

# South African Colliery Engineers Association

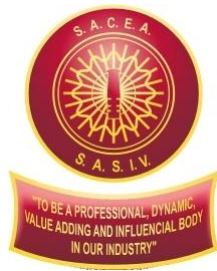
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**Strategy Review 2012**

20-22 February 2012

# *Opening*





# ***Presidents Welcome***

*Jacob du Plessis*

## President's Focus

- *We need to reenergise the “enthusiasm of belonging to SACEA”*
- *We thank our spouses in supporting us!*
- *Our strategy is still applicable and sound – it is about execution*
- *We need to focus on accountability and delivery*
- *President's main focus 2012:*
  - *Safety, especially considering the high number of fatalities in the coal mining industries*
  - *Technology – the engineering focus of SACEA*
- *As SACEA council/members we have to live by the constitution – attending meetings/events, living the values.*

# SACEA Coal Industry Scenarios (draft)



## High Demand for Coal

### Scenario 2: "Cheap coal is in!"

- Low productivity
  - High CFC, low efficiency, high labour cosy
- High production cost
- CO2 penalties probable
- High infrastructure cost (RB not on time)
- Scarcity of water

### Scenario 1: "Booming Coal"

- Shortage of coal supply
- Acceptable coal pollution solutions – CCS, CO2
- Electron/electricity economy growing
- Clean energy commercialisation slow

## Low Profit Industry

## High Profit Industry

### Scenarios 3: "Coal not Sexy"

- Alternative energy sources found (shale gas)
- Hydro-Electricity from Moz, Congo
- Stringent environmental legislation
- Economic crises in RSA
- Affordable renewable energy
- Global depression
- Regulatory interference

### Scenario 4: "Coal Frustration"

- Over supply in coal industry
  - Old mines close, forced closures
  - Waterberg slow
- Change in mining methods – productivity up (tools, skills methods)
- Declining reserves
- Slow mining rights conversions
- Slow/no investment by mining houses

## Low Demand for Coal

# ***SACEA Coal Industry Scenarios*** (general indicators)

## **High Coal Demand**

- High economic activity increase energy demand
- High growth in electricity demand
- Energy alternatives do not meet demand
- Environmental solutions to coal pollution

2011

2012

## **Low Profit Industry**

Low growth in the overall global economy: < 3.5% p.a.  
Strong Rand/\$ < 8.00

## **High Profit Industry**

Strong average global growth >4%  
Weak Rand/\$ > 8.00

## **Weak Coal Demand**

- Energy alternatives commercially viable – decrease fossil fuel demand
- Environmental pressures decrease coal use
- Low economic growth decrease demand

# ***SACEA Performance in 2011***

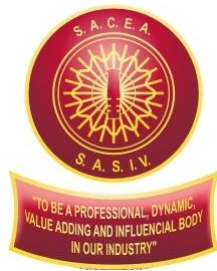
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*Collate, Influence, Share*



# ***2011 Industry Review (general)***

- Regulator impact in business increasing
  - *Changes to regulations*
  - *More inclined to issue section 54*
  - *Infringement on one mine/shaft may lead to shutdown on entire operation*
- Impact of Technology in our business
  - *Drive for cost effectiveness, remote sensing and detection, automation*
  - *OEM development not aligned with regulatory requirement e.g. auto stop*
- Increasing focus on safety and impact
  - *Now national imperative according Minister S. Shabangu*
  - *CE's will be held accountable*
- Cost of Energy and it's impact on mining
  - *Electricity cost increasing, capacity constraint may prevent growth*
  - *Fuel shortages may occur*
- Investment
  - *National business climate not friendly towards local and foreign direct investment*
- Beneficiation and impact of "Super Tax"



## ***Heads of Engineering Feedback***

- In support of SACEA
- Requires SACEA to play key role in industry
- Support members to attend meetings
- Pressure to increase diversity of Council
- Good relationship and feedback to continue

### SACEA comments:

- A few HOEs and/or their subordinates not members of SACEA
  - *May impact support for SACEA activities*
- “SACEA hymn sheet” to become a key vehicle of communication with HOEs and mines (hymn sheet to form part of newsletter also)



# ***Thrust Review 2011***

*Thrust 1: Higher level of influence in the Chamber of Mines, SANS, Government Chief Engineer as vehicles for delivery (sustain influence in MQA, ECSA)*

## **What went well?**

- GOOD DELIVERY
- DMR attended regional meetings to provide feedback
- DMR intervention at HOE – Limpopo attended
- DMR involvement in safety workshop
- ECSA registration committee functioned well
- Dirk van Niekerk elected on MQA sub-committees

## **What can we improve on?**

- SACEA lost “seat” at ECSA council (Charl N. not elected)
- No alignment between DMR and ECSA and CBE

# ***Thrust Review 2011***

*Thrust 2: Influence and formalise the GCC process and system to significantly improve the integrity and pass-rate*

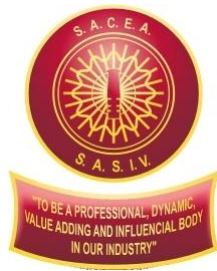


## **What went well?**

- GCC process for Junior Engineers put in place (1<sup>st</sup> year cluster etc.)
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## **What can we improve on?**

- Not all Mining Houses participating in “Donald Wright classes” yet – use the processes available
- Achieve full support from all HOE’s
- All mining houses contribute to questions! – “bank of questions for coal industry in place”



# ***Thrust Review 2011***

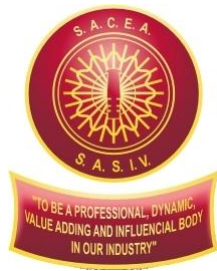
*Thrust 3: Committed HOE that action SACEA solutions (support and drive agreed common priorities for implementation)*

## **What went well?**

- HOE forum well supported and went well
- Very good relationship continue
- SACEA strategy and Thrusts well accepted
- Continue to sell the position that the “road to ECSA is via SACEA”!

## **What can we improve on?**

- Achieve involvement of HOE’s in User Group meetings in 2012
- Not all Engineering Managers registered with SACEA
- Company representatives to actively engage HOE throughout the year on feedback, attendance trends
  - *Drive attendance of sub-committee forums*
  - *Attendance numbers made available per Mining House for all forums and discussed with HOE*
  - *Potential vs actual membership numbers*
- SACEA on the agenda of Engineering Forums! Mining House representative to give feedback



# ***Thrust Review 2011***

## ***Thrust 4: Membership pipeline to achieve diversity objectives in the Council (including young engineers)***

### **What went well?**

- Candidate pipeline grown by 26
- “Address unknown” cleaned-up
- Constitution changed for retired members
- Diversity candidates identified, nominated and voted in
- Female members on SACEA increasing
- Good participation and membership – but can increase
- Good young stars entering the system – must be roped in now!

### **What can we improve on?**

- Re-energise participation in SACEA activities
- Company representative to actively manage list of engineers, membership and participation
- Feedback of “SACEA status quo” for company at Engineering Meetings! Emphasize programs, value and CBD points
- Include SACEA and ECSA as company prerequisites in Mining House policies
- Conclude Council/Regional Meetings with feedback hymn sheet for company representatives
- 40% of our members no dot have full voting rights (candidate members) – manage to full membership within 3 years
- Lack of ECSA vs DMR alignment on registration/certification – FUTURE?

# ***Thrust Review 2011***

## ***Thrust 5: Drive conveyer regulation and fatal risk standards (FRS) to conclusion***

### **What went well?**

- Conveyor regulation changes developed – with SACEA input. Must now be promulgated.
- Conveyor Manufacturer Association (CMA) also developed leading practices that can be adopted
- FRS draft developed and circulated for comment – must now be distributed in final form
- Collision avoidance system/practices from Chamber of Mines progressing well

### **What can we improve on?**

- Setup working group for specific conveyor challenges to do proactive work e.g. safety devices and lock-outs to define best practices in coordination with the CMA
- Present final FRS to HOE for acceptance (4&5 May)
- Include FRS in tri-partite regional meetings
- Alignment with DMR in terms of standards for collision avoidance underground – working groups

# ***Thrust Review 2011***

*Thrust 6: Continued delivery on technical content, ECSA registration, CPD, safety programs, Limpopo region expansion, technical symposium and exam questions*

## **What went well?**

- SACEA program enables members to retain the CPD status every year
- 2011 was a record year for attendance of the Technical Symposium and Safety Workshop – much compliments received!
- Sub-committee content of a very high standard

## **What can we improve on?**

- Online interactive training on how to do CPD submissions
- Increase participation in Limpopo region
- Mining House input via SACEA for practical GCC questions and answers – create a database for the coal industry
- Expand the Technical Symposium to a full day – need 13 presentations! (2 from each Mining House)

# Thrust Review 2011

## Thrust 7: Achieve the SACEA cash reserve objective

### What went well?

- Annual Chamber cost for operation = R340,000
- Deposit needed for Presidential function = R100,000
- Technical symposium deposit = R20,000
- Outstanding debtors = R132,000 (membership, symposiums and presidential)
- SACEA in a healthy financial position:
  - Available Funds – R482,000 (cash + fixed + debtors)

### What can we improve on?

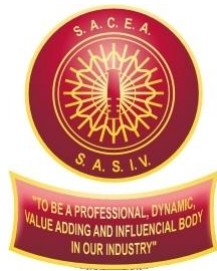
- Sustain current financial position at minimum of R500,000
- Debtors need focus! – Manage better by considering prepayments
- Focus on reducing management effort and make transactions easier
  - Sell tables, not chairs
  - Prepayment required for symposiums
  - Credit card payment machine at events
- Rethink capacity/system/website that enable prepayment, tracking and management
- Company representatives to track financial payments and visibility

# ***DMR Discussion***

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## ***DMR Discussion – 20 Feb 2012 (1)***

- 2012 focus is personal protective devices (nationally) – underground and open cast
  - *Reduce high accident rates (trackless mobile machines)*
  - *Focus – device that warn the operator , proximity detection system and collision avoidance system (not interlock and lock-out for now underground – but this needs to be confirmed)*
  - *The key – to develop and implement systems that do not give “nuisance alarms”, else the operator will just “bypass” the system.*
  - *SACEA underground and surface contribution – EMESRT focus group, MOSH adoption and leading practice team*
  - *SACEA open cast contribution – launch and communicate the open cast workgroup/initiative or align with SACMA initiative?*
- Conveyor regulation
  - *Final needs to be signed now*
  - *SACEA work with CMA on leading practices*

## ***DMR Discussion – 20 Feb 2012 (2)***

- ***Electrical incidents (shocks) on an increase***
  - *Driver – human error: possibly skills and behaviour, not following lock-out procedures*
  - *Focus – supervision and lack of discipline in following standards/systems*
  - *Focus – also consider culture changes in organisational management as well as lack of experience and competence*
  - *Key – zero tolerance to complacency and enforcing standards*
  - *SACEA contribution – News flash that share accident and best practice since the DMR newsletter only handle fatal incidents and are delayed in time - (High level “newsflash” or “sms” that share basis of incident to create awareness and focus for all mines)*
  - *SACEA contribution – Technical workshop for industry on electrical best practices*

## ***DMR Discussion – 20 Feb 2012 (3)***

### ***● Regional Tri-Partite Meetings***

- Seen as a key vehicle by SACEA to change culture and industry – the question is whether there is a place for a “Technical Association/Focus” at the meetings***
- From DMR perspective it is currently mostly focussed on Mine Management***
- Two Tri-Partite meetings exist: Underground and Open Cast***
- These vehicles has study groups that will develop input into what may lead to “instructions”***
- Mechanism not rolled-out in all regions (main focus in Limpopo to date)***
- SACEA contribution – can contribute in these study/working groups for all aspects relating to machinery***
- DMR undertake to invite SACEA to these study/working groups***
- SACEA to investigate involvement in other regions***
- SACEA can play alignment role on technical issues between regions***

## ***DMR Discussion – 20 Feb 2012 (4)***

- Alignment between ECSA and DMR
  - *Currently the DMR do not require proof of registration with ECSA*
  - *This is a concern for SACEA since it is the proof required that an engineer stayed current and up to date on technology and leading practice (as required by the Construction Built Environment Act)*
  - ***SACEA and DMR contribution:***
    - *First discuss with Tony Coutinho and Charl Norden*
    - *Escalate the miss-alignment between ECSA and DMR requirements to the Chief Inspectorate of Mines*

## ***DMR Discussion – 20 Feb 2012 (5)***

- Low success rate on GCC exams
  - *SACEA and DMR concerned about an average pass rate of 13.3%*
  - *This is the feedstock of competent engineers into the industry – at the current low pass rate the available pool will not meet requirements and we are already struggling*
  - *75% of all candidates not from major mining houses – thus possibly not going through junior mining programs*
  - *Is it possible that candidates are accepted too easily? (Annexure E)*
  - *Is it possible that the syllabus include outdated material/technology or is too wide (divide into two or more modules)?*
  - *Is it possible that not all relevant tasks are listed on Annexure E? (e.g. drag lines)*
  - *SACEA contribution: SACEA to develop formal proposal for the revision of Annexure E*
  - *SACEA response to Kevin Reynolds letter: review and develop a formal reply at next council meeting*
  - *SACEA contribution: Confirm with HOE and Tony Coutinho on who can sign-off candidates (held accountable).*
  - *SACEA contribution: Implement review panels for all candidates?*
  - *DMR contribution: Revisit learner engineer programme at DMR?*

# ***SACEA Mandate and Strategy***

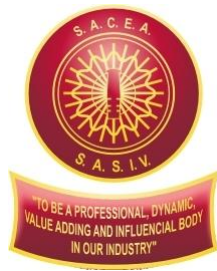
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**South African Colliery Engineers Association**



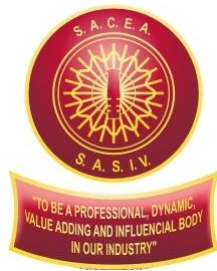
**“To be a professional, dynamic, value adding and influential body in our industry”**



# Vision

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

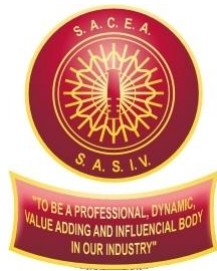
- Professional**
  - In behavior, responsible, competent, respected, beyond repute, ethical,
- Dynamic**
  - Adaptable, energetic, pro-active, flexible, quest for excellence, challenging
- Value-adding**
  - To member and company, leader, participative, to industry, cost sensitive, innovative, standards settings/influence, best practice
- Influential body**
  - Respect, acknowledged, change initiators, recognized, consulting, networking, representative
- Industry**
  - Coal Mining Industry RSA, related Engineering fields
- Our sphere of Influence**
  - SACEA members and affiliated associations, Chamber of Mines, Government (incl DMR, ECSA, MQA, SANS etc.) labour force, suppliers, learning institutions and the respective Mining Houses**



## ***Mission*** (Improvements)

1. To actively influence the development of practical **safety, health, environmental and sustainable development legislation and leading practices**
2. To **empower members** through effective interaction and to promote professionalism
3. To be the acknowledged **representative body for members and industry** in influencing formulating policy on decision taking forums
4. To influence and lead the **technical maturity and sustainability** of the coal mining industry
5. To comply, uphold and improve **SHERQ & SD standards**
6. Through competent members **add significant value to our represented parent companies**
7. To have **maximum impact in the Coal industry** through our association with other Professional Associations
8. To positively impact the quality and quantity of **technical skills development**
9. To engineer **improved carbon footprints**





# ***Relationship Model***

## ***Vision vs Strategic Thrusts***

- ❑ **Professional**
  1. Higher level **of influence in the Chamber of Mines, SANS, Government Chief Engineer** as vehicles for delivery (sustain influence in MQA, ECSA)
- ❑ **Dynamic**
  2. Influence and formalise the **GCC process and system** to significantly improve the integrity and pass-rate
- ❑ **Value-adding**
  3. Committed **HOE that action SACEA solutions** (support and drive agreed common priorities for implementation)
- ❑ **Influential body**
  4. **Membership pipeline** to achieve diversity objectives in the Council (including young engineers)
  5. Drive **conveyer regulation and fatal risk protocol** to conclusion
- ❑ **Industry**
  6. **Continued delivery** on technical content, ECSA registration, CPD, safety programs, Limpopo region expansion
  7. Achieve the SACEA cash reserve objective

# Strategy 2010 - 2012



Where we want to be!

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



# *Strategic Theme 2012*

***“Colliery Engineering is special – visible and valued in Southern Africa”***

***Collate, Influence, Share***



**South African Colliery Engineers Association**

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



# Strategy 2013 – 2015 (Concept)

Where we want to be!

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



2015



To be completed Feb 2013

2014



To be completed Feb 2013

2013



## Conceptual Theme:

Success in overcoming a constraint environment (electricity, water, rail, super tax, fuel, foreign competition, consolidation of suppliers, “new” MHSA, section 54)

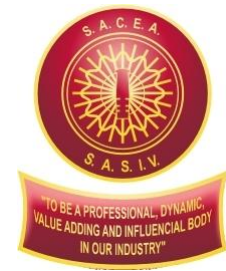
Where we are

# ***2012 Strategic Thrust***

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# *Representatives 2012*



## Mining House Representatives

- ❑ Anglo - Ephraim Mojelefe, (HOE: Johnny Coetzee)
- ❑ Sasol - Louis Botha, (HOE: Schalk van Wyk)
- ❑ BECSA - Paul Redelinghuys , (HOE: John Page)
- ❑ Exxaro - Lou Kilian, (HOE: Adri Conradie)
- ❑ Xstrata - Guy Gething, (HOE: Alan Butcher)
- ❑ Small Mines - Joe Buckle, Pieter Scheepers (COA, TOTAL, GBM)
- ❑ Service providers - Joe Buckle

**\*\*Note: Also accountable for liaison w.r.t. Technical Symposium**

Objective	Principles	Metric	Target '11	Actual '11
Membership	10% increase	Total Full Members Candidate Members Affiliate Honorary Life Retired *Address Unknown	390 214 108 17 18 1 24	359 191 124 26 19 1 0
SACEA Diversity	Council representative of membership	Co-opt 4 (21 max on council)	Co-opt 2 diversity (14%)	Co-opt 2 diversity (14%)
ECSA	SACEA program fully provides CPD compliance	Full Members Council	50% + 1 100%	72% 90%
Financial	Y-o-Y break even, OPEX for +1 year + delta shared cost Membership income = shared cost No audit findings	2011 Cash Objective 2011 Acc Funds	avg R60,000 R180,000	R316,000 R483,000
Nr of Engagements	Calendar compliance			U/G however a concern
Attendance nr.	Regional >50, User Groups >20, Council > 18		Council >14/17	Council Avg 9/19
Influence		MHSA regulations GCC process	Constituted Consensus AMRE	Partial Success
Cert Eng Qualification <i>(increase pool for coal industry)</i>	Guaranteed grand-fathering Ensure safe mining industry and competency	Improved GCC pass rate > 20%  In 2010 from 210 that registered, 175 wrote exams, 25% of which coming from large mining houses	Sustain 35%	Average 2011: 13.3%
Safety	Ensure safe mining industry via aligned/agreed standards	Fatal risk standards	Drafted Nov and circulated for comments	

## **REVIEW: SACEA Strategic Objectives 2011**

22 February 2011

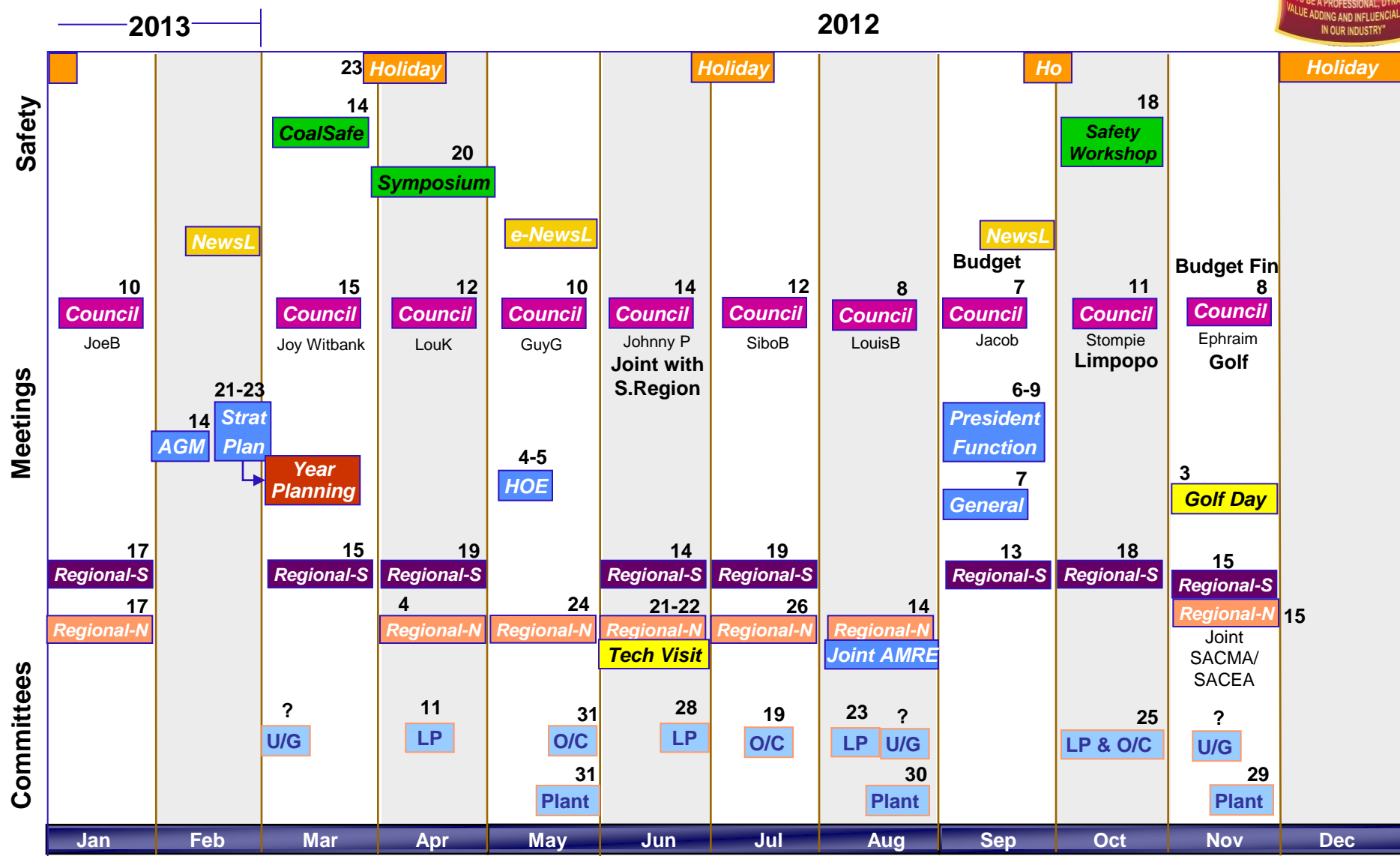
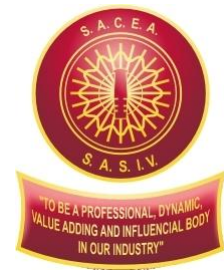
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Objective	Principles	Metric	Actual '11	Target '12
Membership	10% increase	Total Full Members Candidate Members Affiliate Honorary Life Retired	359 191 124 26 19 1	>375 206 130
SACEA Diversity	Council representative of membership	Co-opt 4 (21 max on council)	5/19 (26%)	Co-opt 2 diversity
ECSA	SACEA program fully provides CPD compliance	Full Members Council	72% 90%	>70% >90%
Financial	Y-o-Y break even, OPEX for +1 year + delta shared cost Membership income = shared cost No audit findings	Jan12 Available cash 2011 Acc Funds 2012 Cash Objective 2012 Acc Funds	R316,000 R483,000	avg R60,000 R500,000
Nr of Engagements	Calendar compliance			
Attendance nr.	Regional >50, User Groups >20, Council > 70%		U/G -concern Council ~ 9/19	U/G > 20 Council >15/21
Influence		MHSA regulations GCC process		Constituted Consensus AMRE
Cert Eng Qualification <i>(increase pool for coal industry)</i>	Guaranteed grand-fathering Ensure safe mining industry and competency	Improved GCC pass rate > 20%	Industry 2009 = 8% 2010 = 35% 2011 = 13.3%	Coal >2011+5%
Safety	Ensure safe mining industry via aligned/agreed standards	Fatal risk standards	HOE sign-off of FRS and implementation	

## ***SACEA Strategic Objectives 2012***



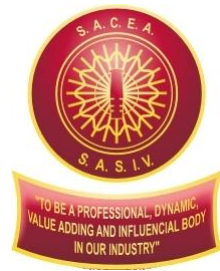
# SACEA Business Cycle: 2012



# ***2012 Strategic Thrust***

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# ***Strategic Thrust Compelling us to action in 2011***

1. Higher level **of influence in the Chamber of Mines, SANS, Government Chief Engineer** as vehicles for delivery (sustain influence in MQA, ECSA)
2. Influence and formalise the **GCC process and system** to significantly improve the integrity and pass-rate
3. Committed **HOE that action SACEA solutions** (support and drive agreed common priorities for implementation)
4. **Membership pipeline** to achieve diversity objectives in the Council (including young engineers)
5. Drive **conveyor regulation and fatal risk protocol** to conclusion
6. **Continued delivery** on technical content, ECSA registration, CPD, safety programs, Limpopo region expansion
7. Achieve the SACEA cash reserve objective

***Collate, Influence, Share***

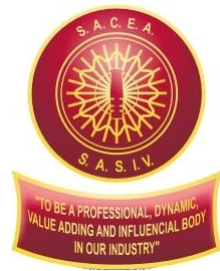
# ***Strategic Focus 2011***

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# SACEA – Strategic Thrusts 2012

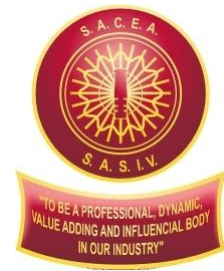
## KPI1: To Influence Policy



### Various Industry Bodies

Objective: Influence development of industry policy

Strategy Actions	Date	Target/DOV	Feedback
1. ECSA (Wouter & Aldine)		<ul style="list-style-type: none"> <li>• “Replace Charl N seat” – lobby Brian O’Conner</li> <li>• Track changes to registration policy</li> <li>• Letters to ECSA on new signatories at SACEA (Simon)</li> </ul>	
2. DMR		<ul style="list-style-type: none"> <li>• Execute focus areas from DMR discussion on 20Feb</li> <li>• Implement Tri-Partite meetings</li> </ul>	



# ***SACEA – Strategic Thrusts: ongoing***

## ***KPI1: To Influence Policy***

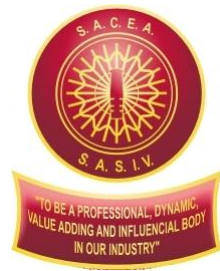
### **DMR Interaction**

**Objective: Pro-active facilitate safer working environment via effective interfacing and alignment**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
1. Pre-HOE/DMR meeting at Kloofzicht (Jacob – (M), Stompie – (L))	6 May	<ul style="list-style-type: none"> <li>• Tony and Louis to attend HOE meeting</li> <li>• Mr Phakati to attend HOE meeting</li> </ul>	
2. DMR participation in SACEA activities(Jacob)	Monthly	<ul style="list-style-type: none"> <li>• Invite DMR employees to relevant activities</li> </ul>	
3. Organise for DMR operational report to be presented at regional meetings by DMR representative (Louis T and Stompie)	Monthly	<ul style="list-style-type: none"> <li>• DMR Operational report presentation per regional meeting</li> </ul>	
4. Finalise key regulations: - Regulation 8.9 on conveyors (Stompie)	Ad hoc	<ul style="list-style-type: none"> <li>• Evaluate outcome and implement</li> </ul>	

# ***SACEA – Strategic Thrusts: ongoing***

## ***KPI1: To Influence Policy***



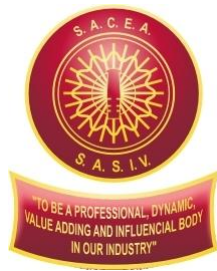
**Chamber of Mines**

**Objective: Influence development of industry policy**

Strategy Actions	Date	Target/DOV	Feedback
1. Attend OH&SPC meetings (Stompie), (Alt – Koos)	Bi-Monthly	<ul style="list-style-type: none"> <li>Attend 80% of meetings and give feedback to Council</li> <li>Distribute industry proposals and coordinate feedback into OH&amp;SPC</li> </ul>	
2. Attend CM & EE meetings (Wouter, Henk)	Bi-Monthly	<ul style="list-style-type: none"> <li>Attend 80% of meetings and give feedback to Council</li> <li>Distribute industry proposals and coordinate feedback into CM&amp;EE</li> <li>Ensure that Tony Coutinho forwards all statutory amendments/proposals to forum</li> </ul>	
3. MOSH Adoption (Jerris)	Monthly	<ul style="list-style-type: none"> <li>Co-opt Jerris Subermoney to Council</li> <li>MOSH feedback at every regional meeting</li> </ul>	
4. MPA Steercom (Lou, Guy)	Apr	<ul style="list-style-type: none"> <li>Reviewed SACEA continued support of MPAS</li> <li>Ensure MPAS execute SACEA mandate</li> <li>Achieve alignment on GCC between SACEA/SACMA and MPAS</li> </ul>	

# ***SACEA – Strategic Thrusts: ongoing***

## ***KPI1: To Influence Policy***



### **Standards Formulation**

**Objective: Influence development of industry policy**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
1. SANS TC 65 review/formulation (Henk & Aldine)	Monthly	<ul style="list-style-type: none"> <li>• SANS 1515 (Henk)</li> <li>• SANS 868 (nearly finished)</li> <li>• SANS 10108 (Henk)</li> <li>• SANS 1589 (Mike)</li> <li>• SANS 1489 (Henk)</li> <li>• SANS 1438 (Henk)</li> <li>• SANS 1520 (Henk)</li> </ul>	
2. SANS TC 82 review/formulation (Wouter)	Monthly	<ul style="list-style-type: none"> <li>• SANS 1623</li> <li>• SANS 1624</li> </ul>	
3. SANS TC 66 review/formulation (Wouter)	Monthly	<ul style="list-style-type: none"> <li>• Wouter to become member of TC 66 Workgroup, Chamber nomination form to be submitted by Simon</li> </ul>	
4. SAFA review/formulation (Henk), (Alt – Johan Oosthuizen)	Monthly	<ul style="list-style-type: none"> <li>• Attend 100% of meetings and give feedback to Council</li> </ul>	



# ***SACEA – Strategic Thrusts: ongoing***

## ***KPI1: To Influence Policy***

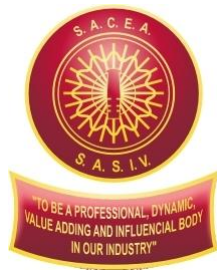


**Safety**  
**Objective: To facilitate and develop industry safety best practice to achieve industry target of zero harm by 2013**

Strategy Actions	Date	Target/DOV	Feedback
1. EMESRT (Mike)	Ongoing	<ul style="list-style-type: none"> <li>• Support EMESRT by coordinating the design principles and technical committees for the SA region (Surface, soft rock UG, exploration drilling)</li> <li>• OEM engagement in Feb/March – new design philosophies and enquiry document</li> <li>• Driver for all Mining Houses to be members of EMESRT (Exxaro)</li> </ul>	
2. FRCS (Sibu)	ongoing	<ul style="list-style-type: none"> <li>• Signing of at Council in March</li> <li>• Signing off at HOE meeting in May</li> </ul>	
3. Safety Workshop (Phedzi, Louis)	Oct 2012	<ul style="list-style-type: none"> <li>• Share leading safety best practices to influence safety statistics</li> </ul>	

# ***SACEA – Strategic Thrusts 2012***

## ***KPI2: Skills Security***

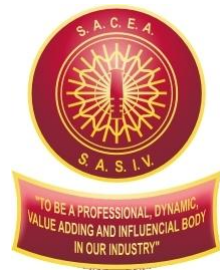


### **Professionalism and Competency**

**Objective: Ensure a constant pipeline of competent engineers into the industry**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
1. GCC examination success and streamlining		<ul style="list-style-type: none"> <li>• Establish small working group</li> <li>• Prepare formal response on issues and Kevin R. letter</li> <li>• Consider modular examination</li> <li>• Discuss with Tony Coutinho</li> <li>• Review Annexure E</li> </ul>	
2. Junior Engineer structure to leverage from Regional Meetings		<ul style="list-style-type: none"> <li>• Appoint Junior Engineer Custodian at SACEA</li> <li>• Appoint Junior Engineer representative per Mining House – possible co-opt to SACEA (rotating chair annually)</li> <li>• Networking for Junior Engineers established</li> <li>• Increase candidate success</li> </ul>	
3. Questions (Aldine)		<ul style="list-style-type: none"> <li>• 2 questions from each Mining House</li> </ul>	

# ***SACEA – Strategic Thrusts: ongoing KPI2: Skills Security***



## **Professionalism and Competency**

**Objective: Ensure a constant pipeline of competent engineers into the industry**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
<p>1. GCC (Koos)</p> <ul style="list-style-type: none"> <li>• Retain a seat on the Commissioner of Examiners</li> <li>• Coordinate and submit questions and answers for GCC exam</li> <li>• Annexure E Review</li> <li>• Young Talent Development</li> </ul>	<p>Ongoing Jan 2012</p> <p>10 Mar, 26Aug</p> <p>April</p> <p>Pre – N.Region</p>	<ul style="list-style-type: none"> <li>• Koos Pearson to remain on CoE</li> <li>• Consensus with AMRE on the way forward</li> <li>• Each Mining house rep to ensure submission 2 x Law and 2 x Plant Q&amp;A</li> <li>• Re-view of Annexure E content &amp; requirements and formulate proposal</li> <li>• Sustain structures and momentum implemented (Paul)</li> </ul>	
<p>2. ECSA (Jacob, Charl)</p> <ul style="list-style-type: none"> <li>• ECSA Board</li> <li>• ECSA Pr Cert registration committee</li> <li>• SACEA re-apply for VA status</li> <li>• SACEA/ECSA CPD committee</li> <li>• Administer SACEA CPD points</li> </ul>	<p>Done</p> <p>Monthly</p> <p>March March</p> <p>April</p>	<ul style="list-style-type: none"> <li>• Charl Norden co-opt to SACEA Council to attend</li> <li>• Jacob and Dick to attend 100% of meetings</li> <li>• Simon draft letter for re-application</li> <li>• Re-constitute CPD committee with Mining House reps</li> <li>• Re-implement system in order for CPD administration for members (Simon)</li> </ul>	

# ***SACEA – Strategic Thrusts: ongoing KPI2: Skills Security***



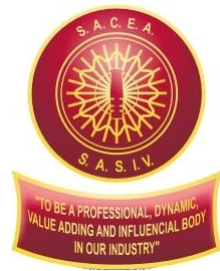
## **Professionalism and Competency**

**Objective: Ensure a constant pipeline of competent engineers into the industry**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
3. MQA (Andre), (Alt – Koos) <ul style="list-style-type: none"> <li>• Mining &amp; Minerals Standards Governing Body</li> <li>• MQA Board Meetings</li> </ul>	Feb  Monthly	<ul style="list-style-type: none"> <li>• Co-opt Andre Botha to SACEA Council</li> <li>• Andre to attend 80% off all meetings and to provide feedback to SACEA</li> </ul>	
4. CTC (Andre), (Alt – Koos) <ul style="list-style-type: none"> <li>• CTC Committee of Management</li> <li>• CTC Board</li> <li>• CTC regional meeting feedback</li> </ul>	Quarterly Quarterly  Regionals	<ul style="list-style-type: none"> <li>• Andre Botha to represent and attend</li> <li>• Koos Kriel attends on behalf of Anglo/SACEA</li> <li>• Louis Turvey to ensure that Johan Venter (GM CTC) has agenda point at regional meetings for feedback</li> </ul>	

# ***SACEA – Strategic Thrusts 2011***

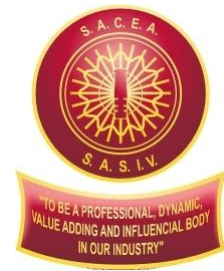
## ***KPI3: Committed HOE***



### **Professionalism and Competency**

**Objective: Committed HOEs that action SACEA solutions**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
1. President discussion with HOE	May	<ul style="list-style-type: none"> <li>• Continue to sell the position that the “road to ECSA is via SACEA”!</li> <li>• Achieve involvement of HOE’s in User Group meetings in 2012</li> <li>• Encourage Engineering Managers (or subordinates) to registered with SACEA</li> <li>• SACEA on the agenda of Engineering Forums                             <ul style="list-style-type: none"> <li>• Mining House representative to give feedback</li> </ul> </li> </ul>	
2. Company representative engagement with HOEs	Yearly	<p>Company representatives to actively engage HOE throughout the year on feedback, attendance trends</p> <ul style="list-style-type: none"> <li>• Drive attendance of sub-committee forums</li> <li>• Attendance numbers made available per Mining House for all forums and discussed with HOE</li> <li>• Potential vs actual membership numbers</li> </ul>	



# ***SACEA – Strategic Thrusts 2012***

## ***KPI4: Participation & Value***

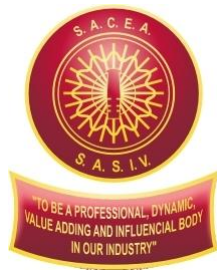
### **Participation and Value**

**Objective: Membership pipeline to achieve diversity objectives in the Council**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
1. Include SACEA and ECSA as company prerequisites in Mining House policies (Jacob)	May 2012	<ul style="list-style-type: none"> <li>• On HOE meeting in May – discuss this issue</li> </ul>	
2. 40% of our members do not have full voting rights (candidate members) – manage to full membership within 3 years (Jacob)	Ongoing	<ul style="list-style-type: none"> <li>• Manage to full membership in 3 years via “hymn sheet” (Company Representatives)</li> <li>• Discuss 3 year candidate membership at ECSA – leading to full SACEA membership status upon achievement of ticket</li> </ul>	

# SACEA – Strategic Thrusts 2012

## KPI5: Safety



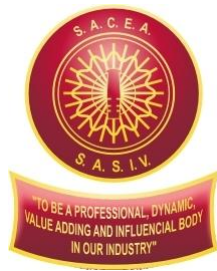
### Participation and Value

Objective: Drive conveyer regulation and fatal risk protocol to conclusion

Strategy Actions	Date	Target/DOV	Feedback
1. Facilitate working groups to develop a best practice (for) (U/C – Paul, Plant – Anette, O/C – Sibon, Andre, Phedzi)	Jan 2013	<ul style="list-style-type: none"> <li>• Tail-end installation</li> <li>• Pull-wires</li> <li>• Conveyor drives</li> <li>• Managing stored energy</li> </ul>	

# ***SACEA – Strategic Thrusts 2012***

## ***KPI6: Technical Content Delivery***



### **Participation and Value**

**Objective: Continued delivery on technical content, ECSA registration, CPD, safety programs, Limpopo region expansion**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
1. CPD administration		<ul style="list-style-type: none"> <li>• Online interactive training on how to do CPD submissions</li> </ul>	
2. Limpopo Region expansion		<ul style="list-style-type: none"> <li>• Increase participation in Limpopo region</li> </ul>	
3. Technical Symposium		<ul style="list-style-type: none"> <li>• Expand the Technical Symposium to a full day – need 13 presentations! (2 from each Mining House)</li> </ul>	



# SACEA – Strategic Thrusts: ongoing



## 6 Technical Excellence (1)

6.1 Research input  
- CoalTech 2020

Dick

Note: Only keep on radar of SACEA Mining house specific participation  
Action: Invite for presentations to SACEA Regional Meetings

6.2 Safety Workshop

Louis B, (Phedzi )

DOV = Attended by 150 people

6.3 Technical Symposium

Mike  
1<sup>st</sup> Vice-President

Venue = Emalalheni  
Decision = representative from each Mining House (Johan B, Mike, Guy, Lou, Dick)  
DOV = Attended by 100 people

Interaction with other associations

- SACMA Council
- Joint meeting with AMRE
- Joint meeting with SACMA

President  
Regional Chair  
President

DOV = presentation by SACEA and feedback by SACEA President

# SACEA – Strategic Thrusts: ongoing

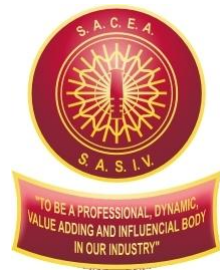


## 6 Technical Excellence (2)

<p>SACEA diversity (Membership Pipeline)</p>	<p>President</p>	<p>As per Annual Strategy</p>
<p>Southern Region</p>	<p>President</p>	<p>DOV = Regional representative attend 50% of SACEA Council meetings                      DOV = get minutes of Southern Region meetings                      DOV = SACEA president to attend a regional meeting with decision on the way forward after the meeting</p>
<p>Limpopo Region</p>	<p>Stompie, (Rico)</p>	<p>DOV = 1 combined regional meeting 2011                      DOV = 1 council meeting 2011                      Action = Campaign for membership (SACEA &amp; SACMA) and attendance                      DOV = extend membership to surrounding areas and Mines</p>

# ***SACEA – Strategic Thrusts 2011***

## ***KPI7: Financial Sustainability***



### **Participation and Value**

**Objective: Achieve the SACEA cash reserve objective**

<b>Strategy Actions</b>	<b>Date</b>	<b>Target/DOV</b>	<b>Feedback</b>
1. Cash Management		<ul style="list-style-type: none"> <li>• Sustain current financial position at minimum of R500,000</li> </ul>	
2. Debtor Management		<ul style="list-style-type: none"> <li>• Debtors need focus! – Manage better by considering prepayments</li> <li>• Company representatives to track financial payments and visibility</li> </ul>	
3. Functions Management		Focus on reducing management effort and make transactions easier <ul style="list-style-type: none"> <li>• Sell tables, not chairs</li> <li>• Prepayment required for symposiums</li> <li>• Credit card payment machine at events</li> </ul>	
4. Transaction Support		<ul style="list-style-type: none"> <li>• Rethink capacity/system/website that enable prepayment, tracking and management</li> </ul>	

# ***SACEA Management 2012***

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- A. Branding, Communication and Finances**
- B. Participation & Value**
- C. SACEA Governance**



# SACEA Management: ongoing



## A. Branding, Communication and Finances (1)

### 3.1 Website

*Paul  
Sibo*

*Action = Update council on website  
= Update membership application form  
= Update constitution  
= Update diary  
= Implement SACEA on social-networking sites (facebook)  
= Link GCC questions to answer on website (AldineB)  
DOV = No information outstanding longer than 30 days  
DOV = Number of hits (2917-26/2/10)*

### 3.2 Branding

*Annette*

*DOV = New tie in maroon, badge more bold – reorder 100 of each colour,  
\*No more council/past president tie  
DOV = develop proposal for gifts before 1 Apr at R300 per gift – 50 gifts  
DOV = Develop more branding material for user groups and regional meeting (kept with chairman)  
DOV = do branding at user groups and regional meetings*



# SACEA Management: ongoing

## A, Branding, Communication and Finances (2)

3.3 Communication & administration	Annette (Mining House Reps)	Action = Newsletter Quarterly. 3 x Soft and hardcopies at AGM and in Sep before PF Scope = Two safety tips per year Scope= electrical question & answer
3.4 Monthly SACEA Hymn Sheet	President & Simon (data) Mining House Representatives	Timing = Data completed at council meeting Scope = Nr eligible engineers, nr SACEA members (Mine SACEA profile) = Names of new members = ECSA registered, candidate names = Past meeting attendance = Forthcoming meetings/events = Outstanding subs/fees = Strategy progress (from council) = Council/Committee & standards feedback = HOE& member requests = Request for presentations/material
3.5 Finances & Budgeting	1 <sup>st</sup> Vice-President (Simon)	Budget Committee = President, 2 x Vice, LouisB, Simon DOV = Comprehensive Budgeting process and sign-off as per calendar DOV = Align current budget with financial objectives and year plan DOV = Implement variance reporting

# SACEA Management: ongoing



## B. Participation & Value (1)

<p>4.1 Heads of Engineering</p> <ul style="list-style-type: none"> <li>* DMR meeting pre HOE</li> <li>• Invite AMRE</li> </ul>	<p>President</p>	<p>DOV = Reach them all</p> <p>DOV = Feedback to Council by 14 June on what was discussed</p>
<p>4.2 Legal Awareness</p> <p>(Warren Beech/OEM suppliers)</p>	<p>Louis T, (Guy)</p>	<p>DOV = include service providers</p> <p>DOV = Continue engagement forum</p> <p>DOV = Cover competition act within regional meeting</p>
<p>4.3 Regional meetings</p>	<p>Louis T, Guy</p>	<p>DOV = 6 meetings per year</p> <p>DOV = Attendance 50 people/meeting (northern region) (2 meetings in Pta for Limpopo involvement)</p>
	<p>Johnny P</p>	<p>DOV = Attendance 25 people/meeting (southern region)</p>
	<p>Louis T</p>	<p>DOV = 2 x Technical visits</p>
	<p>Stompie, (Rico)</p>	<p>DOV = Limpopo region</p>
	<p>Anette</p>	<p>DOV = 3 meetings/year: plant users 20/meeting</p>
	<p>Paul R</p>	<p>DOV = 3 meetings/year: underground 20/meeting</p>
	<p>Sibo B</p>	<p>DOV = 3 meetings/year: opencast 20/meeting</p>
<p>4.4 User Group Meetings</p>		

# SACEA Management: ongoing



## B. Participation & Value (2)

<p>4.5 Small mines</p> <p><i>*Get DMR list of appointments for small mines (Simon)</i></p>	<p>Joe B</p>	<p><i>DOV = Speak to or engage with Certified Engineers at small mines in region; 80% this year</i></p> <p><i>DOV = Growth in small mines attending regional meetings</i></p>
<p>4.6 Golf Day</p>	<p>Louis</p>	<p><i>DOV = Surplus</i></p>
<p>4.7 Presidential function</p>	<p>President</p>	<p><i>Location = Ranch Polokwane (6-9Sep)</i></p> <p><i>DOV = Venue handle &gt; 150 rooms</i></p> <p><i>DOV = Small surplus (incl budget process)</i></p> <p><i>DOV = High General Meeting attendance</i></p>
<p>4.8 Recognition &amp; Awards</p> <ul style="list-style-type: none"> <li>- Best student</li> <li>- Gold medal (KP, ZAB)</li> <li>- Certificate of Merit</li> <li>- Hon Life Membership</li> </ul>	<p>Vice-President, Regional Chairs, User Group Chairs</p>	<p><i>DOV = Certificates best-of-the-best</i></p> <p><i>DOV = Recognition gift to all presenters</i></p> <p><i>DOV = Tie at membership announcement (incl in Budget)</i></p>



# SACEA Management: ongoing



## C. SACEA Governance

5.1 Financial management	Presidents, Vice-president, Simon	DOV = Formal Budget Process DOV = Cash Reserve (R180,000)
5.2 Financial Administration	Lou, Guy	DOV = Monthly Council presentation on debtors and cash DOV = Clean audit DOV = Mining House representatives
5.3 Subscriptions	Simon	zero outstanding
5.4 Review Constitution	LouK	DOV = Approve after Council discussion at GM during Presidential DOV = All disciplinary cases resolved
5.5 Code of Conduct (including dress code)	Dick	Dress Code = To be reviewed by Council at Mar meeting and roll-out
5.6 Council meetings	President	DOV = 80% attendance (Min 7/year/person)
5.7 Strategic Session 2013	Lou	DOV = Annually (Plan, Calendar, Budget)
5.8 AGM (senior people = senior engineers & MDs); also invite spouses	Lou 1 <sup>st</sup> Vice-President	Venue – To be reviewed by Council DOV = Attended by at least 80 people DOV = Attended by senior people Action – review election process