



## *People Management*

The rapid pace of technological innovation, globalisation in the face of the economic domination of developed countries, the instant access to information globally and the degree of choice that is afforded to the consumer are just some of the evolving trends in our society today. More than ever before, companies have to constantly evaluate how they do things in order to keep up with these emerging trends. Over and above this, South Africa has its own unique challenge of having to deal with the requirements of our BEE legislation.

At SA Eagle we realise that the role of People Management is a strategic necessity and we therefore have to align our People Management policies and practices with the overall business strategy. Below are some of the strategies we embarked on over the past year.

### *Organisational Development*

#### *Learnerships*

Our first year of implementation of the Financial Sector Charter Learnerships went well with 10 learners qualifying as Insurance Administrators. The second group of new learners commenced in August. We selected a Junior Administrator Learnership, on NQF Level 3, and recruited six learners for Gauteng and two each in Durban and Cape Town. We also introduced mentoring and coaching training for the Team Leaders and managers who will be mentoring these learners during their tenure. The Learnerships commenced in August 2005, and will continue for a 12-month period, with the Insurance Institute of South Africa (IISA) as the service provider. As a Company, we are very pleased to be able to contribute to the development of individuals and the insurance industry.

### Customer Service

Over the past year, we completed our Customer Service Training roll out throughout the Company. The training was aimed at the development of internal and external relationships, and establishing particular standards of behaviour acceptable to the organisation. The idea behind the initiative was to embrace the Company's developing holistic approach to performance, with the inclusion of qualitative measures, as well as the more traditional quantitative norms. We have designed a survey to measure the impact of this initiative and have rolled this out to supporting brokers.

### Leadership Development

We have identified targeted positions for the purposes of Succession Planning. Potential successors were also identified for these positions. A black-owned company was selected to roll out the assessments that will be used to assess both the potential and leadership competencies of these candidates.

The past year marked the third year of enrolling employees from previously disadvantaged backgrounds on the Leadership Advancement Programme offered through INSETA/UCT GSB. Three students participated in the programme in 2005, bringing the total to nine employees since the launch in 2003. This programme is aimed at extending management and executive capacity in the short term insurance sector and is designed in such a way that participants learn in real time by applying the learning to their actual work.

### Employment Equity

Our progress has stabilised and we are considering various initiatives to accelerate this in order to meet our targets for 2008. Measures have been put in place to address the challenges we face which includes reviewing our recruitment and remuneration strategies as well as educating and sensitising our managers on Employment Equity and diversity issues in general. The possibility of achieving or even exceeding our targets will depend on the successful implementation of these strategies and full support of management.

### HIV/AIDS Education, Awareness and Prevention Programme

Education and awareness still form the central point of our focus when it comes to addressing HIV/AIDS. In November 2005 we conducted, for the very first time, a Voluntary Counselling and Testing campaign in our three major centres in Durban, Cape Town and Johannesburg. Staff members were invited to undergo an HIV test and were also provided with the necessary information prior to that test, enabling them to make the right decision. Our Employee Wellbeing Programme service providers ran the project thereby ensuring confidentiality of the service provided. Support for employees either affected or infected by HIV/AIDS is available through our Employee Wellbeing Programme. Treatment for HIV is provided by our medical aid provider via a disease management programme that is managed by medical professionals experienced in HIV treatment and also benefits from the expertise of leading HIV specialists.

December 1 saw us observing World Aids Day together with the rest of the world. We distributed educational material as well as condoms to staff and visitors to our building and also raised funds that were donated to a charity that supports children orphaned and made vulnerable by HIV/AIDS.

*The rapid pace of technological innovation, globalisation in the face of the economic domination of developed countries, the instant access to information globally and the degree of choice that is afforded to the consumer are just some of the evolving trends in our society today.*