



SABPP EEDT Change Agent Award 2019

Aspects to be adjudicated upon, Award Criteria to be applied in measurement, and Information that needs to be furnished

The EE Manager/functionary (responsible for EE and/or Diversity transformation) who has had the biggest impact on his/her organisation's approach to EE and/or Diversity Inclusion and progress made therewith. Entrants whose initiatives have impacted on both EE transformation and Diversity inclusion will, depending on the impact, have an advantage over an entrant whose initiatives have been concentrated on only one of the two areas. The respective impacts on EE transformation and Diversity inclusion will be weighed up against each other where competing entries are received in respect of one or the other area.

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Aspects adjudicated upon	Criteria being applied in measurement	Weighting	What information needs to be furnished
(A) QUALITY OF APPROACH		30	
<ul style="list-style-type: none"> ▪ Alignment of strategies developed to EE transformation Best Practice 	<ul style="list-style-type: none"> ▪ Provision for: <ul style="list-style-type: none"> ▪ Alignment to the EE Act ▪ Effective governance of EE transformation ▪ Achievable EE Numerical Goals and strategies to support their achievement ▪ Raising the level of HR Practice ▪ Increasing diversity inclusion ▪ Ownership of EE transformation by Leadership 	12	<ul style="list-style-type: none"> ▪ Detailed overview of programme/strategies developed and implemented ▪ All documentation inclusive of Strategies, Policies, Charters, plans, EE Plans etc generated by the Change Agent or because of his/her initiatives ▪ Written evidence linking the Change Agent to the documentation relied upon
<ul style="list-style-type: none"> ▪ Alignment of strategies to Diversity Inclusion Best Practice 	<ul style="list-style-type: none"> ▪ Provision for: <ul style="list-style-type: none"> ▪ Alignment of Values with transformation ▪ Internalisation by leadership of aligned values aimed at changing past behaviour ▪ Cascading and internalisation across whole organisation ▪ Measurement and correction of non-aligned behaviours after intervention 	12	
<ul style="list-style-type: none"> ▪ Design, Innovation, detailed planning of programme/strategy 	<ul style="list-style-type: none"> ▪ Programme(s)/strategy(ies) <ul style="list-style-type: none"> ▪ Innovativeness/ Originality ▪ Design ▪ Detail 	6	
(B) EXTENT OF APPLICATION		40	
	<ul style="list-style-type: none"> ▪ How the programme(s)/strategy(ies) is/are/was/were managed regarding: ▪ Frequency of meetings 	25	<ul style="list-style-type: none"> ▪ Any written evidence of implementation of programme(s)/strategy(ies)



(B) EXTENT OF APPLICATION		40	
	<ul style="list-style-type: none"> ▪ Decision making powers of attendees ▪ How its/their implementation was monitored and tracked ▪ Systems utilised 		<ul style="list-style-type: none"> ▪ Minutes of meetings reflecting governance and tracking of implementation of strategies ▪ Reports on progress with implementation of strategies ▪ Sample materials used/generated during implementation ▪ Evidence of systems utilised ▪ Evidence of linkage of KPIs of Person(s) responsible to implementation of programme(s)/strategy(ies) ▪ Articles
	<ul style="list-style-type: none"> ▪ Communication of programme(s)/strategy(ies) with reference to: <ul style="list-style-type: none"> ▪ To whom ▪ Medium ▪ Frequency ▪ Format 	15	<ul style="list-style-type: none"> ▪ All evidence of communication of programme(s)/strategy(ies)
(C) RESULTS ACHIEVED		30	
<ul style="list-style-type: none"> ▪ MC Score using the 2014 Generic Scorecard but discounting double counting of females ▪ Progress in MC Score (per year and overall) over the period entered for (from the time of the development of strategies to the present) 	<ul style="list-style-type: none"> ▪ Score(s) out of 19 with the points in Senior, Middle and Junior Management in the Scorecard allocated for Black Females, instead being added to each levels weight in respect of each measurement ▪ Accuracy of alignment of employees' grades used measuring MC Score(s) to the Job Evaluation used by the Entrant ▪ Accuracy of correlation of Job Evaluation used by the Entrant to the EEA9 requirements ▪ Inherent restraints to EE transformation in the Industry/Region 	4	<ul style="list-style-type: none"> ▪ The EEA2 Report of the start year of the period entering for, and the latest EEA2 Report, alternatively more up to date similar credible data matching the end date of the period entering for ▪ The detailed report on which the EEA2 or similar credible data furnished is based, containing at least, in respect of each employee, his/her race, gender, disability, grade of position occupied according to the entrant's JE system and EEA9 Occupational Leve as per the entrant's Pay roll/ HR data system
<ul style="list-style-type: none"> ▪ EE Act Compliance 	<ul style="list-style-type: none"> ▪ EE Act Compliance levels using an online EE Compliance Assessment Tool 	3	<ul style="list-style-type: none"> ▪ Previous, and resultant EE Plan(s) ▪ Minutes of EE Forum meetings ▪ Copies of Barriers Analyses results ▪ Any documentation developed by entrant providing for alignment to EE Act ▪ Previous and resultant EE Policy
<ul style="list-style-type: none"> ▪ Ownership of EE by the CEO and the Executive 	<ul style="list-style-type: none"> ▪ The extent to which the CEO and/or Executive have displayed leadership in driving EE transformation and/or 	4	<ul style="list-style-type: none"> ▪ Documentary evidence of changes in role played/attitude/approach



(C) RESULTS ACHIEVED		30	
	Diversity inclusion as a result of the above strategy developed by the nominee		
<ul style="list-style-type: none"> ▪ Management of EE and/ or Diversity Inclusion with reference to its tracking, monitoring, visibility and addressing of issues impacting negatively on the achievement of EE and /or Diversity Inclusion 	<ul style="list-style-type: none"> ▪ The extent to which the management of EE and/ or Diversity Inclusion has improved as a result of the nominee's initiatives 	4	<ul style="list-style-type: none"> ▪ Documentary evidence (before and after) of: <ul style="list-style-type: none"> ▪ Policy/ Procedural changes brought about by the entrant in this regard ▪ The tracking and effective management of EE transformation and/or Diversity inclusion ▪ Communication to the workforce in this regard
<ul style="list-style-type: none"> ▪ Line Management buy-in to, and ownership of EE transformation and/ or Diversity Inclusion 	<ul style="list-style-type: none"> ▪ The extent to which Line Management buy-in to, and ownership of EE transformation and/ or Diversity Inclusion (behaviour and attitude) has improved because of the nominee's initiatives 	4	<ul style="list-style-type: none"> ▪ Documentary evidence of changes brought about by the entrant in this regard (before and after)
<ul style="list-style-type: none"> ▪ HR enabling environment 	<ul style="list-style-type: none"> ▪ Extent of the Improvement in the level at which HR is practiced 	4	<ul style="list-style-type: none"> ▪ Comparative Climate/Employee Commitment or Satisfaction Survey results ▪ Evidence of new and/or improved HR Policies, procedures, systems and/ or practices during the period of measurement (based on entry) ▪ SABPP HR Standards Audits results (comparative) ▪ Any other written evidence
<ul style="list-style-type: none"> ▪ Diversity inclusion enabling environment 	<ul style="list-style-type: none"> ▪ Extent of improvement of on the ground Diversity Inclusion 	4	<ul style="list-style-type: none"> ▪ Tangible evidence of impact of AA Measures on Diversity inclusion, such as comparative Climate or other survey results, Diversity Audits results, etc. ▪ Summaries of comparative results from management tools/instruments implemented to measure behaviours ▪ Summaries of comparative Exit Interview results
<ul style="list-style-type: none"> ▪ Resultant benefits of the implementation of the strategy for the organisation 	<ul style="list-style-type: none"> ▪ Tangible benefits arising from strategy ▪ Impact of strategy on the entrant's bottom line or turnover 	3	<ul style="list-style-type: none"> ▪ Supporting documentary evidence showing relationship between strategy and result/ impact benefit relied upon