Joseph M. Makaringe | MBA Curriculum Vitae

PROFILE

» Astute and Experienced Human Resources Manager
» BCom Honours in HR Management

VISION

To lead and inspire organisational excellence through strategic Human Resources (HR) management.

PROFESSIONAL REGISTRATIONS

» Chartered HR Professional Generalist

EXECUTIVE SUMMARY

I am a dynamic HR Management Professional with a 16-year track record of spearheading organisational excellence through strategic leadership and innovation in human resources, employee relations, talent management, and organisational effectiveness. Currently, I am serving as the Acting Section HR Manager and HR Advisor at Sishen Kumba Iron Ore Mine where I oversee a comprehensive range of HR functions, including People and Organizational Effectiveness, Resourcing, Onboarding, Talent Framework, and Recruitment.

I am responsible for the effective scoping, planning, and delivery of HR specialist support and services within the operation, ensuring alignment with corporate HR processes. A key focus is on workforce planning, resourcing, and talent management, where I have successfully implemented initiatives such as talent management audits, IDP processes, and department action plans.
I have honed my skills in stakeholder engagement, HR reporting, change management, and Employment Equity. I successfully navigated ER processes, represented companies at CCMA, and managed disciplinary and grievance procedures.

Prior to that, I was the Employee Relations Specialist at Petra ((Finsch Diamonds Mine) and HR/IR Manager at Sedibeng Iron Ore, where I led HR Business Process Re-engineering and Improvements, ensuring compliance with policies and legislation. I demonstrated expertise in governance, financial management, talent and resourcing, and IR responsibilities, actively managing union relations and negotiations.

I excel at the interface of people, operations and strategic management and offer a specialist pedigree in strategic human resources management. I am adept at fostering a positive work culture, implementing change initiatives, and ensuring the alignment

PERSONAL DETAILS

Northern Cape, Kathu Rooisand, South Africa
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Cell: 073 875 9637 / 071 443 7768
Gender: Male
ID Number: 8509096140084
Marital Status: Married with 3 dependants
Nationality: South African
Drivers Licence: C1
Languages: Tsonga, Setswana, English, Afrikaans, IsiZulu, Sepedi, IsiXhosa

PROFESSIONAL SKILLS

- Strategic HR Management & People Management
- Change Management
- Organisational Development & Management
- Recruitment and Selection & Talent Management
- Performance Management
- Employee Relations/IR
- Training and Development
- Human Capital Development& Succession Management
- Governance and Compliance & Employment Equity
- Stakeholder Management
- Budget Management & Reporting and Analytics
- Leadership, Training & Mentoring

PERSONALITY SKILLS

- Leadership, Communication, Strategic Thinking, Team Collaboration, Problem Solving, Decision Making, Adaptability, Emotional Intelligence

PROFESSIONAL QUALIFICATIONS

2022 **MBA,** MANCOSA
2022 **Management Development Programme**
University of Free State
2020 **BCom Honours Degree in HR Management**
MANCOSA
2013 **Diploma in HR Management**
Oxbridge Academy Private College
2011 **BCom Degree in HR Management**
North-West University
2006 **Matriculated with full exemption**
Machadam Combined High (Mooi Nooi)

FURTHER TRAINING AND DEVELOPMENT

2020 **Skills Development Facilitator**
Annacol Training Consultant
2020 **Production and Operations Management**
Skills Academy College
2020 **Project Management Certificate**
Oxbridge Academy (FET) Private College
2014 **Certificate in HR Management**
IQ Academy (FET) Private College
2018-2021 Labour Smart Training

- Conducting Conciliation & Arbitration training
- Initiating & Chairing Disciplinary Hearings (CCMA)
- Managing Discipline in the Workplace and Comprehensive Training Employment Equity

of HR strategies with overall business goals. Any growth-oriented organisation would benefit greatly from having me on their team.

PROFESSIONAL EXPERIENCE

Position: **Acting Section HR Manager**
Company: Sishen Kumba Iron Ore Mine
Period: January 2022 to current
Scope of Work Done:

- Manage HR specialist support services, including employee relations, development, org effectiveness, transformation, performance management, and rewards.
- Provide guidance for workforce planning and resourcing within the Operation environment.
- Coordinate talent management audit, IDP process, and department action plans.
- Drive performance management processes, overseeing HR function's performance measures.
- Implement recruitment methodologies for attracting top talent, including competency-based recruitment and psychometrics.
- Develop and grade role profiles for the Division.
- Manage recruitment, selection, and appointment processes, ensuring diversity and inclusion initiatives.
- Provide guidance on business unit structure, workforce planning, and succession planning.
- Establish and maintain Human Capital Development Practices, Policies, and Systems.
- Contribute to identifying and mitigating HR risks within the operation.
- Manage HR services, including manpower planning, Org structures, job evaluation, recruitment, performance management, and employee relations.
- Hold direct reports accountable, providing strategic HR consulting services to the business unit.
- Responsible for training records, WSP & ATR, and EE plan.
- Conduct training needs analysis for all personnel.
- Manage training plan, liaising with the finance department to control expenditures.
- Ensure training aligns with the succession plan and corporate objectives.
- Implement HR processes, and contribute to policy formulation and reviews.
- Facilitate communication and implementation of HR policies, processes, and procedures.
- Assist with EAP coordination, and conduct exit and attraction/retention surveys.
- Support businesses in developing EE plans.
- Ensure alignment of business strategy and EE plan.
- Execute initiatives in line with the EE Plan.
- Participate and integrate with the HR team to achieve goals.
- Provide day-to-day performance management guidance to line management.
- Implement a talent management program, and promote employee engagement and feedback.
- Support the development of a purpose-led, high-performing culture.
- Implement management processes for employee & contractor management.
- Conduct diagnostic studies to address people-related issues.
- Participate in job grading with supportive data.
- Ensure policy compliance in the job evaluation process.
- Provide support to line management for effective ER climate.
- Facilitate grievance and disciplinary processes, ensuring labor legislation compliance.
- Represent the company at CCMA and bargaining councils if required.
- Develop and maintain ER/IR policies and procedures.
- Manage case files, attorney briefing, and liaison.
- Monitor labor relations developments and advise on best practices.

Position: **HR Advisor**
Company: Sishen Kumba Iron Ore Mine
Period: January 2022 to current
Scope of Work Done:

- Coordinate people initiatives and processes in the business acting as a 'go-between' between the business and the specialists.
- Compiles meaningful HR reports through interpretation, comparisons, and trend analyses and recommends solutions.
- Applies all remuneration and benefits principles, policies, and procedures and explains impact and relationships to other HR processes to line management.
- Oversees, participates in, and monitors the implementation and impact of change management initiatives.
- Influences the execution of Employment Equity, Diversity, and organisational development initiatives that drive the Transformation agenda.
- Provide advice, guidance, and support to employees and line managers on the interpretation of HR policies, procedures, and terms and conditions of employment
- Guiding senior management and executives on HR matters and workforce strategy.
- Internal and external stakeholder engagement and relations management.
- Deliver HR services such as manpower planning, recruitment, performance management, reward, management of incapacity cases, and employee relations through technical proficiency
- Actively participate in various operational meetings e.g. monthly departmental/section team meetings to ensure alignment and fit-to-purpose service
- Provide independent support and advice to comply with transformational and labor legislation and to proactively identify barriers to enable line management to manage transformational and labor issues
- Provide leadership and guidance to the team, including talent development, succession planning, leadership sourcing, performance management, compensation & benefits, strategic competence, learning & development, staffing & recruitment.
- Manage the delivery of HR services such as manpower planning, Org Structures, Job evaluation, Job grading and profiles, recruitment, performance management, remuneration and reward, management of medical incapacity processes, and employee relations.
- Drive the delivery of sustainability activities as relevant to the discipline and set out in the Value-chain processes to improve sustainable performance over time.
- Talent sourcing, placement, retention programs, and processes are continuously reviewed and upgraded.
- Support the development of, and ultimately implement, a purpose-led, high-performing culture within the teams that is aligned with the company values, is inclusive, and promotes diversity.
- Drive EE/AA/ Diversity targets for own functional team

Position: **Employee Relations Specialist**
Company: Petra (Finsch Diamonds Mine)
Period: January 2021 – January 2022
Scope of Work Done:

- Give guidance to HRBP concerning relevant Company policies and procedures, work practices, and legislation and their interpretation.
- Advise line managers on legal compliance with the Labour Relations Act and all other relevant legislation.

- Ensure consistency and fairness in the interpretation and application of the Disciplinary Code across mine operations.
- Monitor, analyze, and report trends of misconduct to relevant persons.
- Reporting, Monitoring, and Evaluation Audit: Ensure that all HR reporting is aligned with standards, guidelines, and schedules.
- Assist the HRBP with the arrangement and coordination of disciplinary and grievance hearings.
- Coordinate ER process-related logistics. Compile hearings and CCMA case documentation.
- Open and prepare CCMA case files. Attend to CCMA cases upon being allocated by the ER Manager.
- Ensure that all ER-related processes are held within a reasonable time as per policies and procedures.
- Assist in the resolution of matters emanating from engagement forums (Future Forum, Mine Negotiating Forum, Accommodation, and Living Conditions meetings, etc.) and ensure that they are captured and monitored.
- Schedule mandatory meetings and ensure that they are held in line with different regulations and agreements, minutes of these meetings, and ensure all minutes of the meetings are adopted and signed off by relevant stakeholders. Prepare and conduct on-mine ER training and Induction sessions.
- Engagement and Communication: Establish and maintain good working relationships and an effective / sound communication system with the operation.
- Company Policy & Procedures Compliance: Takes cognisance of and adheres to Company policies, procedures, and relevant legislation. Manage and report on noncompliance issues.

Position: **HR/IR Manager**
Company: Sedibeng Iron Ore
Period: October 2017 – September 2020
Scope of Work Done:

- Ensure compliance with company policies, procedures, and legislation; manage and report noncompliance.
- Streamline and align processes and policies, leading cross-functional continuous improvement efforts.
- Manage social and labor plan licensing, championing continuous improvement aligned with strategic initiatives.
- Oversee budgets, financial reporting, labor legislative compliance, and HR analytics.
- Lead the HR site services team, measure transaction processing effectiveness, and address deficiencies.
- Assist with Annual Business Plans, develop and manage annual HR business plans and budgets.
- Drive performance and development processes, leading succession planning at the senior level.
- Identify, manage, and develop high-performing employees, ensuring talent development meets business needs.
- Implement reward strategy, drive annual salary reviews, and ensure adherence to global and regional remuneration principles.
- Deliver HR services within guidelines and standards, maintaining strong relationships with customers, vendors, and the HR community.
- Conduct regular review sessions, manage SLAs, and resolve escalated customer issues.
- Implement initiatives supporting Sedibeng's culture and act as a culture champion; provide coaching to senior management.
- Work with department heads to identify business requirements; manage end-to-end recruitment with internal recruiter.
- Implement a talent management framework, identify critical skills, and retain high-performing employees.
- Facilitate change and transformation initiatives; ensure effective organizational design processes and structures.
- Safeguard proper governance of People Management, ensuring compliance with policies and legislation,
- Monitor key people indicators to maintain a beneficial cost/value proposition and achieve organizational goals.
- Support businesses in developing EE plans; facilitate alignment with business strategy and execution of initiatives.
- Develop an IR framework; actively manage union relations, bargaining council consultations, and negotiations.
- Negotiate wage agreements, facie recognition agreements, and managed disputes and grievances.

- Ensure compliance with IR policies, represent the company at CCMA, and guide HR and management on technical IR matters.

EARLIER WORKING EXPERIENCE

HR/ER Superintendent, United Manganese of Kalahari - 4arrrows, 2014 - 2016
Senior HR/ER Officer, Fraser Alexander Bulk Mech (Various Mpumalanga – Anglo-American Sites), 2008 – 2013

REFERENCES

Available on request