

EXISTING COMMUNICATION CHANNELS

SYSTEM	FREQUENCY / VENUE	PERSONS INVOLVED	OBJECTIVE	REMARKS
ROOM REPRESENTATIVE	<ul style="list-style-type: none"> ■ AD HOC. ■ IN THE RECREATION HALL. 	<p>EMPLOYEES:</p> <ul style="list-style-type: none"> ■ ROOM REPRESENTATIVES IN A PARTICULAR HOSTEL. ■ NUMBER OF 100m REPRESENTATIVES WILL VARY IN ACCORDANCE WITH NUMBERS OF PEOPLE IN A PARTICULAR HOSTEL. 	<ul style="list-style-type: none"> ■ GENERAL REQUESTS FROM EMPLOYEES. ■ ALSO USED AS DOWNWARD COMMUNICATION CHANNEL BY MANAGEMENT AND UPWARD COMMUNICATION BY ROOM REPRESENTATIVES. 	<ul style="list-style-type: none"> ■ ALTHOUGH THE P.O. (H) IS CHAIRMAN, MINING STAFF ARE REQUIRED TO BE PRESENT TO ANSWER QUERIES PERTAINING TO THE WORK SITUATION.
INDUNA MEETINGS	<ul style="list-style-type: none"> ■ HELD ON A DAILY BASIS IN THE P.O. (H)'S OFFICE. 	<p>MANAGEMENT: P.O. (H) OR S.P.O.</p> <p>EMPLOYEES: ONE INDUNA FROM EACH MAIN ETHNIC GROUP.</p>	<ul style="list-style-type: none"> ■ INDUNAS CONSULT WITH THE P.O. (H) REGARDING EVENTS DURING THE PAST 24 HOURS. ■ MATTERS AND EVENTS RAISED CAN BE EITHER DOMESTIC OR WORK RELATED. WORK RELATED MATTERS MUST BE REPORTED TO LINE MANAGEMENT CONCERNED. 	<ul style="list-style-type: none"> ■ THIS IS THE LOWEST LEVEL WHERE MANAGEMENT MEETS EMPLOYEES IN THE HOSTEL SITUATION. ATTEMPTS ARE ALWAYS MADE TO SOLVE PROBLEMS QUICKLY AND EFFECTIVELY TO PREVENT THE NEED FOR IT BEING RAISED AT HIGHER LEVELS.
HANDS MEETINGS	<ul style="list-style-type: none"> ■ ONCE PER MONTH OR WHEN URGENT MATTER HAS TO BE COMMUNICATED. ■ SHAFT AREA. 	<p>MANAGEMENT: MINE OVERSEER, SHIFT SUPERVISOR, S.P.O./P.O. (I.R.), S.I.R.A.</p> <p>EMPLOYEES: ALL LEADING HANDS AND HANDS.</p>	<ul style="list-style-type: none"> ■ AN UPWARD AND DOWNWARD COMMUNICATION CHANNEL TO DISCUSS WORK AND SAFETY RELATED MATTERS, PROBLEMS AND REQUESTS. 	<ul style="list-style-type: none"> ■ THIS IS THE LOWEST LEVEL WHERE MINING MANAGEMENT MEETS EMPLOYEES REGARDING WORK AND SAFETY RELATED MATTERS.
ENGINEERING AIDES MEETING	<ul style="list-style-type: none"> ■ ONCE PER MONTH OR WHEN URGENT MATTER HAS TO BE COMMUNICATED. ■ SHAFT AREA. 	<p>MANAGEMENT: SECTION ENGINEER, FOREMAN, S.P.O., P.O. (I.R.), S.I.R.A.</p> <p>EMPLOYEES: ALL ENGINEERING AIDES.</p>	<ul style="list-style-type: none"> ■ AN UPWARD AND DOWNWARD COMMUNICATION CHANNEL TO DISCUSS WORK AND SAFETY RELATED MATTERS, PROBLEMS AND REQUESTS. 	<ul style="list-style-type: none"> ■ THIS IS THE LOWEST LEVEL WHERE ENGINEERING MANAGEMENT MEETS EMPLOYEES REGARDING WORK AND SAFETY RELATED MATTERS.
CONSULTATIVE MEETINGS	<ul style="list-style-type: none"> ■ ONCE PER MONTH OR WHEN URGENT MATTERS HAVE TO BE COMMUNICATED. ■ WORK STATION. 	<p>MANAGEMENT: LINE MANAGEMENT, S.P.O, P.O. (I.R.), S.I.R.A.</p> <p>EMPLOYEES: ELECTED EMPLOYEE REPRESENTATIVES.</p>	<ul style="list-style-type: none"> ■ AN UPWARD AND DOWNWARD COMMUNICATION CHANNEL TO DISCUSS WORK, SAFETY, HOSTEL, DOMESTIC, ETC. RELATED MATTERS. 	
<p>LIAISON COMMITTEE MEETING:</p> <ul style="list-style-type: none"> ▪ BUSINESS AREAS ▪ CENTRAL 	<ul style="list-style-type: none"> ■ ONCE PER MONTH. ■ KLIPFONTEIN TRAINING CENTRE. ■ WATERVAL TRAINING CENTRE. 	<p>MANAGEMENT: H.O.D's LINE MANAGEMENT, MANAGER MANPOWER, S.P.O. (I.R.), S.P.O., P.O.(H), P.O. (I.R.)</p> <p>EMPLOYEES:</p>	<ul style="list-style-type: none"> ■ TO DISCUSS MATTERS OF MUTUAL INTEREST TO BOTH MANAGEMENT AND EMPLOYEES. 	<ul style="list-style-type: none"> ■ CHIEF ISIBONDAS ARE RESPONSIBLE FOR CHANNELLING INFORMATION UP AND DOWN.

	<ul style="list-style-type: none"> ■ ENGINEERING OFFICES BOARDROOM. 	<ul style="list-style-type: none"> ▪ CHIEF ISIBONDAS FROM EACH HOSTEL. ▪ REPRESENTATIVES OF RESPECTIVE UNIONS & ASSOCIATIONS. 	<ul style="list-style-type: none"> ■ PROBLEMS, REQUESTS, COMMENTS, STATEMENTS, i.e. WORK, SAFETY, DOMESTIC AND OF GENERAL NATURE. 	
R.P.M. FORUM	<ul style="list-style-type: none"> ■ QUARTERLY - RPM RECREATION CLUB. 	<p>MANAGEMENT: GENERAL MANAGER, MINE MANAGERS, HEADS OF DEPARTMENTS, MANAGERS MANPOWER, S.P.O. (I.R.), RESIDENT ENGINEERS, AMPLATS REPRESENTATIVES.</p> <p>UNIONS/ASSOCIATIONS: FULL-TIME OFFICIALS, FULL-TIME SHAFT STEWARDS, BRANCH COMMITTEE MEMBERS, MINE REPRESENTATIVES, HOSTEL REPRESENTATIVES.</p>	<ul style="list-style-type: none"> ■ TO ESTABLISH A PLATFORM FROM WHICH ALL EMPLOYEE BODIES ARE AFFORDED THE OPPORTUNITY TO PARTICIPATE IN THE FOLLOWING AFFAIRS OF THE COMPANY: ■ SAFETY ■ MEDICAL CARE ■ RETRENCHMENTS ■ COMMUNICATION ■ R.D.P. ■ PROBLEM SOLVING ■ PRODUCTIVITY ■ TECHNOLOGY ■ MANPOWER UTILISATION ■ DISCLOSURE OF INFORMATION ■ TRAINING AND DEVELOPMENT ■ IMPROVE CO-OPERATION. 	<ul style="list-style-type: none"> ■ TO UNITE IN A SINGLE FORUM, ALL EMPLOYEE BODIES IN ORDER TO ENHANCE THE ECONOMIC AND SOCIAL WELFARE OF ALL EMPLOYEES OF THE COMPANY.
R.P.M. SAFETY FORUM	<ul style="list-style-type: none"> ■ QUARTERLY - MINE MANAGER'S OFFICE. 	<p>MANAGEMENT: MINE MANAGER, HEADS OF DEPARTMENT (EAST OR WEST), MANAGER MANPOWER, RESIDENT ENGINEER.</p> <p>UNIONS/ASSOCIATIONS: FULL-TIME SHAFT STEWARD, BRANCH COMMITTEE MEMBERS, SHAFT REPRESENTATIVES.</p>	<ul style="list-style-type: none"> ■ TO ESTABLISH A PLATFORM FROM WHICH ALL EMPLOYEE BODIES ARE AFFORDED THE OPPORTUNITY TO PARTICIPATE AND CONTRIBUTE TOWARDS THE COMPANY OBJECTIVES RELATING TO HEALTH AND SAFETY. 	<ul style="list-style-type: none"> ■ TO UNITE IN A SINGLE FORUM (EAST / WEST MINE) ALL EMPLOYEE BODIES IN ORDER TO ENHANCE HEALTH AND SAFETY OF ALL EMPLOYEES OF THE COMPANY.
SHAFT COMMITTEE MEETINGS (N.U.M.)	<ul style="list-style-type: none"> ■ MONTHLY AT EACH SHAFT. 	<p>MANAGEMENT: PRODUCTION MANAGER, S.P.O.</p> <p>EMPLOYEES: SHAFT STEWARD, SELECTED BY N.U.M. MEMBERS.</p>	<ul style="list-style-type: none"> ■ DISCUSS ISSUES RELATING TO WORK, SAFETY, I.R. AND GENERAL. 	<ul style="list-style-type: none"> ■ THIS COMMUNICATION FORUM HAS BEEN FULLY IMPLEMENTED AT ALL THE RESPECTIVE SHAFTS.
MONTHLY SHAFT STEWARD MEETING (F.M.U. OR N.U.M.)	<ul style="list-style-type: none"> ■ MONTHLY AT THE MAIN OFFICE BOARDROOM. 	<p>MANAGEMENT: CHAIRMAN = MANAGER MANPOWER OR S.P.O. (I.R.) OR PRODUCTION MANAGER.</p> <p>EMPLOYEES:</p>	<ul style="list-style-type: none"> ■ TO DISCUSS WITH MANAGEMENT ANY PROBLEM OTHER THAN CONDITIONS OF EMPLOYMENT. ■ MANAGEMENT USES THIS MEETING FOR DOWNWARD 	<ul style="list-style-type: none"> ■ THIS COMMUNICATION FORUM HAS BEEN FULLY IMPLEMENTED AT ALL THE RESPECTIVE SHAFTS.

		SHOP STEWARDS - ONE EACH FROM RESPECTIVE SHAFTS, MET. PLANTS AND SECTIONS.	MEETING FOR DOWNWARD COMMUNICATION.	
BRIEFS, LETTERS, MEMORANDUMS	<ul style="list-style-type: none"> ■ AD-HOC. 	SAMPLE OR TOTAL MINE.	<ul style="list-style-type: none"> ■ TO INFORM, WARN, REMIND OR FAMILIARISE. 	
HOSTEL FEEDING COMMITTEE MEETING	<ul style="list-style-type: none"> ■ MONTHLY AT EACH HOSTEL. ■ IN THE P.O. (H) OFFICE. 	<ul style="list-style-type: none"> ■ P.O. (H) = CHAIRMAN ON INVITATION - S.P.O., MANAGER MANPOWER. ■ UNION ELECTED EMPLOYEE REPRESENTATIVES. 	<ul style="list-style-type: none"> ■ DISCUSSING COMPLAINTS, MENUS, FOOD QUALITY, PREPARATION OF FOOD, FOOD WASTAGE, ILLEGAL PEOPLE EATING AT KITCHENS, TRAINING OF COOKS, ETC. 	<ul style="list-style-type: none"> ■ HOSTEL KITCHEN RELATED MATTERS.
GRIEVANCE PROCEDURE	<ul style="list-style-type: none"> ■ AD-HOC. 	<ul style="list-style-type: none"> ■ AGGRIEVED PERSONS. ■ PERSON AGAINST WHOM GRIEVANCE WAS LODGED. ■ APPLICABLE LEVEL OF MANAGEMENT. 	<ul style="list-style-type: none"> ■ TO SOLVE EMPLOYEES' GRIEVANCES, WHETHER REAL OR IMAGINED. ■ TO REDUCE TENSION IN WORK SITUATION. 	
DISCIPLINARY PROCEDURE	<ul style="list-style-type: none"> ■ AD-HOC. 	<ul style="list-style-type: none"> ■ PERSONS INVOLVED IN AN INQUIRY AS PER PROCEDURE. 	<ul style="list-style-type: none"> ■ TO ENSURE CONSISTENCY AND FAIR TREATMENT OF ALL EMPLOYEES THROUGH CORRECTIVE AND/OR POSITIVE ACTION. 	
TRAINING	<ul style="list-style-type: none"> ■ AS REQUIRED. ■ WATERVAL TRAINING CENTRE. ■ KLIPFONTEIN TRAINING CENTRE. ■ ON-THE-JOB. 	<ul style="list-style-type: none"> ■ ENGAGEMENTS. ■ EX-LEAVES. ■ ON-THE-JOB. 	<ul style="list-style-type: none"> ■ CONDITIONS OF EMPLOYMENT. ■ COMPANY IN GENERAL. ■ TO ENHANCE KNOWLEDGE / SKILLS. ■ TO INFORM, REINFORCE, RE-INSTRUCT. 	
TALKING	<ul style="list-style-type: none"> ■ DAILY AT: ■ MINERS BOX ■ P.A. SYSTEM ■ ON-THE-JOB. 	<ul style="list-style-type: none"> ■ SUPERVISOR. ■ WORKERS 	<ul style="list-style-type: none"> ■ INFORM ■ ADVISE ■ RECOGNITION ■ DISCUSS ■ ANALYSE 	
LINE MANAGEMENT (OPEN DOOR POLICY)	<ul style="list-style-type: none"> ■ DAILY 	<ul style="list-style-type: none"> ■ LOWEST LEVEL AND PERSON RAISING A POINT. 	<ul style="list-style-type: none"> ■ TO GIVE AND RECEIVE INFORMATION. ■ TO RESOLVE URGENT MATTERS. 	<ul style="list-style-type: none"> ■ AS PER GRIEVANCE PROCEDURE.
SAFETY MEETINGS	<ul style="list-style-type: none"> ■ DAILY ■ AD-HOC ■ WEEKLY ■ MONTHLY ■ QUARTERLY 	<ul style="list-style-type: none"> ■ SUPERVISORS ■ EMPLOYEES ■ MANAGEMENT ■ HEADS OF DEPARTMENTS ■ AS REQUIRED 	<ul style="list-style-type: none"> ■ TO INFORM, ADVISE, WARN, DISCUSS, ANALYSE, RECOGNITION. 	

MERENSKY	<ul style="list-style-type: none"> ■ MONTHLY MAGAZINE - 1 800 COPIES. 	<ul style="list-style-type: none"> ■ ANYONE WHO WANTS TO CONTRIBUTE. 	<ul style="list-style-type: none"> ■ NEWSLETTER TO DISSEMINATE INFORMATION TO EMPLOYEES. 	<ul style="list-style-type: none"> ■ MOUTHPIECE OF THE PEOPLE TO THE PEOPLE.
SAFETY WORK GROUPS	<ul style="list-style-type: none"> ■ ON A DAILY BASIS AT THE WORK PLACE. 	<ul style="list-style-type: none"> ■ LINE FUNCTION. SUPERVISOR AND SUB-ORDINATES. 	<ul style="list-style-type: none"> ■ TOTAL INVOLVEMENT TO COME UP WITH IDEAS TO MAKE THE WORK PLACE SAFER. 	<ul style="list-style-type: none"> ■ GROWING AND ONGOING.
G-SCHEME FUNCTIONS.	<ul style="list-style-type: none"> ■ EVERY SIX WEEKS AT SHAFT, SURFACE. 	<ul style="list-style-type: none"> ■ MINE OVERSEER AND SECTION WITH CHIEF SAFETY OFFICER, AS FACILITATOR. 	<ul style="list-style-type: none"> ■ TOTAL INVOLVEMENT TO ACHIEVE SAFE WORKING CONDITIONS WITH TOTAL INVOLVEMENT. 	<ul style="list-style-type: none"> ■ PROMPT ACTIONS TAKEN.
SAFETY REPRESENTATIVE MEETINGS	<ul style="list-style-type: none"> ■ QUARTERLY AT SHAFT / PER SHAFT. 	<ul style="list-style-type: none"> ■ ALL SAFETY REPRESENTATIVES AND STAFF. 	<ul style="list-style-type: none"> ■ TO GET PROBLEMS AND IDEAS PER SHAFT. 	
COMMUNICATION CENTRES	<ul style="list-style-type: none"> ■ ONGOING ■ OFFICE FACILITY AT EACH HOSTEL. 	<ul style="list-style-type: none"> ■ S.P.O. (E.AP) ■ COMMUNICATION ASSISTANTS. 	<ul style="list-style-type: none"> ■ TO PROVIDE AN INFORMATION SERVICE WHICH RELATES TO A WIDE RANGE OF TOPICS I.E. MONEY, CONDITIONS OF SERVICE, FINANCE, PERSONAL PROBLEMS, GENERAL INFORMATION, HOUSING AND WORK RELATED PROBLEMS. 	
EMPLOYEE ASSISTANCE PROGRAMME (E.A.P.)	<ul style="list-style-type: none"> ■ UPON REQUEST. ■ WITH ASSISTANCE BY SUPERVISORS AND/OR LINE MANAGEMENT. ■ PERSONAL REQUEST. 	<ul style="list-style-type: none"> ■ PSYCHOLOGISTS. ■ SOCIAL WORKERS. ■ SOCIAL WORKERS (ON MINE). 	<ul style="list-style-type: none"> ■ THIS IS A SERVICE PROVIDED TO ANY EMPLOYEE (UPON REQUEST) WHO ARE EXPERIENCING SOCIAL AND/OR EMOTIONAL PROBLEMS, IN ORDER TO ENHANCE HUMAN DEVELOPMENT. 	
NEW INITIATIVES: WANENKO WORKSHOPS	<ul style="list-style-type: none"> ■ TWO WORKSHOPS PER WEEK. 	<ul style="list-style-type: none"> ■ PERSONS INVOLVED: <p>DIRECT: MEMBERS FROM MANAGEMENT - TRAINING CENTRE.</p> <p>INDIRECT: ON AVERAGE 60 TEAM MEMBERS PER WORKSHOP. THIS INCLUDES MINE OVERSEER AND SHIFT SUPERVISOR AND MINER AND PRODUCTION TEAM, AS WELL AS REPRESENTATIVES OF SERVICE DEPARTMENTS.</p>	<ul style="list-style-type: none"> ■ TO CREATE A CLIMATE FOR A CORPORATE CULTURE BASED ON MUTUAL RESPECT, SHARED RESPONSIBILITY AND JOB SECURITY. ■ TO CREATE OPPORTUNITIES FOR ALL TO PARTICIPATE IN OBJECTIVE SETTING, PROBLEM IDENTIFICATION AND SUBSEQUENTLY PROBLEM SOLVING. 	<ul style="list-style-type: none"> ■ VERY WELL ACCEPTED AND SUPPORTED BY BOTH MANAGEMENT AND WORKSHOP DELEGATES. ■ INDICATIONS ARE THAT IT HAS A POSITIVE INFLUENCE ON PRODUCTION. ■ TEAM MORALE SEEMS TO INCREASE.