



Association of Mining Industry Human Resources Practitioners

DIVERSITY & INCLUSION IN THE WORKPLACE



SABPP

SA BOARD FOR
PEOPLE PRACTICES

Setting HR standards

Thandi Thankge

16 March 2018

@SABPP1

@sabpp_1



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Good day



- We honour AMIHRP as the oldest HR professional association in South Africa.
- SABPP is proud of our alliance with AMIHRP.
- We thank you for your support with the National HR Standards, many of your members were participants when we developed the standards.
- Thank you for creating awareness of diversity, HR professionalism and standards in the mining industry.



Diversity as a leverage for Talent Competitiveness



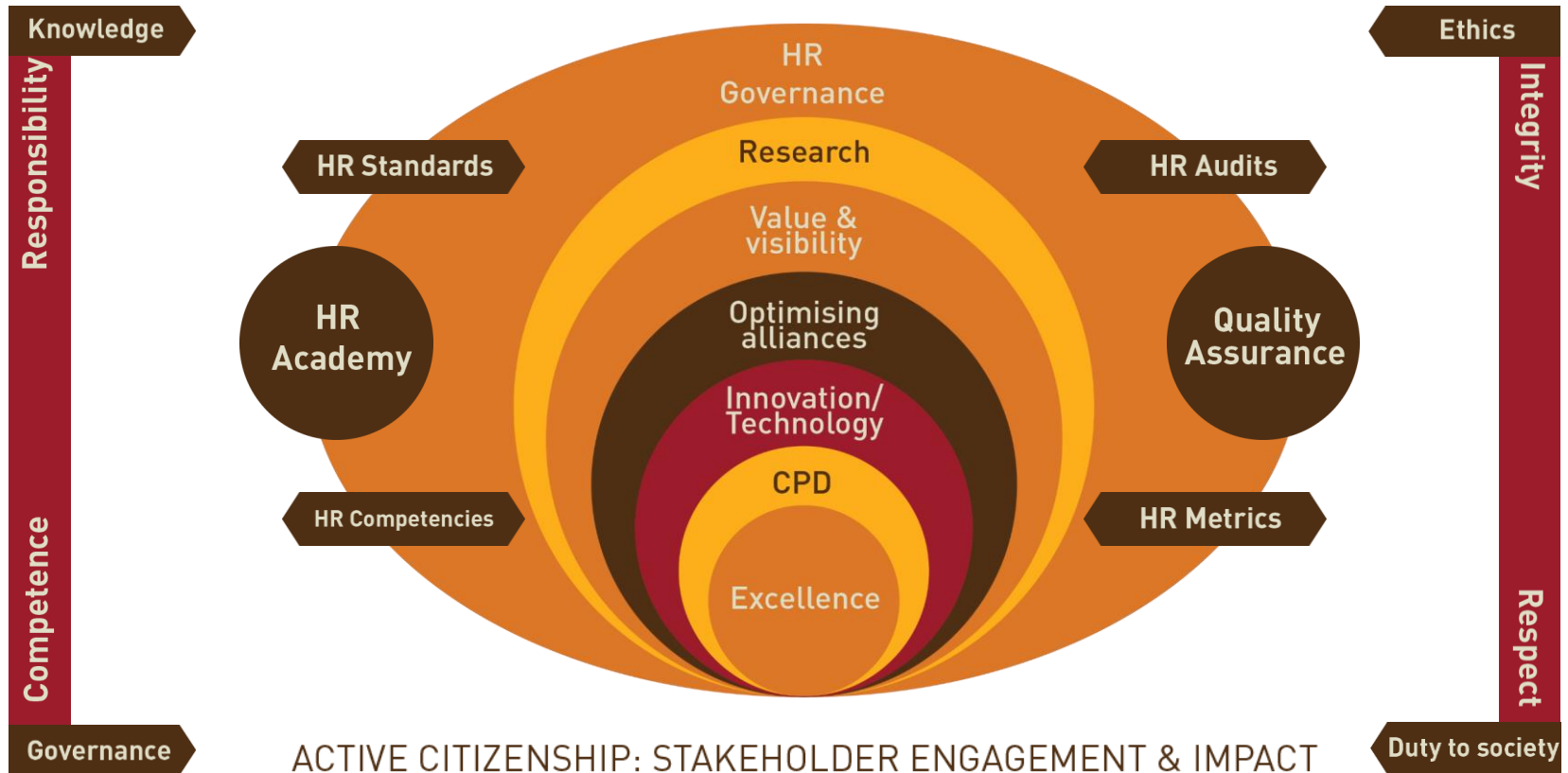
It is time for parents to teach young people early that in diversity there is beauty and there is strength.

Maya Angelou (American poet)

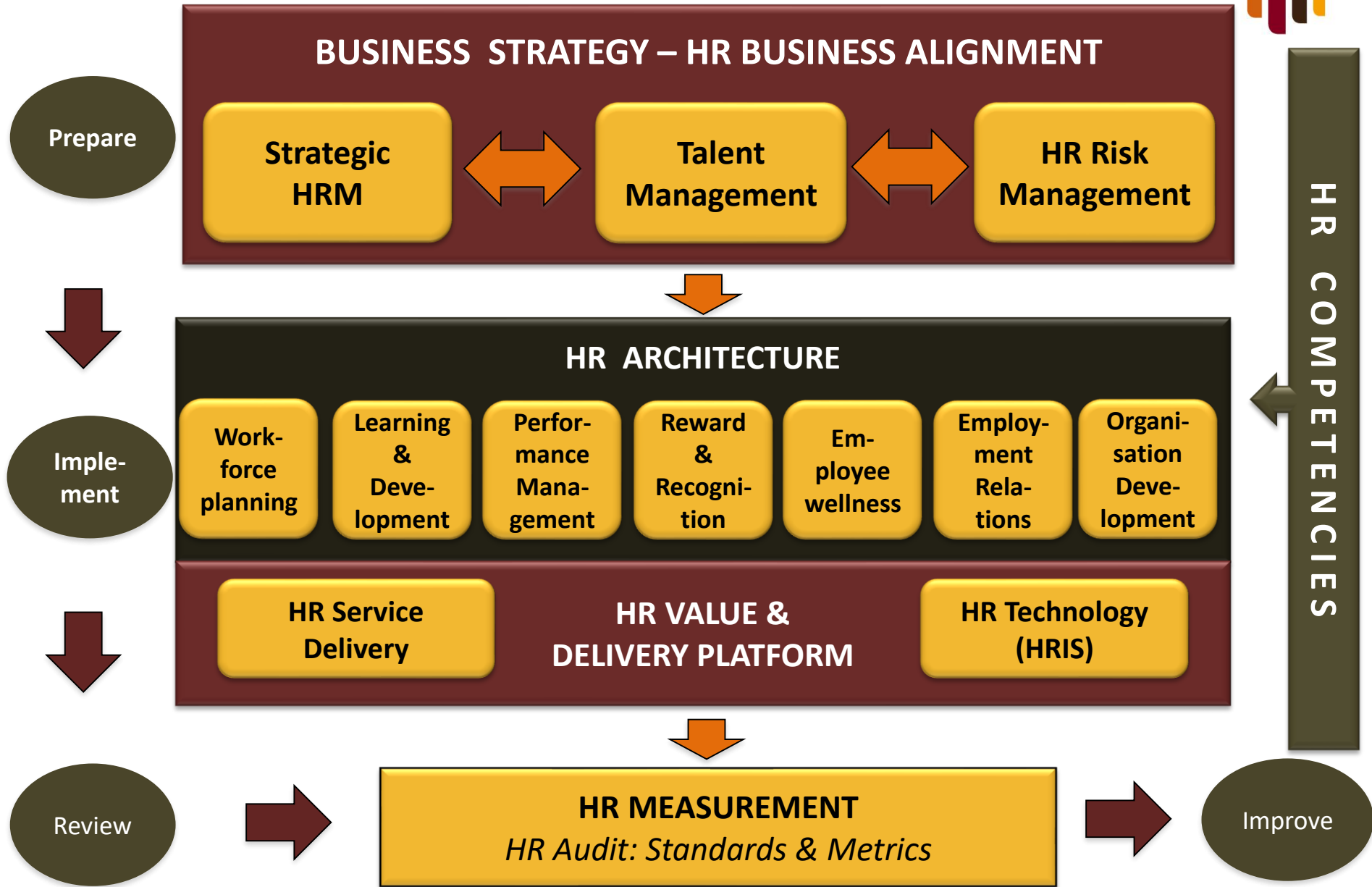
HR VOICE STRATEGY: 2016-2018

SETTING HR STANDARDS – SABPP: THE VOICE OF THE HR PROFESSION

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



© SABPP HR MANAGEMENT SYSTEM STANDARDS





AUDITED RATINGS – OVERALL AVERAGE

(25 companies audited)

BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

Strategic HRM
5.3

Talent Management
4.1

HR Risk Management
6

FUNCTIONAL & CROSS FUNCTIONAL HR VALUE CHAIN

Workforce Planning
5.2

Learning
5.7

Performance
5.5

Reward
5.9

Wellness
6.2

ERM
6.3

OD
5.1

HR Service Delivery
5

HR VALUE & DELIVERY PLATFORM

HR Technology (HRIS)
5.1

MEASURING HR SUCCESS 4.1
HR Audit: Standards & Metrics

Improve

Prepare

Implement

Review

HR COMPETENCIES

HR Standards Files



National Human Resource Management Standards



13 standards (2013)



National HR Professional Practice Standards



25 standards (2014)

Link between diversity and HR Standards



Interesting to note that HR underperforms in some of the most important areas needed for successful diversity:

- Strategic HRM
- Talent Management
- Workforce planning
- OD
- HR Service Delivery
- Measurement

HR Professional Practice Standards



National HR Professional Practice Standards



- Absenteeism management
- Career management
- Coaching & mentoring
- Collective bargaining
- Disciplinary procedure
- Dispute resolution
- **Employment Equity & Diversity (Inclusion) Management**
- Grievance procedure
- Leadership development
- Learning design
- Learning evaluation
- Learning needs analysis
- On-boarding
- Organisation design
- Performance appraisals
- Recruitment
- Remuneration benchmarking
- Selection
- Succession planning



EE/Diversity/Inclusion Strategy



SOCIAL JUSTICE
EQUITY & INCLUSION

ORGANISATIONAL
PRODUCTIVITY/
EFFECTIVENESS

- Analysis
- Planning
- Implementation
- Monitoring
- Evaluation

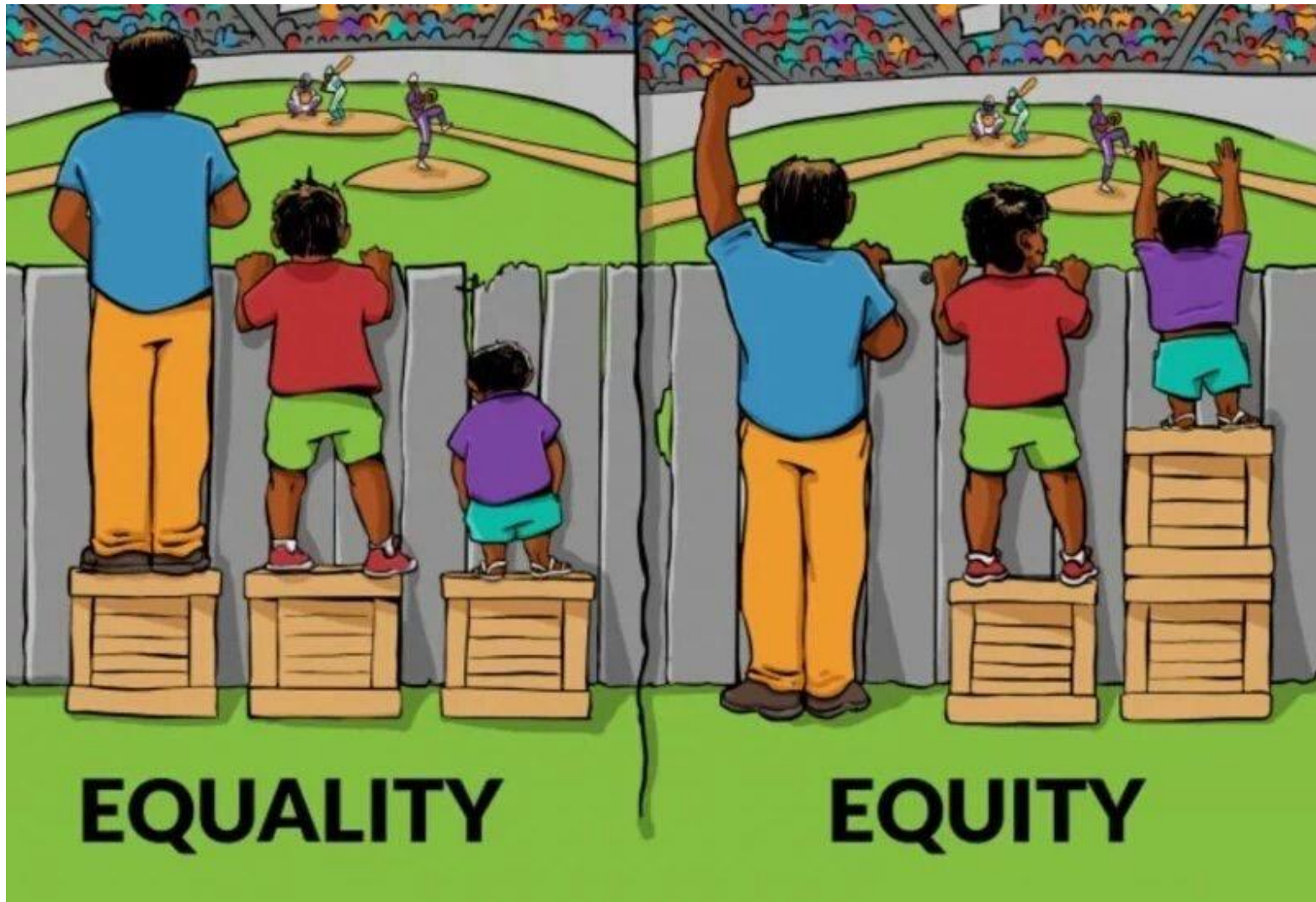
DIVERSE, INCLUSIVE AND ENGAGED
WORKFORCE



**National HR
Professional Practice
Standards**



Let us level the playing field



EE & DM in the HRM System



- EE Management & Diversity Management permeates throughout the HRM System (part of all 13 National HR Standards).
- Achievement of EE informs the organisational & HR strategies, gives direction to Talent Management & Workforce Planning & HR Risk Management.
- Requires application of good practice throughout HR value chain.
- True EE cannot be achieved without good diversity management practices.

EE/DM DEFINITION



The systematic application of HR Management processes towards attaining and retaining a state of employment equity whilst developing a competent workforce to achieve social justice and organisational objectives in an organisation where diverse employees are highly engaged because they feel valued, respected, supported and treated as insiders within the organisation.

A state of employment equity has been reached when all previously disadvantaged groups are equitably represented in all occupational categories and levels in the workforce sustainably over time.

SABPP (2014)

Fundamental requirements for good EE/DM/I practices



- Top management should lead, direct, visibly support & role model policies, practices & behaviours required to achieve EE & I.
- EE progress requires conscious decisions that should be clearly communicated.
- Responsibility for EE should be shared between management (drive) and HR (support – policies, practices, development)
- EE is a key organisational strategy & catered for in appropriate performance management & remuneration practices.
- Achievement of EE at skilled, professional & management levels, requires careful analysis & planning and the adoption of a long term planning & implementation approach which builds appropriate pipelines.
- Internal barriers to EE progress often include that D/I practices are insincere or inadequate (identify barriers and enablers).
- HR leaders should ensure that awareness is high – real conversations.
- Sustainable EE will not be achieved without positive perceptions of inclusion amongst all employee groupings (create inclusive culture).
- Avoid poor practice – inflation of job titles/pay, poaching EE talent.

SABPP EE/DM/I STRATEGY



Internal
External

Talent
Management
Climate
Change
Governance
Policy/Plan
Resources

Integrate
Align
Report
Surveys

Workshops
Training
Engagement

Inclusive
environment
Equity

Analysis

Planning

**Implement
Monitor
Evaluate**

**Diversity
Management**

Inclusion

3

9

1



TIME SCALE



12 ...

Mining Charter priorities



- Ownership
- Housing & living conditions
- Human resource development
- Employment equity
- Procurement & supplier development
- Mine community development

HR Audits



HR Audits provide independent assurance of the quality of HR practice in support of combined assurance - King IV™

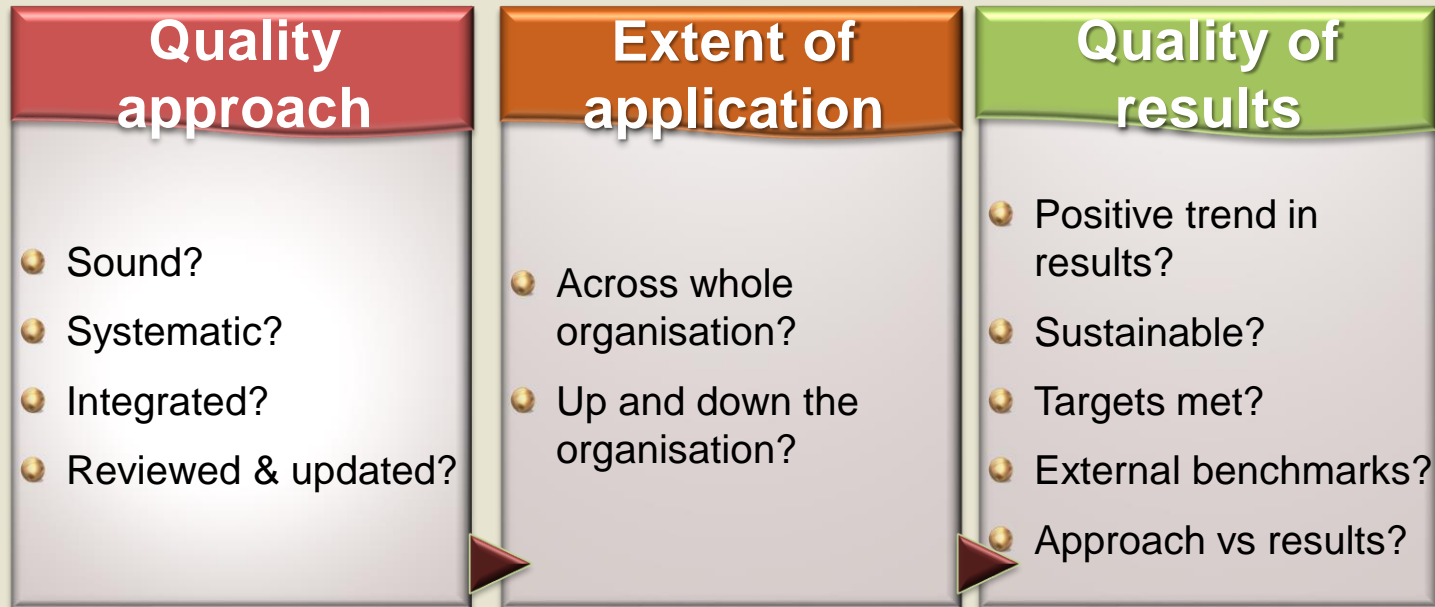


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What the Auditors are looking for?



HR Audit - Certification



CERTIFICATE OF HR AUDIT

CERTIFICATE NO.
2014070100213

BUSINESS RESOURCE
DEVELOPMENT GAUTENG

DATE OF ISSUE
25 MARCH 2014

This is to certify that Business Resource Development Gauteng HR management system has been successfully audited and certified as meeting the requirements of the National Human Resource Management System Standard.


JOHN SMITH
CEO




SCOTT SMITH
Audit Department



EEDT Awards 2018



1. Employment Equity, Diversity & Transformation Overall Award
2. HR Enabling Environment Award
3. Diversity & Inclusion Award
4. Affirmative Action Measures Award
5. EEDT Change Agent Award
6. Disability Employer Award
7. Gender Equity Employer Award



Purpose of the EEDT awards



The EEDT Awards create a platform through which public recognition can be given to South African organisations and employees that have excelled in developing and implementing meaningful strategies, programmes or initiatives in different aspects of employment equity, diversity inclusion and transformation, aligned to the spirit and intent of the EE Act. The awards are further aimed at stimulating excellence and knowledge in the field by showcasing, and sharing, winners' stories. The Annual SABPP EEDT Awards will set the benchmark in moving organisations' EEDT initiatives beyond compliance, towards strategic and sustainable transformation.



EEDT 2018 Awards



We invite AMIHRP members to participate in the awards programme. We need to recognise and share EEDT successes to inspire others to also accelerate transformation.

5 April
Submissions

14 May
Awards
Function

15 May
Awards
Summit

16-17 May
Workshop



See www.sabppawards.co.za or
contact ceanne@sabpp.co.za

The way forward



- The Mining Charter has significant HR implications
- Without sound HR practices it will be difficult to achieve the targets
- Improving HR practices and impact will be key
- Apply the 13 HR Standards to strengthen your HR system
- Apply the EE, DM standard to create an inclusive environment for Mining Charter application
- Please participate in the EEDT awards, we know there are some good stories, e.g. women in mining?

Conclusion



The 13 National HR Standards can strengthen your HR system in driving employment equity. The EE & DM Professional Practice Standard provides a user-friendly framework for achieving this goal. Without sound HR practices, we will not be able to achieve employment equity and Mining Charter targets. As HR practitioners you are the specialists who can make this change successful. Let us build great HR functions in our mines in driving employment equity.



***We, the people of South Africa,
Recognise the injustices of our past;
Honour those who suffered for justice and freedom in our land;
Respect those who have worked to build and develop our country;
and
Believe that South Africa belongs to all who live in it, united in our
diversity.***

***We therefore ... adopt this Constitution ... so as to
Heal the divisions of the past and establish a society based on
democratic values, social justice and fundamental human rights***

...

Nkosi Sikelel' iAfrika ... God bless South Africa.

Nelson Mandela

We set HR standards!



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