

**UNCTAD**

**17th Africa OILGASMINE, Khartoum, 23-26 November 2015**

**Extractive Industries and Sustainable Job Creation**

**Ariab Mining Experience of Job creation**

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The views expressed are those of the author and do not necessarily reflect  
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REPUBLIC OF SUDAN  
MINISTRY OF MINERALS  
**ARIAB MINING COMPANY LTD. (AMC)**



UNCTAD-2015

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# About Ariab mining:-



- a private company limited by shares under the Sudan Republic Company Act 1925.
- the pioneering company in the mining sector in Sudan, established in 1991 after ensuring the economic viability of a fruitful Sudanese's French research project in the red sea hills started at the end of 1970th.





# About Ariab mining:-

- Along its operations period Ariab managed by Joint management based on the shareholders agreement.
- the majority of the manpower are from the locals and the key technical posts seconded by the French party.
- ARIAB aims to optimize its organization in preparation for its future projects.



# Jobs needs

- The company operates with the appropriate number of layers of staff: evidenced by as few layers as possible and competitive levels of productivity enough to match the rotation system of the company with necessary general service jobs to serve the requirements of the remote area.





# Job creation and recruitment policy

The company policy on employees job creation and recruitment seek to achieve the following objectives:

- Development of strong and capable leaders
- Focus on core business operations first
- Effective support functions
- Create Strong internal controls
- Continual performance improvement.





# Employee Recruitment and Development

- Recruitment and development of competent workforce: evidenced by the growth in number and performance rating.
- the company strategic intention directs that all staff focusing at National development along with Expats experience in management, commercial and technical positions create the competitive advantage for the company in the mining field in the country.





# Job extraction and recruitment process



- ARIAB operates Clear and streamlined business processes: evidenced by appropriate levels of operational and capital efficiency, and growth in proven mines.
- The company has a process in place that organize the job planning, selection and recruitment as well as appointment of casual workers as part of the Human resources policies and procedures manual of the company management directives manual which involves; Human resources, Finance and Audit, Information and communication technology, and logistics.





# HR planning selection and recruitment processes

		HR PLANNING, SELECTION & RECRUITMENT			
02	02	01	Human Resources Planning	31.05.2015	01.06.2015
03		02	Selection & Appointment	31.05.2015	01.06.2015
04		03	Appointment of Casual Employees	31.05.2015	01.06.2015
05		04	Transfer of Employees	31.05.2015	01.06.2015





# Example of Job through internal upgrade

- The company management implemented one year performance and appraisal program to develop and test the upgrade 3 production Engineers to mine captains to support the implementation of the company program to open and re-open 3 mines during 2014 and 2105.
- The program implemented through internal and abroad training and tests ended with a success according to the pre-set criteria 14/20.
- This gave a good example to other candidates to follow the same methodology to provide the company future needs.



# Employee rotation System

- As the company operations conducted in a remote area a the following rotation system is implemented:-
  - 2 months work 1 month leave for staff.
  - 3 months work 1 month leave for workers.
  - 6 weeks work 3 weeks leave for expat.





# Headcount Evolution 2007- 2015

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015
Employee No	790	789	807	832	836	115	1184	1156	1121



# Distribution of current workforce

- Distribution based on Department

Depar.	Explo	Quarry	Plant	Main.	Gen Ser.	Kh.	PZU	Total
Emp. no	116	211	331	154	251	48	10	1121





# Employee headcount Turnover

- Recently the rate of employee turnover has increased due to the expansion of the mining sector (increase of mining companies as well as artisanal mining), which led many qualified employees to join other new companies for the sake of better financial offers, job status, or the migrate outside the country for better living conditions specially for the young graduates.



## Employee Headcount and turnover in the mid of - 2014

Area	As 1 <sup>st</sup> of Jan 14	Recruitment	Retirement	dismissal	Resignation	others	As end of June2014	%
Hassai	1119	33	0	56	3	2	1091	(2.5 %)
KH	47	4	0	0	1	0	50	6%
PZU	9	0	0	0	0	0	9	0%
<b>Total</b>	<b>1175</b>	<b>37</b>	<b>0</b>	<b>56</b>	<b>4</b>	<b>2</b>	<b>1150</b>	<b>(2.1 %)</b>





# Employee Headcount and turnover - 2015

<b>Headcount</b>	<b>Jan- Oct. 2015</b>					
	<b>Beginning</b>	<b>Recruitment</b>	<b>dismissal</b>	<b>Resign</b>	<b>Total</b>	<b>% turnover</b>
<b>Hassai</b>	<b>1084</b>	<b>11</b>	<b>29</b>	<b>3</b>	<b>1063</b>	<b>2.30%</b>
<b>KH</b>	<b>50</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>48</b>	<b>4%</b>
<b>PZU</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>
<b>Total</b>	<b>1144</b>	<b>11</b>	<b>30</b>	<b>4</b>	<b>1121</b>	<b>2%</b>





# Reasons for departure

Reason	Number
absenteeism ( Indirect resign)	46
Contract termination	6
Resign	4
Disciplinary action	4
Death and Medical reasons	2

Employee's departure reasons.



# Outsourced Jobs

- The company partially outsourced some jobs such as exploration technical drilling and ore transport for cost purposes with the company supervision and support with helping posts on these fields such as the drilling helpers by creating jobs mainly for the local citizens.
- The company allocates some security and daily workers jobs for the local to cover its needs as well as part of its social responsibility beside their rights to compete for other competitive Jobs .





## Other Jobs and social support created by the company

Type	Limited contract	Daily Workers	Social Incentives
No.	41	83	222





# Future trends

- As preparations for future CIL and VMS projects the company provided more than 180 jobs for VMS drilling campaign during the last 4 years.
- More technical jobs planned for the need of the CIL project and operations expected to start during the coming year.





# Opportunities

- The Government encouragement to the development of the Minerals field.
- Increase of university graduates on the Mineral fields offered suitable labor supply for the field.
- The company reputation to attract qualified expats.





# Threats:

- The company threatened by the new mining companies who seek to attract its well experienced and qualified employees in the fields of exploration, mining, and processing.
- The tendency of migrants of young qualified employees.

