

# — Road Ahead

Newsletter of the Road Accident Fund

Are you a driver **with attitude?**

**Responsibility:**  
Are you up to it?

**"RAFers"** speak out

CEO's noble course  
**for 2011**

A Decade of  
**Activism for Road Safety**

What is  
**authentic leadership?**

Giving you a  
**safe place** to work

**WIN!**  
A GIFT VOUCHER  
FOR YOUR  
CONTRIBUTION

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The views of the authors that have submitted their articles to this magazine are owned by them alone.

Welcome back to work after a well-deserved break. I hope you had a restful and enjoyable festive season, that you didn't put on nearly as much weight as I did over the holidays, and that you are ready to tackle the new year with vigour.



## MESSAGE FROM THE CEO

**D**uring the current financial year, we have experienced several great successes, some big disappointments and, of course, vast changes.

Our greatest success was surely the seminal Constitutional Court ruling of late 2010. This will permanently change the way in which the RAF serves South Africans in the future. Although it is only a stepping stone towards the ultimate goal of introducing a no-fault benefit scheme, it is nonetheless a significant development for both the public and for you, the custodians of the scheme.

On the other hand, one of the biggest disappointments for me personally has been the slow rate of progress in the roll-out of the New Operating Model, which is fundamental to our internal transformation.

The new model is important not only because it will provide you with the tools, systems and technologies to serve our clients and the greater community better,

but also because it will address historical legacies such as the lack of access to the Fund that poor communities have experienced in the past.

As we conclude the current financial year and prepare for the 2012 financial year, more focus will be required to implement this new model as a matter of urgency.

There were, of course, also some changes during the year, most notably the appointment of an Acting CEO while I was away on medical leave. I would like to take this opportunity to thank Mr André Gernandt for fulfilling this role, and for maintaining the course and direction of the organisation in my absence.

I am pleased to inform you that I am now back from medical leave and, thanks to your prayers, continue to gain strength every day.

Now, as the 2011 financial year draws to a close, we need to review the successes and disappointments of the past 12 months, and ensure that the targets we

have set for ourselves for the upcoming financial year can and will be met. Much greater effort may be required between now and the end of the current year to catch up where we have shortfalls. I will be reviewing our progress in this regard with the executive team on a regular basis, and will communicate the results of this process in due course.

Finally, I also wish to welcome our new Board and look forward to embarking on the noble course of aligning the RAF with the needs of the South African people. This is a task in which we dare not fail because so much is riding on it. So let us all put our shoulders to the wheel and deliver on that objective.

Kind regards

Jacob R D Modise  
Chief Executive Officer

It is my pleasure to welcome you to the first newsletter for the year and to welcome our CEO, Mr Jacob Modise, back after having been on medical leave.



## MAKE 2011 A YEAR OF CHANGE

**W**hile most people were winding down for a well-deserved festive season break, the RAF was gearing up for its busiest time of the year. Throughout the festive season, the Fund was involved in a number of campaigns, and this edition of the newsletter focuses on providing feedback about those activities.

In addition to the regional activation campaigns we conducted during this period, we participated in HIV/Aids Day on 1 December 2010 and hosted an event for disabled people on Disability Day, 10 December. On the latter occasion, more than 50 wheelchairs were donated to disabled road accident victims by our Acting Chief Executive Officer, Mr André Gernandt.

The RAF was also asked to co-host the Department of Transport's HIV/Aids Counselling and Testing Campaign, which was held at the Harrismith Truck Stop on Monday, 13 December 2010. The event was attended by the Deputy Minister, Mr Jeremy Cronin, and although the day

began with us operating from the boot of a car, we eventually managed to attend to a large number of accident victims.

Both of these initiatives were part of our Corporate Social Investment (CSI) and Employee Wellness Programmes, and presented us with the opportunity of liaising with both existing and future RAF clients, as well as the chance to promote road safety over the festive season.

In addition, we also participated in a number of Arrive Alive and Make Roads Safe Campaigns. Most of these events were attended by high-ranking government officials and the media, as well as by internal and external stakeholders.

Of course, road accident statistics remain a cause for concern, and a special RAF unit was also established to assist with mass funerals over this period.

On a lighter note, we are well into 2011 already and we need to make this a year of change on many fronts. It is

important for us all to take a closer look at where our personal and organisational weaknesses lie, and to start working towards a stronger, more robust and more involved RAF.

It is our responsibility, both personally and collectively, to begin creating a more caring organisation and, if we all join hands to do this, we can make a very real difference in so many lives.

This year, we are going to see the Proteas and Springboks take part in the Cricket and Rugby World Cups respectively. Let's support our national teams and retain the spirit of unity displayed during the 2010 FIFA Soccer World Cup!

Until next time.

*Connie*

**Editor**

# LETTERS TO THE EDITOR

## JOB RESPONSIBILITY

by Charles Osgood

There was a most important job that needed to be done,  
And no reason not to do it, there was absolutely none.  
But in vital matters such as this, the thing you have to ask  
Is who exactly will it be who'll carry out the task?

Anybody could have told you that Everybody knew  
That this was something Somebody would surely have to do.  
Nobody was unwilling; Anybody had the ability.  
But Nobody believed that it was their responsibility.

It seemed to be a job that Anybody could have done,  
If Anybody thought he was supposed to be the one.  
But since Everybody recognised that Anybody could,  
Everybody took for granted that Somebody would.

But Nobody told Anybody that we are aware of,  
That he would be in charge of seeing it was taken care of.  
And Nobody took it on himself to follow through,  
And do what Everybody thought that Somebody would do.

When what Everybody needed so did not get done at all,  
Everybody was complaining that Somebody dropped the ball.  
Anybody then could see it was an awful crying shame,  
And Everybody looked around for Somebody to blame.

Somebody should have done the job  
And Everybody should have,  
But in the end Nobody did  
What Anybody could have.

This thought-provoking poem was submitted by JP du Plessis, who says:  
"The message I have for all RAF employees who read this poem is this:  
don't be a Nobody. Embrace the challenges that every new day brings and  
face them with enthusiasm, no matter what. Remember that Somebody  
you may never meet is relying on you to be the Everybody, Somebody or  
Anybody in their anxious time of need."

## THE WINNING LETTER

### NEW YEAR'S RESOLUTIONS 2011

#### Resolution One

3 January: This is the year I'm going to save money. I'm going to save all the R1 and R2 coins in my wallet in a 2 litre plastic bottle and I won't touch them.

12 January: I was short of a R5 for transport, so guess where that money came from?

#### Resolution Two

3 January: I admit I'm overweight. I intend to eat a much healthier diet and to limit myself to eating meat on weekends only.

6 January: My cereal tastes like cardboard, and veggies are starting to taste like bush medicine. My cravings are killing me softly. Today I took a walk past Steers, and it was as if the Spirit of Steers was inviting me in for a delicious cheese burger and chips. I couldn't resist ... mmm ... heaven.

#### Resolution Three

3 January: I'm going for a brisk walk or a run every single day of my life.

4 January: It's 05:00. No, I won't go now, I'll go after work. It's 17:00. I'm too tired - I'll try again in the morning.

5 January: It's 05:00. My tummy isn't feeling too lekker; perhaps I'm not used to all this healthy food. I'll go for a run after work. It's 17:00. I feel worse than I did this morning. I'll postpone my sessions until Monday the 10th.

Need I say more about my attempt at New Year resolutions?

#### Until next year!

#### Eston Flanagan

East London

**Congratulations, Eston! Your voucher is on its way.**

#### REACHING OUT TO RURAL COMMUNITIES

I would like to applaud the Road Accident Fund for taking its services to the people in the rural areas, especially those in Engcobo in the Eastern Cape and in Harrismith, KwaZulu-Natal.

I was very touched by the Engcobo and Harrismith activations because people in rural areas feel left out of service delivery projects initiated by national government, provincial government, local government and the parastatals.

I would like to see the RAF's activation campaign being extended to other provinces, not only to cities like Polokwane, but also to townships like Soweto, Mdantsane, Alexandra, Thembisa, Umlazi

and Emnyameni. I would also like to see the campaign being used to alleviate the suffering of more accident victims and to see RAF employees taking the opportunity to get closer to the people more often.

Finally, I would like to applaud the Cape Town Direct Claim personnel, whom I saw conducting an information campaign at Golden Acre Mall in Cape Town before the holiday season.

I am proud of such initiatives, as they bring the Road Accident Fund closer to the people, and give them more confidence both in the employees and organisation.

Much appreciated.

#### **Siphiwo Mendu**

Cape Town

#### **NATIONAL DISABILITY DAY**

The RAF hosted its own National Disability Day function on 10 December 2010 and it was my privilege to be there. The function was very well organised and the venue, Leribisi Lodge, was a beautiful setting. The speaker also did a wonderful job and left us all feeling highly motivated.

We were very pleased that the Acting CEO took time out from his busy schedule to be part of the event, and it was wonderful to see the RAF making such an effort for people who are living with disabilities as a result of road accidents. It was especially heart-warming to see many of them receiving much-needed wheelchairs on this occasion.

I would like to thank the RAF for organising this event, and for highlighting the needs of people living with disabilities.

#### **Fikile Mthimunye**

Eco Glades

#### **SEE AND BE SEEN**

Summer is the rainy season in many parts of the country and the heavy rains this year have caused many road accidents.

In rainy or cloudy weather, when visibility is poor, it is therefore important for motorists to ensure that their headlights and windscreen wipers are in good working order, and that their lights are switched on. "See and be seen" should always be the motorist's motto.

#### **Karabo Frank Mdhuli**

Pretoria

#### **MAKING A DIFFERENCE ON THE ROAD**

Driving to and from work can be one of the most stressful parts of the day for commuters, and Employee Wellness forums have their work cut out for them dealing with staff who arrive at work irritable, frustrated and angry because of the traffic they've had to drive through. This is made worse by the fact that most motorists feel powerless to deal with the widespread reckless driving and lawlessness on the roads.

That's where the National Traffic Call Centre comes in.

Drivers can now report any offence they see taking place on the road by just dialling 0861 400 800. Of course, they shouldn't use their cell phones while they're driving, but should rather have a passenger make the call or wait until they have an opportunity to pull over and make the call. They should just make a note of the offending vehicle's registration number and then report the offence.

At last each of us has the opportunity to make a difference on the roads and to deal with reckless drivers - one offence at a time.

#### **Angeline Beakam**

Durban

#### **A PROUD RAF EMPLOYEE**

It's a fact that we all spend most of our time at work, so job satisfaction is important to personal well-being as well as to career success. But so many people aren't happy in their jobs and, without job satisfaction, there can be no pride in one's work.

At the RAF, our work has a deep impact on the lives of many people - at a time when they have felt the sudden impact of a traumatic road accident. Even so, we often experience negative feedback from sources like claimants, attorneys, other stakeholders and the media. So it may seem difficult to maintain a sense of pride under these circumstances, especially when targets have been increased and the penalties for not reaching them are greater. It is, indeed, a difficult situation.

Despite all of this, the Fund's vision is clear and unwavering: "To be a sustainable, world-class provider of cover for personal injury and death arising from the use of motor vehicles in South Africa". And, even in the midst of organisational change, we are slowly beginning to realise this vision.

Turning it into a real and meaningful reality won't be easy and it will require dedication, but we have to keep going. And it's important that we all maintain a sense of pride in ourselves and in the work that we do.

Ultimately, an organisation is only as good as its workforce, and it's up to us to put pride and commitment back into our work.

We can be assured that the RAF's reason for existing and the work that we do to deliver the Fund's benefits to road accident victims are righteous. With that in mind, and all things considered, we should be proud.

#### **Bongani Dlamini**

Durban

## FOOTPRINT PROJECT MAKES A MARK

In support of the Footprint Project, hospital-based offices (HBOs) are working hard to change the public's perception of the RAF. Firstly - and most importantly - we aim to assist the victims of motor vehicle accidents (MVAs) by ensuring that every client's claim is handled professionally, efficiently and confidentially.

There is more to it than that, though. Although the business of the RAF is to compensate victims of MVAs, it is not an organisation without soul or Ubuntu.

Over the festive season, the Polokwane HBO made a special effort to present 76 hospitalised children with gifts such as toy cars, dolls, stationery, snacks and sweets. The resident Claims Consultant and Case Manager sponsored all of the

gifts on behalf of the RAF, and we had the pleasure of welcoming several colleagues from other areas, who helped us to distribute the gifts. Edward Matshitela (Eco Glades), Titus Siaga (Mankweng HBO) and Hlalele Motanyane and Jerome "RAFi" Morobe from the Johannesburg branch were all on hand to help us make this a joyous day for these young patients.

"RAFi", our dancing mascot, was greeted with squeals of delight and, for a while, the children were able to forget that they were in hospital, away from family and friends. They loved their gifts and also enjoyed the snacks and other treats we brought along.

Among the patients were young victims of MVAs, and the fun served to relieve the memory of the traumatic circumstances that had left them hospitalised.

As a result of our campaign, we have had very positive feedback from hospital staff, patients and the public at large. One visitor to the hospital even commented: "The RAF is changing for the better. Has anyone ever seen a firm of attorneys giving back to society?"

Those words made us feel very fulfilled. Not only had we made a difference in the lives of these children, but we were showing that the RAF really cares for people.

### Cynthia van Rensburg

Polokwane HBO

The Polokwane HBO would like to encourage other staff members to make similar donations of toys and educational materials to hospitals in the areas where the RAF has offices.



## CHRISTMAS FUN IN EAST LONDON

It's not every day that staff members get the opportunity to host a Christmas party for less fortunate moms and their children. So everyone at the Salem Baby Centre in East London was delighted when volunteers from the RAF braved scorching heat to host a party they all said they'd never forget.

René and Samantha asked for donations from colleagues to fund the party, and no-one hesitated to dig deep into their pockets to put smiles on these deserving faces.

The "RAFers" decorated the venue, prepared and served two meals, and gave out ice cream, party packs and lots of other goodies. The kids were entertained by

our very own clowns, and had a great day playing on a jumping castle and having their faces painted.

And to top it all off, presents were supplied by an anonymous donor, and were presented by our very own Chinese Santa.

## A JOYOUS WORLD AIDS DAY

HIV/Aids touches us all in one way or another, but it remains an illness that many still don't want to talk about.

That is why the East London EWS decided to host what turned out to be an exceptional event on World Aids Day last year. Motivational speakers inspired all who attended and reminded us of the different ways in which a person can become infected with HIV. Guests from Masibam-

bisane, a local NGO, and the Department of Transport EWS also spoke about their own experiences and gave feedback on their HIV/Aids programmes.

The day was blessed with a powerful prayer by the Regional Manager, which took place during a candle lighting ceremony to commemorate those who have died of and been orphaned by Aids. RAF staff then presented a moving rendition of the Whitney Houston song "Count on Me", reassuring everyone that, no matter what they may be going through, there will always be someone they can count on.

### Bongwiye Tyopo

East London

# OUTREACH ACTIVITIES

////// Thabo Mkhize reports on the RAF's activities over the past couple of months

## RAF: MAKING A DIFFERENCE

While most organisations, including government departments, parastatals and municipal entities, were winding down in preparation for the festive season, RAF staff members were travelling throughout the country delivering much-needed services.

RAF teams from different provinces visited townships and rural areas, not only to educate the public about the Fund's services and benefits, but also to assist thousands of road accident victims and their families with the process of lodging new claims and checking up on the status of existing claims.

Even when the organisation closed its doors for the week between Christmas and New Year, several employees remained on standby to deal with emergencies. During this time, they helped to facilitate the funerals of several road accident victims, including eight Kenyans and Mozambicans who were killed in road accidents in Gauteng.

Some of the areas visited by the RAF teams, accompanied by senior government officials such as Transport Minister Sibusiso Ndebele, his deputy Jeremy Cronin, and the CEOs of other transport entities, included Harrismith in the Free State, Engcobo in Umtata and several towns and districts in KwaZulu-Natal.

The Fund also commemorated World Aids Day at Thaba Tshwane (where the Voortrekkerhoogte Monument is built) and World Disability Day in Pretoria, where over 50 wheelchairs were donated to victims of road accidents across the country. This busy year culminated with year-end functions hosted by the different regional offices, the largest of which was held at the Irene Country Club.

## DISABILITY DAY

The Road Accident Fund has, over the years, trained, developed and employed a number of road accident victims, so it came as no surprise when it chose to host its own function on World Disability Day.

The RAF has more than 40 employees with disabilities, and it was wonderful to see them being recognised and celebrated as the valuable members of the organisation that they are.

The Fund also marked this globally-recognised day by donating more than 50 new wheelchairs to road accidents victims throughout the country.



## ROAD SAFETY PRAYER DAY

The Road Accident Fund last month joined religious groups and transport stakeholders to pray for safety on the country's roads. The Road Safety Prayer Day in Emalahleni in Mpumalanga saw Christians, Moslems and Shembes (Nazareth Baptist Church members) coming together with a common goal of praying for an end to the carnage on South Africa's roads.

Dr Clifford Mkasi, Mpumalanga MEC for Public Works, Roads and Transport called on religious groups to use prayer to supplement government interventions in the fight to reduce road deaths.

Mkasi said, "Through prayer, we experienced the grace of the Lord during the 2010 Soccer World Cup and delivered the best ever tournament that raised our stature among nations of the world."

"We count on the continued support, prayers and closer relationship with the church to sustain the record of safer roads as we experienced fewer accidents during the Soccer World Cup compared to Easter and Festive Arrive Alive Campaigns, even though we had increased traffic volumes on our roads."

Mkasi was supported by Shane Abrahams, Road Accident Fund Pretoria Branch Manager, who also highlighted the importance of prayer in the fight against road deaths. "We need divine intervention. As I stand here before all of you, I urge, not just our religious leaders, but everyone to continue praying for safety on the country's roads."

Abrahams also reiterated Transport Minister Sibusiso Ndebele's plea for all South Africans to be actively involved in the fight against the carnage on our roads, saying, "We cannot just sit down and expect prayers to solve all our problems."

## ARRIVE ALIVE CAMPAIGN - ENGCOBO

The launch of this year's Arrive Alive Campaign in Engcobo in the Eastern Cape was another one of the many activities which highlighted the close working relationship between the Road Accident Fund, the Department of Transport and other government entities.

At the event, the RAF gave road accident victims more information about the Fund, and helped them to lodge claims.

Staff also took the opportunity to actively promote road safety in an effort to reduce preventable road accidents. These not only continue to kill, maim and injure thousands of road users every year, but also increase the financial burden of road accidents on the RAF.



## HIV/AIDS: EDUCATING THE TRUCKING FRATERNITY

In early December, the RAF co-hosted an event under the auspices of the National HIV/AIDS Counselling and Testing Campaign at the Harrismith Truck Stop on the busy N3 highway linking Durban and Johannesburg.

This nation-wide campaign aims to

educate truck drivers about HIV/AIDS and to provide access to free HIV testing and HIV/AIDS counselling services. Apart from co-funding the event, RAF staff helped residents from Harrismith and the surrounding communities to lodge new claims or to determine the status of existing ones.



# LEARNING AND DEVELOPMENT

////// By Dr Letitia van der Merwe

## THE RAF LEADERSHIP PIPELINE PROJECT

Leadership is something that has always fascinated us, and there are many different kinds of leaders. That is why it is important for us to have a common understanding of what leadership means at the RAF.

It is for this reason that we recently launched the Leadership Pipeline Project, which serves to highlight the qualities that natural leaders demonstrate, as well as the fact that anyone who cultivates these qualities can become an effective leader.

Through this project, the RAF will offer a number of different learning interventions and development opportunities aimed at enabling staff to enhance their leadership capabilities. Further information will be made available during the coming weeks.

This will be followed by a Leadership Pipeline Project road show, which will give everyone the opportunity to find out more about the development opportunities now available to staff. We hope you will embrace these

opportunities and allow us to be your partner in developing your leadership potential.

Robert Forsyth, Recreation Africa Group's Executive Chairman and author of 'The Philosophy of Success', outlines 20 core qualities that leaders need to

demonstrate, the most important of which is attitude. Your attitude to yourself, your work, your clients, your colleagues, important stakeholders and the public is what will determine your success.

Simply put: change your attitude, change your life.

## LEADERSHIP PIPELINE PROJECT COMPLETED

By now all of you should have heard of Project Pipeline. As a result of this project the RAF is in a position to offer various development opportunities and learning interventions for staff members to enhance their leadership abilities.

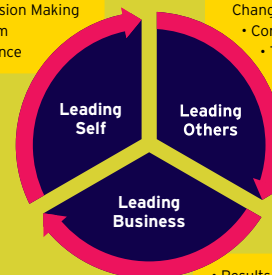
Over the next few weeks more information will be provided on leadership within the RAF. This will be followed by a road show to promote all the leadership interventions now available to you.



We hope that you will embrace the opportunities presented to you and will allow us to accompany you on your leadership journey within the RAF.

### The RAF Leadership Competence Model

- Personal Mastery
- Judgment & Decision Making
- Emotional Wisdom
- Ethics & Governance



- Organisational Resilience / Change
  - Communication
  - Team Orientation
  - Network and Alliances
  - Inspire Commitment
  - Talent Management

- Results Orientation
- Strategic Thinking
- Business & Financial Acumen
- Brand & Customer Orientation

As I have said, the first thing is to be honest with yourself. You can never have an impact on society if you have not changed yourself.



Nelson Mandela

## AUTHENTIC LEADERSHIP

### EXPLORING AUTHENTIC LEADERSHIP

Traditional models of leadership may no longer be appropriate in our rapidly-changing times, but strong leadership has never been more necessary or essential. How then can we recognise true leadership when we see it in the contemporary business environment?

#### What is Authentic Leadership?

In his book, 'Authentic Leadership', Bill George states that true leadership is defined by five key characteristics:

- Understanding your personal purpose;
- Practising solid values;
- Leading with your heart;

- Establishing connected relationships; and
- Demonstrating self-discipline.

Being an authentic leader, then, is about being true to yourself and your values, not about presenting a false personal or corporate image, or about trying to copy the leadership style of others.

Authentic leaders have a deep understanding of their personal purpose and are passionate about it. They are guided by strong values in their day-to-day lives, and demonstrate discipline that is noticeable and worthy of respect. They demonstrate courage too, and not only challenge unethical actions, but also understand their personal weaknesses and own up to their mistakes.

Not least, authentic leaders recognise the importance of lasting and meaningful relationships. Relationships matter to them, and they empower the people they work with to make a difference, rather than simply bombarding them with problems and critique. Authentic leaders display empathy, and contribute towards the building of trust and commitment between themselves and others.

### THE CHARACTERISTICS OF AN AUTHENTIC LEADER

Leadership is cultivated on a daily basis, and authentic leaders consistently demonstrate certain behaviours that enable them to lead in an effective and inspiring way:

### **They are problem solvers**

Problem identifiers are a dime a dozen. Too few people spend their time or apply their minds to looking for workable solutions. Leaders identify problems and then use their creative abilities to come up with solutions.

### **They set goals**

Once leaders have developed a good understanding of their life purpose, have determined their personal vision, and have clarified what their real needs and desires are, they convert them into specific, measurable goals and objectives. They then act with the certainty that they

the gratitude of satisfied customers. Negative feedback, however, is also valuable, as it is an opportunity to review a situation and to improve behaviour in the future. Leaders commit to constant innovation and continual improvement. They ask themselves: "How can I make this better?", and they are constantly on the lookout for way in which to turn the ordinary into the extraordinary.

### **They surround themselves with successful people**

Leaders know that we become like the people we spend our time with. Successful people keep the company of other successful people. They ask them

### **They manage their time**

Every day, leaders do specific things designed to move them along the path to fulfilling their objectives. They control interruptions, distractions and activities that waste time. Interruptions and distractions can be treacherous, so leaders look out for certain patterns. Interruptions and distractions are often caused by ineffective systems or by a breakdown in a system, process or function, and if they can identify this, they can deal with the problem at the source.

### **They are persistent**

Achievers in all spheres of life are usually very persistent people. They simply refuse to give up. Whether they are faced with business challenges or personal challenges, they persistently aim to engage that challenge and to develop from it.

**"A genuine leader is not a searcher for consensus but a moulder of consensus."**

**~ Martin Luther King**

will achieve their goals. Leaders also set worthy goals, not only because they want to reach them, but because they know that the process of reaching them will be a learning experience.

### **They know the value of action**

Their only way to get ahead is to get started. And leaders know that the secret of getting started is to break difficult, overwhelming tasks into small, manageable ones, and then to start on the first one. They know how to crush the problem of procrastination.

### **They are team players**

Leaders know that every individual needs other people to help them achieve their goals and dreams. In the workplace, it is your team that makes you a better person than you are already; it is your team that enables you to produce the best results. Your team represents you where you cannot go. Investing in your team will guarantee a high return for your effort, because a team can do so much more than you can on your own.

### **They listen to feedback**

Leaders may receive feedback in the form of tangible results, such as praise, a bonus, a salary increase or



to share their success strategies and they discuss specific challenges with them.

### **They know that success leaves clues**

Leaders look at others who have achieved what they want to achieve. They research, study and learn from information about other people who have achieved their goals. They choose people as models, and then move on to define their own way of working based on those. A good leader learns from those who have gone before, but they emulate rather than imitate.

### **They are good observers**

Leaders do not let a day go by without paying attention to what is going on in their business, their industry, their community and their country. They keep an eye out for new breakthrough opportunities, tools and techniques. They know who industry and political leaders are and how they influence the world. To become a good leader one has to be a good observer, and especially an astute evaluator of all that is happening in your field.

### They know there are no shortcuts

Leaders know that success or failure does not come about through a single, mind-boggling event. It does not happen overnight. They know success comes about as a result of the actions we practise every day. There are simply no shortcuts to success.

### They release the brakes

Many people drive through life with their psychological emergency brake on, holding onto negative images about themselves. Successful people release the brakes. They let go of limiting beliefs and develop a positive, life-affirming self-image.

### They aim for balance through self-renewal

When one starts experiencing success in one's life, it is vital to take time out for maintenance. It is important for everyone to have balance in their lives. Without the discipline of creating balance, the body

becomes weak, the mind mechanical, the emotions raw and the spirit insensitive. Successful people put in a lot more time



and effort than most people. They go the extra mile, but they also take time out for maintenance.

### They develop new success habits every year

Leaders break the habits that they know will break them. They adopt practices that

will help them achieve success. In short, successful people don't just drift to the top, they set goals, develop the habits

they need to achieve them, and pursue them persistently.

Leaders are required in every sphere of life and in every sphere of the RAF. So ask yourself: do you have what it takes to be an authentic leader? If so, the RAF Leadership Pipeline Project will help you to become the best leader you can be.

## WHAT DOES IT MEAN TO BE A LEADER?

What does it mean to be a leader in today's organisations, where more and more decisions have to be taken at operational level? What does it mean in a situation where managers and supervisors are tasked with coaching rather than directing, and where employees at every level are expected to take on greater responsibilities?

When thinking about day-to-day leadership, here is some interesting food for thought:

- Every day presents countless opportunities for both supervisory and non-supervisory employees to exert leadership. Many of these opportunities are relationship and customer experience "turning points", decisions large and small that make a significant difference to relationships with colleagues and the customer's experience of an organisation.
- Interpersonal skills are important at all levels of the organisation, not just at executive level.

- Despite general perceptions about leadership, people usually associate good leadership with the small things - those throwaway moments that a person in a leadership position may soon forget, but that others will remember; moments that can have a strong organisational and personal impact.
- In the long run, it is the tried-and-tested virtues that usually carry the day - the ability to treat other people courteously and honestly, to be straightforward, and to do one's fair share (plus a little more). These may be the most important skills that leaders can learn.

### THE RAF LEADERSHIP FRAMEWORK AND YOU

The RAF Leadership Framework identifies the key competencies necessary to support personal and career development - competencies that are applicable worldwide.

### The Leadership Framework:

- Clearly defines the RAF's values;
- Supports RAF on the Move by providing concrete examples of ways in which to work within a network organisation;
- Identifies the organisation's development areas in order to support a more targeted training and development plan;
- Offers clear examples of how the context or environment assists or impedes the development of behaviours;
- Ensures consistency in the evaluation of employees throughout the RAF; and
- Provides for a common language for identifying tomorrow's leaders and sourcing them from within the organisation.

# CAREER COUNSELLING

## ALL ABOUT CAREER COUNSELLING



Many of us will have heard the term 'career counselling' before, but what exactly does it mean? Briefly, career counselling is a service provided by an organisation or an independent provider in order to assist individuals with identifying a suitable career, developing their existing careers, making a career change, planning ongoing skills development, evaluating training opportunities and addressing other career-related issues.

It is important for each individual to take personal responsibility for their own career development, and to developing their full potential. This benefits both the

organisation and the individual who, by focusing on continuous improvement, is not only able to have a more rewarding working life, but to ensure that s/he is also more marketable in the open job market.

In a constantly-changing socio-economic environment, personal and financial security is no longer guaranteed through lifelong employment in a single company or organisation, but lies in individual value and employability. This is why it is important for individuals to develop transferable skills, knowledge, experience and a set of unique personal attributes. And, of course, these also lay the

foundation for upward mobility within an organisation.

At the RAF, the Learning and Development Department is there to assist staff with their career development, and has recently launched a career counselling programme. The first series of career counselling sessions were held at the Pretoria branch early December 2010, and these are now being rolled out to other RAF branches.

### Counsellors will assist with such issues as:

- **General employability.** Here the aim is to help you prepare for and adjust to the changing demands of the workplace.
- **Occupation-specific skills.** Skills counselling will assist you to identify your skills development and training requirements and to be suitably prepared to fulfil the tasks you need to perform in the workplace.
- **Company-specific skills.** In this case, you will be advised on company policies, procedures and legislation that will enable you to fulfil the RAF's vision and mission, to fulfil its goals and to actively demonstrate its values.

Career counselling sessions are, of course, not about telling you what to do in your career. They're there to help you to build the most suitable and rewarding career for you.

## WHAT MOTIVATES YOU?

Road Ahead asked a few RAF staffers what it is that motivates them in their daily lives and their careers. There were lots of different answers, but we really liked this motivational poem by our very own Joy Mabaso, and wanted to share it with you.

### SMILE - JOY COMES IN THE MORNING

I don't have grey hairs to show,  
I don't have wrinkles on my face.  
They say wisdom comes with grey hair  
and wrinkles,

But I don't have any.  
I have learnt to keep them away,  
For somebody told me 'smile girl', and joy  
comes in the morning.

I walk with my head held high each day,  
And I smile at the people around me,  
For a smile is contagious.  
I spread the smiles around;  
I don't care what is going on around me,  
I just smile -  
For somebody told me 'smile', joy comes  
in the morning

Smile too my friend -  
It does not cost you anything.  
Though things are not so grand today,  
Tomorrow will be a better day -  
I am telling you, joy comes in the morning.  
For somebody also told me, joy comes in  
the morning.

We'd like to know more about what motivates you and about how you'd like to see your career developing. Send your letters to [connien@raf.co.za](mailto:connien@raf.co.za), and we'll publish them in the next edition.

# TRANSPORT HIGHLIGHTS

## EXTRACTS FROM AN ADDRESS BY THE MINISTER OF TRANSPORT



**Delivered at the Release of the 2010/11 Road Traffic Statistics, Pretoria**

### **Make Roads Safe Campaign**

On 1 October 2010 we embarked on the Make Roads Safe campaign and the new National Rolling Enforcement Plan. This marked the start of a major law enforcement drive in South Africa and reflects government's commitment to reducing road carnage by half in accordance with the Millennium Development Goals (MDGs) and the United Nations Decade of Action against Road Deaths (2011-2020).

From 1 October 2010 to 3 January 2011, almost 4.5 million vehicles and drivers were checked on the roads, and more than 2 million fines issued for various traffic offences. This is well above the million-a-month target announced in October 2010.

### **Festive Season Report**

The 2010/11 festive season started on Wednesday, 1 December 2010 and continued until Tuesday, 11 January 2011. During this period, we experienced the biggest increase in traffic volumes on the main routes leading out of Gauteng. The N1 North and South, the N3 to KwaZulu-Natal and the N4 to Mpumalanga recorded some of the highest traffic volumes.

During December 2010, law enforcement activities included 852 roadblocks country-wide, at which a total of 1 608 548 vehicles were stopped and checked. This led to 5 822 vehicles being impounded/suspended/discontinued, 9 182 drivers being arrested, and 553 189 fines being issued for various offences.

Last year (2009/10), we reported that there were 1 582 fatalities out of 1 247 fatal crashes during the festive season. By the time we finalised last year's festive season report, the number of fatalities had increased to 1 761 from 1 December 2009 to 11 January 2010.

Between 1 December 2010 and 8 January 2011, 1 221 fatal crashes occurred, resulting in 1 551 fatalities. The major contributing factors were speeding, unsafe overtaking, fatigue, overloading and burst tyres.

### **1 000 Die Every Month**

While South Africa experiences road deaths in the thousands, countries with similar colonial histories such as New Zealand and Australia have fewer fatalities. In Australia, only 120 people are killed on the roads every month. In New Zealand, only 20 people die on the roads each month. In the case of South Africa, more than 1 000 people are killed every month, over 13 000 annually.

It is for this reason that we talk of carnage on South Africa's roads. Carnage refers to the violent killing or slaughter of a large number of people. It is this certainty - that so many are going to die on our roads - which we must stop. In Australia, New Zealand, Canada and other countries they rightly talk of road "accidents". An accident happens by accident.

There was a time when these countries were in a similar position to what we are in today. They decided that extraordinary measures had to be taken. These had

to do with driver training, enforcement, engineering and education.

We too have adopted several measures which, we have no doubt, will help us to deal with this challenge of road carnage. These include, amongst others, the Voluntary Traffic Observer Programme, which encourages the voluntary reporting of traffic offenders online or through the RTMC Call Centre on 0861 400 800.

We also welcome the taxi industry's initiative, led by the South African National Taxi Council (SANTACO), which will see the implementation of the industry's own HLOKOMELA campaign. Through this campaign, the taxi industry pledges to do everything possible to promote road safety for commuters, drivers and operators.

We further have plans, together with the Department of Basic Education and the various provinces, to introduce road safety education as part of the life skills curriculum at schools. As part of this initiative, we hope to ensure that every Grade 11 learner will have a learner's licence and every 18-year-old a driver's licence.

We are also working hard on a number of measures aimed at reducing road deaths, which include increasing visible traffic policing and the introduction of a specialised Law Enforcement Unit on national roads. The pilot phase of this project will be launched in April 2011 in Gauteng.

These measures notwithstanding, once there is a death, we will also be on hand through the Road Accident Fund to assist the affected families and survivors. The victims of road accidents will never be alone.

Road safety is not what the Department of Transport does to a community; it is what we do together with the community. As we celebrate the start of the Decade of Activism for Road Safety, let us all be part of it!

## REA VAYA HANDOVER AND TAXI SCRAPPING CEREMONY



Over 300 old and un-roadworthy mini-bus taxis were scrapped in Johannesburg recently - thus reducing potential road accidents through the removal of vehicles deemed death traps.

The scrapping of the mini-buses as part of the government's Taxi Recapitalisation Programme, coincided with the handover of the majority shares in the Rea Vaya Bus Rapid Transit system to former taxi operators.

Transport Minister Sibusiso Ndebele, who addressed more than 200 guests at Nancefield Bus Terminal south of Johannesburg attending the handover ceremony of the Rea Vaya phase 1A bus operating company, said the scrapping

and the handover of 66.7 percent shares in the company was a step in the right direction towards making the country's roads safe, and empowering taxi operators, many who used their scrapping allowance to fund the deal.

The Road Accident Fund expects the Rea Vaya Bus Transit System to have a significant impact in reducing the number of road accidents which claims hundreds of lives every year and leave thousands more injured. The RAF used the event to educate the public and other transport stakeholders about services and benefits offered by the Fund through the distribution of information pamphlets and one-on-one discussions.

## NEW TOLLS BY JUNE - SANRAL

### NEWS FLASH!

The South African National Roads Agency CEO, Nazir Alli, has said that Gauteng's new toll system is "not a drastic move" and will be operational by June.

Speaking on Summit TV recently, he said: "We have to recognise what would have happened if we had not made improvements to the network. A study done by the SA Chamber of Commerce and Industry showed we were losing R15m an hour due to congestion. So perhaps if we consider that, we can see that we had to make a drastic move to reduce the congestion on our roads."

Sanral wanted to start tolling vehicles in April, but has been forced to extend

the live test period after a court ruling and other issues slowed down the introduction of the new electronic tagging of cars.

"This is a 'user pays' principle," said Alli. "You will only be paying for the portion of the road that you use. You also have choice in terms of not wanting to use the road."

## VOLUNTARY TRAFFIC OBSERVERS NEEDED

Would you like to become a voluntary traffic observer? The Minister of Transport is asking South Africans to participate in this nation-wide programme.

"As we head towards the United Nations Decade of Action for Road Safety from 2011 to 2020, we call upon more South

Africans to enlist as Voluntary Traffic Observers. As part of South Africa's Make Roads Safe campaign, more and more citizens are needed to join the global movement for road safety. Road safety is everybody's responsibility. The battle to put an end to the unnecessary loss of lives on our roads is winnable - and we must win."

For more information on enlisting as a Voluntary Traffic Observer visit [www.rtmco.co.za](http://www.rtmco.co.za) or call the RTMC call centre on 0861 400 800 during office hours.

## FUEL PRICE UP 12% IN THE PAST YEAR



The fuel price hike in December, the fourth in four months, pushed the petrol price up to 12% higher than it was at the start of 2010, and raised the price of diesel by an annualised total of 14%. This represents South Africa's first double-digit annual fuel price increase since the 2008 financial crisis caused commodity prices to fall.

Appreciation of the rand during the same period did, however, keep the price increases lower than expected. According to figures released by the Department of Energy, the fuel hike in December would have been 5c a litre higher if it had not been for the effects of the strong rand on the price of crude oil.

## DETERIORATING ROAD CONDITIONS MEAN MORE INSURANCE CLAIMS

Short-term insurer, Santam, reports a steadily-rising number of claims related to deteriorating road conditions. It therefore advises motorists to use national roads as



much as possible and to avoid alternative routes, especially when driving long distances.

According to Louise Pharo, Head of Commercial Business at Santam, "Pothole damage ... does not begin and end with an insurance claim. It has far-reaching and significant implications for the wider cost of insurance, the level of insurance excesses, and on additional expenses such as car hire and towing costs. Moreover, the inconvenience factor for motorists is significant, and pothole-related accidents can cause serious injury and death."

**TEEN DRINKING AND DRIVING: STUDY**



Teenage drinking and driving appears to be out of control, with many young adults admitting in a recent survey that they have driven under the influence

of alcohol. The survey, conducted by Stay Alert, Stay Alive, found that many youngsters not only drive after drinking, but even drink while driving.

Stay Alert, Stay Alive road safety analyst Lawrence Barit says that, since they are relatively inexperienced drivers, teenagers are easily susceptible to fatal accidents while driving under the influence of alcohol and drugs.

Transport and Public Works MEC, Robin Carlisle, says that in the Western Cape, young men are mostly responsible for fatal accidents.

Nationally, more than 50% of all road deaths involve alcohol, and 60% of those responsible are between the ages of 18 and 35. Women are only responsible for 4% to 6% of fatal crashes.

**SCHOLAR TRANSPORT VEHICLES NABBED BY TRAFFIC OFFICIALS**

Every year, children travelling to and from school in unroadworthy or overcrowded vehicles are injured or killed in road accidents. During the recent back-to-school period, traffic authorities therefore fielded a strong presence on major school routes around the country, keeping an eagle eye out for offenders.

One of the areas targeted was Laudium in Tshwane, where 28 vehicles carrying school children, amongst them motor

vehicles, bakkies, mini-bus taxis, LDVs, kombis and full-sized buses, were impounded by the Gauteng Traffic Police on the R55 alone.

The Road Traffic Management Corporation, together with local traffic authorities, is determined to stamp out unsafe transport being used for school-going children.

For further information, contact Mr Ashref Ismail on 071 680 3448.



# FATALITIES

////// Festive season fatalities covered by the RAF

## Limpopo (Sekhukhune District)

Place	Number	Description
Elias Motswaledi Municipality	1	Pedestrian
Tubatse Municipality	3	Passengers
Makhuduthamaga Municipality	2	
	3	Pedestrians
Passengers		
Dennilton Area	1	Pedestrian
<b>Sub Total</b>	<b>10</b>	

## Gauteng

Place	Number	Description
Lawley, Ennerdale, Johannesburg South	3	Cyclists
Yeoville, Johannesburg	5	Passengers
Carletonville	5	Passengers
Soshanguve	9	Passengers
<b>Sub Total</b>	<b>22</b>	

## North West

Place	Number	Description
Madibogo, Mafikeng	3	Passengers in a horse-drawn cart
Brits Area	2	Passengers
<b>Sub Total</b>	<b>5</b>	

## Mpumalanga

Place	Number	Description
Witbank	1	
	10	Driver
Passengers		
<b>Sub Total</b>	<b>11</b>	

## KwaZulu-Natal

Place	Number	Description
Utrecht	9	Various
Newcastle	11	Various
Mtubatuba	22	Various
<b>Sub Total</b>	<b>42</b>	

**NATIONAL TOTAL 90**

## DRIVER ATTITUDE MATTERS MOST

As another holiday period comes to an end, we are faced with what has become the distressing but customary announcement of the number of fatalities that have occurred on our roads over the festive season.

It is indeed sobering to stop and consider the loss of 1 551 lives between 1 December 2010 and 5 January 2011. Countless more people were injured or maimed, as the inherent danger of being a road user in South Africa remains a disturbing reality.

Statistical comparisons with other countries, such as the UK or Australia, may be unfair for a number of reasons, but it doesn't lessen the shock factor.

Many campaigns have been launched and millions of rand invested in trying to educate road users about their responsibilities as drivers, but one cannot escape the feeling that there is more to it than that. The attitude of drivers matters too, and is perhaps the most important contributing factor that still needs to be addressed.

A recent tightening of the rules and regulations regarding road use will go some way towards reducing the number of road accident deaths and injuries in our country, but individual drivers need to step up to the plate too. Each driver needs to acknowledge that s/he either minimises the problem or contributes to it.

Working for the RAF has thoroughly changed my perspective on driving a motor vehicle, and I'm more aware than ever of the tremendous responsibility of being a driver. Perhaps it's time to encourage all drivers to change their attitude to other road users.

**Dale Stahl**

Cape Town

# RAF IN COLOUR

## MSINGA OUTREACH



## ARRIVE ALIVE BICYCLE DONATION



## EAST LONDON ROAD SAFETY FORUM



**OR TAMBO PLEDGE SIGNING**



**NATIONAL SPORTS DAY - DURBAN**



**HIV/AIDS DAY**



**CONSTITUTIONAL COURT RULING**



**YEAR-END FUNCTION**



**HERITAGE DAY**



**TEAM-BUILDING**



**MPUMALANGA COMMUNITY ROAD SAFETY COUNCIL TRAINING**



**BOARD VISIT - ECO GLADES**



# SAFETY AND SECURITY

## PLEASE HELP US TO PROTECT YOU

The RAF is committed to creating and maintaining a working environment that is safe for its employees to work in and which presents no risk to the health of the Fund's staff, clients, stakeholders or the public in general. It does this through continuous monitoring and improvement of health and safety systems, processes, measures and initiatives.

Compliance with the RAF's health and safety policies, regulations and procedures is the responsibility of every employee, contractor and visitor.

### Security Provisions and Rules

The RAF's premises are protected by these general provisions and rules:

- Access to RAF premises is regulated by the Control of Access to Public Premises and Vehicles Act.
- Buildings are monitored by CCTV surveillance systems.
- All vehicles, persons and their luggage entering or leaving an RAF building can be searched at any time at the discretion of the security services.
- All visitors to an RAF building shall be subjected to access control procedures prior to admittance.
- Every visitor to a building must be escorted by a host.
- All private property such as laptops, scanners, printers etc., must be declared at the access control point.
- No person under the influence of intoxicating substances will be allowed on-site.
- No firearms, ammunition and intoxicating substances are allowed into RAF buildings.

- All crime-related and security incidents must be reported to the security services.
- Assets or property found abandoned must be reported or taken to the security service.
- No pets are allowed in RAF buildings.
- No hawking is allowed in RAF buildings.
- Any criminal activities, tampering with security systems, interfering with security measures or violations of security measures or systems will not be tolerated.

### Health and Safety Rules

- Employees are required to comply with the Fund's health and safety regulations and to ensure that on-site contractors and visitors do so too.
- Always observe and comply with all health and safety requirements in the building.
- Report any health and safety hazards or risks to the security services.
- Smoking is strictly prohibited in RAF offices, boardrooms or at work stations.
- Never interfere or tamper with electrical appliances or with fire detection and extinguishing equipment.

### Emergency Procedures in the Event of a Fire

In case of a fire, immediately:

- Report the incident to the security services.
- Sound the fire alarm located near to the closest fire escape by pressing the Red Box marked FIRE.
- Move away or evacuate the area using the nearest fire escape.
- In the case of a fire emergency in any RAF building, the security services will make an announcement using the public address system.
- Listen attentively to the announcement and follow instructions.
- Do not panic or cause panic.
- If an evacuation is ordered, evacuate the building using the nearest fire escape. Hosts should ensure that visitors accompany them. Walk briskly and do not run. Do not use the lift/s.
- Proceed to the designated Emergency Assembly Point.
- Remain at the Emergency Assembly Point until further instructions are given.
- Do not re-enter the building until instructed to do so.

## SECURITY CONTACT INFORMATION

### Corporate

Security Manager: 012 621 1790

### Menlyn

Control Room: 012 429 5531 / 5242  
Mutondi Mulandzi: 012 429 5265

### Eco Glades

Control Room: 012 621 878 / 1792  
Tebogo Masango: 012 621 1791  
Darkon Mhlanga: 012 621 1792

### Johannesburg

Lucas Neshunzi: 011 223 0272

### Durban

Walter Mokubiyane: 031 365 2723

### East London

Deon Ferguson: 043 702 7877

### Cape Town

Debbie Otto: 021 408 3680



# ≡ Road Ahead



[www.raf.co.za](http://www.raf.co.za)

Call Centre Number: 0860 235 523