

IMPLEMENTATION OF INCENTIVE SCHEME

STRATEGY / PLAN – RPM (RUSTENBURG SECTION)

1. OBJECTIVES

- To support the Amplats Vision and Values through effective sharing of information.
- To ensure total understanding and acceptance of the two systems of employee incentivisation.
- To prevent misunderstanding and spreading of rumours and possible industrial action.
- To provide a timeous and effective information base that would provide for the present and future needs at all levels of the Business Unit.
- To identify and equip facilitators of the communication process.
- To identify and meaningfully involve all stakeholders in the communication process and to muster the required resources.

2. IMPERATIVES FOR SUCCESSFUL COMMUNICATION

- 1.1 “One message” to all employees – clear and understandable (translated).
- 1.2 Target population to be covered in total in shortest possible time, to counter distorted “grapevine” message to go out. (Reinforcement obviously required).
- 1.3 Message to be communicated “to redundancy” i.e. via a three pronged approach:
 - Media
 - Video
 - Our Voice and Posters
 - Briefs
 - Workplace Forums / Structures
 - Hostel Structures

Through this process we aim to

- Reach each employee at least three times (as per above)
 - Give each employee a reference to divulge at his/her own leisure and to refer to at a later stage, if the need arises.
 - Have information visible and accessible over a prolonged period.
- 1.4 Have well informed / competent communicators, available to ensure an interactive process that would allow for questions and answers to ensure understanding and acceptance.
 - 1.5 Have back-up resources (information media) to ensure ongoing education via the induction and education process on Mine.
 - 1.6 A feedback process to ensure effective and speedy resolution of any possible misunderstanding.

- 1.7 Ongoing monitoring of diffusion of the information to lowest levels and timeous corrective measure to be implemented as and when required.
- 1.8 Access by all to core fact in own mother tongue or via resources to facilitate this for an indefinite period.
- 1.9 Total involvement of all managerial and supervisory staff, as well as all employee representatives.

2. **ROLE PLAYERS IN COMMUNICATION PROCESS**

3.1 **CORPORATE OFFICE / BUSINESS UNIT MANAGEMENT**

- Formulation of message
- Media back-up
- Communication focus

3.2 **HUMAN RESOURCES AND IMPLEMENTATION TEAM**

- Adaptation of message
- Development of questions and answers
- Translation of message
- Printing and distribution of briefs, videos, Our Voice and posters.
- Formulation of communication strategy.
- Identification and training and support of communicators.
- Follow-up and monitoring of communication of process.
- Information support base
- Feedback and development of corrective measures.

3.3 **UNIONS / ASSOCIATIONS**

- Procurement of adequate competencies to effectively support communication process.
- Distribution of message in print (Our Voice and brief) as and when required.
- Questioning to ensure clarity of message and feedback to those requesting clarity.
- Feedback to Management when called on to do so.

3.4 **SUPERVISORY STAFF / COMMUNICATION CENTRE**

- Adequate knowledge / skills and access to support material and staff (resources).
- In communicator role, give clarity when called on to do so.
- Facilitating role if more information is called for and feedback on understanding and acceptance.

3.5 **EMPLOYEE RELATIONS**

- Monitoring on impact of message.
- Involvement in generating corrective actions if / when required.