# Human Capital Management

**Core Business Process**

FC Platinum Holdings (PVT) LTD is committed to the implementation of a planned and systematic recruitment policy that avails equal employment opportunity. Its core competence lies in the provision of skilled and unskilled labour to clients. Its employees are assigned to clients for a fixed duration a determined by the customer. FC Platinum aims to be the leading labour broker in Zimbabwe; serving the needs of clients across all industries and providing employment for the nation’s citizens.

Core Business Indicators

* Contract
* Agreed Rates
* Labour Requests

**Labor Request Management**

Labour request – relates to an official order from a customer with specific details and specifications of the type of labour required. It details the following;

* Job
* Grade
* Duration
* Number of Labour required
* Work Station
* Cost Centre

The request can either be for a new employee or employee renewal.New employee is a worker who hasn’t worked for FC Platinum before and a renewal is an employee who has worked for FC Platinum and is present in the FC Platinum past workers labour pool.

Labour request Management relates to the process where by Labour requests are received from the customers by HR Assistants and updated into the system. When the Labour requests are loaded, they are automatically assigned Labour Requests numbers that can be referenced to when recruiting.

There are two types of requests i.e. Labor broking labor request and admin labor request.

* + **Labour Broking Request (External)**

This is when the Customer requests FC platinum to provide labour to fill gaps in its Brokered Labour pool.

Requests can also be requested for shutdown (routine mine maintenance) staffing

* + **Internal Request (Internal)**

This type of request does not include 3rd parties but is raised to ensure proper approval and allocation of labour to projects. This is when FC Platinum recruit employees to work for FC Platinum Holdings administrative function or other divisions that are not categorised under Labour Broking such as Platinum Precision Engineering.

## Functional Prerequisites

The following is a list of the prerequisites that need to be defined to start the Labour request management process.

1. **Dimensions**

Refer to dimension mapping under General ledger

1. **Grade**

A grade identifies the pay level of a Job at FC Platinum. A grade is a prerequisite of a Job.

Refer to annexure for the grades currently in use by FC Platinum Currently

1. **Jobs**

Jobs are general classifications for sets of tasks or functions that an employee is required to perform at FC platinum Holdings. One Job can map to many positions and must belong to one grade. A job is a prerequisite to creating a position.

FC platinum currently has the following Jobs defined, refer to annexure

1. **Position**

Positions represent the post that can be occupied by a person in staffing assignments at FC platinum. Positions are specific and must belong to a business Unit, Department and cost Centre. Each Position is typically occupied by one employee. A Position can how ever be filled by more than one employee. Positions can be 100% filled, partially filled or vacant.

FC platinum currently has the following Positions defined

1. **Skills**

A skill is the ability to carry out a task and employees at FC platinum can be classified into two segments skilled and unskilled.

1. **Medical Certificate**

To qualify to work at the mine, it is a prerequisite to pass the medical test and awarded the medical certificate. This forms part of an employee’s record and should be kept.

1. **Pay point**

Pay point refers to the allocation of payroll input to specific payroll personnel in the payroll section. The input is segregated based on a provided department and the resultant payroll cost is directly allocated to the identified department. In the case of FC Platinum, the grouping is based on departments i.e. Mining, MHL, Survey, Plant etc.

FC platinum currently has the following pay points defined

1. **PPE Matrix**

PPE matrix refers to the allocation of protective clothing and equipment to employees with reference to their job and department at which they are contracted. I.e. Belt attendant in the MHL department. The matrix is time bound and has a defined number of each allocated PPE item per employee. The majority of the PPE items are stipulated per year but can vary. Refer to the detailed matrix below.

FC Platinum has the attached universal PPE Matrix in use.



1. **Contract type**

FC Platinum holdings has 12 (Twelve) different contract Templates namely:

1. FC Admin (Probation / Without Probation)

 

1. FC Admin Assigned (Probation / Without Probation)

 

1. FCP Casual



1. LT LBR (Probation/without Probation)

 

Platinum Precision Engineering four different contracts namely:

1. LT PPE (Probation/without Probation)

 

1. PPE Artisan Assigned



1. PPE Casual



1. PPE Chargehands



**Recruitment & Selection**

## Capturing a labour request

### Precondition

1. **Position**

The position intending to be filled must have been created.

1. **Need for labour**

A staffing fulfillment requirement must exist either internally or from FC platinum customers.

### Process Description

The requesting department or customer sends a request for labor to the Human resources department. The HR Assistants receives a completed and Authorized physical labor request form. He/she captures the labor request for the department/customer in need of labor and the number of positions required for the labor request.

When capturing the labor request the HR Assistant then notes thelabor request ID and creates an internal reference for internal tracking**.**

A shutdown Project ID must be assigned to all shutdown related labour requests

Attached below is a sample of the physical Labour Request Form.



Labour requests can be grouped with the following statuses

* Open (Has been captured and saved but Awaits Resource allocation)
* In Process (Is partially filled but still has open positions)
* Closed (All positions have been completed)
* Expired (has reached its Request end Date weather it is filled or still in process)



### Actors

* Labour Requisitioner.
* HR Assistant

### Work Flow

* None Required

### Audit Trail

* Labour Request ID.
* Labour Request Internal Tracking ID.
* Labour Request Status.
* Shutdown ID.

## Recruitment - Onboarding

### Precondition

1. **New Employee**

The selected candidate must not have worked for FC platinum before in any capacity.

1. **Previous employee record**

FC Platinum should have a previous employee record for the Employee but the contract has expired.

1. **Medical Certificate**

Selected candidate must have a valid medical certificate.

1. **Shutdown ID**

Covers both General and Skilled Labour with Valid Medical results. These are contracted for a few days in a year covering scheduled plant maintenance shutdown for customers

### Process Description

The initiator selects a Labour request to action. If the selected resources is a new employee the initiator captures new employer contract details. If the selected resource is a renewal employee the initiator filters the employee from the employee labor pool and updates the employee contract details.

Medical Certificate details and status must be added or amended at this point.

The required Skill, Mine Number, Previous Job or Position can be used to filter a resource from the past workers pool.

Once employee contract details have been captured the initiator send the new employee record for approval.

Attached is a Template that has the contract types and fields that available for use on each contract.



Contracts that do not have the Recruitment prerequisites (Medical Certificate & Mandatory Contract fields) will not be available for submitting for approval.

Once the resources contract is approved it is available for Printing.

**Note:**

Employees (Casual Worker) engaged by FC Platinum for a total 6 weeks in (4) four months should not be available for renewal until after four months.



### Actors

* Requester
* Initiator
* Approver

### Workflow & Notification

* Initiator submits recruitment workflow for approval
* Approver approves recruitment workflow

The following approval levels apply for recruitment.

|  |  |  |  |
| --- | --- | --- | --- |
| **Contract Class** | **Requester** | **Initiator** | **Approver** |
| **FC Admin** | FC Platinum | HR Officer | HR Superintendent |
| **Labor Broking** | Mimosa | HR Assistant | HR Officer |

### Audit Trail

* Mine Number
* Position
* Assignment Start Date
* Assignment End Date
* Department
* Cost centre

## Contract Printing.

### Precondition

1. **Employee recruitment**

The employment status should be Employed.

### Process Description.

The Employee contract record with relevant mine number can be selected for contract printing

For Shutdown projects a mass printing can be scheduled by selecting a Shutdown ID and printing all the contracts in the shutdown project.

Contracts must be archived in archive for future reference

### Actors

* Initiator (Human Resources Officer or Human Resources Assistant)

### Workflow

* None Required

### Audit Trail

* Contract ID
* Shutdown ID

## Request for PPE

Personal Protective Equipment selection matrix based on existing guidance from the SHE department for control and prevention from unfavorable working conditions. The matrix directs users to which types of PPE to wear based on certain work activities or potential exposures.

### Preconditions

1. Active Employment Contract
2. Type of Request (New, Anniversary, Incident)

### Process Description

The request for PPE is handled as follows,

1. New Employee

After a new employee is recruited the HR Assistant raises an internal requisition for PPE for the New Employee. The Configured PPE matrix will then be used to determine the relevant PPE to issue and the applicable anniversary dates for Equipment issued.

The Request is forwarded to the Head of Section (HR Officer) for Approval. Once the approval has been granted the request will be routed to Stores (Accounting Assistant -Inventory for issuing).

1. Anniversary

When Employee PPE has reached the Anniversary, the Employee raises a requisition for new PPE. The HR Assistant Checks the Employees PPE Issued Status against the PPE Matrix. If the PPE has reached anniversary the HR Assistant raises an internal requisition for the Employee’s PPE renewal. The Configured PPE matrix will then be used to determine the relevant PPE to issue and the applicable anniversary dates for Equipment issued. The Head of Section (HR Officer) approves the requisition for renewal PPE. Once the requisition is approved the request will be routed to Stores (Accounting Assistant -Inventory for issuing).

1. Incident

An incident is when employees PPE has been damaged or stolen before it has reached its anniversary date. The employee must fill an incident report which is signed by the Head of Section (HOS), Head of Department (HOD) and the SHE Officer.

Once the incident report has been signed, the Employee submits the requisition of new PPE together with the incident report to the HR Assistant. The HR Assistant marks out the old damaged PPE and raises an internal requisition for PPE incident renewal. The Configured PPE matrix will then be used to determine the relevant PPE equipment to issue and the applicable anniversary dates for Equipment issued. The Head of Section (HR Officer) approves the requisition for incident renewal PPE. Once the requisition is approved the request will be routed to Stores (Accounting Assistant -Inventory for issuing).

**NB:** Employee must leave the old damaged PPE to the Accounting Assistant -Inventory upon issuing of new PPE.



### PPE Request Form Field Description

### Actors

* End user
* HR Assistant
* HR Officer
* Accounting Assistance Inventory
* SHE Officer

### Workflow/Notification

* Originator request for approval – HR Assistant
* Head of Section approval of PPE requisition (FCP personnel HR Officer)

### Audit Trail

* PPE Id Number

## Induction

### Precondition

1. **Employee recruitment**

The employee should have been recruited and assigned a position for the contract to be onboarded.

1. **Contract**

The employee should have signed a contract for one to be onboarded.

### Process Description

After recruitment and selection and employee contract management, the process of integrating a new employee with a company and its culture is performed through a formal process referred to as induction. After induction, an induction form is filled in as record of completing the process.



### Actors

* HR Officer/ HR Assistants
* Employee

### Workflow

* None

### Audit Trail

* None

## Employee Management

### Time Management

#### Prerequisites

* 1. Contract of employment

#### FC Platinum Labour Broking Timesheet

##### **Precondition**

1. **Attendance**

Employee should have attended to work for one’s time to be recorded and managed.

##### **Process Description**

FC Platinum clerk fills in a log book on a daily basis for all the employees who report to work every morning. For payroll purposes, a payroll input cut-off date is set and agreed with customers. Normally this date allows the processing of payroll data, claiming of time worked and payment of employees timeously i.e. before the last day of the month. The monthly total hours expected are 208hours and this is consistently applied through out the year. Once the time book has been compiled, a verification is carried out with the client’s representative to ascertain accuracy and completeness of time recorded. The timesheet depicts normal hours worked, overtime @ 1.5. overtime @ 2, standby if applicable, Night hours if applicable, Underground hours if applicable, PPH. The HR Clerk then attaches the timesheet with the overtime authorization form, leave form and acting appointment form (sample forms attached below).

Acting appointment form is a form that is used when an employee is seconded to work in a grade that is higher that his current grade. The HR Clerk ensures that all Acting forms are properly authorized when compiling the time sheets.

The documents are forwarded to the customer designated representatives for review and authorization. Once approved, the Hr. Clerk compiles a Summary Sheet (sample document below). All the documentation i.e. summary sheets, overtime authorization form, leave form and acting appointment form are forwarded to the HR Assistant for review.. Once the review process is complete, the HR Assistant forwards the the full set of documents to the HR officer for approval. At this point after the review by the HR Officer, payroll and invoicing input is ready , the HR Officer forwards the documents to the Payroll Officer and Accounting Officer Revenue for payroll processing and invoicing respectively. r



##### **Actors**

* HR Officer
* Payroll Officer
* Customer RepresentativeHR Clerk
* HR Assistant
* Customer Representative Clerk
* Accounting Officer Revenue

##### **Workflow**

* HR Officers approval of Time sheets and Summary sheets

##### **Audit Trail**

* None

#### FC Platinum Internal Timesheet

##### **Precondition**

Attendance

##### **Process Description**

FC Platinum clerk fills in a log book on a daily basis for all the employees who report to work every morning. For payroll purposes, a payroll input cutoff date is set and agreed with customers. Normally this set a date allows processing of payroll data, claiming of time worked and pay employees timeously i.e before the last day of the month. The monthly total hours exoected are 208hours and this is consistently applied through out the year. Once the time book has been compiled, a verification is carried out by the respective section head to ascertain accuracy and completeness of time recorded. The timesheet depicts normal hours worked, overtime @ 1.5. overtime @ 2, standby if applicable, Night hours if applicable, Underground hours if applicable, PPH. The HR Clerk then attaches the timesheet with the overtime authorization form, leave form and acting appointment form (sample forms attached below).

Acting appointment form is a form that is used when an employee is seconded to work in a grade that is higher that his current grade. The HR Clerk ensures that all Acting forms are properly authorized when compiling the time sheets.

The documents are forwarded to the HR Clerks for HR verification against employee records. Once the verification is complete, the HR Clerk compiles a Summary Sheet (sample document below) incorporating all the input contained in the following documents

- summary sheets

- overtime authorization forms

- leave forms

- acting appointment forms

and forward to the HR Assistant for review. Once the review process is complete, the HR Assistant forwards the full set of documents to the HR Officer for approval. At this point after the review by the HR Officer, payroll input is ready. Internal time sheets are normally for quoted jobs and other administrative personnel hence are not forwarded to the Accounting Officer revenue since they do not form part of claimable time. The HR Officer forwards the documents to the Payroll Officer for payroll processing





#### Actors

* HR Officer
* Payroll Officer
* HR Clerk
* HR Assistants

#### Workflow

* Approval of summary Sheets – HR Officers

#### Audit Trail

* None

## Leave Management

**Core Business Process**

This is a is an arrangement granted to an employee who needs to be absent from the work during working hours. They are two types of leaves i.e. Paid and Unpaid leave. Paid leave has 2.5 days per month. Unpaid leave is an arrangement granted to an employee who needs to be absent from the work during working hours but not paid as the days applied for might be outside the allowed.

There are two types of leave managements i.e. Labor broking leave management and admin leave management.

### Prerequisites

1. **Active Contract**

Employee should have an active contract.

### Labour Broking leave management

#### Precondition

#### Process Description

The employee fills a leave form specifying type a leave and period and submit it to the Supervisor for approval. The leave form goes through all client approvals. Once approved the employee submit the leave form to the respective FCP HR Assistant. Upon receipt of the leave form, The HR Assistant confirms employee leave days as a recommendation for leave approval to the HR Officer. The HR Officer approves the leave if it is properly constituted . Once approved, the leave form is submitted to the Payroll Officer for processing.

Input is submitted to payroll as soon as it is generated and approved. That includes, contracts, and leave forms



#### Actors

* Employee
* HR Assistant
* HR Officer
* Payroll Officer

#### Workflow

* Approval of Leave by HR Officers

#### Audit Trail

* Reason for leave

### FC Admin leave management

#### Precondition

#### Process Description

The employee fills a leave form specifying type a leave and period and submit it to the Head of section for approval. Once approved by HOS is the submitted to the Head of department for approval. Once approved the employee submit the leave form to the HR Officer for final approval. The HR Officer receives leave form and confirm employee leave days. Once the leave days are confirmed the leave form is finally approved. Once approved, the leave form is submitted to the Payroll officer waiting for its timesheet.



#### Actors

* Employee
* Head of Section
* Head of Department
* HR Officer
* Payroll Officer

#### Workflow

* Approval of Leave by HOS
* Approval of Leave by HOD
* Approval of Leave by HR Officer

#### Audit Trail

* Reason for leave

### Acting Appointment Management

Acting appointment is when one employee is assigned to act on another employee’s position when he/she is on leave. It applies for a junior taking up temporary senior roles in the specified time period. The acting employee is paid using either grade differential or fixed percentage. Differential is the salary difference of the acting employee and employee on leave therefore acting employee get his/her salary plus the difference. (This applies to NEC graded employees) Percentage is when an acting employee is paid his salary plus a certain percentage of the absent employee depending on the type of position (this applies to non-NEC Employees).

#### Precondition

1. **Absent Employee**

One employee must be on leave for one to act invoking the acting allowance.

#### Process Description

In the event that an employee is absent from work due to different reasons (Sick leave, Study leave, Business travel, etc.) another is employee is appointed to act on behalf of the absent employee. The Payroll officer then review the salary of the employee acting upon the absent employee.



#### Actors

* Absent employee
* Acting employee
* HR Officer
* Payroll Officer

#### Workflow

* None

#### Audit trail

* None

### Labour Movement Management

This is a document used when an employee is moved from one position to another, this affects the employees’ Grade and also when an employee is acting upon another absent employee’s position.

#### Precondition

1. **Change in Job position**

When an employee is changed his/her position within FC Platinum Holdings

1. **Change in Job grade**

When an employee’s grade is changed labor, movement occurs

1. **Acting Appointment**

When one employee is acting on an absent employee labor movement occurs

#### Process Description

If one employee goes to leave another employee is appointed to act on the absent employee using labor movement. Also, if there’s a change of job for an employee, grade is affected therefore labor movement is used.

#### Actors

* HR Officer
* Employee

#### Workflow

* None

#### Audit trail

* None

### Industrial Relations Management

Industrial relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship.  Maintaining good employee relations is important to the success of an organization and common employee relations issues include conflict management, hours and wages issues, adequate safety in the workplace, annual leave disputes, timekeeping and attendance issues the list is endless. However, there is a process in place designed to address all these prevailing issues.

#### Precondition

1. **Conflicts**

These are issues or misunderstanding which occur between employees and management, or between employees, or between management.

#### Process Description

The process begins when the notification of offence is handed over to the HR Officer. The HR officer has the responsibility assign the case to the appropriate Industrial Relations Clerk who then creates a case and records all the necessary case details namely

* Case ID
* Accused
* Case Description
* Case Status
* Complainant
* Status
* Hearing Official
* Nature of Offense

Cases are grouped categories as depicted and defined by FCP Code of Conduct..

The HR officer then arranges for a properly constituted hearing team to hear the case.

The following verdicts can be reached

* Counselling **(Verdict validity)**
* First Written Warning **(Verdict validity)**
* Second Return Warning **(Verdict validity)**
* Severe written Warning **(Verdict validity)**
* Final Return Warning **(Verdict validity)**
* Dismissal **(Verdict validity)**
* Re-Instated **(Verdict validity)**
* Case Withdrawn **(Verdict validity)**
* Case Withdrawn (successful appeal) (**Verdict validity)**

Once a verdict has been reached the verdict start date plus the Verdict Validity will give the verdict expiration date.

If the accused is not happy with the verdict, they can lodge an appeal with the HR officer who then forwards the Appeal to the Appeals officer.

When recording an Appeal, the following details must be captured.

* Appeal Date
* Appeal Description
* Appeal Notes
* Appeal Verdict (
* Verdict Date

The Appeals Officer will review the case and give a final verdict on the case. They can either uphold the previous judgement rescind it or change it.



#### Actors

* Employee
* Industrial Relations officer
* Appeals officer
* Industrial Relations Clerk

#### Workflow & Notification

* HR officers approve case

#### Audit trail

* Case ID

### Termination Management

Termination is the process of ending an employee’s contract and may be due to varied reasons. See below

#### Pre -condition

1. **Contract expiry**
   * Active Contract.
2. **Reason for Termination.**
   * Dismissal has been given as verdict of a hearing.
   * Employee has resigned.
   * Contract has Expired.

#### Process Description

When any of the above conditions are encountered by an employee, effectively that triggers the termination procedure. For the employee to be paid his terminal benefits, he needs to be in good standing with the employer hence the need to complete the exit form. .The employee gets a clearance form from HR and goes through the following department for clearance:

* Human Resources (*Housing)/Bank Loans*
* Accounts
* Information Technology
* Hospital
* Stores

This is done to ensure that the employer retains / recovers any financial dues owed by the employee and equipment that was due to the employee by virtue of being employed . If the employee is not in good standing, the respective HOS indicates the nature of the what the employee owes on the clearance form. The Accounting Officer calculates and insert the value of equipment and or financial dues. Once completed the employee takes it back to HR who in turn submit to the Payroll Officer for final disbursement of the terminal benefits after taking into account the noted deductions. Terminal benefits can only be disbursed once the clearance form has been completed.



After clearance process, the HR Officer terminates the contract.



#### Actors

* Head of Section (HOS)
* HR Officer
* Employee
* Finance Officer
* Payroll Officer

#### Workflow & Notification

* Workflow -Approval for Employee termination
* Notification for expiry of contract (1 month & 2 weeks)

#### Audit trail

* Termination reason

## Integration Management

**Time sheets and summary sheet integration to Payroll. (Labour Broking & FC admin)**

**Core Business Process**

Is the process of integrating the summary sheets to the Payroll department and the Accounts Receivable. The following integrations are required at FC Platinum Holdings to allow the seamless flow of data from Human Resources to Payroll and to Accounts Receivable (invoicing).

1. Contracts Integration to Payroll
2. Time sheets and summary sheet integration to Payroll. (Labour Broking & FC admin)
3. Time sheets and summary sheet integration to Accounts Receivable (Labour Broking)

### Contract Integration

#### Pre-Condition

* New Employee or renewal

#### Process Description

Payroll Officer receives the contract files from Human Resource Officer after recruitment completion. The Payroll Officer verifies the contract details in the system with the physical contracts sent from HR. If there are any changes required, they will advise HR to amend the Employee record. Once all is verified, they save the following details in the Master File.

|  |  |  |
| --- | --- | --- |
| **Name** | **Type** | **Length** |
| Contract Number | String | 6 |
| Contract Type | String | 6 |
| Personnel Number | String | 6 |
| Name | String | 25 |
| Surname | String | 25 |
| Employment Start Date | Date | 25 |
| Employment End Date | Date | 25 |
| Pay point | String | 25 |



#### Actors

* HR Officer
* Payroll Officer

#### Workflow & Notification

* None Required

#### Audit trail

* Mine Number

Timesheet and summary sheet Integration

#### Pre-Condition

1. **Timesheet**

This is FC Platinum’s form used to fill the hours worked by an employee and leave taken.

#### Process Description

Human Resources Officer submits Summary sheets and duplicate physical timesheets to the Payroll officer grouped according to their respective pay points. At the same time the HR Officer filters the summary sheets and original copy physical timesheets relating to Labour Broking and submits them to the Accounting Officer Revenue.



#### Actors

* Accounting Officer
* HR Officer

#### Workflow

* Summary sheets reviewed by the HRO
* Summary sheets authorisation by the HR Superintendent

#### Audit trail

* Summary sheet
* Timesheet