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.