

▶ We welcome Bart Voet, ▶ an industry professional

Bart Voet, Shell's vice president wind energy, is SAPREF's new managing director. We spoke to him during the hand-over period.

Please tell us a bit about your background.

I grew up in the Netherlands and studied chemical engineering at the University of Technology in Delft. I was then conscripted to do 14 months of military service. I then joined Shell as a process engineer in The Hague and since then have gained a wide variety of manufacturing experience including a recent assignment as plant manager of Oman LNG in Oman. Other postings have been in Australia, Nigeria, the UK, the USA, and The Hague again most recently, when I made the decision to move into renewables.

How long will you be here?

Not quite on the forefront of my mind as I have not even started! I hope to be here long enough to make a lasting contribution.

What is your management style?

People say I am pretty demanding but fair. I see myself as hands-on with an open-door policy. I have deep respect for solid professionals, of which I can see there are many at SAPREF. As a matter of fact, I like to think of myself as a professional. I am a great believer



Bart Voet, SAPREF's new managing director.

in the benefit of experience and, again, there is a wealth of experience at SAPREF.

What do you like and dislike?

I enjoy such diversity as is often found in operating facilities. What I dislike? - dishonesty; in my position, I depend on the team, so I need people to tell it the way it is.

What qualities do you appreciate in people?

Teamwork is the key. In essence this means that we think about SAPREF's objectives first and about

our individual objectives second. For professionals to be effective, we must be team players.

What do you do for fun?

I am a family man and try to spend quality time with my family. I love the outdoors and look forward to doing some scuba-diving here with my wife.

Tell us a bit about your family

I am married to Saskia and we have two children, Boyd, 9, and Karen, 7. Saskia works on micronutrient deficiencies in developing countries and is a consultant to the World Food Programme in Rome.

What are your impressions of SAPREF so far?

I think the focus on Safety, Integrity, Reliability and Product Quality (SIRQ) is absolutely the right one and will provide the foundation for operational excellence. I firmly believe that the first and foremost need of our stakeholders, including the communities, is operational excellence. I see lots of pride at SAPREF, and a strong commitment to pursuing the SIRQ agenda – I look forward to working with the team on that. From there we can pursue further aspirations. We have a long way to go and it will be hard work, but I have no doubt in my mind that we will succeed.

▶ From the editor

You will have noticed large-size “newsboards” at 13 sites at the refinery, Island View and JBS. They’ve been erected to enhance internal communications.

Explained Lora Rossler, sustainable development manager, “The Business Improvement Process (BIP) showed that we needed to strengthen our internal communications – hence the use of this new system: newsboards. They are placed in certain strategic and high-traffic areas, so that most people will see them. The boards



Nombasa Hewana, business analyst, one of the 13 internal communications facilitators, shows a newsboard.

give everybody a certain level of information – a ‘snapshot’ really – about a range of different subjects.” Thirteen internal communications

facilitators have been trained, and they will provide input and news to update the boards every two weeks.

▶ Books donated



In response to requests from schools for library books, SAPREF recently donated R10 000 of books to each of three primary schools in the surrounding area: Primrose in Isipingo, Alipore Road in Merebank and Collingwood in Wentworth. Here, Mr Folkard, the principal at Alipore Road Primary School, and pupils accept some of the books from Leonard Mbokazi.

▶ Tournament held



For the third year in succession, the company sponsored the SAPREF Community Liaison Forum Soccer Tournament. It was held at the SAPREF Club’s soccer field on 25 October, with more than 750 pupils from nine primary schools in the South Durban area participating. An innovation this year was a display of traditional dancing by a children’s troupe from Adam’s Mission.



SAPREF is proud to have achieved ISO 14001 and ISO 9001 certification.



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▶ Congrats, Sophia

Congratulations to Sophia Khan, a community liaison officer on the restore transfer pipeline integrity project, who has received a cum laude pass in a course on safety, health, environment and quality management. She studied through the International Risk Control Academy.

Wayne's farewell message

Managing director Wayne Pearce said farewell to SAPREF people and other stakeholders in November as he prepared to take up a new role as global manager process safety assurance at Shell on 1 December.

In his speech to a range of stakeholders at a gathering on 8 November, Wayne reiterated that SAPREF's role is to be a partner, to be open, and to hold itself accountable to get things right.

In part, he said, "There is something of an economic boom right now. Just look at the investment by our neighbouring companies in South Durban and the vision of Durban as a major port. But success also comes with challenges, most notably the skills to support all this economic activity and I'm sure you share with me the worry about skills development and indeed skills loss whether through people leaving through fear, or people dying from HIV. SAPREF's economic role is substantial. We are now spending half our procurement spend on BEE companies. The taxes businesses pay must be used effectively for skills development, reducing crime and the fear and harm it creates, and to address HIV. The efforts in these areas are substantial but frankly not yet enough."

Referring to the environment, he said, "I have observed some substantial and in many ways well overdue legislation and regulation on environmental matters. Business needs certainty and the way the environmental approach has been crafted nationally, and even more importantly, implemented locally, has been something to be proud of. The Multi Point Plan approach using sound scientific evidence to dictate



Wayne Pearce, right, seen at a farewell function, with, from left, Liziwe Mda, production manager; Praveen Maharaj, South Durban Tourism Association; and Dr Michael Sutcliffe, city manager.

what areas should be focused on and then working in partnership to deliver the improvements has truly worked. The air in South Durban is substantially better than it was and annually has shown measurable improvement staying within the WHO standards. I am really pleased with SAPREF's contribution to the MPP and to the reduction in emissions over the years but even more rewarding has been the partnership approach which has delivered this very tangible improvement."

Referring to SAPREF's societal role, he emphasised the importance and effectiveness of partnerships. "Seeing the first science lab installed at a Lamontville school is one of my

enduring memories of partnership working in South Durban. It was a group of active teachers and parents who started the ball rolling; it was willing and committed educators, principals and the education department who opened the doors; it was diligent application by SAPREF and other industry employees who helped crystallize the plan, and it was three companies, one of course being SAPREF, who provided the funds."

In closing, he described one of the experiences he had enjoyed – hearing the soulful singing of 'An African Dream'. "It is beautiful and haunting, and encapsulates all I hope and pray for, for South Africa," he said.



Seen at the function were, from left, Councillor Logie Naidoo, deputy mayor; Andrzej Kiepiela, Growth Coalition; and Russell Curtis, Durban Investment Promotion Agency.

▶ Jimmy

Jimmy Mbhele grew up in a rural village near Dannhauser called Verdriet Farm, and today, though he lives and works far from there, he returns to his roots several times a month. He is a role model for his nephews and nieces and others who remain in that community.

Early on, he did an apprenticeship in fitting and machining in the mining industry and was named “Apprentice of the Year” with 100% in his trade test; he later worked as an artisan in the petrochemical industry. He then started doing inspection work and started studying through Unisa, achieving a national diploma in mechanical engineering with 18 distinctions. In 1997 he won the Phil Santihlano award as the country’s



best student in welding and fabrication inspection/supervisor training.

Over the years, he has worked at Sasol, Engen and PetroSA (formerly Mossgas). He started at SAPREF on 1 October as an inspection engineer, his role being to ensure strict compliance to quality assurance and legislative

requirements on integrity-related issues.

Jimmy is driven by his desire to put back into his community, where he runs a soccer team and is building a church. He advises youngsters to be determined and never give up. He is married and has three children.



Indrani Naidoo is the new health, safety and environment manager.

▶ Shaun

Shaun Ishwarlall joined the team on 10 September as projects commercial co-ordinator; his role is to provide procurement, commercial and contractual support services.

Shaun grew up in Chatsworth and qualified with a national higher diploma in quantity surveying after studying initially at the then University of Natal, and later as a bursary student at the then Natal Technikon.

He worked for Murray & Roberts Engineering as a QS / contracts administrator for seven years, then at Eskom for 10 years, finishing as their contracts manager. After that, he joined Engen refinery as a contracts administrator.

Shaun says he is a people’s person and embraces the team concept to meet business challenges i.e.



together everyone achieves more.

Outside of work, he plays social soccer and cricket, enjoys computers, and his special interest is digital media. He is active within his religion, Hinduism. He is married to Sheron and they have two children.

▶ Long servers

Congratulations to the following loyal long servers who celebrated anniversaries during October, November and December this year:

5 years

Desmond Govender, electrician
Chris Nyawo, electrician
Sibusiso Zulu, safety manager

10 years

Seelan Pather, process technician
Alan Chetty, manager: process control

15 years

Warren Knowler, area engineer

20 years

Pam Grey, administrative assistant
Alli Jalal, process technician

25 years

Thami Manana, ABAP programmer

30 years

Ernest Molotsi, stores controller

▶ Moosa

For many, it was indeed pleasant in early November to see the unmistakable and friendly face of Moosa Karodia at SAPREF again. He takes over as technology manager on 14 December.

He spent seven years at SAPREF before moving to PetroSA in 2004. There, as part of senior management, he was responsible for the development and execution of PetroSA's capital projects. His most recent accomplishment was the successful completion of a \$500 million sub-sea tie-back project to extend the gas supply to the Mossel Bay GTL refinery.

Says Moosa, "My goal now is to achieve sustainable performance on many fronts, eg, SIRQ and efficiency. I am looking closely at how

relationships are being managed, how people understand their roles, and at levels of competence for now and the future. I am also examining the systems and processes which support the present and future objectives of the organisation."

He describes himself as thorough and methodical; he pays attention to detail and has good planning skills; he is particular about finishing what he starts; he says his colleagues see him as a good balance of technical competence and an awareness of people issues; this includes making sure people are motivated and empowered.

Moosa grew up in Stanger and achieved a masters in engineering from the University of Natal, and a masters in business leadership



(cum laude) from Unisa. He then worked at AECI for seven years in various positions. He is married with four boys (aged 14, 12, 9 and 6). Whenever he gets some free time, he enjoys reading, fishing and DIY projects. He is also an avid Liverpool and Sharks supporter and loves football, rugby and cricket.

▶ Garry

Born of a BIP tactic, engineering and maintenance has been re-organised and tasks have been re-distributed. Carel Mensing is now responsible for engineering support, and a new man, Garry Tate, takes on the role of maintenance manager.

Garry hails from Lincolnshire in the UK. He started out as a mechanical apprentice in the chemical business, and after five years studied for a degree in mechanical engineering. He then joined ConocoPhillips in mechanical engineering and maintenance roles, moving to Shell 12 years later; there, he worked in consultancy operations and asset management for four years.

He came to SAPREF on 10 October, and will provide a maintenance

service to the refinery using appropriate best practice. He will be looking for more of three things, and driving change under that banner: consistency, structure and focus.

In his youth Garry was a talented footballer and had hoped to become a professional; however, after leaving school, that didn't work out, and he found himself having to go to night school while working as an apprentice to complete his university entrance requirements.

He later became an avid golfer with a 9.6 handicap, and he looks forward to playing some of our local courses.

Garry describes himself as determined and focused, his feet on the ground and in it for the long haul;



he is conscious of his roots and will always remember where he comes from.

Garry is married to Dawn and they have two daughters, Emily aged 12 and Bethany aged 9.

Siphiwe

There are books and books. Siphiwe Fakude, who joined Team SAPREF on 1 October as finance focal point, enjoys both types – books of accounts, and books for reading.



Siphiwe grew up in Soweto and attended the Boston City Campus, where he achieved a B Com degree through Unisa. He did his honours at the University of KZN and his articles at KPMG. He intends to pass the board exams soon, and become a chartered accountant; thereafter he will do a higher diploma in taxation. He spent the last three years at Unilever where he was factory accountant.

His role at SAPREF is to “assist” budget-holders in HSE, HR, BIP, technology, finance and the MD’s department, by reviewing their spend.

But, back to books. He describes himself as a book addict and can be seen regularly at the bookshops in Gateway, reading. He especially enjoys motivational books and says they have helped his personal growth.

He describes himself as stubborn, punctual and a straight talker. He likes structure, and even plans his travels (another enjoyment) precisely – while also leaving time for spontaneous fun. He is a big-time Chiefs fan.

He is the fourth of six brothers, and is single with a steady girlfriend.

COLOUR	WASTE MATERIAL
Green	Soft compactable non-hazardous waste (REL) – canteen waste; uncontaminated water
Light blue	Non-hazardous solid waste – uncontaminated waste
Pink	Asbestos waste
Dark blue	Hazardous waste – oil-contaminated waste; chemical waste; iron sulphides; etc

PREVENT waste!

Did you know that not managing waste properly can result in:

- fires – for example, due to the reaction of chemicals in a skip
- harm to people, resulting from incorrect handling, transportation and disposal of waste
- damage to reputation, when waste is incorrectly disposed of in community areas
- legal action due to non-compliance with the law
- increased cost: for example, it costs about ten times more to dispose of high-hazard material, so putting general waste in a hazardous skip incurs extra expense.

Said Bradley Scheepers, HSE technician, “We normally think of waste management involving things like collection, transport,

processing, recycling or disposal of waste materials. It would also be helpful, for example, to PREVENT generating waste in the first place, or to MINIMISE it. Think of the waste hierarchical approach.” (See below)

While SAPREF is at the reuse, recycle and disposal level, the call is for people to use the colour-coded bins as shown at top.



Operating windows recognition



Oil Movements (OMUTDE) was recently recognised for their efforts in achieving excellent operating windows performance. The zone has consistently recorded zero violations of design limits. Here, Benton Pillay (operating windows focal point) congratulates John van Belkum (PUM - OMUTDE) at a recognition lunch, with, from left, Phumlani Luthuli, Raoul Geleyn, Bob Cuppumamy, Mike Bajjnath, Vincent Naicker, Radlyn de Escalana, Bheka Blose and Steven Paul.

▶ Pipeline project delivers – safely

In early October, the pipeline replacement project celebrated working one million hours without a lost time injury (LTI) or a recordable incident. The fieldwork started in January 2006, and involves replacing the seven underground pipelines between SAPREF and Island View, some 12 km away.

Says Ebrahim Vawda, project manager, “This is undoubtedly a world-class achievement, given the complex nature of the work. Very often we are working next to live pipelines in residential or business areas, under public roads, in restricted spaces and with poor access. Sometimes

there are water and electricity lines within the servitude. And, when there is heavy rain, the trenches often get flooded.

“It has taken a handful of dedicated SAPREF people, working with contractors WBHO-Shearwater, to manage the safety process. We have relied heavily on the HSE risk matrix, impromptu and scheduled safety walks, near-miss reports and, importantly, sharing our learnings with the team. We have found it very useful to review methods after a near-miss. Quarterly emergency drills, too, have played an important part.



They celebrated on site, safely.

“Now (mid-November), with 90% of the project complete, we must remain vigilant and work to the very end of the project without any LTIs,” said Ebrahim.

Completion is scheduled for the first quarter of 2008.

▶ Supporting young entrepreneurs

Twenty-four businesswise KZN learners received cash prizes totalling R18 000 at a prize-giving ceremony for the SAPREF Mercury School Entrepreneurs Competition on September 18.



The winners, Tamzn Pienaar (first) second right, Jocelyn Quenet (second), third left, Nqobile Ndlovu (third), third right, with sponsors Colleen Dardagan and Lora Rossler, and co-ordinator Felicity Howden, right.

All the winners were running profitable businesses or had come up with a carefully researched and creative business idea. The winners were selected from more than 100 entrants from rural and urban schools across the province. Winning products and services ranged from doggie couture and glamorous bags made from magazine advertisements to bamboo chimes and table mats made from woven newspapers.

Cash prizes of up to R2000 each were awarded in two categories – best operating business and best business idea – for primary and high school learners. The judges looked for innovation, viability and sustainability, taking into account a lack of resources at disadvantaged schools.

▶ Listen up, Team

The seven members of the reliability task team gave a close-out presentation on 12 October to the leadership team and other stakeholders; their key message was: LISTEN. For emphasis, they handed out oversize plastic ears for each person to put on.

Said Alan Chetty, team leader, “The team was in existence for the ten months to September 2007. During this time we had a number of successes, notably on the cat cracker where we contributed to a record performance, and the HF alkylation plant, and our full report is now available. However, what we want to emphasise is that the answers are all here at SAPREF; all we have to do is listen to what our people are saying.”

▶ Another safety milestone achieved

On October 16, SAPREF had worked three million hours without a lost time injury (LTI). At the same time, we had exceeded two million hours without a recordable injury, and had had no fires.

Congratulations to:

- Edwards Shopfitters, under the leadership of Roy Huggins, on achieving 31 years without an LTI.
- EIC, on achieving 14 years without an LTI.

▶ SAPREF table was 'the best'



A group of SAPREF people manned a watering table at the South Coast Marathon on 7 October, winning the "best watering table" award. The jazz club provided excellent music with Reggie Mkhize as DJ, and Des van der Merwe organised fruit for the runners and walkers. The SAPREF team enjoyed boerewors rolls and refreshments provided by SAPREF. Dressed in SAPREF T-shirts and caps, the team was recognised by the participants who declared them the best table. The team were, from left: Lynton Zibi, Des van der Merwe, Reggie Mkhize, Henry Manana, Frank Berry, Dominic Hlophe and Deon Badenhorst.

▶ Teambuilders all

Four runners teams, and eight walkers teams from SAPREF took part in the KPMG JHI Business Relay held on 3 November. C&P used the event as part of their teambuilding programme. Some of their entrants were, back: Simone de Bruyn (with daughter Danica) and Andre van Rensburg; and front: Alan Moodley, Kemendran Moodley and Desmond Gengan (with daughter Debrah).



▶ Ernest elected

In addition to his role on the general council of Cricket SA, Ernest Molotsi, warehouse controller, has been elected vice-president of the KwaZulu-Natal Cricket Union. Congratulations.

▶ Bokke went!

"Go Bokke" was the cry. Then, rugby fever broke out before the World Cup final in October, with people being encouraged to wear Springbok colours to work, and submit their photographs to Columns. Here we feature some of the fun. Even Jake Black was there!

