STAKEHOLDER RELATIONS, STRATEGY AND CULTURE



PURPOSE

The procedure for the description of relationships with internal and external relationships with Stakeholders, including the development of Strategic Direction and Culture.

REFERENCES	Responsibility	Minimum Retention Period
ATNS Act	CEO	While Valid
Companies Act	CS	While Valid
Protocol on Corporate Governance	CS	While Valid
MoU's with Commissioner and Minister of Transport	CEO	While Valid
Memo and Articles of Association	CS	Indefinitely
Mandate Matrix	CEO	5 Years
Regulating Committee Prescriptions	CEO	While Valid
ATNS Annual Planning Cycle and Process	CEO	5 Years
Public Enterprises Act	CS	While Valid
Aviation Act and Regulations	LIB	While Valid
ICAO Standards and Practices	LIB	While Valid
MoU with SAAF	CEO	While Valid
Memorandum and Articles of Association: CANSO	CEO	While Valid
Quality Manual	QMR/QS	2 Years
Collective Agreements with Representative bodies	E:HC	3 Years
Transformation Teams Framework	E:HC	3 Years
World Class Values and Behaviours Booklet	CEO	3 Years

PROCEDURE DETAIL

RESPONSIBILITY	KEY ACTIVITY AND WORK INSTRUCTION
	EXTERNAL STAKEHOLDERS
CEO/Executives	Clarification of relationships between ATNS and external Stakeholders
	 (1) ATNS is a commercial parastatal Company which is governed by the following statutes: Companies Act of 1973. ATNS Act 1993. Public Enterprises Act. Aviation Act and Regulations. Protocol on Corporate Governance. ICAO Standards and Practices.
	 (2) Relationships with external stakeholder are documented as follows: Minister of Transport - Draft Memorandum of Understanding. Regulating Committee - ATNS Act and Regulating Prescription. Commissioner for Civil Aviation - Memorandum of Understanding. Airports Company of SA Ltd - Memorandum of Understanding. SAAF - Memorandum of Understanding. CANSO - Memorandum and Articles of Association.
	(3) The above mentioned organisations have an input regarding ATNS's services to clients and the overall development of Organisational policies and procedures.
	(4) Relationships with the Users, i.e. IATA, BARSA, AASA, etc. are henceforth described in MP002.
	(5) Relationships with ATNS's client base is governed by C005.
E:CS	(6) Public Relations are maintained with external stakeholders and when meetings are convened, minutes are drafted and copied to external stakeholders, CEO and relevant parties within ATNS.

RESPONSIBILITY	KEY ACTIVITY AND WORK INSTRUCTION	
	USER RELATIONSHIPS	
CEO/Executives	Develop and maintain positive relationships with Users to ensure long term relationships	
	(1) The ultimate aim of services to Users is to provide safe, expeditious and efficient Air Traffic, Navigational and Associated Services.	
	(2) The relations with clients are described in C005 and the applicable functional procedures regarding ATNS services, as contained in the Quality Manual.	
	(3) At least annually, formal meetings are scheduled with the Users in accordance with the ATNS Annual Planning Cycle and Process (Management Directive 4/98 as contained in the Management Reference File) to discuss and obtain their approval for the budget. Inputs made by the Users may lead to changes in the budget.	
FMMA	(4) Minutes of these meetings are kept and distributed to attendees prior to the next meeting.	
FMMA	[5] Responsibilities for action and decisions are recorded in the minutes.	
CF0	(6) The output of this process is the final ATNS Business Plan for the coming year, which is then submitted to the Regulator in terms of the ATNS Act.	
	REGULATOR CONSULTATION	
CEO/CFO	Submit ATNS Business Plan to Regulator for approval	
	(1) Present the ATNS Business Plan to the Users and discuss any differences between the Users and the Company, as well as requirements by the Regulator.	
	(2) This process can lead to a number of interactions until the Regulator approves the final ATNS Business Plan.	
	(3) On approval of the Business Plan, publish the User tariffs for the coming year by the 31st of December annually.	
FMMA	(4) Minutes of these meetings are kept and distributed to attendees prior to the next meeting.	
FMMA	(5) Responsibilities for action and decisions are recorded in the minutes.	
CF0	(6) The output of this process is the final ATNS Business Plan for the coming year, which is then submitted to the Regulator in terms of the ATNS Act.	

RESPONSIBILITY	KEY ACTIVITY AND WORK INSTRUCTION	
	INTERNAL STAKEHOLDERS	
CEO	Clarification of relationships between the Company and internal Stakeholders	
	 (1) Relationships with internal stakeholders are documented as follows: (1.1) Employees – The contents of the Quality Manual clearly defines responsibilities of all employees of the Company. (1.2) Representative bodies, i.e. GATCSA and AASA – Collective Agreements. (1.3) Transformation teams – Framework to guide the actions of Transformation Teams. 	
	(2) The above mentioned parties have an input regarding ATNS's services to clients and the overall development of Organisational policies, procedures, quality of work environment.	
	(3) Internal stakeholders are also required to actively support the aims and objectives of the organisation through the culture described in the World class values and Behaviours Booklet.	
E:CS	(4) Public relations are maintained with internal stakeholders and when meetings are convened, minutes are drafted and copied to internal stakeholders, CEO and relevant parties within ATNS.	
	STRATEGY	
CEO/Executives	Implement the ATNS Annual Planning Cycle and Process	
	(1) On an annual basis the ATNS Annual Planning Cycle and Process is implemented in accordance with Management Directive 4/98 as contained in the Management Reference File, which will have a documented output, which will determine the short, medium and long term direction of the Company.	
	(2) Records are maintained to demonstrate compliance with the contents of the ATNS Annual Planning Cycle and Process and documented outputs.	
CE0	(3) The final documented output of the agreed Strategic Focus Areas is made available to all departments, divisions, regions, centres and the ATA for display and implementation.	

RESPONSIBILITY	KEY ACTIVITY AND WORK INSTRUCTION
	STRATEGIC FOCUS AREAS
CEO	Develop organisational aims and objectives
	(1) Aims and Objectives are documented and referred to in the Quality Policy as Appendix C to the Quality Policy Manual.
	(2) The contents of the Aims and Objectives are of a long term nature. Certain objectives had been prioritised and are therefore, being developed and implemented.
	(3) Objectives that had not been prioritised may well have progressed at the discretion of persons responsible through action plans. Time scales are not necessarily a requirement until prioritised.
	(4) The above aims and objectives will be achieved in a culture as described in the World Class Values and Behaviours booklet. This culture will be developed as the Company grows and matures.

RECORD	RESPONSIBILITY	MINIMUM RETENTION PERIOD
Strategies	CEO	5 Years
Strategic Focus Areas	CE0	5 Years
Minutes of the Executive Management Committee	PA CEO	Indefinitely
Government Gazette in respect of Tariffs	CE0	While Valid
Business Plan	CF0	5 Years after expiry
Minutes of External Meetings	ECS	5 Years