



# SACEA 2004

*Review, consolidate and focus*

*23 April 2004*



Coal mines in England



# ***Executive Summary***



## To be a professional, dynamic, value-adding and influential body in our industry

- Professional
  - In behavior, responsible, competent, respected, beyond repute, ethical,
- Dynamic
  - Adaptable, energetic, pro-active, flexible, quest for excellence, challenging
- Value-adding
  - To member and company, leader, participative, to industry, cost sensitive, innovative, standards settings/influence, best practice
- Influential body
  - Respect, acknowledge, change initiators, recognized, consulting, networking
- Industry
  - Coal Mining Industry, related Engineering fields

### ***Our sphere of Influence***

***SACEA members and affiliated associations, Chamber of Mines, Government (incl ECSA, MQA, SACMA), labour force, suppliers, learning institutions and the respective Mining Houses***

# Mission



- **To empower members through effective interaction and to promote professionalism**
- **Acknowledge representation body for members and industry on decision taking forums**
- **Affect the technical maturity of the coal mining industry**
- **To uphold SHERQ standards**
- **Through competent members, contribute to the bottom-line of the represented Mining Houses**
- **Actively synergise with relevant professional associations**

# Strategy Summary



Vision

To be a professional, dynamic, value-adding and influential body in our industry

Mission

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Role Deliverables

1. *Advancement and status of Engineering fraternity in Coal Mining Industry*
2. *Standards setting contribution to:*
  - *competency standards setting bodies (MQA, ECSA, MRAC, CTC)*
  - *legislation w.r.t technology and safety issues*
  - *technical committees and associations – result in standards (SANS, SAFA)*
3. *Compliance to and improvement of SHERQ standards*
4. *To deliver membership and company value*
  - *Share best practices*
  - *Member Commitment/participation*
  - *Structure for Networking*
5. *Promote active support by all Mine and Engineering managers*
6. *Ensure competency of technical and operations personnel w.r.t. machinery/equipment*
7. *Ensure the adoption of acceptable technology*
8. *Sound relationship with Government/DME*
9. *Alignment with relevant professional associations*
10. *Provide the vehicle that is the mechanism for social/technical interaction between members*

1. *Legislation w.r.t technology and safety issues*
2. *Compliance and improvement of SHERQ standards*
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5. *Competency of technical and operations personnel w.r.t. machinery/equipment*
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7. *Relationship with Government/DME*
8. *Alliances with professional associations*
9. *Council leadership & strategic direction and implementation*
10. *Mine and engineering managers involvement and support*
11. *Influence the adoption of acceptable technology*

Key Driving Forces

# Strategic Thrusts



- 1 - Programmes to improve the SHERQ performance on mines
- 2 - Active membership involvement and brand experience
  - *Effective and efficient Council, structure, meetings, sub-committees, and attendance*
  - *Brand SACEA as a recognized body in the industry*
- 3 - Ensure the appointment of a suitably qualified Engineer stay mandatory subject to a “license to practice”
- 4 - Engineering qualification setting
- 5 - Technical professionalism through involvement in technical bodies
- 6 - SACEA to remain financially self-sufficient

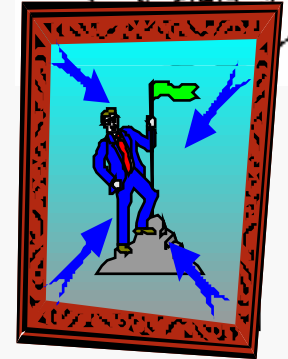


# ***Strategy Process***

# Step 1: Where do we need to be ?

Where we need to be ?

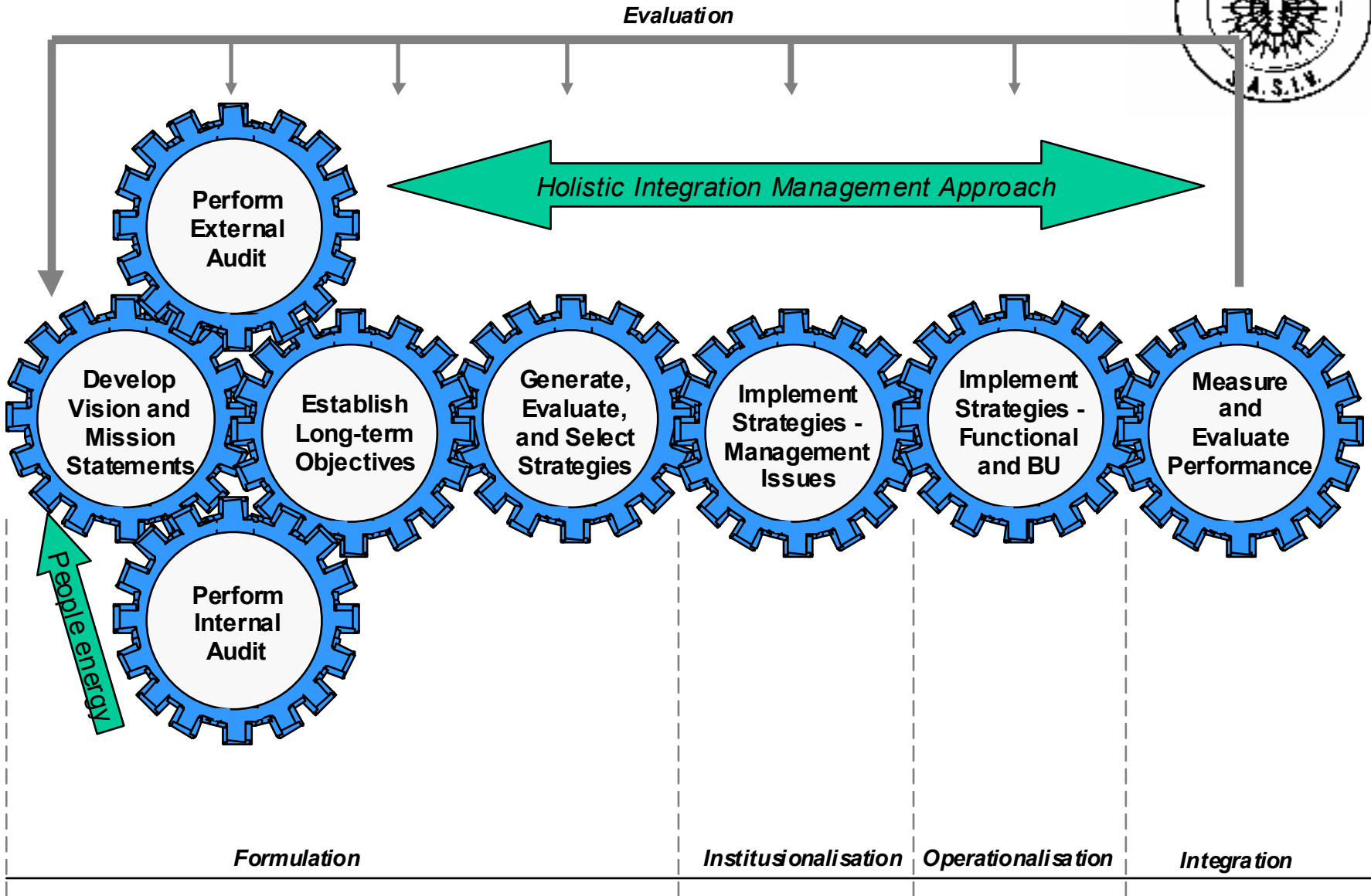
The Flight Plan !



Where are we now ?



# SACEA Strategic Management Model



# Strategy Workshop Process



**Common Challenges**

**External Industry Challenges**

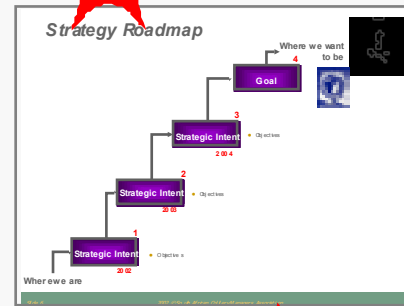


Tracking:  
Key Driving Forces  
Benchmarks

Risks  
Threats  
Opportunities

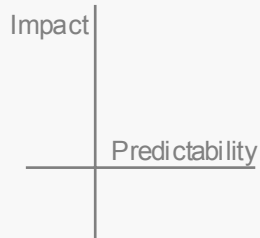
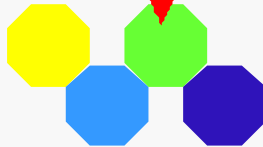


**SACEA**  
Radar  
Screen



Flightplan:  
Thurst's  
Objectives 3 y  
Champions  
Targets

Clustering  
of  
Challenges



**VISION**  
We see the bigger picture, and have a clear sense of where we want to go, which inspires and motivates others.

Review:  
Vision  
Mission  
Purpose  
Roles  
Strategic Intent



# ***Strategy Development 2004***

# President Introduction



*Purpose of this strategic conference is to review the existing strategy, to consolidate and to focus*

## Workshop expectations

- ➊ *Clear action plans for thrusts*
- ➋ *Approach to future of licensed engineer*
- ➌ *How to involve the members and get new members*
- ➍ *Tackle the cost issues of the association*
- ➎ *Resolve engineering manager's involvement*
  - *Representation from mining houses*
- ➏ *What do we offer to the company and member*
- ➐ *Involvement in MQA, committees and commitment*
- ➑ *Put the fun back in SACEA*
- ➒ *Appoint Champions for thrusts – combine with members work to ensure success*
- ➓ *Continue SACEA Strategy*



# ***Reflection on 2003***

# *Industry: Last year in context – (2003)*



- Product prices were higher than the year before*
- Had a bad safety patch in Oct-Dec compared to previous year*
- Minerals bill caused uncertainty – the process followed to communicate it*
- Mine, Health and Safety Act implementation changed – shift the ownership to the employer (self-regulation vs dictated before by state)*
- ECSA/MQA influence and uncertainty improved*
- Our people skills and resources are diminishing*
- Safety focus now include environmental, Risk, Quality*
- HIV/Aids impact becoming visible – affects outcome of accidents*
- Resource immigration to other industries/countries (platinum)*
- Restructuring of businesses – loose competency*

# SACEA Learning: General – (2003)



## *What went well*

- *Member participation remained steady*
- *Excellent technical visits continued*
- *Influence on MQA, ECSA*
- *Continued to work closer with SACMA via joint meetings*
- *Improved relationship with DME*
- *Improved relationship with standard generating bodies*
- *Regional meetings more professional and effective*
- *Better user group meetings*
- *OHSPC involvement*
- *Increased our financial position*
- *SACEA newsflash consistent*
- *Safety workshop*
- *Golf day*

## *What did not go well*

- *Could have done more to improve our influence*
- *Did not increase membership*
- *Web-site still not levered correctly*
- *ECSA registration did not go according plan*
- *Poor information sharing through member participation and web-site,*
- *Quantity of technical papers low*
- *Member participation not reliable*
- *More involvement with/by CEO's*
- *Do not show (promote) the benefit to the member/company well enough*
- *Equity in council/members*



# ***The Radar Screen for 2004 - 2005***



# Key Driving Forces: Coal Industry



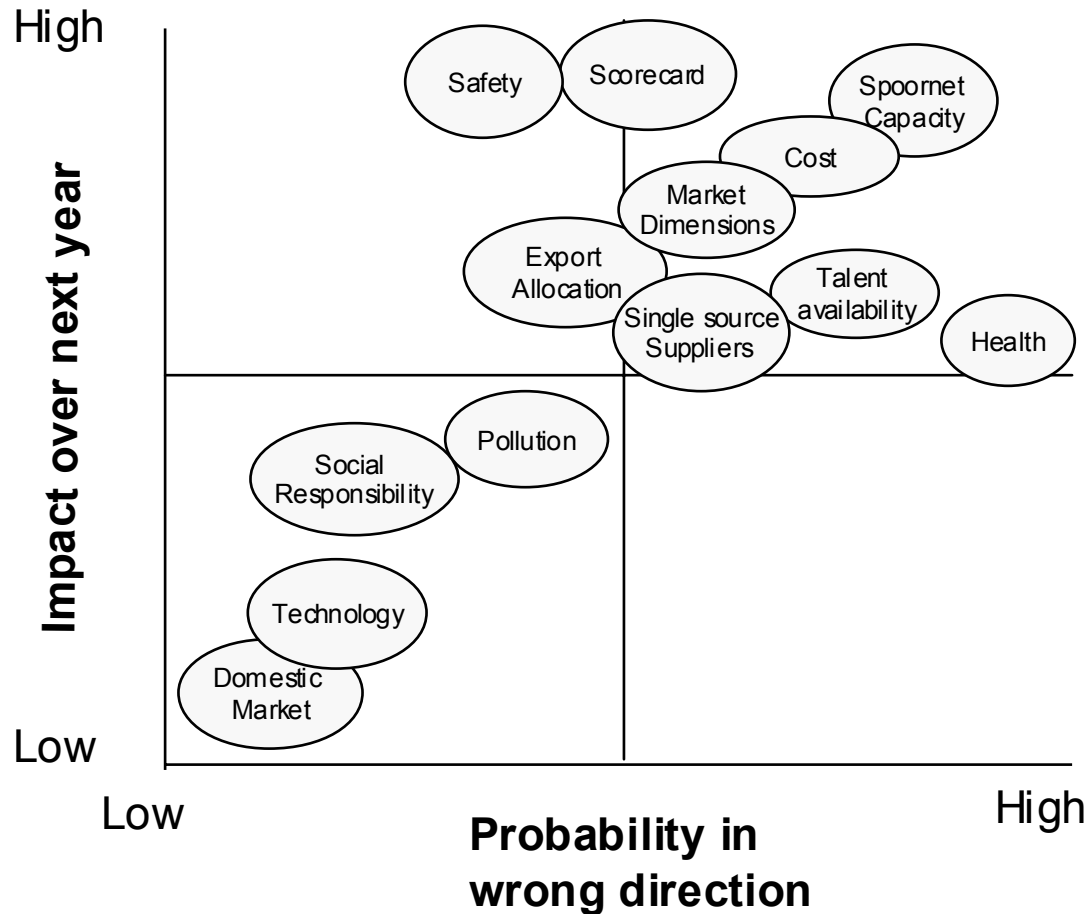
- Cost to produce a ton of coal at pithead (benchmarking) - Productivity
- Safety of the person in total
- Environment – water & noise & dust & air pollution (sustainable development)
- Employee Health (include aids, community we life in)
- Social responsibility (stay in business, local economic development, poverty alleviation, skills)
- Scorecard - Equity/Mining charter//Money bill etc
- Talent pool– availability of talent (include education)
- Market and export allocation through Richardsbay,
- Domestic market smaller operators
- Coalink capacity and reliability (include cost)
- Technology (new) development and (current) operational optimisation (application)
- The power of single source suppliers
- Market Dimensions - Demand, R/\$, selling price, Gas to Liquids

**The BIG blips on the radar screen: these cause change**

# Risk Understanding of Key Drivers (2002)



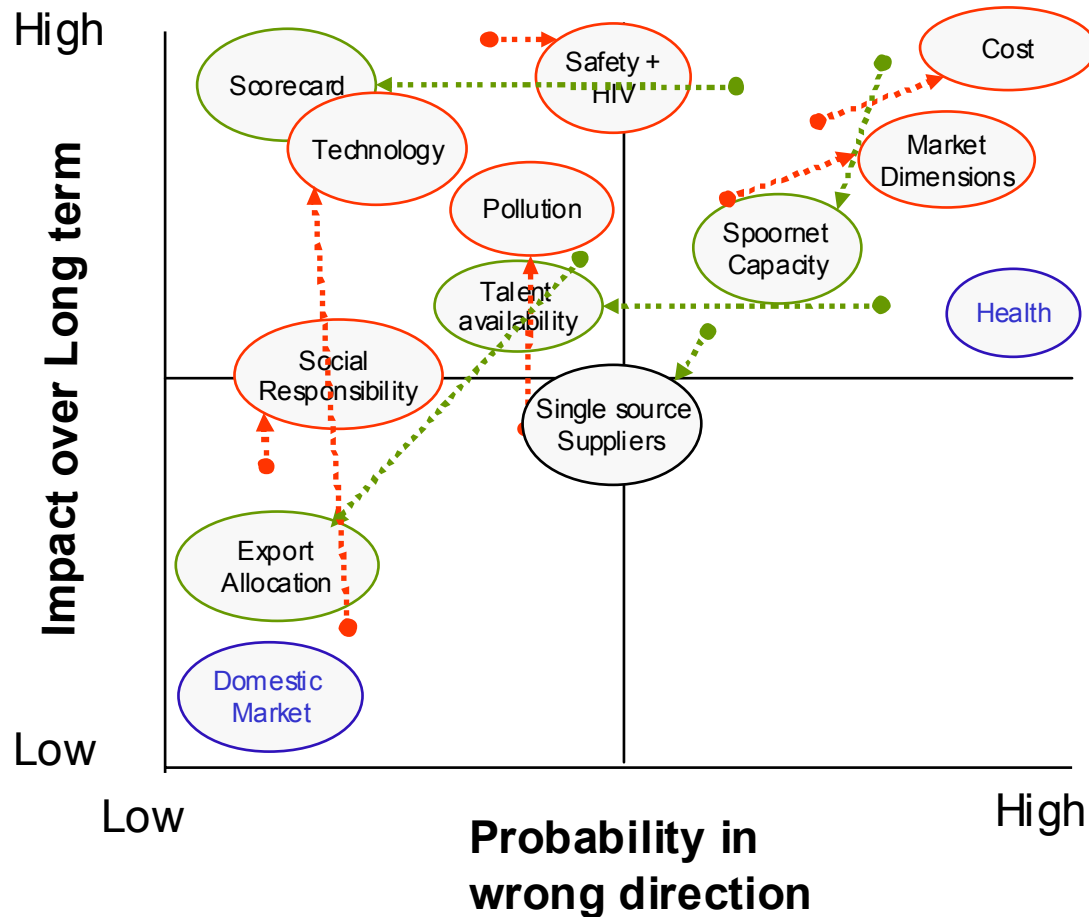
*Validate this against CEO's*



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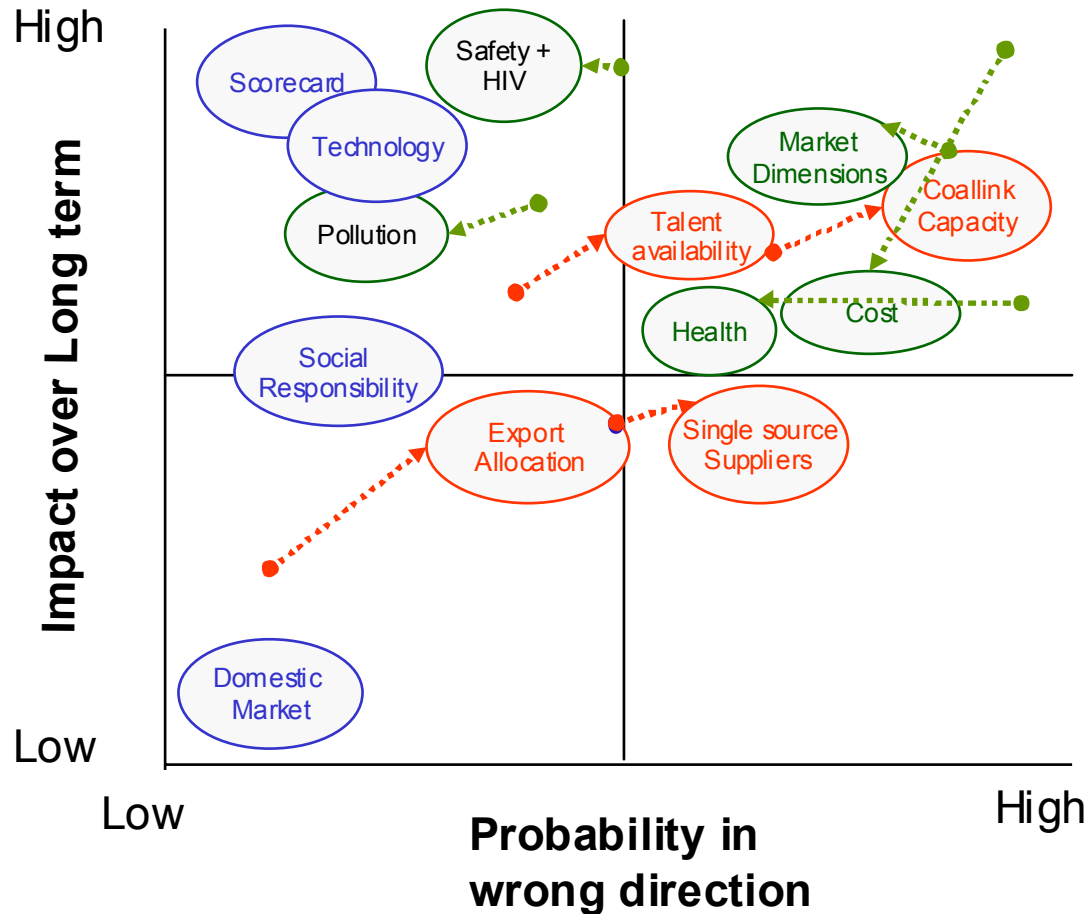


*Negative movement*  
*Positive movement*  
*Stay the same*

# Risk Understanding of Key Drivers (2004)



*Validate this against CEO's*



*Negative movement*  
*Positive movement*  
*Stay the same*

# Key Driving Forces: SACEA



- ➊ Legislation w.r.t technology and safety issues
- ➋ Compliance and improvement of SHERQ standards
- ➌ Membership value and company value
  - Share best practices
  - Member Commitment/participation
  - Networking
- ➍ Influence and impact competency standards setting bodies (MQA, ECSA, MRAC, CTC)
- ➎ Competency of technical and operations personnel w.r.t. machinery/equipment
- ➏ Influence on technical committees and associations – result in standards (SANS, SAFA, SACMA, MPA, AMRE)
- ➐ Relationship with Government/DME
- ➑ Alliances with professional associations
- ➒ Council leadership & strategic direction and implementation
- ➓ Mine and engineering managers involvement and support
- ➔ Influence the adoption of acceptable technology

**The BIG blips on the radar screen: these cause change**

# Key Driving Forces Summary



## Industry

## SACEA

- Cost to produce a ton of coal at pithead (benchmarking) - Productivity
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# *Key Driving Forces Conclusions*



- *The industry and SACEA's key driving forces will direct the SACEA thrusts*



# ***Vision and Mission Review***





## To be a professional, dynamic, value-adding and influential body in our industry

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# Mission



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# ***Roles Analysis Review***

# Our Role Deliverables



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- ➑ *Sound relationship with Government/DME*
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- ➓ *Provide the vehicle that is the mechanism for social/technical interaction between members*

# Strategy Summary



## Vision

**To be a professional, dynamic, value-adding and influential body in our industry**

## Our Roles Deliverables

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# ***Thrusts Review***

# Stakeholder Focus



***Stakeholder means:*** somebody who has an investment and/or interest in SACEA, somebody who can influence SACEA, somebody who SACEA want to influence

## Priority

- ★ ■ Member
- ★ ■ Mining House
- COM
- ★ ■ Government
  - DME
  - MQA
  - MRAC
  - ECSA
  - SANS
  - SAFA
- CTC
- ★ ■ SACMA
- ★ ■ AMRE
- BMF
- ★ ■ Suppliers: BE, Hitachi, Barlows, Komatsu, GoodYear, VAMT, SASOL, Siemens, JOY
- Relevant Professional Associations

★ Represent a lot of work with high involvement and interaction

# Strategic Thrusts



- 1 - Programmes to improve the SHERQ performance on mines
- 2 - Active membership involvement and brand experience
  - *Effective and efficient Council, structure, meetings, sub-committees, and attendance*
  - *Brand SACEA as a recognized body in the industry*
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- 4 - Engineering qualification setting
- 5 - Technical professionalism through involvement in technical bodies
- 6 - SACEA to remain financially self-sufficient





### *Programmes to improve the SHERQ performance on mines*

Objectives

2004

- Share learning between various Mining Houses (*Thys*)
- Annual Safety Workshop (*Louis and David*)
- Promote the use of the SACoalSafe website by all members (*Dave*)
- Active contribution to CoalSafe Mar 2005 (*Andre*)
- Investigate approach to achieve no machine related accidents (*Council*)
- Maintain relationship with DME and new personnel (*Lampies*)
- Determine new priorities if we have capacity (*Council*)
- Identify Risk and Quality opportunities (*Council*)
- Programme to achieve no machine related accidents (*Council*)



### *Active membership involvement and brand experience*

Objectives

2004

- Develop charters for regional meetings (Louis, David)
- Develop charters for user-groups (Ephraim, Don, Zes)
- Re-structure regional meetings to be aligned with council (David, Eric)
- Every member allocated to sub-committee or thrust (Louis, Koos)
- Further develop technical visits (target 4 pa) (David)
- Revisit definitions of technical paper and technical presentation (Andre)
- Establish a database of technical papers/presentations and authors (Dave)
- Appoint coordinator per Mining House (e-mail list, papers, communication, accounts) (Sasol-Andre, Ingwe-Trevor, Xstrata-David, Anglo-Johnny, Eyesizwe-Lampies, Kumba -Lampies, Total – Lampies, Other-Koos)
- Monthly newsflash from SACMA and SACEA to all members & website (Koos, Simon)
- Revisit content, publishing and links on website (Dave)
- President to visit every Mining House and CoM to present SACEA business case (Lampies)

# Thrust 3

## Certificated Engineer (GCC)



*Ensure the appointment of a suitably qualified Engineer stay mandatory*

Objectives

2004

- *Maintain mandatory appointment of certificated engineers (Trevor)*
- *Develop a SACEA position on qualification for levels 5 – 8 for an engineer (Trevor, Charl)*
- *Identification of work for compulsory registration (Trevor, Charl)*
- *Involvement in qualification design task team for levels 5 - 8 (Trevor, Charl)*
- *Involvement on commission of examiners (Koos)*



### *Engineering qualification setting*

- *Ensure that engineering qualification setting from level 5 – 8 are relevant and applicable (Charl)*
- *Determine how SACEA can influence the outcome of levels 5 – 8 (Charl)*
- *Determine the effectiveness of SGB 26 for coal mining levels 1 – 4 (Dave)*
- *SACEA to balance the resource requirement vs resource supply from individual training centers for the Coal industry (Eric)*
- *Align quality standards between individual training centres through the unit standards (Council)*
- *Develop SACEA position on the setting of unit standards for levels 5 – 8 (model statement) (Charl)*
- *SACEA representative on QDTG (Charl)*



### *Technical professionalism through involvement in technical bodies*

Objectives

2004

- Re-evaluate our involvement in all the sub-committees identified under priorities (*Council*)
- Set achievable goals for involvement in sub-committees selected for involvement (*Representatives*)
- Select specialists for involvement in sub-committees selected (*Louis, Koos*)
- Represent industry on decision making of technical issues and standards (*Representatives*)
- Dissemination of relevant sub-committee information to council and members (*Regional Chairmen, Representatives*)
- Ensure continuity with respect to SACEA representation on sub-committees (*Louis, Koos*)
- Marketing of colliery engineering profession to schools and technical institutions (*Schalk*)
- Review codes of conduct (*Andre*)



### *SACEA to remain financially self-sufficient*

- Annual SACEA golf day (*Louis*)
- Organise annual safety workshop (*Louis, David*)
- Programme to target new members (*Lampies, Mining House coordinators*)
- Target affiliated members (*Andre*)
- Annual awards (*Danie*)

# ***THRUST: Thrust as identified on templates***



## **OBJECTIVE**

- Objective as stated before your name that supported a specific thrust as indicated on thrust templates

## **ACTION PLANS**

1. What action plans, actions or activities do you plan to accomplish your stated objective(s) that support the indicated thrust

## **MEASURES**

1. What are the targets, deadlines or milestones and what are the progress with relation to your action plans. Benchmarking can be done, if possible, to identify the targets.



# ***Strategic Direction***



# Strategy Roadmap



Where we want to be

To be a professional, dynamic, value-adding and influential body in our industry

Strategic Intent

Achieving the SACEA Vision

2006

Strategic Intent

Achieve added value to all stakeholders

2005

Strategic Intent

Achieving Membership value

2004

Where we are

# Strategy Guiding Principles



*To achieve our vision:*

- *The Health and Safety of the industry comes first*
- *Technical excellence is the vehicle to our success*
- *As members, we abide by the SACEA Code of Ethics*
- *Success is achieved through win-win partnering*
- *We recognise the importance of competitiveness, and the benefits of collective learning*
- *We value member involvement*
- *People ensure top achieving business*
- *Enjoy SACEA fellowship*



MINERS AT WORK

# Assumptions behind the Strategy



- *We are prepared to share freely on safety, health and environmental issues between all Mining Houses*
- *We are prepared to share best practices*
- *The strategy will be supported by the members*
- *Mine and Engineering Managers will actively support SACEA members in their roles (time, resources)*
- *Members will be committed to sub-committees*

# *Risk to our Strategy*



- No support from Mine and Engineering Managers and Mining Houses*
- Continuous workload increase of members*
- Members do not see the value added through SACEA*
- The necessary finances to pursue our thrusts*
- The repeal of the Certificated Engineer and it's mandatory appointment*



# Closure

# Next Steps



1. *Write CD's*
2. *E-Mail content to SACEA council*
3. *Distribute CD content to SACEA council*
4. *Communicate to members*
  - *Website*
  - *Regional Meeting*
5. *Communicate to Mining Houses*
6. *Communicate to SACMA*
7. *Communicate Thrusts to SACEPA etc*

<i>HAL</i>	<i>30/6</i>
<i>HAL</i>	<i>30/6</i>
<i>HAL</i>	<i>22/6</i>
<i>DMJCS</i>	<i>09/07</i>
<i>HAL</i>	<i>29/07</i>
<i>HAL</i>	<i>31/5</i>
<i>HAL</i>	<i>6/5</i>
<i>HAL</i>	<i>6/5</i>