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GLOBE 24-7

Newsletter

Global HR Trends, Issues & Topics for HR Professionals in the Resources Industry

ISSUE 6



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Welcome



Welcome From Our CEO

- Lachlan Spicer
Chief Executive Officer - Perth, Australia

Welcome to Globe's sixth edition of our HR Newsletter, written for Human Resource and senior professionals working in the global mining industry.

The content of this quarter's edition is broad and covers all parts of the world with contributions from Ghana to Guatemala, on topics ranging from reviewing assessment tools to outsourcing large scale programs.

We are privileged to have conversations with many mining CEO's around the world to garner their HR insights and welcome the contribution from Gold Standard's CEO, Mr. Jonathan Awde. We also hear from our sister-company Globe Workforce Development's new Chief Executive Officer, Mr. Drew Cronin who joined the Globe Group in November, who shares his insights as to 'why Globe'. As an HR professional, you can't miss Alfredo Mendizabal Senior HR Manager insights of HR in the mining industry.

As we turn the corner into 2020, I can't be more pleased with the contribution our team has made during the past year to diligently serve mining companies across the globe. 2019 saw us take incredibly positive steps forward to honour our vision of 'partnering with mining companies who seek to build great teams with contemporary, creative and custom-fit human resource and recruitment solutions'. During 2019 we worked with 96 companies across 47 countries conducting 24 HR Consulting assignments and 500+ recruitment campaigns.

It's not about the numbers though, it is about the 'how'. Our business model is not to provide cookie-cutter & one-dimensional services but customised, dynamic and contemporary solutions that truly meet the needs of each client. Numbers only tell one part of the story.

The 'how' is what excites me the most about Globe 24-7. Our capability is built on sixteen years of experience that tells us that anything is possible when we truly partner with like-minded industry professionals similar to yourself.

It's good to reflect on the past but I'm also excited by the future and cannot wait to see how 2020 unfolds. There are some great developments happening in the global mining industry and it's fantastic to contribute to the conversation that helps shape the HR landscape.

We hope you and your families had a fantastic Christmas and were able to refresh & re-charge yourself during this time - we look forward to connecting & reconnecting in the new year.

Please be safe & productive in everything you do and as always - enjoy the read!



Assessment Tool Review: The Dover Test System

How to create fair, transparent and inclusive employment opportunities in remote mining locations

-by Damian Cotellessa
HR Projects Consultant - Perth, Australia

Over the past year, we have registered strong interest from mining companies for test-based selection processes, in particular, where engagement and development of the local communities in developing countries is critical to company success. We have been engaged to identify and select community members for training and/or employment opportunities.

Broadly speaking, the goals are often similar:

- Developing a suite of unbiased assessment tools adapted to the local context;
- Providing a transparent, fair and efficient assessment and selection process to ensure all who wanted to, had the chance to participate, regardless of education level;
- Training and upskilling in-country team to conduct the assessments themselves for future candidate testing.

While different tests have been used in parallel to suit the particular needs and context of each project, Dover tests are Globe's preferred tool, and for good reasons.

What is Dover?

Dover is based on the Vienna Test System, a system for computerised psychological assessments. These types of assessments are used in many fields, for different purposes. As for Dover itself, it was developed specifically for the mining industry, with the following important characteristics:

- The test is culture fair, i.e. free of cultural bias;
- The candidate does not require previous exposure to computers;
- The candidate is not required to be literate.

What does Dover measure?

Primarily, Dover is a competency measurement tool that evaluates fundamental practical skills including:

- Hand-eye-foot coordination;
- Reactions to stimuli in various environmental conditions;
- Auditory discrimination;
- Estimation of the speed/direction of moving objects;
- Basic decision-making abilities and concentration levels under monotonous circumstances.

It is a great pre-screening tool. As all the selection methods or tools, it should not be used in isolation, but in conjunction with other procedures such as interviews, literacy or cognitive assessments, practical tests, background checks, etc.

Dover is also a risk detection and accident reduction tool; the tests identify participants' weak or problematic areas within their fundamental skills. Identifying these gaps will help design or choose the appropriate training to improve weak areas. This results in reduced risks of accidents, production losses and losses of equipment.

“It is an objective assessment that adds another dimension to the selection process.”

What does Dover test?

The Determination Test

This looks at basic reactive functioning, assuming how candidates will respond to stimuli in various environmental conditions including: normal, crisis and crisis-recovery conditions. Candidates have to respond to visual and auditory stimuli, using hand-eye-foot co-ordination to accomplish this.

Time Movement Anticipation

This test assesses the candidate's ability to estimate both the speed and direction of moving objects, such as other vehicles on the road.

Two Hands Coordination

This test looks at basic manual coordination using both hands together, focusing on speed and accuracy. Basic practical trainability potential (the assumed speed at which new hands-on skills can be learned/acquired) is also assessed.

Signal Detection

This test assesses the candidate's ability to maintain concentration and respond to environmental stimuli in routine or monotonous conditions (such as a long-distance road trip or doing repetitive daily work).

Cognitrone

This test looks at the candidate's basic environmental shape recognition ability combined with basic decision-making ability (e.g.: the ability to recognise road signs, such as stop streets, and make appropriate decisions in time, such as to stop on time).

In summary, the Dover tests system is particularly well suited for people working with moving machinery or tools, staff operating vehicles, operators, supervisors and all those involved at the production levels of the mines.



The Results

Dover's assessment results categorises candidates into three main groups:

- GOOD. These individuals can undertake more involved tasks and operate complex systems,
- AVERAGE. These individuals can undertake moderately involved tasks and operate uncomplicated systems,
- POOR. These individuals can undertake basic routine tasks and operate basic uncomplicated systems.

This is extremely useful, immediate and efficient. Should the need arise to distinguish within each of these categories, the results are also summarised by a total score (for example 81 A, 96 A), providing an easy way of selecting those with the best chances to succeed.

The results are of course also provided in detail by test, with an interpretation for each, though providing extremely useful information for implementing the necessary training.

Globe's experience

Globe has run multiple projects with great success, using the Dover tests in Asia, Africa, and South America, indeed across various languages, cultures and education levels, in all cases identifying the candidates with the most chance of success. It is an objective assessment that adds another dimension to the selection process. Try it!



Professionals in Practice: Interview Alfredo Mendizabal Senior HR Manager, Cerro Blanco, Guatemala



Can HR professionals move from one industry to mining? “Yes!” says Cerro Blanco’s Senior HR Manager, Mr. Alfredo Mendizabal. He’s proof that it’s possible...

Central America is well known for its beaches, its culture and a wonderful historical legacy. However, few people know that beyond tourism and agriculture, this part of the Americas offers many development opportunities for the extractive business. An example of this is the Cerro Blanco deposit. Cerro Blanco is an underground gold deposit, located in the province of Jutiapa, in the Asunción Mita area, only a few kilometers from the border with El Salvador. Below the site, there are hot springs that can reach temperatures close to 70 degrees Celsius. Traditionally, it is a livestock and agricultural area; however, it is witnessing the beginning of its mining industry. Cerro Blanco was owned by Goldcorp during the exploration stage in the first years of the project. In 2017, it was acquired in its entirety by the Canadian company Bluestone Resources. Faced with the challenges of a new mining industry in Guatemala, Alfredo Mendizabal - Senior Manager of Human Resources for the Cerro Blanco project, tells us about his adventure when venturing into mining.

1. Globe 24-7: Alfredo, first I would like to thank you very much for accepting this interview for Globe 24-7. Thank you also for giving us the opportunity to come to the Cerro Blanco deposit in Asunción Mita.

Alfredo Mendizabal: My pleasure! I would like to thank Globe24-7 for spending time with us, which has been so productive.

2. Globe 24-7: Tell us a little about yourself and your adventure when entering the mining industry.

Alfredo Mendizabal: My experience has been quite particular. I studied Pharmaceutical Chemistry at university as my first career choice. Later, I earned a bachelor’s degree in Chemical Engineering. In 2002, I started a new career as a Human Resources Manager, which meant reinventing my entire career path. Then, I returned to university to study Business Administration, and later on to do my Master’s in Human Resources, followed by a Master’s in Leadership and Coaching. Finally, I earned a Postgraduate degree in Productivity, which I took in Japan, and then an MBA as well. I had to reinvent myself even if during the last twenty years I have worked only in human resources, and I have enjoyed it a lot. I started in the Guatemalan mass consumer products industry. Later, I worked in a sugar mill, and then also in some technology multinational companies. I went through many different lines of business, but I think that, yes, the most dramatic change for me was to enter the world of mining. And perhaps, one of the greatest paradigms I had to deal with, was the relationship between Human Resources and Corporate Social Responsibility to generate synergies of sustainable development. For example, I was used to hire the best candidate for the position according to his experience, you had to verify that his skills and education had to fit the job description (as it was traditionally done). However, in mining, the focus is on employment and local development. That implies having to hire staff with potential capabilities, even if it does not fully fit the role, and our responsibility is to look for alternatives to close those gaps, with training, for example. It is something that must be done because of the direct influence communities have on the project. For me, it was a real transformation in the way I do my job since it implies greater strategic planning, and implementing a more challenging Human Resources model.

In Cerro Blanco, I have had to establish a balance, and now I understand and see, for the first time in my working life, the true social impact of organizations. As in several Latin American countries, in Guatemala, there is a strong absence of government. This is an opportunity for our company to foster local development. That is how you can see this Alfredo of today; he is not the same one of just over two years ago. The current Alfredo learned that now, we have in the company the real opportunity to make a difference in the lives of people and families, who for different reasons, have never had access to decent job opportunities and have not had adequate access to post-secondary education. So that is, perhaps, the most challenging part of the industry, from the Human Resources perspective.

3. Globe 24-7: What have you been enjoying the most with this great change?

Alfredo Mendizabal: I've been enjoying the local community development but combined with that multinational flavor with the relationship with the Bluestone Resources corporate team in Vancouver, Canada. I am in constant communication with my boss, Peter Hemstead, as CFO, we communicate a lot and I admire him as a leader. It is not only about buying the idea that we work on the vision, mission, and values, but being sure that beyond a good global practice, we are doing something crucial for the project. I believe in the leaders of Bluestone and I feel that we are doing a great job together.

Something else that I have enjoyed very much in Cerro Blanco is that, for the third time in my life, I had to start building the human resources department from scratch. It happened to me when I worked in mass consumer products, and I also had to reinvent the HR department in the sugar mill field. Now it is happening to me again in mining. When I look back, the two years with the human resources team, with corporate support, and with the employees of the company, we have achieved a lot. I am very happy! When I look forward and think about everything we need to do, I get very worried, but it is always very interesting and exciting. I also liked working with good consultants, such as Globe 24-7, since what they do globally in mining makes them experts in it. I also like that we are not trying to implement things that simply come to our minds. But that we have first-line consultants to team-up with, designing the structure of the different procedures, and the frameworks for human talent management. It is something very small, but it is my next goal: that we no longer call ourselves Human Resources but change the term to Human Talent Management. It seems only a matter of terms, but it is a world of difference.

4. Globe 24-7: What do you think is the most crucial, from the perspective of human resources, when a mine is being planned?

Alfredo Mendizabal: Change management! To me, it is "change management". It is crucial, especially in a project like this, because for a long time it was "on hold" for different reasons. This comes with the responsibility to build trust, so the strategies and initiatives related to human talent can be accepted and implemented.

5. Globe 24-7: What crucial factors do you think, human resources leaders should implement to succeed in this industry?

Alfredo Mendizabal: I believe that in this industry, the issue of social understanding is extremely relevant. Perhaps it was the one that cost me the most at the beginning. But I think that if a human resources leader wants to be relevant, he should first seek to become a strategic business partner, and for that, he must understand the different processes related to the industry. You cannot assume that an HR Manager from any organization doesn't know your business. Without enough knowledge; without a deep analysis of the positions, structures and processes; and the necessary suppliers; it is not possible to achieve, nor it is possible to plan, based on the environmental, social-economic and financial conditions that directly affect the business. If you choose to work in a Human Resources bubble, all you are going to be doing is to manage payroll, maybe without errors, and remember people's birthday. But if you want to be relevant, you must know the factors that affect the organization, as well as the characteristics of your industry, locally and internationally. The Human Resources leader who wants to succeed in this industry must be eager to learn and to question their paradigms and be willing to constantly change them.

Bluestone Resources Inc. are developing the high-grade underground Cerro Blanco Gold project in Guatemala.
TSX-V:BSR

"I believe that in this industry, the issue of social understanding is extremely relevant."





Executive Interview: Jonathan Awde President and CEO, Director Gold Standard Ventures Corp.

- by Luis Valente
VP Operations - Atlanta, USA

Mr. Awde is the co-founder, President, Chief Executive Officer and a Director of Gold Standard. Since becoming Chief Executive Officer in July 2010, the Company's market capitalization has increased from approximately US\$23 million to its current value. Mr. Awde oversees all corporate development, asset acquisition, joint ventures and the procurement of capital for the development of the Company's assets. Mr. Awde has spent the last 12 years financing junior resource companies, focusing on institutional accounts, and has raised over US\$200 million for public and private companies in the resource sector. Mr. Awde holds a Bachelor of Arts (Economics and Finance) from Acadia University in Nova Scotia (1999) and is a former sale and trading professional at a Canadian broker-dealer.

1.Luis Valente: Hello Jonathan Awde, thanks for taking the time to speak to us today. In today's financial market investors are perhaps more careful in selecting projects, – in your opinion, what are investors looking for in mining companies?

Jonathan Awde: Yes, I think investors are asking and almost demanding management teams to maintain that discipline and to keep hammering costs down, keep a lid on costs and you are starting to see the discussion of growth come back into play. There are a number of companies that have fairly robust pipelines and there are companies that don't have any real growth pipeline. So, I think that will be an interesting discussion over the next couple of years here, we will watch how that plays out.

2.Luis Valente: In your perception, what are the challenges that the mining industry will face over the next couple of years?

Jonathan Awde: Well, I mean, you look at Mark Bristow, the president of Barrick, has done a phenomenal job since taking over, after that merger. He talks about these tier one, tier two assets. These are much bigger projects. These are 200 to 300,000 ounces, 400,000 ounces a year annual gold mines. And you know, you look globally at the number of projects that are juniors and located in safe tier one jurisdictions. And there's just a shortage of quality development assets in excellent tier-one jurisdiction. I think what this is telling us is that because there's been seven, eight, almost nine years of under-investment in exploration, this has created the shortage of quality development projects that fit that kind of size criteria.

3.Luis Valente: Considering this scenario, what is your vision for Gold Standard for the next few years? Do you expect to go into operation?

Jonathan Awde: I think one of the attractive characteristics of Gold Standard is that this is a project that we can move forward on our own, given its oxide nature, given the relatively manageable CAPEX. This project is a high margin asset in a good political environment; there is a path to permitting. We think there's a lot of exploration upside. Our goal is to continue down this path of both exploration and development. We are going to be filing our DFS here in January, and that comes after we had filed our PFS at the Beaver Creek show in September.





“I think it starts with culture. Having a positive, robust culture that everyone buys into is extremely important.”

4.Luis Valente: It's moving along quite well, which is great. What do you think are the possible gaps in the talent, pool of talent in the mining industry today? Where do you see some of those gaps?

Jonathan Awde: I think some of the gaps that have existed over the last 20 years, I mean, this is an industry that has been in large part, primarily dominated by men. I think there is a shortage of women in this space. And the women who are executives are in huge demand, and there's an overboard issue. I think we're starting to see a lot of extraordinary women, come up through the ranks, get promoted and be responsible for important parts of running the entire company. I think that workplace diversity is a challenge because for a long time it has been a male-dominated industry and I think you're starting to see some changes happen, which is great to see!

5.Luis Valente: Excellent. You touched on an excellent point here. What are some of the initiatives that your organization is taking to promote, attract and retain more women?

Jonathan Awde: It started when we were in New York, ringing the bell on the New York stock exchange in July of 2017. And at that time, we had a smaller board, and we didn't have any women on our board. While it was an extraordinary event to be able to ring the bell, it was pointed out to us as we were standing up on that stage that we did not have any female representation on the board. That was when we put in place an initiative to diversify, and we brought someone to the chair of the audit committee. She is a CFO for a company in diamonds, just an extraordinary woman. And we have also appointed our head of HR, she has this challenge in her hands, so we're trying to play a little catch-up, and I think we have a path to achieve results.

6.Luis Valente: Just switching the discussion to hiring and retention issues in a very competitive market - are there any strategies that you follow? Is there anything that you would recommend to ensure that the team is committed and onboard?

Jonathan Awde: I think it starts with culture. Having a positive, robust culture that everyone buys into is extremely important. When you have that culture in place, you limit the number of people wanting to go elsewhere. And I think that's one of the things that we did really well. We did have some turnover last year. But we just worked really hard on transparency. One of the things I did was to introduce everyone in the company to a book by Ray Dalio. The book is about radical truth, radical transparency about a meritocracy where it's not necessarily the idea of the CEO or the Chairman that has the best ideas but could be from anyone in the company. I think just having that transparency with accountability is crucial. The important elements are to hold people accountable, provide and create incentives and a scorecard for people to really visualize their achievements. To summarize, I think it all starts with culture.

Gold Standard Venture Corp is an advanced stage, gold exploration company focused on district scale, gold discoveries in Nevada, US.
NYSE:GSV, TSX:SSV

Book Review

“Principles - Building Culture And Accountability”

Ray Dalio



Developing great teams through openness and honesty

- by Luis Valente
VP Operations - Atlanta, USA

How come some companies do it so well? By creating a culture that fosters accountability, meritocracy, and transparency. In search of more tools to continue to develop and support our teams, I decided to take the suggestions from Jonathan Awde and read the book Principles from Ray Dalio, who founded and built Bridgewater, one of history's most successful investment firms.

Dalio's ideas suggest that honest and open disposition to people creates an upward "evolutionary loop." He urges us to think deeply about "what you want" and to then determine your authentic principles: the "fundamental truths and behaviours" that you want to use to guide every step and decision in your life and career. Here are the 16 work principles in his book:

1. "Trust in Radical Truth and Radical Transparency" - Share the truth - Radical truth and transparency to build trust and accountability
2. Focus on building meaningful work and relationships - Be available for your teams as they need
3. Make mistakes and learn from them - "Cultivate Meaningful Work and Meaningful Relationships"- and not to punish or blame, but allow people to reflect on their errors so they can improve
4. "Get and Stay in sync" - allow challenging discussions and debates. Encourage feedback and critiques between all levels of the organization.
5. Allow for a "believability weight your decision making" - Listen to your teams and allow their ideas to be considered

6. "Recognize how to get beyond disagreements" - Use your set of principles to make decisions

7. "Remember that the 'who' is more important than the 'what'" - Select the right people for your teams and hold them accountable for results

8. Select the right peoples means "Hire right" - Hire "systematically and scientifically." Hiring wrong can be a huge mistake.

9. Keep the company moving and "Constantly train, test, evaluate and sort people" - Change the teams, assess them, and give them both, positive and negative feedback.

10. "Manage as Someone Operating a Machine to Achieve a Goal" - Improve management of your machines - The better you know your systems, the more quickly you can diagnose issues and solve them.

11. Deal with the problems - "Perceive and don't tolerate problems" - Treat challenges as opportunities to improve. Use your natural instincts to anticipate and fix things before they do damage.

12. "Diagnose problems to get at the root causes" - Identify specific problems and the people accountable for them.

13. "Design Improvements to Your Machine to Get Around Your Problems" - Continuous Improvements - Make improvements to fix problems - After you diagnose the problem and its causes, design appropriate, specific solutions.

14. Carry out your plans - "Do what you set out to do" - Generating ideas and vision are essential, but the results are in the execution.

15. Establish protocols - "Use tools and protocols to shape how work is done" - Turn performance into habits. Use systems, tools, principles, and processes to guide people.

16. Governance - "Don't overlook governance" - Put rules, procedures and decision-making processes in place, so people have a guide to their ideas.

These are the principles Dario's uses in his work and life to promote success. It all starts with making life decisions and ensuring a solid primer of ideas on living well, being happy and enjoying career success. Let's do it!

Introduction



Executive Introduction: Drew Cronin Chief Executive Officer Globe Workforce Development Pty Ltd

First impressions!

- by Drew Cronin
CEO - Perth, Australia

Having just joined Globe as CEO of Workforce Development, I was recently asked: "Why Globe?"

This is a great question and one that I had spent a lot of time thinking about before making the decision to join. Having spent the last twenty years in Mining and Construction I have seen a wide variety of companies and cultures. I have been fortunate in this time to be part of projects that have ranged from strategy, scoping and development of (National) Registered Training Organisations, though to work with "Not for Profit" Industry Groups and managed programs from Induction through to Executive Leadership Coaching. I always joke that we have run training from the lunchroom to the board room and every point in between! In more serious terms that means helping organisations with every aspect of the information exchange and competency cycles.

What has drawn me to the Globe Group (24-7 and Workforce Development) is the passion that exists to help. More than just service or billables every part of the company is seeking to understand and help stakeholders at every part of the supply chain.

We recently toured client sites in South America (what a great first week!) and I knew that I had joined the right company when a client's Senior HR Manager exclaimed that he was so happy that we were "his Team." This is the feeling that our people have and is very satisfying to hear this echoed by a client.

When looking forward, it seems to me that mining is on an upswing worldwide and some of the challenges for all of us revolve around talent management or employee lifecycle management. We are very excited to be currently working on every continent and in a variety of commodities. Whilst every location has its own challenges and specificities, the core remains the same: how we find the best people available and make them better for the experience of being part of our team.

Globe itself has over 50 staff in 15 countries that are all focused on generating tangible outcomes through innovation, diligence and hard work! Of this, the Globe Workforce Development Team has an amazing internal capability but more than that, I have been impressed with the level of care that they hold for the Client, the Learner and each other.

Irrespective of the compliance framework that a company may be operating in, we have created and deployed programs that suit each particular need. Not only teaching new skills, technique and/or understanding but also running due diligence or compliance verification assessments for Clients in a myriad of environments. This is, of course, the basis of any Duty of Care system but has also effectively been used by our Clients for Values Alignment, Leadership Development and Operator Assurance programs.

The challenge remains for us to be constantly looking for new ways to engage and develop people. Sometimes this is a "simple" Learning and Development Pathways strategy and other times it is heavily linked to Sustainability, Community Engagement, managing expectations, and broad communication plans. We get excited at learning a company's specific needs and expected outcomes, then build a bespoke strategy and execution plan to make it happen. This is when Globe is at its best, in my opinion, as we bring together all the elements of 'people strategy' and execute it. The one thing that sits at the heart of what we do is that moment when you see someone get that smile, the one that happens when they learn something new or do something at the mastery level for the first time. Being part of the strategy and process that facilitates that moment, that is what success looks like for us at Globe Workforce Development!



Established in 2017, Globe Workforce Development is a team of specialist training management consultants, trainers, accredited competency assessors and technical subject matter experts who support the global mining industry build sustainable training and workforce development solutions.



Focus on Ghana

Technology and Tax: Challenges Facing the Ghanaian Mining Industry

-by Wayne Ferreira
Business Development Consultant - Durban, South Africa

On a recent trip to Ghana, I had the opportunity to attend the 10th WaCA Mining Summit, as well as the pleasure of meeting many industry mining leaders. The two topics that seemed to dominate the conversations were:

- the introduction of technological advancements in the mining industry, and
- the Governments charging exploration companies with Value Added Tax.

The introduction of technology in the mining industry is certainly viewed as positive, however, as it can lead to the displacement of labour, it also causes concern for the future and the social well-being of mine workers. Hence the need to ensure that the government and communities continue to achieve shared value and that the potential loss of employment doesn't affect the well-being of the people and communities depending on the mining industry for their livelihood.

Some players feel that Ghana is losing potential mining investors to emerging mining destinations in the West African sub-region, due to the Government's position of charging mining companies Value Added Tax (VAT) on their exploration inputs. Mention was made of some companies previously exploring in Ghana that have now relocated to other countries, due to a more competitive fiscal regime for mining exploration activities.

Eric Asubonteng warned that data shows that for a country to which mining is so critical in terms of the attainment of forex and fiscal revenue targets, exploration investment has significantly dwindled in recent years. Exploration is certainly the single most critical activity that guarantees the continuous discovery of mineral resources to supplement production from existing mines or replace mines that cease to operate. On the plus side, Ghana surpassed South Africa as the leading gold producer in 2018. The West African sub-region, in general, is gaining prominence in terms of gold production. Currently, Gold Production accounts for about 90% of mining activity in Ghana. It is also a mature mining jurisdiction and a stable country. So, watch this space!

Focus on RPO : When, Where and Why?

-by Justin Campbell
Branch Manager, APAC - Perth, Australia

In the context of recent legal actions taken against labour-hire companies for unpaid entitlements in Australia, Recruitment Process Outsourcing (RPO) has become even more attractive as a cost-effective and efficient alternative to utilising contractors. Furthermore, RPO is the way to assist with the short-term needs of a mine site during project ramp-up, either at the start of a project or due to a large volume of vacancies brought about by, for example, additional fleet arriving on site, the opening of a new pit, increased production targets, or a boost in drilling meters, which at the moment have been scenarios occurring due to strong commodity prices.

Similarly, to how an owner-operator utilises a maintenance service provider to complete a scope of work, outsourcing recruitment is a great way to find staff quickly, reduce time to fill, and through sourcing the right permanent candidates reduce attrition rate over the long term.

Having managed a team of labour-hire recruiters to fill bulk vacancies in the past, I have personally seen the benefits of not only using a single preferred supplier but having this supplier source permanent employees. A well set RPO frees company's resources and allows the company and HR function to fully play their strategic role, of setting and controlling the communication and positive promotion of the brand, building a better team culture on-site, giving the management team better visibility, managing quality and expectations in relation to preferred candidates, And the company can - and should - have an input into who is brought into the recruitment team. Well set RPO's are tailored to meet the needs of each business and involve the provider working as an extension of the internal function of an HR team.

In recent months, Globe 24-7 has been engaged as the RPO provider at a large mine in APAC. After an initial phase to review all the existing processes and uncover areas for optimisation, we developed new process flows, and service level agreements to ensure all stakeholders buy-in on the new strategy. Although this is a top tier mining company, there are benefits for developing mining companies in using an RPO, to set up processes and systems, and then have this handed over to an internal team at the end of the project. There are also benefits for mining contractors who may have won a new project and need to source staff quickly to meet their client's production requirements. Outsourcing recruitment could also assist with an OEM who may be looking to bring in staff from around the world, but don't have the capacity for their team to travel to complete assessment centres and interview sessions.



So, when, where and why? The possibilities and benefits are endless.

The true question should be, with who?

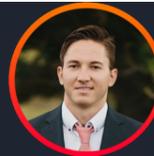
Please visit our website, which includes case studies from RPO's that Globe 24-7 has completed around the world. Or just contact us if you would like to exchange on this topic!!

Up-Coming Events 2020

Meet Our Team

19
JAN

Vancouver Resource Investment Conference
Vancouver
19-20th January



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3
FEB

Indaba Mining Conference
Cape Town
3-6th February



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1
MAR

PDAC Conference
Toronto
1-4th March



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25
MAR

European Mining Investment
Zurich
25th March



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Free HR Consultants Report

Contact us for your free 24 page report of HR trends in the global mining industry.

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