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THE VALUE OF GRADUATE EDUCATION TO PROMOTE SUSTAINABILITY IN HEALTHCARE ORGANIZATIONS

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ABSTRACT

Most healthcare systems continue to increase the price of their services while delivering lower quality services to their customers. Unfortunately, this strategy is no longer capable of providing sustainability to the vast majority of healthcare providers. These healthcare systems seem to be unaware of the changes that are occurring in the healthcare environment and making matters worse most of their employees are lacking the business skills necessary to respond to these environmental changes. Many of our healthcare systems have developed bureaucratic rules and regulations that stifles creativity thus eliminating the ability to rapidly respond to a changing business environment. They are unable to capitalize on the many opportunities that present themselves because of the much needed reform efforts found in healthcare today.

Kotter (2014) points out that in order to take advantage of market opportunities mature organizations require the creation of a dual operating system capable of creating a sense of urgency about responding to external conditions. This would entail the availability of a group of empowered entrepreneurs who work for the healthcare system attempting to provide disruptive innovation within the large health care delivery system.

This study of a large healthcare delivery system attempted to discover if graduate education in healthcare administration significantly affected employees' awareness of their changing environment and preparedness of their business acumen to exploit these changes. The findings in this paper clearly advocate for graduate education for healthcare employees in order to prepare for organizational challenges.

INTRODUCTION

It has been known for years that the major problems found in healthcare are a direct result of the rising cost and poor quality of American healthcare delivery systems. In order to address these problems healthcare providers must first understand the problems they face and then develop the business skills that are necessary to improve the efficiency and quality of healthcare services to their consumers.

Chopra (2014) points out that the majority of root causes of environmental change and subsequent business downturns are not only identifiable but preventable. The lack of recognition is a direct result of top management's inability to understand the need for constant innovation. Kotter (2014) argues that this is a very dangerous course to follow for any business in today's turbulent environment. In order to remain in business for the long-term the business must have a strategy in place to rapidly respond to the environmental realities and then be able to exploit the opportunities that may become available.

Cutler (2014) points out that there is a need to better organize groups of health care providers to improve health outcomes at a lower price. Kotter (2014) proposes the development of the dual operating system that could provide the much needed creativity and innovation that is so necessary to deal with a changing business environment. There would be a combination of a group of empowered entrepreneurs attempting to provide innovation within the large health care delivery system. In essence these entrepreneurs using their dual operating system would be functioning as a start up with the power to take risk in their attempt at improvement. There is a tremendous need for agility and creativity along with a sense of urgency required to take advantage of the many opportunities that present themselves because of much needed reform efforts found in the way health care services are being delivered to the American population. In order for this strategy to be successful employees must be aware of upcoming environmental changes and have the business knowledge that is necessary to exploit these changes.

A potential approach to prepare a healthcare workforce to become more entrepreneurial is to encourage employees to pursue graduate education in healthcare management/administration. A quality healthcare graduate program will expose employees to the most recent trends in the healthcare industry as well as further develop their employees' business skills. To test this approach this paper examines the business acumen and knowledge of healthcare trends by comparing employees of a large healthcare organization based upon whether or not the employee has a graduate degree/certificate in healthcare. More specifically, this healthcare organization encourages their physicians to pursue graduate education. Physicians often leave primary care positions to move into upper-level administration. Business education is not however a component of medical education. The impact of graduate education on physicians is a key component of this paper.

METHODS

A large healthcare system in the northeast was surveyed to discover their employees' knowledge of current and future environmental trends in the healthcare sector along with their level of business acumen. The survey was administered via surveymonkey to all 4200 employees of this organization. 783 employees responded to this survey for a response rate of 18.6%.

This survey consisted of two sections pertaining to the above topics along with a third section on demographic information concerning the respondents. The first section of

the survey contained 9 items pertaining to key business components (e.g., tax implications, human resources, legal, government). The second section asked respondents about their familiarity with the 10 most critical trends (e.g., use of analytics, care for the mentally ill, PPACA) in healthcare (Emanuel, 2014). The final section pertained to five demographic items (age, sex, tenure, education & full-time status).

RESULTS

The respondents were primarily female (70%) with an average age just under 50. A slight majority (51%) of these employees worked at this organization for over 10 years and about 90% are full-time employees. Only 12.5% of these employees have any type of graduate education in business or healthcare administration.

The internal consistency reliability of the 9-item scale on business acumen was .94, whereas the 10-item scale for healthcare trends had an internal consistency reliability of .95. Both of these coefficients are quite impressive.

The survey data was broken down based upon whether or not the respondent had completed any type of graduate education in business or healthcare administration. Demographic comparisons were made based upon this classification. The only statistically significant difference (p<.02) based on this classification was that there was more male employees with this type of graduate education (34%) than those without a graduate education (21%). When this analysis was done for physicians only, there were no statistically significant differences based upon this classification.

Table 1 below displays mean differences across all employees on the two scales. For every single item on both scales employees with a graduate certificate or degree reported higher business acumen and knowledge of health care trends.

Table 2 presents this same analysis for physicians only. The results were almost as substantial. In six of the nine business areas physicians with a graduate degree reported statistically higher scores. Similarly, for healthcare trends physicians with a graduate certificate/degree reported considerably higher knowledge.

Table 1 Mean differences across all employees with & without graduate certificate/degree in HCA			
	No grad certificate or degree (n = 617)	Grad certificate or grad degree (n =88)	p-value
Business Acumen:			
1) Legal	2.18	2.88	.000
2) Tax	1.89	2.35	.000
3) HR	2.49	3.25	.000
4) Marketing	2.46	3.24	.000
5) Management	2.58	3.52	.000

6) Revenue	2.37	3.31	.000
7) Expense	2.42	3.34	.000
8) Patient	3.14	3.65	.000
9) Government	2.18	2.75	.000
TOTAL score	**21.62**	**28.99**	**.000**
Health care trends:			
1) Use of analytics in healthcare decision-making	1.97	2.69	.000
2) Care for the mentally ill	1.95	2.41	.000
3) Treatment of chronic illness	2.33	2.80	.000
4) New technologies in healthcare	2.27	2.97	.000
5) Rise of specialty clinics	2.05	2.71	.000
6) Changes in employer healthcare programs	2.20	2.93	.000
7) Impact of the PPACA	2.65	3.22	.000
8) Implications of inflation on healthcare services	2.52	3.21	.000
9) Changes in medical education	2.25	2.69	.000
10) Changes in the healthcare workforce	2.49	3.02	.000
TOTAL score	**22.71**	**28.99**	**.000**

Table 2			
Mean differences between physicians with & without graduate certificate/degree in HCA			
	No grad certificate/ degree (n = 35)	Grad certificate or grad degree (n =13)	p-value
Business Acumen:			
1) Legal	2.18	2.88	.003
2) Tax	1.89	2.35	.106
3) HR	2.49	3.25	.023
4) Marketing	2.46	3.24	.032
5) Management	2.58	3.52	.031
6) Revenue	2.37	3.31	.037
7) Expense	2.42	3.34	.009
8) Patient	3.14	3.65	.078
9) Government	2.18	2.75	.134
TOTAL score	**21.62**	**28.99**	**.007**
Health care trends:			
1) Use of analytics in healthcare decision-making	1.97	2.69	.010

2) Care for the mentally ill	1.95	2.41	.193
3) Treatment of chronic illness	2.33	2.80	.092
4) New technologies in healthcare	2.27	2.97	.046
5) Rise of specialty clinics	2.05	2.71	.030
6) Changes in employer healthcare programs	2.20	2.93	.010
7) Impact of the PPACA	2.65	3.22	.018
8) Implications of inflation on healthcare services	2.52	3.21	.070
9) Changes in medical education	2.25	2.69	.654
10) Changes in the healthcare workforce	2.49	3.02	.047
TOTAL score	**22.71**	**28.99**	**.019**

DISCUSSION

There is growing evidence of the need for investment in the preparation of human capital for the changes that are occurring in the delivery of healthcare services by American healthcare providers. This investment requires preparing employees with environmental information along with the requisite business skills to deal with an uncertain and ever changing healthcare environment.

The results of this study confirmed that individuals who had received business education training were more aware of the changing healthcare environment and better prepared to exploit the opportunities that were made available by these changes.

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SUSTAINABILITY REPORTING PRACTICES OF SMALL AND MIDSIZE COMPANIES

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ABSTRACT

Organizations of all types and across many industries implement sustainability programs which help preserve precious resources, minimize the organizations' negative impact on the environment and multiple stakeholders, and tend to reduce costs in the long-run. Organizations communicate information about their sustainability programs utilizing various methods and levels of detail. During the past decade, an increasing number of companies have started to issue formal sustainability reports. Recent research studies investigating sustainability reporting focus on large global entities. This study investigates the methods, nature, and extent of sustainability reporting by small and midsize companies. The study focuses on the small and medium-size companies identified by FORTUNE's 2013 annual survey as the 'Best Companies to Work For.'

The study found that 44% of the medium-size and six percent of the small companies in the sample issued formal comprehensive sustainability reports, most of them in a stand-alone format. Companies that issued a formal sustainability report tended to provide the greatest amount of quantitative information. In addition, the majority of the formally reporting companies utilized the guidelines of the Global Reporting Initiative (GRI). Overall, companies that applied the GRI guidelines tended to report more quantitative information than those that did not apply the GRI guidelines. Although most of companies published some selected information about their sustainability-related efforts, nearly half of the medium-size and the majority of the small companies did not publish a significant amount of quantitative sustainability-related information.

The study found that while small and midsize companies tend to communicate information about a wide spectrum of economic, environmental, and social sustainability issues and some publish formal reports, comparability among companies is difficult. The results from this study provide important insights into sustainability reporting by small and midsize companies that may be useful to standard-setters as well as information providers and information users.

INTRODUCTION

During the past decade, the majority of large global companies have started formal reporting of the details and results of their sustainability programs. In the U.S. and many other nations, sustainability reporting is essentially voluntary. While recent studies investigating the method, nature, and extent of sustainability reporting focus on large multinational companies, relatively little is known about sustainability reporting by small and midsize companies. This study investigates sustainability reporting by small and midsize companies. The sample selected represents the companies that in 2013 were ranked by FORTUNE as the "Best Companies to Work For" and were classified by the survey as medium-size and small companies.

The study finds that less than half of the companies issued a formal sustainability report, although some of the companies provide comprehensive information on their web sites only. Many of the formally reporting companies utilized the reporting guidelines of the Global Reporting Initiative (GRI). The companies reported information about a wide spectrum of sustainability-

related issues concerning economic, environmental and social issues. While the majority of the companies that did not issue formal publicly available sustainability reports provided selected information on their websites, the nature and scope of the information provided varied considerably.

BACKGROUND LITERATURE

In 1987, the Brundtland Commission defined sustainable development as a "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (United Nations, Brundlandt Commission, 1987, 41). The term sustainability generally relates to a company's ability to create value in the long-run. While the term "sustainability" frequently is associated with environmental issues; today, most organizations apply it in a broader sense to include the wellbeing of their employees, the community in which they operate, and other stakeholders.

While decision makers tend to realize that sustainability programs are extremely important to the wellbeing of current and future generations, cost savings also tend to provide an important consideration for implementing sustainability programs. A survey of executives at large companies found that of the 274 survey respondents, 74% identified cutting costs and 68% identified shareholder expectations among the determining factors for their companies' sustainability agendas during the next two years (Ernst and Young and GreenBiz Group, 2011).

Studies suggest that increasingly, financial statement preparers and users recognize the value-content and importance of non-financial information. For example, a PricewaterhouseCoopers (2002) survey showed that CFOs and managing directors identified non-financial performance measures as more important than financial performance measures in determining long-term creation of investor value. Another more recent study (Holder-Webb et al., 2009) suggests that non-financial measures provide investors with a better understanding of corporate performance.

Consistent with these findings, reporting of non-financial information relating to organizations creation of value has increased significantly during the past decade; and recent studies suggest that formal sustainability reporting is globally continuing to gain momentum. For example, a study by Ernst & Young and Boston College Center of Corporate Citizenship (2013) revealed that 95% of the global 250 companies and 53% of the S&P 500 companies are currently issuing sustainability reports; in comparison, in 1990, only a few companies issued formal reports (EY & Boston College Center for Corporate Citizenship, 2013).

In the U.S. and in many other nations, reporting currently is still voluntary. However, the NASDAQ OMX a global financial exchange company, which includes the NASDAQ U.S. stock exchange, strongly encourages sustainability reporting (NASDAQ OMX, n.d.). Furthermore, the CERES Institute recently recommended that other major U.S. stock exchanges require that companies disclose information about ten sustainability-related categories; these are governance and ethical oversight, environmental impact, government relations, climate change, diversity, employee relations, human rights, impact of products and services and integrity, supply chain, and community relations (CERES, 2014).

PURPOSE AND METHODOLOGY OF RESEARCH STUDY

Research studies that investigate organizations' formal reporting of sustainability-related activities typically focus on large global companies that issue publicly available formal sustainability reports. Although, many small and midsize companies have implemented extensive sustainability-related projects, little information is known about their sustainability reporting practices. Yet, small and midsize companies vitally contribute to the economy; enhance and influence the wellbeing of their clients, customers, and community in which they operate; and consume and preserve precious resources. In addition, small and midsize companies tend to have an especially close relationship with their stakeholders. Thus, information about their sustainability-related activities is very important to multiple stakeholders.

The objective of this research study is to determine the methods, nature, and extent of sustainability reporting by small and midsize companies to stakeholders. This study focused on highly regarded companies that serve as role models and trend setters within the business community and are recognized for their strong commitment to socially responsible practices. Specifically, the sample consisted of small and midsize companies recognized by FORTUNE's annual survey of the "Best Companies to Work For," which includes 31 small and 29 mediumsize companies for the year 2013 (Fortune, 2013).

To accomplish the objective of this study, internet-based research, which consisted of reviews of company websites, web-links to sustainability reports and information, and key word searches, was utilized. Based on extensive analysis, the nature, type, and extent of sustainabilityrelated information reported were determined and common reporting trends and related characteristics identified.

RESULTS

Based on the analysis of the sample companies' most current sustainability reports, corporate websites, annual reports, and general internet search, the companies were grouped into eight reporting categories. Since sample companies could be assigned to several groups, the total percentages exceeded 100%. Based on the eight categories, 41% of the medium-size and six percent of the small companies issued formal standalone sustainability reports. Only three percent of the medium-size companies and none of the small companies issued an integrated report that combined in one report complete financial statements and the sustainability-related information. Some of the companies that issued formal sustainability reports also made a significant amount of information available on their sustainability-related website.

An additional seven percent of the medium-size and ten percent of the small companies disclosed a considerable amount of selected quantitative and/or qualitative information on their websites only, without providing hard-copy or down-loadable comprehensive reports. Sixty-nine percent of the medium-size and 33% of the small companies issued publicly available annual/10K reports. Analysis of the companies' annual and 10-K reports showed that while some made selected sustainability-related disclosures that related to environmental and social issues, the majority did not do so. Moreover, those that made sustainability-related disclosures tended to focus on specific risk factors, such as environmental issues, litigation, and regulatory requirements. The majority of the companies made some selected qualitative disclosures on their websites. However, 49% of the medium-size and 84% of the small companies did not make significant quantitative sustainability disclosures that would facilitate comparability among companies. Seventeen percent of the

medium-size companies and 36% of the small companies provide sustainability-related goods services to clients; of those 60% of the medium and only nine percent of the small companies reported a substantial amount of information about their own sustainability-related activities.

Sixty-two percent of the medium-size and 100% of the small companies that issued formal sustainability or integrated reports utilized the G3 or G3.1 GRI guidelines. Three application levels are available to choose from – A, B, and C (GRI, 2011). Application level A requires additional disclosures in all reporting categories and level C requires the least amount of detail. Since GRI guidelines for application levels B and C currently provide a considerable degree of flexibility, among sample companies the number and types of performance indicators for which the companies provide full or partial information varied considerably even within specific application levels.

Commonly Reported Economic, Environmental, and Social Issues

Companies that published GRI-referenced reports commonly reported about their economic performance in terms of their revenues, operating costs, employee compensation, and donations and other community investments; employee coverage under defined benefit pension plans; and financial implications, risks and opportunities for the company's activities due to climate change. Commonly reported environmental performance indicators presented in GRIbased reports included percentage of materials used that are recycled; direct energy consumption; energy saved through efficiency, renewable energy, and other initiatives; water consumption; and percentage of water recycled and reused. In addition, sample companies that utilized the GRI guidelines commonly reported information about their direct and indirect greenhouse emissions; and initiatives to reduce greenhouse emissions.

Commonly reported labor-practice related performance indicators included information about total work force by employment type, employee contract, and region; employee turn-over by age, gender and region; and benefits provided to full-time employees. Commonly reported social indicators addressed issues related to companies' and employees' community engagement; humanitarian efforts; and anti-corruption policies, legal actions, and compliance with policies.

The scope, nature and type of information reported by companies that did not issue formal sustainability reports and instead reported information only on their company website varied significantly. While a few companies disclosed a considerable amount of qualitative information about issues such as CO_2 emissions and water usage, many companies tended to provide primarily descriptive qualitative information.

SUMMARY AND IMPLICATIONS

Sustainability reporting varies significantly among the small and medium-size sample companies. Less than half of the medium-size and only two of the small companies issued formal sustainability or integrated reports; of those, 62% of the medium-size and all of the small formally reporting companies utilized the GRI guidelines.

Companies that utilized the GRI reporting guidelines tended to report a greater amount of detailed quantitative information than those companies that did not utilize the global reporting guidelines. Overall, formally reporting companies tended to provide more detailed information than those that did not issue formal reports. In addition, the use of the GRI framework and the associated GRI indexing system enhanced the comparability among the reports. However, even among GRI-referenced reports, significant variation was noted since companies are able to choose

from among three application levels and, within a particular application level, may choose among a number of performance indicators. Companies that disclose only selected information on their websites and do not issue formal reports tend to focus on specific issues and emphasis positive results; in some cases, reporting appears to be largely promotional in nature. Because of the variation in reporting, comparability among companies is difficult. A common framework, such as the GRI, if utilized consistently, may greatly enhance comparability and be beneficial for information users.

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CONCEPTUALISING HIV AND AIDS WORKPLACE PROGRAMMES FOR THE TOURISM INDUSTRY: A REVIEW OF LITERATURE

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ABSTRACT

Globally, tourism has been identified as one of the key economic sectors with excellent potential for growth and has been a constant global growth sector for decades. Tourism however also has its own challenge, none more ubiquitous than the impact of HIV and AIDS on the profitability and, thus, sustainability of tourism businesses. Tourism workplaces need to therefore implement programmes that effectively deal with HIV in the workplace on a continuous basis.

This systematic literature review is based on a number of published articles in English identified through a literature search in scientific, bibliographical databases. Searches included terms related to qualitative and quantitative studies combined with various terms related to workplace programmes (WPPs) and HIV and AIDS.

An effective response to HIV and AIDS in the workplace is through the implementation of an HIV and AIDS WPP to combat the spread of HIV and AIDS and taking care of those employees who are already infected or affected. A number of factors play a role in determining a tourism company's response to HIV and AIDS. A HIV and AIDS WPP is thus an action plan that a tourism workplace should implement in order to prevent new HIV infections, provide care and support for employees who are infected or affected by HIV and AIDS, and manage the impact of the epidemic on the business. This review identifies various interventions such a WPP should contain.

INTRODUCTION

Globally, tourism has been identified as one of the key economic sectors with excellent potential for growth and has been a constant global growth sector for decades, with growth being defined in terms of employment, GDP and people crossing borders or travelling domestically. Tourism, according to the World Travel and Tourism Council (WTTC, 2013) has outperformed the majority of the key sectors analysed in terms of generating gross domestic product (GDP) across the entire global economy in particular that of communications, financial services, education, agriculture, and mining. Only chemicals and auto manufacturing had higher multipliers across the 20 countries analysed in 2012.

Tourism is considered vital to the economic development of South Africa. Indeed, it is the fastest growing industry in the country, directly creating (in the tourism industry) 645,500 jobs (4.6% of total employment) in 2013 (WTTC, 2014). WTTC (2012) further indicates that tourism in South Africa directly employs more people than the mining, communication services, automotive manufacturing and chemicals manufacturing sectors. The future development of the tourism industry is in line with government objectives of transformation, economic development

and the promotion of small business, according to DEAT (2007), and is an issue of critical concern for policy-makers.

Tourism however brings with it its own unique brand of challenges, none more ubiquitous than the high level of contact between visitors and tourism employees (ILO, 2012). UNAIDS (2010: viii) states: "sub-Saharan Africa still bears an inordinate share of the global HIV burden" with multiple sources of evidence suggesting that tourism areas are important high-risk environments involving "vulnerable internal migrants, mobile foreign travellers, transactional sex, high levels of HIV risk behaviour, and high levels of alcohol and drug use, no formative HIV-prevention studies have been conducted to examine tourism areas as specific ecologies contributing to HIV transmission" according to Padilla et al (2010: 74, as in Tassiopoulos, 2012). It is further noted by UNAIDS (2014) that the 2013 HIV prevalence for South Africa is 19.1% (for 15-49 years olds) which suggests that of the 645,000 employees (direct jobs, as in WTTC, 2014) in the South African tourism industry, 123,195 employees are HIV positive, of which 73,054 are HIV positive female employees (59.3%).

"HIV and AIDS affect the profitability and, thus, viability of companies in a range of ways" (Ilon et al., 2007: 9). The HIV epidemic contributes to reduction in the supply of labour, undermines the rights and the livelihoods of millions of workers, reduces worker productivity and increase costs, among others. HIV and AIDS affect the profitability and, thus, viability of tourism companies in a range of ways. Primarily, HIV and AIDS reduce worker productivity, increases costs "and diminishes the capacity of national economies to deliver goods and services on a sustainable basis" (ILO, 2003: iii). Addressing HIV and AIDS is the responsibility of many stakeholders in the public and private sectors. There is however no lack of information on what types of measures/interventions companies can take and suggestions of good practices, but according to Rosen, MacLeod, Vincent, Thea and Simon (2004), much less information is available on what companies are actually doing and why. Particularly in sub-Saharan Africa, few academic studies have concentrated on assessing business responses to the epidemic (Kamoche, Debra, Horwitz & Muuka, 2004). HIV and AIDS data is limited, and little is known about how tourism businesses respond to and cope with the pandemic within their workforce. Although there has been some research regarding HIV and AIDS workplace programmes (WPPs), there is scant research regarding WPPs in the tourism industry, internationally or even in South Africa. There is a need to understand what works in the workplace, i.e. how and why, good outcomes were achieved, as well as find out which conducive environmental factors contributed to the good outcomes achieved in the tourism workplace (WP).

PURPOSE

This paper seeks to develop a conceptual framework of the various good practice interventions applied in HIV and AIDS WPPs through reviewing literature of all published studies related to HIV and AIDS in the workplace. A systematic literature review was identified as the best way to synthesize the literature.

METHODOLOGY

Pubmed, Embase, ScienceDirect, Emerald Insight and the Global Health Database were systematically searched for matching manuscripts and a comprehensive Google search was performed for grey literature. Search terms included "HIV" AND "AIDS" AND ´workplace` OR "programme" OR "interventions" OR "good outcomes" AND/OR "tourism" AND/OR "hospitality", amongst other. Peer-reviewed studies published in English were included. Peer-reviewed conference proceedings were eligible but not comments, editorials and unpublished reports. Because of the limited number of published studies, the search was not restricted to a specific study type or time period. This review synthesised the various ILO reports on the best practice workplace HIV and AIDS policies and programmes that describe good practice workplace HIV and AIDS WPPs.

RESULTS

The indicators of possible good outcomes or interventions brought about by the WPPs were drawn from various documents including the Recommendation concerning HIV and AIDS and the World of Work, 2010 (No. 200) (ILO, 2010), the HIV and AIDS guide for the tourism sector (ILO, 2012) and the ILO Code of Practice on HIV and AIDS and the World of Work (ILO, 2001). The literature review findings, as tabulated in table 1, were categorized accordingly.

Table 1	
Workplace programmes (WWPs)	
Source	**WPP interventions (indicators)**
UN (2004); ILO (2012); IFC (2005); CDC (2014); Chikane (2013); Jackson (2010); Visser (2012); Colvin, Parker, Cawood, Tshose & Connolly (2005)	Increasing HIV knowledge
Jhpiego (2014); DoL (2012); ILO (2012); IFC (2005); Vaas & Phakathi (2006); Foster (2010) ; Visser (2012)	Increasing uptake of HIV Counselling and Testing (HCT) / Voluntary Counselling and Testing (VCT)
UNAIDS (2013); Maveneka (2012); DoL (2012); Ministry of Gender, Labour and Social Development (2007)	Reducing discrimination
Maveneka (2012); DoL (2012); Ministry of Gender, Labour and Social Development (2007); Shisana et al (2014)	Reducing stigma towards People Living with HIV (PLHIV)
Alcorn (2010); Scott, Cambell, Skovdal, Madanhire, Nyamukapa & Gregson (2010); ILO (2012); South Africa Info (2013); George (2006)	Increased uptake of Antiretroviral Treatment (ART)
Turan, Bukusi, Onono, Holzemer, Miller (2011); IFC (2002); South Africa Info (2013)	Increasing uptake of Preventing Mother To Child Transmission (PMTCT)
NAC (2010); DoL (2012); Johnson, Hallett, Rehle and Dorrington (2012); IFC (2005); Ezezew (2008); Chimbete & Gwandule (2011)	Reducing (personal) risky behaviour
GBC (2012); Setswe (2009); Whiteside (2006); Chimbete & Gwandule (2011)	Reducing occupational risk through post-exposure prophylaxis (PEP), universal precautions, etc.

Johnson, Hallett, Rehle and Dorrington (2012); UN (2004); Grant & Brisbin (1992)	Reduced absenteeism/staff turnover
GBC (2012); Dursi (2011); Grant and Brisbin (1992); Ministry of Gender, Labour and Social Development (2007); CDC (2014); IFC (2005); George, Gow & Whiteside (2009)	Reducing workplace costs (recruitment, supervision, training and lost production time)
NAC (2010); ILO (2003); Coulibaly (2005); George, Gow & Whiteside (2009)	Increasing productivity
HEN (2005); ABC (2008); Jhpiego (2014); Bowler (2004); Leipziger (2010); Flanagan & Whiteman (2007); Fig (2005); Mandimika, Taderera, Nyikahadzoi & Matamande. (2013); Coetzee (2006); George, Surgey, & Gow (2014).	Impact on family/community and corporate social responsibility / investment

An **effective response to HIV and AIDS** in the workplace is through the implementation of an HIV and AIDS WPP. The overall goal of implementing HIV and AIDS WPPs (as per NAC, 2010) is firstly, to contribute to a reduction in HIV infections through enhanced prevention and focus on behaviour change among employees. Secondly, to improve the quality of life for workers infected and affected by HIV and AIDS through care, support and treatment initiatives. Finally, to mitigate the socio-economic impact of HIV and AIDS on workplaces and surrounding communities.

In the recent years many workplaces have started to manage HIV and AIDS in their own workplaces through HIV workplace policies and programmes (Holden & Fleming, 2009). **Effective HIV and AIDS education** in the workplaces helps inform workers on the modes of HIV transmission and educating them on how to prevent HIV infection through accurate, up to date, relevant and timely information made available to all workers in a culturally sensitive format and language. Providing education in the workplace is important for protecting those at work living with HIV, and for helping them to live healthily and stay in work. Making sure HIV and AIDS education is promoted is even more important for preventing the spread of the virus within the workplace.

Jhpiego (2014) indicates that companies include **HIV counselling and testing** as part of employee wellness programmes. Such investments enhance employee productivity and welfare and bring long-term dividends for employers as a result. Jhpiego (2014) further states that HCT workplace programmes enable the employee to access HIV prevention, care and – if necessary – treatment. But unless a HCT programme is run in a climate of confidentiality and non-discrimination, it could fail.

Reducing risky behaviour can be achieved by conducting various awareness and education programmes, encouraging employees to do voluntary testing, promoting condom distribution and usage within the workplace and providing access to counseling for HIV positive people. The South African Labour Guide (DoL, 2012), indicates that an employer is obligated to provide and maintain, as far as is reasonably practicable, a workplace that is safe and without risk to the health of its employees. The spread of HIV can be reduced through the reduction of risky behaviour and **occupational risk within the workplace**; therefore it is essential for tourism workplaces to implement strategies as part of a HIV and AIDS workplace programme (CCOHS, 2014). Some occupations are at a higher risk of contracting the HIV virus, for an example, a chef at a restaurant of hotel who works with knifes and other sharp objects.

Provision of Antiretroviral Treatment (ART) through workplace health schemes in South Africa has the potential to save substantial sums for employers, as well as making a contribution towards treatment scale-up in the region (Alcorn, 2010: 1). Provision of reasonable care and support services is essential to enable HIV-positive employees to continue working as long as possible and fulfil their expected job responsibilities (Scott, Cambell, Skovdal, Madanhire, Nyamukapa &Gregson, 2010).

Elimination of unfair discrimination remains a key principle for protection of the rights of individuals. There must be no unfair discrimination against or stigmatisation of workers on the grounds of real or perceived HIV status. It is the responsibility of every worker and employer to eliminate unfair discrimination in the workplace (DoL, 2012). Stigma reduction creates more open and conducive environment, allowing PLHIV within an organisation to disclose their experiences to fellow staff if wanted, which can also help other staff to seek testing (Holden & Fleming, 2009). Perceived HIV stigma leads to non-disclosure of a employees' own HIV status and negatively impacting on ART adherence in the workplace and that employees who are not open about their HIV status are likely to miss ART doses while trying to avoid being seen taking ART by their peers, colleagues or the employer (ILO, 2013).

Businesses can also draw upon expertise being brought to bear in community HIV prevention programmes. **Coordinated action in the workplace and community** can reinforce and enhance the impact of programmes in the places where employees, their families and other consumers live, work and socialize (ABC, 2008: 10). **Within families**, several routes of HIV infection need to be taken into account: first, sex partners within the family may be at risk from their partner; and second, new-borns may be at risk of HIV infection by vertical transmission – in utero and during labour and breast feeding (ABC, 2008). Business can involve families and communities by adopting the principle of Corporate Social Responsibility (CSR) or **Corporate Social Investment** (CSI).

As HIV infection progresses to AIDS, affected workers are likely to be absent from the workplace more and more often. The periods of **absenteeism** may affect the productivity of the firm, especially if the worker occupies an important position in the firm and consequently is more difficult to replace (UN, 2004: 53). Most companies are attempting to cut costs and prevent new HIV infections at the same time through prevention programmes, these usually include AIDS education for workers and their families, treatment of sexually transmitted diseases (STDs) and distribution of condoms. HIV causes higher costs and lower productivity due to: more staff absences, due to employees being ill, looking after relatives, and attending funerals and grieving; higher staff turnover, and loss of skilled labour and institutional memory, because staff leave due to illness or death; lower morale, due to the psychological impact of illness and death, having to do absent colleagues' jobs, and stigmatisation; and aggravation of poverty and undermining civil society organisations' ability to tackle poverty. Managing HIV enables organisations to minimise the costs of HIV and to protect their productivity (Beard & Feeley, 2009).

Successful PMTCT requires pregnant women who are HIV positive and their infants to receive a cascade of interventions ranging from HIV testing during pregnancy, to the use of ART by pregnant women living with HIV, to safe childbirth practices and appropriate infant feeding, and to the uptake of infant HIV testing and other postnatal health services (Turan, Bukusi, Onono,

Holzemer, Miller, 2011). PMTCT is a sound investment in a company's long-term sustainability and profitability, particularly in developing economies countries and economic sectors (such as tourism) where women employees predominate.

DISCUSSION

A number of factors play a role in determining a tourism company's response to HIV and AIDS. HIV and AIDS WPPs involve interventions such as raising the levels of consciousness about HIV and AIDS (e.g. wearing of red ribbons; peer education), to combat the spread of HIV and AIDS and taking care of those who were already infected or affected, with the emphasis being on awareness and prevention (Chikane, 2013). A HIV and AIDS WPP is thus an action plan that a tourism workplace should implement in order to prevent new HIV infections, provide care and support for employees who are infected or affected by HIV and AIDS, and manage the impact of the epidemic on the business. After all, it is imperative that a workplace does everything in its power to maintain a consistent and healthy workforce. Failing which, the business will experience a net decline in efficiency, eventually falling irretrievably behind competition, explains Grant & Brisbin (1992). Therefore, it is important for employers to focus on employing ways of developing and maintaining a healthy workforce.

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WHAT IS PROFESSIONAL PRESENCE?

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ABSTRACT

Professional presence is a combination of intangible attributes or traits known as soft skills. These soft skills include variety of skills also known as people skills or emotional intelligence. Soft skills include such qualities as communication, personal responsibility, initiative, sensitivity, and emotional intelligence (Stephens, 2013); Bass (2010) writes that business etiquette is a component of professional presence along with other people skills such as empathy and a respect for others.

The importance of developing a Professional Presence is not limited to the United States. Kaptan (2014) writes of the need for employability skills among the youth in India and suggests that programs be developed that teach these soft skills along with the technical, business-related skills. Loman (2010) discusses a recent survey of 5,000 MBA recruiters from 36 countries. This survey found that soft skills such as communication skills, strategic thinking, and interpersonal skills were among the most highly sought after skills among the MBAs being recruited.

A polished professional presence, both in person and online, is growing in importance. Almost 50% of job applicants are searched online via Google or another search engine, and about 25% of executives placed by search firms at various companies were initially contacted or identified through social networking sites thus confirming the importance of a polished online Professional Presence (Hazelwood, 2014). The good news is that individuals can acquire and master the soft skills that make up a polished professional presence (Bass, 2010). This presentation will present and discuss some of the most common types of soft skills that are included in a professional presence.

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