

Project summary

Value adding through development

Introduction

Skills shortages and the lack of core competencies are a major risk in the mining sector. Core competencies can be achieved through a structured development programme where an employee's IDP would result from a discussion between a manager and an employee.

Problem statement

Current competencies of employees are not up to the desired level and this consequently influence employee output negatively. Managers need guidance in terms of the IDP process, how to conduct a discussion and what needs to happen after that.

Method of investigation

Employees learning potential was determined to evaluate the level and speed at which they could learn. Managers competence in terms of the development discussion and ownership of the process were identified as an area to focus on.

Selected solution and why

An action lab was developed to ensure manager competence in facilitating the development process as a whole. A template for managers was designed to ensure fluency in the development discussion. Learning potential tests were conducted to determine the employee's potential to learn. The solution includes enhancing managers' skills to be able to lead the personal development discussion through which IDPs for the whole bargaining unit will arise.

Implementation

A road show to engage and explain the development process to employees came first. Learning potential testing with feedback followed. Managers went through an action lab which trained them on how to facilitate and drive the personal development process. Managers and employees received a booklet indicating exactly what is expected of them going forward.

Results achieved

Managers can lead the development process and effectively engage with employees in terms of development. It is anticipated that this project will create sustainable effort, revenue growth, higher safety performance, a motivated and engaged workforce and commitment.

SHE rules applied

The PIT incorporated safety measures throughout this project. The development discussion template includes a safety component to create awareness regarding safety and to acquire suggestions from employees to improve safety in their sections.

Financials and BI applied

Financially it will be beneficial for the company to implement the process as a higher skilled workforce will improve production outputs, ensure revenue growth and shareholder value achieving operational excellence.

Conclusion

Development will lead to a competent workforce and prepare Exxaro for future skill requirements in the evolving mining industry. By making a difference, through innovation and growth, the development project will unlock potential by enabling individuals to explore boundaries which lead to being committed to excellence. This development project will create a high performance culture, empowering endless possibilities and creating value for all stakeholders.