



An Official Magazine for Royal Bafokeng Administration Employees



Go tswa Isong

Issue 2 June 2008

The Who's
Who of world
Professionals



Pauline Bale



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nothing is impossible in life



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Phetwe attains his long held dream

Treasury and Business Manager for RBN Obakeng Phetwe had to look at his results repeatedly before he could believe that he had qualified as a Chartered Accountant, a feeling he has described as humbling. The ever smiling Phetwe toyed with the idea of becoming a CA back in 1990 when he was still doing his primary education after been introduced to the accounting equation.

VM: We understand that you have recently qualified as a Chartered Accountant, can you tell us when did this happen?

The results were officially released on 29 of February 2008 at 16H00.

VM: Can you for the sake of our readers explain what a Chartered Accountant is as opposed to an Accountant?

You must have passed your board exams to be a CA. The two can perform the same functions, the only thing that can differ maybe the level at which they operate, e.g. one of the things that a CA can do but an accountant cannot is the signing or certification of the audit opinion. In the accounting profession a CA is the ultimate qualification.

VM: What does it take for one to become a Chartered Accountant, what do you have to do in order to qualify as a Chartered Accountant?

In terms of what it takes, you do not have to be a rocket scientist to succeed in this field but like anything worth getting your attitude, dedication and sacrifice for a "nice time" must be in the right place; basically no pain no gain. With regards to what you have to do to qualify as a Chartered Accountant (SA) or CA (SA), you must do the following:

Firstly you need to have passed your Matric with an exemption (university acceptance) and have a good symbol in mathematics. You then enroll for a three year full time or part

time B Com accounting degree or equivalent at a tertiary education institution. The main subjects in the B Com accounting degree would include financial accounting, management account, auditing and taxation. After graduating, you need to complete the Certificate in Theory of Accounting (CTA) or equivalent either on a full time or on a part time basis at an accredited tertiary education institution.

After passing the CTA examination then you can enter for Part I of the qualifying examination ("the board exam"). The option of studying full-time or part-time is a personal one. However if the individual's financial situation permits, studying full time would be the preferred route particularly given the amount of work and commitment required.

You then need to enter into three year training contract ("Articles") with either a Registered Training Office (RTO) e.g. PricewaterhouseCoopers Inc. if you specialize in auditing or an Approved Training Organization (ATO) e.g. SAB if you specialize in financial management. After passing the first part of the board exam and doing at least 18 months of your training contract, only then can you sit for the second part of the board exam. You would still have to finish the balance of your training contract before you can be a Chartered Accountant in case you pass the second part of the board exam.



Treasury and Business Manager for RBN Obakeng Phetwe.

VM: What responsibilities or roles are only meant for a person of your qualifications?

All organizations and business need accurate financial information in order to grow and prosper. Accountancy is an essential business process within all organizations, therefore all businesses need accountants. CAs can more specifically play a role in Public Practice, Commerce and Industry and Academia. In briefly unpacking these fields:

Public Practice

This is when a CA is involved in the audit and assurance exercise. This would include the review of entity financial systems and controls, financial statements and accounting principles whilst checking the accuracy of entity's financial records. All these would result in the auditor issuing an opinion on whether or not the annual financial statements fairly present the entity's results and financial position.

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Belonging to a union is a constitutional right

The advent of democracy in South Africa in 1994 has brought with it the constitution not only considered to be the most progressive around the world but which has also ensured that some of the injustices of the past are confined to the dustbin of history. More than anything else the current constitution is the supreme law of the country and as such enshrines in it rights which were previously meant for certain racial groups such as the right to the formation and membership of a trade union.

Vincent Mooki caught up with HR Manager and former employee of the National Department of Labour Frans Moatshe to educate us on the organisation called the trade union.



RBA HR Manager Frans Moatshe.

VM: Could you first and foremost tell us what is a trade union as an organisation if it is an organisation?

Trade Union is an organisation formed by employees in any business sector. In other words it is an organisation of employees by employees.

VM What does a trade union as an organisation do?

The main purpose of a trade union is to protect the interests of its members who are employees / workers in any business sector.

VM: According to our constitution every worker has a right to form and join a trade union; can you extensively elaborate on this?

The right to form or join trade union is a fundamental one. It is enshrined in the constitution Section 18 that state Freedom of Association and also in Section 23 that states that every worker has a right to form or join a trade union, participate in the activities and programs of a trade union and also to strike and engage in collective bargaining.

The Labour Relation Act also affords the workers to join and form a trade union.

VM: Can you tell us why is it that trade unions were not allowed during the apartheid era and that they are constitutionally allowed in the new dispensation?

Trade Unions for black people were not legislatively allowed during the Apartheid era thus the democratic era enshrined in the constitution to ensure compliance with the International Labour Organisation stipulations.

VM: What in your knowledge as an HR Manager and a former employee of the national department of labour in this country would you say are the advantages of being unionized as a worker or an employee?

There are many advantages of being unionized but the paramount one is to protect the rights of workers and promote economical interest of workers in an employment environment.

This means protecting the right to work, to be trained, to work in an environment that is safe and healthy, bargaining for

better working conditions and to be represented among others. Trade unionism is more on a pluralistic approach in an employment relationship.

VM: What would you say are the disadvantages thereof?

In my opinions there are disadvantages of not being unionized because it must be understood that as an individual worker one does not have the power to bargain than in a collective.

VM: When you talk about the constitution you talk about the supreme law of every country which must be abided by every citizen including a leader of state, is it possible that there is any person or any institution which can deny other people the right to join or form a trade union?

There is no institution or organization that can deny workers to exercise their right to join or form a trade union. If it does happen that a particular organization forbids workers to join or form a union, the workers have a right to take their matter to CCMA to ensure protection of this right.

VM: From time to time we wake up to the news that there are some employers

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Integrating systems was necessary: Magano

Like other modern organizations which value the importance of technology and as such doing all it can to ensure that it is not left behind in technological developments, Royal Bafokeng Administration through its ICT department sent some of its staff members for a training in ERP. To find out more on what prompted the need for such a training Vincent Mooki spoke to Maphefo Magano who is ICT Specialist at the organisation.



Maphefo Magano.

VM: *Sometimes in April this year there was a training on ERP which took place in Gauteng, can you tell us when did it start and when did it come to an end?*

First things first! ERP in short stands for Enterprise Resource Planning. There are different ERP solutions in the market e.g. SAP, Oracle, the one that we are using i.e. Microsoft Dynamics AX version 4.0, etc. We have contracted a company called Bytes Systems Integration, a part of Bytes Technology Group South Africa (Pty) Ltd to assist us in implementing this system.

Now back to the subject in question. Actually, the exercise that has been taking place is ERP user training. It ran from 7 to 18 April 2008.

VM: *The workshop in question took place in Johannesburg, can you tell us why and if it was not costly to do so?*

There is an internal management body (steering committee) that has been set up

to look at this particular project. All issues are discussed, decisions taken and agreed upon during the committee's monthly and now lately during weekly sittings.

The workshop had to take place in Joburg because we needed to capture the full attention of those who were attending. The other reason is that it needed quite a huge number of dedicated computers (one per user) in separate rooms to cater for different modules. The Bytes environment came in handy as it is designed to cater for such training needs.

The initial tender or contract price (7 million) included training that is paid towards the actual facilitators and training material. What was paid for, outside the contract price is accommodation, meals and the use of the Bytes facilities. This accommodation cost was spread over various departments, depending on the number of people attending from each.

VM: *What would you say prompted the training in question, just how imperative was it to take place?*

If an organisation is to introduce such a solution, it also needs to come up with strategies of making it a success. Change Management Principles advocate the importance of taking people by the hand and walking with them every step of the way when introducing new things. Failing to do so often leads to failure and waste.

This training is one of the many change management activities/gatherings (specifically directed at system users) that have been taking place since the inception of this project. Amongst others, there was a workshop held at Kedar Lodge during the course of last year (at the initial stage of the Project) and a user event took place just before the Bytes training commenced.

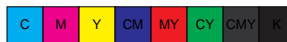
VM: *What would you say ERP is if you were to explain it in a layman's language?*

ERP is a solution that integrates different functions into one central system thus redressing the imbalance that may occur because of the use of different solutions within one house.

VM: *How beneficial would you say it will be to the entire organization?*

Currently we are running a number of different systems that cannot even be integrated i.e. BIQ, Baud, Accpac, Pastel, VIP, Arccview and Caddie.

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More changes in personal tax - Firms will play central role, by Isaac Moledi

Employees will for the first time play a central role in their employees' personal income tax system.

Launching the 2008 tax season last month, the South African Revenue Service (Sars) said it would introduce further changes to its tax system for 2008. These changes will focus on the legal obligation of employers who administer payroll taxes such as pay as you earn (PAYE), Site, Unemployment Insurance Fund and Skills Development Levy (SDL).

The changes will affect the way in which employers submit their yearly PAYE declarations. The declarations must reflect deductions made from the salary of employees and whether these have been paid to the revenue service on behalf of employees. It will also affect the way companies issue IRP5 certificates to employees for a particular tax year and the traditional way in which individuals receive, complete and submit their yearly tax returns.

Sars says the changes will be introduced to make filing a tax return easier for individuals and to provide companies with free, convenient software for automated payroll reconciliations as well as technical assistance. Sars says it has made a commitment to continually improve service to taxpayers while strengthening the overall integrity of the tax system.

Sars implemented the first phase of the personal income tax (PIT) reform

programme last year to provide better service and improve the institution's ability to detect noncompliant behaviour earlier.

As a result of the last year's reform, the tax return was redesigned, simplified and reduced to two pages. Unlike in the past, taxpayers did not have to submit supporting documents to Sars. Returns were scanned and assessed through an automated process for faster turnaround times. Sars says its ultimate goal remains to present the majority of individual taxpayers with a pre-populated tax return.

This will take place by transforming the PIT process from the current system in which individual taxpayers provide Sars with a return completed by them with data obtained from third parties, including employers to a pre-populated return. This relates to individuals with complex tax matters that must be verified by the taxpayer, corrected where required and filed with the tax institution.

Sars says it wants to arrive at a return-free system for the majority of salaried individual taxpayers in which their tax liability is calculated using electronic data supplied directly to it by third parties and is reflected in a tax account sent to the taxpayer. What do these changes mean for taxpayers? For employers: they have been given until the end of June to start preparing for these changes.

Companies then have a 60 day window period – July 1 to August 29 this year – to submit employer PAYE deductions to Sars. According to Sars, employees cannot receive or submit their tax returns until employers complete and submit their PAYE declarations to Sars. Sars says it will provide all employers or companies with computer software that can reconcile the deductions they made from employees and what companies paid to Sars, free of charge.

Employers who do not comply by the August deadline will face strong penalties. For individuals the filing period for returns opens on September 1 this year. Individuals must request their returns from this date.

The deadline for the manual submission of returns is November 30 and for electronic submission January 23 2009. Sars says certain individuals with incomes below R120 000 a year, who have a single employer and source of income and who meet certain criteria, will not have to complete and submit a tax return.

Their details and income stream will be automatically captured by the new process. Sars says it will not issue or mail any returns to taxpayers this year and will send letters to all registered taxpayers to explain why. It says it is important that taxpayers notify it of changes to their addresses. ***This story is courtesy of Sowetan.***



It was difficult to believe it, says Bale

The recent recognition of RBN's Chief of Protocol Pauline Bale by International Who's Who of Professions has not only enhanced her professional opportunities around the world regarding employment but has also heightened her determination to work even harder with a view towards reaching the sky. Vincent Mooki caught up with her to share with us this outstanding recognition.



RBN's Chief of Protocol Pauline Bale.

VM: You have been honoured with an admission into the International Who's Who of Professionals, can you tell us in details what IWWP is as an organization?

PB: The International Who's Who of Professionals (IWWP) is an organization whose mission is to recognise successful individuals in various areas of expertise by listing them among their peers and providing an international forum for networking reference and self-promotion thus expanding their success.

VM: According to your knowledge when did it come into existence and where is it based?

PB: IWWP is based in Washington D.C. in the United States of America and was established in 1928.

VM: You have been admitted as a new member for the 2008/2009, is there anything that precede admission into the IWWP and when did you get to know about that?

PB: Admission is preceded by nomination and in my case I received an e-mail informing me of my nomination and on 21 of April I was informed of my admission. Nomination is followed by a request for one's biographical information in order to complete the selection process by the Membership Selection Committee.

Once the selection committee has received one's biography, the next step is a telephonic interview aimed at verifying one's biographical data with more questions asked. The interview can last between 30 to 45 minutes.

VM: Do you have any knowledge of who might have nominated you for inclusion into the International Who's Who of Professionals and what did the nomination mean to you upon knowing about it?

PB: To be honest with you I have no idea of who nominated me. When I asked IWWP they just told me that one of my colleagues nominated me. It can be anyone around the world and who knows, I might have been

nominated by you Vincent Mooki.

When I received the e-mail from the organization's headquarters I was stunned with disbelief, initially thinking that it was a hoax e-mail. I immediately searched the net to verify if the nomination indeed came from IWWP headquarters. I also made a telephone call to satisfy myself and after the whole verification exercise I sent my bio.

VM: What does this recognition mean regarding employment opportunities on your side globally speaking?

PB: Being a member of the select individuals of the IWWP and International Who's Who of Historical Society (IWWHS) means that as a valued member, the network provides me with career opportunities in other countries and international institutions. Members have to assist other members to move to higher positions in the global arena.

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Commerce and Industry

A CA in this instance can work as a financial director or financial manager, tax specialist, internal auditor, treasurer, company secretary or a key member of the top management team. To illustrate the point, nearly a quarter of the directors of the Top 100 companies in the Johannesburg Stock Exchange ("JSE") are CAs.

I had to look at my results a million times before I could actually start to believe it. Jaa, it is a humbling achievement.

you to work and study at the same time, how did you juggle between the two, did you at some point have a feeling of abandoning either of the two and focus on one?

As I have already said it is much better to do most of this full time as opposed to

part time. Keeping a balance between the work life and the study life can be very draining at best.

I knew I had to give my employer his 8 hours of my best and I also had to allocate sufficient time for my studies. I was fortunate because

pre 1994.

The other issue that continues to affect us even today is the scarcity of properly qualified and passionate mathematics teachers. In this regard, the South African Institute of Chartered Accounts ("SAICA") has targeted programs, e.g. the Thuthuka project to deal with this challenge. I also believe that as qualified accounts and other professionals we need to do our bit to turn the situation around.

VM: Now that you have attained one of the sought after skills in the country, can we expect you to pack your bags anytime soon for greener pastures somewhere in the country or overseas as seems to be the case with many Chartered Accountants?

Given the high level of educational and professional standards attained and the current shortages of CAs in South Africa, it makes it one of the highest paid professions in the country. Job hopping has however never been my style. In this regard I agree with one of our professional colleague who insists that staying in or changing jobs must be aligned to one's strategic objectives and not just because the money is good, you need to strike a balance.

VM: Would you accept or turn down an offer from the Office of the president if it were to come your way anytime from now?

If I believe I can add more value there, then perhaps one can consider. But then again it must fit with my individual strategic objectives.

VM: Your message to your colleague accountants currently toying with the idea of becoming Chartered Accountants?

You can become almost anything you want to become if you set your mind on it and set your mind free of fear of the unknown.

VM: Can we still expect to see the same old Obakeng who is known to be always wearing a smile and who rates respect for others to be something of paramount importance especially in the workplace?

I honestly would not be here if it wasn't for respect, positive attitude and other important behavioral factors that I believe in. Besides, there is more to smile about, isn't there?

Academia

In the academic world CAs are often in demand as lecturers. As lecturers they not only teach but contribute to the profession through research and are expected to participate in the development of professional standards. The academic world also makes time available for them to consult.

VM: When did you start to study towards this qualification and how long did it take you to qualify?

I started with my junior degree in 1996 at the University of North West in Mafikeng.

VM: Surely it must have been your dream to become what you have just become, share with us the feeling thereof?

I had to look at my results a million times before I could actually start to believe it. Jaa, it is a humbling achievement.

VM: If you were to be exact when did you start toying with the wish or idea of becoming a chartered Accountant?

Believe it or not in 1990 when I was doing Std 5 now Grade 7, I got introduced to the accounting equation and it fascinated me.

VM: What level of commitment does it require one to reach what you have attained?

Most of the time one is not able to attend important family functions like weddings and sometimes not even funerals. You need a lot of family understanding and support.

VM: It must have been energy sapping for

You can become almost anything you want to become if you set your mind on it and set your mind free of fear of the unknown

There is a total of 27 047 CAs in the country. Of this number 13% or 3 560 are black (i.e.

Black Africans, Coloureds and Indians) and only 3.6% or 973 are Black Africans. One of the attributes to the poor statistics includes a designed barrier of access to the profession



Treasury and Business Manager for RBN
Obakeng Phetwe.

the employer was very supportive in terms of allowing me to go on study leave as and when required, etc. I guess the fact that my manager is also a CA helped a great deal.

VM: Understandably there are few people of your qualification in the country, how true is this and what would you attribute that to?



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VM: *What does this recognition mean to you as a person?*

PB: It is awesome. It has encouraged me to continue my quest for betterment in society and to continue towards ultimate success. This recognition gives me a positive image that I think is important in the global arena.

VM: *Apart from the fact that this recognition presents you with employment opportunities around the world, does it in anyway also present you with a challenge we might not be aware of?*

PB: Yes, it certainly does. The award challenges me to work even harder. One should never think that they have reached their peak. There are infinite opportunities out there. You just have to find and tap on them.

There are many people who are always ready and willing to assist all of us to reach our goals. At this point I would like to thank Royal Bafokeng Administration especially the Office of Kgosi, for having played a pivotal role in my route to achieving this kind of award.

VM: *Should you happen to know the*

person who nominated you for recognition by the IWWP, what would you do for him or her and is it possible to know the person in question?

PB: If I were to know the person who nominated me I would certainly give him or her a heartfelt "Thank You". What this means is that the person in question is appreciative of what I do in my profession and its impact on other people I have touched.

I believe this anonymous person wanted to share with the whole world the significant change I have made in my chosen profession called Protocol. I first appeared in the South African

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Belonging to a union is a constitutional right*

in this country especially in the farms, who still deny their workers the right to join trade unions, to what extent is this punishable by law?

Whilst the law does not indicate any punishment in the form of fine, the law can force the organization to recognize the trade union or ensure that the workers exercise their right in respect of forming and joining the trade union.

VM: *As a former employee of the department of labour and who is supposedly well versed about labour law, what would you say or advise workers or employees to do who do not belong to a trade not out of their choice but because they are being denied to do so?*

The law affords the workers that right and it is for them to make that choice or exercise that right.

VM: *What institutions in your knowledge would you say, if there any, whose workers are not allowed to join or form a trade union and why?*



RBA HR Manager Frans Moatshe.

No institution, organization or business sector has the right to forbid workers to join or form a trade union.

VM: *One of the questions I have often and still continue to hear people asking at our organization are why is it that employees do not have a union, do you have any knowledge as to why RBA employees are not unionized?*

RBA like any organization cannot prescribe to its workers as to how they must exercise their right in respect of a trade union.

VM: *What would you say is the trade union which is best suited for our organization and why?*

No one person can prescribe which trade union is best for their workers. It is the workers right or choice.

The law forbids employees to choose trade union for their workers and as such it is better to join the union operating in the sector in which one's organization or company is operating.



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For these to talk to each other, a lot of manual processes have to come into play.

On the other hand, because of the integration functionality within the Microsoft Dynamics AX, different departments including entities can easily share information and communicate with each other on one platform. The system will also eliminate errors in the financial/human resources system which might be created by manual interfacing.

VM: Was the training on ERP specifically meant for certain staff members and if so who qualified to attend?

The training was not necessarily meant for certain members, it was rather meant for all system users. But not all users could manage to attend because of budget

constraints and ultimately it was decided that only main system users attend.

VM: If it was not meant for certain staff members when is the training on ERP going to be extended to other members of staff?

The remainder of the users will only need to use selected areas of the rest of the modules; therefore, training will be done on-site on a one-on-one basis. This can only be done once we go live with the system i.e. cutting off from other systems and formally start using Microsoft Dynamics AX.

VM: How much money do you think the organization will have parted with when the training on ERP comes to an end?

It is very normal for organisations to part with millions of rands, outside what has already been budgeted, before successful implementation, that is mainly because of environmental challenges and risks associated with implementation processes e.g. not getting cooperation from service providers of old systems, dragging internal processes and many other negative factors.

Buy-in is also a very influential factor in the timing of the implementation. The more the project drags the more expensive it becomes.

In our case, we are trying very hard not to go far beyond the actual project budget. We have reduced the risk by putting together a Steering Committee (comprising of Managers from all affected departments), conducting workshops and training.

It pays to join a Union

Members earn higher salaries

Robert Laing

If you don't get a nearly 12 percent salary increase this year, it's time to join a union. Workers who belong to trade unions earn three times more than workers who are not represented, research commissioned by the United Association of South Africa (Uasa) found.

Titled "What are you worth?", the annual salary survey by economist Mike Schussler found the key to better pay is education. Matriculants average double the earnings of people who have not finished school. Graduating from university in turn gets you five times the salary of just a matric. A post graduate degree earns nearly eight times

more than a matric.

Even though spending years at university will reduce your paid working life, the long term advantages are higher. Schussler said:

"Ignoring inflation, matric lifetime earnings will be around R4 million at current average salaries while post grads will earn nearly R24 million even though that post grad works eight years less. Someone with no schooling will earn just over R1, 15 million in their lifetime – assuming they work fifty years."

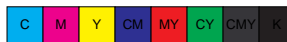


*COSATU
Secretary General
Zwelinzima Vavi.*

The advantage of an education over a working life is probably even higher because somebody without schooling is more likely to suffer spells of unemployment. Race is the next biggest earnings differentiator after education level, with whites averaging five times more than blacks. "Education again is probably the reason for this. The earning power of black South Africans was hobbled by apartheid, and this country's education system remains a problem," Schussler said.

The bigger the company you work for, the bigger your pay tends to be. Large corporations pay more than small business, with government employees averaging the highest salaries, Schussler found. Salary increases tend to be around 2 percent higher than the official inflation rate, which is now more than 10 percent.

This story is courtesy of Sowetan.



Smoking is a killing habit



We all know that once you are smoking it is very difficult to quit, but it is all in the mind. If you really want to stop smoking, then all you have to do is to make up your mind and start acting now. If you have tried to quit smoking and failed before, take comfort in the fact that most smokers fail several times before quitting successfully. Your past failures are not a lesson that you are unable to quit. Instead, view them as part of the normal journey toward becoming a nonsmoker.



WHAT ARE THE EFFECTS OF SMOKING?

The effects of smoking include a range of adverse health conditions including lung cancer, heart disease, and respiratory illnesses such as shortness of breath. Smoking also affects daily lives and relationships in subtle ways. Some include the bad smell, tainted breath, and nicotine stained teeth distance friends and family.

TIPS TO HELP YOU STOP SMOKING

Enroll in a smoking cessation programme:

Being involved in a support programme increases your success of quitting dramatically and reduces the chance of relapse.

Set a 'Quit Date': Set a date for quitting, get mentally prepared and stick to your gun.

Get support: Ask family, friends and workmates for their help and support

Plan a survival strategy: Substitutes for smoking can help. Gain oral satisfaction from low-calorie snacks, chewing gum or toothpicks, and keep your hands busy with worry beads,

pencils or a stress ball.

Do something else: Make a list of quick and simple tasks that you can do when the urge to smoke strikes. e.g. crossword puzzles, read a magazine, listen to music, nibble on a carrot or take a long, soothing bath.

Reward yourself: Put money saved on cigarettes into a jar and then buy yourself gifts, like books, flowers or even a back massage.

Don't think of eternity: Give yourself small, achievable goals. You quit by taking it one day at a time.

Avoid temptation: spend more time with non-smokers and avoid places where you used to smoke.

Develop a coping strategy: When the urge strikes, remind yourself of your reasons for quitting. Practice the Five D's: Drink water, deep breathing, do something else, discuss the problem with friends, delay your desire for smoking.

Exercise: Physical activity helps you cope with stress and improved fitness is a reminder of a key benefit of not smoking.

Try positive reinforcement: Make a list of benefits enjoyed by non-smokers; e.g. improved health, no more smelly ashtrays or smelly clothes, you can save more than R4 000 a year by not buying a pack a day, you don't turn your children into passive smokers, you protect the health of your baby, you can enjoy fresh air again, you can taste food and enjoy a good wine, etc. Read the list when you need a lift.

SOURCES:

1. www.tobaccofree.com
2. www.nicorette.co.za

INTERESTING FACTS ABOUT SMOKING

The smoker's brain is literally re-wired with each cigarette he smokes, keeping him trapped in a dependency as strong as one to heroin and cocaine

The average density of cigarette butts found in a study of 50 South African beaches in 1999 was 8 butts per metre, or 8 000 per kilometer of beach. The filter in cigarette butts can take up to 5 years to decompose.

Cigarettes are the only product in the world, apart from weapons, that kill people when used as they are intended to be used. Half of all smokers will die prematurely from their habit, and all will experience the adverse repercussions of their habit.

Imagine standing next to a highway during rush hour and inhaling all of that carbon monoxide - then multiply that by 10 000 to get an idea how much carbon monoxide the average smoker is inhaling every day.



I believe in consultative leadership, says Mahlakoleng

By Vincent Mooki



Keneilwe Mahlakoleng.

When I first set my eyes on her, she immediately struck me as a shy and sensitive person. But she however turned out to be an outspoken person whose laughter is not something of a problem to come out. Hailing from the capital city of the North West Province, Mafikeng, Keneilwe Mahlakoleng has been appointed to step into the shoes of Jerry Behle as Procurement Manager for Royal Bafokeng Administration.

Before descending to Phokeng Mahlakoleng was working for North West Housing Corporation as Executive Manager for Property Development and Management where she worked for a period of one year seven months.

Before NWHC she had been with the Department of Education in Free State as Director for Physical Resources Planning. She brings with her an experience spanning over a period of more than seven years in management position.

This mother of one daughter believes in what she calls consultative leadership style. She is of the view that participatory

leadership is central to decision making. "It is my belief that people must always be taken on board regarding decision making", she said, adding that there has to be participation at all levels.

She says if you make a policy which will impact on other people you must make sure that you get their input if you are to avoid imposing decisions on them.

She says Procurement Department is very crucial for every company for control purposes as it controls what comes in and goes out of the company.

She says if you work for a procurement department you must be ethical and must always ensure that you are guided by

policies and procedures which have been laid out.

Keneilwe, as she prefers to be called, has a National Technical Certificate in Building part 1, 2 and 3. She also boasts a Diploma in Architect and B Tech Degree in Architectural Management to her name.

The easy to laugh Keneilwe likes cooking and gardening and she describes herself as a down to earth person. She also claims to be an approachable person because as she put it "she comes from a sharing family". "I was taught by my mother to respect other people irrespective of their social status because it is people who make you who you become in life", she concluded.

OTHER NEW EMPLOYEES AT RBA



Masechaba Lekgoane.
Traditional Court Secretary.



Gabriel Seabelo.
Liaison Safety Officer.



Hestie Flanagan.
Data Developer/Research Section



Paulos Kambida.
Tracker Unit.