

# Communications Policy of the South African Football Association

## Approved by the NEC on 3 December 2011

### Introduction

- The South African Football Association is committed to the highest standards of service delivery and ensuring that staff are kept informed and contribute to its key aims and objectives. Good communications practice is central to achieving these aims.
- This *Communications Strategy* sets the communication standards for SAFA. It consists of a discussion paper, internal communications principles, action plan and a range of channel-specific best practice guidance notes and communications standards.

### Objectives

- To provide a clear statement on the communication principles and the expectations for all staff to adhere to;
- To develop new ways of communicating to support cluster-based working;
- To provide best practice guidance and standards for the range of communication channels
- To provide line managers with a focus for discussing communications within their units and assist them in setting excellent communication standards



### Establishing a Bifurcated Communications Structure

- SAFA has developed a dynamic Communications Strategy and staff are encouraged to apply the policy in their daily environment
- SAFA's *Communications Strategy* is the central point of reference
- The strategy informs SAFA's relationship with key consultative forums and key stakeholders outlined on the following few pages
- SAFA has developed a dynamic Communications Strategy and staff are encouraged to apply the policy in their daily environment
- SAFA's *Communications Strategy* is the central point of reference
- The strategy informs SAFA's relationship with key consultative forums and key stakeholders outlined on the following few screens

# Internal Communication

## *Principles of the Internal Communication Policy*

- People have an aligned view on organisational mission, vision and objectives
- People have the information they need to do their jobs and provide exceptional service
- People can contribute their views and suggestions to help the organisation continuously improve
- Information is shared efficiently and effectively
- Openness and honesty is an integral part of effective communication
- Communications should be respectful, appropriate, accurate and timely
- Communications should be carefully considered, in plain language and tailored for its targeted audience
- Communications should follow a professional style
- Communications should be non-threatening and non-inflammatory
- Communication should be conducted through appropriate channels and with respect for the departmental and organisational structure

## *Purpose of the Policy*

The purpose of the internal communication policy is to provide a framework for how to communicate within the Association and to promote a culture of positive interactions within the organization

## *Role Clarification*

### Chief Executive Officer

- Serves as the Chief Spokesperson of the Association;
- Delegates role of spokesperson where necessary;
- Ensures that all important issues are communicated to staff in the organisation in a timely and accurate manner;
- Determines the messages and the methods of appropriate communication;
- Ensures that all information, as far as possible, is communicated internally before communicated externally
- Ensures that the management behaviour and style is consistent with the principles in this document;
- Works in partnership with staff when the need arises;
- Ensures that senior staff are kept up to date with developments in the organisation.

### Heads of Department / Senior Managers

- Ensure that mechanisms exist in the Directorate and/or Departments to allow the free flow of information, upwards and downwards;
- Ensure that staff views are considered, and responses given where appropriate;
- Identify potential blocks to communication within the Directorate and remedy them;
- Actively provide accurate, up-to-date information to prevent confusion and unnecessary communication problems;
- Ensure that the opportunity exists for each member of staff to receive and give information;
- Take responsibility for delivering information, and obtaining the views of staff, in a consistent manner

### All Other Staff Members

- Participate actively in the communication process in the organisation;
- When information is perceived to be inaccurate, or is unclear, communicate directly with the relevant manager(s) to address this;
- Provide accurate ongoing information regarding programmes or processes in their areas of operation to ensure efficiency and effectiveness of these;
- Take responsibility for sharing appropriate information.

### **Organisational Communications Framework**

NEC Meetings	Quarterly
Strategic Management Meetings	Monthly
Senior Managers' Meetings	Bi-Weekly
Reporting to SAFA Members	Weekly / Daily where necessary
Intra-Departmental Meetings	Weekly
Full Staff Meetings	Monthly
eMail	As and when necessary for effective communication
Website	Daily updates
New Media	As frequently as possible

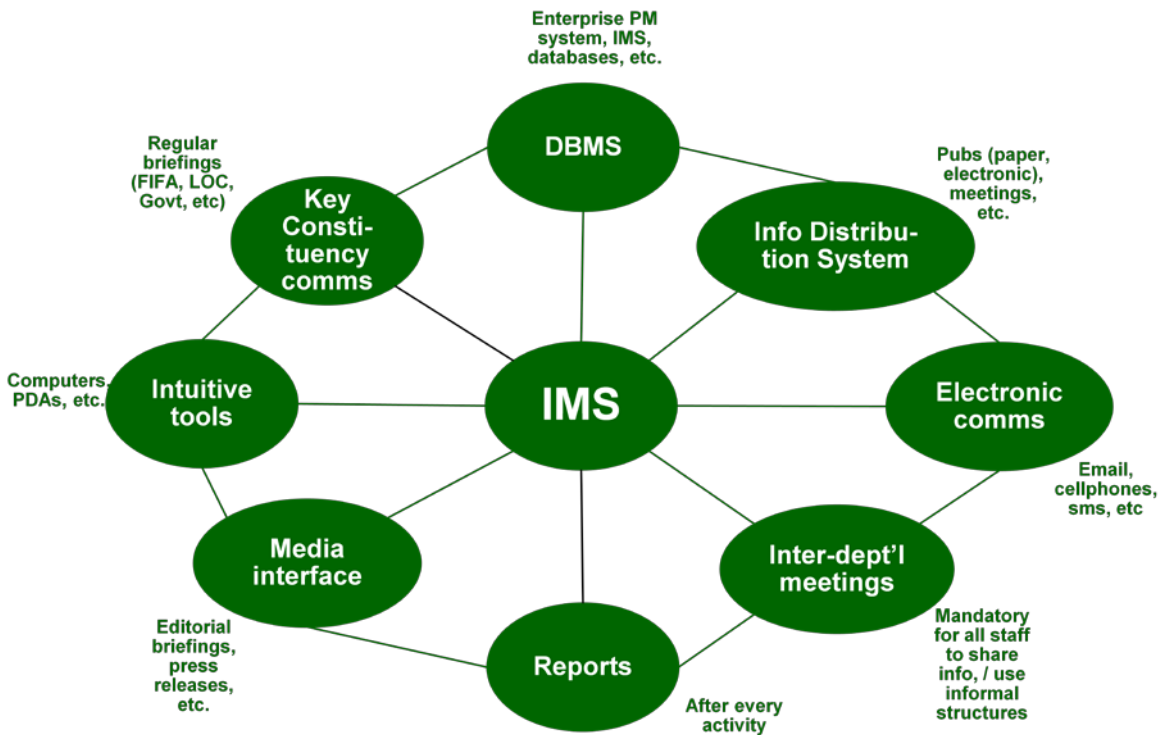
### **Media Guidelines for Staff**

#### Introduction

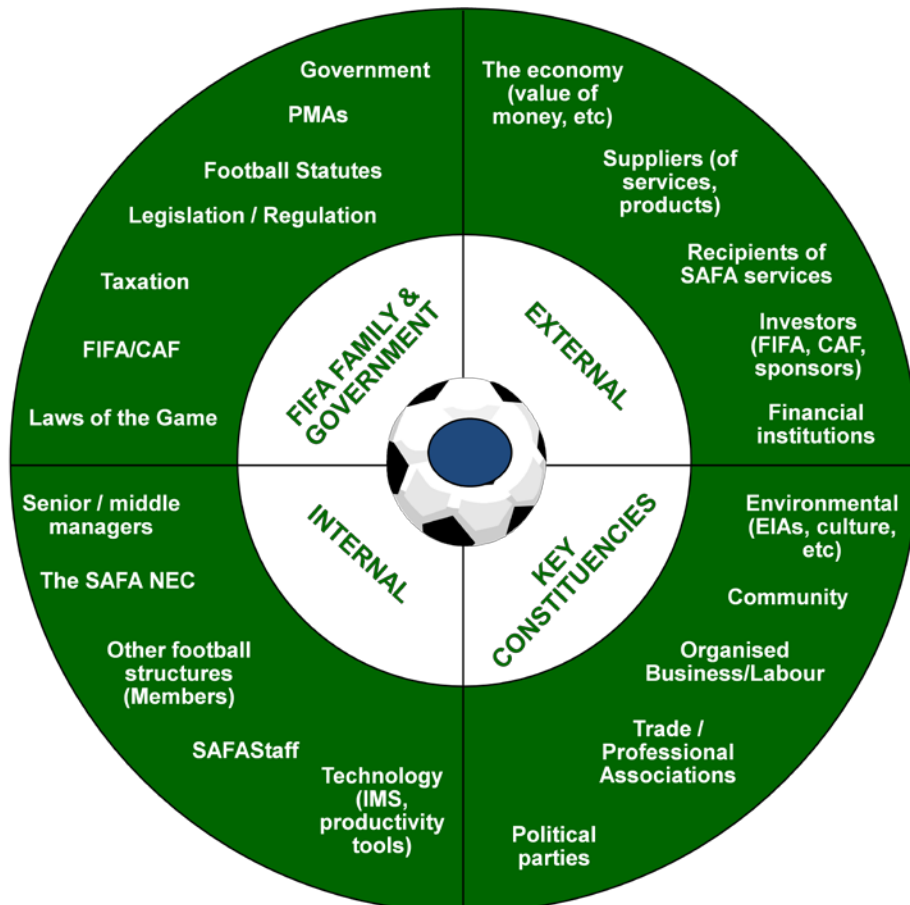
- The content of this communiqué is to advise all staff members of SAFA of the need to exercise great care in the handling of media enquiries.
- The media plays a critical role in the information chain between SAFA and its diverse stakeholders and must be supplied with information as and when circumstances demand. However, very often, some confusion arises about who should determine the boundaries of "the as and when" scenario. We therefore provide you with these guidelines as a guide to how to respond to media enquiries:
  - At the core of these guidelines is the understanding that the President and the Chief Executive Officer of SAFA are the only two persons authorised to act as spokespersons on policy matters for SAFA.
  - **However, there are times when staff members, officials and others must articulate information in their competency areas to provide clarity on issues related to their respective disciplines.**

- This must be done in accordance with SAFA's one-voice policy which stipulates that only one person shall be appointed to talk to the media about any item raised by the media.
- Therefore, we ask that you observe the following guidelines very strictly:
  - All comments for broadcast or publication pertaining to SAFA's business must be submitted to the Communications Department for approval and dissemination;
  - Do not comment to the media about the organisation's policies, its activities, personnel and procedures without prior approval from the Chief Executive Officer or his designated representative (in most cases, it shall be someone in the Communications Department). It shall be deemed unacceptable to comment to the media about the shortcomings of any persons in, or policies of, SAFA;
  - When asked to express your views regarding the operations of SAFA, politely refer the enquiries to the Communications Department;
  - When in possession of information that the media wants from you, pass such information to the Communications Department for dissemination to the media;
  - When attending any activity on behalf of SAFA, make sure that any comments about the proceedings of the activity are passed on to the Communications Department first before releasing it to the media;
  - All information about SAFA and your activities on its behalf is privileged information and must be made available to the custodian of SAFA's information (the Communications Department) before releasing it to the media;
  - Avoid responding to questions from the media, even if you have what you may consider an appropriate response. Ensure that the Communications Department is fully informed about whatever it is that may require a rapid response;
  - Never call a press conference without first consulting with the Communications Department who shall keep a register of all media contact opportunities to avoid scheduling conflicts;
  - No press releases may be distributed without the consent of the Communications Department;
  - Staff members, when speaking to the media, must refrain from referring to SAFA in the third person. In other words, do not talk about "SAFA" as if you are not part of it;
  - Members must avoid discussing their grievances with the media before fully exhausting the internal remedies available within SAFA. Failure to do so shall be dealt with through the company's disciplinary procedures;
  - Employees and officials must avoid casting aspersions upon their fellow employees or officials or bringing the Association into disrepute.
  - These guidelines must be seen as a means to serve our stakeholders better. The media is very important in this public service and must be seen as allies in our attempt to provide the best information to the general public. However, a coherent message is critical to this information flow and we ask that you take great care in handling enquiries from the media.

# How We Communicate



## Our Key Relationships



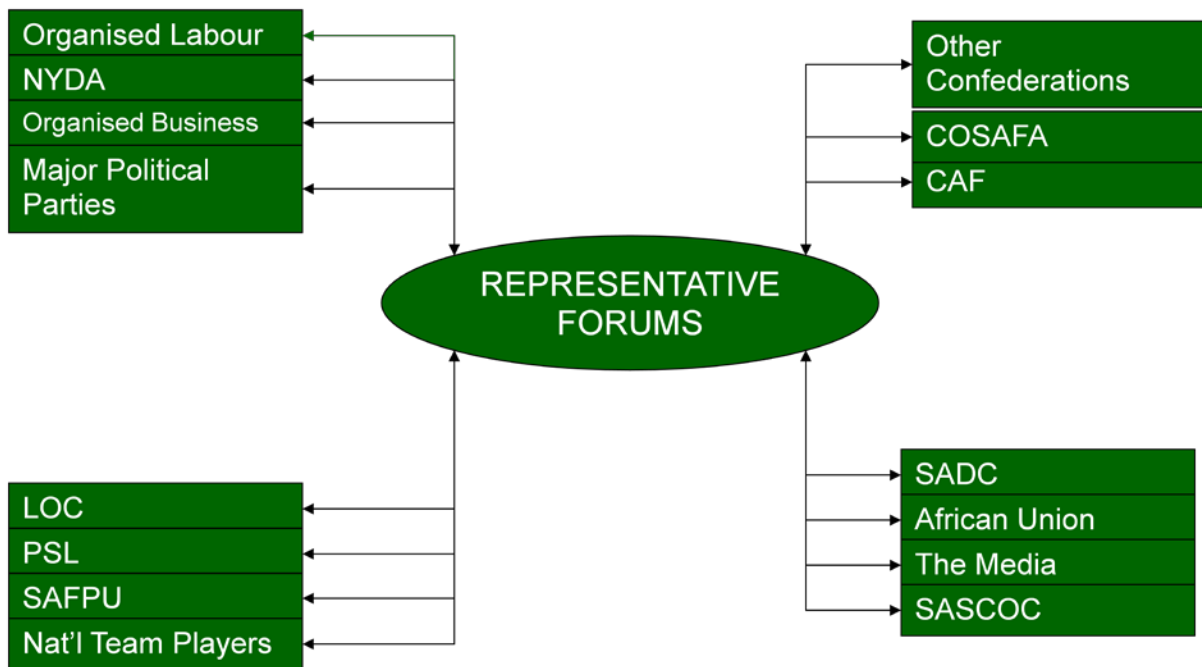
### Reference Documents to be Kept on the Central Server

DOCUMENT	ADDITIONAL DETAIL	CUSTODIAN
Governance Papers	Key Decisions, Policies, Constitution	Company Secretary
Key Documents	OAA, List of Requirements, Technical Annexes, etc.	Company Secretary
Progress Reports	As required by the NEC	All Departments
Business Plans	As submitted and updated by the departments	All Departments
Company Policies	HR, Finance, Administrative	CEO's Office
Strategic Plans	Departments, NEC, Members	All Departments
Calendar of Events	Workshops, meetings, conferences, functions, departmental calendars	All Departments
Project Plans	From Approved Business Plans	All Departments
Photo library	All activities	All Departments
Graphics library	Graphics standards manual, online retrieval	Commercial Department
Minutes of all meetings		All departments
Annual Reports		All departments

## External Communication

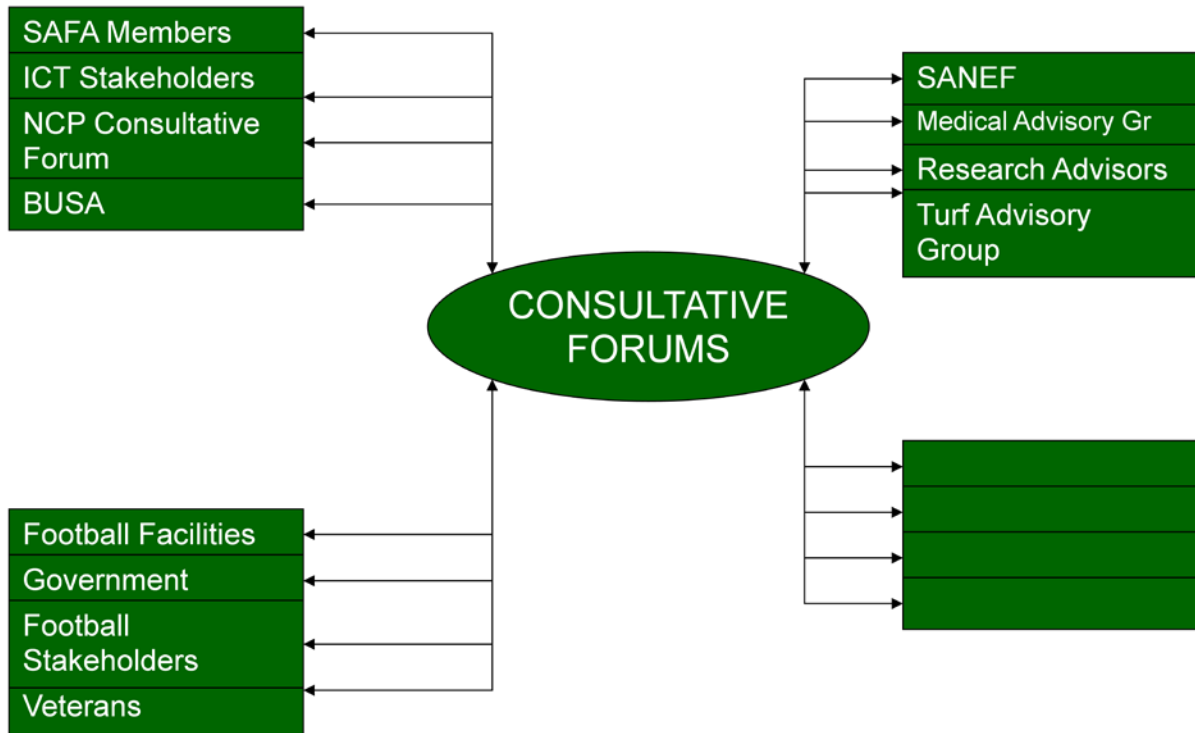
Key Constituency Communications: Representative Formations

### Key Constituency Communications: Representative Formations



Key Constituency Communications: Consultative Forums

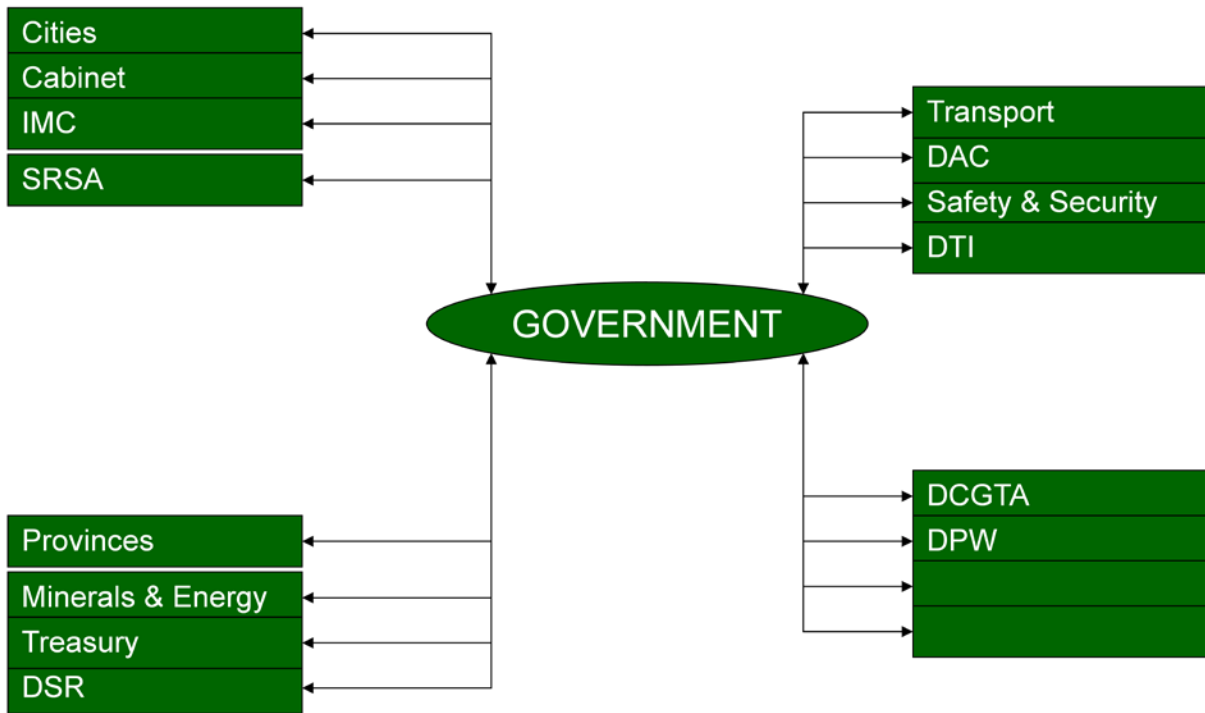
# Key Constituency Communications: Consultative Forums





**Key Constituency Communications: Government**

# Key Constituency Communications: Government



## Purpose of the Policy

The purpose of the external communication policy is to provide a practical means for how to communicate to the Association’s external stakeholders and to promote a culture of positive interactions with them to derive the maximum benefit for the Association.

## Next Steps

Communication is conducted on a formal and an informal basis. Communications assignments are therefore based on the effectiveness of particular role-players on either or both levels in recognition of this duality;

Therefore, we must:

1. Clarify nature of communication with each of the stakeholders;
2. Identify the owner of the communications channel for each stakeholder;
3. Determine the reporting mechanism for each channel;

## Acknowledgement of Receipt of SAFA's Communications Policy

I, ..... hereby acknowledge that I have received the  
[LASTNAME, Firstname]

SAFA Communications on ..... and that I shall do everything that is  
[date]

reasonably possible to abide by the provisions of this policy.

**[Please initial each page of the policy]**