



South African Colliery Engineers Association

Strategy 2016

21-23 February 2016



SACEA Council 2016





Opening message from the President

- This will be yet another tough year!
 - *With large scale retrenchments and shrinking industry*
 - *Changing of the coal industry face*
 - *Big 5 continue down sizing & increased smaller companies with outsourced mining activities*
- A lot of focus shifters that will impact on our effectiveness and involvement this year – survival of the fittest
- Must build on 2015 successes – with some focused enhancements
- Specific focuses should be:
 - *Continued interventions with HOE's and EM's on more frequent basis focused on their expectations and support*
 - *Concerted effort to protect membership levels*
 - *Membership data base clean up with status and communication channels confirmed*
 - *Value determination with members – google forms/phone calls*
 - *Active recruitment – small mines –southern region*
 - *Guidance and facilitation support in new job placement exercise*
- We must balance and align SACEA activities with business requirements
- Continued engagement with DMR to wit mutual support of each others focus areas
- How will SACEA “survive” with our industry under pressure?
 - *The key is to continue demonstrating our value added especially during these times*



Reflection on 2015

Outlook for 2016





Some thoughts on thoughts from the session

Current Status/Issues

- Cost/ Capital pressure
- Prices - New Normal,
- Unrealistic demands
- Coal will remain relevant

- Labour, Skills, talent challenges
- High number of 189's
- Isolationism

- Change in ownership,
- Increase smaller players,
- More mergers

- Difficult to comply,

Reaction to change...

- Adopt to change
- Technology to play a bigger role
- Maintenance strategies (ie. rebuild for longer)

- Further challenging capital/ cost (stay in business capital)

- Avoid the poor man's trap, balance
- Collaboration become more important

- Bigger role for SACEA
- SACEA needs to take ownership

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

2013

2014

Low Profit Industry

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

2015

2016

Prolonged headwinds

- New norm ...
- Lower for longer ..

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 2016

- 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*
- Uncertain political dynamics
- 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 – be proactive*
 - *Relationships are key to navigate through this – PI's and Senior Inspectors of Machinery*
- We will have to focus on factors within our (SACEA) control to manage the above
- Compliance from OEM



Current Status/Issues in the Coal Mining Industry 2016 (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*
 - *Incorporation into SACEA*
- 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 or alternatives based on risk assessment
 - *Implementation according to plan*
 - *Quarterly feedback*



Current Status/Issues in the Coal Mining Industry 2016 (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 2016 (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
 - *Unpredictable planning and timing of such actions*
 - *Resulting violence and damage (property and people)*



Current Status/Issues in the Coal Mining Industry 2016(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....

- Decreasing of coal prices
- Period of large replacement programmes
- New mining projects
- Changes in legislation
- Labour challenges
- Successful SACEA delivery
 - Safety challenges
 - Safety workshops
 - Conveyor belts
 - Coal mining fatalities down
 - 2013 milestones achieved
 - Technical symposiums
 - Nearly 100% membership growth

2016

....future very different

- Low coal prices and expected new norm:
 - 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 & shrinking membership
- RSA OEMs struggling for existence

Stakeholder analysis

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



Stakeholder	Need to build 'influence'	Need to build 'value add'	Examples
HOE/ EM	2	2	Involve HOE Capture knowledge More efficient
DMR/ Tripartheid	1	3	Participate in legislation Approach towards DMR
Current/ New Members	4	1	Target smaller mines Attract younger talent Increase Members Improve member participation
Suppliers/ OEM	3	4	Better Communication Assist with Tech meetings Standards



Discussion with Company

HOE's



Discussion with HOE – (1/3)

- PIT/Young Engineer Training
 - *Anglo Training Program reducing*
 - *Petra Diamond Mining underground training experience continue*
 - *School of Engineering Sibanya Gold*
 - *Get questionnaire to test practical competencies of YE/PIT understanding of Annex E from Donald Wright*

- *Applicable SANS standards wrt MHSA theme for Safety workshops*

- *Competencies*
 - *Reg2.9.2 training Course for first line supervisors/foreman*
 - *Develop industry competency test wrt MHSA*
 - *Include Safety officers competency*
 - *Focus must be on competence*

- *Equipment Risks assessments standards*
- *Equipment risk control*
 - *Industry Golden Rules on:*
 - *Fitting (top focus areas for fitter)*
 - *Electricians (top focus areas for Electrician)*
 - *LV energy levels and the dangers thereof/ PPE*

Discussion with HOE – (2/3)



- Gas Cylinders – gas safety declaration of all boilermakers & home usage understanding
- Fatal Risk Control TMM wrt Ldv's
 - *NCAP5 ratings and compliance*
 - *Prof Michiel Heyns ROP calcs on ldv's*
 - *SACEA/Industry regulate our self*
- Paint specification water basis
 - *Corrosion prevention*
- Communication systems for all including contractors on sites (radio systems & standards)
- Electrical safety competency and equipment compliance – suppliers not yet ready
- Earthing and VFD management
- Continued information feed from changing legislation at DMR – hymn sheet etc.
- Conveyor reliability & safety designs
- Equipment life extensions and rebuild vs buy considerations to wit safety and reliability
- More cost effective CAS systems and applicability to risk profiles in opencast
- Accident learning sharing
- Noise and dust management

Discussion with HOE – (3/3)



- Local suppliers focus – imports are too expensive
- Standardisation & best practice guidelines set for of COP's SOP's and other safety standards
- Training
 - *Focus on Young Talent, safety and professional development of engineers*
 - *Future approach of GCC*
 - *Integrity of GCC tickets*
 - *Training of engineers – Varsity, Technicon, N6*
 - *CTC quality of artisans, modules sign off by mining houses without proper competencies*
 - *Formal foreman and senior foreman qualification as with mine overseer qualification*
- Professional Registered Engineer
 - *Built Environment Act*
 - *Attendance to CMME meeting*
- SACEA initiatives
 - *UG forum increase effectiveness*
 - *Marketing, selling, communication*
 - *Applicability of themes to business needs*



Discussion with the DMR





Discussion with DMR (1/2)

- Good safety achievements in 2015
- Zero fatalities stays the objective and is achievable
- Smaller mines should attend SACEA meeting
 - *DMR will share contact information*
 - *Will promote the SACEA in the interest of the country*
- Sharing of information for the benefit of safety to be promoted
- Risk assessment to determine if PDS or alternative plan is required
 - *Quarterly feedback is planned*
- Alignment of inspectors and Tripartite
- New guidelines to be workshopped at a future SACEA meeting
- Competence impact incidents
 - *Procedures not always practical*
 - *Coaching required*
 - *Enforcing*
 - *Behaviours aspects also relevant*
- To be more pro active in approach - must play a bigger role - reactive learning stays relevant
- Baseline risk assessments is important and needs to be kept update and relevant



Discussion with DMR (2/2)

- Pro-active approach to Section 54
- SACEA to have a representative at the Tripartite
 - *Increase engineers involvement required*
- DMR to be invited to safety workshops



Discussion about the members



Members (1/1)

- More practical handouts to members
 - *Give a template/ check sheet or standard*
- Conduct a member survey to understand needs, perceptions and expectations
- Create a LinkedIn group for SACEA
- Communication plan
- Invite Engineering managers
 - *Company reps to explain benefit*
 - *President to be involved where required*
- Smaller mines to be targeted
 - *DMR to promote and help with info*
 - *Contact mine managers*
 - *Invite for free*
- Three year plan



Discussion about the OEM



OEM (1/1)

- Would benefit from a standardized specification
- Invite OEM to discuss specific topics
- OEM's to contribute to the localisation drive and cost reduction
- OEM's to continue drive technology into CAS reducing cost and effectiveness
- OEM's to assist with standardisation on equipment safety extras
- OEM's to support cost reduction to increase life of equipment through technology and quality
- OEM's to introduce technology which will reduce machine personnel interaction
- OEM's to continue to play role in training supports on PIT as well as firstline and artisan level

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 behaviour, responsible, competent, respected, beyond repute, ethical,
- ❑ **Dynamic**
 - ❑ Adaptable, energetic, pro-active, flexible, challenging
- ❑ **Value-adding**
 - ❑ To member and company, leader, participative, to industry, cost sensitive, innovative, standards settings/influence, best practice
- ❑ **Influential body**
 - ❑ Respected, acknowledged, change initiators, recognized, consulting, networking, representative, Influence standards
- ❑ **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 Coal mine industry**



Mission *(Improvements)*

1. To actively influence the development and compliance to practical **safety, health, environmental and sustainable development legislation, leading practices and standards**
2. To **empower members** through effective interaction and to promote professionalism
3. To be the acknowledged **representative body for members and industry** in influencing policy formulation in decision making forums
4. To influence and lead the **technical maturity and sustainability** of the coal mining industry
5. To add significant **value to the Coal mining industry** through our competent members
6. To have **maximum impact in the Coal mining industry** through our association with other Professional Associations
7. To positively impact the quality and quantity of **technical skills development**

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

Strategy 2013 – 2015



Where we want to be!

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



Where we are

Strategy 2016 – 2018



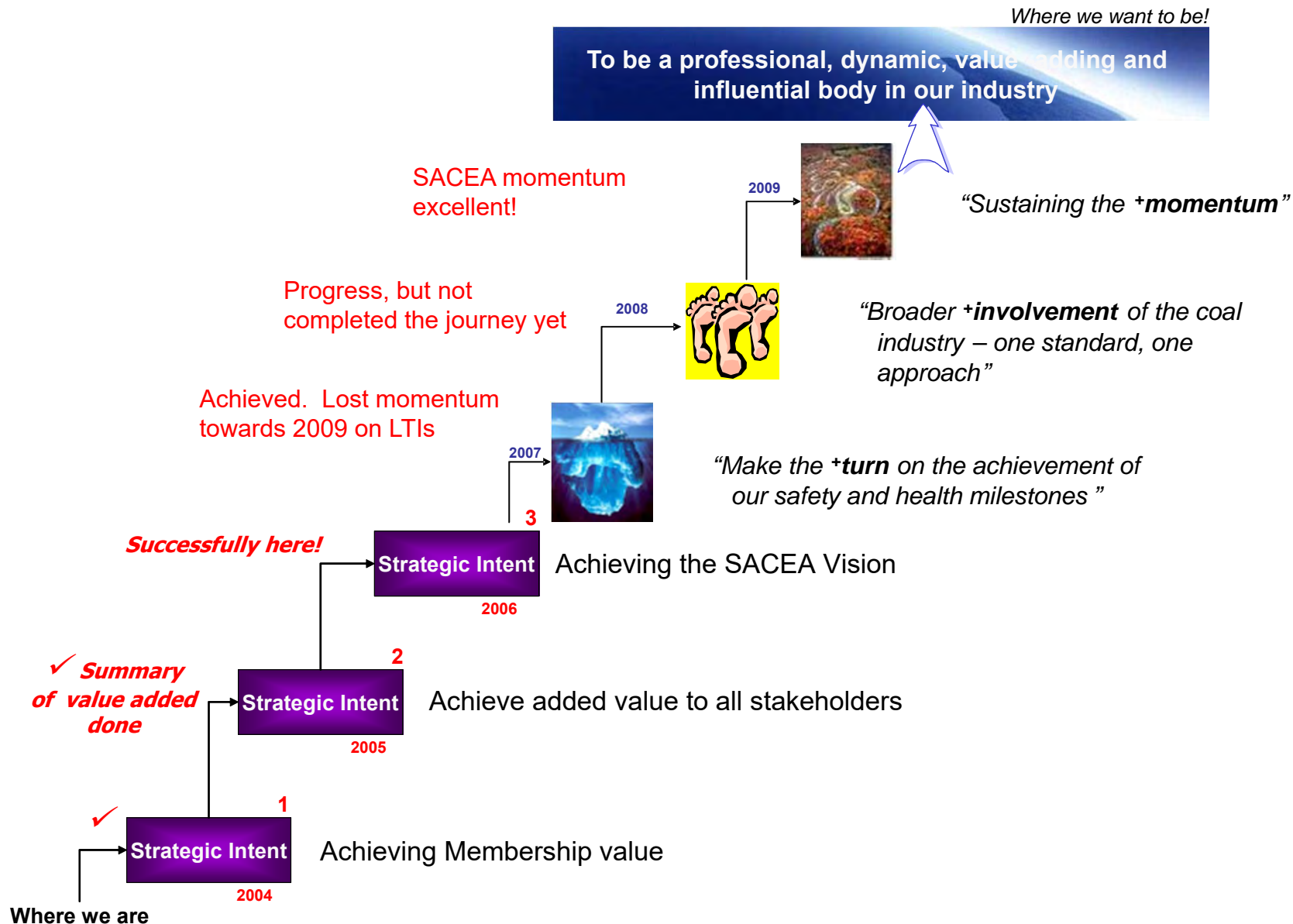
Where we want to be!

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



Where we are

SACEA Strategy Roadmap





2016 Strategic Objectives



Objective	Principles	Metric	Target '15	Actual '15
Membership	10% increase	Total Full Members Candidate Members Affiliate Honorary Life Retired	retain 369 191 137 41 13 8	369 179 128 41 13 8
SACEA Diversity	Council representative of membership	Co-opt 4 (21 max on council)	Co-opt 4 diversity	4 *0 Women
ECSA	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 R383 148 Debtors R34 2518 Prepaid R38 421 VAT R10 096 Investment R126343 Total R900,526
<i>SACEA Strategic Objectives 2015</i>				
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%	Coal < 20%
Safety	Ensure safe mining industry via aligned/agreed standards	Fatal risk standards	Safety Workshops good Symposiums good	

Objective	Principles	Metric	Actual '15	Target '16
Membership	10% increase	Total Full Members Candidate Members Affiliate Honorary Life Retired	369 179 128 41 13 8	retain 369 191 137
SACEA Diversity	Council representative of membership	Co-opt 4 (21 max on council)	4 *0 Women	>4 diversity & *S32 & Women
ECSA	SACEA program fully provides CPD compliance	Full Members Council	129/191 members with voting rights = 67%	Retain VA Status (50% member, 70% council)
Financial	Y-o-Y break even, OPEX for +1 year + delta shared cost Membership income = shared cost No audit findings	Jan15 Available cash 2014 Acc Funds 2015 Cash Objective 2015 Acc Funds	Bank R383 148 Debtors R34 2518 Prepaid R38 421 VAT R10 096 Investment R126343 Total R900,526	Small surplus >R800,000
<i>SACEA Strategic Objectives 2016</i>				
Nr of Engagements	Calendar compliance		Good	
Attendance nr.	5 off north Regional > 50, 3 off southern > 15, 2 of limpopo >20, 2 off each ug/oc/plant User Groups >20, 10 off Council > 70%		Plant good U/G not good O/C good Regional fair	U/G >20, O/C>20 Regional > 20, S=5 Plant > 20, PIT>20 Council > 15/21
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%	Coal < 20%	Coal >20%
Safety	Ensure safe mining industry via aligned/agreed standards		PDS, Conveyor, fatigue, Electrical Regulations, Noise and Dust	15

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

24 February 2014

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2016 Strategic Calendar



Topics for calendar

Technical - More with less

- Tyres
- Gas and welding
- CAS
- Conveyor
- Dust and noise
- Communication systems (radio, WIFI)
- Lifting and rigging
- Rust and paint
- LDV's (min requirements, risk assessments)
- Electrical Reticulation compliance
- VFD's & Earthing
- Local supply innovation in R&R
- Productivity

Safety

- Learning from parties
- Sharing between parties
- Risk assessments & risk control

Standards and Specifications

- SOP and COP (checklist)
- Testing of people
- SANS & Compliance

Training and skills

- Training
- Annexure E

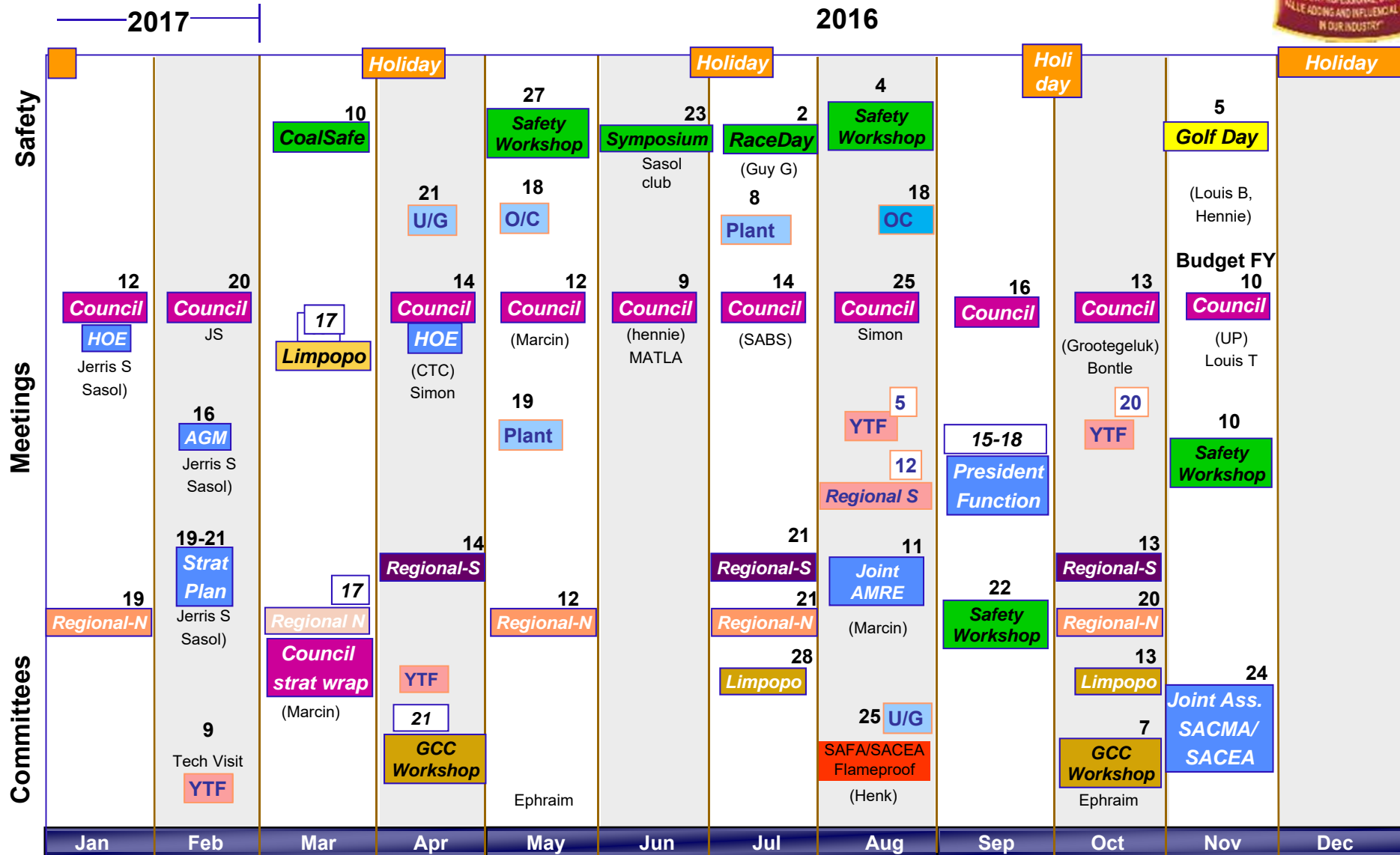
Competencies

- FLS – Foreman qualification
- Contractors
- Compliance standards
- Business partners

Maintenance practices

- Fitting
- Electrical
- Boilermaking

SACEA Business Cycle: 2016



SACEA Business Cycle 2015: Monthly Focus



		2017			2016								
			Holiday		Holiday		Ho			Holiday			
Safety	Monthly Theme and Accountabilities												
	HOE Discussion President	Strategy PI Feedback President	REGIONAL N MARCIN	Risk control & CAS REGIONAL S ELTON	Competency Defining REGIONAL N MARCIN	Symposium Sacea 2016 theme <i>Jarr's</i>	Standards & Specs REGIONAL N MARCIN	Maintenance Practices PLANT THEME JAN gas welding & safety afrox	Electrical compliance vfd Earthing UG THEME jACQUES	Health Noise & Dust REGIONAL N MARCIN	Productivity		
Meetings		REGIONAL L BONTLE	UG THEME Jacques Welding & gas safety	OC THEME Gerald Barlows Maintenance Practices	Msc productivity Hitachi innovation Sasol wifi 4 OEM and 8 Mine plus joint Breakthrough technologies	REGIONAL S ELTON	OC THEME Gerald Tyres Bridgestone brits	SAFETY WORKSHOP Electrical LOUIS B	REGIONAL S ELTON YTF THEME LOUIS D	REGIONAL S ELTON YTF THEME LOUIS D	SAFETY WORKSHOP Silly Season LOUIS B		
			PLANT Process equip & wear items multotec JAN	SAFETY WORK SHOP Competencies & compliance LOUIS B	SASOL CLUB Exhibitors	REGIONAL L BONTLE	REGIONAL S ELTON YTF THEME LOUIS D	Joint AMRE MARCIN SAFA/SACEA Flameproof Hemk & Marcin Louis B	REGIONAL L BONTLE YTF THEME LOUIS D	REGIONAL L BONTLE YTF THEME LOUIS D	SACMA/ SACEA		
Committees	Support in submittal of company papers												
				Exxaro: Hennie	Sasol: Aldine	All	Anglo: Annette	S32: Johannes	Other: Marcin/Henk	Exxaro: Stompie	Sasol: Schalk		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

SACEA Business Cycle 2015: Monthly Focus



2017			2016																																
			Holiday		Holiday		Ho				Holiday																								
Safety	Monthly Communication and Audience																																		
	Hymn sheet Council/HOE AGM Advert	Hymn sheet Council/HOE	Hymn sheet Council/HOE Members Survey Program Advert	Hymn sheet Council/HOE Electronic News Letter Program Advert	Hymn sheet Council/HOE Program Advert	Hymn sheet Council/HOE SIMPOSIUM ADVERT	Hymn sheet Council/HOE Program Advert	Hymn sheet Council/HOE Members Survey Program Advert	Hymn sheet Council/HOE Printed News Letter Program Advert	Hymn sheet Council/HOE Program Advert	Hymn sheet Council/HOE Program Advert	Hymn sheet Council/HOE																							
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: SCHALK	GCC Exam Question: Jerris GCC Exam Question: Gerald	GCC Exam Question: Louis D	GCC Exam Question: Jan GCC Exam Question: Marcin	GCC Exam Question: Aldine	GCC Exam Question: BONTLE	GCC Exam Question: ANETTE																								
Jan			Feb			Mar			Apr			May			Jun			Jul			Aug			Sep			Oct			Nov			Dec		



2016 Strategic Thrust



Strategic Thrust Compelling us to action in 2016



Thrust`	Champion	FOCUS and DELIVERABLES for 2016	
Participate in legislation formulation	Hennie Jan	<p>Changes to Regulations</p> <p>Input into Regulatory Changes</p>	<ol style="list-style-type: none"> 1. Timeous Feedback on Changes 2. Revised Guideline Workshop
Collaborate with the DMR	President & past & Vice	<p>Collaboration with State Institutions</p>	<ol style="list-style-type: none"> 1. Info sharing on Section 54 2. Understand DMR expectation 3. Strong partnership with regional Principle Inspector and Senior Machinery inspectors - agreed priorities between SACEA and DMR (workshops) 4. New regulation implementation – sharing of best practices, clarify issues, share knowledge (Conveyors, TMM, Fatigue, Electrical Regulations)
Support the industry milestones	Gerald Jan Annette		<ol style="list-style-type: none"> 1. New changes: PPE for Women, Noise, Dust 2. Participation in working groups (ensure early input) 3. Participation in MRAC task teams 4. PDS/CAS – Sharing of knowledge and leading practices, compliance issue
Build and grow membership	Membership Lead Regional Chair Company Reps	<p>Survival of SACEA</p>	<ol style="list-style-type: none"> 1. Acquire database at DMR & Contact smaller mines 2. SACEA Data base update & Contact members 3. Real-time communication on key issues via e.g. WhatsApp 4. Weekly communication on key incidents/news to Mining House 5. Ensure that candidate members are converted to full members
Competency defining and development	Ephraim/Louis M Hennie/Louis T	<p>Skills Development</p>	<ol style="list-style-type: none"> 1. MQA,CTC 4. Develop competency tests 5. Involvement of PITs in Young Talent Forums 6. Submission of questions for papers 7. Involvement in Annexure E review and findings
Setting of specifications and standards	Henk/Aldine Gerald/Schalk Bontle	<p>Input into Regulatory Changes</p> <p>Share best practices</p>	<ol style="list-style-type: none"> 1. Update of SANS 2. SAFA Feedback 3. Develop Best practice Guidelines

Strategic Thrust Compelling us to action in 2016



Thrust		FOCUS and DELIVERABLES for 2015
HOE/EM that action SACEA solutions	President, Vice & Company Reps	<p>Alignment & support</p> <ul style="list-style-type: none"> 7. Success of Engineering Managers bi-annual meeting 8. Clear rationale and contribution from SACEA in 2016 – focussed agenda 9. Focus on HOE and DMR issues – focussed agenda, clear KPI's 10. Practices to measure productivity in Mines 11. Eskom load shedding – ventilation and getting people safely out of mine
Improve communication	Anette	<p>Communication</p> <ul style="list-style-type: none"> 21. News letter 22. Hymn Sheet 23. Program Adverts
Knowledge sharing	Henk/Louis D	<ul style="list-style-type: none"> 1. Safety collaboration platform(Drop Box) 2. Linked In
Technical, ECSA registration, CPD, safety programs	Jerris/Aldine/Louis B User Group Chair/Schalk/Johhny	<p>Skills Development</p> <ul style="list-style-type: none"> 18. Successful Safety Workshop 19. Successful Technical Symposium 20. Execute 2015 monthly themes via workshops, Forums, etc.
Financial Sustainability of SACEA	Louis B Stompie	<p>Survival of SACEA</p> <ul 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 2016



SACEA – Strategic Thrusts 2016 – Drivers overview



Nr.	Name	Surname	Role	Mine
1	Louis	Turvey	President/MPAS/Tripartite/DMR Mpumalanga	Exxaro Coal (Pty) Limited
2	Jerris	Subermoney	1st vice/technical symposium/MOSH/MPAS	Sasol Mining (Pty) Ltd
3	Ephraim	Mojalefa	2nd vice/GCC/MPAS	Anglo Operations (Pty) Ltd
4	Johannes (Stompie)	Nel	Past President/ /Membership/DMR Limpopo/Finance	Exxaro Coal (Pty) Limited
5	Marcin	Hyra	Northern region/Membership	Coal Mine Management Services
6	Bontle	Mtshengu	Limpopo region/Membership/Tri-partite Limpopo	Exxaro Coal (Pty) Limited
7	Elton	Bvumbi	Southern region/Membership	elton@somkhele.co.za
8	Jan	Diedericks	Plant users/OH&SPC	Glencore Coal - Glencore Ops SA(Pty) Ltd
9	Jaques	Malan	u/g users/Tri-partite Mpumalanga	Exxaro Coal (Pty) Limited
10	Gerald	Robinson	o/c users/MOSH	Glencore Coal - Glencore Ops SA(Pty) Ltd
11	Schalk	Van Wyk	Ecsa chair/safety workshops/Symposium	Sasol Mining (Pty) Ltd
12	Louis	Delpport	Young Talent/Technical symposium/MRS	Sasol Mining (Pty) Ltd
13	Annette	Prinsloo	Comms /Survey/News letter/technical symp/hymnsheet/Membership/safety workshops	Anglo Operations (Pty) Ltd
14	Johnny	Prinsloo	ECSA/SANS	Boikaroll
15	Louis	Botha	Golfday/debt man/safety workshop/membership/Symposium	Sasol Mining (Pty) Ltd
16	Henk	Zwart	SAFA/SANS/website	Private member
17	Hendrik	Lombard	MQA/CTC/CMEE/COALTECH	Exxaro Coal (Pty) Limited
18	TBD	TBD	Young talent - take over/MRS	TBD
19	Aldine	Bezuidenhout	ECSA/SANS	Sasol Mining (Pty) Ltd
20	Johannes	Nkosi	MRS/Beltcon/Safecon	South32 SA Coal Holdings (Pty) Ltd
21	TBD	TBD	Membership Effort Lead	South32 SA Coal Holdings (Pty) Ltd
Vol	Guy	Gething	Horse day	Glencore Coal - Glencore Ops SA (Pty) Ltd




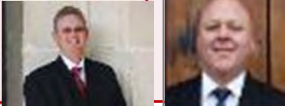


SACEA – Strategic Thrusts 2016

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) 	Quarterly	<ul style="list-style-type: none"> • Limpopo – Past President • Mpumalanga – President • Bi-annual personal meeting with both PIs 	Quarterly
2. DMR participation in SACEA activities(President) 	Monthly	<ul style="list-style-type: none"> • Limpopo – Past President • Mpumalanga – President • Chair (Safety & Regional) 	Invite for Safety Workshops
3. Organise for DMR operational report to be presented at regional meetings by DMR representative (Marcin, Bontle, Elton) 	Monthly	<ul style="list-style-type: none"> • DMR Operational report presentation per regional meeting • Regional Chair 	
4. Finalise key regulations: <ul style="list-style-type: none"> • OH&SPC (Jan,JOHANNES) • 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.MARCIN OH&SPC – Jan,JOHANNES


SACEA – Strategic Thrusts 2016

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) 	<ul style="list-style-type: none"> • Jacques Mpumalanga • Stompie Limpopo




SACEA – Strategic Thrusts 2016

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 2016

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, Schalk)  	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 	<ul style="list-style-type: none"> • Johnny • Aldine • Schalk – chair?
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 2016

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 (Johannes, 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 2016

KPI 3: Committed HOE /EM(1)



Professionalism and Competency, Dynamic Organisation
 Objective: Committed HOEs & EM's that action SACEA solutions





Strategy Actions	Date	Target/DOV	Feedback
1. President discussion with HOE 	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) • 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 & EM's	Monthly	Company representatives to actively engage HOE & EM throughout the year on feedback, attendance trends <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 • Feedback monthly to company EM forums 	



SACEA – Strategic Thrusts 2016

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 – JOHANNES) 	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,GERALD) 	Monthly	<ul style="list-style-type: none"> MOSH feedback at every regional meeting 	
4. MRS (LOUIS D) alt JERRIS	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 VARIOUS 	<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 (Johannes 2 nd s32)	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, Annette, LOUIS b, schalk)	 	<ul style="list-style-type: none"> • Full day Technical Symposium • ECSA – 1 CPD point 	<ul style="list-style-type: none"> • 11 presentations • One on each of the 2016 Theme programme – 5 from mining houses

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 their 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 – 1xR30k Technical Symposium – R100k Safety Workshops – 3xR40k 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"> Not renting technical symposium venue Stopped sleep overs with HOE AGM saving its venue

SACEA – Strategic Thrusts 2016

KPI7: Communication & Membership



Participation and Value

Objective: Achieve the SACEA cash reserve objective

Strategy Actions	Date	Target/DOV	Feedback
1. Hymn Sheet (Annette)	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 News Letter(Anette)	6 monthly	<ul style="list-style-type: none"> • Progress and strat execution • Medium for adverts 	
3. Survey and Member communication	6 monthly	<ul style="list-style-type: none"> • Get feedback and input from members 	
4. Website (Henk)	Monthly	<ul style="list-style-type: none"> • Henk managing the Website 	Update Council and contact detail Publish annual report
5. Membership of SACEA (Company Reps, Louis T,Marcin, Anette & Lead)	Monthly	<ul style="list-style-type: none"> • Consolidate and clean-up database • Get info from dmr • Recruit from smaller mines 	<ul style="list-style-type: none"> • R2.13.1 and R2.13.3.1 must belong to SACEA • ECSA Registration • GCC candidates
6. Constitution review (President)	At Presidential Function	<ul style="list-style-type: none"> • No new issues 	

Representatives 2015



Mining House Representatives

- ❑ Anglo - Ephraim Mojalefa, (HOE: TBD)
- ❑ Sasol - Louis Botha, (HOE: Gary Leibbrandt)
- ❑ South 32 - vacant, (HOE: Johan Viljoen)
- ❑ Exxaro - Lou Kilian, (HOE: Maxwell Nemitshili)
- ❑ Glencore - Jan Diedericks, (HOE: Fanie de Waal)
- ❑ Other Mines - Marcin Hyra, Louis Turvey, (HOE: Nico Pretorius)
(COAL, TOTAL, ACC, ARM, AVENG, etc.)



SACEA Management

Profile





Louis D



Henk



Louis B



Jan



Marcin



Jacques



Louis T



Guy



Stompie



Gerald



Aldine



Johnny



Lou



Hennie



Jerris



Bontle



Ephraim