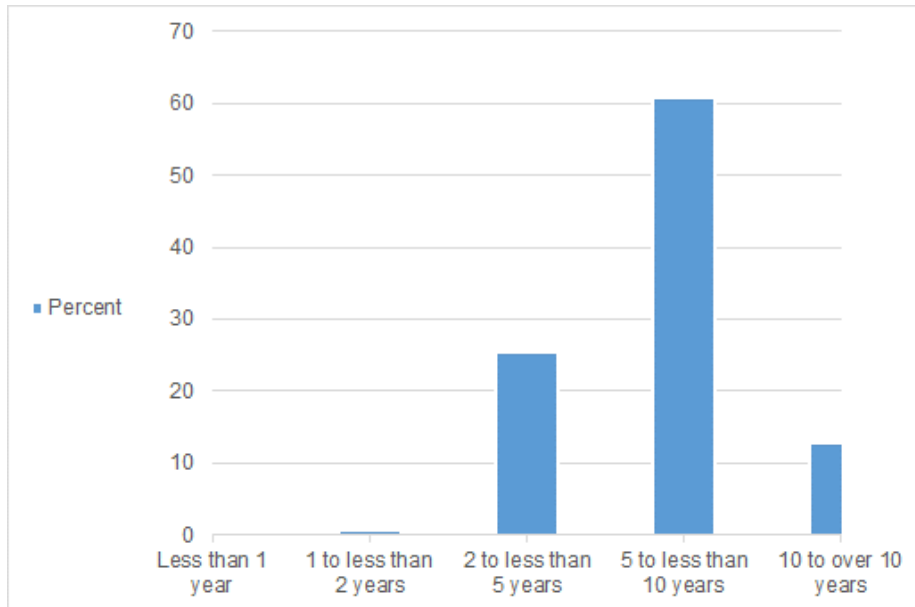
The majority of respondents (83.5%) held undergraduate degrees, 9% had a master’s degree, 6.1% honours according to figure 5.3. This is an encouraging trend as this indicates that practitioners are educating themselves and therefore are most likely intellectual and intelligent individuals who can add high value in their work places. Further development of practitioners should therefore not be so difficult.

### 5.2.5 Affiliation of Practitioners to the Current Professional Body

The table 5.4 and figure 5.4 below show the distribution of affiliation.

Table 5.4: Affiliation in Years

Affiliation in Years	Frequency	Percent	Cumulative Percent (%)
1 to less than 2 years	4	0.600	0.600
10 to over 10 years	84	12.800	13.400
2 to less than 5 years	167	25.500	38.900
5 to less than 10 years	398	60.700	99.500
Less than 1 year	3	0.500	100.000
Total	656	100.000	



**Figure 5.4: Affiliation in Years**

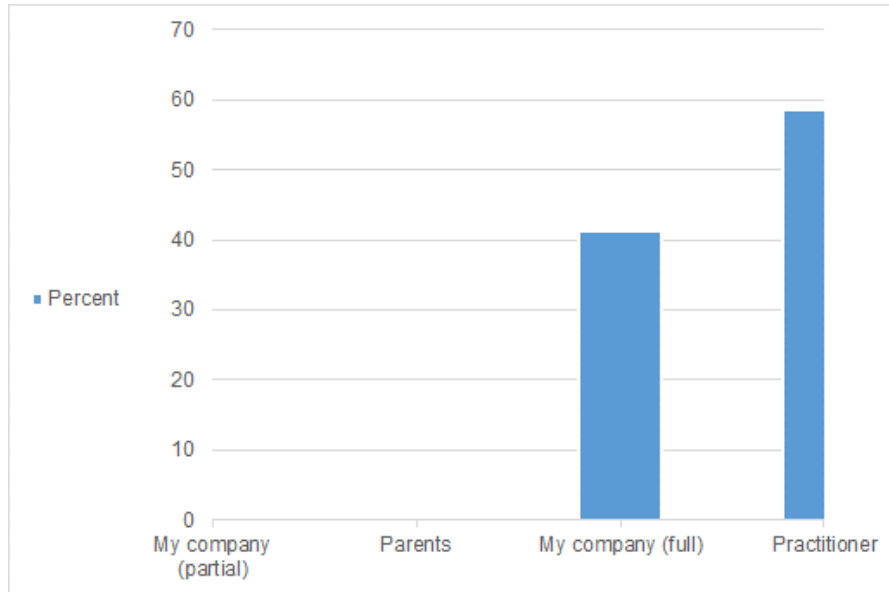
The majority (60.7%) were affiliated to their current professional bodies for more than 5 years, but less than 10, then 25.5% of the respondents were affiliated for at least 2 years to less than 5 years, and 12.5% for 10 years and more. The 60.7% of practitioners' affiliation shows that majority of practitioners value their membership to a professional body.

### 5.2.6 Practitioners Fees to the Professional Body

Table 5.5 below shows who pays the fees for practitioners.

Table 5.5: Fees Paid

<b>Fees Paid By</b>	<b>Frequency</b>	<b>Percent</b>
My company (full)	270	41.200
My company (partial)	1	0.200
Practitioner	384	58.500
Parents	1	0.200
Total	656	100.000



**Figure 5.5: Fees Paid**

According to the figure 5.5 above, most respondents paid the fees themselves (58.5%). Also, for a large number of respondents, the fees were paid by their companies. The question arises, why do the employers not pay employees' fees? It is assumed that there will be a higher professional body membership rate if employers pay the employees' fees to professional bodies.

### 5.3 SECTION B: PROFILE OF PROFESSIONAL BODY

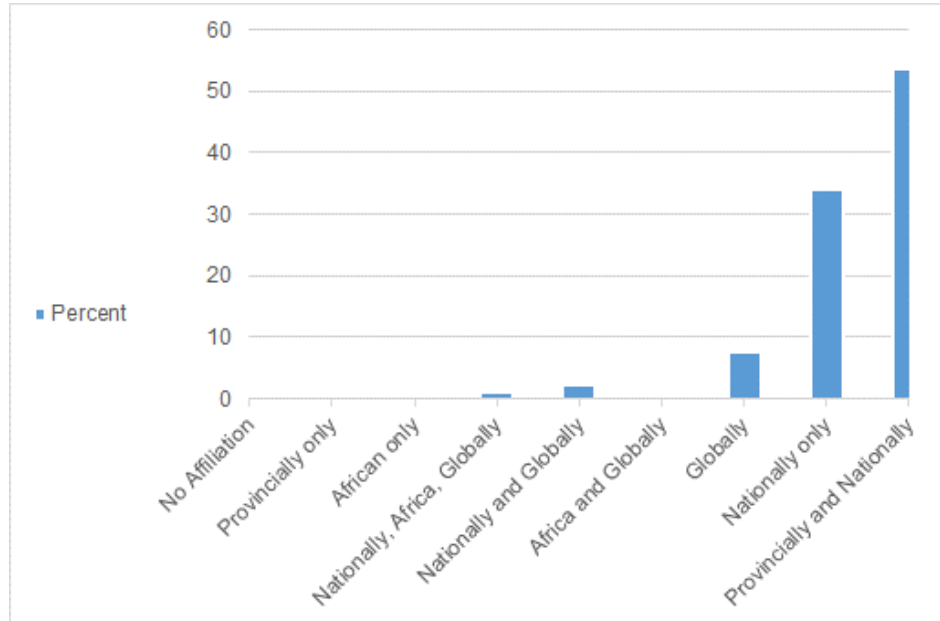
#### 5.3.1 Affiliation of the Professional Body

Table 5.6 shows the affiliation statistics of professional bodies.

Table 5.6: Affiliation of the Professional Body

Affiliation	Frequency	Percent
Provincially only	2	0.300
Provincially and Nationally	353	53.800
Globally	50	7.600
Africa and Globally	3	0.500
Nationally only	224	34.100
Nationally and Globally	14	2.200
Nationally, Africa, Globally	7	1.100

No Affiliation	1	0.200
African only	2	0.300
Total	656	100.000



**Figure 5.6: Affiliation of Professional Body**

In the opinion of the practitioners, most of their professional bodies are affiliated provincially and nationally (53.8%) according to figure 5.6. Then 34.1% are affiliated nationally within South Africa only. It will be ideal for professional bodies to affiliate globally so that our professional bodies can adopt international best practices that will be good for the South African economy.

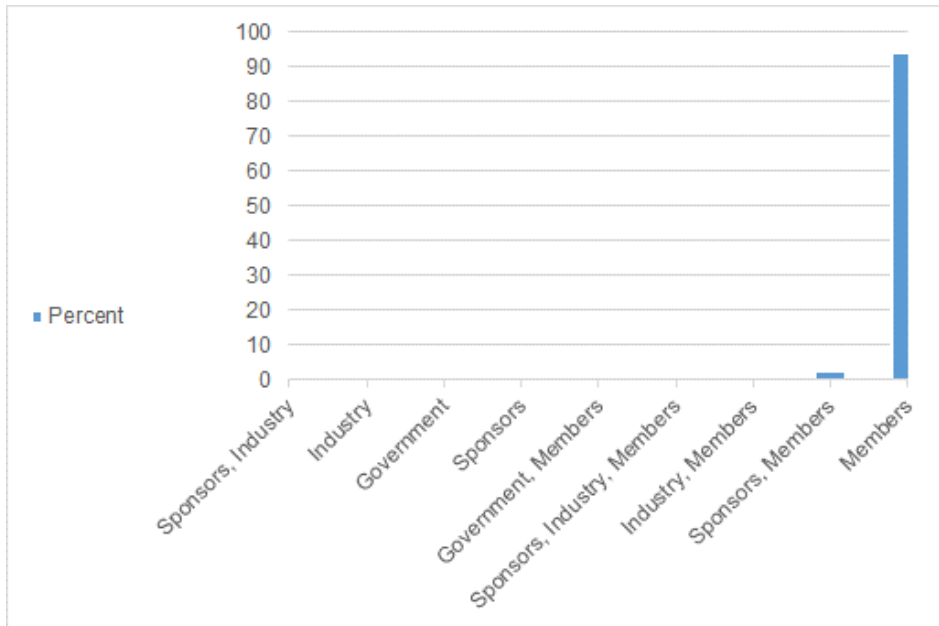
### 5.3.2 Funding of the Professional Body's Business Model

The table 5.7 below shows the funders.

Table 5.7: Business Model

Business Funding Model	Frequency	Percent
Sponsors, Industry	1	0.200
Industry	1	0.200
Government	1	0.200
Sponsors	2	0.400
Government, Members	5	0.800

Sponsors, Industry, Members	6	0.600
Industry, Members	7	1.100
Sponsors, Members	15	2.300
Members	618	94.200
Total	656	100.000



**Figure 5.7: Business Funding Model**

Most respondents indicated that members are the chief funders of their professional bodies (94.2%) according to figure 5.7.

This practitioner response on funding for the professional contradicts that of the professional body responses, where the professional body indicated that they generate most of their revenues from sponsors.

### 5.3.3 Membership Evaluation Criteria

The table 5.8 below shows the criteria used for membership evaluation.

Table 5.8: Membership Evaluation Criteria

Member Evaluation Criteria	Frequency	Percent
Certification	34	5.300
Qualifications and Certification	588	89.700
Qualifications and Certification, Ref from Employee, Job level	1	0.200
Qualifications, Certification, CPD points	1	0.200
Competency	4	0.600
Qualifications, Certification and Competency	14	2.020
Qualifications, Certification and Competency, Ref from Employer	3	0.500
Qualifications, Competency, Ref from Employer	1	0.200
Qualifications, Certification, Competency, Ref from Employer, Job Level	3	0.500
Qualifications, Competency, Ref from Employer, Job Level	2	0.300
Qualifications, Competency, Certification, Ref from Employer, Panel Review	1	0.200
Qualifications, Competency, Certification, Ref from Member	1	0.200
Examination and Years of Experience	1	0.200
Job Level	2	0.300
Total	656	100.000

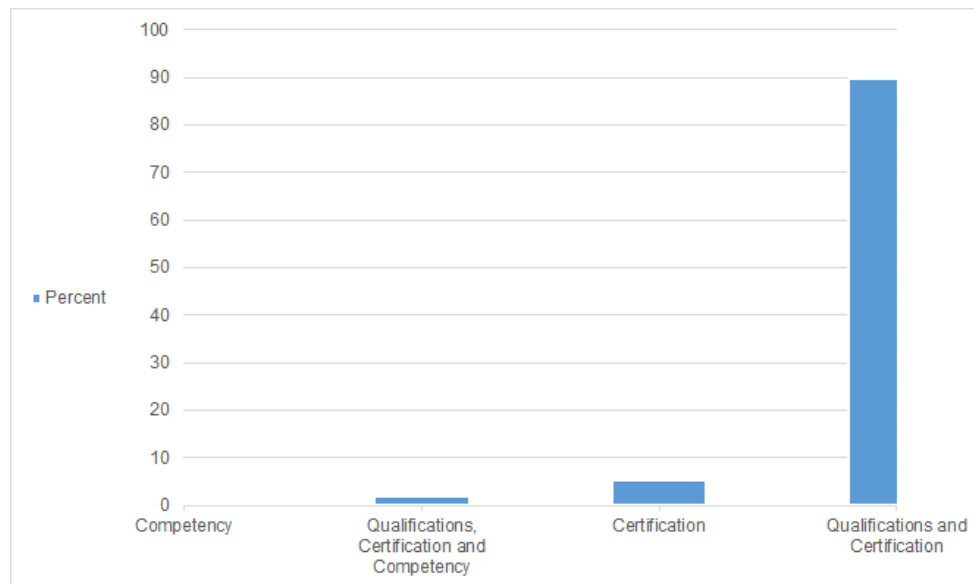


Figure 5.8: Member Evaluation Criteria

In figure 5.8, according to practitioner respondents, the evaluation criteria used by the majority of professional bodies are qualifications and certification (89.7%). This is encouraging as a combination of skills and qualifications is an ideal method of evaluation in industry.

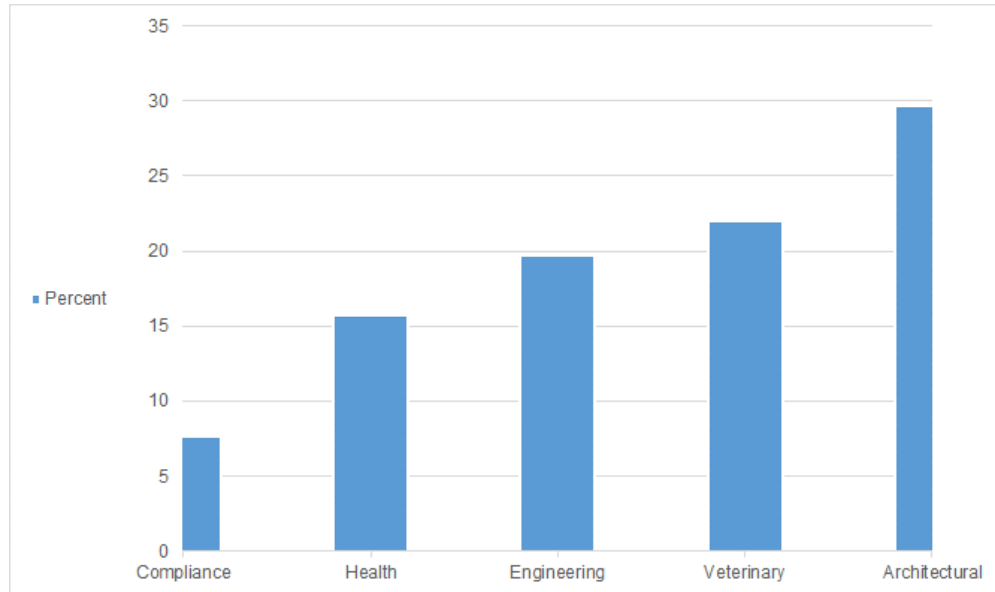
### 5.3.4 Sectors in which Professional Body Provides Support to Practitioners

Table 5.9 shows the sectors that are supported by professional bodies.

Table 5.9: Sectors of Practitioner Respondents

<b>Sector</b>	<b>Frequency</b>	<b>Percent</b>
Advertising	1	0.200
Architectural	195	29.700
Auditing	1	0.200
Coaching or mentoring	1	0.200
Communications	1	0.200
Compliance	49	7.600
Computer / Information Technology	1	0.200
Engineering	129	19.700
Financial	6	1.100
Health	96	15.700
Human Resource	1	0.200
Insurance	2	0.400
Law	1	0.200
Occupational Hygiene	1	0.200
Printing	1	0.200
Quality	16	2.500
Research	1	0.200
Risk Management	1	0.200
Speaking	1	0.200
Town Planning	7	1.100
Veterinary	144	22.000
Total	656	100.000





**Figure 5.9: Sectors**

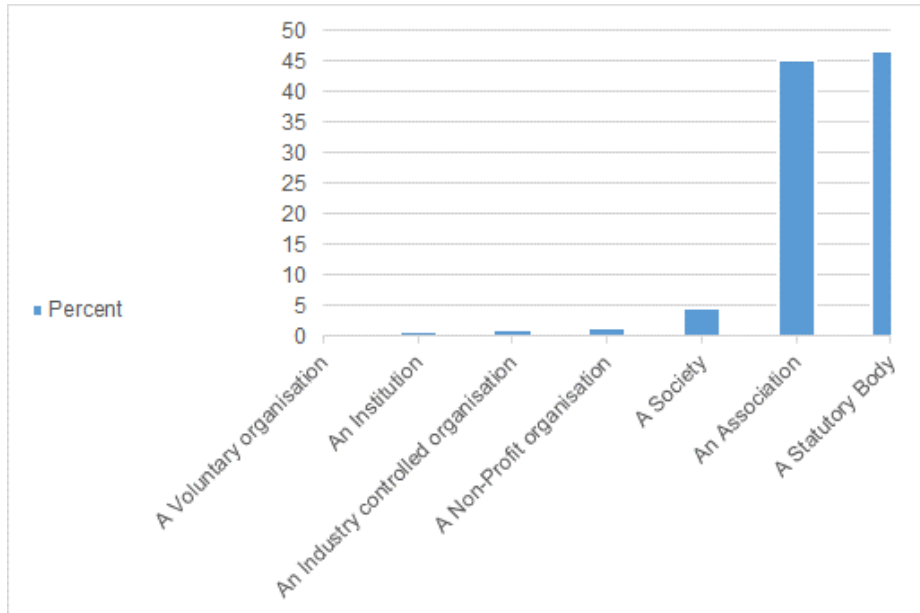
According to figure 5.9 the sectors in which the professional body provides the highest support to practitioners are mostly architectural (29.7%), veterinary (22.0%) and engineering (19.7%), according to the respondents.

### 5.3.5 Classification of Professional Body

The table 5.10 below shows the different classifications of the professional body.

Table 5.10: Classification of the Professional Body

Classification of Professional Body	Frequency	Percent
A non-profit organisation	9	1.400
A society	30	4.600
A statutory organisation	306	46.600
A voluntary organisation	2	0.300
An association	296	45.100
An industry controlled organisation	8	1.200
An institution	5	0.800
Total	656	100.000



**Figure 5.10: Classification of the Professional Body**

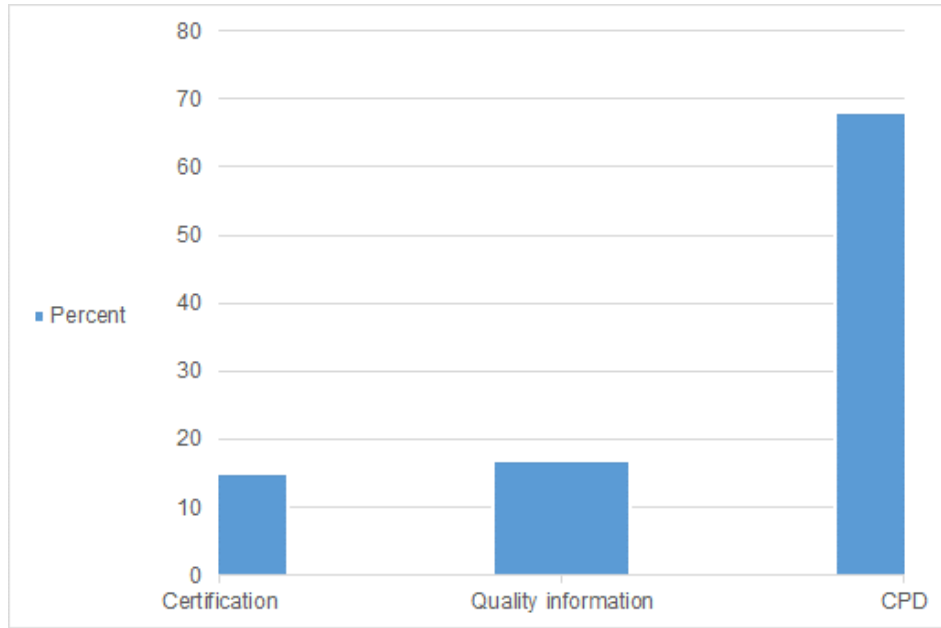
The professional body can be classified mostly as a statutory organisation (46.6%) and as an association (45.1%) according to figure 5.10. The responses from practitioners merely show to which professional body classifications they belong.

### 5.3.6 Practitioner Benefits Received from Professional Body

Table 5.11 show practitioner benefits according to the opinions of the respondents.

Table 5.11: Practitioner Benefits

Practitioner Benefits	Frequency	Percent
CPD	446	68.100
Quality information	110	16.800
Certification	100	15.100
Total	656	100.00



**Figure 5.11: Practitioner Benefits**

According to figure 5.11 CPD featured as the highest benefit that practitioner respondents derive from their professional bodies. Practitioners seem to value CPD.

#### 5.4 FACTOR ANALYSIS RESULTS – PRACTITIONER DATA

The factor analysis of the data is mostly presented in tables in this section of the chapter. The mean values and standard deviation results of the factors are presented below in table 5.12.

##### 5.4.1 Response Statistics and Reliability Analysis

Table 5.12: Response and Reliability

Question	Offerings and Benefits: Overall Reliability = 0.606 Concept	Likert Scale Responses							Mean	Std Deviation	Cronbach's Alpha if Item Deleted
		1	2	3	4	5	6	7			

12	In my opinion there are many value added offerings and benefits offered to me by my professional body.	5	2	4	2	256	371	16	5.559	0.727	0.640
15	In my opinion there are systems in place that promote my development.	21	157	215	6	195	53	9	3.598	1.469	0.552
19	My professional body allows me to participate in strategy creation sessions for the body.	7	382	211	15	24	12	5	2.578	0.951	0.525
20	In my opinion my career prospects are improved due to my affiliation to a professional body.	5	3	2	3	17	397	229	6.248	0.790	0.570
21	My professional body facilitates an insurance scheme for me to participate in.	249	207	64	15	111	8	2	2.335	1.501	0.394
	<b>Assurance Mechanisms: Overall Reliability = 0.711</b>										
	<b>Concept</b>										
22	My professional body monitors my development and provides feedback.	8	50	11	8	168	408	3	5.308	1.228	0.762
24	There are specific standards that my professional body requires that I use in order to do my work efficiently.	1	4	3	3	150	173	322	6.207	0.934	0.574
25	My professional body has quality systems in place.	2	2	3	6	16	608	19	5.945	0.504	0.704

26	My professional body has a code of practice in place.		1	3	2	285	324	41	5.602	0.646	0.628
27	My professional body has a code of conduct in place.			2	1	5	600	48	6.053	0.334	0.715
28	My professional body has a code of ethics in place.	1		1	6	286	324	38	5.591	0.645	0.625
	<b>Financial Matters: Overall Reliability = 0.712</b>										
	<b>Concept</b>										
29	In my opinion my professional body is financially sound and stable.	1		1	6	9	616	23	5.991	0.371	0.773
30	My professional body has many sponsors.	4	10	3	27	324	285	3	5.323	0.802	0.641
31	My professional body has a prescribed registration fee structure in place for each grade of membership.		2			254	349	51	5.678	0.641	0.518
33	The registration process with my professional body is efficient and effective.		5	3	4	345	283	16	5.442	0.654	0.583
	<b>CPD Support: Overall Reliability = 0.879</b>										
	<b>Concept</b>										
34	It is compulsory for me to attain CPD points in order for me to retain my membership.	7	6	2	3	3	593	42	5.951	0.725	0.845

35	I participate in conferences and other activities related to my professional body in order to accumulate CPD points.	5	9		3	264	346	29	5.540	0.815	0.864
36	My professional body prescribes courses for me to attend that allows me to accumulate CPD points.	8	10	6	588	15	17	12	4.053	0.685	0.905
37	In my opinion CPD broadens my knowledge and skills and keeps me up to date.	5	6	1	11	10	19	604	6.793	0.852	0.844
38	My performance in the work place is enhanced due to my involvement in CPD.	9	6	3	7	25	593	13	5.841	0.779	0.836
39	CPD empowers me to advance my career prospects when I apply for other roles in industry.	10	5	7	9	37	575	13	5.797	0.830	0.846
	<b>Support from Industry: Overall Reliability = 0.748</b>										
	<b>Concept</b>										
40	My professional body receives financial and moral support from industry.	3	4	3	16	33	589	8	5.852	0.626	0.797
41	My professional body is in partnership with businesses in industry.	7	5	2	13	217	400	12	5.555	0.805	0.456
42	My professional body is involved with job description	7	6	2	224	251	162	4	4.841	0.924	0.666

	compilation for practitioners.										
	<b>Networking: Overall Reliability = 0.857</b>										
	<b>Concept</b>										
43	My professional body promotes networking with other professional bodies locally and or internationally.	1	2	2	197	29	409	16	5.351	0.982	
44	My professional body collaborates with global professional bodies.		1	1	200	246	171	37	5.061	0.899	
	<b>Research Opportunities: Overall Reliability = 0.911</b>										
	<b>Concept</b>										
46	My professional body provides the platform for me to participate in research projects.	3	6	6	12	233	386	10	5.537	0.757	0.919
47	In my opinion I should write articles and papers for my professional body.	3	5	6	14	26	228	374	6.407	0.922	0.829
48	My professional body carries out regular surveys.	4	13	10	10	110	134	375	6.218	1.167	0.851
	<b>Functions and Meetings: Overall Reliability = 0.892</b>										
	<b>Concept</b>										
49	My professional body invites me to conferences annually.	1	4		1	133	468	49	5.837	0.627	0.960

50	My professional body has regular forums for practitioners to discuss industry related issues.	1	7		1	137	104	406	6.357	0.958	0.703
51	The different events organised by my professional body are beneficial to addressing industry related issues.	1	6	3	5	137	105	399	6.326	0.984	0.793
	<b>Needs of Members: Overall Reliability = 0.716</b>										
	<b>Concept</b>										
52	Bursaries are available for me from my professional body.	18	23	9	16	219	371		5.299	1.146	0.735
53	My professional body provides accredited training programmes.	275	8	4	6	149	26	188	3.878	2.605	0.742
54	My competencies are assessed by my professional body when seeking employment in industry.	9	19	12	10	449	14	143	5.264	1.181	0.668
55	My professional body provides membership for students.		3		252	185	173	43	4.997	0.976	0.672
56	I receive regular sources of information like magazines, journals, online services, etc. from my professional body.	2	2	6	1	291	164	190	5.788	0.950	0.651



57	In my opinion, my professional body represents members' interests in their relationship with government and the media.	6	3	4	6	452	28	157	5.450	1.010	0.661
58	My professional body assists me with accreditation and certification.	2	5	4	109	289	178	69	5.268	0.964	0.676

**5.4.2 Discussion of Each Construct Reliability**

Ten concepts (items) were used to measure the **Offerings and Benefits** construct. By using the reliability analysis, five concepts were excluded to increase the Cronbach's Alpha coefficient to 0.606. Most of the respondents rated the remaining concepts at 1 to 2 and 5 to 7 on the Likert scale, with mean scores ranging from 2.335 to 6.248. This implies that in general, some respondents agreed and some disagreed with the items of the offerings and benefits of professional bodies, and that some were satisfied whilst some were not satisfied with the offerings and benefits of professional bodies.

Seven concepts (items) were used to measure the **Assurance Mechanisms** construct. By using the reliability analysis, one concept was excluded to increase the Cronbach's Alpha coefficient to 0.711. Most of the respondents rated the remaining concepts at 5 to 7 on the Likert scale, with mean scores ranging from 5.308 to 6.207. This implies that in general, the respondents agreed with the items of the assurance mechanisms and that they were satisfied with the assurance mechanisms in place at professional bodies.

Five concepts (items) were used to measure the **Financial Matters** construct. By using the reliability analysis, one concept was excluded to increase the Cronbach's Alpha coefficient to 0.712. Most of the respondents rated the remaining concepts at 5 to 7 on the Likert scale, with mean scores ranging from 5.308 to 6.207. This implies that in general, the respondents agreed with the items of financial matters and that they were satisfied with the financial management at their professional bodies.

Six concepts (items) were used to measure the **CPD Support** construct. By using the reliability analysis, the Cronbach's Alpha coefficient was 0.879. Most of the respondents rated the concepts at 5 to 7 on the Likert scale, with mean scores ranging from 4.053 to 6.793. This implies that in general, the respondents agreed with the items of CPD support and that they were satisfied that CPD support is important to empower them in their occupations.

Three concepts (items) were used to measure the **Support from Industry** construct. By using the reliability analysis, the Cronbach's Alpha coefficient was 0.748. Most of the respondents rated the concepts at 5 to 7 on the Likert scale, with mean scores ranging from 4.841 to 5.852. This implies that in general, the respondents agreed with the items of support from industry and that they were satisfied with the support from industry that was received by their professional bodies.

Three concepts (items) were used to measure the **Networking** construct. By using the reliability analysis, one concept was excluded to increase the Cronbach's Alpha coefficient to 0.857. Most of the respondents rated the concepts at 5 to 7 on the Likert scale, with mean scores ranging from 5.061 to 5.351. This implies that in general, the respondents agreed with the items of networking and that they were satisfied with the networking opportunities offered by their professional bodies.

Three concepts (items) were used to measure the **Research Opportunities** construct. By using the reliability analysis, the Cronbach's Alpha coefficient was 0.911. Most of the respondents rated the concepts at 5 to 7 on the Likert scale, with mean scores ranging from 5.537 to 6.407. This implies that in general, the respondents agreed with the items of research opportunities and that they were satisfied with the research opportunities offered by their professional bodies.

Three concepts (items) were used to measure the **Functions and Meetings** construct. By using the reliability analysis, the Cronbach's Alpha coefficient was 0.892. Most of the respondents rated the concepts at 5 to 7 on the Likert scale, with mean scores ranging from 5.837 to 6.326. This implies that in general, the respondents agreed with the items of functions and meetings and that they were satisfied with the functions and meetings held by their professional bodies.

Seven concepts (items) were used to measure the **Needs of Members** construct. By using the reliability analysis, the Cronbach's Alpha coefficient was 0.716. Most of the respondents rated the concepts at 5 to 7 on the Likert scale, with mean scores ranging from 3.878 to 5.788. This implies

that in general, the respondents agreed with the items of needs of members and that they were satisfied with the needs of members that were listed.

### 5.4.3 Reliability Analysis for Practitioner Data

Table 5.13: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	Number of Items
0.884	39

The reliability of the total practitioner data was calculated at 0.884 according to table 5.13. This means that the factors emanating from factor analysis are reliable.

Table 5.14: Communalities – Factor Analysis – Practitioners

Communalities						
Factor	Initial	Extraction		Factor	Initial	Extraction
Offerings	1	0.748		Industry	1	0.799
Development	1	0.701		Knowledge	1	0.853
Participate	1	0.881		Moral	1	0.633
Prospects	1	0.794		Partners	1	0.855
Insurance	1	0.777		Description	1	0.839
Professional Development	1	0.551		Networking	1	0.864
Standards	1	0.845		Global	1	0.845
Quality Systems	1	0.673		Research projects	1	0.867
Professional	1	0.848		Articles and Papers	1	0.873
Conduct	1	0.815		Surveys	1	0.870
Ethics	1	0.848		Meetings	1	0.772
Financial	1	0.838		Forums	1	0.931
Sponsors	1	0.812		Beneficial	1	0.906
Reasonable	1	0.683		Bursaries	1	0.867
Efficient	1	0.764		Training	1	0.912
Members	1	0.891		Employment	1	0.830
Conferences	1	0.862		Students	1	0.832
Accumulate	1	0.844		Journals	1	0.805
Involvement	1	0.848		Government	1	0.878
				Accreditation	1	0.656

The table 5.14 above shows the communalities for the variables. The results indicate that the minimum communality was 0.551, which was far above the cut-off point.

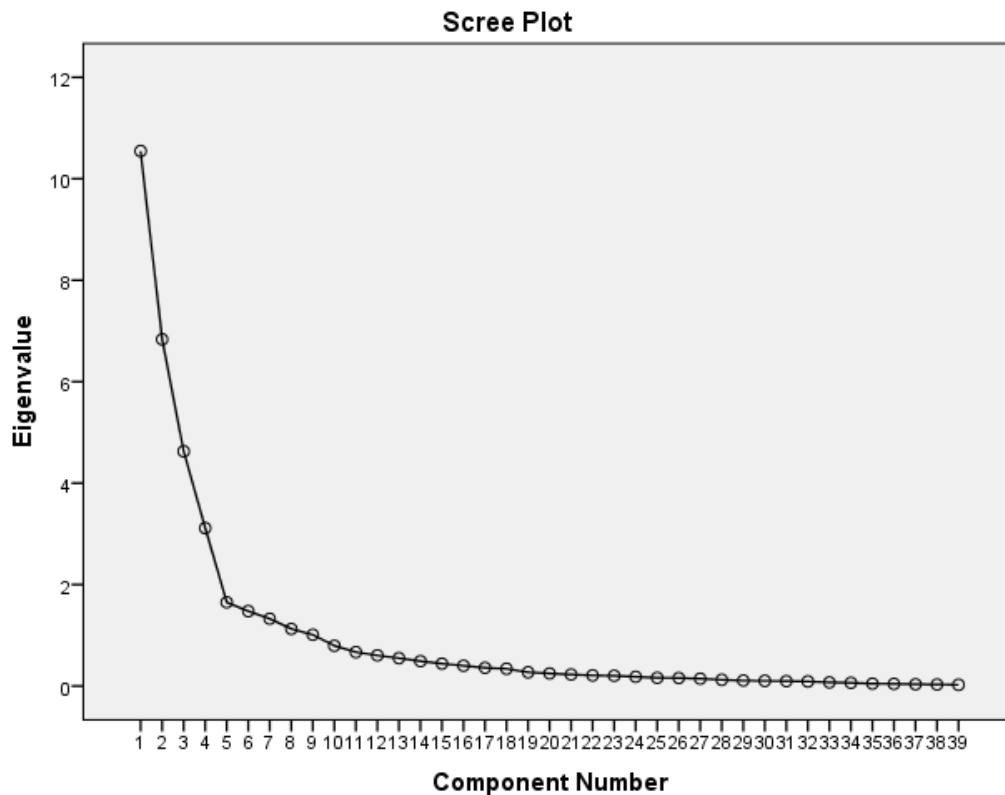
Table 5.15: Total Variance Explained – Practitioner Data Overall Factor Analysis

Total Variance Explained							
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	10.546	27.041	27.041	10.546	27.041	27.041	6.086
2	6.833	17.521	44.561	6.833	17.521	44.561	5.488
3	4.627	11.865	56.427	4.627	11.865	56.427	4.406
4	3.114	7.984	64.411	3.114	7.984	64.411	3.386
5	1.650	4.232	68.643	1.650	4.232	68.643	3.348
6	1.477	3.787	72.430	1.477	3.787	72.430	2.850
7	1.326	3.399	75.829	1.326	3.399	75.829	2.330
8	1.127	2.890	78.719	1.127	2.890	78.719	1.961
9	1.010	2.591	81.310	1.010	2.591	81.310	1.856
10	0.794	2.036	83.346				
11	0.669	1.715	85.061				
12	0.604	1.548	86.609				
13	0.549	1.409	88.018				
14	0.491	1.259	89.277				
15	0.442	1.133	90.410				
16	0.401	1.027	91.437				
17	0.360	0.923	92.360				
18	0.340	0.872	93.232				
19	0.270	0.693	93.925				
20	0.249	0.639	94.563				
21	0.227	0.582	95.145				
22	0.209	0.535	95.681				
23	0.202	0.518	96.199				
24	0.182	0.466	96.665				
25	0.162	0.414	97.079				
26	0.159	0.408	97.487				
27	0.145	0.371	97.858				
28	0.123	0.315	98.173				
29	0.107	0.275	98.448				
30	0.103	0.264	98.712				

31	0.097	0.248	98.960				
32	0.090	0.230	99.190				
33	0.073	0.186	99.376				
34	0.063	0.161	99.537				
35	0.048	0.124	99.661				
36	0.042	0.107	99.768				
37	0.036	0.091	99.860				
38	0.030	0.076	99.936				
39	0.025	0.064	100.000				

According to table 5.15 above nine common factors were extracted. These common factors explained 81.310% of the total variance in the data.

The scree plot, figure 5.12 below, illustrates this more clearly. By observing the eigenvalues of 1 and above, the significant factors can be counted.



**Figure 5.12: Scree Plot – Practitioners**

The table 5.16 below shows the rotated component matrix.

Table 5.16: Composition of the Significant Factors – Factor Analysis for Practitioner Data

Factors	Components								
	1	2	3	4	5	6	7	8	9
<b>CPD Support</b>									
Feedback	0.580								
Quality	0.584								
Members	0.686								
Conferences	0.656								
Knowledge	0.868								
Involvement	0.875								
Industry	0.860								
Professional Development	0.580								
Quality Systems	0.584								
Members	0.686								
Conferences	0.656								
Knowledge	0.868								
Involvement	0.875								
Industry	0.860								
<b>Member Involvement</b>									
Bursaries		0.593							
Accreditation		0.516							
Research projects		0.839							
Articles and Papers		0.764							
Surveys		0.744							
Meetings		0.553							
Forums		0.890							
Beneficial		0.865							
Accreditation		0.516							
Research projects		0.839							
Articles and Papers		0.764							
Surveys		0.744							
Meetings		0.553							
Forums		0.890							
Beneficial		0.865							

<b>Operational Efficacy</b>									
Offerings			0.800						
Sponsors			0.543						
Reasonable			0.763						
Efficient			0.845						
Training			0.654						
Journals			0.722						
Offerings			0.800						
Sponsors			0.543						
Reasonable			0.763						
Efficient			0.845						
Training			0.654						
Journals			0.722						
<b>Governance Processes</b>									
Standards				0.593					
Professional				0.793					
Ethics				0.844					
Standards				0.593					
<b>Management of Professional Body</b>									
Participate					0.590				
Prospects					0.533				
Insurance					0.606				
Employment					0.578				
Students					0.640				
Government					0.830				
<b>Assurance Mechanisms</b>									
Development						0.820			
Networking						0.514			
Global						0.633			
<b>Professional Body Collaborations</b>									
Moral							0.478		
Partners							0.760		

Description							0.709		
Conduct								0.647	
Financial								0.859	
Accumulate									0.865

Nine factors were extracted from the practitioner data, and each of them have been named and are highlighted in bold. These are the practitioner significant factors. These factors were also used to develop the framework as the research output.

**5.4.4 General Discussion on Data Analysis**

To develop the factors that influence the formation, practices and management of professional bodies, literature and questionnaire responses from the qualitative study were used to generate themes that were put through a factor analysis process to generate the factors that inform the developed framework. The supposition was that these 69 items fall under the mandate of a professional body, the role of the members in the organisation, offerings and benefits offered by the professional body to members, assurance mechanisms in place, financial analysis of the professional body, CPD, partnerships activities, research activities, events and activities, and importance of the professional body for the professional body data, and were collected from the management employees of professional bodies. Another 47 items pertaining to the practitioner data were collected on: offerings and benefits, assurance mechanisms, financial matters, CPD, support from industry, networking, research, functions and meetings, and members' needs.

There are numerous restrictive assumptions of common factor analysis that may have resulted in a number of items being removed in the factor solution. The analysis also suffers from indeterminacy, meaning that for any individual respondent several different factor scores can be calculated. This implies that there exists more than one factor solution (Mulaik, 1990:53).

Furthermore, Confirmatory Factor Analysis (CFA) considers the total variance and derives factors that contain a small proportion of error variance. The latent root criterion was used, as it allows for any individual factor to account for the variance of at least a single variable retained for interpretation. The rule of thumb is to have a factor (in other words a variable) to contribute a value of not less than 1 latent root, also known as eigenvalue. This means that for a factor solution to be retained, the sum of the squared loading for a factor (eigenvalue) must not be less than 1.



The latent root criterion was used to determine the number of factors to be retained. The Kaiser Unit root criterion together with the scree plot were used for formulating a factor solution. In constructing the framework, factor loadings were adopted to ensue practical significance of the factors retained. As suggested by Kaiser (1970:401), factor loadings greater than  $\pm 0.30$  are considered to meet the minimal level, and loadings of  $\pm 0.40$  are considered more significant. The loadings that are  $\pm 0.50$  or greater are considered practically significant.

#### 5.4.5 Summary of Factor Analysis

There are a total of 18 significant factors that emanated from the professional body factor analysis and the practitioner factor analysis. However, three factors were common to both data sets, namely Assurance Mechanisms and CPD Support and Member Involvement, whilst Professional Development was a factor from the professional body data and is considered part of CPD support factor. Therefore, the study's overall significant factors amount to 14. The 14 factors are discussed briefly below.

The table 5.17 below provides a discussion of the research significant factors.

Table 5.17: Empirical Findings Research Overall Significant Factors

Study Significant Factors	Discussion of Items
<p><b>1. Member and Industry Support</b></p>	<p>Member support entailed the support to members to develop their skill levels. Assisting with job placement and career development of members showed strongly in the factor analysis. The need for helplines to support members was strongly supported by respondents. The monitoring of members' occupational performance showed prominence. As professional bodies support their members, they ultimately show support to industry. The setting of standards to assist industry was also a highlight.</p>
<p><b>2. CPD Support to Members</b></p>	<p>Practitioner respondents acknowledged that it was mandatory for them to participate in CPD and that the accumulation of points enable them to retain their membership and to progress. Practitioners participated in conferences and other activities where points are accumulated. They believed that their work performances are enhanced due to involvement in CPD. Their career advancement prospects are also enhanced.</p>

<b>3. Assurance Mechanisms</b>	<p>The opinion of professional body respondents indicated that they believed that professional bodies should monitor performances and progress of members. A quality plan was also supported as a need, was the next heavily loaded statement. They also considered excellent customer service as one of the values that professional bodies need to embrace.</p>
<b>4. SAQA Collaboration</b>	<p>A strong response to skills development of members in collaboration with the SAQA and government organisations was received. The respondents acknowledged the need to be part of the NQF system and therefore believed that the benefits thereof is significant, it terms of securing funding and involvement in the approval of occupational designations.</p>
<b>5. Member Involvement</b>	<p>Members expressed a desire to be involved in certain aspects of the administration of their professional bodies. They also wanted to be involved with research that can be administered by their professional bodies. Practitioners wanted involvement in committees of professional bodies. Members wanted to be involved in the planning of conferences and workshops. They also wanted to participate as advisors to the board of professional bodies. Involvement in research projects was also a strong desire of members, as is involvement in different forums and publishing.</p>
<b>6. Standards Setting for Industry</b>	<p>There was strong support for professional bodies to be involved in determining standards for the different occupations. This was seen as important because professional bodies can be effective in this area due to the fact that they can do this as an independent stakeholder and not be biased. Furthermore, professional bodies should be keeping up to date with best practices that can be the initiator for standard setting.</p>
<b>7. Standardisation</b>	<p>The development of standards for the practice of professional bodies featured as a strong requirement by the respondents. Standardising the professional body processes is seen as an instigator to improved efficacy levels in terms of service delivery by the professional body.</p>
<b>8. Events and Activities</b>	<p>Practitioners have the opportunity to attend events and other activities where local and international speakers feature. The belief is that a professional body has the clout to attract highly intellectual speakers for the events. Practitioners viewed this as support from their professional bodies and want it to grow. Practitioners appreciated the forums made available by professional bodies for them to discuss industry related issues. They desire that their professional bodies always invite them to these functions, as they value the opportunity to interact with others on pertinent issues.</p>
<b>9. Regular Communications</b>	<p>Professional body communications featured strongly. The members believed that efficacy requires regular communication channels from their professional bodies. Communication can be in the form of letters, magazines, the media, and meetings or events.</p>
<b>10. Benchmarking</b>	<p>Respondents believed that benchmarking with international best practices could be effective. They need their professional body to facilitate this so that their quality levels can be improved.</p>

<b>11. Operational Efficacy</b>	Members wanted the registration process to be more efficient. Automating it may be a solution to members' frustration. The range of services offered by professional bodies need to increase. Respondents wanted magazines, online services, value add services like insurance schemes, better fee structures, and accredited training. They wanted professional bodies to increase innovative thinking and to come up with new ways of doing things.
<b>12. Governance Processes</b>	Most professional body respondents agreed that the governance documents like the board charter, MOI, code of ethics, etc. must be in place. They believed that having a code of conduct policy will help decrease unethical behaviour by members in their occupations. The board charter helps to ensure that the professional body board acts and performs according to the King (iv) principles.
<b>13. Management of Professional Body</b>	Members wanted to interact with the management of their professional bodies from time to time so that they can address inefficiencies. They also wanted their professional body management to put efficient processes in place so that service levels can increase. Management should ensure standardised processes are not inefficient and do not stifle innovation. Management must look into sustainability strategies that will ensure continuity. Committees need to be in place that will place attention on specific deliverables of the organisation.
<b>14. Professional Body Collaborations</b>	Members wanted their professional body to work closely with industry so that mutual agreement can be reached on how to address industry challenges. They stressed that partnerships are important if professional bodies want to be financially strong. Collaborations with government and academia also featured strongly. Collaborations with other professional bodies is part of the NQF policy.

## **5.5 PROFESSIONAL BODY CURRENT OPERATIONS (RECAP OF LITERATURE DISCUSSED IN PRIOR CHAPTERS)**

The study provides empirical insight on the need for continuous interaction between practitioners and the professional body. The lack of these interactions is an identified gap that is considered to be part of the root of the inefficiencies of the operations of professional bodies. This inference calls for continuous revision of the organisational policies and processes, including the strategy, and management methods. The lack of regular surveys by professional bodies is another gap that was identified that this study views as pertinent to the success of a professional body. The needs of members can be assessed on an ongoing basis by analysing continuous survey data gathered.

Empirically, the general lack of responsiveness to research and collaboration by professional bodies is another gap that requires attention and ongoing evaluation in order to improve. The lack

of synergy between professional bodies and other stakeholders is an area of concern that professional bodies need to focus on continuously in order to address efficacy in its operations.

Due to the fact that professional bodies service specific areas of expertise in industry, there is no competition possible amongst professional bodies. The lack of such competition has led to professional bodies adopting a lax attitude to sustainability where dependency is placed mostly on membership fees. This stagnated approach has led to professional bodies experiencing limited growth.

Members are yearning for the development of client-specific training programmes that are tailored or administered by reputable institutions. Practitioners are also calling for the maintenance of technical support in order to assist them in the changing environment. Workshops and seminars will provide practitioners with the opportunity to voice their concerns and opinions on areas where support is lacking. Making the registration process less stringent will lessen the burden on potential practitioners.

The continuous learning by practitioners should be triggered by their professional bodies. This learning has its values, as it ensures the use of up to date practices and the awareness of international best practices. Without this continuous learning, professionals will remain ignorant in their field of expertise. Professional bodies are lacking in this area of their mandate. While academia has the mandate to promote academic excellence, professional bodies have a role to play in ensuring the validity of skills and experience of its members.

A standardised qualification requirement for each profession to certify the practitioner is needed and must be dictated by the professional body in collaboration with academia. This approach will rid each profession of under qualified individuals who may practice below standards. It will further enhance the image of the profession. Standardisation should be pursued, as it will ensure that customer service levels are elevated in line with the expectations of the public and other stakeholders. This will enhance the credibility of professional bodies and will send signals to society that international best practices are being pursued at best.

Professional bodies are facing the following issues:

- Diminishing membership

- Members contemplating membership costs versus benefits
- Dwindling volunteerism among members
- Greater costs of providing member services
- Appropriate use of services offered via technology
- Competitiveness of membership conscription
- Engagement in consortium endeavours with other organisations
- Reduced member involvement, commitment, and loyalty to a professional career

Researchers have indicated that professional bodies cannot remain passive observers of external change, but must both actively adapt to and try to shape change. A culture of ‘strategic planning’ is needed to do this. Professional bodies are not businesses, yet they must adopt a more ‘business-minded’ approach to defining and implementing strategies if they are to continue to fulfil their economic and societal roles. Governance reforms, implementation of effective resource planning, and investment in the development of infrastructure are also needed. Without sufficient attention to such matters, it was concluded that professional bodies will struggle to maintain relevance and credibility.

Broader engagement of professional bodies and their members in wider economic activities, including the public sector, can enhance the perception of the relevance of bodies and help to attract and retain new entrants to the profession. Securing and retaining high quality entrants into the profession requires investment in syllabuses, new technology, flexibility, interaction with universities, an appreciation of student expectations, and the skills required by the market. Investment in the provision of technical services and related areas is essential to maintain the relevance of the bodies in the eyes of members and external parties. Strategic collaboration between professional bodies and universities can help provide a more efficient and effective transition for entrants to the profession, for instance in the accreditation of university courses, the development of joint degree programmes, and greater interaction with academia.

## **5.6 PRESENTATION OF THE DEVELOPED FRAMEWORK**

The framework for professional bodies is presented below in figure 5.13 and was developed using the empirical findings of this study.

## Framework for the Implementation, Practice and Management of Professional Bodies

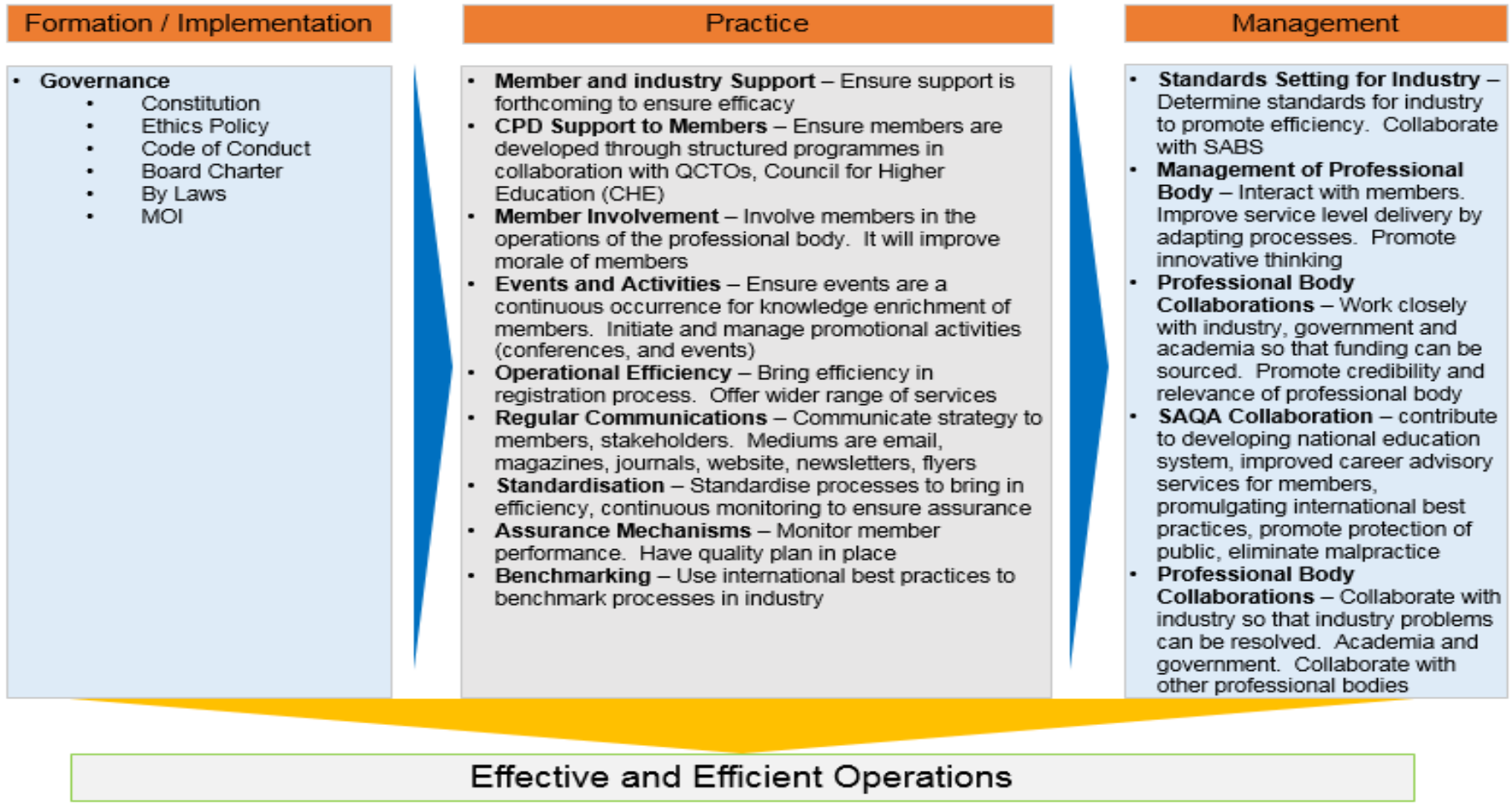


Figure 5.13: Professional Body Framework

## **5.7 CHAPTER SUMMARY**

The chapter discussed comprehensively the analysis of the data collected from practitioner respondents. The study overall significant factors were presented and discussed. The study framework was presented.

## CHAPTER 6: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 6.1 INTRODUCTION

The purpose of this chapter is firstly to discuss the findings and how it relates to the literature. The conclusions are then deliberated on by discussing how the research objectives were achieved. The research output, contribution to the body of knowledge, benefits, impact, limitations are then discussed. Lastly the recommendations and suggestions for future research are discussed insightfully.

### 6.2 DISCUSSION OF THE FINDINGS

A discussion of selected theory is presently below in table 6.1 by comparing theory with the empirical findings.

Table 6.1: Study Theoretical Impact

Theory	Research Findings
<b>The National Qualification Framework (NQF)</b>	
<p>There is a direct link between SAQA; QCTO (quality council for trades and occupations); Council for Higher Education; SETA and professional bodies who are registered with SAQA. This link aims to advance the objectives of the NQF in an efficient manner. Professional bodies can register its practitioners with providers of education and gain the benefits of receiving specific training. SAQA also edicts that professional bodies must identify specific training providers and be involved with curriculum of learning programmes offered by education and training providers.</p> <p>SAQA promotes international affiliation of professional bodies. One of the benefits of being part of the NQF is that professional bodies are encouraged to employ international dominant practices and the raising of esteem of South African professions.</p>	<p>The research has shown that professional bodies are not fulfilling this mandate. The first problem is that a large number of the professional bodies are not registered with SAQA. The research has shown that there is a need for better collaboration between professional bodies and academia so that the training and development needs of members can be met with efficacy.</p> <p>The study has shown empirically that most professional bodies lack international affiliation. The benefits are vast in that opportunities for members can arise in networking, leveraging on best practices, implementation of standardisation and leveraging of financial stability.</p> <p>Affiliation to SAQA also promotes structured professional development of practitioners. Professional bodies are obligated to provide development pathways for their members to SAQA. This is beneficial for industry as it</p>



	<p>guarantees the progression of professions and it also enables problem solving skills. Professional body accessibility to QCTOs, the SETA's and Higher Education institutions becomes easier. Therefore this makes it easier to develop the correct learning programmes for practitioners that is beneficial for industry.</p>
<b>Organisational Structures</b>	
<p>Mintzberg's organisational structures:</p> <ul style="list-style-type: none"> <li>- Entrepreneurial</li> <li>- Machine</li> <li>- Professional</li> <li>- Diversified</li> <li>- Innovative</li> <li>- Missionary</li> <li>- Political</li> </ul>	<p>The research has shown that no one organisational structure is relevant to all professional bodies. By analysis the professional bureaucracy structure fits well with professional bodies as the work is specialised and require professionals to service a community of practitioners. Since each employee performs work quite autonomously, record keeping (filing etc.) are accomplished quite effectively. This structure focuses of professionalism and therefore is deemed quite relevant to professional bodies. Standardisation of knowledge and expertise is key to operating within the realms of this structure. The employees are normally highly educated specialists in their fields and therefore are able to adapt.</p>
<b>Group Formation Theory</b>	
<p>When a group comes together to form a partnership for a specific initiative, be it for business, professional body, club or any other common goal, numerous challenges are anticipated. By describing the different stages of group formation theory it becomes easier to understand the extent of these challenges and why they confront the group. The stages are:</p> <ul style="list-style-type: none"> <li>- Forming</li> <li>- Storming</li> <li>- Norming</li> <li>- Performing</li> <li>- Transforming</li> </ul>	<p>The theory of group formation is most relevant to professional bodies from implementation to practice and to management. During the implementation of a professional body the relevant group formation is the Forming phase. At the Practice of the professional body the associated Group Formation phase is the Norming Phase. Professional body management must consider the behaviours of its personnel during each phase. The behaviours of personnel affect the performance and efficacy of the organisation. Each phase highlights the way personnel think and react. By implication, professional bodies can proactively prepare for such behavioural patterns which could alleviate underperformance of the organisation.</p>
<b>Organisational Life Cycle Theory</b>	
<p>Mintzberg's organisational lifecycle of configuration show that an organisation goes through 5 notable cycles viz:</p> <ul style="list-style-type: none"> <li>- Formation</li> <li>- Development</li> </ul>	<p>Professional bodies rarely reach the decline cycle. They tend to survive and sustain a meagre growth as the growth statistics of the study suggested a low growth rate in general. The Renewal cycle should be the most desirable cycle to reach when the revitalisation</p>

<ul style="list-style-type: none"> <li>- Maturity</li> <li>- Decline</li> <li>- Renewal</li> </ul>	<p>of the organisation is triggered due to new leadership and renewed strategies. Organisational lifecycle theory provides awareness of where the organisation is and therefore action to move to the next stage could be undertaken.</p>
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**Governance Models**

<p>There are 5 governance models which are:</p> <p>The Traditional (Structural) Model  Carver (Policy) Model  Cortex (Outcomes) Model  Consensus (Process) Model  Competency (Skills/Practice) Model</p> <p>The Cortex (outcomes) model is designed around the fact that the organisation exists because of its customers and stakeholders. With this in mind the governance targets how to meet customer expectations. The accountability framework that is part of the model's output is handy as it defines roles and responsibilities. Every task is then scoped and tracked until successful.</p> <p>The model provides for an assessment mechanism for the board, board committees, CEO and staff. This method of assessment is useful as it monitors clearly defined imperatives that are assigned to the members of the organisation. There is thus no room for underperformance without clear reasons. Productivity is therefore high.</p>	<p>The one model that seems to provide a balanced motive is the Cortex (outcomes) model. This is viewed as a most suitable model for professional bodies to consider implementing as a guide to their core governance structure.</p> <p>In light of the challenges faced by professional bodies, the Cortex model seems to provide guidance on key aspects of the organisation. Meeting customer expectation is one of them. The study has shown that practitioners are in need of attention from their professional bodies. They ask for better benefits and want to be involved with activities that will enhance their development, self-esteem and morale.</p> <p>The governance aspects of professional bodies have featured strongly at the implementation phase. The Cortex model places strong emphasis on this aspect and therefore adopting this model will expose weaknesses on the professional body governance processes. This model is therefore considered as a useful tool for professional bodies.</p>
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**Functions of Management**

<p>Theory indicates that that there are fundamental functions that management of a company must promote. When a company continues to adopt legacy management principles then growth is stifled in our modern era. It is no different for professional bodies as they are seen to operate a business that needs to show credibility to its members in order to sustain and grow its membership. The 2 structures that informs the functions of management are:</p> <ul style="list-style-type: none"> <li>- Mechanistic Structure Organisation</li> <li>- Organic Structured Organisation</li> </ul>	<p>Coordinate by bringing together activities that provides a flow through of the outputs as defined in the organisation's strategy and goals. The organic structure is viewed as the most suited structure for professional bodies. It promotes the following:</p> <ul style="list-style-type: none"> <li>- Create a vision</li> <li>- Establish your values (principles)</li> <li>- Create your competitive advantage and define your strategy</li> <li>- Lead</li> <li>- Develop, grow, and improve people</li> </ul>
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	<ul style="list-style-type: none"> <li>- Design, build and structure an organisation that can operate and change today's chaotic competitive environment</li> </ul> <p>The mottos highlighted are strongly aligned to the 14 significant factors as the primary output of the research. Therefore the theoretical alignment aims to suggest that the output of the research has some significance to proven theory. Professional bodies can now espouse the Organic Structure as they may try to utilise the developed framework. All the aspects above have been discussed in the study and therefore the structure is ideally suited for professional bodies to adopt.</p>
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**Leadership Theory**

<p>The two leadership theories that this research has discussed at length are the Robert House's Path-Goal Theory and Hersey Blanchard's Situational Theory.</p>	<p>The type of leadership style adopted by a professional body will determine the behaviour of staff and ultimately the efficacy level of the organisation. This is aligned to one of the significant factor outputs of the study namely Leadership to Members. The leadership style empowers members was an opinion expressed by respondents.</p> <p>The researcher is of the opinion that a leadership style needs to be specifically developed for professional bodies as the current theory does not sufficiently address the leadership challenges professional bodies encounter. Perhaps this can be achieved in a future study. The leadership style must be aligned to the following important aspects that can bring efficacy in professional bodies:</p> <ul style="list-style-type: none"> <li>- Consideration of the unique diversity and cultural beliefs of the South African society</li> <li>- The changing political landscape of South Africa and the impact it has on the inhabitants and ultimately members</li> <li>- Communication languages that society has become accustomed to and not only using English as the primary language</li> <li>- Leadership style that can promote the notion of continuous improvement in performance</li> <li>- Adoption of the Learning Organisation principles – leads to improvement in small steps towards excellence.</li> </ul>
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**Standardisation**

<p>Various sub processes are integrated to denote the company standard. One of the rationales for the adoption of standards is that time spent on small decisions results in less time available to tackle the bigger decisions.</p>	<p>Professional bodies adopt wide range standardisation in most of their processes. Many advantages are derived from such action. It is perceived to improve task completion in a shorter space of time and requires little to no additional actions. Productivity is therefore considered to be high for elementary tasks.</p> <p>There are some resolute disadvantages like it stifles innovation. Employees of professional bodies are deprived of the opportunity to apply other problem solving methods except those that are dictated by standardised processes. This could be a reason for the stagnated performance of professional bodies who don't seem to be progressing as elaborately with the changing environment.</p>
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**Sustainability Theories of Professional Bodies**

<p>The Profitability Matrix involves the prioritisation of tasks of professional bodies. This matrix identifies low social impact tasks and low financial benefit tasks to be ignored with efforts to be placed on high social impact activities and high financial benefit.</p>	<p>The study stressed the need for sustainability of professional bodies. The Profitability Matrix has proven to be a beneficial tool that allows the professional body to prioritise activities which allows the organisation to make informed decisions on resource commitments. The focus of professional bodies cannot only be on financial gain but the social commitments are also pivotal to enhancing the credibility of the organisation.</p> <p>The study has shown empirically that professional bodies rely mostly on membership fees. Sustainability addresses multiple mechanisms to be explored for financial stability. Professional bodies are a bit weak in crafting the correct sustainability strategy.</p>
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**CPD**

<p>The CPD cycle entails planning, action, evaluation and reflection. There is a lot of effort and resources needed by professional bodies in order to manage a robust CPD program.</p>	<p>CPD in a professional body is the critical enabler for practitioner progression. The respondents have reacted positively to CPD as a need for their personal progression. There are some professional bodies that do not offer CPD. The researcher discovered this during an interview with a professional body at the preliminary stages of this research. This particular professional body was not affiliated with SAQA and therefore was not obligated to provide CPD.</p>
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	<p>According to SAQA's policy the offering of CPD is an obligatory requirement for all registered professional bodies. It is therefore concluded that professional bodies have to seek registration with SAQA. In this way the practitioner will be able to reap the benefits of the SAQA policy as evidenced in the CPD policy of SAQA.</p>
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## 6.3 CONCLUSIONS

This section presents a discussion of how the research objectives were achieved.

### 6.3.1 Objective 1

**The primary objective was to develop a framework that can be used for the formation, practice and management of professional bodies in South Africa.**

The methodology adopted encompassed a literature review of the salient topics, a focus group discussion with a group of seven practitioners, interviews with three individual professional bodies and lastly the use of two questionnaires, one for professional bodies and one for members. The questionnaires solicited the data from professional body respondents and practitioner respondents. The data was then analysed using statistical tools and eventually 14 overall research significant factors emanated ultimately through factor analysis.

The developed framework that is informed by the 14 significant factors is presented in chapter 5. The framework significantly addresses three key aspects of professional bodies, i.e. their formation or synonymously called implementation, practice and management. All factors contribute to efficacy in professional bodies and was developed through empirical findings. The developed framework is an ideal retort to the ineptness and inefficiencies of professional bodies that were discovered through this research.

To operate in a competitive environment necessitates some sternness in order to expose the professional body as a credible and relevant organisation that seeks to advance the objectives of the NQF and to protect the public. The NQF stresses two flagship objectives for professional bodies which are: set criteria for support and monitor CPD for its members; and have the

necessary human and financial resources to undertake tasks governed either by statute, charter or a constitution and comply with good corporate governance practices, amongst others.

The study has covered these aspects quite vehemently in that the CPD construct has emerged as one of the significant factors that denotes a professional body's allegiance to the philosophy of monitoring CPD of its members. The statement "It is compulsory for me to attain CPD points in order for me to retain my membership," loaded most heavily in factor analysis under the CPD construct. This is an acknowledgement by practitioners that their participation in CPD is a catalyst to their advancement. The study therefore provides the argument that professional bodies cannot just regard CPD as a SAQA obligatory requirement only, but must value the opinions of practitioners who are yearning for continuous development, by investing in CPD as a core driver for a professional body's relevance and credibility. The supporting factors for CPD that emanated significant from the study are "research activities," events and activities," and "needs of members." These factors are a means of developing members which has been proven empirically.

The next flagship objective of the NQF concerning the necessary human and financial resources provides impetus to this study. The significant factor "partnership and support from industry," emerged as one of the research's most significant factors which insinuates that professional bodies are in need of financial and moral support from industry. The stability and clout that professional bodies need to possess is firmly cemented in this support from industry. Furthermore, the deteriorating economy has plunged professional bodies into the "red zone" as far as financial viability is concerned. Their growth per year is deteriorating as empirically proven in this research. The research has shown that none of the professional body respondents have a financial model that is used to govern the financial direction of their organisations. The literature review of this study has presented a few options like the Balanced Scorecard and the Profitability Matrix as proven theoretical models that professional bodies can adopt.

### **6.3.2 Objective 2**

#### **To determine the factors that influence the formation of professional bodies**

There was 1 factor that emanated from the factor analysis that addresses the formation of professional bodies called Governance. Governance addresses the need to ensure that there is a proper board and a CEO in place at the formation of a professional body. The sub factors are processes, quality systems, constitution, MOI, operating bylaws, code of practice, board charter

and business plan. It has been empirically found that all of these sub factors are important and pivotal to the efficacy of a professional body during formation.

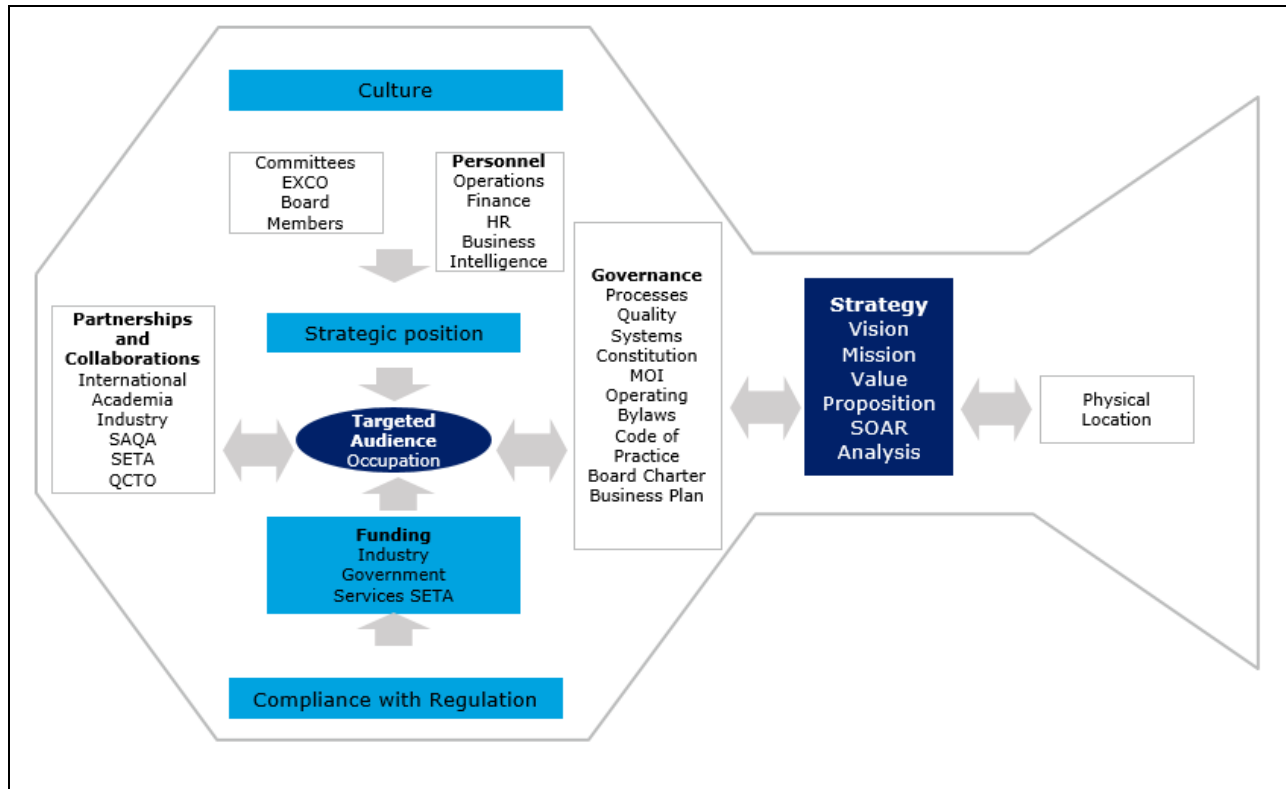
SAQA states that an aspiring professional body must comply with good governance practices. The findings of this research has shown that good governance practices should be endorsed at multiple levels of the professional body operations and are not necessarily practiced as such. Compliance with regulation is thus encompassed by this paradigm as well.

The formation of a professional body invokes multiple probing factors to be scrutinised in a temperate way. The driving factor is the funding mechanism that requires stimulus. Coupled to the security of funding is the budgeting for the various momentous activities that will incur at regular intervals which requires seasoned gurus to ensure a sustainable budgeting practice.

The appointment of the personnel that will “take the rains” in the different disciplines of the professional body environment viz., operations, finance, human resources, business intelligence, etc. demands innocuous scouting capabilities at minimum from the initiators. The correctly skilled and motivated personnel is needed who will establish the culture of the organisation at minimum that could corroborate a fine line between success and failure. The culture set will depend on the intentions of the organisation of whether it is altruistic or personal.

A thoughtful SOAR (strengths, opportunities, aspirations and results) analysis is advised for the strategic direction to be crafted. The business plan will be one driver that will be coupled to the SOAR analysis.

By pursuing the correct partnerships with industry, academia, SAQA, SETA, QCTO, promises to leverage the opportunity to secure benefits. Members will experience the value of these collaborations that will be an ongoing learning much to the delight of members. Partnerships as a factor has empirically emanated in this study as significant.



**Figure 6.1: Illustration of Professional Body Formation**

Figure 6.1 exemplifies the important concepts during the formation of a professional body and ratifies the discussion.

### 6.3.3 Objective 3

#### **To determine the factors that influence the practice of professional bodies**

The collated activities for the practice of a professional body is ratified which is informed by the empirical findings and related literature.

The factors significant to this research that contribute towards the practice of professional bodies are Member and Industry Support, CPD Support to Members, Member Involvement, Events and Activities, Operational Efficiency, Regular Communications, Standardisation, Assurance Mechanisms and Benchmarking. Each of these factors have been discussed in substantial detail



in chapter 5, and are empirically viewed as the main areas of focus for a professional body in order to practice with efficacy.

One of the myths of good service delivery by professional bodies is that ceremonial activities must be adhered to. The lack of malleability results in compromised performance which is mostly detrimental to the credibility of professional bodies. The other concern is that ceremonial rules are transmitted from multiple parts of the environment which results in rules conflicting with each other at times. These inconsistencies raises the concern of efficacy when tight coordination and control becomes problematic. The last area of concern is that professional bodies decouple structure from activities. The more highly institutionalised the environment, the more time and energy is directed to managing the organisation's public image and status and less is devoted to boundary spanning activities. Bureaucratisation of professional bodies is considered as a hindrance to some tasks executed and threatens the efficiency of their operations.

The operations of professional bodies prudently should have the ultimate aim to delight their members. The modern day members exhibit a demanding mentality which the professional body is belligerent to keep up with. From the data of practitioners emanated "Member Involvement," as one of the significant factors. The supporting sub factors strongly inclined to research projects, forums, meetings, etc., which were, a request for a platform to collaborate with industry, participation in research projects, article writing, forums for member participation, events with industry and bursaries. Empirically members show their heightened discontent to the absence of professional body support and limited opportunities as evidenced by the practitioner data.

In the literature review, chapter 2, figure 2.2 shows that a professional body is the nucleus and must pursue international affiliation at all costs for the benefit of its members. It reiterated that its mandate to provide members with a set of Professional Standards either through local development or custodianship of international standards.

There is strong emphasis on training programmes, certification and CPD and Benchmarking. Reference to the factors for practitioner data one notices factor 1 as CPD Support and Benchmarking as factor 11 from the professional body data featured strongly exemplifies the aspects highlighted here that contribute to the practice of professional bodies and has been proven through empirical evidence.

In SAQA's (2012:3) (discussed in chapter 2), policy for recognising professional bodies there is great emphasis on a professional body applying sound principles in recognising a community of experts. There is emphasis on engaging in learner-ships for its members with the QCTO and other educational bodies. Evaluation of the work place experience of its members also will help in crafting the right programmes with providers. SAQA also stresses the protection of the community interest in relation to the services rendered. The development of designations is also a responsibility of professional bodies. A code of conduct is mandatory for all professional bodies to manage members. Career related information and advice must be a standard service provided by all professional bodies.

Professional bodies are protagonists in improving productivity within their respective industries. Productivity improvements can be heightened if professional bodies exuberate efficacy in their operations. The impact of their role should be enormous, through increasing the capability of the workforce and management by promoting best practices and sharing the latest innovations. This will intensify the human capital within the economy. Their contribution are also indirect through growing trust, reducing uncertainty and transaction costs. Furthermore, professional bodies help to co-ordinate advances in innovation and stimulate the uptake of new practices and technologies.



**Figure 6.2: Practice of Professional Bodies**

Figure 6.2 summarises the constructs that influence the practice of professional bodies.

#### **6.3.4 Objective 4**

##### **To determine the factors that influence the management of professional bodies**

The 4 factors that emanated empirically that significantly addresses the management of professional bodies are Standards Setting for Industry, Management of Professional Body, Professional Body Collaborations and SAQA Collaborations. The Standards Setting for Industry show that professional bodies are needed in order to be the custodian for standard setting. As an independent observer professional bodies can be valuable in devising standards for industry. Standards setting will ensure uniformity and decreased time to undertake tasks. The Management of Professional Body factor show that the strategies from leadership have to be operationalised in the most efficient manner. Management are the only actors that can ensure efficient processes and systems are in place to deliver on the mandate of the professional body. Collaborations must always be promoted. The sub construct called Partners featured strongly which denotes the

importance of partnerships in order to further objectives of the NQF and the professional body. One of the stipulations from SAQA for recognised professional bodies is that collaborations with other industries and stakeholders are necessary in order for a professional body to be more effective. The factors below sum up the management duties of professional bodies as the focus on management is more now than ever due to the declining economy.

**Management of Members** - When clients send signals to professional bodies, the most conspicuous one being the withdrawal of their patronage, management response is crucial in decimating the bad omen. Usually the members with the highest quality standards opt first to part ways. Therefore management must be mindful that those members left are most probably those with a lower quality consciousness and therefore their potential complaints will be retarded. This is an ambiguous situation for a professional body to be in as management may be deluded by less complainants discerning that their service levels are satisfactory. This situation, if not identified by management conspicuously, will lead to further decay in the service levels offered. New members' quality consciousness eventually equals that of lost members and eventually the organisation's quality conscious customers are no more concerned with quality than the average members in the market. The level of service offered by the organisation will then reach an all-time low and is not easily contained due to the delusion of management.

**Commitment of Management** - The office bearers of a professional body cannot be delusional with any of its activities but has to possess an inquisitive mind and be mindful of actors that could derail the credibility of the organisation. For the organisation to perform well the management need commitment, enthusiasm and initiative. Once the management of a professional body promote and meet legal standards of its constitution in performing its duties, it positions the organisation for success through good management and ethical practices.

**Management of Programmes** - Effective management of professional bodies requires stringent planning processes, i.e., defining its desired future and the means to achieve it. Management will select the functions and specific programmes, both service and support, the organisation will need to implement to achieve the desired results; designing the steps and structure in order to build in efficacy in carrying out the organisation's. Coupled to these programmes are the integral resources required to meet its purposes.

**Financial Management** - The resilient financial management of the organisation rests with the management. All the assets and resources owned by the organisation must be managed meticulously and ethically through the implementation of steadfast procedures and control mechanisms. Annual audits of financial accounts are mandatory to ensure compliance to legal requirements.

**Reporting Management** - Programmes that are implemented require scrutiny by management to ensure they are in line with the agreed mission of the organisation. Strict controls calls for monitoring and evaluation of these programmes through business intelligence reporting.

**Diversity Management** - Critical analysis of the organisation's culture and activities ensuring changes are affected to build creativity, diversity, responsibility and respect, whilst recognising all cultural groups as equal partners in developing the organisation are demanded. Professional bodies need to be arduous in meeting diverse needs of the South African industry by inspiring them to maintain adequate standards of transparency and accountability.

**Keeping Equilibrium** - Management is challenged to ensure that the organisation adapts with the changing times. As the needs of members heighten, professional body management have to grasp these requirements and adapt their work output to meet these needs as a primary focus. After all, members are the motive for the professional body existence. Management have to guarantee that the basic resources are finely balanced, they are: human resources, financial resources, physical resources and information or knowledge resources. Each of these resources play a vital role in supporting members. Members have expressed their desire for needs to be met through this research. The factors and sub factors for practitioners showed evidently that members desired an insurance scheme, a practitioner help line for career advice, CPD enrichment, networking with other professional bodies locally and internationally, research involvement, involvement in functions and meetings, representative to collaborate with government, magazines and journals and bursaries.



**Figure: 6.3: Management of Professional Body**

Figure 6.3 summaries the key aspects that influences the management of professional bodies.

### 6.3.5 Summary of Objectives

The achievement of the objectives have been discussed quite comprehensively. The recommendations discussed a sequence of action for professional bodies when forming, practicing and managing and are considered as either empirically or theoretically inclined in this study.

## 6.4 DISCUSSION OF THE RESEARCH OUTPUT

The primary research output is the developed framework for professional bodies (see chapter 5 for the developed framework). There were 14 significant factors that emerged from the statistical factor analysis that informed the new framework.

The research shows that most professional bodies are locally based and are not affiliated internationally (refer to question 7 of professional body response in chapter 4). International affiliation brings benefits, like leveraging on the use of international best practices that can bring

technology advanced know-how which could move the industry forward in strides thereby increasing the GDP of South Africa. Transfer of skills between countries can be possible that can promote innovation. Technological advances can be acknowledged sooner in line with international trends. This will improve operations in industry and promote efficacy. International collaboration undoubtedly will improve the job opportunities of practitioners who aspire to apply their trade internationally.

It is recommended that professional bodies pursue internationally affiliation in order to derive the benefits stated above. Furthermore, the unique history and diversity of South Africa can be regarded as one of the reasons for the difficulties that practitioners encounter daily and their negative perception of professional bodies. Perhaps, the implementation of best practices in South Africa are not aligned to international standards but rather to the socio-economic history and diversity of South Africa.

Professional bodies have acknowledged that they generally do not invest effort into training and development. This lack of involvement is affecting the effective development of their members. It is a proven fact that training is a catalyst to innovative thinking and the advancement of the economy. Members are more susceptible to training offered by their professional bodies and this research has shown that training is a need of members (refer to question 53 under the construct – Mandate of Professional Body of the professional body response in chapter 4).

The lack of member involvement in their professional bodies has featured as a factor where members desire the opportunity for involvement in activities arranged by their professional bodies. Typically members can receive satisfaction in being involved in committees and administration of the professional body (refer to questions 60 to 65 under the construct – Role of Members of professional body response in chapter 4). This also serves as a morale booster for members.

Professional bodies consider themselves as custodians of standard setting that should guide specific industries. Through research and collaboration professional bodies see themselves as key to guiding industry on best practices. They have expressed their desire to be more involved in standard setting and want to find ways of partnering with industry to fulfil this desire (refer to questions 98 to 101 under the construct – Partnerships and Collaborations of professional body response in chapter 4).

The research has empirically shown that professional bodies do not use a sound financial model to promote their financial sustainability. Tools like the balanced scorecard and the impact/sustainability matrix (for non-profit organisations) are proven tools that can help professional bodies to increase growth (refer to question 48 of professional body response in chapter 4).

Members have stated their desire to network more widely through their professional bodies. They want to network with their fellow members and other professional bodies locally and internationally. They believe this is a way to help them keep up with trends and to gain knowledge in their areas of expertise. Professional bodies have a role to play in making the tools available to their members so that networking can grow (refer to questions 43 to 45 of the practitioners response in chapter 4).

Due to the high participant response rate (92 employees in management from professional bodies and 656 members) the output of this research can confidently be generalised over the population of professional bodies within South Africa.

## **6.5 ORIGINAL CONTRIBUTION TO THE BODY OF KNOWLEDGE**

Traditionally the absence of a framework for professional bodies exemplifies that this developed framework is a major contribution. The framework that was developed through empirical evidence is also considered to be of high value to professional bodies. The developed framework emanated from the conceptual framework and the 14 significant factors that emerged through factor analysis of the collected data. The significant factors that emerged from the study are Member and Industry Support; CPD Support to Members; Assurance Mechanisms; SAQA Collaboration; Member Involvement; Standards Setting for Industry; Standardisation; Events and Activities; Regular Communications; Benchmarking; Operational Efficacy, Governance Processes, Management of Professional Body and Professional Body Collaborations. Hence, these factors inform the framework through empirical evidence, is considered to be the original contribution to the body of knowledge.

The research also provided the opportunity to create a new definition for professional bodies. In consideration of the definitions derived by prominent authors the research has attempted to provide a definition congruent to sceptics from the era and to the empirical base of this research.



Definition - A professional body is described as a proclaimed authoritative and trustworthy conglomerate claiming exclusive rights to a profession attempting to provide sustainable service to highly expectant members through standardisation whilst also trying to meet demands from stakeholders in regulatory autonomies and public circles. Service is reflective of the management and facilitation of CPD, opportunities for members to be actively involved with the professional body and networking opportunities for members, and this deduction is evidenced by the empirical nature of the research.

## **6.6 BENEFITS OF THE STUDY**

Professional bodies can now make use of the developed framework of this research by implementing it in their organisations. The research has identified gaps that warrants future research in areas related to this research. A research using international participants will unlock best practices and allow a comparison to this research which was undertaken locally. The developed framework can then be improved.

This research has identified areas that require changes in the practice of professional bodies that will be beneficial to promote efficacy in professional bodies. Professional bodies should engage in regular surveys that will identify areas of weakness in their operations. Their engagement in research will be encouraging to their members so that they can be contributors to research studies that can be made available industry wide. Members should be given the opportunity to be more actively involved in the operations of their professional bodies. The research has identified this area as pertinent to motivating members. Professional bodies should collaborate actively with academia so that the development of their members can be structured in a meaningful way.

Professional bodies should endeavour to improve and sustain their service levels to their members. By improving their service, the benefit is that practitioners will be motivated to sustain high outputs which will result in an improvement in the economy of the country. Furthermore, SAQA can refer to this framework in order to enhance the NQF so that professional bodies can be gratified in a way that they can derive adequate benefits from the NQF.

In the absence of a framework or sufficient guiding literature on professional bodies this research is deemed to empirically fill that gap by providing a useful guide to professional bodies. This study will be presented at various forums so as to stimulate awareness of the value and benefits to be

derived by professional bodies and practitioners if implemented. Various articles from selected sections of this research will be prepared for publication in publically prominent journals so that the study can be accessible.

## **6.7 IMPACT OF THE STUDY**

### **6.7.1 Empirical Impact**

The study provides impetus to professional bodies to disparagingly appraise their practice and management styles. It offers various options to professional bodies to consider in trying to advance efficacy in their organisations. The data from the practitioner responses show that professional bodies need to do more in order to gratify their members. Their members have expressed a need to be actively involved in their professional bodies and the leadership should deliberate on this desire in order to stimulate poise in members.

With enriched service levels from professional bodies, practitioners will be inspired to work harder thereby invariably benefiting the ailing economy. Enhanced customer service by professional bodies will have a positive impact by keeping up to date with international trends and best practices and in turn ensuring that their members implement them. Professional bodies will meet the needs of members through efficacy. It will sustain and improve relationships with members, enabling member retention and loyalty. Existing members will spread a positive image of the professional body by word of mouth which can lead to increase in membership. Expectation will be increased that reduced risk of the professional body failing can be inspired.

SAQA has created the NQF and expresses the necessity that all professional bodies be affiliated for the purpose of strengthening social responsiveness and accountability within professions and promoting pride in association with all professions. The developed framework is closely aligned to the objectives of the NQF, which incorporates the critical role of professional bodies in quality assurance and standards development, and therefore impacts on SAQA's policy and is observed as beneficial for SAQA to refer to this framework when promoting professional bodies.

## **6.8 LIMITATIONS**

According to Marilyn, Simon and Goes (2013:1) limitations are matters and occurrences that arise in a study which are out of the researcher's control. They limit the extensity to which the study can go and sometimes affects the end results. The limitation of this study is the lack of and by extension the paucity of empirically grounded theory on professional bodies neither in South Africa nor internationally. Analogies on certain aspects could not be made with confidence and this study therefore was valuable in addressing the need of a framework for professional bodies. However, the use of theories related to management, leadership, management structures etc. and some seminal theory attested to be useful.

## **6.9 RECOMMENDATIONS**

It is recommended that a similar study be conducted with internationally affiliated professional bodies as a follow up. A comparison between this study and the international study can then be undertaken to determine if the developed framework can be enhanced.

It is recommended that professional bodies undertake regular surveys in order to determine areas of weaknesses. This will be an instrument for maintaining good practices or to address areas that members view as problematic.

Professional bodies should invest largely on research encouraging their members to be key stakeholders and contributors. This will help bring out new ideas and promote innovation for the good of industry.

It is recommended that members be provided the opportunity to be actively involved in the organising of events that their professional body undertake from time to time. This opportunity will result in members feeling a sense of belonging.

The determination and implementation of international best practices can contribute to new ways of doing things that is accepted by the international community. Professional bodies are encouraged to develop relationships with academia for the purpose of determining key training and development needs of their members. This can result in the right programs that can empower their members.

## 6.10 SUGGESTIONS FOR FUTURE RESEARCH

There are aspects that this study did not cover. The strategy that a professional body adopts is seen as key in order for the professional body to have a clear direction that will render the organisation sustainable. A future study should look into the corporate strategy, business strategy, and operations strategy and leadership. By developing an appropriate tool or endorsing an existing one, may prove handy in the compilation of and management of the strategy of a professional body.

The investigation of organisational culture in professional bodies may also provide an opportunity for future research. Culture determines the identity of the organisation and usually are strongly influenced by the history of the organisation. It will be interesting to study the impact of deep-rooted practices to the actual practice of professional bodies as they are associated to the changing economy and challenges. Researching post 1994 practices and how the culture has changed can prove to be valuable.

The possibility of using various professional bodies to serve one profession should be researched. The present mode is that one professional body serves a specific profession. Changing this mode may promote competition and can result in better service being provided to practitioners who can then choose the professional body the practitioner wants to be affiliated to. An empirical study can expose the gaps and provide clear direction on how multiple professional bodies can exist in the same space serving a common profession. A research should be undertaken to specifically determine if the developed framework has had any impact on the practice of professional bodies.

The issue of the use of an appropriate funding model by professional bodies should be researched. This can lead to the development of a unique model that can be of vast benefit to all professional bodies locally and internationally. This study looked briefly at the balanced scorecard but the responses on the use thereof was almost nil, with only one respondent admitting to the use thereof by his professional body. Respondents were not aware of any alternative funding model that is currently in use within their organisations. The Impact/Sustainability matrix Map was also discussed as an effective tool for non-profit organisations that can be researched further in future studies.

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# ANNEXURES

## Annexure 1: Ethics Clearance

Graduate School of Business Leadership, University of South Africa, PO Box 392, Unisa, 0003, South Africa  
Cnr Janziefel and Alexandra Avenues, Midrand, 1685, Tel: +27 11 652 0000, Fax: +27 11 652 0299  
E-mail: sbl@unisa.ac.za Website: www.unisa.ac.za/sbl

### SCHOOL OF BUSINESS LEADERSHIP RESEARCH ETHICS REVIEW COMMITTEE (GSBL CRERC)

08 December 2015

Ref #: 2015\_SBL/DBL\_021\_FA  
Name of applicant: Mr A  
Rajcoomar  
Student #: 78298156

Dear Mr A Rajcoomar

**Decision: Ethics Approval**

**Student:** Mr Amendra Rajcoomar, [rajcooa@telko.co.za](mailto:rajcooa@telko.co.za), 081 354 5688

**Supervisor:** Prof R Ramphal, [ramphrr@unisa.ac.za](mailto:ramphrr@unisa.ac.za), 011 652 0363

**Project Title:** A Framework for the Implementation and Practice of Professional Bodies.

**Qualification:** Doctorate in Business Leadership (DBL)

Thank you for applying for research ethics clearance, SBL Research Ethics Review Committee reviewed your application in compliance with the Unisa Policy on Research Ethics

**Outcome of the SBL Research Committee:**

**Approval is granted for the duration of the Project**

45  
years Building leaders who go beyond



The application was reviewed in compliance with the Unisa Policy on Research Ethics by the SBL Research Ethics Review Committee on 08/12/2015.

The proposed research may now commence with the proviso that:

- 1) The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
- 2) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the SBL Research Ethics Review Committee. An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.
- 3) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

Kind regards,



Prof R. Ramphal

**Chairperson: SBL Research Ethics Committee**

011 - 652 0363/[ramphrr@unisa.ac.za](mailto:ramphrr@unisa.ac.za)

10/11/2015



Dr R. Mokate

**CEO and Executive Director: Graduate School of Business Leadership**

011- 652 0256/[mokatrd@unisa.ac.za](mailto:mokatrd@unisa.ac.za)

10/12/2015



## Annexure 2: List of Professional Bodies in South Africa

Name	Acronym	SAQA Registered
Cape Law Society	CLS	Yes
COMENSA	COMENSA	No
IAC - Institute of Accounting and Commerce	IAC	Yes
ICB - Institute of Certified Bookkeepers <a href="http://www.icb.org.za">www.icb.org.za</a>	ICB	No
IISA - Insurance Institute of South Africa	IISA	Yes
National Association of Child Care Workers	NACCW	No
Publishers' Association of South Africa (PASA)	PASA	No
Society of Medical Laboratory Technologists of South Africa (SMLTSA)	SMLTSA	No
The Association of South African Women in Science & Engineering	SAWISE	No
ACCA - Association of Chartered Certified Accountants South Africa	ACCA	Yes
AHPCSA - Allied Health Professions Council of South Africa	AHPCSA	Yes
APSO - Federation of African Professional Staffing Organisations	APSO	Yes
ASDSA - Association for Skills Development in South Africa	ASDSA	Yes
Association of Consulting Professional Planners (SAACPP)	SAACPP	No
CCMG - Contact Centre Management Group	CCMG	Yes
Chartered Secretaries Southern Africa (CSSA)	CSSA	Yes
CIMA - Chartered Institute of Management Accountants	CIMA	Yes
CIPS - Chartered Institute of Purchasing and Supply	CIPS	Yes
CISA - Compliance Institute Southern Africa	CISA	Yes
Democratic Nursing Association of South Africa (not working)	DENOSA	No
DMASA - Direct Marketing Association of South Africa	DMASA	Yes
EAAB - Estate Agency Affairs Board	EAAB	Yes
EAPASA - Employee Assistance Professionals Association of South Africa	EAPASA	Yes
ECSA - Engineering Council of South Africa	ECSA	Yes
FBCSA - Federal Bar Council of Advocates of South Africa	FBCSA	Yes
Financial Planning Institute of Southern Africa (FPI)	FPI	No
HPCSA - Health Professions Council of South Africa	HPCSA	Yes
IBA - Institute of Business Advisers Southern Africa	IBA	Yes
ICCSSA - Institute of Certificated and Chartered Statisticians of South Africa	ICCSSA	Yes
ICM - Institute of Credit Management of South Africa	ICM	Yes
IIASA - Institute of Internal Auditors South Africa	IIASA	Yes
IID - South African Institute of the Interior Design Professions	IID	Yes
ILASA - Institute of Loss Adjusters of Southern Africa	ILASA	Yes

ILGM - Institute for Local Government Management of South Africa	ILGM	Yes
IMFO - Institute of Municipal Finance Officers	IMFO	Yes
IMSSA - Institute of Mine Surveyors of South Africa	IMSSA	Yes
Institute of Information Technology Professional South Africa (IITPSA)	IITPSA	No
IOB - Institute of Bankers in South Africa	IOB	Yes
IoDSA - Institute of Directors in Southern Africa	IODSA	Yes
IOSM - Institute of Safety Management	IOSM	Yes
IPM - Institute of People Management	IPM	Yes
South African Institute of Draughting	SAID	No
IRBA - Independent Regulatory Board for Auditors	IRBA	Yes
IRMSA - Institute of Risk Management South Africa	IRMSA	Yes
ITC-SA - Institute for Timber Construction South Africa	ITCSA	Yes
IWH - Institute for Work at Height	IWH	Yes
Law Society of SA	LSSA	No
MASA - Marketing Association of South Africa	MASA	Yes
National Metrology Institute of South Africa (NMISA)	NMISA	No
National Research Foundation (NRF)	NRF	No
OASA - Oculists Association of Southern Africa	OASA	Yes
Occupational Therapy Association of South Africa (OTASA)	OTASA	No
PACASA	PACASA	No
PIRB - Plumbing Industry Registration Board	PIRB	Yes
PMSA - Project Management South Africa	PMSA	Yes
POA - Principal Officers Association of South Africa	POA	Yes
Printing Industries Federation of South Africa	PIFSA	No
PRISA - Public Relations Institute of Southern Africa	PRISA	Yes
Public Affairs Research Institute (PARI)	PARI	No
REPSSA - Register of Exercise Professionals South Africa	REPSSA	Yes
SA Council for Professional and technical Surveyors	PLATO	No
SAAHSP - South African Association of Health and Skincare Professionals	SAAHSP	Yes
SABPP - South African Board for People Practices	SABPP	Yes
SACA - South African Chefs Association	SACA	Yes
SACAP - South African Council for the Architectural Profession	SACAP	Yes
SACPCMP - South African Council for Project and Construction Management Professions	SACPCMP	Yes
SAFMA - South African Facilities Management Association	SAFMA	Yes
SAIBA - Southern African Institute for Business Accountants	SAIBA	Yes
SAICA - South African Institute of Chartered Accountants	SAICA	Yes
SAIGA - Southern African Institute of Government Auditors	SAIGA	Yes
SAIOH - Southern African Institute for Occupational Hygiene	SAIOH	Yes
SAIPA - South African Institute of Professional Accountants	SAIPA	Yes

SAITP - South African Institute of Tax Practitioners	SAITP	Yes
SAMRA - Southern African Marketing Research Association	SAMRA	Yes
SAPA - South African Payroll Association	SAPA	Yes
SAPFTC - South African Professional Firearm Trainers Council	SAPFTC	Yes
SARA - South African Reward Association	SARA	Yes
SAVC - South African Veterinary Council	SAVC	Yes
South African Association of Consulting Engineers	CESA	No
South African Association of Veterinary Technologists (SAAVT)	SAAVT	No
South African Institute of Electrical Engineers (SAIEE)	SAIEE	No
South African Institute of Financial Markets (SAIFM)	SAIFM	No
South African Institute of Security	SAIS	No
South African Institution of Mechanical Engineering	SAIMECHE	No
Southern African Institute of Architects (SAIA)	SAIA	No
Southern African Institute of Forestry (SAIF)	SAIF	No
Southern African Institute of International Affairs (SAIIA)	SAIIA	No
The Institution of Certified Mechanical and Electrical Engineers South Africa (ICMEESA)	ICMEESA	Yes
The Professional Speakers Association of Southern Africa (PSASA)	PSASA	No
The South African Chemical Institute (SACI)	SACI	No
The South African Cities Network (SACN)	SACN	No
The South African Council for Planners (SACPLAN)	SACPLAN	No
The South African Guild of Interior Designers	IID	No
The South African Institute of Computer Scientists and Information Technologists (SAICSIT)	SAICSIT	No
The South African Institute of Valuers	SAIV	No
The South African Planning Institute (SAPI)	SAPI	No
The South African Quality Institute	SAQI	No
AAT(SA) - Association of Accounting Technicians (South Africa)	AATSA	Yes
ACFE - Association of Certified Fraud Examiners	ACFE	Yes
Institution of Municipal Engineering in South Africa	IMESA	No
IOSH(SA) - Institution of Occupational Safety and Health South Africa	IOSHSA	Yes
Production Management Institution of SA (PMI)	SAPMI	No
The South African Deep Sea Trawling Industry Association	SADSTIA	No
ORSSA: The Operations Research Society of South Africa	ORSSA	No
FASA: The Franchise Association of South Africa	FASA	No
The South African Translators Institute (SATI)	SATI	No
Southern African Society for Quality	SASQ	No
South African Scriptwriters' Association	WGSA	No
Actuarial Society of South Africa (ASSA)	AASA	Yes

SACNASP - South African Council for Natural Scientific Professions	SACNASP	No
Library and Information Association of South Africa	LIASA	No
Council for the Counsellors	C4CSA	No
Public Relations Institute of Southern Africa	PRISA	No
Southern African Association for the Conference Industry	SAACI	No
South African Nursing Council	SANC	No
South African Council for Educators	SACE	No
South African Council for Social Service Professions	SACSSP	No
Corporate Lawyers Association of South Africa	CLASA	No
General Council of the Bar	SABAR	No

### Annexure 3: Email Sent to Professional Bodies



Sat 2016/09/10 05:02 PM  
Raj Rajcoomar (A)

RE: INVITATION TO PARTICIPATE IN A RESEARCH ON PROFESSIONAL BODIES

To: Raj Rajcoomar (A)

Cc: 'Pmsa@africa.co.za'; 'p@pfx.co.za'; 'saa@ssa.org.za'; 'info@msia.org'; 'info@mf.ac.za'; 'info@vaaa.org.za'; 'office@iutweb.co.za'; 'info@clinicalassociates.co.za'; 'info@parb.co.za'; 'admin@projectmanagement.org.za'; 'info@pma.co.za'; 'info@perl.org.za'; 'info@repsaa.com'; 'office@plato.org.za'; 'yosselin@sotho.co.za'; 'trevor@vefco@sotho.co.za'; 'info@bsca.co.za'; 'info@ssaspe.com'; 'info@sofha.co.za'; 'support@sofb.co.za'; 'bsca@bsca.co.za'; 'admin@page.co.za'; 'info@sotho.co.za'; 'Clientcare@sotho.co.za'; 'info@pessco.org.za'; 'support@sotho.co.za'; 'admin@fho.co.za'; 'sareng@sotho.co.za'; 'system@sotho.co.za'; 'general@sotho.co.za'; 'saa@vemail@gmail.com'; 'info@ssaa.org.za'; 'info@sotho.co.za'; 'saa@sotho.co.za'; 'membership@saesche.org.za'; 'admin@ntaraguides.org'; 'admin@ssaa.org.za'; 'tremm@gmail.com'; 'mada@ssaa.org.za'; 'tremm@ssaa.org.za'; 'sironne@ssouthafrica.co.za'; 'saci.chen@wits.ac.za'; 'info@sothes.net'; 'lanner@saolan.co.za'; 'rational@professions.org.za'; 'Carina.Devillers@up.ac.za'; 'info@sotho.org.za'; 'vanesa@sotho.co.za'; 'office@translators.org.za'; 'Tessa@bsca.co.za'

Dear Sir/Madam

I am a doctoral student of UNISA's SBL (School of Business Leadership). As part fulfilment of the requirements for the degree, my theses require that either **leaders or managers** of professional bodies participate by completing a questionnaire that will be a key contributor to me realising my research aims and objectives. If you are not a leader or a manager kindly please forward this request to someone that is within your organisation.

My research topic is "A FRAMEWORK FOR THE IMPLEMENTATION AND PRACTICE OF PROFESSIONAL BODIES"

Please access the questionnaire by clicking on the link below

[https://docs.google.com/forms/d/1FAjGQL5C6esMxT-h1N-1jgQM7Lx-HyKw69XV8E6smFush-9hw/viewform?usp=send\\_form](https://docs.google.com/forms/d/1FAjGQL5C6esMxT-h1N-1jgQM7Lx-HyKw69XV8E6smFush-9hw/viewform?usp=send_form)

Regards Raj  
081-354-9688  
[rajr@openserve.co.za](mailto:rajr@openserve.co.za)

### Annexure 4: Email Sent to Practitioners



Sun 2016/10/02 10:43 AM  
Raj Rajcoomar (A)

INVITATION TO PARTICIPATE IN A RESEARCH ON PROFESSIONAL BODIES

To: Raj Rajcoomar (A)

Cc: 'carol@kambule@gmail.com'; 'info@knowledgetheatremedia.co.za'; 'taren@dlruper.com'; 'info@kwarts.co.za'; 'yovela@yovela.com'; 'lapa@lapa.co.za'; 'largeprint@africa.com'; 'info@learn.co.za'; 'lecto@africa.com'; 'info@metactive.co.za'; 'trish@lookandampublishing.co.za'; 'bula@lovedale.co.za'; 'xobab@iuhimuzem.org.za'; 'luverib@luverib.co.za'; 'info@nacribn.co.za'; 'info@narangpublishers.co.za'; 'info@naruno.co.za'; 'tobombob@innie@gmail.com'; 'customerservices@innie.co.za'; 'sales@innie.org.za'; 'info@edintandrain.com'; 'jackie@mediaworks.co.za'; 'info@innie.co.za'; 'ingadisp@innie.co.za'; 'info@modjibooks.co.za'; 'savel@modin.org'; 'linda@modin.co.za'; 'enquiries@modin.co.za'; 'mossasad@gmail.com'; 'yuth@yutha.net'; 'yam@yiboo.co.za'; 'info@yiboo.co.za'; 'havidav@books@web.co.za'; 'hengen@metactive.co.za'; 'neebak@neebak.co.za'; 'info@spinet.co.za'; 'soford.za@up.com'; 'yoshid@penneonlan.co.za'; 'Jane.Bursey@pearson.com'; 'enquiries@pearson.co.za'; 'info@peterbooks.co.za'; 'bergh@penguinandhouse.co.za'; 'booksellers@gnal.com'; 'phani@vibs.co.za'; 'pharos@pharos.co.za'; 'bul@up.ac.za'; 'Tendon@proteobodhus.co.za'; 'publishingworks@gmail.com'

Will you kindly forward this request to all your members (affiliated members of your professional body) please. By your members participating in this survey they will contribute to the research.

Your assistance is greatly appreciated.

I am a doctoral student of UNISA's SBL (School of Business Leadership). As part fulfilment of the requirements for the degree, my thesis require that **affiliated members** of professional bodies participate by completing a questionnaire that will be a key contributor to me realising my research aims and objectives.

My research topic is "A FRAMEWORK FOR THE IMPLEMENTATION AND PRACTICE OF PROFESSIONAL BODIES"

Please access the questionnaire by clicking on the link below

[https://docs.google.com/forms/d/1FAjGQL5C6E-x6QP3b884eRk1HQz-s11m2xouMPKQZG0U9?e=viewform&usp=send\\_form](https://docs.google.com/forms/d/1FAjGQL5C6E-x6QP3b884eRk1HQz-s11m2xouMPKQZG0U9?e=viewform&usp=send_form)

Kind regards Raj  
081-354-5688  
[rajr@openserve.co.za](mailto:rajr@openserve.co.za)

## **Annexure 5: Questionnaire – Professional Bodies**

### **SURVEY (Professional Bodies)**

Raj Rajcoomar

Telephone 012 311-8050

Cell: 081-354-5688

E-mail: rajr@openserve.co.za

### **A Framework for the Implementation and Practice of Professional Bodies**

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Dear Sir / Madam

As fulfilment of my doctoral degree (DBL) studies at UNISA, I am busy with a research project titled: “*A Framework for the Implementation and Practice of Professional Bodies.*” The aim of the study is to identify the relevant factors that have to be considered which will lead to the development of a framework.

Please complete the following questionnaire based on your experience in participating in the management of your professional body. Your input is of vital importance and you are assured of complete anonymity. I have formulated the questionnaire in a user-friendly presentation which will only take between 15-20 minutes of your time and please do not hesitate to contact me should you require any assistance.

This study has been approved by the UNISA Ethics Committee (2015\_SBL/DBL\_021\_FA) and should you have any concerns regarding this data collection please contact Prof. Ramphal on 011 652-0363.

By you completing this questionnaire indicates that you have voluntarily accepted to participate in this study.

I sincerely thank you for your participation in this research and for your much valued contribution.

Kind Regards

***Raj Rajcoomar***

**RESEARCH QUESTIONNAIRE FOR THE MANAGERS EMPLOYED BY PROFESSIONAL BODIES**

Name of Participant (Optional): \_\_\_\_\_

Professional Body (Compulsory):  
\_\_\_\_\_

Your Designation/Role: \_\_\_\_\_

Date of Participation: \_\_\_\_\_

This questionnaire on professional bodies contains three sections. You are kindly requested to complete all sections fully.

**SECTION A – BACKGROUND INFORMATION – INFORMATION IN THIS SECTION IS FOR STATISTICAL PURPOSES ONLY**

Please complete the following section related to your state. Please select the appropriate statement

1. I have been employed at a professional body for (years):

Less than a year	
1 – 5 years	
6 – 9 years	
10 years or more	
State number of years if more than 10	

2. My position in the organisation is:

Top Management (Board member, Chief Executive Officer, Managing Director level)	
Senior/Middle Management (Departmental Head, Business Unit Head level)	
Lower Management - Operations	

3. My highest qualification can best be described as:

Secondary school education only	
Diploma	
Degree (undergraduate)	
Degree (honours)	
Degree (masters)	
Degree (doctorate)	

4. My employment at the professional body is:

Part time	
Full time	
Voluntary	
Other (please specify)	

**5. I am accountable to:**

A director	
A council	
A board	
A CEO	
A manager	
A supervisor	
Other (please specify)	

**6. My core responsibilities to our membership include (could be more than one):**

To provide leadership	
To manage the finances received from members	
To manage the operations related to members	
To manage the marketing related to members	
Customer liaisons responsibilities to members	
Other responsibilities	
Please specify if other:	

**SECTION B – PROFILE OF THE PROFESSIONAL BODY**

**7. Please select the statement that applies to the affiliation of the professional body (could be more than one):**

Affiliated locally	
National (within South Africa)	
On the African continent	
Globally	
No affiliation	
Other, please specify	

**8. The number of registered practitioners affiliated to my organisation are:**

< 100	
< 500	
< 1000	
< 1500	
> 1500	

**9. Please indicate the racial profile of the current membership. The total must add up to 100%**

African	%
Asian	%
Coloured	%
White	%
Other	%



**10. What was the average annual growth that the professional body grew by in the last 3 years?**

< 1%	
< 5%	
< 10%	
> 10%	

**11. The professional body's business model is funded by:**

Sponsors	
Donors	
Industry	
Government	

**12. The membership evaluation criteria includes:  
(Your selection could be more than one)**

Demonstration of skills	
Qualifications	
Other, please specify	

**13. The professional body provides support to practitioners in the following sectors (Your selection could be more than one)**

Health	
Financial	
Law sector	
Architectural	
Auditing	
Chef or culinary	
Business advisory	
Child care sector	
Plumbing and Electrical	
Building	
Coaching or mentoring	
Compliance	
Communications	
Advertising	
Computer / Information Technology	
Engineering	
Marketing	
Estate Agents	
Firearm	
Franchise	
Forestry	
Human Resource Provision	
Insurance	
Interior Design	

Labour Recruitment	
Research	
Nursing	
Occupational Hygiene	
Printing	
Public Relations	
Purchasing	
Quality	
Safety Management	
Secretarial Management	
Security	
Statistics	
Timber	
Veterinary	
Water and Sewage	
Other: Please specify	

**14. The professional body can be classified as:**

A Voluntary organisation	
A Non-Profit organisation	
A Statutory – Government regulated organisation	
An Industry Related organisation	
A Club	
An Association	
A Society	
An Institution	
A Body Corporate	

**15. The make-up of staff is as follows (Your selection could be more than one):**

	Approximate number
Permanent staff	
Part time staff (Includes contract staff)	
Voluntary staff	
Students serving internship	
Total (Automatic calculation)	

**Please answer each of the following by selecting either the Yes or No field**

General		Yes	No
16.	My organisation is registered with the South African Qualifications Associations (SAQA)		
17.	My organisation has applied for recognition with SAQA but has failed		
18.	My organisation can be classified as a virtual professional body		
19.	Is your organisation certified to ISO 17024? ISO 17024 is a standard allowing a body to provide certification of individuals)		
20.	Do you have a management system in place for CPD?		
21.	Is your organisation certified to ISO 9001? ISO 9001 is a standard focused on meeting customer expectations and delivering customer satisfaction )		

22.	There are reporting and monitoring mechanisms in place to determine if the company is meeting its stakeholder needs		
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<b>The functions of my professional body can be described as follows:</b>		<b>Yes</b>	<b>No</b>
23.	To provide support to practitioners in a specific sector or sectors		
24.	To prevent industry crisis that might not be resolved with the present structures or institutions		
25.	To certify members of a new occupation and existing occupations		
26.	To address escalations in industry offences by individuals known as practitioners		
27.	To recruit volunteers to combat illiteracy		
28.	To support the evolution of new industries that may require guidance from a professional body		
29.	To protect the public		
30.	To provide support from a statutory perspective as dictated by government		

<b>The Structure and Governance of the Professional Body is as follows:</b>		<b>Yes</b>	<b>No</b>
31.	We have a CEO		
32.	There is a code of practice in place		
33.	We have an operating bylaw document in place		
34.	There is a memorandum of incorporation in place		
35.	There is a code of ethics in place		
36.	We have different councils in place		
37.	We have an approved constitution		
38.	We have established rules for professional conduct and an ethical policy		
39.	We have a board charter		
40.	We are depended on volunteers to carry out administrative duties		
41.	We have permanent employees to carry out administrative duties		
42.	The appointment of directors and the board are undertaken through a democratic election process		
43.	We have an approved business plan in place		
44.	We have a publically accessible website		

<b>Establishment of the Professional Body</b>		<b>Yes</b>	<b>No</b>
45.	In relation to professional bodies in the same field as my body we were the first to be founded in South Africa		

<b>Membership Satisfaction Surveys</b>		<b>Yes</b>	<b>No</b>
46.	Does your professional body conduct membership satisfaction surveys?		

<b>Member Satisfaction Rating</b>						
47. Please rate the membership satisfaction of the professional body in the past 3 years						
<b>Strongly Dissatisfied</b>	<b>Dissatisfied</b>	<b>Somewhat Dissatisfied</b>	<b>Undecided</b>	<b>Somewhat Satisfied</b>	<b>Satisfied</b>	<b>Strongly Satisfied</b>

Competitive Model used by the Professional Body		Yes	No	Not Sure
48.	Does the professional body use the balanced Scorecard? The balanced scorecard is a tool used to convert the strategy into goals using measures. It includes Financial, Customer, Internal Processes and Learning and Growth.			
49.	If not, please specify which model is used			

## SECTION C – CURRENT ASSESSMENT

Please rate the following statements on an ascending scale of 1 to 7, where 1 denotes strongly disagree, 2 denote disagree, 3 denotes disagree somewhat, 4 denotes undecided, 5 denotes agree somewhat, 6 denotes agree and 7 denotes strongly agree

The Mandate of my Professional Body can be described as follows:

Mandate of the Professional Body	Rating
50. Keep members well-informed and knowledgeable about the latest elements and operational procedures of the best professional projects and strategic plans being implemented locally and globally	
51. Promote the adherence to benchmarks for standards as accepted by the best practitioners in the world	
52. Develop, maintain and foster international relations between professional associations with the same aims and standards	
53. Encourage programmes to implement the continuous professional development of existing members	
54. Devise, enforce and administer a comprehensive code of ethical standards and procedures	
55. Make a range of considered benefits available to all accredited members	
56. Oversee the development of training programmes and the certification of professional qualification	
57. Act in the interest of the public in relation to the services provided by its members and the associated risks	
58. Promote the imperatives of the government and to enforce legislation	
59. Recognise suitable education and training providers and be involved in the curriculum of learning programmes offered by education and training providers	

The Role of the Members in the Organisation can be described as follows:

Role of Members in the Professional Body	Rating
60. Members serve on committees/councils formed within the body	
61. Members provide advisory services to the board of directors / councils / committees	
62. Members are involved with the administration of the body	
63. Members provide articles for publication purposes	
64. Members offer voluntary assistance to the operations activities of the body	
65. Members assist with the planning of conferences and workshops or other functions	

The Leadership to Members can be described as follows:

Leadership provided to Members		Rating
66.	My organisation's strategy is clear and transparent to all members	
67.	The leadership style of my organisation empowers members	
68.	Members are supportive of the leadership style of the organisation	

Please rate the following statements in relation to the offerings and benefits offered by your professional body to members

Offerings and Benefits of the Professional Body		Rating
69.	Assists with job placements	
70.	Develops standards of practice	
71.	Assists with career development	
72.	Promotes training, conferencing, workshops and seminars in terms of CPD	
73.	Offers opportunities to network with other members	
74.	Encourages contribution to newsletters and other publications	
75.	Provides knowledge and support to members through Helplines	
76.	Provides a system of grading members	
77.	Ensures members are up to date with the practices needed by the professional	

Please rate the following statements in relation to the assurance mechanisms that your professional body has in place

Assurance Mechanisms		Rating
78.	My organisation monitors practitioners' performances and progress	
79.	My organisation regularly communicates best practices to practitioners	
80.	My organisation has a quality plan in place	
81.	Members' complaints are dealt with in a methodological, fair and transparent process	
82.	Excellent customer service is considered as one of the values of my organisation	

Please rate the following statements pertaining to the financial analysis of the professional body:

Financial Analysis		Rating
83.	My organisation is financially sustainable	
84.	My organisation has many sponsors/donors	
85.	My organisation receives financial support from industry	
86.	My organisation receives some financial support from SETA and other government structures	
87.	My organisation has a prescribed fee structure in place for each grade of membership	
88.	The intention of the professional body is to make a profit	

What % of your professional body's annual turnover is re-invested in membership skills development?	%
---	---

	Question	Answer
89.	What is the average turnover per year for the last 3 years?	R
90.	What were your major expenses for the last 3 years?	

Please rate the following statements on CPD as related to your professional body

CPD	Rating
91. CPD is concerned with maintaining knowledge and skills, competencies; in other words, CPD is about keeping up-to-date	
92. CPD improves and broadens knowledge and skills; that is, CPD is intended to support future professional development	
93. CPD develops personal qualities and ethical capacities necessary to execute professional and technical duties	
94. To allow professionals to improve their performance in their current role	
95. To allow professionals to take on new roles	
96. To improve career prospects with current employers or in current practice	
97. To support career progression to new employers or to different practices	

Please rate the following statements related to partnerships activities of your professional body

Partnerships and Collaborations	Rating
98. My organisation is in partnership with businesses in industry	
99. My organisation is involved with job description compilation for practitioners	
100. My organisation is actively involved in standards setting with the SABS and other stakeholders	
101. My organisation collaborates with SAQA	

Please rate the following statements related to the involvement in research activities by your professional body

Research Activities	Rating
102. My organisation is actively involved with research projects continuously	
103. Our practitioners produce articles and papers that is published in journals	
104. My organisation produces magazines and journals on a regular basis	
105. Research is conducted for the benefit of the sector	
106. Research is conducted for the benefit of the country	
107. Research is conducted for the benefit of the association	
108. Research is conducted for the benefit of the members	

Please rate the following statements related to the involvement in events and activities by your professional body

Events and Activities	Rating
109. The professional body uses the services of an external project team to organise and execute events	
110. The professional body uses an internal project team to organise and execute events	

111.	Only local speakers are used to present at events	
112.	Only International speakers are used to present at events	
113.	Both local and international speakers are used to present at events	

**Please rate the following statements relating to the importance of your professional body**

<b>Importance of Professional Body</b>		<b>Rating</b>
114.	My organisation sets standards that guide the industry	
115.	My organisation is involved in skills development of practitioners in collaboration with SAQA	
116.	My organisation mentors practitioners on methods to transfer skills effectively to young talent	
117.	My organisation lobbies with government organisations like SETAS and QCTOs so that the profession can benefit	
118.	My organisation acts in the best interest of the public	

**Thank you for your valued time!**

## **Annexure 6: Questionnaire – Practitioners**

### **SURVEY (Professional Bodies)**

Raj Rajcoomar

Telephone 012 311-8050

Cell: 081-354-5688

E-mail: [rajr@openserve.co.za](mailto:rajr@openserve.co.za)

### **A Framework for the Implementation and Practice of Professional Bodies**

---

Dear Sir / Madam

As fulfilment of my doctoral degree (DBL) studies at UNISA, I am busy with a research project titled: “*A Framework for the Implementation and Practice of Professional Bodies.*” The aim of the study is to identify the relevant factors that have to be considered which will lead to the development of a framework.

Please complete the following questionnaire based on your perception of professional bodies. Your input is of vital importance and you are assured of complete anonymity. I have formulated the questionnaire in a user-friendly presentation which will only take between 15-20 minutes of your time and please do not hesitate to contact me should you require any assistance.

This study has been approved by the UNISA Ethics Committee (2015\_SBL/DBL\_021\_FA) and should you have any concerns regarding this data collection please contact Prof. Ramphal on 011 652-0363.

By you completing this questionnaire indicates that you have voluntarily accepted to participate in this study.

I sincerely thank you for your participation in this research and for your much valued contribution.

Kind Regards

***Raj Rajcoomar***



**RESEARCH QUESTIONNAIRE FOR PRACTITIONERS AFFILIATED TO PROFESSIONAL BODIES**

Name of Participant (Optional): \_\_\_\_\_

Name of Professional Body I am Affiliated to (Compulsory): \_\_\_\_\_

Your Occupation: \_\_\_\_\_

Date of Participation: \_\_\_\_\_

**SECTION A – BACKGROUND INFORMATION – INFORMATION IN THIS SECTION IS FOR  
STATISTICAL PURPOSES ONLY**

Please complete the following section on your biographical state. Please the appropriate statement

1. My gender is:

Male	
Female	

2. My age in years is in the following category:

18 – 29	
30 – 39	
40 – 49	
50 – 59	
60+	

3. My highest qualification can best be described as:

No education	
Secondary school education or matric only	
Diploma	
Degree (Undergraduate)	
Degree (Honours)	
Degree (Masters)	
Doctoral degree	

4. I have been affiliated to the current professional body for:

Less than 1 year	
1 to less than 2 years	
2 to less than 5 years	
5 to less than 10 years	
10 to over 10 years	

**5. My fees for the professional body paid by**

Myself	
My company (full)	
My company (partial)	
Sponsorship	
Other	

**SECTION B – PROFILE OF THE PROFESSIONAL BODY**

**6. Please select the statement that applies to the affiliation of the professional body (could be more than one):**

With other bodies	
Affiliated - provincially	
National (within South Africa) - nationally	
On professional bodies on the African continent	
Globally – with other professional bodies	
No affiliation	
Other, please specify	

**7. The professional body’s business model is funded by (could be more than one):**

Sponsors	
Donors	
Industry	
Government	
members	

**8. The membership evaluation criteria includes: (could be more than one)**

Demonstration of specific skills (competency)	
Applicable qualifications	
Applicable certifications	
Reference from employer	
Job level in organisation	
Other, please specify	

**9. The professional body provides support to practitioners in the following sectors (Your selection could be more than one)**

Health	
Financial	
Law sector	
Architectural	
Auditing	
Chef or culinary	
Business advisory	
Child care sector	

Plumbing and Electrical	
Building	
Coaching or mentoring	
Compliance	
Communications	
Advertising	
Computer / Information Technology	
Engineering	
Marketing	
Estate Agents	
Firearm	
Franchise	
Forestry	
Human Resource Provision	
Insurance	
Interior Design	
Labour Recruitment	
Research	
Nursing	
Occupational Hygiene	
Printing	
Public Relations	
Purchasing	
Quality	
Safety Management	
Secretarial Management	
Security	
Statistics	
Timber	
Veterinary	
Water and Sewage	
Other: Please specify	

**10. The professional body can be classified as:**

A Voluntary organisation	
A Non-Profit organisation	
A Statutory – Government regulated organisation	
An Industry controlled organisation	
A Club	
An Association	
A Society	
An Institution	
A Body Corporate	

**11. The benefits that I receive from the professional body can be described as follows (could be more than one)**

High standards set by my professional body enhances public trust in my profession	
My professional body designs a CPD path for me that benefits my career progression	
My professional body enrolls me for courses that helps my career development	
My professional body oversees the development of training programs for members	
I receive high quality information from my professional body	
There is a helpline for me to call in order to address my needs as a professional	
I receive information on best practices from my professional body	
I write articles for my professional body that are published	
There is a reward system in place at my professional body to recognise my hard work	
I receive technical support and guidance to empower me in my occupation	
Protects my profession to practice legally	
Provides me with a license to practice	
Other assistance	

**SECTION C – CLOSED ENDED QUESTIONS**

**CURRENT ASSESSMENT**

Please answer each of the following that best describes your opinion of your professional body

<b>Offerings and Benefits</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
12. In my opinion there are many value added offerings and benefits offered to me by my professional body							
13. There is a grading system in place							
14. There is a system of rewarding practitioners based on achievements							
15. In my opinion there are systems in place that promotes my development							
16. I receive preference in the employment market due to being registered with a professional body							
17. My professional body provides a help line for me to phone in for career related advice							

18.	My professional body provides me with opportunities to market the services of the body							
19.	My professional body allows me to participate in strategy creation sessions for the body							
20.	In my opinion my career prospects are improved due to my affiliation to a professional body							
21.	My professional body facilitates an insurance scheme for me to participate in							

<b>Assurance Mechanisms</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
22.	My professional body monitors my development and provides feedback							
23.	My professional body communicates best practices to practitioners ongoing							
24.	There are specific standards that my professional body requires that I use in order to do my work efficiently							
25.	My professional body has quality systems in place							
26.	My professional body has a code of practice in place							
27.	My professional body has a code of conduct in place							
28.	My professional body has a code of ethics in place							

<b>Financial Matters</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
29.	In my opinion my professional body is financial sound and stable							
30.	My professional body has many sponsors							
31.	My professional body has a prescribed registration fee structure in place for each grade of membership							
32.	In my opinion the fee structure is reasonable							
33.	The registration process with my professional body is efficient and effective							

<b>CPD</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
34.	It is compulsory for me to attain CPD points in order for me to retain my membership							
35.	I participate in conferences and other activities related to my professional body in order to accumulate CPD points							
36.	My professional body prescribes courses for me to attend that allows me to accumulate CPD points							
37.	In my opinion CPD broadens my knowledge and skills and keeps me up to date							
38.	My performance in the work place is							

	enhanced due to my involvement in CPD							
39.	CPD empowers me to advance my career prospects when I apply for other roles in industry							

<b>Support from Industry</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
40.	My professional body receives financial and moral support from industry							
41.	My professional body is in partnership with businesses in industry							
42.	My professional body is involved with job description compilation for practitioners							

<b>Networking</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
43.	My professional body promotes networking with other professional bodies locally and or internationally							
44.	My professional body collaborates with global professional bodies							
45.	My professional body provides a platform for me to collaborate with other industries							

<b>Research</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
46.	My professional body provides the platform for me to							

	participate in research projects							
47.	In my opinion I should write articles and papers for my professional body							
48.	My professional body carries out regular surveys							

<b>Functions and Meetings</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
49.	My professional body invites me to conferences annually							
50.	My professional body has regular forums for practitioners to discuss industry related issues							
51.	The different events organised by my professional body is beneficial to addressing industry related issues							

<b>My Needs of my Professional Body</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Disagree Somewhat</b>	<b>Undecided</b>	<b>Agree Somewhat</b>	<b>Agree</b>	<b>Strongly Agree</b>
52.	Bursaries are available for me from my professional body							
53.	My professional body provides accredited training programs							
54.	My competencies are assessed by my professional body when seeking employment in industry							
55.	My professional body provides							



	membership for students							
56.	I receive regular sources of information like magazines, journals, online services etc from my professional body							
57.	In my opinion my professional body represents members' interests in their relationship with government and the media							
58.	My professional body assists me with accreditation and certification							

**Thank you for your valued time!**

## **Annexure 7: Transcription of Interviews**

### **Transcription of Interview Number 1**

**Date: 19 April 2016 at 14H00**

**Venue: Midrand**

The researcher provided a consent form for the participant to complete.

Raj: I will introduce myself and explain to you what I am researching. My name is Raj Rajcoomar, a student at UNISA's SBL. I am undertaking a research, a thesis research that entails professional bodies in South Africa. The outcome will be a framework that can be used by all professional bodies within South Africa so that it can assist them in the day-to-day running of their professional body. It looks at from the time of implementation to the practice. Some of the areas that will be covered in the research are:

Ideal governance structure of professional bodies,

Leadership

What kind of financial strategies they use. Do they use donors, sponsors, membership fees solely to sustain themselves?

Offerings and benefits that professional bodies offer to their members and to the public

Then the marketing imperatives, what are the ideal branding strategies they should use

How do they remain relevant in a volatile economic economy, which is very relevant today, and then

The ideal registration process, like a yearly process, for new members is it easy for them to register, or do they get frustrated

So the research will be around these as mentioned. What I want to do is I just want to pose a few questions, short questions that won't take long. I just want you to introduce yourself and your role in the organisation.

Respondent: My name is Nicolene Badenhorst and I am the company's assistant secretariat. Unfortunately the other director couldn't make it.

Raj: Ok excellent, that's great. Alright, the first area that I just want to touch on is the leadership of your organisation. I just want to know what kind of leadership style they employ. More or less participative, delegating, supportive or directive or is it autocratic.

Respondent: I will say a combination of delegating as well as one or two of the ones you mentioned. The reason why I say that is that we have a board which has different functions. We can break it down to executive directors, and non-executive directors. The executive directors are involved with the daily operational functions and the non-executive are actually members from the companies that belong to us. In other words representing our members.

Raj: They are still part of family basically although they are non-executive

Respondent: That's right, but they are non-executive. They sit on the board and make decisions, strategic or planning or operational ultimately is decided by the committee and that specific member group consists of non-executive and executive

Raj: Very interesting because I am involved with a professional body, a quality professional body called Southern African Society for Quality. Their executive and their board consists only of members. It is a different mind-set I must admit. The next one I want to touch on is governance. Is there something like code of ethics in your organisation or disciplinary process for members the practitioners? If they do something wrong that can really hold them accountable

Respondent: Yes absolutely. I can't be thoroughly specific to provide the name of the document

Raj: Yes that's fine

Respondent: But obviously we have an HR department and they actually provide these services. So I would imagine anything that falls under HR in terms of employment will be covered by that. In terms of ethics we have different committees which are then again headed by different committee members which is a combination of the executive and non-executive and committee members. These are members that are actually coming from the companies that belong to us

Raj: That's right

Respondent: I don't not know exactly what the committee itself is called, I believe it's the ethics committee. So they will get together and they will routinely review any possible questions that have come up or any standing documentation

Raj: Do you have a committee called the nominations committee perhaps?

Respondent: Nominations do you mean as in getting new members?

Raj: Ja nominations committee from my understanding. Ok different organisations use them differently. Some of them use them exclusively when you want to nominate let's say new directors or members to the board or they also sit on the board where they have to advise the board on issues that is actually pertinent to the operations

Respondent: Ok I wouldn't say that but what we do is part of corporate governance is that every single committee member or non-executive director has to be approved by I would say a meeting, and we have about 800 members. If the members do not wish to attend themselves they will actually sign a proxy and those members are then nominated specifically either by proxy or people attending that meeting then obviously we will follow the normal corporate governance quorum and notice period

Raj: That will normally be at the AGM

Respondent: Yes

Raj: OK excellent. The next area that I want to just touch on is your developing of your members, basically the practitioners. Do you'll have any processes in place, let's say programs like CPD that you undertake, or do you have communiques like magazines perhaps?

Respondent: Yes, CPD no, not at this stage, however we planning in future to bring that into our structured model, but definitely in terms of adhoc conferences

Raj: Workshops?

Respondent: Yes, Most of our information is actually sent out by email to specifically chosen representatives of the organisations. I will give you an example, we have one of my colleagues that sits on the committee for, I don't know exactly what the name is like air quality. So whatever she discovers she brings it back to our organisation and she will inform all via an email

Raj: So email is a very effective communication method.

Respondent: I wouldn't know if it is effective but I will wish for it to be more effective yes. That is our primary mode of communication

Raj: All right excellent. The next area is sponsorships. Do you'll have any specific sponsorships? I do not need to know who they are. Are they industries, private companies, government sponsors?

Respondent: We have a combination of all. Sponsors from our members, sponsors from people who are not members but are involved in the industry. The use of it is very specific and not like we can use it for anything else. And then I wouldn't say sponsorships from government but grants

Raj: Our next area is legal structure. Are you a section 21 company or voluntary? Must be section 21 company

Respondent: Yes

Raj: Ok. Then accreditation. Are you'll involved in any sort of relationships with SAQA or higher education?

Respondent: Yes. Yes we are. In fact very involved with the SITAS and together with SAQA

Raj: Ok excellent. Alright getting to the end now. Registration process. Is it like a yearly thing and for new members and existing member who have to register yearly? Is it on the website, electronic?

Respondent: No, you apply to become a member of PIFSA, you remain a member until you actually give us notice with resignation, so until we get such notification you are a member

Raj: So there is no yearly registration as such

Respondent: No there is no yearly registration

Raj: So it's once off once you join in. Ok excellent. Then lastly, I just want to know, you are a professional body, do you have an idea what an ideal definition of a profession body perhaps is?

Respondent: Look, we are a trade organisation, and part of a trade organisation we are going to be setting up a very specific professional body. So I think answering your question in terms of us as a trade organisation if future we are going to have the South African Institute of Printing and that is a specific professional body which will include CPD etc etc. So my understanding of a professional body would then be a body that looks at a certain group of people and maintain certain standards. There's obviously going to be some sort of code or regulations or rules or standards that they have to abide by and the benefit for a person belonging to a professional body

would then be that they are recognised as somebody who abides by a certain standard and therefore their competency level or professional level is of a standard and that standard is then compared to the reputation of that professional body. What I mean by that is that the professional body does not have a reputation for having a good standard so the value of a professional body would be in their reputation

Raj: 100%. Just off the topic a bit. Are you'll affiliated to SAQA in any way?

Respondent: No, we deal with them on a regular basis but it's not that we are affiliated to them in any legal way

Raj: The QCTO or the SITAs, are you working closely with them because the SITAs normally create courses and things like that

Respondent: Yes we are working very closely with them. Our CEO actually gives regular updates with whoever he deals with as well as 2 members of staff who are particularly involved with training and development. Ken is the director of training and Shalon is the administrator of training and they be dealing closely with the SITAs

Raj: Ok that's it. Thank you for your time.

## **Transcription of Interview Number 2**

**Date: 16 April 2016 at 09H00**

**Venue: Hatfield**

The researcher provided a consent form for the participant to complete.

Raj: I just want to explain to you what we will do now. My name is Raj Rajcoomar and I am a student at UNISA, a doctoral student doing a research on professional bodies in South Africa. I chose your organisation and believe that you are one of the more established bodies in South Africa. First I want to ask you your role in your professional body and what is the name of you professional body

Respondent: Occupational Therapy Association of South Africa and our role is to support our members

Raj: And your designation?

Respondent: Financial administrator

Raj: I just got a couple of questions

Respondent: No problem

Raj: The first one is the leadership style, what kind of leadership style do you employ, would you say it is participative, delegating, supportive or more directive or is it a combination of all?

Respondent: It's a combination of all of them

Raj: The next one is about the governance structure. Do you have a code of ethics, disciplinary process for practitioners?

Respondent: Yes

Raj: Do you have a board structure?

Respondent: Most definitely

Raj: Do you have different councils for different departments like marketing

Respondent: Yes we have a whole structure. We have our EXCO, our branches and standing committees and then are broken down into smaller sub-committees. So yes we do have a structure

Raj: So you'll be more like a head office, and managing the different regions

Respondent: Yes we are

Raj: The next question is about developing your practitioners. Do you have any programs like CPD?

Respondent: Yes we have CPD committee and we are accredited with the HPCSA

Raj: Excellent. The next one is about sponsorships. Do you have sponsorships industry or government that sponsors you or do you solely depend on membership

Respondent: On membership yes. We do have student leadership project we are piloting this year and we are wanting to go the route to obtain sponsors but there are legal issues surrounding that but by the end of the year we would have gone that route but we are busy sorting out the ethical issues

Raj: Are you a section 21 company?

Respondent: No we not. There's 2 companies that are registered at the NPA, one of them are a section 21 and the other not

Raj: The other one is a profit organisation

Respondent: Say again

Raj: The other one is a profit organisation

Respondent: OTASA specifically is a non-profit organisation

Raj: Do you have any collaborations with maybe SAQA or higher education committees or institutions?

Respondent: Not specifically but not SAQA, but SADA, yes we do collaborate with other associations

Raj: So no higher education institutions?

Respondent: The other company we are busy registering to become a higher education provider, but not OTASA. We are speaking about OTASA this morning. OTASA is not

Raj: Then your registration process. Is it a yearly process? If I am a member of your association, do I have to register each year?

Respondent: Yes

Raj: Each year, and that goes for new entrants as well. New members coming in have to go through the process

Respondent: Yes definitely

Raj: Would you say that the process is a very easy process or sort of a time consuming, do people get sort of irritated

Respondent: Well it all dependents on how they register. You can either fill in a form or you can do it electronically

Raj: It's much easier



Respondent: We some people do not find it easy, that's why I am saying it all depends on which route you follow but both of them should be easy but is people that go through the registration process but there are far and few that really complain

Raj: Ok that's about it. That's all from my side. Do you have any other questions that you will like to pose?

Respondent: No. We don't have a person at EXCO designated at NPO. We have acquired a person that will take on the NPO function

Raj: What does NPO stand for?

Respondent: Non-profit organisation

Raj: I see. So you are basically trying to segment it.

Respondent: That's already there but like the sponsorship we did not know there was so much red tape. So to get into the department of social development, it is quite difficult to get in there if you do not know the right people you don't get the right answers

Raj: Have to look at ways to structure the whole thing

Respondent: So for that we started doing that. I thought about it 2 years ago of a 8 year plan, this is our 3rd year

Raj: Ok that's all

Respondent: If there is anything else, you are welcome to pop me an email and I will answer you as far as possible as I can.

### **Transcription of Interview Number 3**

**Date: 24 May 2016 at 11H00**

**Venue: SBL Midrand**

The researcher provided a consent form for the participant to complete.

Raj: Eric, thanks for joining me today. I just want to explain briefly what the interview is about and what my study is about. Basically it's about professional bodies from the time of implementation to practice. The different areas I will be looking at in the study is the governance structures and

ideal leadership approaches of professional bodies, what kind of financial strategies they use, offerings and benefits mainly to the public and their practitioners, the marketing imperatives, their brand, and what do they do to remain relevant in a volatile economic climate. And lastly the ideal registration process. So Eric what I want to do is just to ask you a few questions which are pre designed. So if you have any questions you can just stop me. Ok the first thing is I just want you to explain briefly which professional body you are from and what your role is.

Respondent: I am from the South African Council for Project and Construction Management Professions and I serve as the president of the council, a body that was established in terms of 32 of 2000

Raj: Ok thanks. I have a few questions that we can go through now. The first one is on the construct called leadership. From your perspective, what kind of leadership your professional body adopts. Is it more like participative, delegating, supportive or directive, or maybe a combination of them perhaps?

Respondent: Well it is a combination in the sense that it has got a statutory responsibility but at the same time it is tasked with providing leadership in the industry, so in other situations it has got to use a carrot while in other cases it has got to use a stick to ensure compliance

Raj: Ok excellent. The next area is on governance. Does your organisation perhaps have some sort of code of ethics or code of conduct, disciplinary processes for practitioners, board structures, councils in place perhaps, just in general?

Respondent: Well, there's a code of conduct for the councillors and for those participating in the committees. The same principles are being used in terms of boards while complying with good governance practices highlighted by King are also applicable to our council members and committees but the registered persons that the council is responsible for regulating, they got to adhere to a code of conduct in the practice of the professions. So we differentiate the two in terms of governance and in terms of the practice of the professional body

Raj: Ok the next area is developing of members. Members I am referring to are mostly your practitioners or your affiliates. Do your body perhaps have a monitoring process where you monitor the progress from an academic perspective and in the industry as a whole? Do you have things like CPD or do you have communiques that can motivate your practitioners perhaps?

Respondent: Well I think it will be important to first highlight the fact that we don't have members as we are not a voluntary association. We are a statutory body. We have registered persons. We do differentiate between voluntary associations which are there to promote the development of the professions, where we expect the voluntary bodies to also register with us for recognition because the understanding is that the development of the profession is through two levels, one through the councils in terms of ensuring statutory compliance but equally in community of practitioners sharing knowledge. The levels of regulations is that of registered person as an individual and the voluntary associations which are there to promote the professions. We do also have a mechanism with which we can recognise them. Let me highlight why I am highlighting the two different levels because as part of the registration requirement besides looking at the levels of qualifications and the competencies that an individual will have one is also expected to participate in those voluntary associations as a mechanism to connect work, share knowledge and also be able to promote professions. Then once an individual is registered, for that individual to retain that registration there are certain requirements including CPD points, including also ensuring continuous practice of profession and also sticking to the code of conduct

Raj: Including attending workshops organised by the body

Respondent: Yes, but equally participation in those voluntary associations becomes critical in the sense that it is important to remain relevant in terms of the knowledge an individual has got

Raj: The next area is about sponsorships. Does your body depend on maybe industry, government organisations perhaps for sponsorships or is it purely on membership fees from a financial perspective?

Respondent: There are two sources of funding. The first one is that members have got to pay their annual subscription fees or registration fees and we do accredit CPD courses and by so doing the accreditation also goes with a fee

Raj: It's a means of raising funds

Respondent: We are allowed to be funded through statutory funds through the fiscus

Raj: The next one relates to the legal structure. I will take it you are a section 21 company?

Respondent: I just want to highlight one more element. We do have as part of knowledge creation and sharing, we do have conferences. Those are not necessary money making schemes but to cover costs the attendees have got to register and pay

Raj: Those are the related activities of your body

Respondent: They are not necessarily related activities but they are key activities

Raj: So they cannot be viewed as purely for raising funds as such

Respondent: No

Raj: Otherwise they will be in contravention around the rules of professional bodies

Respondent: Yes, we are not a section 21 company, we are a statutory body established in terms of the act of parliament

Raj: So you are affiliated to government in other words, to SAQA

Respondent: No. I'll explain that in a moment. We are established in terms of the act of parliament, reporting to the minister of public works. In terms of compliance, obviously compliance with the relevant legislation that regulate statutory bodies of public entities including compliance with the public finance management act. We are mandated in terms of the act of parliament to accredit programs offered at tertiary institutions in terms of universities and universities on technology and in so doing the accreditation takes place in terms of the framework that is in place by the council of higher education. Obviously the programs for them to be registered, they got to be registered with SAQA. We got a memorandum of understanding with the council of higher education. Instead of the council of higher education going to accredit a program, for example a Bachelor of Science in construction management at a university, we will go and undertake the accreditation in terms of our accreditation policy that has been endorsed and ratified in line with the council of higher education. Then in so accrediting or in not accrediting we will go back and report to the council of higher education, for e.g. we decide not to accredit a program we are then obliged in terms of the act to advise the council of higher education, the minister of public works and the minister responsible for higher education to withdraw the funding to a particular program

Raj: If understand you clearly, those programs that are not accredited you will not offer to your affiliates basically nor will not support them in attending those programs

Respondent: Why do we accredit programs? Competencies that enables one to register with the council as a first level to securing academic qualifications and then the practical relevant experience. So hence it becomes necessary to accredit and to ensure that the programs remain

relevant to industry requirements. So those who may come with qualifications that have not been accredited they may take longer in terms of the necessary experience. Just to give you an example those who come from an accredited program they need three relevant experience and those who are coming from non-accredited programs may take five years or their qualifications may not necessarily be recognised

Raj: The last question I have is your registration process is it for all existing members? Do they have to register each year or is it taken for granted that they will continue be registered even though they might just pay their fees or how does that work?

Respondent: You register once and in order to retain the membership in order to remain registered obviously you must have complied with the code of conduct in other words you must not have disqualified on the basis of unethical conduct and therefore get your registration scrapped. You must have secured the necessary CPD points and you must have paid the prescribed fees. That's the criteria to remain registered

Raj: So when a member say he attends a workshop will that amount to CPD points perhaps?

Respondent: If it's accredited for CPD points

Raj: Ok if it is a workshop that is sanctioned by your organisation

Respondent: Yes

Raj: Ok Eric. That's it for the questions. Thank you so much for your time