

## HUMAN CAPITAL GRADUATE

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	NAME	DESIGNATION	DATE
Approved	HR Steering Committee / Exco		Jan 2012
Compiled	Thabo Moabi	Group Human Resources Manager	Jan 2012

### 1. OVERVIEW

Grindrod's Talent Strategy is driven by the need to provide the business with a constant and consistent pipeline of skilled external individuals to ensure continuity, sustainability and profitability. The Grindrod Internship Programme is intended to act as a vital talent-acquisition component through which the strategic imperative can be achieved. Existing skilled individuals based within Grindrod will be identified and developed through robust Talent Programmes.

### 2. INTERNSHIP PROGRAMME QUALIFYING CRITERIA

2.1 Graduates must be proactive self-starters with leadership capacity and results driven. In addition, the following skills and knowledge are critical:

- Good academic results
- Good communication skills
- Strong analytical ability
- Computer literacy

2.2 Graduates must hold a completed University / Post-Graduate qualification not more than two (2) years old, or be in their third (3rd) year of study and require workplace experience in order to qualify, in any one of the following disciplines:

- Accounting / Finance
- Logistics
- Computer Science / IT
- Engineering
- Information Systems / Informatics
- Legal
- Marketing
- Human Resources
- Property

The above list is not exhaustive and other qualifications may be considered in accordance with business needs.

### 3. INTERNSHIP PROGRAMME PROVISIONS

- 3.1 The programme will commence in February of each year and run for twelve (12) months
- 3.2 Graduates will be required to sign a fixed-term employment contract for twelve (12) months, but there will be no guarantee of permanent employment after the contract expires
- 3.3 At the end of the training period, Grindrod may, in its sole discretion, elect to offer further employment to selected, high-performing candidates. (The remaining candidates may apply for advertised positions at Grindrod, where the usual recruitment and selection processes will apply). Should the offer require the Graduate to relocate permanently, then Grindrod will pay an amount equivalent to one (1) month's TCOE remuneration as assistance
- 3.4 Recruitment and Selection of Graduates will run from July to November each year.
- 3.5 In selecting Graduates, preference will be given to candidates from previously disadvantaged groups.

### 4. RECRUITMENT AND SELECTION

- 4.1 Positions will be advertised by an appointed Graduate-Recruitment Agency and/or other appropriate media to ensure that the best Graduate candidates are sourced.
- 4.2 The Agency will provide Grindrod with shortlisted candidates who have been interviewed, background-checked and referenced.
- 4.3 Shortlisted candidates will be required to make a short presentation to the Chief Executives of the Business Units on a pre-determined subject.
- 4.4 Post the presentations, selected Graduates will complete an online psychometric assessment that will gauge their learning and leadership potential, prior to final acceptance and commencement of the programme.

### 5. PROGRAMME STRUCTURE

- 5.1 The Internship programme will address specific needs of the business as well as cater to the career development needs of the Graduates
- 5.2 Grindrod will endeavour to place Graduates in roles aligned to their academic background and career interests.
- 5.3 Each Graduate will be assigned a "Mentor" who would provide support and advice, act as a sounding board and help the Graduate to adapt to a corporate environment.
- 5.4 The Internship programme will consist of training specifically designed to support new Graduates and allow them to succeed in Grindrod's diverse business environment. It will consist of skills development in technical as well as soft-skill areas such as:

- Networking
  - Performance Management
  - Business Writing
  - Project Management
  - Self and Career Management
- 5.5 Graduates will be taken through a twelve (12)-month rotational development programme that will provide valuable insight into the working world of Grindrod, as well as a strong foundation for further development.
- 5.6 Graduates will be supported by internal/external training programmes and practical experience will be gained by working on specific, outcome-based projects.
- 5.7 On a quarterly basis the Head of Human Resources in the Division where the Graduate is placed will hold individual evaluation sessions with Graduates and their Mentors.
- 5.8 At the end of the Programme, Grindrod will hold a “Graduation Ceremony” where:
- All Graduates will be required to present their experiences; and
  - High performers will be recognised.

## 6. GRADUATE REMUNERATION

- 6.1 Graduate Remuneration will be structured according to the following criteria:
- Graduates in their third (3rd) year of study who require workplace experience in order to qualify.
  - Graduates in possession of a completed Degree.
  - Graduates in possession of a completed Post-Graduate qualification.
- 6.2 Graduates will not be entitled to any other Grindrod Benefits.

## 7. ACCOMMODATION, MEALS AND TRAVEL

Internship’s rotation element may require Graduates to relocate to a Remotely Based Business Unit (RBBU) in another Province / Region / Country for a period of time. During this period, the following accommodation, meal and travel policy will apply:

- 7.1 Graduates will be relocated only if, in the opinion of the RBBU Chief Executive, the new Province / Region / Country falls out of the daily commuting distance.
- 7.2 Grindrod will carry the cost of transporting the Graduate to the new Province / Region / Country. In that regard, the lowest-fare, Economy Class airline ticket must be sourced.
- 7.3 Graduates may elect to relocate to the new Province/Region/Country by private transport. In that case, they will be reimbursed at the same rate as the lowest-fare Economy Class airline ticket available at the time of relocation or at the prevailing SARS reimbursement rate, whichever is the lower.
- 7.4 Grindrod will source a suitable hotel/bed and breakfast accommodation on a dinner, bed, breakfast and lunch basis.

7.5 Should the Graduate elect to stay with a friend / relative, he / she will be entitled to the prevailing SARS subsistence allowance per day including accommodation, all meals and incidentals.

## 8. HOME VISITS

8.1 Graduates based at a RBBU, will be allowed to return home for one (1) weekend visit per project.

8.2 The cost of the round-trip, lowest fare Economy Class, airline ticket will be borne by Grindrod.

8.3 Graduates, with the authorisation of the Business Units, must plan their home visits early enough to ensure that Economy Class flights with the lowest fares are sourced through advance bookings.

8.4 Graduates may elect to make the round trip by private transport. In that case, they will be reimbursed at the same rate as the lowest-fare Economy Class airline ticket available at the time of the visit or at the prevailing SARS reimbursement rate, whichever is the lower.

## 9. GRADUATE OBLIGATIONS

9.1 Should a Graduate decide to resign from the Programme at any time during the twelve (12)-month period, then all remuneration, allowances, training, accommodation, travel, meal and incidental costs will become re-payable.

9.2 A Graduate who has completed the twelve (12)-month programme may be offered a permanent position with Grindrod. In that event, the Graduate will be required to serve Grindrod for a minimum period of twelve (12) months. Should the Graduate decide to leave Grindrod at any time during the twelve (12)-month period, then Section (9.1) above will apply on a pro-rata basis.

9.3 Sections (9.1) and (9.2) above will not apply in the event of retrenchment and death.

## 10. GRADUATE CONDUCT

10.1 Grindrod's Disciplinary Code will apply to all Graduates.

10.2 The following transgressions could disqualify Graduates from the Programme:

- Inappropriate behaviour and / or poor attitude.
- Poor time-keeping and / or attendance.
- Failure to complete projects and/or assignments.
- Providing false information for expense claims.