

JANUARY 2021



GLOBE 24-7

Newsletter

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

ISSUE 10



Contents



Welcome: Words from our CEO	03
In Focus: Exploring Emerging Technology in the Mining Industry	04
How Artificial intelligence is reinventing HR & Recruitment: An Interview with Matisse Gonzalez from TIPII	06
In the Spotlight: How the Internet of Things is Re-shaping the Mining Industry	09
How Technology has Changed Business Activities During the Pandemic: An Interview with Andres Bonilla from Zijin Continental Gold	10
Technology & Recruitment in Developing Countries: An Interview with Javier Zavala at Anglo American	12
Final Words	14
Upcoming Events & Meet Our Team	15

Welcome

Words from our CEO

– Alastair Fisher
Chief Executive Officer - Perth, Australia

Welcome to the tenth edition of Globe 24-7's HR Newsletter, written with the intention of providing relevant and topical insights for Human Resources and senior professionals across the global mining industry.

At the time of preparing the content for this newsletter, I had the wonderful opportunity of celebrating my first-year anniversary with Globe. This fell within the same time period of the introduction of a new year, and which as a result led to a planned reflection of the high and lows of 2020 and a review of how we have done navigating the complexity accompanying the year.

One of the startling contrasts to previous normality, is the fact that I, in my role have hardly had the opportunity to physically meet our teams across the world. I have been unable to sit face to face with a number of individuals in my reporting line to plan and deliver both operationally and strategically. We have all had to largely operate virtually. We have also recruited and onboarded new employees delivering critical roles for our business, without being able to physically meet them during the recruitment process, to spend time and just generally get to know someone like you do when you pop for a coffee. It has certainly been an interesting element of the new way of working given the nature of our business and the geographical spread of our client base.

Although my reflection is a very superficial example of the necessity and use of technology during a complex period of running a business, the impact that COVID-19 has had on our clients and the way they do business is real, is relevant and has resulted more and more on having to focus on the systems and technology supporting the way they work.

I am delighted as a result to introduce our first newsletter of 2021 which has a content focus on technology and how it is re-shaping the mining industry. We explore emerging technologies within mining through the lens of Virtual Reality Technologies and Automation, as well as the Internet of Things and how this is rapidly being adopted and rolled out across our sector. We then look to bring the focus towards Recruitment, and how Artificial Intelligence is reinventing the landscape of Human Resources as well as exploring real examples on the ground captured through an interview with Zijin Continental Gold.

From all of us here at Globe 24-7, we wish you a very prosperous New Year and all the very best for 2021. We are so grateful to our partners who have worked with us so transparently through last year and trusted us to deliver such critical projects during complex times. We are really excited for what this year brings.

Enjoy the Read!



– by Rhiannon Compton
People & Culture Manager – Perth, Australia

Technology is a double-edged sword; it improves operational efficiency, drives greater productivity, and reduces the number of safety incidents; however, our technology skills have a half-life. Within five years, the skills and expertise are only 50% as valuable as they once were.

Technological transformation requires SME's to identify tools that will suit the needs of the business; HR experts to know which skills the business will need in the future, and the business to be able to budget for regular training and development. This places mining companies under immense pressure to stay in front of the curve to remain competitive. The amount of innovation in this space is exponential. The likes of Microsoft, The Harry Butler Institute, the University of Cambridge (the list goes on!) are applying and continuously improving machine learning to assist in preliminary feasibility by utilising cameras to not only identify native flora and fauna, but also to understand the individual patterns of behaviour to provide deep insight into the impacts of construction and operations for any potential location.

PETRA Data Science has developed the world's first digital twin AI software for mining operations, enabling mining companies to increase productivity, efficiency, and yield by showing mining engineers how to achieve their 'best performance' 24-7.

Exploring Emerging Technology in the Mining Industry

Using historic mine performance data, PETRA's 'MAXTA' can provide fast, accurate predictions block by block for an entire orebody and indicate how the downstream value chain processes will behave for various geologies.

This is a quantum leap for the mining industry and with the ability to update and retrain automatically as new data becomes available, MAXTA is one of the most powerful mining tools on the market. Adopting virtual reality in business' has been slow, however with increased capability and application, it is becoming increasingly popular for innovative training solutions within hazardous industries. Training is notoriously costly, taking time and additional resources from current state operations resulting in rushed, reactive and incomprehensive training and devastating safety statistics globally.

Over the last decade, companies like Virtual Reality Technologies (VRT) have allowed training to be brought back in-house, more cost-effective, and managed throughout the employee lifecycle. Globally, we have seen an increase in autonomous operating machinery and processes as a safety and productivity enabler, and subsequently, a means for sustainable mining.

Resolute Mining is leading the way in future-proof mining with its Syama Gold Mine in Mali. In partnership with Sandvik, Resolute Mining have designed Syama for automation, during February's Robotics and Automation in Mining conference in Perth, Western Australia.

Resolute Project Director John Wheeler stated that the roadmap has been positive, with the effectiveness of Sandvik's Autodig increasing by 30% since commencement and a 20% increase in drilling accuracy. Resolute is now assessing the management of the full value chain.

[Mining] Industry 4.0 has had a significant impact on the People within it. Increased efficiencies and a reduction in administrative and arduous tasks have led to more meaningful work for employees. However, it has also led to job shift and job loss.

60 mtpa iron ore mining company Roy Hill is leading the way in the job-shift movement. Although focused on innovation, continuous improvement and technology as an enabler, Roy Hill pledged to re-train, upskill and redeploy all of its truck drivers as they transition their existing fleet of 77 haul trucks manned to unmanned by mid-2021.

The people systems themselves have had a substantial impact on the management of operations; a single source of truth for people data, improvement of communications and stronger data insights to assist in accurate forecasting, planning and data-driven decision making.

The return on investment is clear; time saved, and more secure and accessible information 24 hours a day as with other roles who have had the burden of arduous tasks lifted, HR and management teams can focus on value-adding strategic work. All these continuous improvements and innovations have a significant and ongoing impact on the operations and resourcing of a mine site.

Companies need to be ready for change, be aware of the risks, and have subject matter experts available to assist in the strategic direction, opportunity identification and management of sustainable technological transformation. Change is costly, remaining the same is even more so, and the cost of getting it wrong has the highest potential for financial damage.

"Globally, we have seen an increase in autonomous operating machinery and processes as a safety and productivity enabler, and subsequently, a means for sustainable mining."



Syama Gold Mine in Mali



How AI is reinventing the Human Resources and Recruitment landscape

*An Interview with Matisse Gonzalez, Digital Transformation Consultant at TIPII.
– by Anais Le Digarcher, Search Consultant – Manchester, UK*

Now more than ever, especially in the context of COVID-19, Artificial Intelligence is changing our working environment and plays an important role in our daily lives, including in our HR and Recruitment processes. According to KPMG's latest "Future of HR 2020" survey, gathering more than 1,300 HR executives interviews from around the world, 3 in 5 believe that the HR function will quickly become irrelevant if it does not modernise its approach to understanding and planning for the future needs of the workforce. However, this year modernization has finally caught up with us, and while 2020 was an unprecedented year, 2021 should confirm the many changes we have experienced.

Consequently, today we will focus on AI and the impact it has on the HR function. We are delighted to discuss this topic with Matisse Gonzalez, a teacher for the Microsoft AI Business School (in partnership with the "Campus du Lac", a Business School located in Bordeaux, FRANCE), and Digital Transformation Consultant, innovation expert, and Head of TIPII.

She has previously worked for the French National Railway Company as an Innovation and Digital Buyer based in France. She had the opportunity to implement various digital processes while working within the Banque Postale, listed in France's top ten banks. This year, she has decided to use her passion for digital to support companies in their digital transformation. Matisse gives us an overview of AI and its impact on HR and Recruitment processes throughout this interview.

1. Anais Le Digarcher: Artificial intelligence is a very vast topic; can you explain concisely and clearly what artificial intelligence is?

Matisse Gonzalez: The expression "artificial intelligence" is a hot topic. The two words are opposed since intelligence is a human characteristic, whereas "artificial" defines the technique and programming software. In fact, it is a general term covering many technologies such as machinery, natural language processing or computer-aided vision. On the other hand, all these technologies have one common feature: they imitate and simulate human cognitive behaviour (such as learning or reasoning). I will therefore take a quote from one of the founding fathers of MIT (Massachusetts Institute of Technology), John McCarthy to define AI: "AI is the science of making machines do things that would require intelligence if done by men."

2. Anais Le Digarcher: In your opinion, in what way does innovation and AI break the classic rules of practice on Recruitment and HR?

Matisse Gonzalez: HR functions are being hit hard by AI and traditional recruitment is becoming less and less desirable. Today, there are several platforms available to post jobs, sort applications or recommend relevant profiles. Recruiters can access information about candidates online, through social media such as LinkedIn, and this trend also works in the other way, with candidates having access to information about potential employment opportunities.



3. Anais Le Digarcher: It reminds me of websites like Glassdoor where you can see employees' reviews about their company. Do you think this is positive to the recruitment process?

Matisse Gonzalez: Yes! The rules have changed, and transparency is more than ever one of the keywords for recruiters. Generally, HR functions have a major role to play in identifying the new skills required for business performance, but they are also involved in the evolution of the corporate culture and the adoption of new technologies by employees. They must understand how innovation transforms their business globally and creates value in their processes by acting at all the business levels.

4. Anais Le Digarcher: Some companies are unwilling to use AI because they believe they lack knowledge, skills, and budget. Is AI only usable by digital professionals or large companies?

Matisse Gonzalez: AI is becoming more generalized, and solutions that can be easily integrated into smaller companies are emerging. Many turnkey artificial solutions are available today, designed to be easily integrated into existing business processes. There are also some easy solutions to create and implement, and very affordable, coming from a "No Code" trend. For me, this is such a revolution. It allows anyone to develop their own apps, chatbot or machine learning algorithm without any technical skills. Major software publishers such as Microsoft or Google offer this type of solution, but many expert start-ups are in the business. In short, the phrase "There are no problems, but there are solutions" has never been so true. All you need to do is identify your needs, your technical sense and budget.

5. Anais Le Digarcher: Throughout these uncertain times, we have had the opportunity to test new digital tools and set up new remote processes. How has AI played a role in the COVID crisis?

Matisse Gonzalez: The health crisis has accelerated the digital transformation of companies, and HR departments have had to deal with employees' remote management. AI has been able to relieve the HR functions, and one of the most outstanding examples is that many of them have set up chatbots to answer FAQs from employees. (e.g., Where can I find the health protocol? Where can I find the leave forms?).

6. Anais Le Digarcher: Due to lockdown, even the most fearful companies had to adopt remote work, while 69% of employees working from home are experiencing burnout symptoms, according to Forbes. Can AI provide solutions in terms of well-being or remote team cohesion?

Matisse Gonzalez: Indeed, the crisis has brought about major changes, some companies were reluctant about remote working, and they had to find solutions to reorganise themselves and, above all, maintain their relationship with their teams.

Lack of social interaction, fear of the future and anxiety about the pandemic has led to an exponential increase of unhappiness among workers worldwide. This sad trend pushes companies to adopt solutions to maintain the link with their employees, promote team cohesion, fight against sedentary lifestyle and depression factors.

Many companies have found themselves helpless to face their employees' distress. Whether it is to prevent depression or to fight against loneliness, ingenious solutions have emerged to put well-being back at the heart of managers' missions.

One of my favourite apps is dedicated to the fight against sedentary life, and it helps to maintain a team cohesion, called Kiplin. It allows you to challenge your employees: climbing Everest, solving riddles...

There is a wide range of options to keep your employees connected and committed! Some apps can also monitor your work environment and suggest break cycles or relaxation methods, such as Wysa, a free therapy chatbot for mental wellness, mood management and anxiety relief.

This type of solution has a bright future, especially with the generalisation of remote working, where the home becomes the office.

6. Anais Le Digarcher: Which training solutions are available for the companies in such a context, especially to train their technical teams?

Matisse Gonzalez: Training is one of the big issues for companies. Therefore, acquiring and facilitating new skills is crucial to meet standards and keep ahead of the competition. Here again, AI offers a real playground for training and makes it possible by creating environments close to reality. Do you want to be trained by the best specialist in a specific subject but he is on the other side of the world? One of your team members needs a mechanics training with your supplier?

AR/VR (Augmented Reality and Virtual Reality) are perfect technologies suited to training! They enable immersion in virtual reality to reproduce gestures as in real-life conditions. I experimented a Fire Safety and First Aid training without moving from my office, believe me, this is a high level of realism! These new experiences will soon be essential in many different sectors such as manufacturing, medicine, and maybe yours, too!

7. Anais Le Digarcher: What are the current trends in digital HR and Recruitment?

Matisse Gonzalez: Innovation and digital transformation impact the entire HR value chain: Automation, onboarding, engagement, notification of absence, data analysis of performance meeting, feedback to candidates. There are a lot of existing apps and solutions. The real challenge is to understand HR issues, define the real need and then identify the most suitable technology. This is necessary to guarantee valuable ROI (Return of Investment) and ensure and facilitate these new methods by all the workforces. Finally, we do not choose technology because it is trendy, but because it meets our needs.

8. Anais Le Digarcher: Why is it wise for HR and Recruiters to integrate AI into their functions?

Matisse Gonzalez: For an HR professional, being curious is a must, and they should better take ownership of AI. Indeed, AI will enable the HR function to recruit the best talents by standing out of the crowd through its employer brand and improving its businesses' performance.

It is clear that AI is everywhere, but it is a question of understanding that the transformation is taking place today to be effective tomorrow. Being efficient does not mean reinventing everything; it is about incremental changes, think incremental innovation! Start from your existing processes, and improve them; this is how, step-by-step, a company becomes an innovative company.

9. Anais Le Digarcher: How should we respond to the myth saying AI is dangerous because it will replace humans someday?

Matisse Gonzalez: AI can be considered a "support"; it is a bit like integrating a new employee. In the first place, you assign him/her simple tasks, under the supervision of a manager, and gradually, he/she can be assigned new tasks. However, instinct and empathy remain human cognitive capacities that cannot be replaced. We cannot imagine a robot to solve a conflict between 2 employees or impose disciplinary sanction completely autonomously.

10. Anais Le Digarcher: To conclude, do you believe we can consider AI our ally, not our enemy?

Matisse Gonzalez: Absolutely, and it is important to change corporate cultures, to guarantee a long-lasting and ethical humans-machines collaboration. Finally, I would say that without humans, there is no AI, and humans are the keepers of humanity.

To read more from Matisse on AI, visit her webinar (in French) on her LinkedIn profile <https://www.linkedin.com/in/matisse-gonzalez/>.





– by Jeremy Gittens
Chief Technical Officer – Perth, Australia

How the Internet of Things (IoT) is Re-shaping the mining industry

There is no doubt that the Internet of Things (IoT) will reshape the mining industry and its workforce. Indeed, more and more operations are rolling out IoT projects; in 2018 it was only 2% of mines, now it is 65%! We are now finding that many of the start-up projects we are consulting with are considering how IoT will affect their workforce development strategy.

With 5G networks being rolled out (handling up to 20 gigabits per second of data) the possibility of data exchange between 'things' on a mine site in real-time without congestion means planning for a 'smart mine' needs to occur now.

But what does IoT look like in terms of training and workforce development? There are two sides to this. Firstly, we need to consider what a future workforce looks like and, secondly how IoT affects training and competency management. So, let's peer into the future...

Future Workforce

IoT is about data. That is, grabbing data from all parts of the operation and other sources through sensors and monitors. The data can be used for a range of applications, but a key aspect is predictive maintenance. Furthermore, the system learns and determines what typical conditions are, and when a failure will likely occur. It could order a replacement for the worn component ahead of time, or even print one using 3D printing.

From a competency point of view, the maintenance team will need to understand (beyond moving a mouse around) the parameters, a basic understanding of pump components, alarms and response, back-up procedures, and communication. But the same team could be monitoring 100's of different moving components on the site (or multiple sites).

This means that these personnel will be generalists but with technical competencies as opposed to specialist pump maintainers who have traditionally been non-technical. They are the ones that drive out to the pump, set up their alignment and diagnostic gear, and use their five senses to gauge the condition. Skills that shouldn't be discounted but take a long time to develop.

Training and Workforce Development

Given this scenario, if monitoring occurs remotely and predicting failures becomes computer or algorithm-based, then maintenance workers may not be required to be out in the field as often. This would mean that many of the 'fringing' competencies can be removed from their individual training and competency plans.

Additionally, the system will generate a component change out procedure that is specific, detailed and simplistic. No guesswork or know-how is required. Therefore, the traditional three year plus trade qualification does not necessarily apply, only basic mechanical maintenance principles coupled with the application of quality standards is required.

IoT and other technologies are really going to change workforce development strategies and, in most cases, reduce the lead times and training burden. As an example, it traditionally takes 2 to 4 years for a London cab driver to be deemed "competent". Now, with introduction of rideshare providers like Uber, it takes about 4 days! They both perform the same task, although quality standards may be viewed as another issue.

Point of View



How technology has changed business activities during the pandemic

*Interview with Andres Bonilla from Zijin Continental Gold
– by Fabiano Kawano, Head of Sales - LATAM*

1. Have you changed the way in the recruitment process by implementing the technological part?

Andres: Right now, something is happening, and I think this is not just about us, but to do with all the restrictions on mobility due to the pandemic. COVID-19 in some way has impacted the traditional selection schemes that we had and has generated the need to use more mechanisms such as technology, and remote aids to be able to have contact with the candidates. Unfortunately, the restrictions to travel and go through certain geographies, to be able to visit the mine site to learn more about the project or to have access to offices is very difficult.

On the other hand, those of us who had been doing the processes proactively are more prepared. Still, we see that many people did not prepare and have been aware of the introduction of tests through the online services, all of which are the interviews that before they were done by Skype as something new, they have become common.

We realized that other ways began to develop that everyone now uses such as Zoom, Teams, WebEx, Cisco, Google meetings. Many platforms have been developed. Therefore, this generates companies' need to strengthen their platforms, their connection and data networks to have better access and capacity.

2. Have you changed the way you do interviews?

Andres: We have a selection process that has different steps. We have a step in which effectively after having had one-to-one interviews with the selection and recruitment team, the next stage is more managerial and integrates people in the company who speak Mandarin. This generates a slightly more complicated process since we have to have a translator next to the person who does not understand the language. 90 per cent of the candidates do not speak Mandarin, which means we require a technological platform that allows us to connect several people at the same time and with a simultaneous translation to have a fluid interview.

3. How would conducting these interviews in person be different?

Andres: I think the only thing that would be different is not having a virtual room, but suddenly we would find ourselves in a meeting room. In addition to this, I think that the candidate would have the opportunity to get to know the infrastructure, the project, the offices, the furniture, the warmth of the people when they enter the reception. I think it would be great if candidates were aware of corporate elements when interviewing at our facility.

4. Do you think the attraction of candidates is lost when they conduct online interviews?

Andres: This is exactly what is happening at the moment. The candidates who agree to come decide to quit their jobs and come to work for us, when they arrive at the project it is the first time they see it. It is the first time they interact with other people from the company, so it becomes a little more complex to be able to hire a person from virtuality. This generates different challenges such as having to interview more candidates. We have had some candidates who accepted the proposal, worked with us, and decided to resign after a few days.

5. What do you lose when you conduct this type of interview?

Andres: I think that the only thing we are losing is the ability for the candidate to enter the project, talk with other people, walk through the entire mine, and recognise what their work area will be.

6. After the selection process, are you doing something different from how you would have previously?

Andres: Considering everything in Colombia with the quarantine, we are required to hire people and tell them that they need to work from home, as there was no way to start working directly on the project.

We had to incur small challenges such as sending them the computer, the cell phone, the welcome kits, organizing the inductions and all the required processes virtually.

Arranging medical examinations' were also a challenge since there are restrictions and priorities in people's care due to the pandemic we are experiencing.

Previously, we had the ability to read a candidate's body language and gestures, which has now led us to carry out more virtual testing on candidates so that we can gain clarity on the individual that we are interviewing.

7. After the candidate is working with you, how are you managing the teams remotely? Do you have a new device to control the hours of activities that were implemented?

Andres: No, we firmly believe that our people have a level of responsibility, which means that they do not work by schedule but based on tasks and their results. In fact, in Colombia although it is entirely open so that people can move around, we are allowing staff to work from home. We do not feel that it is the time to open these offices.

If a person can work from home we believe that it will be safe and a preventative measure. So they are not taking public transport or walking down the street and potentially be subjected to the pandemic's risks. That is why we have considered working from home and what we have done is to facilitate scenarios so that people who are working from their homes can have access to an ergonomic chair and work station at the comfort of their own home.

The only new thing that has changed is that we have had to implement increased monitoring mechanisms on the mine site, especially when the staff have field breaks. An example of this is a precautionary and preventative system against COVID-19, where we check the employee's temperature each day and voice any health concerns they may be experiencing. We also have an internet platform where employees have to enter their temperature, the health status they are in, and the family's health status, which is another preventative measure to guarantee individuals and peers' health.

8. What other topics would you like to discuss about changes in the human resources area related to technology?

Andres: Training has been hugely impacted. We have many of these sessions that have been postponed as they are not as important as they were before. Now we are only focusing on the important training, supporting ourselves again with technological platforms such as e-learning, training platforms with a teacher or the instructor from their office or in another city.

On the other hand, there are welfare issues. We were frequently meeting with our employees and their families to celebrate Halloween, Children's Day, but now with the issues of Covid and restrictions we have had to make everything virtual, which is very different. But we must adapt to new ways of doing things.

9. What practices do you think the company will continue to implement when the pandemic ends?

Andres: There are many things that this pandemic forced us to strengthen, such as communication and connectivity. It is something that we will always keep in mind from now on.

Another thing that the pandemic will leave us with, is more staff working from home. Working from home was never contemplated before, but now with this new way of life we realise that it is much more beneficial. It has to be regulated since people tend to work much longer than normal. We have to see how beneficial this is since personal life is not being separated from working life.



Technology & Recruitment in developing countries

Interview with Javier Zavala Human Resources Project Manager at Anglo American Quellaveco (Peru) – by Daniela Campos, Delivery Manager - LATAM

1. The year 2020 is a milestone in different aspects in all industries. The home office, often considered controversial, became a daily routine and was implemented in some areas until considered fully corporate. What are the main impacts of the home office for a company in the mining sector at a corporate level?

Javier: First of all, I need to emphasise that the mining industry is quite different from other industries in many aspects. One of these aspects is that most of our people need to be working at mine site in different work schedules, I mean at a mine site or a construction project site. Either we produce minerals, build a mining project, or do discovery/exploration works, people who work directly with those activities need to be at the site for natural reasons. However, there are always some administrative, corporate, or management positions and functions that don't need to be physically present at the field but at city offices. Specifically, these positions or functions can be easily done from home or just remotely.

But there is a risk on not carefully managing the way of work for those “non-site” positions. If we abuse the faculty to work remotely, then consequences may arise in a medium-term, like losing productivity and good labour climate due to lack of presential teamwork of face-to-face, employee-boss, physical, and social interaction. We need to remember that we, as humans, are essentially social beings and that is an instinct that is not being satisfied by looking at a screen sitting in front of a computer or a mobile phone.

From my view, even if we decide as companies to release our employees to go to the office, we need to monitor it closely and organise some “mandatory” office appointments every so often. Remember that companies and workplaces have not been created to work from home except for some specific services, mostly natural resources companies like ours.

2. In the past decade, what changes have you noticed in the HR field, regarding the use of more sophisticated technology such as smartphones? How has it revolutionized your daily functions?

Javier: There has been a huge change in the way we work through innovative technology. Just think on how fast and effective is to communicate to workmates through WhatsApp, how amazing is to see and talk to many colleagues at real-time working in different places and countries, through Zoom or Teams even from your mobile phone.

There is no doubt that technology has become one of the best allies for our daily job. Now, in Human Resources, the advantages are more than evident. We can contact candidates and perform interviews from our phones, making employees assessments, job offers, attending training sessions, etc. We must take advantage of many possibilities, always as I pointed before not detracting the priceless “face to face” if possible.

3. Generally, in the mining industry, do you find any resistance when implementing innovative processes and technologies?

Javier: Not really. Some time ago, mining companies used modern and innovative technologies to their operations and ways of managing very seriously. They invest many resources to have the latest technology to be more efficient and productive, which is very good. The current time deserves it. We at AngloAmerican Quellaveco will use state-of-the-art technology for our operations, including autonomous trucks.

The only thing I could point out, in general, is that we need to measure and respond to the question of "is it the right time for the business to buy a new system or not", because due to critical times or other valid reason sometimes you would rather postpone the acquisition until you pass over it and that's ok.

4. Regarding Talent Acquisition, do you believe in the full remote hiring process, or personal contact is still essential?

Javier: Good question. Personal interviews with a physical presence are indeed better than virtual interviews; the rest of the process can be done remotely without much damage. During my HR career, I have had the opportunity to interview hundreds of candidates for countless positions. I cannot deny the power of being together, sharing the same room and atmosphere looking at our gestures and facial signals.

We understand that mostly doing international recruitment is impossible to do, so virtual interviews are just necessary. By the way, let me say that we at Anglo-American have recently implemented new talent acquisition software which is SmartRecruiters, that has significantly improved our job.

Finally, nowadays, in the middle of the pandemic, it is not difficult to believe that virtual interviews are the best way to do things.



Final Words



– by *Damian Cotellessa*
Senior Business Improvement Consultant – Perth, Australia

Globally, 2020 has forced new ways of working with speak of the “new normal” becoming commonplace.

Over the last few years, I have noticed a significant shift in the way boards and executive leadership think about enterprise technology. This growth is redefining the way companies approach core revival initiatives.

As a result, companies are transforming strategy development from an infrequent, time-consuming process to one that's continuous and dynamic, helping strategists think more expansively and creatively about the wide range of future possibilities.

At the start of the new financial year, Globe 24-7 introduced a Business Improvement team to improve business efficiencies. In the department's short time, it has become evident that the largest gains to be made were in digital transformation, including business process automation, dashboard reporting, and data integrity programs.

Simplification and automation of business processes have already assisted in creating efficiencies. One of the earliest steps of Globe's journey of digital transformation was relatively basic, but effective, move to online forms with automation. Automation is becoming both more available and easier to use with platforms such as Zapier and Microsoft Power Automate.

As a business, Globe has gone beyond using automation in forms but also in reporting, database management and soon-to-be, Marketing.

Another major business enhancement in recent times has been the migration to automated, almost live, online dashboards (using PowerBI) from retrospective weekly or monthly reporting that had dominated the business for many years. While still relatively new to the management team, the readily available information allows the team to react to gaps or changes more quickly than they may have previously. For example, a live dashboard makes it easy for managers to view whether processes are being followed and instantly follow up if something is amiss. Previously, an error in the process may have only been picked up in the next weekly or monthly report.

A largely improved aspect of the reporting at Globe 24-7 is the more effective visualisations. Shown with the right visualisation, the data can be used to paint a much clearer picture of that is happening in a specific aspect of the business. This is particularly useful with monotonous topics or dense datasets when a data table can be too tempting to skim over. Instead, an easy to read visual can highlight a specific metric or message, provide a clearer understanding and aid decision making.

Finally, data integrity has also become more of a focus as the business has greater visibility over the data through improved reporting. For an organisation to make sound data-driven decisions, the data itself must be reliable, complete (as possible/practical) and available. Reliable data is associated with the quality of data present in any dataset.

Completeness refers to the amount of missing data in any given dataset. It is rare to find a complete dataset, but it is important to understand how to deal with missing data. Our newly created data ‘health check’ report addresses both of these potential data issues in our CRM/ATS database. Lastly, the data must be available. This means being accessible when it's needed so it can be processed, analysed and presented.

Business Improvement is an ongoing challenge that the team is passionate and excited about, especially when introducing new processes and technology to the business.

We look forward to seeing what 2021 brings us in the AI and technology space!

UPCOMING EVENTS 2021

JANUARY 2021

**LATAM &
NORTH AMERICA**

**WOMEN IN MINING
ROUNDTABLE WEBINARS**

Meet Our Team



Nathalia Starck
Head of Strategic Sales
n.starck@globe24-7.com
Toronto, Canada



Daniela Campos
Delivery Manager – LATAM
d.campos@globe24-7.com
Rio de Janeiro, Brazil



Matt Chadwick
Client Relationship Lead – EMEA
m.chadwick@globe24-7.com
Manchester, UK



Maira Rosso
Regional Manager – Americas
m.frosso@globe24-7.com
Atlanta, United States



Fabiano Kawano
Head of Sales – LATAM
f.kawano@globe24-7.com
São Paulo, Brazil



Sabet van der Westhuizen
Regional Manager – APAC
s.vdwesthuizen@globe24-7.com
Perth, Australia



Adam Dyer
Delivery Manager – North America
a.dyer@globe24-7.com
Toronto, Canada



Paloma Ortiz
Regional Manager – EMEA
p.ortiz@globe24-7.com
Manchester, UK



Stuart Darwin
Client Relationship Lead – APAC
s.darwin@globe24-7.com
Sydney, Australia

Connect With Us



App Store



Google Play