

SEPTEMBER –NEWSLETTER 2019.

Our Performance for the month of September has not been impressive. The Mine has basically been operating at 50% on all parameters. The longer the poor performance persists, the more difficult a satisfactory resolution becomes and overall credibility of the team and efforts to recover. As a team we need to Explore other options for improving performance.



Remember that for performance management to be successful, the culture and attitude towards work has to change. We have to put the interest of the company first before we take our personal interest. We cannot continue operating in negatives if we have to keep our business running. I encourage everyone to work extra hard. **(The General Manager-Matthew Banda)**

Consolidated Nickel Mines CEO Designate Message

Why should we assess risk?

As a mine, we have a specific set of objectives that we are all, individually and collectively, here to achieve. When we plan our work we allocate the resources – skills, equipment and consumables – that are required to complete every task that makes up the delivery of the overall objectives.



Having planned and resourced the task, it is vitally important that we understand what factors could cause us not to achieve the desired outcome; how likely those “unplanned” events might be and what the consequence would be for the Company. That is the risk assessment.

Only when we assess our work in this way can we properly consider what measures should be taken to mitigate the risk so that we are ready for the unplanned event, if it were to happen. The risk assessment is therefore the start of a work stream to put resourced plans together that reduce the risk to an acceptable level so that the objectives can still be met, even if the unplanned event occurs.

The accountability for identifying and managing the risk for each function and at each level rests with the respective managers and supervisors through the organisation structure.

When it comes to safety and environment and our objective of causing NO HARM, every employee is tasked with conducting a risk assessment with respect to identifying the hazards in their workplace. Hazards must either be fixed immediately or, if not possible, reported to a supervisor to take the necessary steps to have the matter addressed.

All employees should have been trained in hazard awareness identification relevant to their working environment. If there is any employee who feels they have not had this training or would like a refresher, please advise your supervisor. **(DR Toby)**

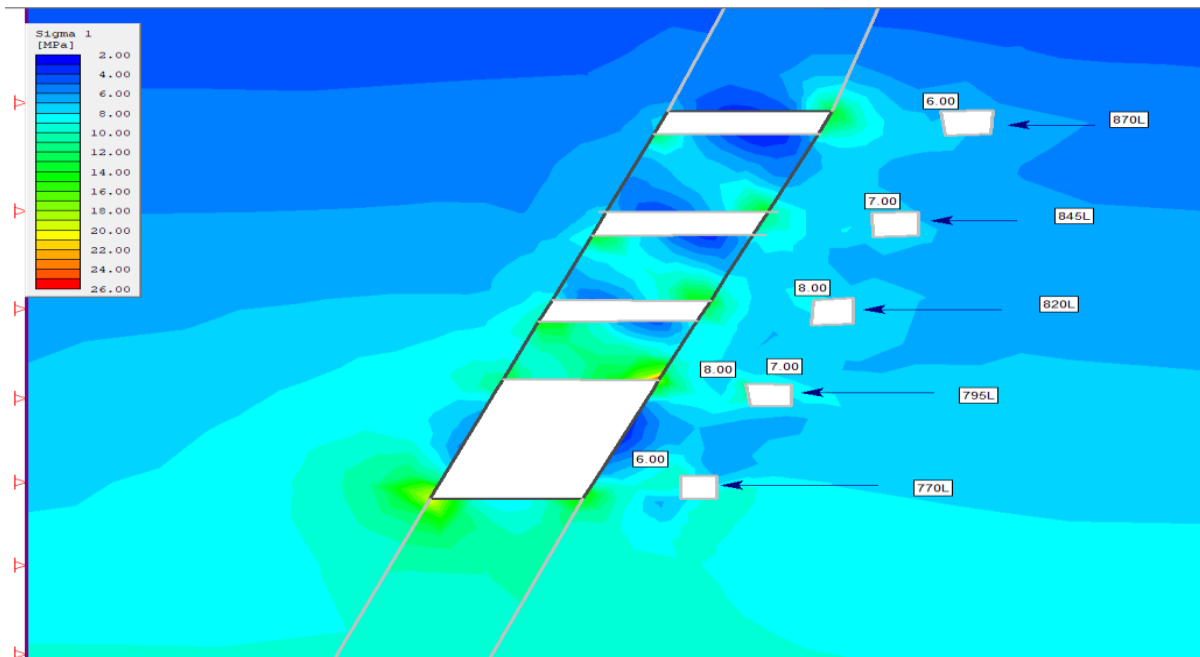
The pride of Munali Nickel Mine Transport Section

Our drivers enjoy providing Superior Customer Service to our clients. They are caring, responsible and professional individuals. Our drivers need to start attending monthly Safety meetings which highlights topics such as; defensive driving, accident prevention and other related driving skills.



Their biggest cry is that employees using buses to be punctual all the time and that once on board the bus or Vehicle, you fasten your seat belts for your protection in the event of the unforeseen event happening. Punctuality is a sign of professionalism and helps you stand out as a reliable and trustworthy employee. If you don't get your part of a project completed on time, you keep others from being able to finish their tasks. Being punctual helps you establish your reputation as a dependable and consistent worker. **(Patrick Zyambo)**

The deepest current active level for Munali nickel mine is less than 300m below surface. Little or no stress measurement information is available at the mine site. However, for the purpose of this design, the stress level is assumed to be the overburden stress. The current stress levels were determined from Geotechnical modelling analysis taking into account the mining activities which have occurred on the top level of the mine. **(Research by Daniel Mabeti)**



We need to Improve Attitude towards work-**(Food for thought part 3)**

Munali Nickel Mine has the potential to grow and become the world class mine in Zambia. All we need is build the system that is mature and Professional in execution of duties. Gossiping, Tribalism, Racism, Backbiting and Favouritism cannot solve the problems the mine is facing. We need to be above board and speak the same language, the ball is in our hands. We all have work as one team to achieve company objectives. It's either we build the company or we destroy it by the choices of the small or big decisions we make every day. No one is going to improve Munali Nickel Mine if we, employees can not improve it.

The more we keep fighting ourselves, the more communication is distorted, the more production is affected. It's only the truth that will set us free, we need to develop sense of urgency and act accordingly.

(Patrick Zyambo)



PAVOS is a tool that helps develop and utilize the 3 skills of direct supervision to manage performance. Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. **Plan**, there is need to decide who does what, when and if necessary “How” and the plan should be clear and communicated to all. **Actual**, the person responsible should communicate with others to review actual performance against planned. **Variance**, there is need to be tracking short term intervals and calculate the difference (+/-) between the plan and the actual. **Opportunities**, this level helps to identify the issues that caused the variance and generate potential solutions. **Solutions**, this stage means resolving the opportunities to address the problems or to remove the barriers in order by recording actions, dates and responsibilities in order to improve performance. **In summary, set the expectation, track and manage at short term intervals and utilise opportunities to resolve variances (HR Team)**