



Newsletter

March 2017



POLOKWANE WAREHOUSE



Exciting News!

That's our first load out of our new Polokwane warehouse!

“ STAY IN THE PROBLEM . THINK IT,
EAT IT, LIVE IT. GO THERE FULLY.
STAY IN IT UNTIL YOU SOLVE IT. ”

Pieter van Zyl – CEO York Timbers

Evolve to 387



Quinton Coetzee Facilitating the “387” Plywood Management Alignment Session

On the 9th and 10th of March, an **alignment session** was held for York Management and the Plywood Plant management. The aim of the alignment session was to understand how the plywood plant is currently performing and how the plant can improve.

The management team engaged in a lot of heated discussion and debates but in the end, everyone agreed that the budgeted target for the Plywood plant should be “387m³ per day”. This target needs to be achieved consistently and with the required quality.

Standing for the target of “387m³ per day” shows that Management really believes in the potential of the people and plant. They really **believe** in **YOU**, the people who work in the plywood plant.

For us to achieve this target, we all need to understand what is expected of us. We need to know what our daily and even hourly targets are. We must strive to consistently achieve and exceed our targets. We need to work together, communicate effectively and ensure that we are solution driven. This is our chance to make an impact, to prove to everyone how great the Plywood plant really is.

This is an **opportunity** for each one of us to show what we are made of.

387m³ per day, let's do it!

Working together as a TEAM



Over the past few weeks there has been a lot of talk about a certain press operator, Mr Joseph Thibela. His name has come up in production meetings, management training sessions and even on the plant floor. So, what has been said about Mr Joseph Thibela?

Oscar Tait: "He is the best press operator because he takes initiative."

Deon Bester: "He is just one of those

people that goes the extra mile and takes initiative and directs people."

Carly Stoltz: "Joseph must really be a great operator, I have heard his name over 10 times this week alone."

However, Joseph explains that the reason that the 25 daylight press is doing so well is not just because of him, but rather because of a **team effort**. Joseph says that he and his



team have a great working relationship. The team communicates well, everyone understands what they need to do and they are committed to their work. If there are any issues, they sit down and talk about it and they come up with solutions and then they implement those solutions. Joseph uses his daily shift target and production plan to plan what needs to be done, he then provides each of his team members with their tasks. If the team does not understand their tasks, they ask Joseph about it. The

team then carries out their tasks to the best of their ability.

Each person in the shift D 25 daylight press adds value to the team, they are always striving to do better and be better. Joseph is very proud of his team and the effort they put in every day.

We at Plywood are proud of you too, keep up the good work!

Some Unwritten rules

of York

Communication by email does not replace important conversations, get up from your seat and go talk to the person.

Decisions made in corridors do not count as quality decisions. Proper analysis and discussions must take place.

Putting something in a report does not take away your responsibility and accountability. You still need to act and finalise.

Do not have debates about internal matters in front of external stakeholders.

Intense focus on the problem doesn't help if you don't ACT.

Mentioning something to your boss does not count as approval.

Don't say "I thought". KNOW for SURE
Doing what you think is your best may be viewed as mediocre by others.

Working at York is a lifestyle and an experience not an 8 to 4:30 job on auto pilot. Don't wish for it – work for it!

If someone reports to you – you are accountable for the quality and process of their deliverables.



The Four Venoms of Communication and their Antidotes

The Plywood team recently participated in communication training.

This is what they addressed in their role plays:

1. Criticism

Criticizing someone is different to voicing a concern. A complaint or a concern is about specific issues, whereas criticism is an attack on the person.

Complaint: “I was scared when you were running late and didn’t call me. I thought we had agreed that we would do that for each other.”

Criticism: “You never think about how your behavior is affecting other people. I don’t believe you are that forgetful, you’re just selfish! You never think of others! You never think of me!”

2. Defensiveness

We’ve all been defensive. This venom is everywhere when relationships are in trouble. When we feel accused unjustly, we look for excuses so that the person will back off. Unfortunately, this approach usually fails. Our excuses just tell our partner that we don’t take them seriously, trying to get them to believe something that they don’t believe.

A non-defensive response acknowledges ones responsibility and attempts to solve the problem, rather than saying, “BUT.....”

3. Contempt

When we communicate in this state, we are truly mean – treating others with disrespect, mocking them with sarcasm, ridicule, name-calling, mimicking, and/or body language such as eye-rolling.

The target of contempt is made to feel despised and worthless.

Genuine respect and acknowledgment are the antidotes to contempt.

4. Stonewalling

Stonewalling occurs when the listener withdraws from the interaction. In other words, stonewalling is when one person shuts down and closes himself/herself off from the other. It is a lack of responsiveness to the other and to the interaction between the two of you. Rather than confronting the issues (which tend to accumulate!), we tune out, turn away, act busy...

It frequently becomes a habit.

The antidote to stonewalling is to calm oneself down, and engage in a non-heated state once you have been able to think about, and to choose, a constructive problem-solving approach. Make sure that it is an outcome-oriented conversation that does not have any trace of the other 4 venoms in it!

CRITICISM



MAKE A SPECIFIC REQUEST

DEFENSIVENESS



TAKE RESPONSIBILITY

CONTEMPT



EXPRESS YOUR FEELINGS AND NEEDS

STONEWALLING



PHYSIOLOGICAL SELF-SOOTHING



Trainer working with a group of leaders in a “constellation”, where team members stand closest to what they agree is the top communication “venom” in the business.

Every participant had a turn to be in the role plays and to tackle real business problems until they had come to an agreement and in which both participants felt heard and respected.

“ GOOD PEOPLE
BRING OUT THE
GOOD IN OTHER
PEOPLE. ”

YAS Success at Driekop and Jessievale

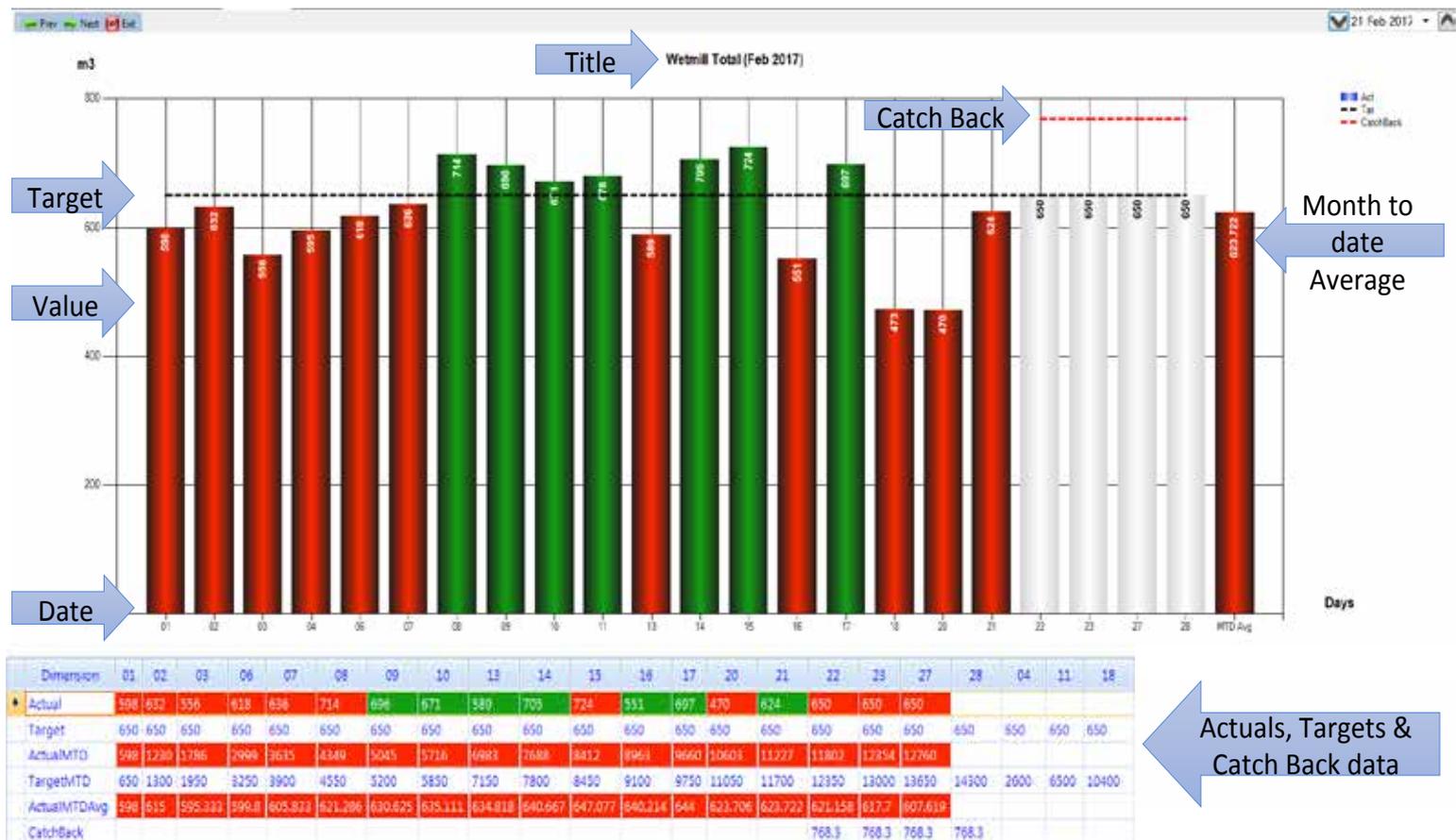
At the end of 2016 a project was kicked off to reinvent the YAS Scorecard Utilisation at our Jessievale and Driekop mills. We can report that this is a huge success at both mills with full utilisation of all key production and maintenance data on a daily basis.

The key change from the earlier use of the scorecards is that the capturing responsibility now lies with the foreman or the HOD and not with the YAS agent. This allows for ownership and accountability of each figure being captured. The capturing is done once on a daily basis at their respective work stations before each morning meeting. The resulting graphs are linked to the morning meeting where it is reviewed. Actions and decisions can be made on the current, up-to-date, live data. A history of all the data is kept and easily available for review and reporting.

YAS is also being utilised well in the forestry department with Lorencia Botha taking charge of all the meetings and actions.

Christene Kraft and the IR team have also started implementing scorecards to monitor disciplinarians, grievances, cases and other IR matters per site.

Breakdown of a Scorecard



Jessievale

35 Active Scorecards – Full data set from November 2016



The Team: Anton Swaters, Harold Madonsela, Victor Waterson, Ernest Thela, Thamie Seilbea, Khathu Nkgapela, Primson Mndebele, Daniel Kwamba, Mike Zwane, Derik Bouwer

“

Our daily YAS production meeting enables us to review results by means of scorecards, identify problematic areas and action actions. The daily production meeting is both effective and efficient since the implementation of YAS.

Derik Bouwer (Mill Accountant and YAS Champion)

”

Jessievale Scorecards 35

JSV Maintenance

Logyard Downtime Morning
Logyard Downtime Afternoon
Wetmill Downtime Morning
Wetmill Downtime Afternoon
Rework Downtime Morning
Rework Downtime Afternoon
Drymill Downtime Morning
Drymill Downtime Afternoon
Drymill Downtime Night
Eskom Downtime

JSV Quality

Length
Diameter
Inherent
Man-made Defects

JSV Dispatch

Dispatch Volume
ASP

JSV Forestry

Roadside
Truck Deliveries
Logs Delivered

JSV Drymill

Production
Production Mix – UTP
Production Mix – Structural
Recovery Percentage
Production Downtime
Trolleys de-stacked
Planer Rework

JSV Wetmill

Wetmill Intake
Wetmill Output
Recovery Percentage
Stickers
Trolleys
Production Downtime

JSV Logyard

Debarked Logs
Production Downtime Morning
Production Downtime Afternoon



Driekop

47 Active Scorecards – Full data set from December 2016



The Team

Back: Sjoerd Algera, Hilton Yalo, Hesti Gerber, Elzane Strydom, Yolandie Turner Jameson Mokoena, Ben Nel, Kobus Roux, Meschack Mathebula, Paul Bester, Jaco Botha.

Front: Andries Mthombothi, Monty Moriri, Sam Shilenge



Since YAS has been implemented at Driekop, we have all strived to insure it is utilized to its fullest potential and adapting our meetings, as well as decision making around the information the system provides us as a team. It has positively impacted our production meetings by providing relevant figures that are discussed daily when Scorecards are displayed. The graphs has thus insured rapid visual representations of our performance as a team.

Furthermore, the tracking of actions allocated to responsible team members, has insured constant discussions and feedback. Our team takes ownership, supply feedback daily and has given us a platform to insure communication and tasks are handled correctly and openly.

Jaco Botha (YAS Champion)



Driekop Scorecards 47

DKP Wetmill

Debarker Day Shift
Debarker Night Shift
Debarker Total
Wetmill Line 1 Day Shift
Wetmill Line 1 Night Shift
Wetmill Line 1 Total
Wetmill Line 2 Day Shift
Wetmill Line 2 Night Shift
Wetmill Line 2 Total
Wetmill Total
Stacks Day Shift
Stacks Night Shift
Stacks Total

DKP HR

Absenteeism @ DKP
Sick Leave @ DKP
Annual Leave @ DKP
Written Warnings @ DKP
Final Warnings @ DKP
Dismissals @ DKP

DKP Grading

Grading Day Shift
Grading Night Shift
Grading Total

DKP Log Deliveries

Log Deliveries

DKP Despatch

Despatch

DKP Boilers and Kilns

Steam Production Boiler 1
Steam Production Boiler 2
Steam Production Boiler 3
Steam Production Boiler 4
Steam Production Total
Total Dissolved Solids Boiler 1
Total Dissolved Solids Boiler 2
Total Dissolved Solids Boiler 3
Total Dissolved Solids Boiler 4
Condensate Return Total

DKP Rework

X-Cut Day Shift
X-Cut Night Shift
X-Cut Total
FJ Day Shift
FJ Night Shift
FJ Total
Robinson 1 Day Shift
Robinson 1 Night Shift
Robinson 1 Total
Robinson 2 Day Shift
Robinson 2 Night Shift
Robinson 2 Total

Welcome to our new employees



Khuliso Makhari
Fitter Sabie Mill



Albert Ndlovu
Fitter Jessievale Sawmill

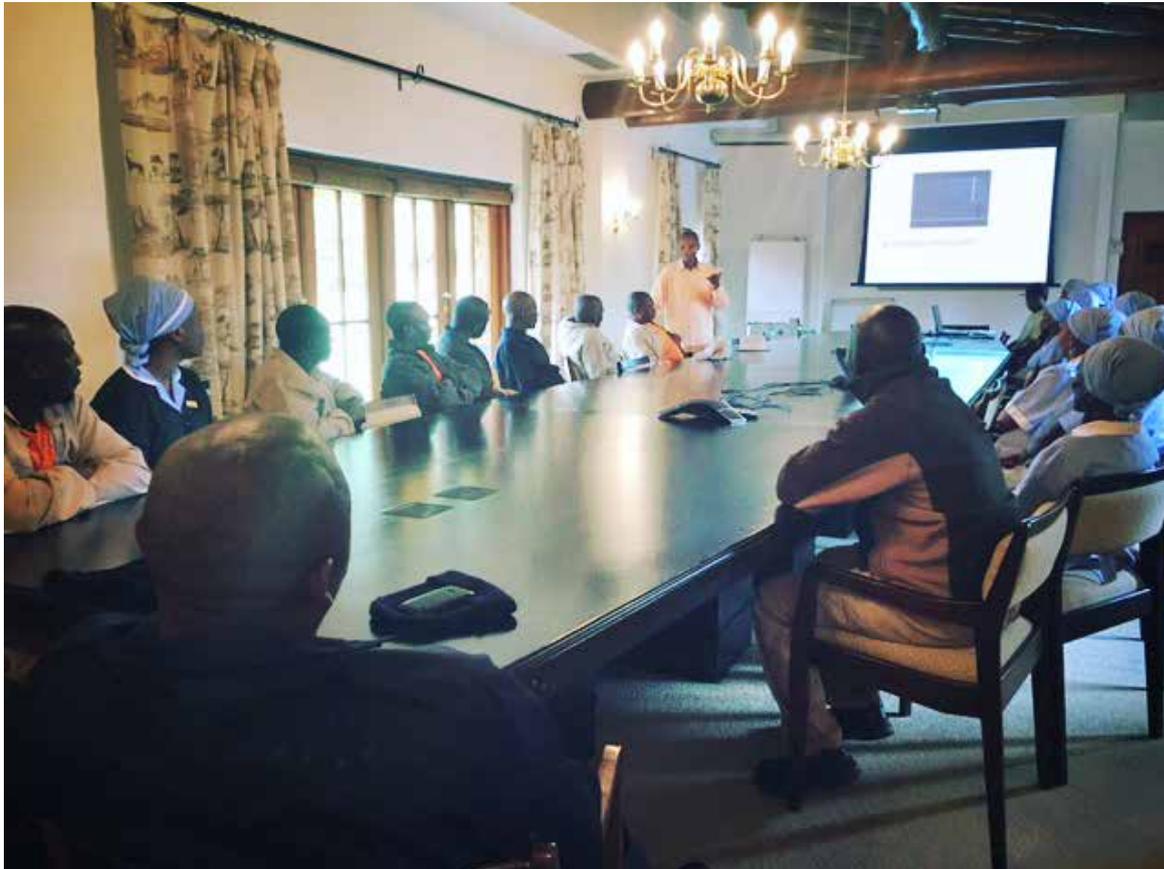


Jack Maredi
Fitter Plywood Plant



Deswin Titus
Finger Joint Supervisor
Sabie Mill

Peter Jokazi Mbulwa Training



“

Many thanks for organizing **Peter Jokazi** to come to **Mbulwa** to do the above training.

His presentation was great, identifying with the trainees as he switched between English and their own cultural languages. He was well received and appreciated by all.

The content of the course was great too, made relevant to our employees situations and functions.

We look forward to hosting more courses for our staff with him and others you may have to offer us. Please advise us when the Supervisor Training Course will be running.

Please pass on our heartfelt thanks to Peter too.

Kind regards,

Joseph Temlett

”

Central Workshop

Alex James at the Central Workshop and his incredible **team of techies** have undertaken to rebuild an entire Deutz engine from scratch.

In the past when we had encountered engine problems a recon unit was the norm and this was ordered from Germany for R500 000.

This team has managed to undertake this magnificent challenge and carry out the entire project for R166 000.

A definite first for Sabie Site Central Workshop and where taking ownership and adding value to York came together.



Watch this space ...



Before we rebuild SB 02 Engine...

HR team site visit to Driekop



Hans explained the moisture content in a wood sample

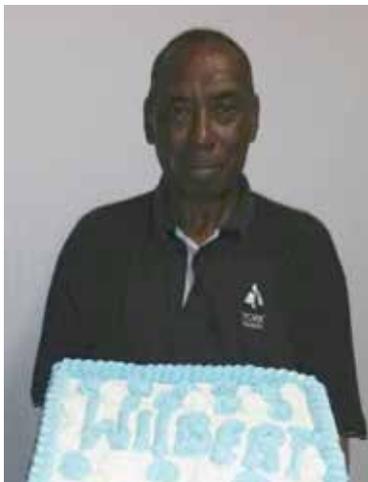


Hans explains the procedure at the Top deck area



HR Team visit Driekop Sawmill

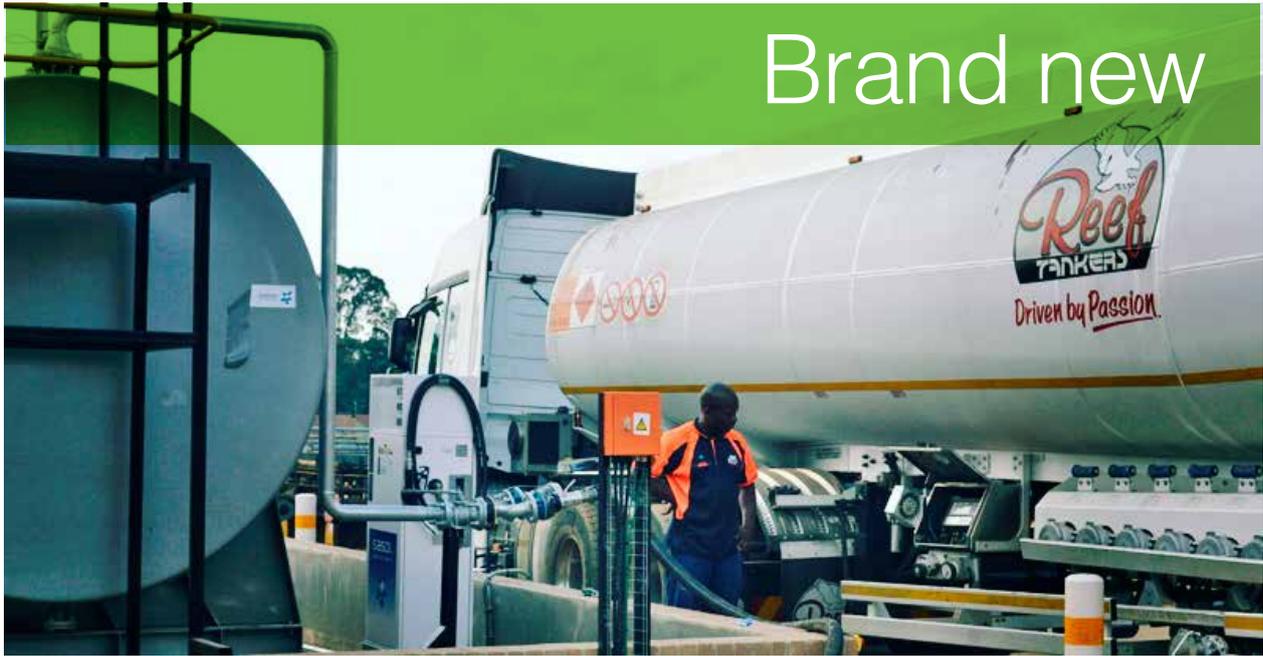
Birthday Celebrations at Driekop



Birthday of Wilbert on 13 March



Birthdays of Andre Coetser, Patrick Nonyane and Andries Mthombothi



First Sasol delivery in new Diesel tank

First York Fleet



York Fleet solutions first 4 trucks.

New beginnings



First concrete cast at new central workshop Jessievale.

As part of the build-up to the exciting York Rally 2017, York Timbers will be hosting the next Qhubeka club bicycle ride on Thursday, 20 April 2017.



QHUBEKA BIKE CLUB RACE | 20 APRIL 2017

You are invited to join us at the next Qhubeka club race on **Thursday 20 April 2017**

This is an exciting part of the build-up day, before the start of the **York Rally on Friday 21 April**

The ride will start at **14:00 on the grass next to the parking area at Corporate** and continue to Sabie Market Square where fun racing activities will be held until 16:00

One of the prizes on the day will be for the most decorated, jazzed up and pimped Qhubeka bike. Go mad and get your bike looking extravagant! Join forces with team members and decorate as a team.

RSVP by 7 April 2017 to your HR Officer

Well done

Derik Boucher



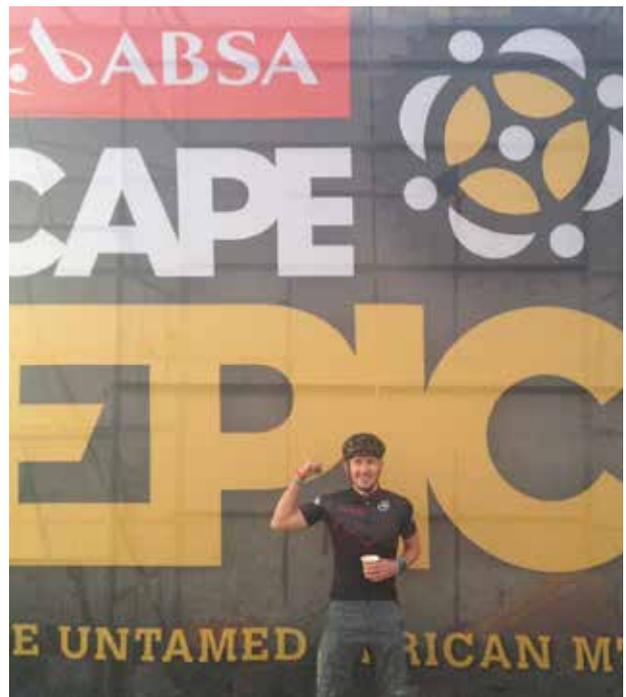
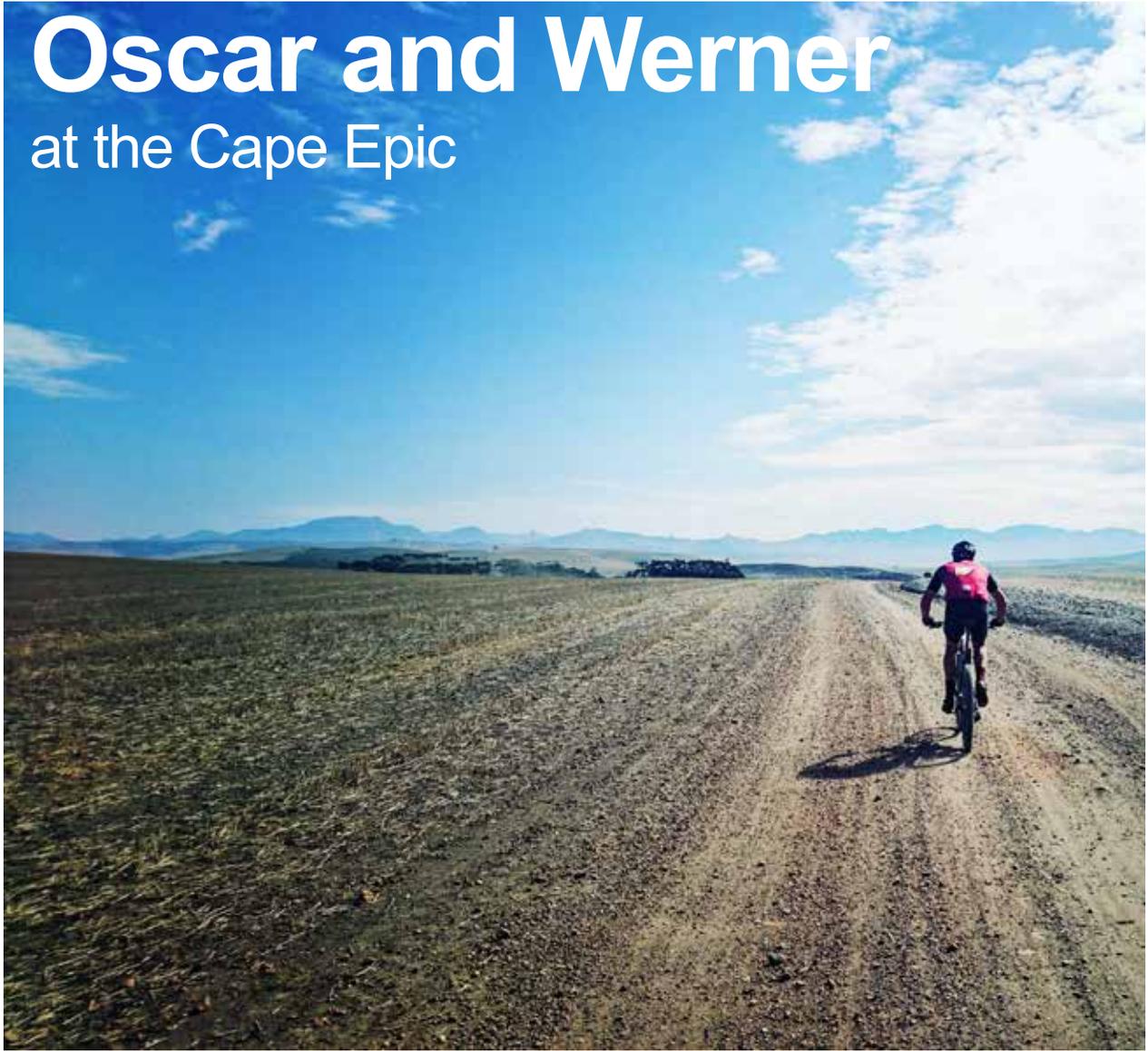
We are proud of your achievement and looking forward to your contributions.

Derik Boucher received his results and he passed his Hons/CTA and will be enrolling for Board exams. We wish you all the best for the completion of your CA(SA) qualification and applying your skills to benefit of York.



River by N&M after the rainfalls

Oscar and Werner at the Cape Epic

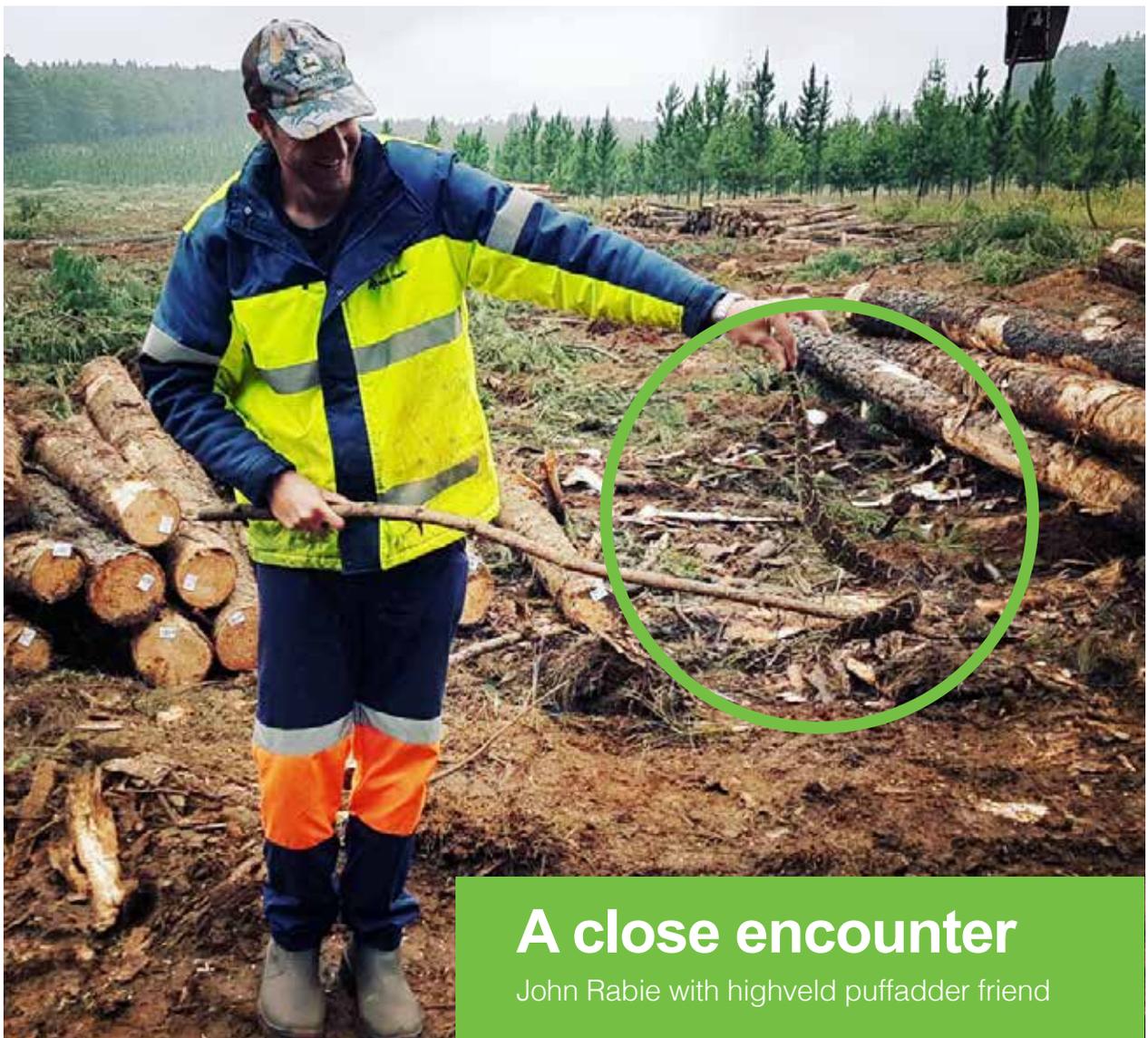
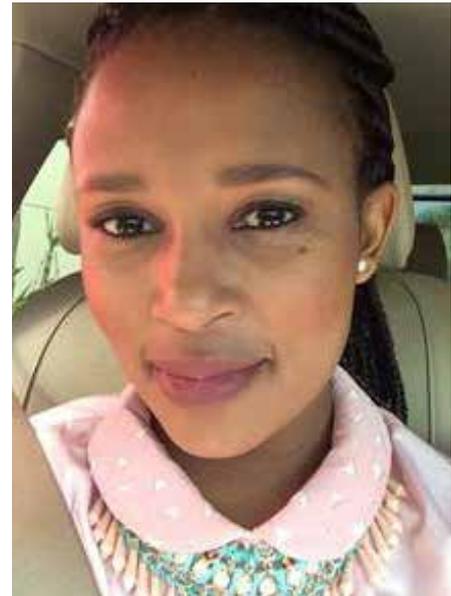


Success Story!

This is **Jessica Mdebele**, who was one of the first students that York sponsored in the fashion design Learnership which ran in Nelspruit.

Two years later and she is one of the top 3 finalists in **SABC 1** program called Raw Silk, which is based on **Project Runway**. This is a huge achievement for her. Look out for her on TV - Monday nights at 9am.

Well done to the team that supported especially to **Jackie Prinsloo** and **Peter Jokazi**.



A close encounter

John Rabie with highveld puffadder friend



“
THE LIGNA LODGE
VENUE MADE THE
RETREAT ! ”

Sufi retreat at Ligna Lodge – enjoyed by all!

LIGNA LODGE

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Empowering women through Aikido

Aikido classes are in progress for the community - taught by **Sensei Craig Borman 5th Dan** Aikikai – mostly women are learning balance, kindness and to learn to not have any mean intentions but enjoy harmony, discipline and self-defence.

It's sew good!



It was a huge opportunity and privilege for the Ladies of Siyathuthuka Social club as well as Iphupho Sewing ladies to display and sell their beautiful items at Ermelo Show. In the front left and right you will be able to see the items from Siyathuthuka as well as Iphupho sewing ladies. The opportunity was made possible through the work of these sewing groups supported by York and Ansie – Jessievale CSI.

“ SO WHO ADDS MORE VALUE – SOMEBODY WHO WORKS LIKE CRAZY TO AVOID A PROBLEM OR SOMEBODY WHO WORKS LIKE CRAZY TO SOLVE IT? ”

ALEXANDER FORBES RETIREMENT FUND



Member Newsflash March 2017

Dear Member,

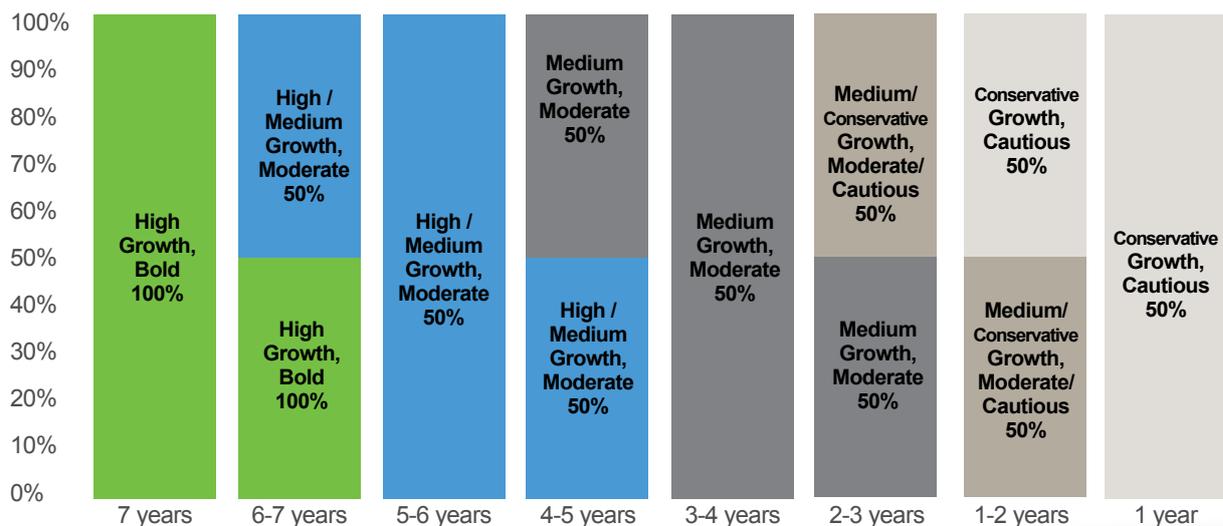
The Management Committee would like to remind you of the Investment LifeStage strategy. Please be assured that the Management Committee is monitoring the investment performance on a regular basis. You may have noticed some recent short term negative returns in some portfolios, however it is important to focus on the long term objectives, whilst understanding short term volatility.

Members nearing retirement would gradually be moved from higher risk portfolios, into more conservative portfolios over the above indicated time frames.

It is important to understand the long term objectives of your Investment Strategy and to be cautious when making investment decisions based on short term information.

The investment returns of all of the Investment Portfolios are published on a monthly basis and can be found on the Alexander Forbes website at www.alexanderforbes.co.za

Age phasing of the Alexander Forbes LifeStage model



ALEXANDER FORBES RETIREMENT FUND



As a member of the AFRF York Timbers retirement fund, you have access to financial advice.

Phone the **Alexander Forbes Individual Advice Centre** on **0860 100 444** for financial advice

Alternatively you can contact **Ryan Smithyman on tel +27 13 756-8321**.

Enhancing your retirement savings through - Additional Voluntary contributions

Saving for retirement is important and any amount you can save is an investment in your future.

Here's what can happen when you retire: today you are earning a full salary as income and when you retire, that income is reduced to a small percentage depending on how much you have saved for your retirement over the years.

You are already saving a set percentage of your salary towards retirement which may well be below the 27.5% allowed deductibility for tax purposes. Once a year you are given the opportunity to increase your contribution to the Retirement Fund.

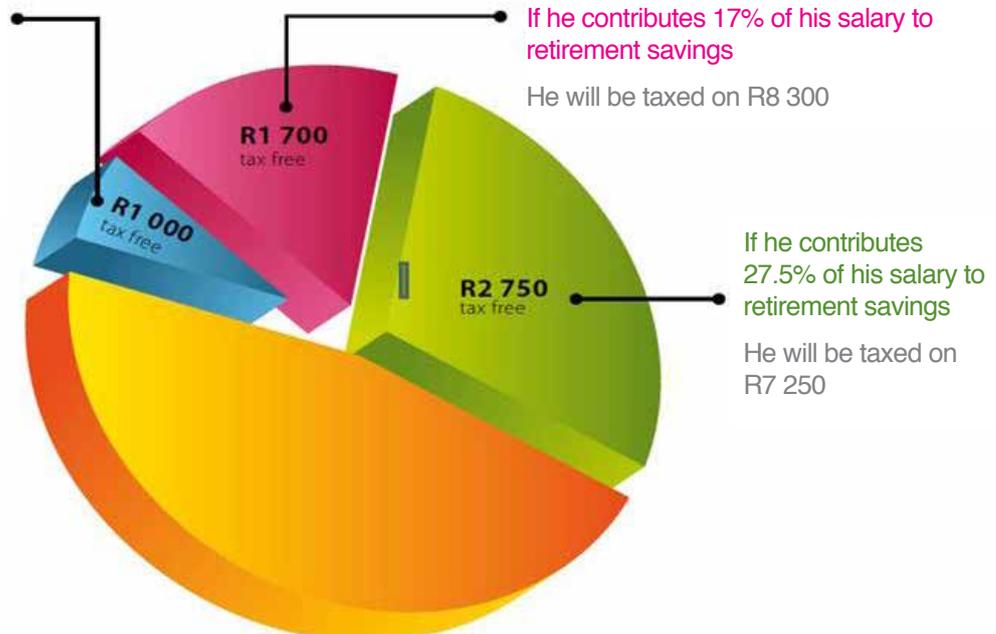
In addition to the primary contribution you can contribute an additional voluntary contribution of 1%, 2.5%, 5%, 10% of your salary, on a pre-tax basis, or any amount (for a 12 month period) of your choice.

*Below is an illustrative example of how a member can apply additional voluntary contributions:

*Please note this is only for illustrative purposes and should be discussed with your payroll department

If he contributes 10% of his salary to retirement savings

He will be taxed on R9 000



If he contributes 17% of his salary to retirement savings

He will be taxed on R8 300

If he contributes 27.5% of his salary to retirement savings

He will be taxed on R7 250