



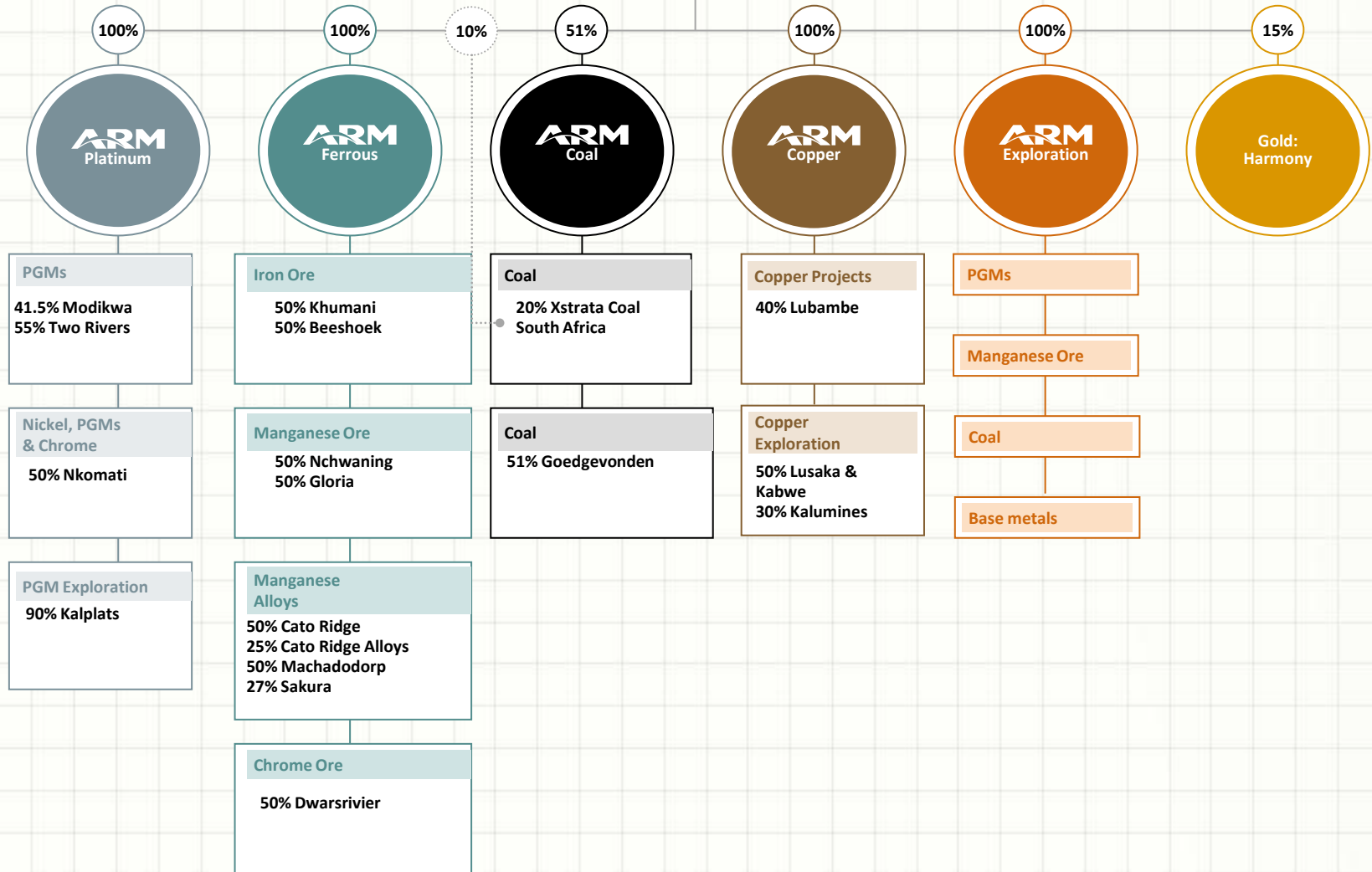
**COMMONWEALTH
TELECOMMUNICATION
ORGANISATION'S WORKSHOP
HR4ICT**

Dawid Swart
27 November 2013



The Founder and Executive Chairman of African Rainbow Minerals (ARM), Patrice Motsepe today announced that the Motsepe Family, “will contribute at least half of the funds generated by our family assets to the Motsepe Foundation” to be used during his lifetime and beyond and that of his wife, Precious Motsepe, to improve the lifestyles and living conditions of poor, disabled, unemployed, women, youth, workers and marginalised South Africans.

Group structure



ARM Corporate Strategy



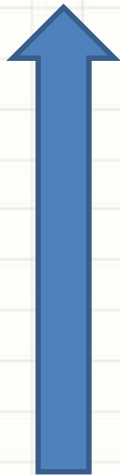
Owner operator Entrepreneurial management Profit focused Partner of choice

Employer of choice World-class management team Responsible community development

HR Journey From Quality to Strategy

Transactional - Minimum

Service – Full Service



EVP - Integration

Functional - Innovation



HR Journey: Past to Future

1

- HR in the Past

2

- HR in the Present

3

- HR in the Future



HR IN THE PAST

HR in the Past - Personnel Management

- University – Social Science
- Trainee personnel officer
- 6 weeks training - Susan
- Hostel - + 1000 men
- Boot store, Kitchen, Cleaning
- DPO – Training, Placement, Labour controller
- Strike underground - Coil spring
- British lecturer - Shop Steward



HR in the Past – Specialized Silo's

- Hostel Management
- Recruitment
- Training
- Pay and Administration
- Labour Control





HR IN THE PRESENT

HR in the Present

Transactional

Service
Delivery

Functional

Depending on HR and Organizational
maturity



HR in the Present

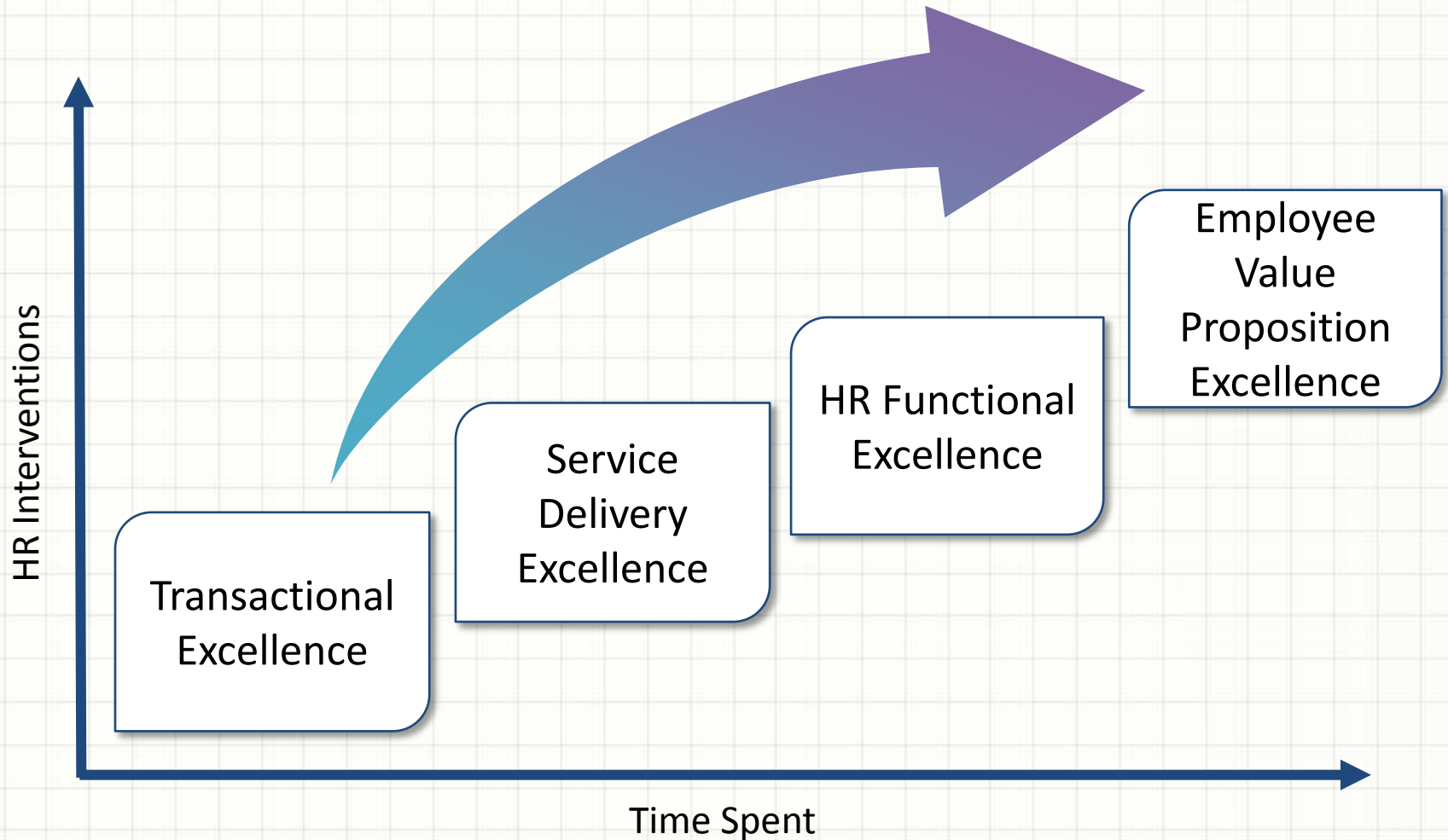
| TRANSACTIONAL | SERVICE DELIVERY | FUNCTIONAL |
|--|--|---|
| <ol style="list-style-type: none"> 1. Employee Placement, Promotions and Transfers 2. Recruitment 3. Absences 4. Position, Title and Structure 6. Terminations 7. Disciplinary and Grievances 8. Training and Education <p>Difference?</p> | <ol style="list-style-type: none"> 1. Benefits administration 2. Recruitment administration 3. Performance management 4. Leave administration 5. Employee Relations 6. T & D 7. HRIS Support 8. HR Reporting & Analytics | <ol style="list-style-type: none"> 1. Recruitment 2. HR Admin 3. Training and Development 4. Organization Development 5. ER / IR 6. Wellnes |





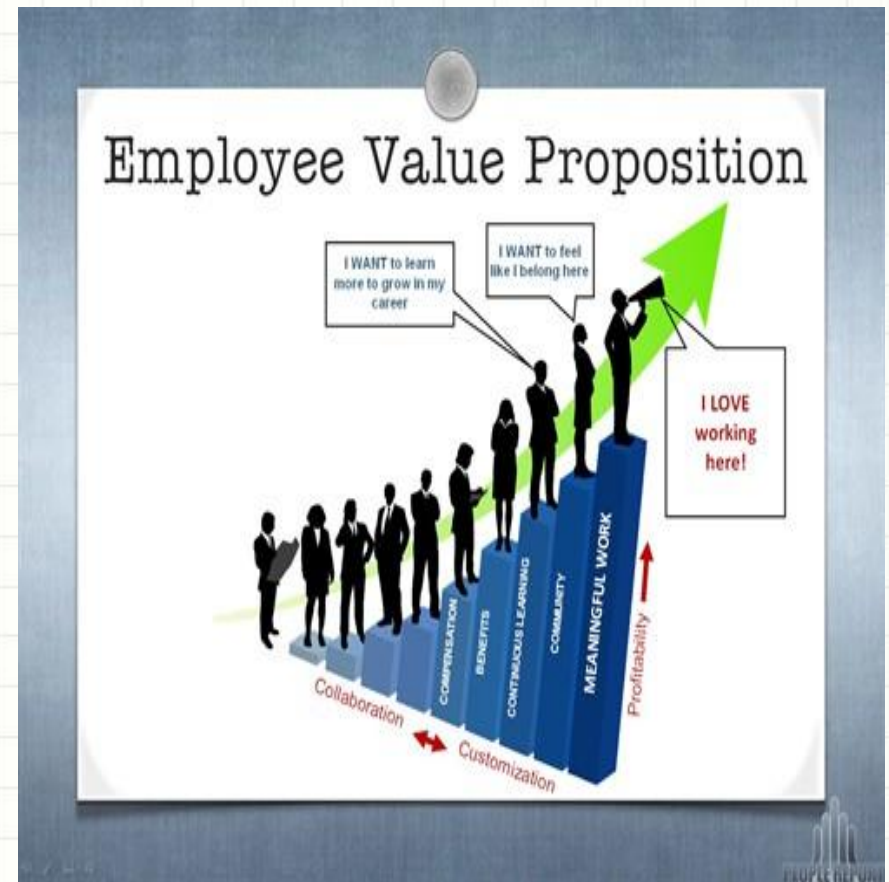
HR IN THE FUTURE

Working Toward HR Maturity



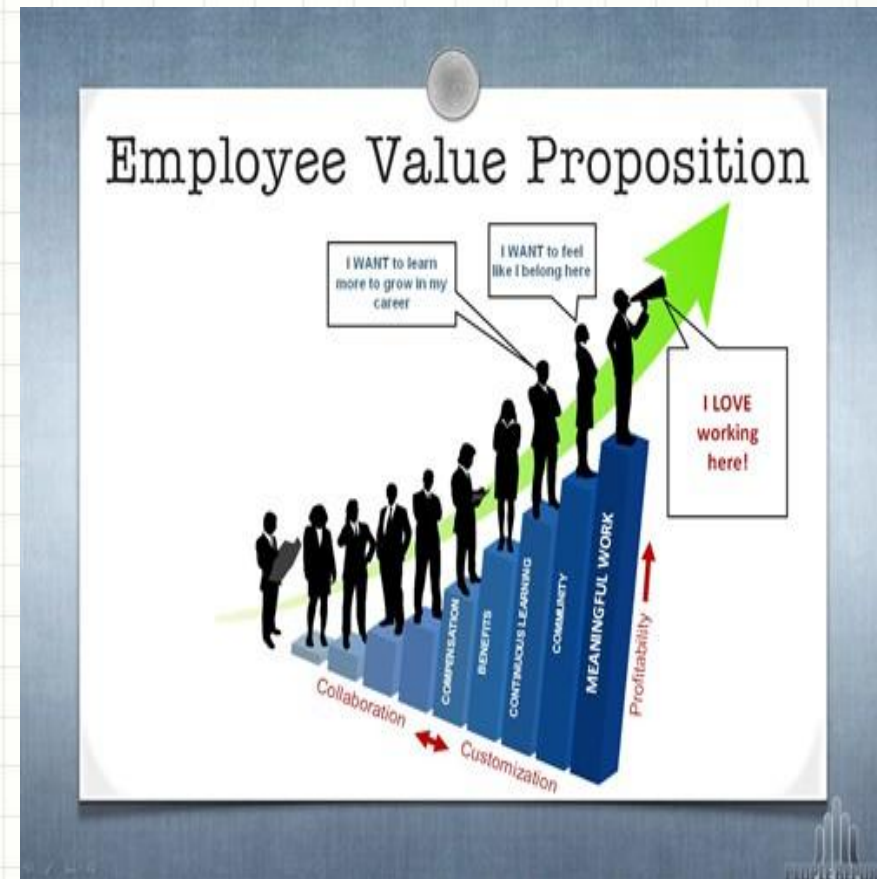
HR in the Future - EVP

- An employee's perspective on "what's in it for me to work here?" and an employer's communicated promise to its employees.



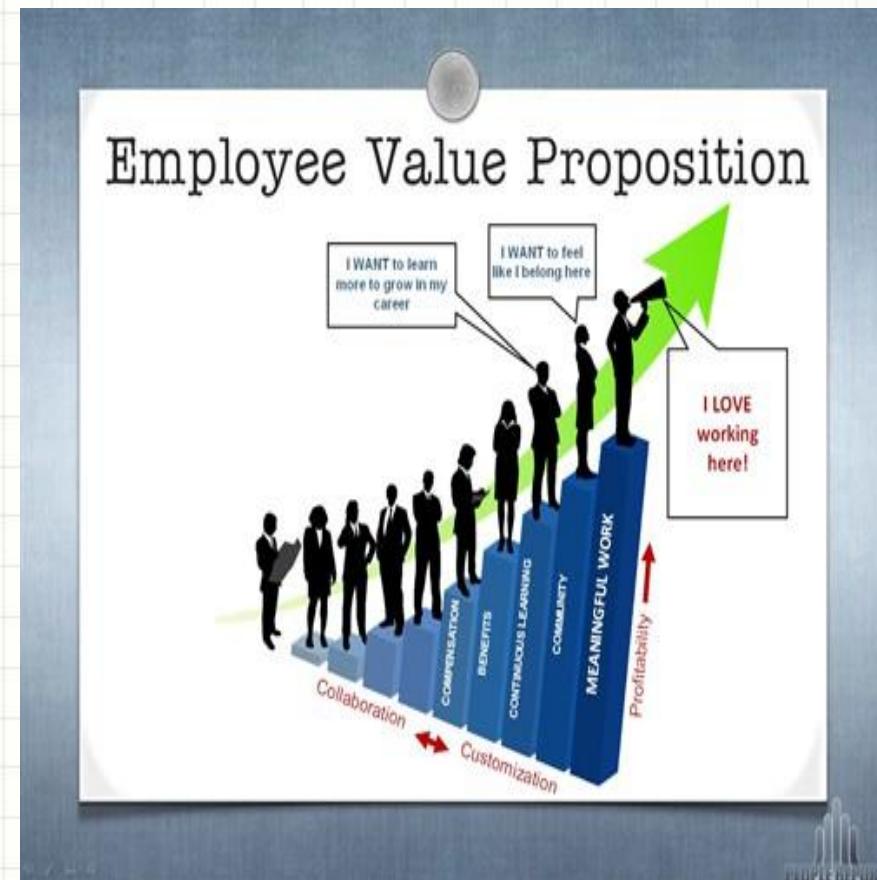
HR in the Future - EVP

- **Compensation** - salary, incentives, cash recognition, pay process
Benefits – healthcare, retirement, insurances, recognition programs
Affiliation – work environment, trust, transparency, organizational commitment
Career – advancement opportunities, personal growth and development, training, job security
Work Content – challenge, autonomy, meaningfulness, variety



Lessons Learned – Levels of Maturity

- People do not like change
- HR People resist change more than others
- **Maturity Check:**
Organisation: Employees:
Managers
- **Introduce change according to maturity level**
“When the student is ready the teacher will appear”



Lessons Learned – Levels of Thinking – Stratified Systems Thinking

- Quality - Making or doing something that are fully specified.
- Service - Establishing the most efficient approaches to resources - cost ,people, time
- Practice - Determine practices to use & Determine the most appropriate to the conditions faced
- Strategic Development - Creating business models and parallel processes to achieve business objectives
- Strategic Intent - Keeping the organization viable as a long term financial as well as social entity

Summary

- It is in the nature of HR to defend the status quo
- Human habits are like chains (New eating habits)
- The time frame at the different levels of work that needs to be done in the organization
- The level of complexity at which an individual can comfortably function (BIOSS)
- The level of maturity of HR to move from doing to assisting with HR work
- The level of maturity of management to do their own HR work
- Change drivers: National HR Standard: Generation Y; Competition; HR Curriculum include HR competencies



QUESTIONS?