

# Human Resources Report

The 2009 financial year brought with it the reward associated with embracing change and culminated in new standards and approaches being adopted by the bank, adding value to both staff and the company.

In addition, the appointment of a qualified industrial psychologist as the bank's human resources manager during the review period helped shape the human resources vision towards continuous growth and innovation, in order to improve the effectiveness of systems, processes and procedures.

## **Organisational design**

By way of creating consistency and professionalism with regard to documentation, world-class templates have been applied to human resources policies and procedures, job descriptions and other key elements. This initiative explored the best practice approach to human resources through the use of organisational design, thereby advocating a culture of continual development and a degree of re-invention. This has the effect of projecting high standards and further serves to promote excellence as regards the human resources offering.

## **Recruitment and selection**

In an effort to streamline the selection process, resulting in high calibre prospective staff candidates, a more scientific stance has been effected, which includes targeted selection and competency-based questioning. This, in essence, provides a form of predictive quality in understanding how candidates are likely to behave in a typical work scenario. Together with the use of psychometric testing and assessments for specific positions, the bank is able to ensure that the best talent is placed appropriately. In addition, the inception of a clearly defined recruitment and selection policy re-conceptualised the perception towards this critical area within the bank. The vision for this change is to attract accurately, develop purposefully and succession plan effectively.

## **Training and development**

Striving to become more strategic within the training department was a focus area during the period under review and this approach will be continued into the future. Changing the mindset of managers and convincing them to embrace training for the benefit of their teams in a planned and structured way allowed for the functional area to be managed professionally. This ensured that all training requirements became clearly identified and efficiently planned.

Designated morning sessions provided the time for group-wide communication and training facilitation, which has been greatly enhanced through video and teleconference connections. A total 9 078 hours of training were provided during the 2009 financial year, clearly indicating the commitment to a developmental culture. Management training, known as Beyond Leadership: Perfecting your Leadership DNA, was approved through the Bank SETA and provided the platform for a unified framework towards management.

Al Baraka Bank's Shariah Department, in collaboration with the Bank SETA, also contributed towards another significant milestone for the bank by playing an instrumental role in developing an Islamic Banking Module for the banking industry. In this way, Islamic banking may be better understood and embraced.

During the period under review, one of the bank's managers and his team was publicly acknowledged by the Bank SETA's International Executive Development Programme (IEDP) for delivering a most impressive dissertation on A Lending Product Targeting Low-cost Housing Consumers. We regard this as yet another accolade for the bank in terms of human development.

## **Personal branding and image**

With the recent advent of a new corporate brand for Al Baraka Bank, the overall image and, with it, personal grooming within the company was revisited. This resulted in an exciting all-new dress code for the bank's female members of staff. The resultant look exudes professionalism and is most certainly in keeping with the bank's values.

## **Graduate programme**

During the review period, human resources added additional structure to the bank's graduate programme, so ensuring that it remained in line with the highest of standards and those participating graduates, departments and the bank itself would all enjoy mutual benefits. Two candidates have been selected for the 2010 year-long graduate programme.

## **Best company to work for survey**

The best company to work for survey, which aims to understand perceptions, was introduced in the 2008 financial year and will be continued going forward. The 2009 survey demonstrated change in areas that yield long-term impact, such as performance management, training and development. A dedicated committee has been integral to the decision-making process.

Workforce	AIC*		White		Total		Grand Total
	M	F	M	F	M	F	
Executive management	2	-	2	-	4	-	4
Professionally qualified and experienced specialists and mid-management	27	7	2	2	29	9	38
Skilled technical and academically qualified workers, junior management, supervisors	49	36	2	-	51	36	87
Semi-skilled and discretionary decision-making	23	57	-	-	23	57	80
Unskilled and defined decision-making	3	5	-	-	3	5	8
<b>Total</b>	<b>104</b>	<b>105</b>	<b>6</b>	<b>2</b>	<b>110</b>	<b>107</b>	<b>217</b>

\*AIC = African, Indian and Coloured



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