

PIET AMOS THOKWANA

EMPLOYEE RELATIONS MANAGER

PROFESSIONAL PROFILE

An accomplished and dynamic ER Manager with over 20 years of professional working experience. My background lies in successfully directing organizational planning and performance through HR strategic processes and staff development. Throughout my career, I have managed recruitment procedures, employee relations, performance management system, employee training initiatives, staff coaching, union and non-union labour relations, and employee morale-boosting practices.

Successfully championed the restructuring and re-organizing of the Operational Business Units and HR division which saw several employees properly placed in the organizational structure and move into senior positions within the organization. Served as a non-board HR sub-committee member and played an advisory role on HR-related matters. Presently, I am appointed as both the Chairperson of the Employment Equity Committee and as well as Occupational Health and Safety Committee. I am the employers' lead representative in wage negotiations on behalf of the Employer and advise the organization on all labour relations matters. I also represent the organization at CCMA and/or Labour Court and deal with all dispute resolution-related issues. I am appointed as Member for MEC's (Department of Economic Development) Appeals Advisory Committee on labour related issues for period of 12 months.

WORK EXPERIENCE

EMPLOYEE RELATIONS MANAGER

Gauteng Gambling Board
April 2016 – Current

Key Functions & Responsibilities:

- Lead and manage employee relations, processes, and systems to promote good labour relations principles and to build and maintain sound relationships between management and employees.
- Provide strategic leadership and guidance in the development of HR & Employee Relations strategies, plans, and initiatives that meet the current and future needs of the organization and that will facilitate sound employee relations.
- Develop a L&D strategy and identify skills and competency (gap analysis) based on the HR and business strategy.
- Ensure effective management of the Gauteng Gambling Board ("GGB") Recognition Agreement, ensuring that consultative structures across GGB meet terms of the requirements of the Recognition Agreement and that there is effective consultation and information sharing.
- Represent the organization in the management of the GGB Bargaining Forum in negotiations and all organization engagement structures with the unions.
- Lead and manage the GGB team in substantive negotiations and the conclusion of collective agreements that provide stability and productivity for GGB, including negotiation of wages and conditions of employment for bargaining unit employees.
- Provide expert advice and thought leadership to the Chief Executive Officer and GGB management across the organization regarding strategy, collective bargaining, labour dispute prevention and resolution, required initiatives, and ER governance.
- Ensure GGB's HR & Employee Relations (ER) policies and processes are current and conform to employment legislation.
- Constantly review and update policies to ensure continued relevance. Build and manage trade union relationships by the Labour Relations Act to foster management accountability, collaboration, and sound employee relations.
- Ensure continuous improvement of labour relations in GGB by establishing appropriate engagement strategies to maintain constructive relationships with the recognized trade union.
- Ensure alignment with best practices regarding dispute prevention and resolution. Facilitate appropriate standardization of ER processes and practices across GGB.

CONTACT

011 462 1111

EDUCATION

Master of Management (Modules and Dissertation)

Stadio Higher Education – Current

Advanced Programme in Alternative Dispute Resolution

The Arbitration Foundation of Southern Africa ("AFSA") Accredited by the University of Pretoria) – January 2023

Bachelor of Commerce Honours in Business Management

University of South Africa (UNISA) – 2021

Post Graduate Diploma in Labour Law

University of Johannesburg (UJ) -2020

Certificate in Labour Dispute Resolution Practice (CCMA course)

Stellenbosch University – 2020

Diploma in Labour Law

Graduate Institute of Management and Technology (GIMT) – 2011

Matric Certificate

Tholulwazi Senior Secondary School - 1991

WORK EXPERIENCE

- Design and oversee implementation of measures to prevent workplace conflict. Ensure that the following processes are managed efficiently, expeditiously, and cost-effectively across GGB: Discipline, Grievances, and Disputes.
- Represent the organization at CCMA, coordinate all disciplinary inquiries and prepare reports and administration of all dispute resolution processes within the organization as well as do the labour negotiations within the organization.
- Represent and facilitate representation of the organization at external tribunals (e.g., CCMA, Labour court)
- Coordinate and Chair Employment Equity Meetings and report on EE plans and Targets.
- Ensure compliance with employment legislation and collective agreements and ensure effective and relevant communication to managers and employees.
- Ensure that joint (union/management) forums function efficiently and effectively without a proliferation of these structures.
- Provide strategic guidance on labour-related issues, including employment legislation.
- Manage third-party service providers cost-effectively and efficiently.
- Manage the ER budget in line with Finance policy and guidelines.
- Ensure productive staff utilization and instill a performance culture within the department.
- Keep abreast of changes or development in the labour market.

Ad-Hoc Functions:

- Conduct hearings on behalf of the Chief Executive Officer (in terms of Regulation 24 of the Gauteng Gambling Regulations).
- Conduct inquiries and inspect books and documents.
- Question witnesses and relevant persons.
- Make observations and findings.
- Co-draft the decision on behalf of the Chief Executive Officer.
- Resolve disputes between patrons and licensees.

Accomplishments:

- In 2017, I negotiated an equal pay for work of equal value dispute payout of R12,3 million due to employees for the period of 2014 to 2017. I managed to negotiate a full and final settlement in the amount of R9,4 million, saving the organization R2,9 million.
- Integration of Executive Management and other staff members' remuneration systems into a single remuneration system in the organization.
- Initiated and participated in the creation of the In-House Tracking Flow System for ER cases.

SENIOR HR MANAGER

Pan South African Language Board (PanSALB)
February 2007 – March 2016

Key Functions & Responsibilities:

- Develop and implement HR strategies and initiatives aligned with the overall business strategy and manage HR budget in line with PFMA guidelines.
- Bridge management and employee relations by addressing demands, grievances or other issues.
- Manage the recruitment and selection process.
- Facilitate Job Evaluation processes and ensure effective implementation.
- Support current and future business needs through the development, engagement, motivation and preservation of human capital.
- Develop and monitor overall HR strategies, systems, tactics and procedures across the organization.
- Nurture a positive working environment.
- Oversee and manage a performance appraisal system that drives high performance.
- Maintain pay plan and benefits program.
- Develop a L&D strategy and identify skills and competency (gap analysis) based on the HR and business strategy.
- Report to management and provide decision support through HR metrics.
- Ensure legal compliance throughout human resource management.
- Represent and facilitate representation of the organization at external tribunals (e.g., CCMA, Labour court)
- Manage and facilitate Employee Wellness Program

EDUCATION

Professional Development:

Certificate in Employment Equity -
Southern Business School

Executive Development Programme -
Wits Business School

Certificate Programme in Advanced
Labour Relations Management
Enterprises – University of Pretoria

Certificate Programme in Safety
Management - UNISA

Certificate in Managing the Employment
Process - UNISA

Introduction to SAMTRAC Certificate –
(Hazard Identification Risk Assessment &
Systems Tools) - NOSA

Certificate Programme in Applying SHE
Principles and Procedures - NOSA

Certificate Programme in Job Evaluation
Analysis - SAMDI (lately known as School
of Government)

Certificate Programme in Job Evaluation
- Panel Training - SAMDI (lately known as
School of Government)

Senior Management Pre-Entry
Programme - Nyukela

MEMBERSHIP

Chartered HR Professional
The South African Board of People
Practice (SABPP)

WORK EXPERIENCE

Non-Executive HR Subcommittee Secretariat of the Board

- Prepare reports for relevant committee.
- Provide the HR Board Subcommittees and the individual Board directors with guidance as to the nature and extent of their duties and responsibilities.
- Guide the HR Subcommittee on statutory and regulatory compliance matters.
- Provide a central source of guidance and advice to the HR Subcommittee on matters of ethics and good corporate governance in terms of the Code of Conduct.
- Provide secretariat services to the HR Subcommittee and develop and maintain a records management system.

Accomplishments:

- In 2009 – 2011, I established HR control measures and risk processes and negotiated concessions with the office of the Auditor-General (“AG”) which resulted in an organization getting three consecutive unqualified audit assessments by the AG office.
- In 2007, I started a project that established HR value chain processes and formulated HR policies.

SENIOR HR PRACTITIONER

Office of the Public Service Commission
June 2005 – February 2007

- Support the development and implementation of HR initiatives and systems.
- Provide counseling on policies and procedures.
- Actively involved in recruitment by preparing job descriptions, posting ads, and managing the hiring process.
- Create and implement effective onboarding plans.
- Develop training and development programs.
- Assist in performance management processes.
- Support the management of disciplinary and grievance issues.
- Maintain employee records according to policy and legal requirements.
- Review employment and working conditions to ensure legal compliance.

RECRUITMENT SPECIALIST

Companies Intellectual Property Registration Office
May 1999 – May 2005

PERSONNEL PRACTITIONER

Department of Trade & Industry
July 1997 – April 1999

PROFESSIONAL ATTRIBUTES

- Ability to build and maintain positive relationships with colleagues.
- Experience in conflict resolution, disciplinary processes, and workplace investigations.
- Experience in following and maintaining workplace privacy.
- Ability to give presentations.
- Knowledge of relevant health and safety laws.
- Competency in Microsoft applications including Word, Excel, and Outlook.
- Excellent communication and leadership skills.

REFERENCES

Ms. Karabo Mbele –

Ms. Eunice Lottering

Advocate Lesego Mokhutswane

SYSTEMS



Succession Planning & Management

Employee Wellbeing

Employee Relations Management

Requirement Identification & Implementation

Process Improvement

Stakeholder Engagement

Recruitment & Selection

Compensation & Benefits Management

Compilation of HR Policies

Occupational Health & Safety

Organizational Development

Team Management

Training, Coaching & Mentoring

Crisis & Change Management

Management Reporting

Business Administration

Contract Management

Wage Negotiations

CCMA Representation & Case Management

Union Negotiations

Mediation & Facilitation

ER Capacity Development

Legislative Environment to Corporate Governance

PFMA & Treasury Regulations

Project Management

Financial Management