



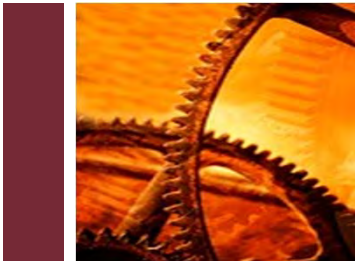
South African Colliery Engineers Association

Strategy Review 2015

15-17 February 2015



SACEA Council 2015





Opening message from the President

- This will be a tough year! (It has been building up over 3 years now)
- How are we going to adopt the current practices/methods of SACEA to fulfil our vision in the current constraints in the market?
 - *Mine house share prices dropped by 30% - 50%*
 - *Cost reduction pressures*
 - *Our activities will be questioned*
 - *Available cash will be challenged*
 - *New legislation to be promulgated (TMM)*
 - *New guidelines on conveyor COP*
- We must balance SACEA activities with business requirements.
- Eskom load shedding impact on our businesses – further pressure.
- How will SACEA “survive” with our businesses under pressure?
 - *The key is to demonstrate our value added especially during times like these*



Reflection on 2014

Guidelines for 2015



SACEA Coal Industry Scenarios



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

High Profit Industry

Strong average global growth >4%
Drives higher growth and prices
High coal price

Low Profit Industry

Low growth in the overall global economy: < 3.5% p.a.
Low coal price

2014

2015

2013

Weak Coal Demand

- Low economic growth decrease demand – globally and/or locally (also Eskom low demand)
- Energy alternatives commercially viable – decrease fossil fuel demand
- Environmental pressures decrease coal use



Current Status/Issues in the Coal Mining Industry 2015 (1)

- External factors are currently driving available cash and cost reduction in our industry
 - *Fuelled by low global growth and commodity prices*
 - *Labour cost escalating - increases above CPI, high minimum wages, lower levels of labour disappearing*
 - *Productivity declining – difficult mining conditions, mining methods, requirements to comply, skills declining, unavailability of skills*
 - *Possible that cost cutting will reduce training investment*
- Polarity in the labour market
 - *High unemployment and available resources – vs - not relevant skills, labour legislation preventing unlocking this*
 - *High level of theoretical skills but low levels of experience*
 - *Unrealistic labour expectations regarding career progressing*
- New entrance of AMCU and perhaps NUMSA bring new labour dynamics of activism
- Mpumalanga mines receiving Section 54 stop notices
 - *A safe environment is within the scope of SACEA – understand and comply*
 - *Risks assessments at the heart of getting it right*
 - *Relationships are key to navigate through this – Pl's and Senior Inspectors of Machinery*
- We will have to focus on factors within our (SACEA) control to manage the above



Current Status/Issues in the Coal Mining Industry 2015 (2)

- The relationship with the Principal Inspector remains critical (strategic)
 - *Key pillar of our strategy*
- SACEA also has to focus on the first line inspectors (operational)
 - *Business uniqueness and specific mine issues*
 - *Level of the Mine Safety Plan discussion*
 - *Understanding the business and office of the DMR*
- The industry should learn from Section 54 closures on what really matter
 - *e.g. implement an in-house section 54 programme (rather than PI intervention)*
 - *Share action with the PI*
- PDS regulation imminent (Gazetting March 2015 – implementation June 2015)
 - *Require capital to implement – but this in a period where mines will be under cost pressures*
 - *3-5 year programme on a mine (6 – 12 months per section, can do in parallel)*
 - *Underground mines ahead of opencast mines*
 - *Enablers like WiFi footprint can delay implementation*



Current Status/Issues in the Coal Mining Industry 2015 (3)

- Adoption of leading practices
 - *Industry slow in adopting proven leading practices*

- Leading causes of fatalities on mines
 - *Fall of ground – winning this battle but lost productivity in the process*
 - *Conveyor belts – dramatically down but new regulation will cause stress*
 - *Electrical accidents – isolation and lock-out*
 - *Man - Machine interface – current focus (TMM)*
 - *Human complacency – next?*
 - *Dust 2mg/m³ daily and noise – next? e.g. action related to TB etc.*
 - *Fatigue and heat related stress – next?*
 - *Methane ignition – surfacing again*
 - *Illegal mining fatalities – next?*



Current Status/Issues in the Coal Mining Industry 2015 (4)

- Ongoing ownership changes in the industry
 - *Company ownership changing, and/or*
 - *Top levels of companies changing, and/or*
 - *Companies restructuring for “core value chain focus”.*
- Most companies busy with resetting/reducing the cost baseline
 - *Required due to much lower commodity prices (driving income down)*
 - *Weak R/\$/Euro exchange rates increasing cost base of imported equipment, spares and materials*
 - *Higher than inflation labour and energy cost*
- Capital expenditure on hold at various companies
 - *Expansion slow down or on hold*
 - *Maintenance or replacement programmes rescheduled or on hold*
- Uncertainty resulting from labour unrest
 - *Bargaining council in July 2015*
 - *Unpredictable planning and timing of such actions*
 - *Resulting violence and damage (property and people)*



Current Status/Issues in the Coal Mining Industry 2015(5)

- Impact of new labour law (came into effect in April 2014)
 - *New controls on labour brokers*
 - *6 months temporary employment = considered permanently employable*
 - *Over-time limited to 40 hours*
- Poor training (and resulting performance) of the resent labour force available in the industry
 - *Poor training standard at CTC*
 - *Fraudulent sign-off of practical modules*
- Practicality of managing women in mining
 - *Job-task specifications and Job Profiles correctly done*
 - *Appropriate procedures – e.g. woman can not be alone in remote section*
 - *New ways of working – PPE procedures for women*
 - *“Family” oriented practices*
- Electricity remains a key issue:
 - *Electricity availability is a constraint to planned future expansion*
 - *Power-shedding of 10% - 20% expected from big consumers*
 - *Unpredictable demand from Eskom on coal supply from mines*

Current Status/Issues in Colliery Engineering (summary)



past 6 years....

- Engineering benefit from high coal prices and good engineering budgets
- Period of large replacement programmes
- New mining projects
- Successful SACEA delivery
 - Safety challenges
 - Safety workshops
 - Conveyor belts
 - Coal mining fatalities down
 - 2013 milestones achieved
 - Technical symposiums
 - Nearly 100% membership growth

2015

....future very different

- Low coal prices and weak exchange rates result in:
 - Smaller engineering budgets
 - Sweating of assets
 - Less replacements
- Increase productivity = cost x time = must add value
 - Association memberships scrutinised for value
 - SACEA reposition for changing industry
- Higher focus on “made in RSA” to limit exposure to exchange rate
- Safety challenge remains top of the agenda
- Stricter governance on proximity detection and collision avoidance
- New electrical regulations change industry
- Productivity drive results in smaller workforce
- RSA OEMs struggling for existence



Discussion with Company

HOE's



Discussion with HOE – 15 January 2015 (1)

- Present at the meeting:
 - *Maxwell Nematshili* – *Exxaro*
 - *Carel Coetzee* – *SASOL*
 - *Nico Preorius* – *Coal of Africa*
 - *Julian Ford* - *Anglo Coal*
- Focussed approach on maximum value for SACEA members, reduce and combine meetings. Focus on cost savings, no sleep over next HOE meeting, host events at Mining houses. Built relationship with DMR – involve in meetings. Prioritize KPI's which will give most value.
- Legislation
 - *TMM Regulations*
 - *Mandatory COP Conveyor*
- Technical Symposium
 - *Plan more detail upfront*
 - *Follow a more direct approach*
 - *Approach Specialists*
 - *Publish presentations on website*
 - *Combine/Involve more with Young Engineers*
 - *Energy Efficiency practices*



Discussion with HOE – (2)

- Training
 - *Focus on Young Talent, safety and professional development of engineers*
 - *Future approach of GCC*
 - *Integrity of GCC tickets*
 - *CTC quality of artisans, modules sign off by mining houses without proper competencies*

- Professional Registered Engineer
 - *Built Environment Act*
 - *Attendance to CMME meeting*



Discussion with the DMR





Discussion with DMR – SACEA Presentation (1)

- Present at the meeting:
 - *Elliot – Principal Inspector Mpumalanga*
 - *Solly Jivhuho – Principal Inspector Limpopo (not present)*
 - *Joseph – Senior Inspector Limpopo*
 - *Luyanda - Senior Inspector Machinery Mpumalanga*
 - *Ayanda – Senior Inspector Machinery Mpumalanga*
- SACEA has a common goal with the DMR to improve safety (SHE) and ensure compliance. This SACEA would like to achieve through a partnership with the DMR. This has to be executed in a current reality of cost reduction, survival of SACEA and restructuring at Mining Houses while never compromising COMPLIANCE.
- The 2015 focus areas for SACEA to support the above will be
 - *PDS/TMM leading practices*
 - *Conveyor regulations best practices*
 - *Fatigue management*
 - *Electrical regulation best practices*
 - *Eskom load shedding*
 - *Health noise and dust impact*
 - *Productivity best practices*
 - *Future approach with regards to GCC*

SACEA annual program to support DMR

U/G User Group

- Flameproof repairs & compliance
- Lamp rooms

O/C User Group

- PDS
- Fatigue

Plant User Group

- Working at heights, lifting practices
- Remote access and monitoring-SCADA



Discussion with DMR – PI Discussion (2)

- The SACEA focus points for 2015 aligns well with the PI's observations of key issues in the industry
- Several incidents in the region relates to TMM, working at heights and equipment
 - *Grating next to conveyors are a concern. Not clamped and supported.*
 - *Grating should not cantilever across a centre beam.*
 - *Ensure lap-over of grating across supporting beams*
- Overturning of machines in opencast mines in Mpumalanga has also lead to various incidents primarily due to fatigue
- Key repetitive issues observed in inspections
 - *Grating condition*
 - *TMM codes of practice alignment with new guidelines/regulations*
 - *Risk assessments just copied across – not issues/COP based, too general*
 - *Contractor inspections/checklists not aligned with Mine COP/baseline risk assessments, visibility charts, etc.*
- Tri-partite meetings in Mpumalanga has been re-established – please participate and align with this
- The Inspectorate/DMR is invited to attend meetings of SACEA



Discussion with DMR – PI Discussion(3)

- TMM new regulations and guidelines
 - *Implement the 18 or 21 Yardsticks published*
 - *Many TMM incidents now relate to vehicles moving inadvertently*
 - *Every vehicle entering the mine must be equipped with roll-over protection (LDV)*
 - *But must the driver cab also have ROP fitted?*
- Pre-use checklist
 - *Must be used to ensure a safe shift!*
 - *Must be risked based*
 - *Do not give production targets etc.*
 - *Only list things the operator is competent to do*
- Contractors packs
 - *Must be inspected as required*
 - *This will be inspected much more rigorously*
- Safety specialist signature should be included on equipment before it is being purchased – early identification of safety requirements before purchasing
- Noise – ensure you understand Noise Reduction level of various ear protection devices
- Dust – FFP2 required for use in industry
- Stops for all equipment pieces that can fall on people must be installed



Discussion with DMR – PI Discussion (4)

- ROPs and FOPs
 - *Penetration deflection must be known for equipment/vehicle – test as part of COP*
 - *Into pit – be prepared for slide/break away that can fall onto vehicle.*
 - *Consider fitting FOP bars fitted inside driver cabins of LDVs where HIRA indicates it should be done for the specific service it is in.*
- Expiry date, photo, date of issue must be on license cards
 - *Theoretical and practical training required before assessment*
 - *Assessment person must be appointed in Writing by The Engineer*
 - *Responsible Appointed Engineer remains accountable for the signature*
- Conveyors
 - *Focus on grating*
 - *COP must be in detail according Section 8 guideline*
 - *Nip guards cannot use mesh and must be the right size – steel work to steel work*
 - *Material cannot be lashed while it is moving*
 - *Check stored energy in belts*
 - *Conveyer belts and idlers running in coal spillage – heat build-up - ignition*



Discussion with DMR – PI Discussion (5)

- Section 23 of MHSA
 - *Employees must be empowered and knowledgeable of Section 23*
- Section 54 deviations
 - *Machines used to transport people without PI authorisation*
 - *Not following procedures on chair lifts*
 - *COPs too general – does not address the machine specifically in terms of elimination of hazards*
 - *Issued due to “non-compliance” (and not only threat of loss of life)*
 - *Roof support – weight not distributed equally*
 - *TMM – machine moved inadvertently*
 - *Verify Safety Officer inspections – ensure follow-up and closure of observations. Close the loop.*
 - *Safe declaration of work areas – everything!*
- Lamp Room and Emergency Control Room procedures – make sure it is in order
 - *Also documentation*
 - *Emergency preparedness procedure (COP)*
- Rather stop your mine/section, before the Inspector shuts it down
 - *E.g. “Inhouse Section 54” procedure*

SACEA Mandate and Strategy



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 (removed Feb2014)**



Relationship Model

Vision vs Strategic Thrusts

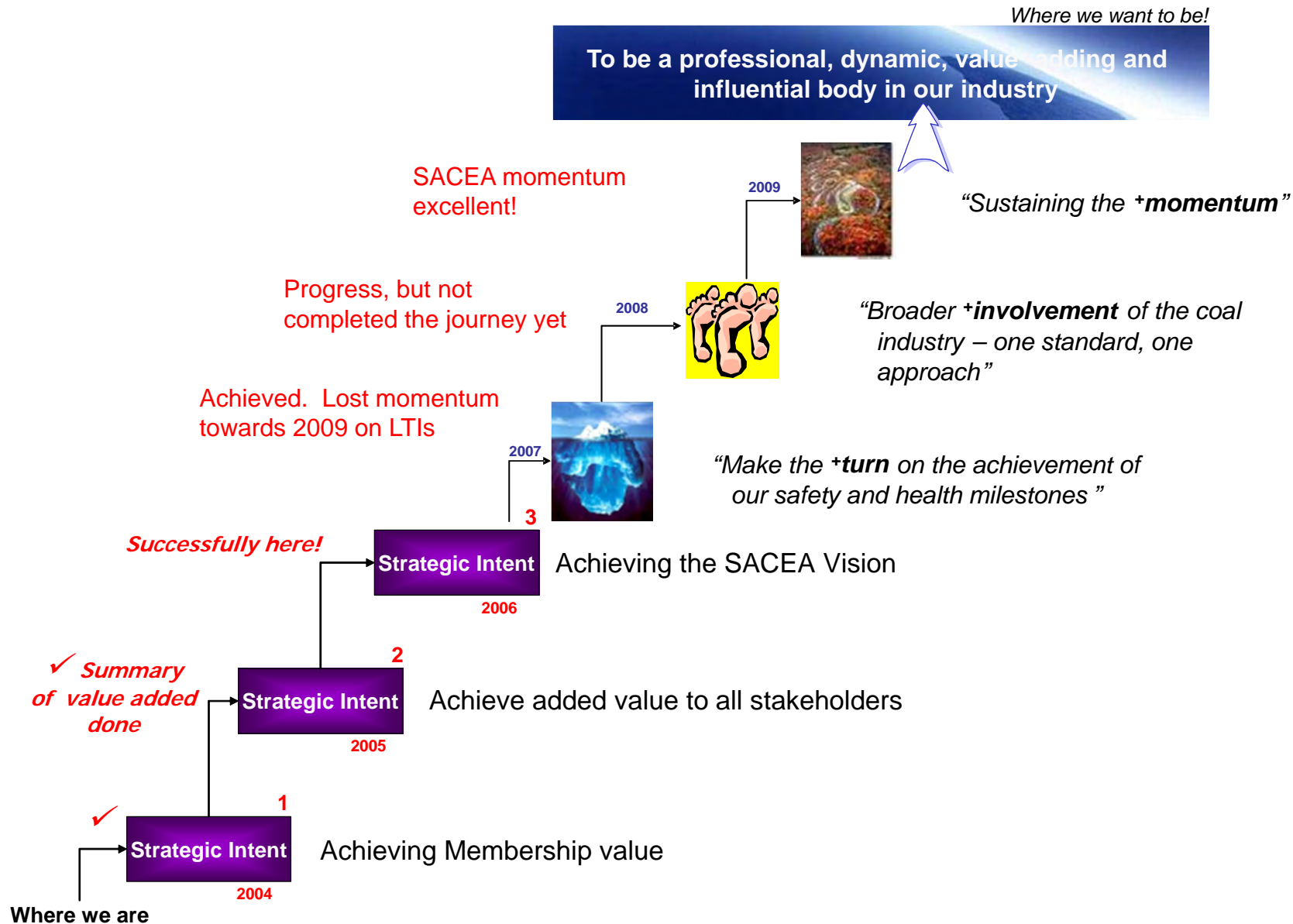
- ❑ **Professional**
 1. Higher level **of influence with the HOEs and in the Chamber of Mines, SANS, Government Chief Engineer** as vehicles for delivery (sustain influence in MQA, ECSA, MPA SteerCom)
 2. Influence and formalise the **GCC process and competency/ qualification system** to significantly improve the integrity and pass-rate and ensure competence in the industry
- ❑ **Dynamic**
 3. Committed **HOE that action SACEA solutions** base on specific SACEA proposals/recommendations (support and drive agreed common priorities for implementation)
- ❑ **Value-adding**
 4. **Membership pipeline** to achieve diversity objectives in the Council (including young engineers)
- ❑ **Influential body**
 5. Drive and influence **fatal risk protocol, TMM regulations and MOSH PDS leading practice**
- ❑ **Industry**
 6. **Continued delivery** on technical content, ECSA registration, CPD, safety programs, Limpopo and southern region expansion, technical symposium and exam questions
 7. Achieve the SACEA cash reserve objective



Accountabilities (role deliverables)

1. ***Compliance to and improvement of SHERQ standards***
2. ***Advancement and status of Engineering fraternity in Coal Mining Industry***
 1. *Continuous development of professional certificated Engineers through validation and monitoring CPD category 1 activities*
 2. *Uphold the status of the professional certificated engineer*
3. ***Standards setting contribution to:***
 - *legislation w.r.t technology, safety and health issues*
 - *competency standards setting bodies (MQA, ECSA, MRAC, CTC)*
 - *technical committees and associations – result in standards (SANS, SAFA)*
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***

SACEA Strategy Roadmap



Strategy 2010 - 2012



Where we want to be!

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



2012



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

2011



“Leverage the integrated solutions to influence responsible industry delivery”

2010



“Formalising and adopting integrated best practice solutions towards the coal engineering community”

(Safety, standards, skills, GCC and forum focus)

Where we are

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”

Strategic Theme 2013

***“Reposition SACEA for the
changing needs of the mining
industry”***

(GCC qualifications, leading practices and new legislation)

Collate, Influence, Share



South African Colliery Engineers Association



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

Strategic Theme 2014

*“Supporting the Professional
Engineer in a changing
industry”*

(organisational change, cost pressure, reposition)

Value add, Visibility, Influence



South African Colliery Engineers Association



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

Strategy 2013 – 2015



Where we want to be!

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



Where we are

Strategic Theme 2015

*“The new relationship
between man and machine
and compliance to changing
legislation”*

(cost conscious, SACEA survival, participation)

Focused Workshops, Partnerships



South African Colliery Engineers Association



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



2015 Strategic Thrust



Representatives 2015



Mining House Representatives

- ❑ Anglo - Ephraim Mojalefa, (HOE: Julian Ford)
- ❑ Sasol - Louis Botha, (HOE: Gary Leibbrandt)
- ❑ BECSA - vacant, (HOE: Tienie Bleeker)
- ❑ Exxaro - Lou Kilian, (HOE: Maxwell Nmutshili)
- ❑ Glencore - Jan Diedericks, (HOE: Fanie de Waal)
- ❑ Other Mines - Marcin Hyra, Louis Turvey, (HOE: Nico Pretorius)
(COAL, TOTAL, ACC, ARM, AVENG, etc.)

Objective	Principles	Metric	Target '14	Actual '14
Membership	10% increase	Total Full Members Candidate Members Affiliate Honorary Life Retired	>400 210 150	392 191 137 45 15 4
SACEA Diversity	Council representative of membership	Co-opt 4 (21 max on council)	Co-opt 1 diversity	4 *0 Women
ECSCA	SACEA program fully provides CPD compliance	Full Members Council	Retain VA Status (50% member, 70% council)	129/191 members with voting rights = 67%
Financial	Y-o-Y break even, OPEX for +1 year + delta shared cost Membership income = shared cost No audit findings	Jan12 Available cash 2012 Acc Funds 2013 Cash Objective 2013 Acc Funds	Small surplus >R500,000	Bank R144,000 Debtors R260,000 Prepaid R100,000 Total R571,116
Nr of Engagements	Calendar compliance			Good
Attendance nr.	Regional >50, User Groups >20, Council > 70%		U/G >20, O/C>20 Regional > 20, S=5 Plant > 20, PIT>20 Council > 15/21	Plant good U/G good O/C not good Regional fair
Influence		TMM Workgroup GCC process	Industry feedback 3 year period	HOE good EM good
Cert Eng Qualification <i>(increase pool for coal industry)</i>	Guaranteed grand-fathering Ensure safe mining industry and competency	Improved GCC pass rate > 20%	Coal >20%	Fraud investigation
Safety	Ensure safe mining industry via aligned/agreed standards	Fatal risk standards	Safety Workshops good Symposiums good	

SACEA Strategic Objectives 2014

Objective	Principles	Metric	Actual '14	Target '15
Membership	10% increase	Total Full Members Candidate Members Affiliate Honorary Life Retired	392 191 137 45 15 4	retain 392 191 137
SACEA Diversity	Council representative of membership	Co-opt 4 (21 max on council)	4 *0 Women	>4 diversity *BECSA
ECSA	SACEA program fully provides CPD compliance	Full Members Council	129/191 members with voting rights = 67%	Retain VA Status (50% member, 70% council)
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Influence		TMM Workgroup GCC process	HOE good EM good	
Cert Eng Qualification <i>(increase pool for coal industry)</i>	Guaranteed grand-fathering Ensure safe mining industry and competency	Improved GCC pass rate > 20%	Fraud investigation	Coal >20%
Safety	Ensure safe mining industry via aligned/agreed standards		PDS, Conveyor, fatigue, Electrical Regulations, Noise and Dust	

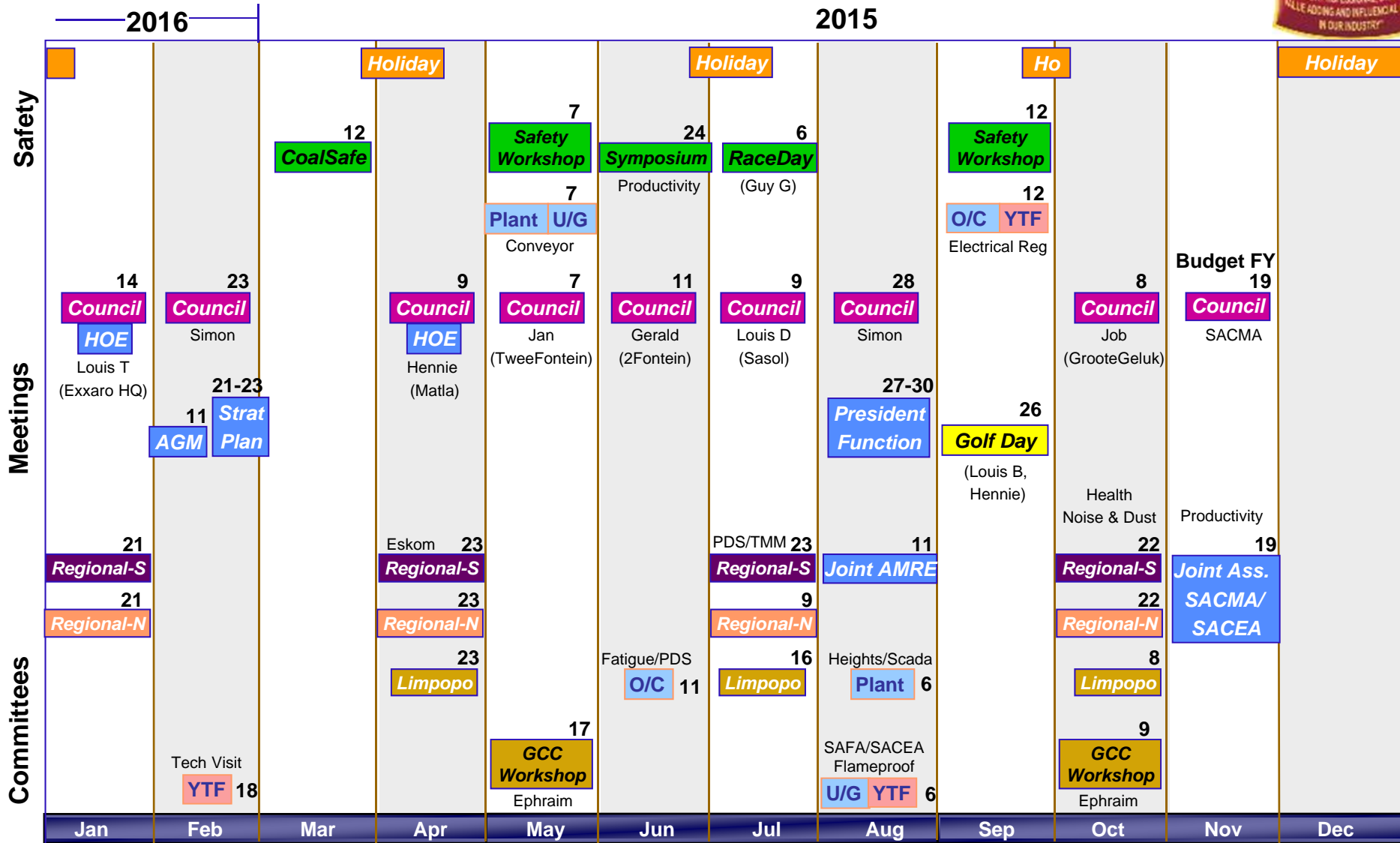
SACEA Strategic Objectives 2015

15-17 February 2015

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SACEA Business Cycle: 2015



SACEA Business Cycle 2015: Monthly Focus



		2016			2015								
			Holiday		Holiday		Ho			Holiday			
Safety	Monthly Theme and Accountabilities												
	HOE Discussion President	Strategy PI Feedback President		Eskom Regional Chairmen: Job Jacques Eric Henk	Conveyor Lou (L) Louis B Hennie Marcin	Symposium Productivity Jerris Louis D	PDS/TMM Regional Chairmen: Job Jacques Eric	Heights/Lifting Scada Jan	Electrical Reg Aldine (L) Louis B Henk	Health Noise & Dust Regional Chairmen: Job Jacques Eric	Productivity Louis T		
Meetings					Fatigue/PDS Gerald		SAFA/SACEA Flameproof Marcin (L) Henk Louis B						
	Exam questions be submitted at the Council Meeting following the event above												
Committees				GCC Exam Question: Henk	GCC Exam Question: BBS-Aldine	GCC Exam Question: Jerris	GCC Exam Question: Louis D	GCC Exam Question: Jan	GCC Exam Question: Aldine	GCC Exam Question: Job	GCC Exam Question: Louis T		
					GCC Exam Question: Lou	GCC Exam Question: Gerald		GCC Exam Question: Marcin					
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec



2015 Strategic Thrust



Strategic Thrust Compelling us to action in 2015



1. Higher level **of influence with the HOEs and in the Chamber of Mines, SANS, Government Chief Engineer** as vehicles for delivery (sustain influence in MQA, ECSA, MPA SteerCom)
2. Influence and direct the **GCC process and competency/ qualification system** to significantly improve the integrity and pass-rate and ensure competence in the industry
3. Committed **HOE that action SACEA solutions** base on specific SACEA proposals/recommendations (support and drive agreed common priorities for implementation)
4. **Membership pipeline** to achieve diversity objectives in the Council (including young engineers)
5. Drive and influence **fatal risk protocol, TMM regulations and MOSH PDS leading practice**
6. **Continued delivery** on technical content, technical symposium, ECSA registration, CPD, safety programs, Limpopo and southern region expansion
7. Achieve the SACEA cash reserve objective

Focused Workshops, Partnerships

Strategic Thrust Compelling us to action in 2015



Thrust	FOCUS and DELIVERABLES for 2015	
Influence with the HOEs and in the Chamber of Mines, SANS, Government Chief Engineer	<p>Collaboration with State Institutions</p> <p>Changes to Regulations</p>	<ol style="list-style-type: none"> 1. Success of Engineering Managers bi-annual meeting 2. Strong partnership with regional Principle Inspector and Senior Machinery inspectors - agreed priorities between SACEA and DMR (workshops) 3. New regulation implementation – sharing of best practices, clarify issues, share knowledge (Conveyors, TMM, Fatigue, Electrical Regulations)
GCC process and competency/ qualification		<ol style="list-style-type: none"> 4. Involvement of PITs in Young Talent Forums 5. Submission of questions for papers 6. Involvement in Annexure E review
HOE/EM that action SACEA solutions	<p>Eskom Constraints</p> <p>Productivity in Mines</p>	<ol style="list-style-type: none"> 7. Clear rationale and contribution from SACEA in 2015 – focussed agenda 8. Focus on HOE and DMR issues – focussed agenda, clear KPI's 9. Practices to measure productivity in Mines 10. Eskom load shedding – ventilation and getting people safely out of mine
Membership pipeline & value	<p>Communication</p>	<ol style="list-style-type: none"> 11. Real-time communication on key issues via e.g. WhatsApp 12. Weekly communication on key incidents/news to Mining House 13. Ensure that candidate members are converted to full members
Fatal risk protocol, TMM regulations and MOSH PDS leading practice	<p>Input into Regulatory Changes</p> <p>PDS</p>	<ol style="list-style-type: none"> 14. New changes: PPE for Women, Noise, Dust 15. Participation in working groups (ensure early input) 16. Participation in MRAC task teams 17. PDS – Sharing of knowledge and leading practices, compliance issues
Technical, ECSA registration, CPD, safety programs	<p>Skills Development</p>	<ol style="list-style-type: none"> 18. Successful Safety Workshop 19. Successful Technical Symposium 20. Execute 2015 monthly themes via workshops, Forums, etc.
SACEA Cash Reserve	<p>Survival of SACEA</p>	<ol style="list-style-type: none"> 21. Risk of Mining Houses stopping support (cost pressures) – members pay 22. Minimise time at events and maximise value 23. Available cash > R500,000



Council Accountabilities 2015









SACEA – Strategic Thrusts 2015

KPI 1: DMR, Industry and Regulations (1)

DMR Interaction and Industry Representation

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

Strategy Actions	Date	Target/DOV	Feedback
1. Caretaker of the DMR relationship. Ensure information on latest events and regulatory changes (President) 	Monthly	<ul style="list-style-type: none"> • Limpopo – President • Mpumalanga – Vice President • Bi-annual personal meeting with both PIs 	
2. DMR participation in SACEA activities(President) 	Monthly	<ul style="list-style-type: none"> • Limpopo – President • Mpumalanga – Vice President 	Invite for Conveyor and Electrical Reg Safety Workshops
3. Organise for DMR operational report to be presented at regional meetings by DMR representative (Jacques, Eric, Job) 	Monthly	<ul style="list-style-type: none"> • DMR Operational report presentation per regional meeting 	
4. Finalise key regulations: <ul style="list-style-type: none"> • OH&SPC (Jan, Jacques) • Vessels under pressure (Hennie) • Elevators (Hennie) 	Ad hoc	<ul style="list-style-type: none"> • Influence when at CM&EE stage • Confirm regulations currently open for review (Jan) • Coordinate and ensure input • Evaluate outcome and implement 	CM&EE – Hennie OH&SPC - Jan



SACEA – Strategic Thrusts 2015

KPI 1: DMR, Industry and Regulations (2)

Industry Representation
Objective: Influence development of industry policy

Strategy Actions	Date	Target/DOV	Feedback
5. Tri-partite Forums	Quarterly	<ul style="list-style-type: none"> • SACEA to attend • Mpumalanga (Vice Presidents and Regional Chairpersons) • Limpopo (President or Regional Chairperson) 	






SACEA – Strategic Thrusts 2015

KPI 2: Skills Security (1)

Professionalism and Competency

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

Strategy Actions	Date	Target/DOV	Feedback
1. Annexure E (Ephraim) 	Quarterly	<ul style="list-style-type: none"> Review Annexure E (Ephraim), Step up relationship with Tony Coutinho and discuss Annexure E if required 	
2. Young Talent Forum - Junior Engineer structure to leverage from Regional Meetings (LouisD in mentor role for all PIT) 	Monthly	<ul style="list-style-type: none"> Identify PIT by region to execute initiative Review Junior Engineer representative per Mining House – possible co-opt to SACEA (rotating chair annually) Discuss COPs at Networking sessions for Junior Engineers Increase candidate success Focus on Technical visits 	
3. Questions for GCC exam (Ephraim) 	Bi-annually	<ul style="list-style-type: none"> Persons identified to develop question after each monthly activities 	



SACEA – Strategic Thrusts 2015

KPI 2: Skills Security (2)

Professionalism and Competency, Influential in the Industry

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

Strategy Actions	Date	Target/DOV	Feedback
4. ECSA relationship (Aldine, Johnny)	Ongoing	<ul style="list-style-type: none"> • Preparation discussion with ECSA on issues – Aldine, Johnny • Organise a roadshow to enable ECSA to present to SACEA members the “value of ECSA” <ul style="list-style-type: none"> • 1st to Council • Then to members • Clarify ECSA exclusion from Council for Build Environment 	
5. ECSA Administration (Aldine, Johnny) <ul style="list-style-type: none"> • ECSA Pr Cert registration committee • Administer SACEA CPD points 	Monthly Monthly	<ul style="list-style-type: none"> • Aldine and Johnny to attend 100% of meetings 	






SACEA – Strategic Thrusts 2015

KPI 2: Skills Security (3)

Professionalism and Competency

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

Strategy Actions	Date	Target/DOV	Feedback
6. MQA (Hennie) <ul style="list-style-type: none"> • Mining & Minerals Standards Governing Body • MQA Board Meetings • Stage1&2 (Ephraim)  	Monthly	<ul style="list-style-type: none"> • Hennie organise feedback from MQA at a Council Meeting during the year 	
7. CTC (Louis T, Hennie) <ul style="list-style-type: none"> • CTC Committee of Management • CTC regional meeting feedback 	Quarterly Quarterly Regional	<ul style="list-style-type: none"> • Provide feedback on latest issues • Organise annual feedback from CTC at Council Meeting 	



SACEA – Strategic Thrusts 2015

KPI 3: Committed HOE (1)

Professionalism and Competency, Dynamic Organisation
 Objective: Committed HOEs that action SACEA solutions

Strategy Actions	Date	Target/DOV	Feedback
1. President discussion with HOE (Stompie)	Jan, Apr	<ul style="list-style-type: none"> • Fact sheet of SACEA contribution (recent past) and focus for 2015 • Clarify the views on ECSA - and relationship to CPD points (facts base) • At SACMA StratPlan – notify of SACEA initiative involving EMs (Guy) • SACEA on the agenda of Engineering Forums • Mining House representative to give feedback • Monthly hymn-sheet after council meeting to HOEs and SACEA members 	
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"> • 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 – Strategic Thrusts 2015

KPI 5: Safety & Standards

Participation and Value Addition in the Industry

Objective: Drive and influence fatal risk protocol, TMM regulations and MOSH PDS leading practice

Strategy Actions	Date	Target/DOV	Feedback
1. Workshops for 2015	2015 Program		





		2016			2015							
			Holiday		Holiday		Ho				Holiday	
Safety	Monthly Theme and Accountabilities											
	HOE Discussion President	Strategy PI Feedback President		Eskom Regional Chairmen: Job Jacques Eric Henk	Conveyor Lou (L) Louis B Hennie Marcin	Productivity Jerris Louis D	PDS/TMM Regional Chairmen: Job Jacques Eric	Heights/Lifting Scada Jan	Electrical Reg Aldine (L) Louis B Henk	Health Noise & Dust Regional Chairmen: Job Jacques Eric	Productivity Louis T	
					Fatigue/PDS Gerald		SAFA/SACEA Flameproof Marcin (L) Henk Louis B					
Meetings	Exam questions be submitted at the Council Meeting following the event above											
				GCC Exam Question: Henk	GCC Exam Question: BBS-Aldine	GCC Exam Question: Jerris	GCC Exam Question: Louis D	GCC Exam Question: Jan	GCC Exam Question: Aldine	GCC Exam Question: Job	GCC Exam Question: Louis T	
					GCC Exam Question: Lou	GCC Exam Question: Gerald		GCC Exam Question: Marcin				
Committees												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec



SACEA – Strategic Thrusts 2015

KPI 6: To Influence Policy (1)

Chamber of Mines, Industry representation, Technical content
 Objective: Influence development of industry policy

Strategy Actions	Date	Target/DOV	Feedback
1. Attend OH&SPC meetings (Jan), (Alt – Jacques) 	Bi-Monthly	<ul style="list-style-type: none"> Attend 80% of meetings and give feedback to Council Distribute industry proposals and coordinate feedback into OH&SPC 	
2. Attend CM & EE meetings (Hennie, Marcin)  	Bi-Monthly	<ul style="list-style-type: none"> Attend 80% of meetings and give feedback to Council Distribute industry proposals and coordinate feedback into CM&EE Ensure that Tony Coutinho forwards all statutory amendments/proposals to forum 	
3. MOSH Adoption (Jerris) 	Monthly	<ul style="list-style-type: none"> MOSH feedback at every regional meeting 	
4. MRS (Guy)	Quarterly	<ul style="list-style-type: none"> Attend 80% of meetings and give feedback to Council 	



SACEA – Strategic Thrusts 2015

KPI 6: To Influence Policy (2)

Standards Formulation

Objective: Influence development of industry policy

Strategy Actions	Date	Target/DOV	Feedback
5. SANS TC 65 review/formulation (Henk & Aldine)	Monthly	<ul style="list-style-type: none"> • SANS 1515 (Henk) • SANS 868 (Henk) (On Hold) • SANS 1934 (Aldine) • SANS VSD (Henk) 	<p>Technical Symposium - presentations on impact of published standards</p> <p>Note: Agenda Points for EMs</p>
6. SANS TC 82 (Mining Machinery) review/formulation (Johnny)	Bi-Monthly	<ul style="list-style-type: none"> • SANS 1623 (chains and attachments) • SANS 1624 (chains and attachments) 	Clarify current status
7. SANS TC 66 (cables) review/formulation (Jacques, Marcin)	Monthly	<ul style="list-style-type: none"> • Representative to become member of TC 66 Workgroup, • SANS nomination form to be completed and submitted 	
8. SAFA review/formulation (Henk), (Alt – LouisB)	Monthly	<ul style="list-style-type: none"> • Attend 100% of meetings and give feedback to Council 	

SACEA – Strategic Thrusts 2015

KPI 6: To Influence Policy (3)



Chamber of Mines, Industry representation, Technical content
Objective: Influence development of industry policy

Strategy Actions	Date	Target/DOV	Feedback
9. BeltCon & SafeCon (Lou)	Ad Hoc	<ul style="list-style-type: none"> • President to write formal letter to request Lou represent SACEA at meetings • Attend 80% of meetings and give feedback to Council • Distribute industry proposals and coordinate feedback into BeltCon & SAfeCon 	
10, MPAS Committee of Management (Presidents Forum)	Bi-Monthly	<ul style="list-style-type: none"> • President and Vice President to attend 	

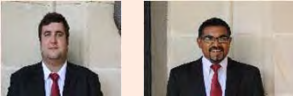


SACEA – Strategic Thrusts 2015

KPI6: Technical Content Delivery

Participation and Value, Influential Industry Representation

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

Strategy Actions	Date	Target/DOV	Feedback
1. CPD administration (Simon)		<ul style="list-style-type: none"> • Own submissions to ECSA • Agreed points for events: <ul style="list-style-type: none"> • General - 1 point for 8 hours • Workshops – 0.5 points • Regional Meetings – 0.5 points • User Group Meetings – 0.5 points • Council Meeting – 0.3 points • Technical Presentation - 0.5 points 	Verify against ECSA standard (Aldine)
3. Technical Symposium (Jerris, Louis D)		<ul style="list-style-type: none"> • Full day Technical Symposium • ECSA – 1 CPD point 	<ul style="list-style-type: none"> • 7 presentations • One on each of the 2015 Theme programme

SACEA – Strategic Thrusts 2015

KPI 7: Financial Sustainability



Participation and Value

Objective: Achieve the SACEA cash reserve objective

Strategy Actions	Date	Target/DOV	Feedback
1. Cash Management (President)	Ongoing	<ul style="list-style-type: none"> Recover financial position to minimum of R500,000 – two year exercise Sasol reconsidering professional fees! Plan B– Individuals pay there own fees Reduce spend – Presidential function – 50 couples 	<ul style="list-style-type: none"> SACMA/SACEA fees collaboration Membership fees – R271k @-25% Golf Day – R50k Day@Horses – 2xR30k Technical Symposium – R100k Safety Workshops – 2xR20k GCC Workshops – R20k
2. Debtor Management (Louis B-Process, Company Representatives)	Quarterly	<ul style="list-style-type: none"> Collect R260,000 outstanding from 2014 by June 2015 Write-off debt older than 2012 	<ul style="list-style-type: none"> Resubmit invoices to Company Reps – Q1 Use SMS-system for smaller mines individuals
3. Stopped activities – cost saving	Ongoing	<ul style="list-style-type: none"> Consider hosting AGM at Mining House(R20k) 	<ul style="list-style-type: none"> MPAS (R111k saving) Not renting technical symposium venue – R48k Stopped sleep overs with HOE


SACEA – Strategic Thrusts 2015

KPI7: Viable Organisation



Participation and Value

Objective: Achieve the SACEA cash reserve objective

Strategy Actions	Date	Target/DOV	Feedback
1. Hymn Sheet (Ephraim) 	Monthly	<ul style="list-style-type: none"> • Appoint person/role on SACEA to ensure Hymn-sheet is done • Out within 5 days after Council meeting (by Tuesday) • Simon will distribute to all members • Company Rep will discuss Hymn-sheet with HOE • Agenda point on Engineering Forums 	Implemented and ongoing
2. SACEA Weekly Letter (President)	Bi-Weekly?	<ul style="list-style-type: none"> • Short weekly progress/event from the President to Members/HOEs • Council give input to President 	Key events this week Consider using WhatsApp and website
3. Website (Henk)	Monthly	<ul style="list-style-type: none"> • Henk managing the Website 	Update Council and contact detail Publish annual report
4. Membership of SACEA (Company Reps)	Annual	<ul style="list-style-type: none"> • Consolidate and clean-up 	<ul style="list-style-type: none"> • R2.13.1 and R2.13.3.1 must belong to SACEA • ECSA Registration • GCC candidates
5. Constitution review (President)	At Presidential Function	<ul style="list-style-type: none"> • No new issues 	



SACEA Management

Profile





Louis D



Jan



Louis T



Gerald



Lou



Job



Henk



Marcin



Guy



Aldine



Hennie



Ephraim



Louis B



Jacques



Stompie



Johnny



Jerris

