

Human Resources Report

The 2010 financial year was marked by the implementation of a number of significant developments in the bank's human resources arena to the benefit of both the bank and our valued members of staff.

Climate survey – ratings improvement

Between 2008 and 2010, the bank committed itself to annually reviewing and understanding the climate and culture within the company, as experienced by members of staff. This was achieved through the completion of a 'Best Company To Work For' survey.

The application of initiative and the implementation of focused interventions, all geared towards specific dimensions, saw overall ratings improve significantly during the review period, bolstered by the further development of our human resources policies and procedures. Critically, a plan designed to ensure the continuity of these dimensions has now also been developed.

Employee self-service

With the advent of advanced human resources technological intelligence, a new self-service system was brought into effect during the 2010 financial year, providing an employee-friendly web interface offering workflow functionality and involving line managers in otherwise paper-based payroll and human resources processes.

Procedures, such as leave application, the viewing of leave records and updated personal and family details may now be captured and viewed electronically. Apart from the obvious benefits the paperless approach brings to the work environment, the new system ensures improved accuracy of reporting and real-time access to data.

Training and development

Recognising the critical importance of leadership competencies within our organisational environment, we committed resources to focusing on a senior management and leadership developmental framework. Training sessions culminated in a supportive 'management toolbox' which has equipped our managers with the ability to work within a unified model and approach, thereby creating consistency and professionalism.

In addition, senior managers participated in the Leader Executive Programme at the University of Cape Town's Graduate School of Business during the review period. In an effort to ensure the transfer and sharing of learning, customised sessions are planned for 2011 whereby a select group of managers will be afforded the opportunity to develop themselves, courtesy of this unique programme. Similarly, the human resources manager attended a 'HR as a Strategic Business Partner' course at the same institution, which aimed to promote the embracing of a new approach to human resource management at the bank.

During the same period, two senior managers were selected by the Bank Seta to attend the International Executive Development

Programme (IEDP) in the United Kingdom and Uganda, ensuring that succession planning is strategically managed. Given the need for a targeted approach to training and development at the bank going forward, a series of Needs Analysis Consultations were conducted at the bank.

Successful graduate programme

Our graduate programme continued creating opportunities for finance or accounting graduates during the 2010 financial year, a period marking the bank's third such programme. This initiative allows new talent to learn experientially the operations of each department within the bank and also includes exposure to the branch environment. For the first time ever, a human resources graduate was also welcomed to the programme, adding further value to special project implementation.

Induction programme

During the review period a new induction programme was developed for and implemented by the bank, ensuring a welcoming approach and an informative first impression. The induction programme comprises a number of components, inclusive of welcoming notes which outline the competencies of the individual, a tour of the bank's head office and a comprehensive powerpoint presentation about the bank. The new programme format ensures that newly recruited members of staff feel both an intellectual and emotional engagement with Al Baraka Bank's culture and climate.

Job descriptions

A project geared around the redesign of job descriptions for all positions within the bank was undertaken during the review period.

The intervention aimed to ensure that all key performance areas, together with key performance indicators and competencies were adequately updated and clearly outlined in support of the bank's integral performance management process and, ultimately, the institution's overall business achievement and productivity.

Health and wellness

Early in 2010 all members of staff were invited to participate in an exciting new initiative, dubbed the World-Wide Tour. Aimed at promoting a healthier lifestyle, members of staff were challenged and encouraged to walk, jog or run the distance equivalent to the actual kilometres between the countries where Al Baraka Bank subsidiaries are located.

A further dimension saw each country being celebrated in an effort to connect globally and achieve internal team-building.

A health and wellness day was also successfully co-ordinated which allowed staff members to obtain a status report on their health. This component of the wellness environment is acknowledged as a significant contributor to performance and productivity.

<i>Workforce</i>	<i>AIC*</i>		<i>White</i>		<i>Total</i>		<i>GrandTotal</i>
	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	
Executive management	2	-	2	-	4	-	4
Professionally qualified and experienced specialists and mid-management	26	8	2	2	28	10	38
Skilled technical and academically qualified workers, junior management and supervisors	55	44	1	-	56	44	100
Semi-skilled and discretionary decision-making	26	64	-	-	26	64	90
Unskilled and defined decision-making	5	7	-	-	5	7	12
Total	114	123	5	2	119	125	244

* AIC = African, Indian and Coloured