



New Concept Mining
A Place of Opportunities

New Concept Mining
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Introduction

New Concept Mining is a leading designer and manufacturer of mining support equipment. The company's Jackpot™ and Hydrabolt™ have greatly improved the safety of the gold and platinum mining industry.

Biggest plus

NCM's core values of integrity, innovation and investment set it apart from other industry players, ensuring that employees are ever cognisant that their efforts play a role in improving the safety of the mining industry.

Biggest challenge

NCM is seeking to differentiate itself and entrench its reputation as the partner of choice to the mining industry in the field of high-volume mining support and related products. This will be achieved through innovation, professional service, high-quality manufacturing, short lead-times and competitive pricing.

Facts & figures

Total number of staff employed: **+ 500**
Industry sector: **Mining and engineering**
Black employees: **+ 90%**
Previously disadvantaged individuals in management: **Approx. 65%**
Women employees: **Approx. 3%**
Women executive (senior) management: **Approx. 5%**
Employee Assistance Programme: **Support is offered on a case by case basis. There is a clinic on site which is run by a qualified nursing sister. The hours of the clinic have recently been extended to accommodate the various shifts. The company runs an HIV/AIDS programme.**



NEW CONCEPT MINING

The business

New Concept Mining (NCM) is a market leader in the area of stope support products for the mining industry.

The company has consistently introduced innovative designs and developments which have greatly improved safety and productivity in the narrow reef mining industry. Its products, including the Jackpot™ range of hydraulic pre-stress devices and Hydrabolt™ expandable roof bolts, have won the company several awards including Cullinan, Design Institute of South Africa (DISA) and South African Bureau of Standards (SABS) awards.

The company calls its research and development 'connect and develop' because it takes many of its design leads from its customers in the mining industry.

'We listen to their needs and develop products accordingly,' explains Managing Director Philip Maxton. He adds that NCM has adopted a philosophy of designing products as 'mistake proof' as possible. 'Our products are meant to make mines safer. We therefore want to make it as difficult as possible to use the product incorrectly.'

Quality is a key concern within the organisation and the company was one of the

first in its industry to be awarded an ISO 9001: 2008 Accreditation.

A major initiative at the company is the World Class Competitiveness (WCC) programme whereby all employees, particularly those on the shop floor, are encouraged to participate in decision making relevant to their work, thus empowering all employees. 'Our aim is to continue improving the business – there is no room for complacency. We will continue to invest in our people,' reveals Maxton.

At the heart of the WCC Programme is the concept of 'my customer, my opportunity', which plans to get staff at all levels to understand that what they do ultimately impacts on the customer's experience and if they do their job well, it will create further opportunities for themselves.

Talent management and development

NCM believes it offers 'a place of opportunity' where development and empowerment are key to both the success of the company as well as the individual. Management has over the past number of years thrown the spotlight on staff, encouraging and providing them with the opportunity to better themselves. >>

'The ABET programme has been particularly well supported,' says General Manager: Human Resources, Henri Visser. 'In the latter part of 2009 we marketed the programme more aggressively and the take up has been great, we even have 15 staff that voluntarily attend classes on a Saturday.'

This increase in literacy and numeracy has assisted the company with the implementation of its WCC programme which uses visual performance management to measure the various teams' performance against set parameters. The results are displayed on notice boards which allows staff to see how they are performing in comparison to their colleagues.

Team leader training forms an additional

arm to WCC, which, according to Visser, has satisfied a 'hunger from employees to be a part of the process of change and to take ownership to the factory floor.'

This is quite a change in culture for the company requiring a degree of 'letting go' by management, and empowering staff to voice their opinions based on their expertise. 'It is a new way of doing things and while the programme was conceptualised by management, the change and effectiveness has to come from the bottom up,' explains Maxton.

The company continues to sponsor learnerships with several employees having qualified as electricians and fitters and turners.



'We have been rated in regular independent customer surveys as the best performing supplier in the South African Mining industry, however if we do not sustain these performance levels then success may not continue for very long hence our growing focus in the past three years on the importance of people and their potential.'

Philip Maxton
Managing Director



NCM supports Employee Assistance Programs, improving the life of the communities in which it operates and contributing to the future of the country.

Furthermore, NCM has been instrumental in developing a tube-making learnership which is on the verge of being accredited by Merseta.

Despite being a relatively small company, NCM offers a number of university bursaries, mostly in the field of engineering. The bursars are under no obligation to work for NCM. Instead, Maxton sees it as an investment to the future, although he says the company is an ideal place for newly qualified graduates to gain valuable work experience.

The company places emphasis on succession planning and staff are groomed to take over in certain positions when needed. A retention strategy allows staff to identify a development path through the company. 'Although employees may join NCM in one role they can move into another department or function to allow for growth and development,' says Visser.

Salaries, rewards and benefits

NCM's salary and benefits package compares favourably with its industry. It offers standard features including medical aid, pension fund, annual leave (increasing with length of service), maternity leave and study leave. Support is offered to staff wanting to study further and

25 bursaries (in 2009 additional fundraising allowed for an additional 52) are available to children of staff.

A staff supplementary meal scheme is also in place.

Black economic empowerment

NCM is a Level 7 BBBEE employer and more than 25% of the company is owned by previously disadvantaged individuals in the form of the Royal Bafokeng Nation and local mining empowerment companies.

Responsible citizenship

Last year the company started sponsoring scholar patrols in communities in close proximity to its customers, mostly in the Phokeng area outside Rustenburg. Thus far it has supplied 15 schools with the necessary equipment.

It also continues its involvement with Rand Gold Primary School. In the past year NCM sponsored the building of bookshelves in all classrooms, provided partitioning in the office area and sick bay, and fitted out the school's kitchen facilities.

A new initiative this year involved assisting with the establishment of a Community »



Employee engagement is encouraged at all levels and events like the annual Shavathon is widely appreciated.

Business Forum near one of the mines the company supplies by providing furniture and setting up an office for the forum.

All salaried employees are entitled to take one day's leave where they can support an approved charity.

From an environmental point of view, NCM has reduced its energy consumption by installing automatic light controls, implementing low heat paint drying and degreasing. It also uses water-based paints rather than solvent-based ones. A project is underway to store and utilise rain water in the factory processes.

All discarded metal is recycled, water effluent is filtered to make it as clean as possible and the factory environment has been made warmer during the winter months by supplying warmer clothing and improved insulation.

International stance

Our products are also exported to North and South America, Australia, Fiji, Canada and the UK.

The future

NCM's major focus internally will be the rolling out of its WCC programme to all levels of the

business in order to make it an even better employer. It will also continue to refine its existing products to make mines even safer and design new ones for different applications.

The business will remain focused on its local opportunities while maintaining its overseas ventures.

The people

According to Maxton the most important aspect of the people employed at NCM is their attitude. 'Staff have to have a passion in order to improve, whether it be equipment, quality or service,' he remarks. 'In addition employees need to be resilient to change because the company continues to experience rapid growth.'

The company appreciates those with an entrepreneurial spirit and wishes to attract top players in their fields – particularly in the production and engineering fields. Vacancies are advertised internally first and if not filled the company uses recruitment agencies to source the necessary skills.

Newcomers are introduced to the company through an induction programme where they are exposed to the company's values and

vision. They spend time with the manager in each department in order to understand all links in the business and through a simulated underground experience, gain understanding of how NCM's products are used in the field.

Company culture and style

NCM provides a fast-paced environment. Staff are proud of the products they produce and the fact that they contribute in a very real way to increasing safety in mines, says Maxton.

NCM may be a small company but it has a

big heart when it comes to developing its staff, improving the life of the communities in which it operates and contributing to the future of the country.

'NCM has three values by which it operates: investment – in equipment and its people; integrity – to ensure products are manufactured correctly; and finally innovation – to produce the best equipment possible,' explains Maxton. 'Take any of these words away and it just won't be NCM. These values are part of our soul.'



'New Concept Mining is an amazing company that I love so much. It has helped employees and their families improve their lives. Furthermore, it contributes to society through its products, ensuring the safety of those working in the mines.'

Anthony Msezane
Materials Coordinator