



# South African Colliery Engineers Association

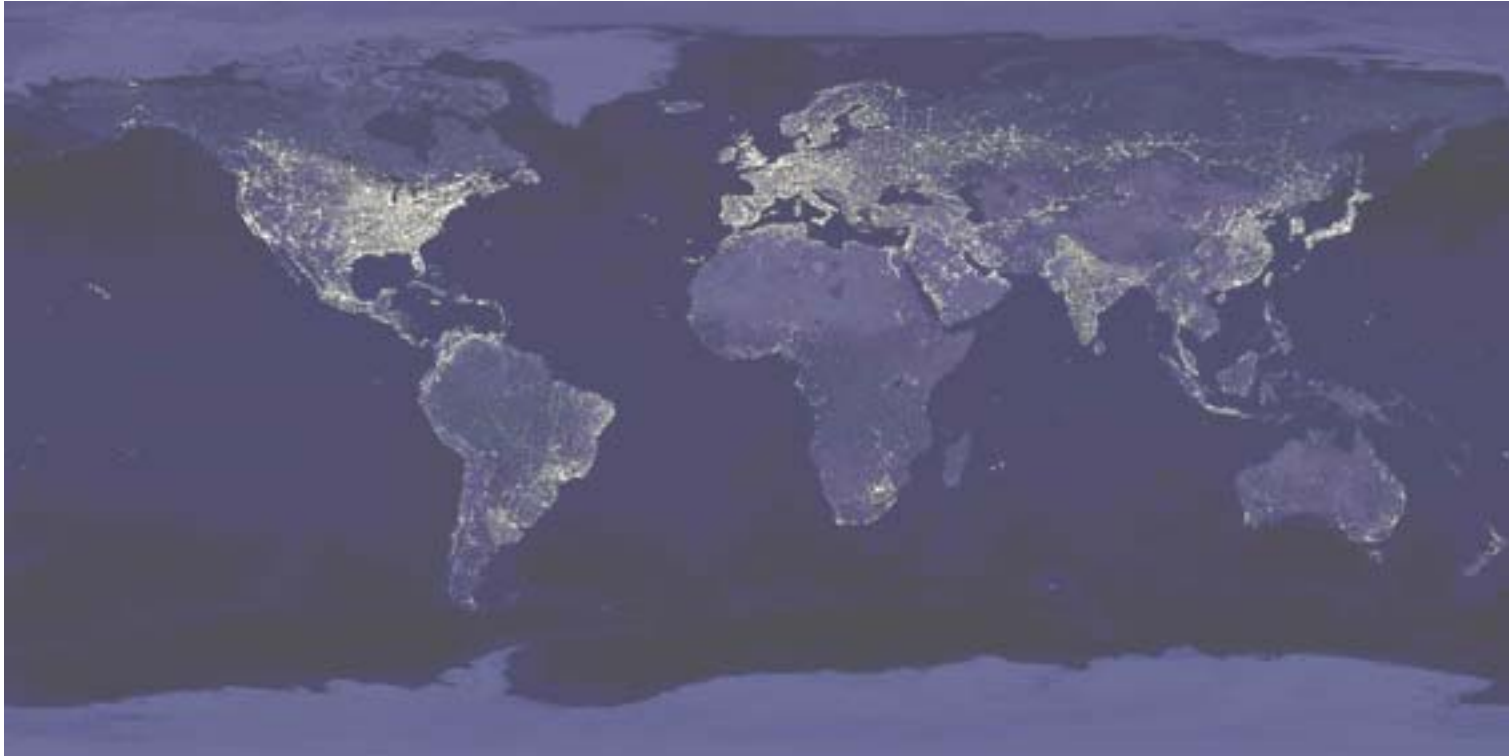
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## *Strategy Review 2005*

*12 – 13 April 2005*

# *A Premise for the Future*

*Composite satellite earth picture showing night-time luminance*



*"The world runs on energy. Our coal business is about safe, responsible energy. In a period of world focus on energy security and a healthy planet, coal will come to the party!"*



# Agenda and Strategy Process

# Key Strategic Approaches



## Strategic approaches to strategy:

- Plan
  - Ploy
  - Pattern
  - Position
  - Perspective
- } ← SACEA Strategy 2005

***“ The key starting point is the acceptance of the counterintuitive notion that the strategic planning process should not be designed to make strategy. Henry Mintzberg call the phrase “strategic-planning” an oxymoron.....real strategies are more likely to be cooked up informally and in real time....”***

***“The purpose of the formal strategic planning process is therefore to:***

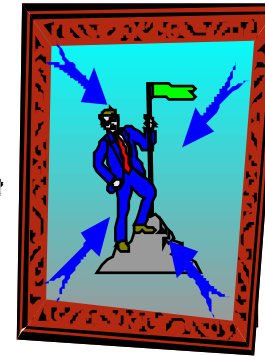
*.....first, build prepared minds (build a capability to respond swiftly to challenges and opportunities as they occur in real time, and*

*.....secondly, to increase the innovativeness of a company’s strategies (...increase the odds that it will happen).*

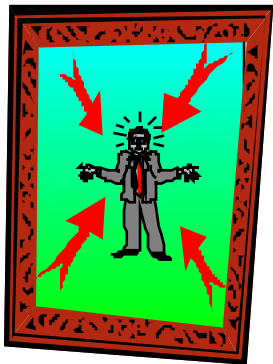
# Basic Strategy Process



- or 1. *Where we need to be ?*
- or 2. *Where we want to be?*
- or 3. *Where we can be?*



*The Flight Plan/Roadmap !*



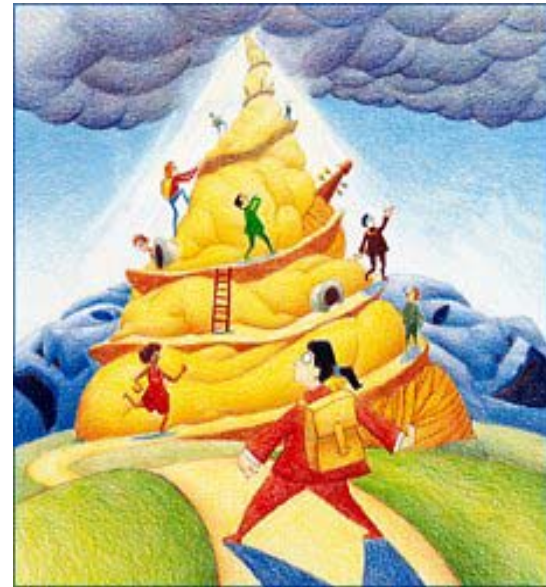
*Where are we now ?*

*The route to the next performance level requires learning from the past*



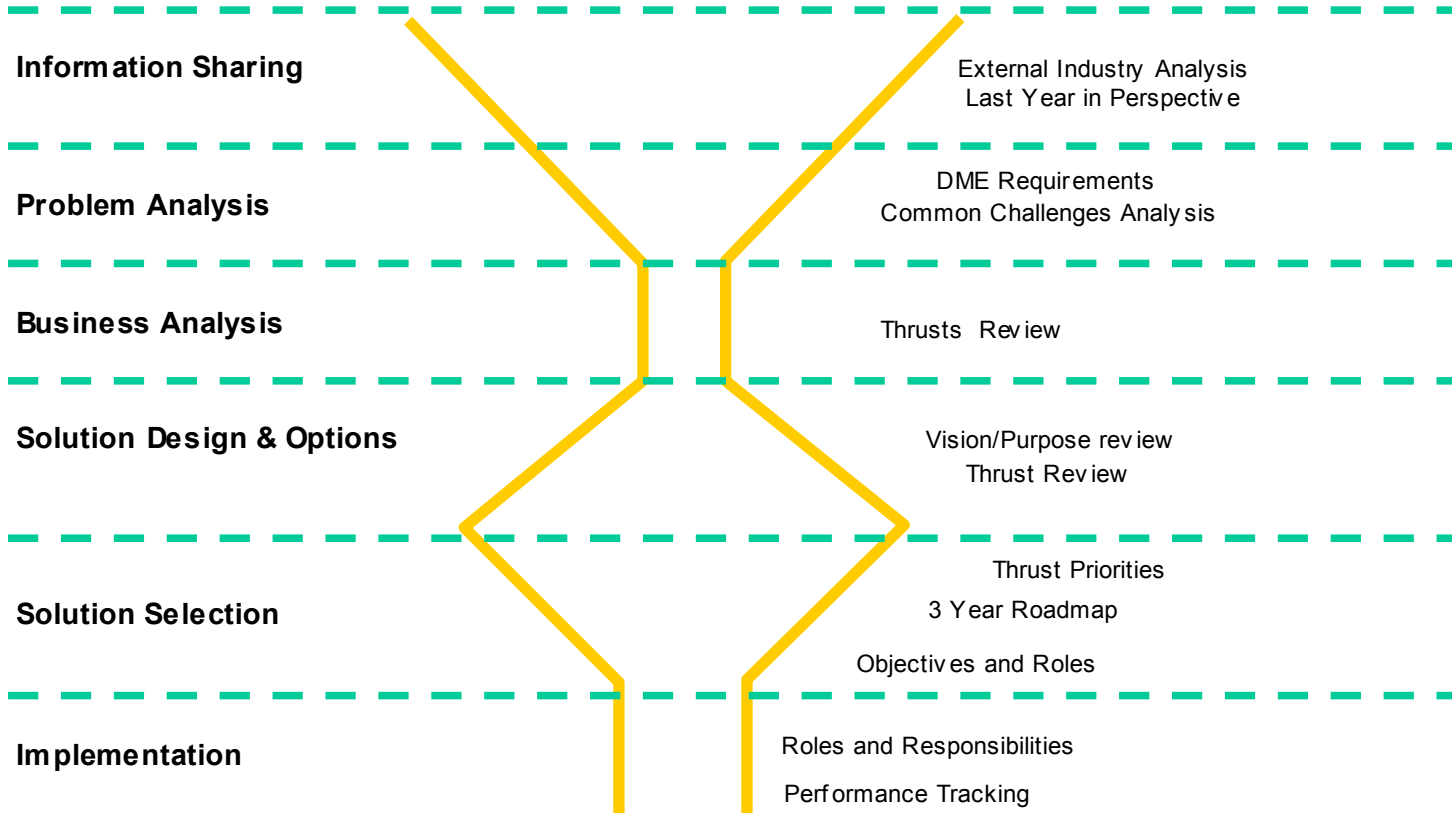
Business success is not achieved through brilliant strategy. It is achieved through the brilliant execution of strategy.

In fact, the execution of strategy is more important than strategy itself.



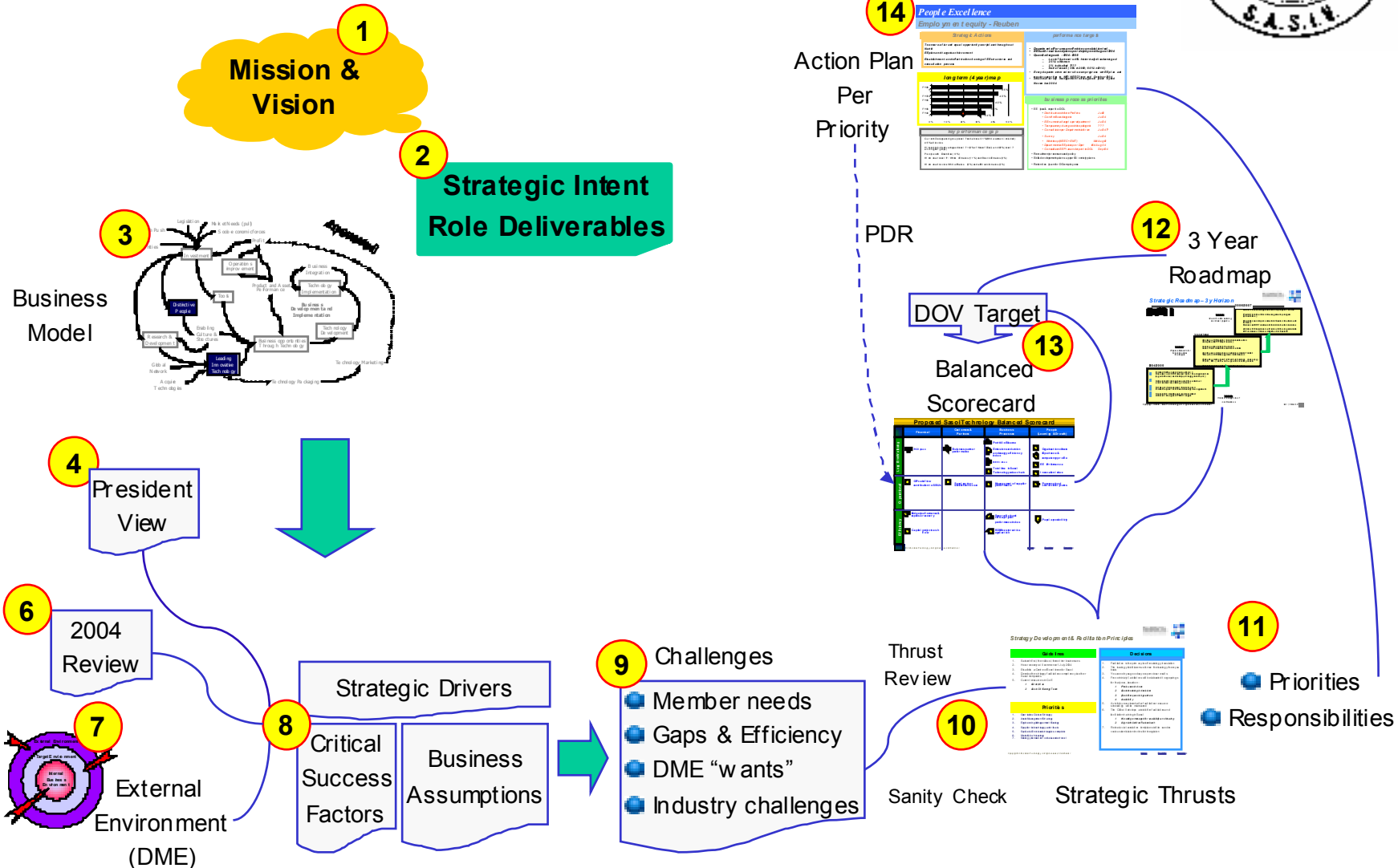
*Harvard Business Review 2002*

# Workshop Framework



# The Strategy Processes

## SACEA Strategy Review





# Agenda



## *Tuesday*

*Environment  
analysis  
2004 Review  
President Views  
DME Wants*

## *Wednesday*

*Vision  
Purpose  
Strategic Intent  
Thrust Review  
Priorities  
3 Year Roadmap*

## *Wrap-up*

*Strategy  
Document  
Completion  
Responsibilities  
Council Meeting*



# Opening

# Objectives



- ◆ *Take a fresh look at our strategy*
- ◆ *Identify a few key “thrusts” with thrust leaders*
- ◆ *Find a way to share the workload and enable success through focus*
- ◆ *Improve the contact with our members to ensure participation (in e.g. meetings)*
- ◆ *Get reassurance from all about our commitment*
- ◆ *Identify the “fun” part in SACEA*
- ◆ *Take a stab on the environmental issues we face and what SACEA can do about it*

# SACEA Matchbox Figures

## What SACEA represent



### ◆ People

- Directly employed: 47 000
  - Support 500 000 citizen lives (family and related jobs)
- Indirectly: ~200 000

### ◆ Assets

- 8 Mining Houses and smaller operators
- 43 Mines, in 4 Provinces

### ◆ Financials

- Total Turnover: R27bn
- Asset base value: ~R100bn?
- GDP contribution: ?, TAX contribution: ?
- Labour bill: R5.5bn
- Fixed Investment: 25% of asset base

### ◆ Safety

- 0.04 fatalities per 200 000 man hours (every 10 days a fatality occurs)
- 0.36 loss time injury frequency rate (LTIFR) per 200 000 man hours

# SACEA Matchbox Figures

## What SACEA represent



### ◆ Products

- *Coal mined per annum: 238million ton pa RSA (90% SACEA)*
- *Coal exported: 70 million ton*
- *Sasol market: 40 million ton; Eskom market: 100 million ton; Industrial Sector: 7 million ton; Metallurgical Sector: 6 million ton; merchants: 6 million ton*
- *If RSA had to import ~ 160 mTon at \$48 it would have costed RSA = R44bn FOB*
- *We accept and acknowledge our responsible towards sustainable development*

### ◆ Contribution

- *We supply coal for 68% of RSA electricity production from Mpumalanga*
- *We supply coal for 90% of RSA electricity production*
- *We supply 37% of RSA liquid fuel supply via coal gasification*

### ◆ Social Responsibility

- *Medical contribution: R3500 per employee per month = R1.76bn pa*
- *HIV/AIDS contribution pa: R50m pa*
- *1% of turnover towards social upliftment pa ~ R270m*

# SACEA Matchbox Figures

## What SACEA represent



### ◆ Engineering Cost

- 65% of all cash cost is managed by Engineers
- 90% of all projects are managed by Engineers

### ◆ Methodology

- Coal is primarily mechanized mining in RSA (done by machines)
- Engineers ensure machines are reliable and available
  - Normally 85% of available production time ensured

### ◆ Training and Development

- Spend 1 ~ 2% of labour bill on training: R40m pa? (+200 artisans pa)
- We think the Coal Mining industry spend more than any other industry in RSA on technician and artisan training

### ◆ Coal Technology

- ~ 150 continuous miners in RSA @ R18m per unit
- ~ 450 shuttle cars in RSA @ R6m per unit
- ~ 30 draglines in RSA @ \$75m per unit, avg bucket size 60m<sup>3</sup> – 85 m<sup>3</sup>
- ~ 150 roof bolt machines @ R3m per unit

# SACEA Matchbox Figures

*What SACEA represent*



## ◆ *Energy utilisation*

- *Coal mining consume 100 MW peak demand*

## ◆ *Environment*

- *Oil recycled per annum ~ ?*

# SACEA 2004 in Review



## What went well

- ◆ Council meetings (strategic leadership)
- ◆ Regional meetings
- ◆ Presidential function
- ◆ Underground user meetings
- ◆ Safety workshop
- ◆ Technical visits
- ◆ Representation on external committees and working groups
- ◆ Fund raising initiatives
- ◆ Recognition to stalwarts
- ◆ Interaction with SACMA and AMRE
- ◆ Technical presentations (nr and quality)
- ◆ Support of senior management towards SACEA
- ◆ Growth in Junior members
- ◆ Pass rate in Exams improved
- ◆ Preparation of Junior Engineers for Exams
- ◆ Influenced the RSA national standards setting
- ◆ Review on underground 'non-flameproof' LDV's
- ◆ Sensitisation of industry w.r.t. flame-proof repairs
- ◆ ECSA code of conduct review participation
- ◆ CoalSafe participation
- ◆ Influence on MPA steering committee

## What did not go well

- ✓◆ Open cast user meetings
- ✓◆ Attendance of regional and sub-committee meetings
- ✓◆ Relationship with ECSA
- ✓◆ Low nr of certificated Engineers registered with ECSA
- ✓◆ No growth in membership
- ✓◆ Support by Engineering Managers
- ✓◆ Website updates, capacity and usage
- ✓◆ Participation of junior and new members
- ✓◆ Did not recruit members from Kumba and small scale mining
- ✓◆ No improvement in relationship with DME
- ✓◆ CTC working relationship





# SACEA in 2005

# SACEA Business Cycle 2005



- ◆ *CoalSafe 2005 – 10 March 05, Regions*
- ◆ *Mine Safety Summit – June 05*
- ◆ *Sustainable Development Conference – Sep/Oct 05*
- ◆ *Examination preparation workshop*
  - *May 2005*
  - *October 2005*
- ◆ *Engineering Examinations*
  - *June 2005*
  - *November 2005*
- ◆ *ECSA registration workshop*
  - *6 May 2005*
- ◆ *Strategic planning Sessions*
  - *SACEA - April*
- ◆ *Presidential Functions:*
  - *SACEA - Sep*

# SACEA Business Cycle 2005



## ◆ SACEA

- Safety Conference – Oct 05
- Technical Symposium – Aug
- Golf day – Sep 05
- Annual joint AMRE and/or SACMA meetings

## ◆ Regional Meetings

- Simon
- 3 per annum (alternate with Technical visits)

## ◆ General Meetings

- At Presidential Function

## ◆ Technical Visits

- Simon
- Target: 3 visits
  - Brandspruit Mine: 11 May, Theme: Battery haulers
  - Richards bay: June

## ◆ User Group Meetings

- Every 2<sup>nd</sup> month
  - Open cast
  - Underground
  - Plant

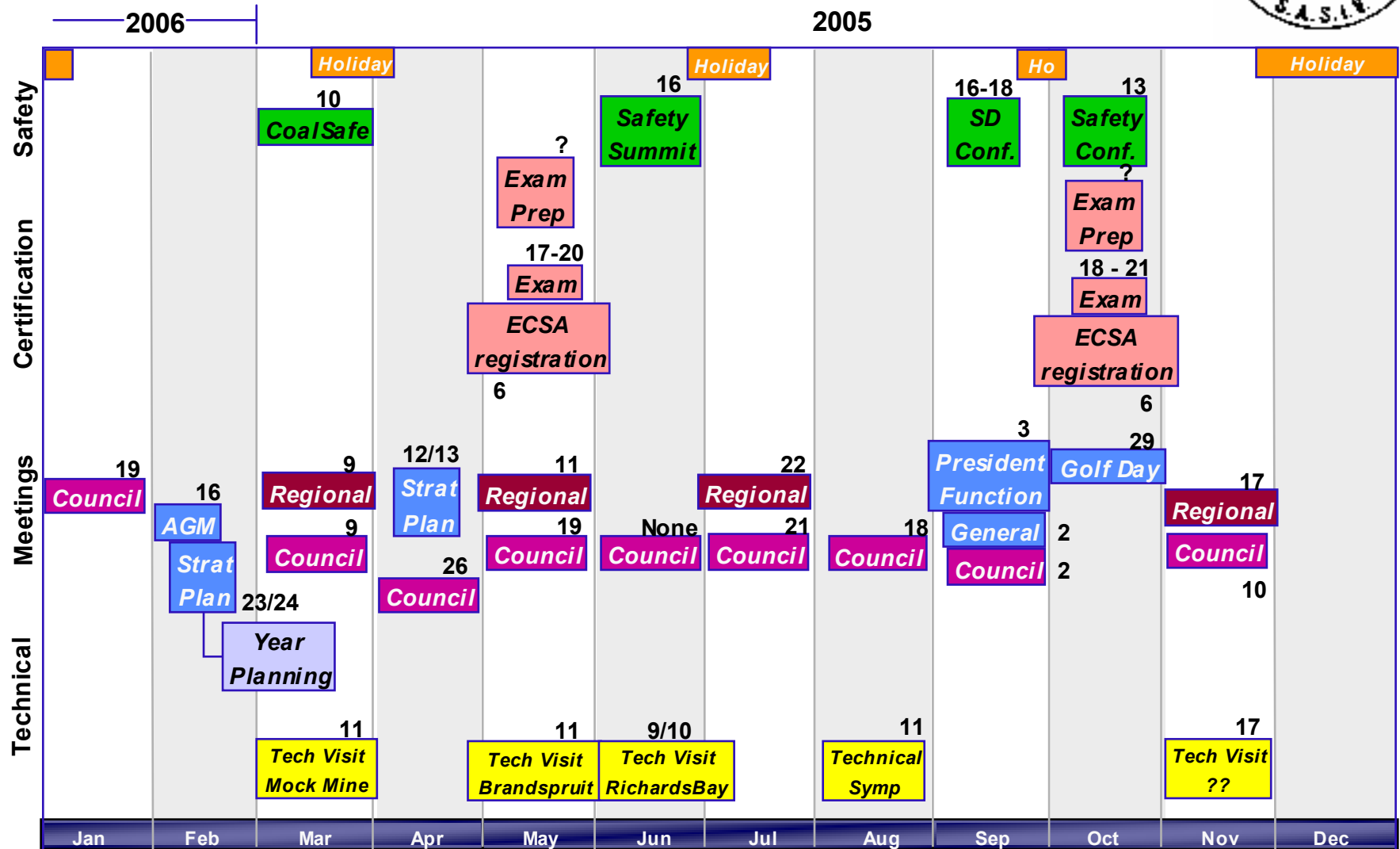
## ◆ Representation on various workgroups

- About 33 workgroups – is this huge nr really necessary?

# SACEA Business Cycle

## Guidelines

- SACEA Council meetings on 2<sup>nd</sup> Thursday of the month, 08:00 for 08:30
- if the 2<sup>nd</sup> Thursday not available, go to 3<sup>rd</sup> Thursday
- Council always before the Regional meeting





# The Radar Screen for 2005 - 2006

# SFA Task Allocation from SACMA

## Council Members



**SACEA**

**Louis**

- ✓ ■ *Training and development of Mining employees through-out the ranks, grow our pool of candidates (SACHRA, SACAFMA, SACEA, SACEPA, etc responsible)*
  - *Link to industry training service providers (Frik, Hanelie, Louis, Alan)*
- ✓ ■ *Interact with service providers*
  - *Eskom electricity supply to Mines (SACEA, Louis)*
- *Specific Safety Initiatives*
  - *Organise Coalsafe 2005 and 2006 (Vusi)*
  - *Organise safety workshop in October 2005 (President of SACEA)*

# Opportunities (1)



## **Bursaries & bursary holders**

- *Is there an opportunity for SACEA to offer bursaries to Engineers?*
- *Do we have the financials to do it*
- *Alignment with METF*
- *Support of MQA bursary holders with technical experience*

## **Review the SACEA involvement in the nr of workgroups and committees**

## **Focus on the relationship with the DME**

- *Interaction regarding CoP's, guidelines*
- *Exchange of newsletters*
- *Communication on directives*

## **Involvement with Tertiary institutions on the quality of Engineering Training**

- *Alignment with METF*
- *Mechanical and Electrical engineers ready for Mining Career*
- *Exposure to GCC examination papers*

## **Involvement of Small Mining Operations (SMO)**

- *Share best practices to improve safety, maintenance, etc*
- *Coach to a SMO*

## **Communication with Heads of Engineering per Mining House**

- *Circulate news flash, etc*
- *Present SACEA strategy plan to them*

# Opportunities (2)



## ✓ Technical Symposium

- Relevancy of topics

## ✓ Safety

- Relationship/alignment with DME objectives on safety improvement
- SACEA Safety workshop – a must go for all in the industry
- Involvement in CoalSafe
- Standardisation of CoP's, SoP's
- Standardisation in working with contractors (with SACAFMA)
- Standardisation of induction
- Setting national standards for safety (SANS, SAFA)

## ✗ SACEA involvement in sustainable development

- Renewable resources
- Energy efficiency

## ✓ Interact with service providers

- Eskom electricity supply to Mines

## ✓ Align with CM&EE

- Eskom relationship
- Public works
- Use this relationship to sensitize the COM and other stakeholders



# Opportunities (3)



## ◆ Website

### ■ Content

- Frequent updates
- Value added information (exam papers, case studies, presentations, calendar)

### ■ Accessibility

- Improve the speed and user friendliness of the website

### ■ Utilisation

- How do we get members and visitors there?
- Advertisement of website (news flash, schools, etc)

## ◆ Involvement in Secondary schooling sector

### ■ Attractiveness of Mining career

### ■ Use the website for advertisement

### ■ Technical visits

# Key Driving Forces: Coal Industry



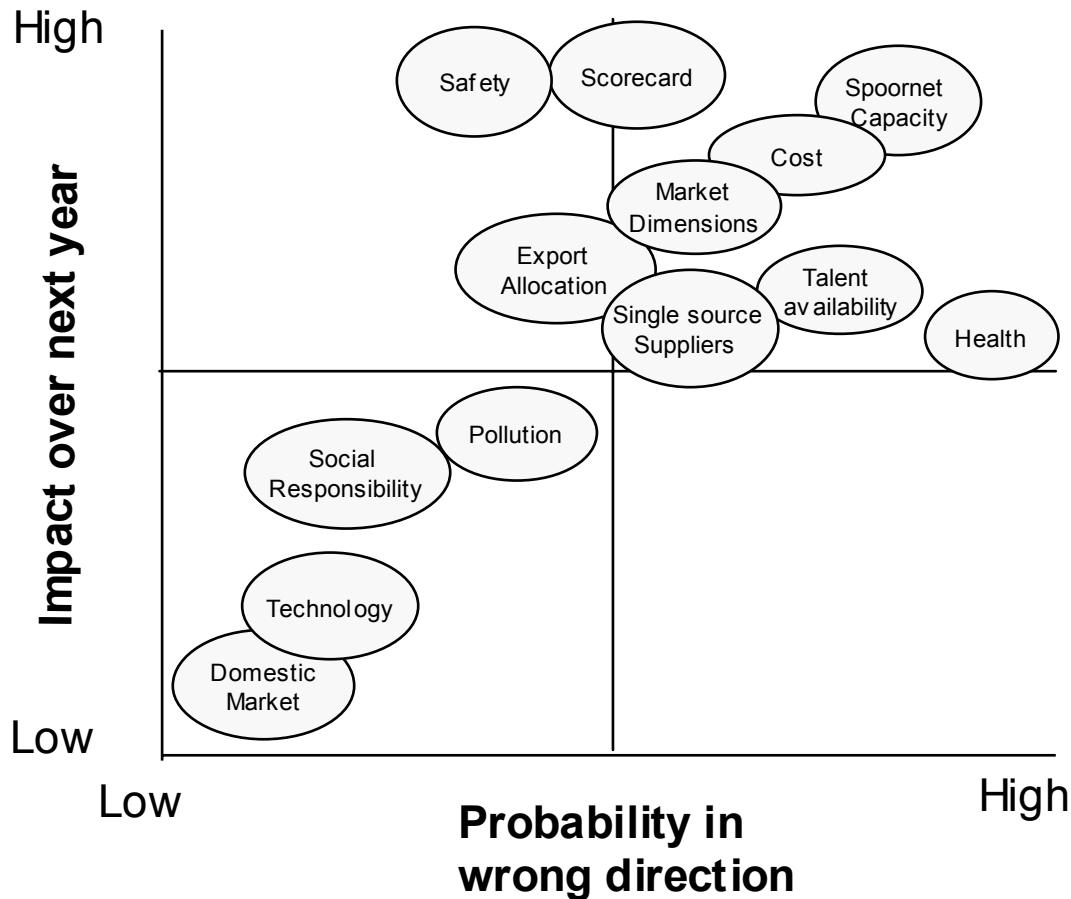
- ◆ *Cost to produce a ton of coal at pithead (benchmarking) – Productivity/technology*
- ◆ *Safety and Employee Health (noise & dust, include aids, community we life in)*
- ◆ *Environment – water & & air pollution (sustainable development)*
- ◆ *Social responsibility (stay in business, local economic development, poverty alleviation, skills)*
- ◆ *Legislation changes and requirements for compliance*
  - *Scorecard - Equity/Mining charter//Money bill etc*
- ◆ *Talent pool – availability of talent and development of potential (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)



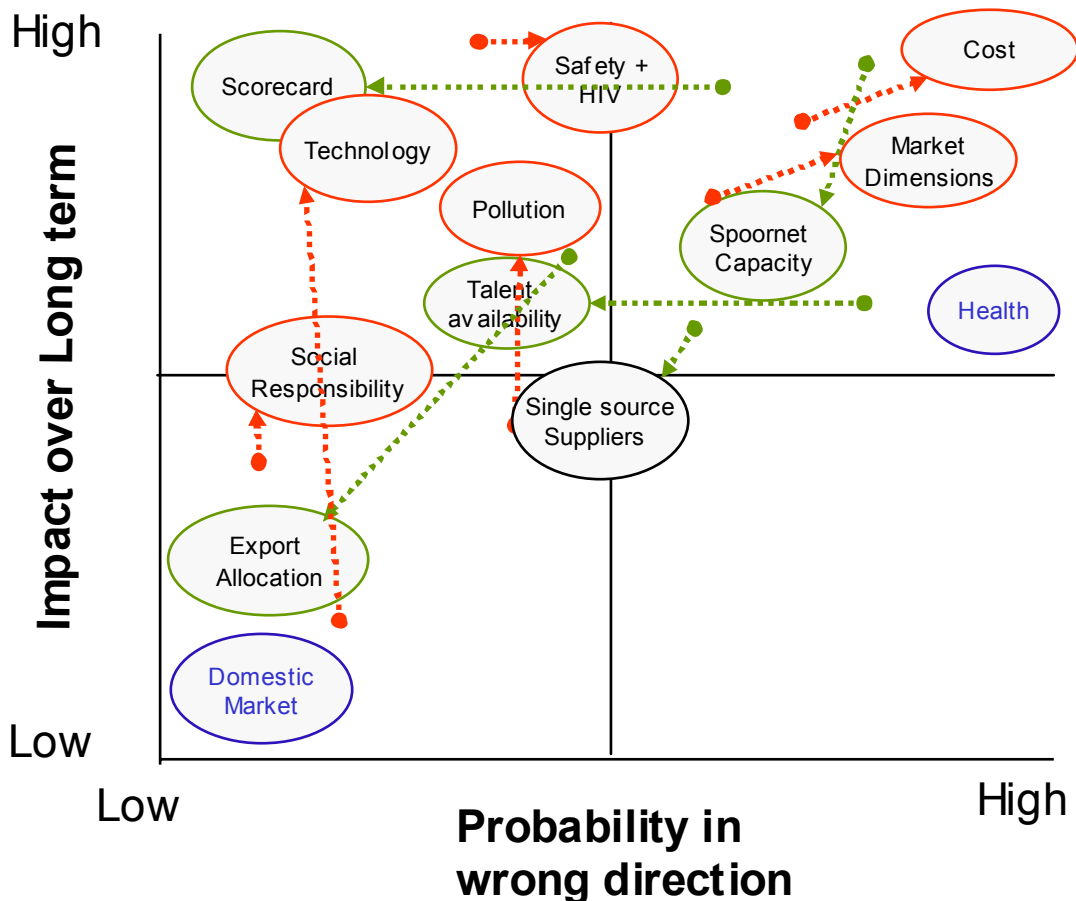
*Validate this against CEO's*



# Risk Understanding of Key Drivers (2003)



*Validate this against CEO's*

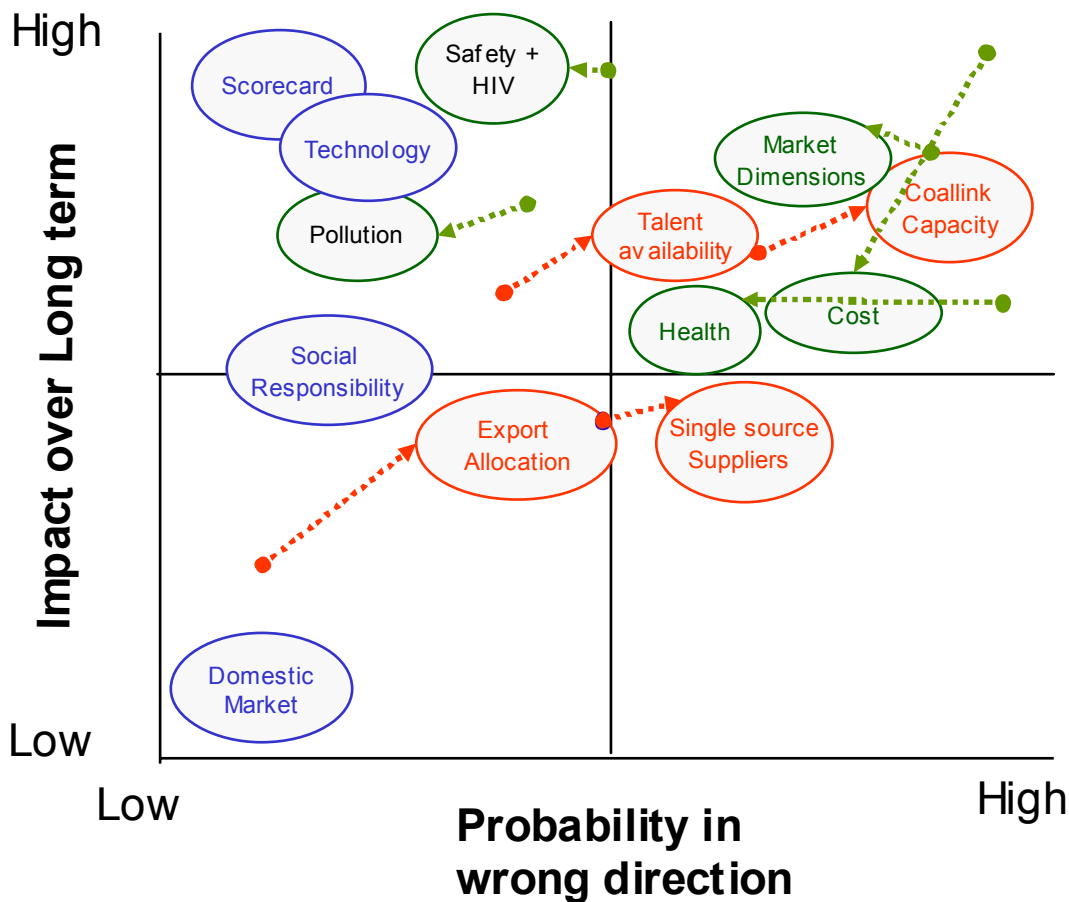


*Negative movement*  
*Positive movement*  
*Stay the same*

# Risk Understanding of Key Drivers (2004)



*Validate this against CEO's*



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

# Key Driving Forces: SACEA 2005



- ◆ **Legislation w.r.t technology and safety issues, labour**
  - ***New governance model for Certificated Engineers***
- ◆ **Compliance and improvement of *SHERQ* standards**
- ◆ **Membership value and company value**
  - ***Share best practices***
  - ***Member Commitment/participation***
  - ***Networking***
  - ***Marketing and communication***
  - ***Having fun***
- ◆ **Influence and impact competency standards setting bodies** (SANS, SAFA, MQA, ECSA, MRAC, CTC)
- ◆ **Competency of technical and operations personnel w.r.t. machinery/equipment**
- ◆ **Influence on technical committees and associations – result in standards** (SACMA, MPA, AMRE)
- ◆ **Alignment with goals of Government/DME**
- ◆ **Alliances with professional associations** (AMRE, SACMA, ECSA, etc)
- ◆ **Council leadership & strategic direction and implementation**
- ◆ **Mine and engineering managers involvement and support**
- ◆ **Influence the adoption of acceptable technology**
- ◆ **Single source/Large suppliers, power to influence price and quality**

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



# Vision and Mission review



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

- 2 Professional
  - ◆ In behavior, responsible, competent, respected, beyond repute, ethical,
- 5 Dynamic
  - ◆ Adaptable, energetic, pro-active, flexible, quest for excellence, challenging
- 3 4 Value-adding
  - ◆ To member and company, leader, participative, to industry, cost sensitive, innovative, standards settings/influence, best practice
- 1 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



- ★ **1.** To empower members through effective interaction and to promote professionalism
- ★ **2.** Acknowledged representing body for members and industry on decision taking forums
- ★ **3.** Influence and lead the technical maturity of the coal mining industry
- ★ **4.** Actively influence the development of safe and practical legislation
- ★ **5.** To uphold SHERQ standards
- ★ **6.** Through competent members, contribute to the bottom-line of the represented Mining Houses
- ★ **7.** Maximum impact in the Coal industry through our association with Professional Associations

# ***Our Accountabilities (Role Deliverables)***



1. *Advancement and status of Engineering fraternity in Coal Mining Industry*
2. *Standards setting contribution to:*
  - *legislation w.r.t technology and safety issues*
  - *competency standards setting bodies (MQA, ECSA, MRAC, CTC)*
  - *technical committees and associations – result in standards (SANS, SAFA)*
3. *Compliance to and improvement of SHERQ standards*
4. *To deliver membership value and company value*
  - *Share best practices*
  - *Member Commitment/participation*
  - *Structure for Networking*
  - *Have fun*
5. *Promote active support by Mine and Engineering managers from all Mining Houses*
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*
11. *Facilitate technical discussions between the Coal Engineering fraternity and suppliers*

# 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 Direction

# 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*



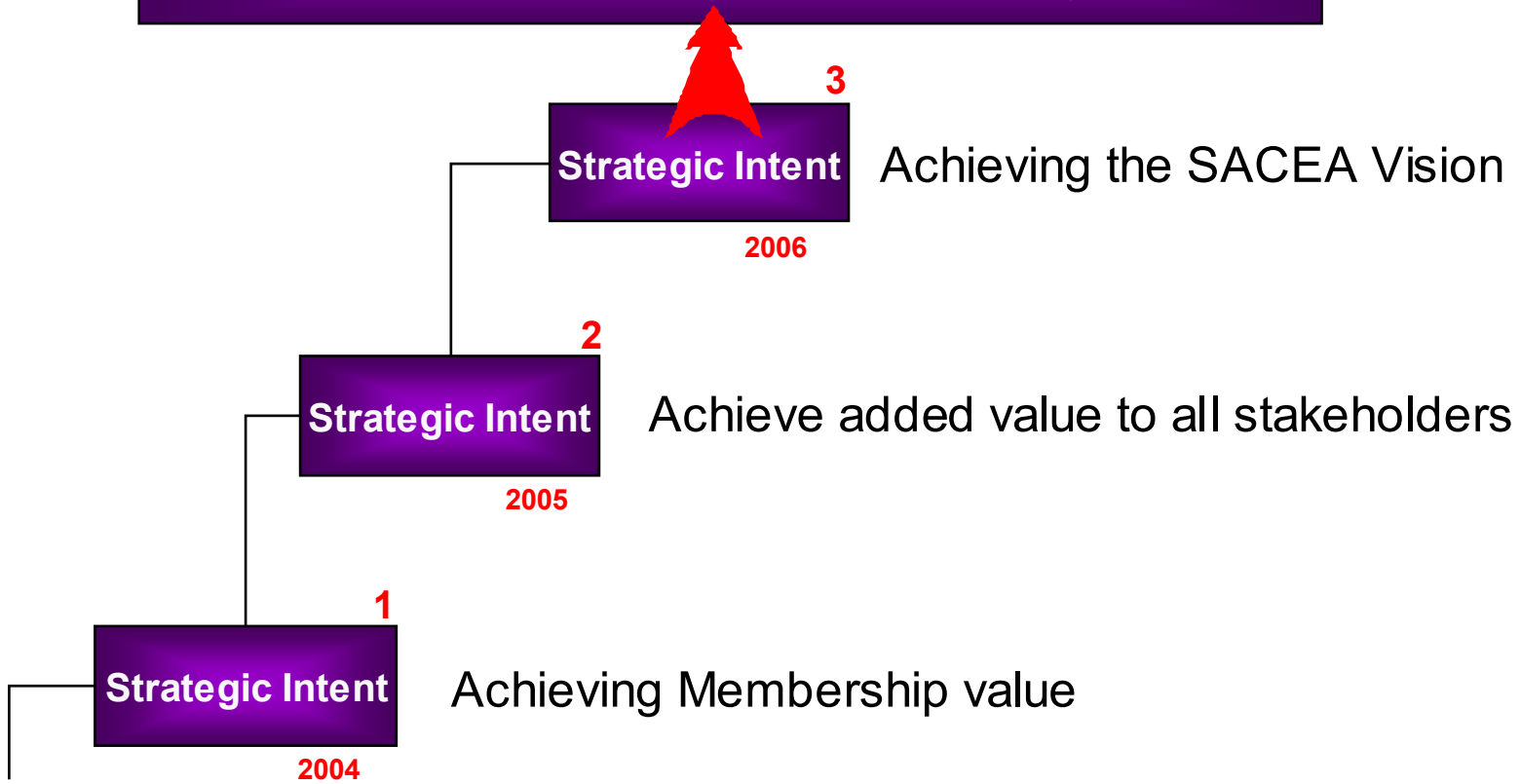
MINERS AT WORK.

# Strategy Roadmap



Where we want to be

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

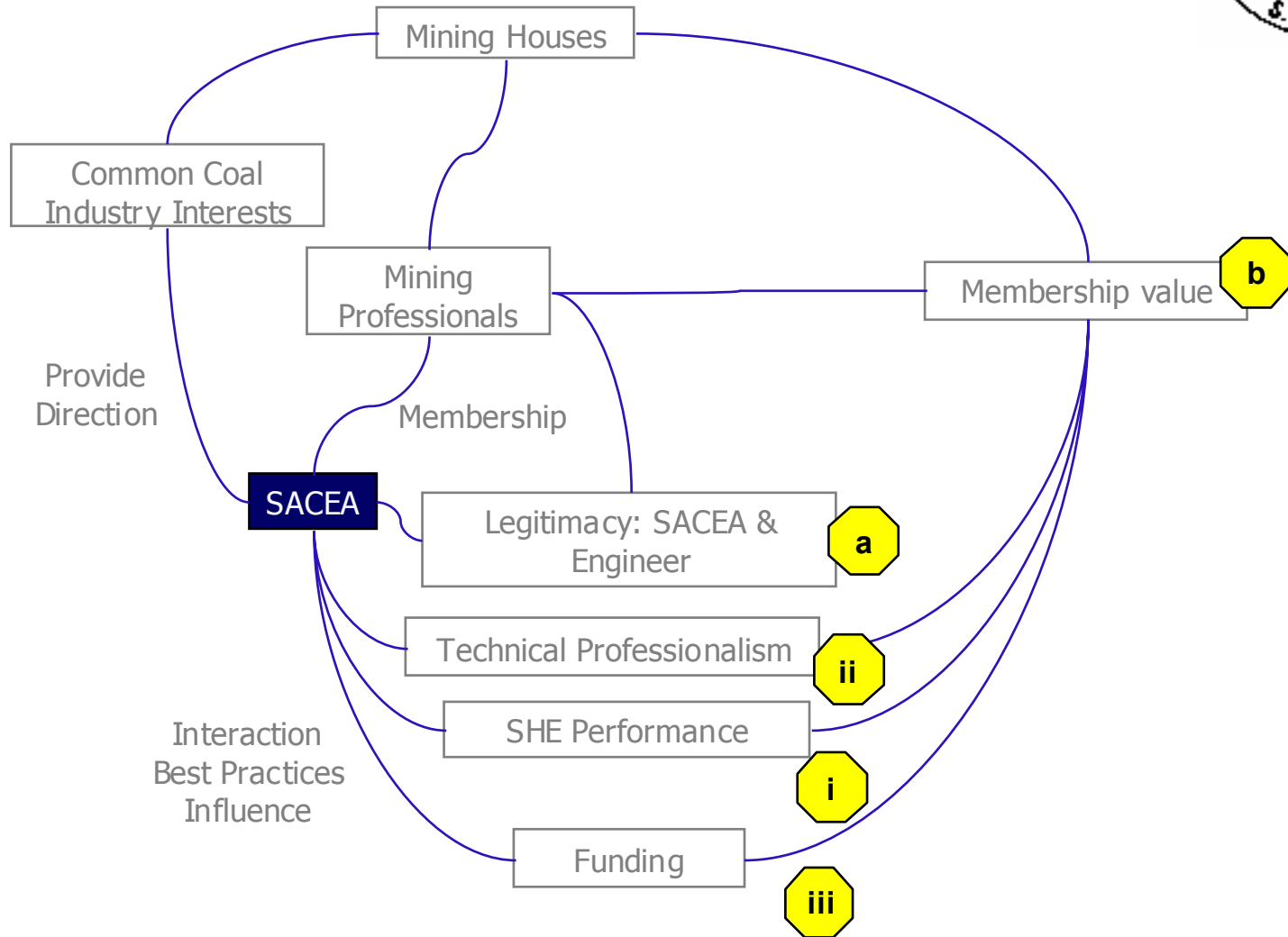


Where we are



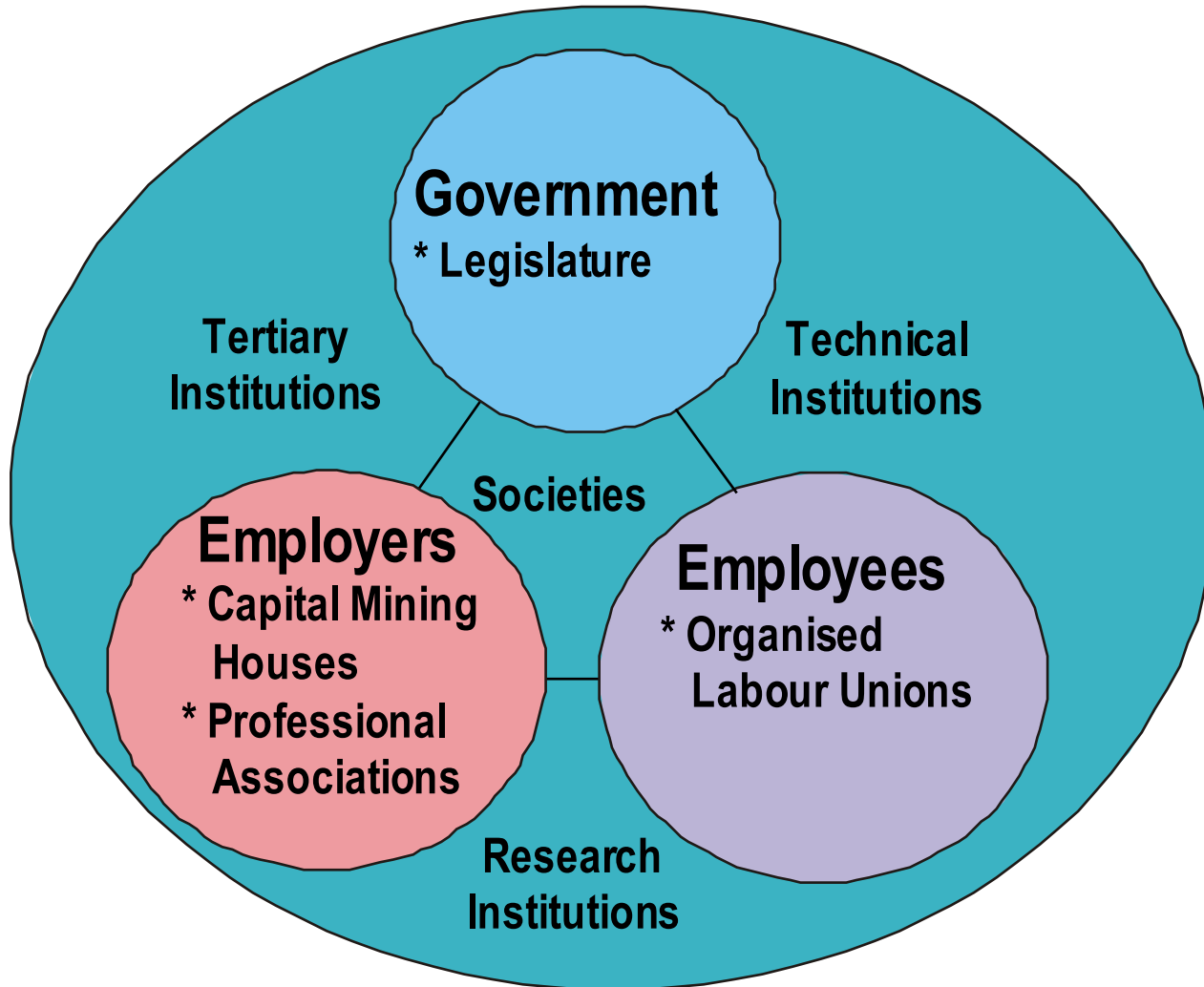
# SACEA “Business” Models

# “Business” Model





# A New South African Work Ethic



**3 Core groupings in a “sea” of others**



# Current Coal Industry Reality

**Technical institutions  
providing technical expertise**

**Professional Associations  
contributing to tripartite forums**

**South African Institute of  
Mining and Metallurgy  
(SAIMM)**

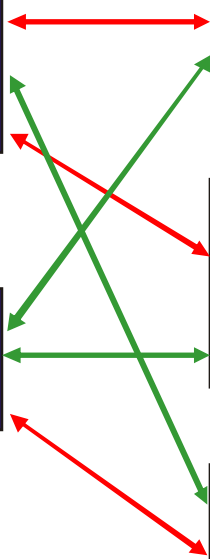
**The South African Colliery  
Managers Association  
(SACMA)**

**Mine Ventilation Society  
(MVS)**

**The South African Colliery  
Engineers Association  
(SACEA)**

**South African Colliery  
Environmental  
Practitioners Association  
(SACEPA)**

--- Weak Link  
— Strong Link





# Strategic Focus Area review

# Strategic Focus Areas - 2005



Association

**a**

- *Legitimacy of SACEA and the Certificated Engineer (ECSA)*

**b**

- *Membership value (link to engineering manager)*

**i**

- *SHE performance (align with DME)*

**ii**

- *Technical Professionalism (people, equipment, association)*

**iii**

- *Funding*

Value Add

**“Reposition for value”**



## Legitimacy of SACEA and the Certificated Engineer

2005

### ■ **The Future of the Certificated Engineer (Trevor)**

- Finalise the profile of the Competent Person (Certificated Engineer, Stage 1 & 2, other engineering practitioners e.g. Foreman, GES, Artisan)
  - Involvement in sub-committees for qualification design levels 1 – 8
- Solve issues around registration and Licensing with ECSA/MQA/DME
- Maintain mandatory appointment of certificated engineers w.r.t. MH&SA

### ◆ **The legitimacy of SACEA (Lampies)**

- Workshop on how to register with ECSA (May, Oct)
- Register as voluntary association with ECSA
- Increase membership:
  - From Kumba and Small Mining Operators
  - From Students (through involvement in Training Centres and through Mentors and Coaches)
  - Target (the 3) female engineers for SACEA membership

### ◆ **Improved interaction with the DME (Louis)**

- Align with the objectives of the DME (sharing of strategies)
- Interaction regarding CoP's, guidelines
- Exchange of newsletters
- Communication on directives

### ◆ **Communication with Heads of Engineering per Mining House (Louis)**

- Present SACEA strategy plan to them
- Continue: Circulate news flash to them
- Invite to Presidential Function

# ECSA Registration



## DOV/Targets

- Requirement to register with ECSA: Registration as a professional engineer, professional certificated engineer, professional technologist, professional technician
- 50 % + 1 of Association Council members registered (mandatory)
  - ✗ SACEA currently - Not meeting the grade (5/15)
    - Internal Target – 11 council members registered. Reports in by Jun05
- >100 voting members by Dec05
  - ✓ SACEA currently – 135
- By Dec05, 30% of association voting members registered with ECSA
  - ✓ SACEA currently – 30.06%
- By Dec06, 40% of association voting members registered with ECSA
- By Dec07, 50% + 1 of association voting members registered with ECSA

# SACEA Strategy towards ECSA



## SACEA Member – R560

### ◆ Individual Activities

- **1 - 2 Point** (for every 8 hours)
- Associations, technical committees, professional committees

### ◆ Organisational Activities

- **1 - 2 Points**
- From 8 opportunities at SACEA
- SACEA Technical visits/conferences/ symposiums will be presented to ECSA for accreditation

## SACEA Guarantee – 3/5 points

### ◆ Work Based Activities

- **2 - 3 Points**
- 1 credit for every 400 hours of engineering related work, including management

## 5 points required

### Other Benefits

- ◆ Assist in ECSA registration
- ◆ Sustainable technical development/learning by engineers
- ◆ SACEA propose to do the technical content screening and sign-off on behalf of ECSA
- ◆ Annual ECSA fee – discount of 40%
- ◆ Best practice transfer from SACEA sub-committees

## Non Member

- ◆ Membership of alternative organisations, (almost all more expensive than SACEA) e.g.
  - SAIMM – R800
- ◆ Non association member ECSA fee – R1200
- ◆ Cost to attend conferences/seminars/workshops / symposiums (more expensive than SACEA), e.g.
  - SACEA ~ R300
  - Other > R1000
- ◆ Miss out on networking opportunities with peers in Mining
- ◆ Miss out on SACEA handling of topical engineering issues

# SFA 2: 2005 Priorities

(Champion: Lampies)



## Membership value (Immediate past President)

2005

### ◆ Council Meetings

- Strategic Focus Area leader to summarise feedback to Council meeting in writing – a one pager
- Reminder to council members on week before meeting for one pager feedback (Simon)
- Commitment to attendance – Council members contract with superiors for attendance
- Agenda – Champions report per SFA, Champions caucus meeting per SFA prior to Council, Synopsis for Presidents News Letter

### ◆ AGM

- Summarise safety achievements for inclusion in documentation
- Include Strategic Focus Area summaries in documentation

### ◆ Support by Engineering Managers, Heads of Engineering (Louis, Charl, Dave, Lampies)

- Present SACEA strategy plan and value proposition
- Discuss support for Council member attendance of meetings
- Discuss support for members to attend meetings/workgroups
- Participation of junior and new members
- Experiential training for private and non-bursary candidates using MQA funds

### ◆ Communication with Heads of Engineering per Mining House (Louis, Simon)

- Develop and circulate Presidents News Letter, etc

### ◆ Website updates, capacity and usage (Charl, Henk)

- Relocate hosting service to COM
- Redesign a user friendly interface (not fancy, speed critical)



# SFA 3: 2005 Priorities

(Champion: David)



## SHE performance (Vice President)

2005

- ◆ *Arrange the SACEA Safety workshop – a must go for all in the industry!*  
*(Lampies, Louis)*
- ◆ *Partnership in CoalSafe (Andre)*
- ◆ *Involvement with SACMA Safety Forum (Rory)*
- ◆ *Standardisation of (Cox)*
  - *CoP's, SoP's coordination between Mining Houses*
  - *Contractor Safety (with SACAFMA)*
    - *Common accepted generic induction framework between Mining Houses (uplift the standard)*
- ◆ *Setting national standards for safety*
  - *Committee participation – (SANS, SAFA) (Thys, Henk)*
  - *Committee participation - OH&SPC (Charl)*
  - *Feedback to Council, Mandate from Council*
- ◆ *Review accidents and incidents for Council meetings (David)*
  - *Collect information before meetings and make recommendations at the meeting*
  - *Liaise with the DME*
  - *Present at regional meetings*
  - *Communication by News flash to members and Heads of Engineering*
  - *Collate information on safety achievements*



## Technical Professionalism *(Regional Chairman)*

2005

- **Development & Training** *(Andre/Koos)*
  - Involvement on commission of examiners *(Koos)*
  - Training and development of engineering employees through-out the ranks, grow our pool of candidates *(Andre – champion of all training related issues)*
    - Quality of training of apprentices (CTC, Olifantsfontein, Sasol, Ingwe)
    - Preparation of candidates for certificate of competency  
Involvement with AMRE on preparation workshops
  - EPA training *(Henk)*
    - Active participation with all the stakeholders (SAFA, DME, Training Houses, etc)
- ◆ **Interact with service providers**
  - Attend the CM&EE meetings on a regular basis *(Louis)*
  - Identify the collective risk to the coal mining industry w.r.t. electricity supply *(Henk)*
  - Sensitize the COM and other stakeholders
- ◆ **Regional meetings and user sub-committees** *(Regional Chairman-Schalk)*
  - Focus on the issues form the collective engineering challenges in coal mining (next slide)
  - Identify Chairpersons for the User Group Forums *(Schalk/Ephraim)*
  - Directing of the User Groups *(Ephraim)*
    - Underground – To be confirmed
    - Plant – Faizil
    - Open cast - Ephraim
  - Technical Visits and symposium *(Schalk, Andre)*
    - Arrange 5 technical visits per annum
    - Arrange technical symposium
- ✗ **Involvement with Tertiary institutions on the quality of Engineering Training**
  - Alignment with METF
  - Mechanical and Electrical engineers ready for Mining Career
  - Exposure to GCC examination papers
- ✗ **Involvement in Secondary schooling sector**

# Key engineering challenges in Coal Mining at the moment



## ◆ *Environmental*

- *Re-use/recycling of oil*

## ◆ *Maintenance cost:*

- *Cost trends*
- *Quality of spares*
- *Availability of spares for open cast machinery*
- *Maintenance techniques - condition monitoring*

## ◆ *Equipment performance*

- *Reliability of machines (JOY CM)*

## ◆ *Training*

- *Specific equipment training (JNA II, draglines)*
- *Time to train apprentice on learnerships (quality of artisans)*

## ◆ *Introduction of new technology at a premium*

- *JNA II (cost and reliability)*
- *Control technology*

## ◆ *Short comings in technology*

- *Communication systems (telemetry)*
  - *E.g. Long conveyer systems*
- *Design of equipment to enhance safety, health and ergonomics*



## Funding

2005

- **Annual Membership Fees**
  - SACEA/ECOSA strategy as vehicle to attract more members (*Louis*)
- **Continuous follow-up by Mining House representatives on Council on out-standing debt**
  - Xstrata - David
  - Ingwe - Trevor
  - Anglo - Lampies
  - Sasol - Charl
  - Total - Johnny
  - Kumba - ?
  - Eyeziswe - Faizil
  - SMO - ?
- **Fun in SACEA**
  - Annual Golf Day (*Louis*)
  - Presidential Function (*Louis, Simon*)
- **Other sources of revenue (addressed in other SFA's)**
  - Technical Symposium
  - Safety Workshop



# **Strategic Focus Area review**

## **Task list per Council Member**

# SFA Task Allocation

## Council Members



**Louis**

*President*

- ◆ **Improved interaction with the DME (Louis)**
  - Align with the objectives of the DME (sharing of strategies)
  - Interaction regarding CoP's, guidelines
  - Exchange of newsletters
  - Communication on directives
- ◆ **Communication with Heads of Engineering per Mining House (Louis)**
  - Present SACEA strategy plan to them
  - Continue: Circulate news flash to them
  - Invite to Presidential Function
- ◆ **Support by Engineering Managers, Heads of Engineering (Louis, Charl, Dave, Lampies)**
  - Present SACEA strategy plan and value proposition
  - Discuss support for Council member attendance of meetings
  - Discuss support for members to attend meetings/workgroups
  - Participation of junior and new members
  - Experiential training for private and non-bursary candidates using MQA funds
- ◆ **Communication with Heads of Engineering per Mining House (Louis, Simon)**
  - Develop and circulate Presidents News Letter, etc
- ◆ **Arrange the SACEA Safety work shop – a must go for all in the industry! (Lampies, Louis)**
- ◆ **Interact with service providers**
  - Attend the CM&EE meetings on a regular basis (Louis)
  - Identify the collective risk to the coal mining industry w.r.t. electricity supply (Henk)
  - Sensitize the COM and other stakeholders
- **Fun in SACEA**
  - Annual Golf Day (Louis)
  - Presidential Function (Louis, Simon)
- **Annual Membership Fees**
  - SACEA/EC SA strategy as vehicle to attract more members (Louis)

# SFA Task Allocation

## Council Members



### Lampies

Page 1

**Champion: SFA2**

Membership value  
(Immediate past  
President)

- ◆ **The legitimacy of SACEA (Lampies)**
  - Workshop on how to register with ECSA (May, Oct)
  - Register as voluntary association with ECSA
  - Increase membership:
    - From Kumba and Small Mining Operators
    - From Students (through involvement in Training Centres and through Mentors and Coaches)
    - Target (the 3) female engineers for SACEA membership
- ◆ **Council Meetings**
  - Strategic Focus Area leader to summarise feedback to Council meeting in writing – a one pager
  - Reminder to council members on week before meeting for one pager feedback (Simon)
  - Commitment to attendance – Council members contract with superiors for attendance
  - Agenda – Champions report per SFA, Champions caucus meeting per SFA prior to Council, Synopsis for Presidents News Letter
- ◆ **AGM**
  - Summarise safety achievements for inclusion in documentation
  - Include Strategic Focus Area summaries in documentation
- ◆ **Support by Engineering Managers, Heads of Engineering (Louis, Charl, Dave, Lampies)**
  - Present SACEA strategy plan and value proposition
  - Discuss support for Council member attendance of meetings
  - Discuss support for members to attend meetings/workgroups
  - Participation of junior and new members
  - Experiential training for private and non-bursary candidates using MQA funds
- ◆ **Arrange the SACEA Safety work shop – a must go for all in the industry! (Lampies, Louis)**
- ◆ **Continuous follow-up by Mining House representatives on Council on out-standing debt**
  - Anglo - Lampies

# SFA Task Allocation

## Council Members



### David

Page 1

**Champion: SFA3**

*SHE performance (Vice President)*

- ◆ *Review accidents and incidents for Council meetings (David)*
  - *Collect information before meetings and make recommendations at the meeting*
  - *Liaise with the DME*
  - *Present at regional meetings*
  - *Communication by News flash to members and Heads of Engineering*
  - *Collate information on safety achievements*
- ◆ *Continuous follow-up by Mining House representatives on Council on out-standing debt*
  - *Xstrata - David*



# SFA Task Allocation

## Council Members



### Trevor

Page 1

#### **Champion: SFA1**

*Legitimacy of SACEA  
and the Certificated  
Engineer*

- **The Future of the Certificated Engineer (Trevor)**
  - Finalise the profile of the Competent Person (Certificated Engineer, Stage 1 & 2, other engineering practitioners e.g. Foreman, GES, Artisan)
    - Involvement in sub-committees for qualification design levels 1 – 8
  - Solve issues around registration and Licensing with ECSA/MQA/DME
  - Maintain mandatory appointment of certificated engineers w.r.t. MH&SA
- **Continuous follow-up by Mining House representatives on Council on out-standing debt**
  - Ingwe - Trevor

# SFA Task Allocation

## Council Members



### Schalk

*Regional Chairman*

**Champion: SFA4**

*Technical*

*Professionalism  
(Regional Chairman)*

#### ◆ *Regional meetings and user sub-committees (Regional Chairman-Schalk)*

- *Focus on the issues form the collective engineering challenges in coal mining (next slide)*
- *Identify Chairpersons for the User Group Forums (Schalk/Ephraim)*
- *Directing of the User Groups (Ephraim)*
  - *Underground – To be confirmed*
  - *Plant – Faizil*
  - *Open cast - Ephraim*
- *Technical Visits and symposium (Schalk, Andre)*
  - *Arrange 5 technical visits per annum*
  - *Arrange technical symposium*

# SFA Task Allocation

## Council Members



### Faizil

Page 1

**Champion: SFA5**

Funding

- Continuous follow-up by Mining House representatives on Council on out-standing debt
  - Eyeziswe - Faizil
- ◆ Regional meetings and user sub-committees (**Regional Chairman-Schalk**)
  - Directing of the User Groups (**Ephraim**)
    - Underground – To be confirmed
    - Plant – **Faizil**

# SFA Task Allocation

## Council Members



### Simon

Page 1

#### ◆ *Communication with Heads of Engineering per Mining House* *(Louis, Simon)*

- *Develop and circulate Presidents News Letter, etc*

#### ◆ *Reminder to council members on week before meeting for one pager feedback* *(Simon)*

#### ◆ *Fun in SACEA*

- *Presidential Function* *(Louis, Simon)*

# SFA Task Allocation

## Council Members



**Dave**

Page 1

- ◆ *Support by Engineering Managers, Heads of Engineering (Louis, Charl, Dave, Lampies)*
  - *Present SACEA strategy plan and value proposition*
  - *Discuss support for Council member attendance of meetings*
  - *Discuss support for members to attend meetings/workgroups*
  - *Participation of junior and new members*
  - *Experiential training for private and non-bursary candidates using MQA funds*

# SFA Task Allocation

## Council Members



### Charl

Page 1

- ◆ **Support by Engineering Managers, Heads of Engineering (Louis, Charl, Dave, Lampies)**
  - Present SACEA strategy plan and value proposition
  - Discuss support for Council member attendance of meetings
  - Discuss support for members to attend meetings/workgroups
  - Participation of junior and new members
  - Experiential training for private and non-bursary candidates using MQA funds
- ◆ **Website updates, capacity and usage (Charl, Henk)**
  - Relocate hosting service to COM
  - Redesign a user friendly interface (not fancy, speed critical)
- ◆ **Setting national standards for safety**
  - Committee participation – (SANS, SAFA) (Thys, Henk)
  - Committee participation - OH&SPC (Charl)
  - Feedback to Council, Mandate from Council
- **Continuous follow-up by Mining House representatives on Council on out- standing debt**
  - Sasol - Charl

# SFA Task Allocation

## Council Members



**Henk**

Page 1

- ◆ **Website updates, capacity and usage (Charl, Henk)**
  - Relocate hosting service to COM
  - Redesign a user friendly interface (not fancy, speed critical)
- ◆ **Setting national standards for safety**
  - Committee participation – (SANS, SAFA) (Thys, Henk)
  - Committee participation - OH&SPC (Charl)
  - Feedback to Council, Mandate from Council
- **Development & Training (Andre/Koos)**
  - EPA training (Henk)
    - Active participation with all the stakeholders (SAFA, DME, Training Houses, etc)
- ◆ **Interact with service providers**
  - Identify the collective risk to the coal mining industry w.r.t. electricity supply (Henk)
  - Sensitize the COM and other stakeholders

# SFA Task Allocation

## Council Members



### Andre

Page 1

- ◆ **Partnership in CoalSafe (Andre)**
- ◆ **Development & Training (Andre/Koos)**
  - Training and development of engineering employees through-out the ranks, grow our pool of candidates (**Andre – champion of all training related issues**)
    - Quality of training of apprentices (CTC, Olifantsfontein, Sasol, Ingwe)
    - Preparation of candidates for certificate of competency  
Involvement with AMRE on preparation work shops
- ◆ **Regional meetings and user sub-committees**
  - Technical Visits and symposium (**Schalk, Andre**)
    - Arrange 5 technical visits per annum
    - Arrange technical symposium



# SFA Task Allocation

## Council Members



### Cox

Page 1

#### ◆ Standardisation of (Cox)

- CoP's, SoP's coordination between Mining Houses
- Contractor Safety (with SACAFMA)
  - Common accepted generic induction framework between Mining Houses (uplift the standard)

# *SFA Task Allocation*

## *Council Members*



### **Thys**

*Page 1*

#### ◆ *Setting national standards for safety*

- *Committee participation – (SANS, SAFA) (Thys, Henk)*
- *Committee participation - OH&SPC (Charl)*
- *Feedback to Council, Mandate from Council*

# SFA Task Allocation

## Council Members



### Koos

Page 1

- **Development & Training (Andre/Koos)**
  - Involvement on commission of examiners (Koos)
  - EPA training (Henk)
    - Active participation with all the stakeholders (SAFA, DME, Training Houses, etc)

# SFA Task Allocation

## Council Members



### Ephraim

Page 1

- ◆ **Regional meetings and user sub-committees (Regional Chairman-Schalk)**
  - **Identify Chairpersons for the User Group Forums (Schalk/Ephraim)**
  - **Directing of the User Groups (Ephraim)**
    - **Underground – To be confirmed**
    - **Open cast - Ephraim**

# *SFA Task Allocation*

## *Council Members*



**Johnny**

*Page 1*

- *Continuous follow-up by Mining House representatives on Council on out-standing debt*
  - *Total - Johnny*

# *SFA Task Allocation*

## *Council Members*



**Rory**

*Page 1*

- *Involvement with SACMA Safety Forum (Rory)*

# Closure