

STRATUM™



MINING · A HUMAN ENDEAVOUR

HR EXECUTIVE: AFRICA & MIDDLE EAST

CASE STUDY

01

HR EXECUTIVE CASE STUDY - AFRICA & MIDDLE EAST

Due to rapid growth within the region, a gold major identified the need to add leadership capacity to their Africa region Human Resources team.

After reviewing internal talent, it was determined that the company would need to look externally for the right candidate. And to maintain stability within the existing team, the search needed to be confidential.

Stratum was retained to appoint a professional to head up HR for the region based on our knowledge of and reach within the target candidate pool. The successful candidate would assess HR's current and future abilities to support the business and execute the defined corporate strategy.

The HR Executive would act as a change agent and a conduit into the region to build organisational capability.

02

WHY WAS THIS CHALLENGING?

We had to confidentially identify a candidate capable of managing the HR challenges of operating across six countries. They would also be responsible for managing all HR activities across the employee lifecycle for more than 8000 employees and 13000 contractors. This included HR operations, industrial relations, recruitment, change management, training and development, performance management, compensation and benefits, and organisational design.

The candidate would have the credibility to quickly gain the respect of existing executives and regional leaders and the soft skills to build connections between teams across borders to seed new relationships and come up to speed with all the issues.

The HR Executive would be walking into a massive change management effort because they would need to address numerous legacy issues.

There was a preference for the candidate to be based close to the assets as it would require an expenditure of effort and significant travel to come up to speed with all issues.

03

HOW WE SOLVED IT

Our priority was to identify a suitable candidate confidentially.

As a first step, Stratum's research team mapped the market of HR managers who had Pan-African experience within Europe or Africa.

Because of Stratum's experience within the region and strong candidate knowledge, we rapidly built a highly-targeted list of potential candidates. We then sat down with the client to discuss the individual profiles before approaching the candidates.

Each target candidate was asked to sign a confidentiality agreement before full Candidate Briefing Packs could be shared. Shortlisted candidates were then referenced, and scientific/behavioural profiling was completed.

04

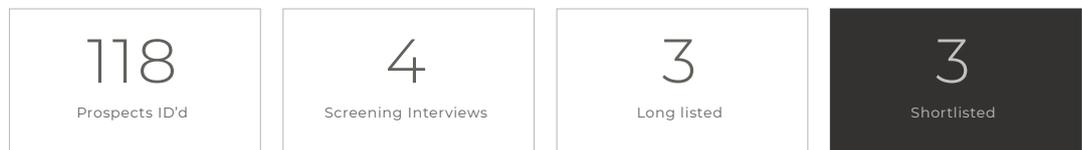
THE RESULTS

Stratum mapped the market identifying 118 possible candidate profiles, of which four were shortlisted and targeted for approach. We then completed profiling, in-depth discussions and formal interviews, a key component of our vetting process, before presenting our top three candidates to the client with our recommendations.

The result: a female from a mid-tier based in Johannesburg, South Africa, was hired. In addition to a strong cultural fit and outstanding qualifications, the candidate had extensive experience in mining in Africa across major, mid-sized and junior companies at HQ and site.

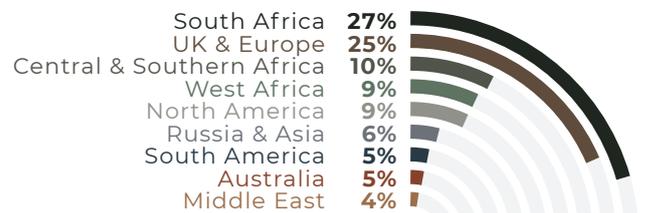
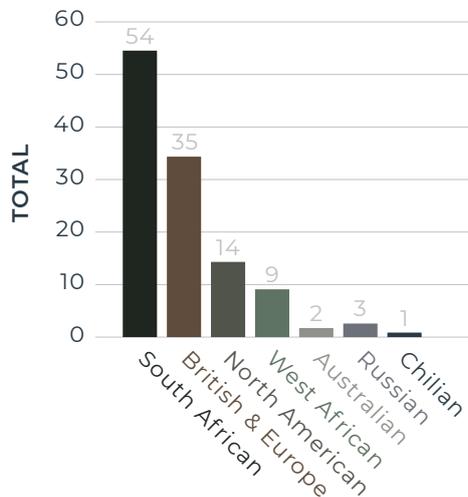
As a professional HR manager, her experience ensured that she could walk into the role and facilitate change and build, design and implement systems and processes.

HR EXECUTIVE – AFRICA

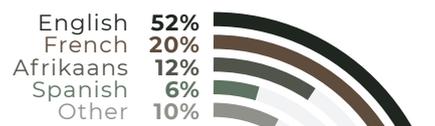


DATA/ DEMOGRAPHICS

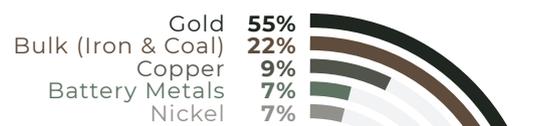
NATIONALITY



WORK LOCATION



LANGUAGES



COMMODITY EXPERIENCE

05

FIT TO LEAD

THE PROBLEM

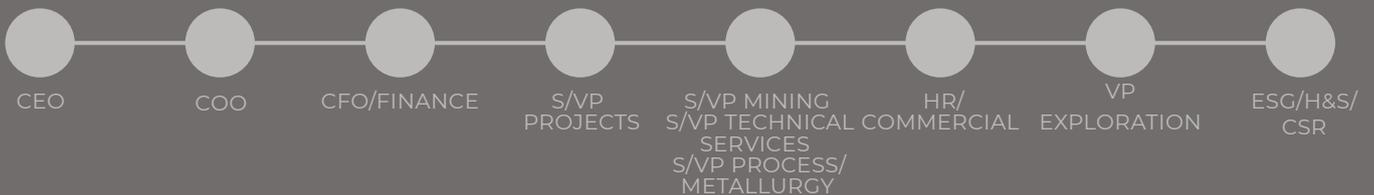
Some 80% of professionals are hired based on their skills, career experience, and a CV alone. Yet 80% leave their jobs because of culture fit issues. It's why the traditional recruitment model is fundamentally flawed. Little attention is given to achieving the right fit, which is critical for retention and positive ROI.

HOW ARE WE SOLVING IT?

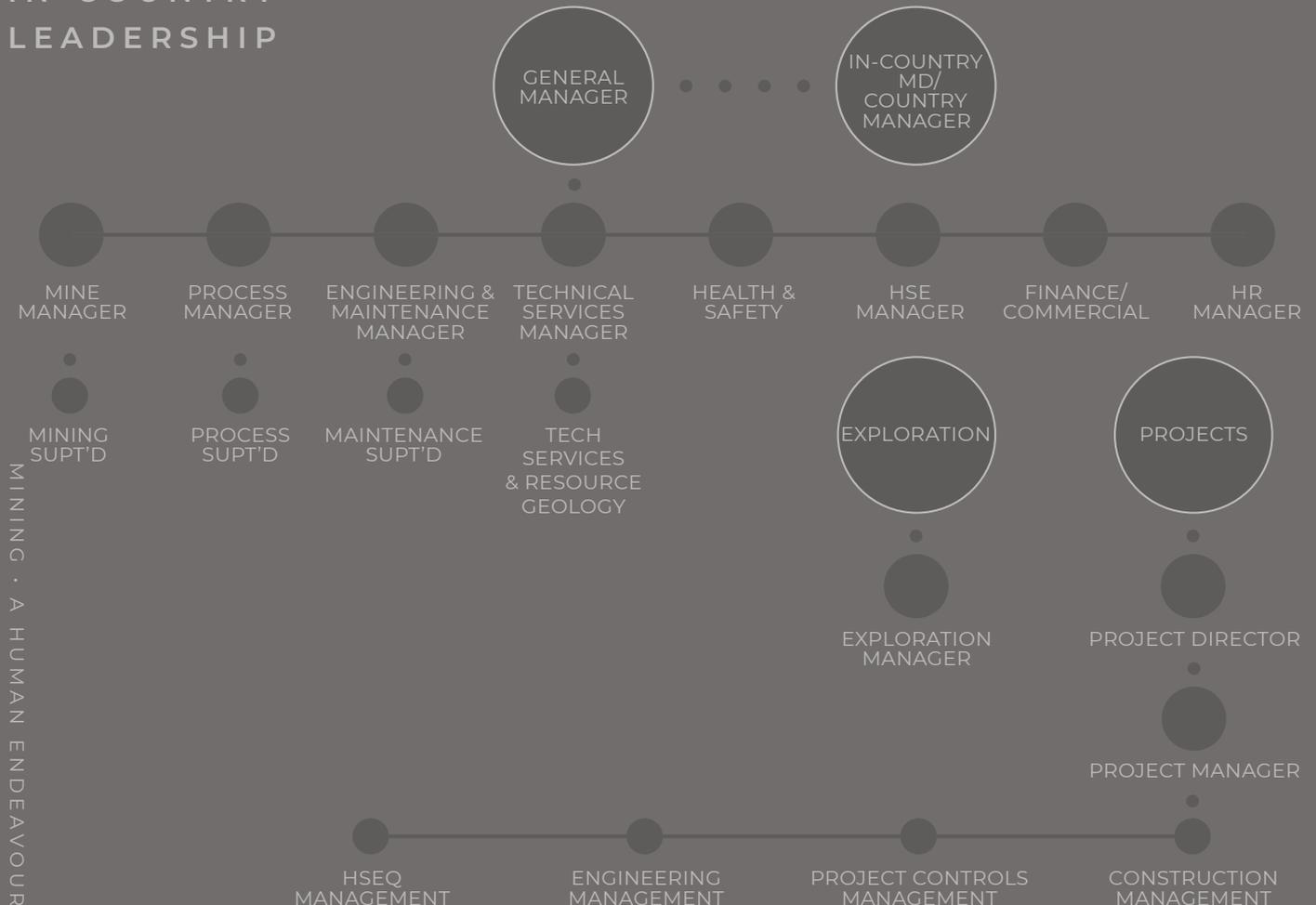
At Stratum, finding the right fit candidate for your business is a lot like mining. Unlike most firms that source talent reactively, we've been proactively cultivating talent for nearly a decade. In fact, through our candidate management model, augmented by scientific profiling, we've interviewed and assessed more than 7,000 professionals in our niche, irrespective of market demand. And we did it without ever advertising online.

Because at Stratum, we farm; we don't fish.

HQ



SITE/ IN-COUNTRY LEADERSHIP



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06

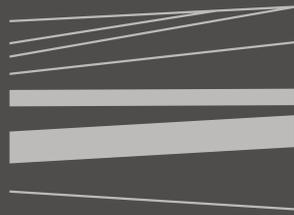
ABOUT STRATUM

Stratum specialises in the human aspect of mining.

We are a premium executive search, recruitment and management consulting firm providing bespoke human capital solutions to the mining industry.

For ambitious companies looking for high performing leaders across corporate and technical disciplines at site and head office, Stratum's proactive, innovative approach provides access to the best professionals from around the globe.

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