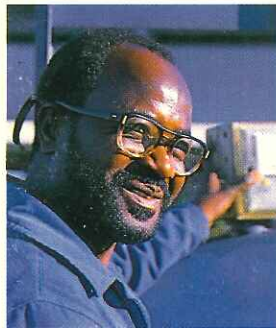
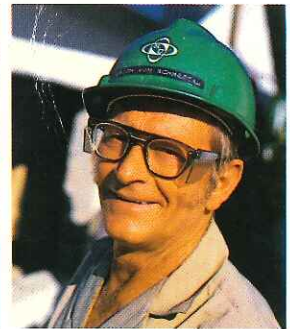
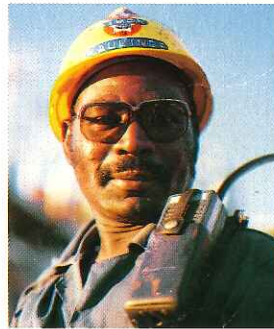
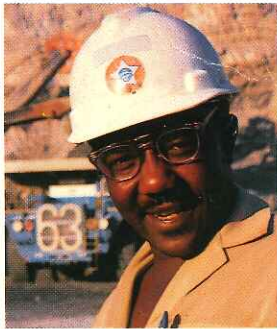
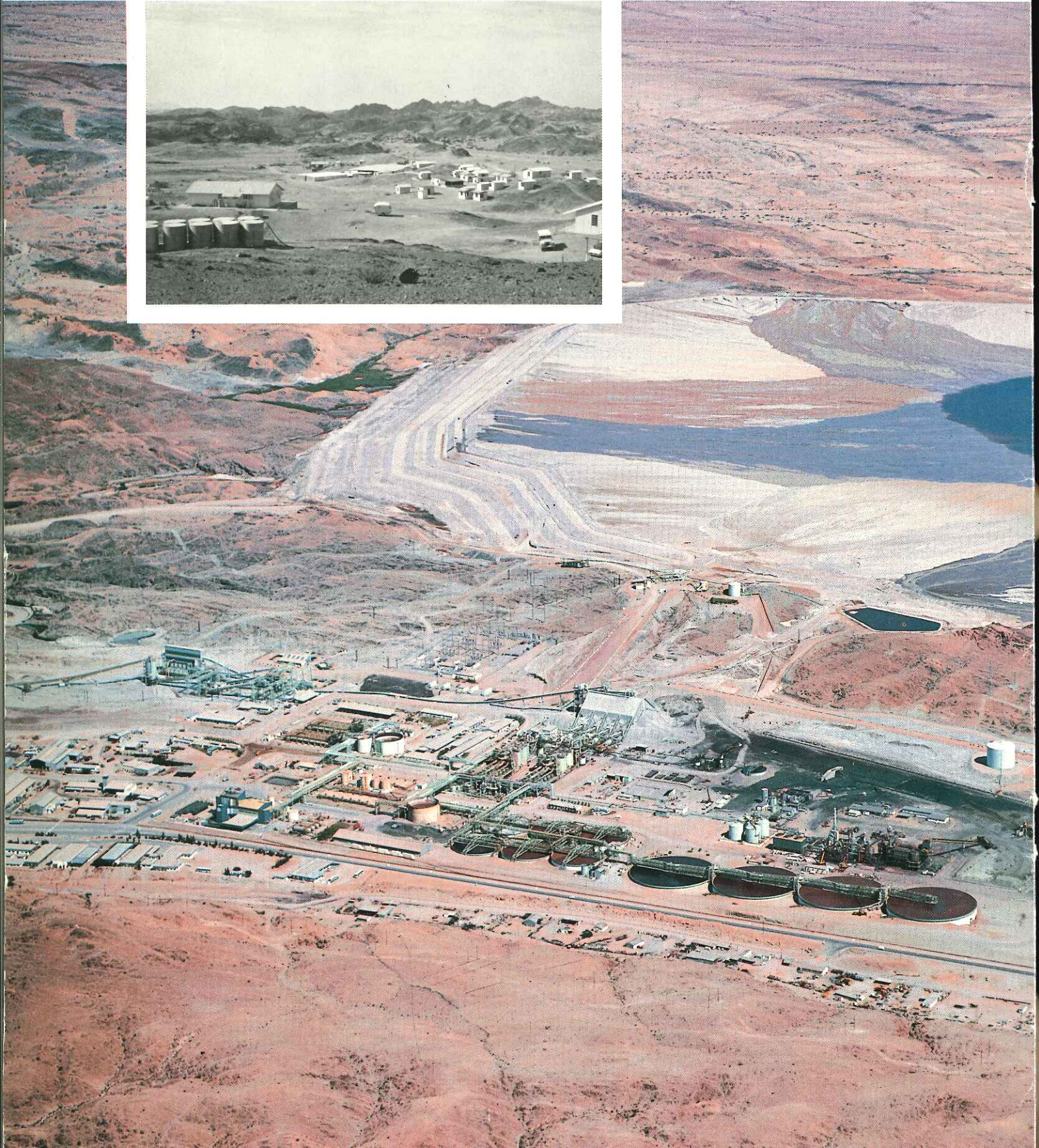
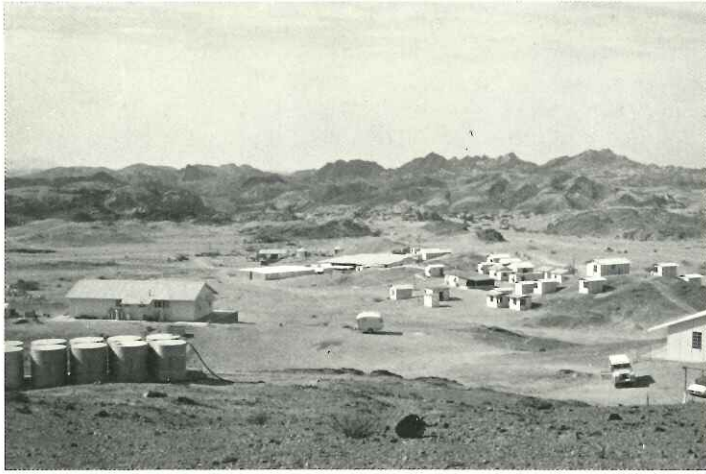
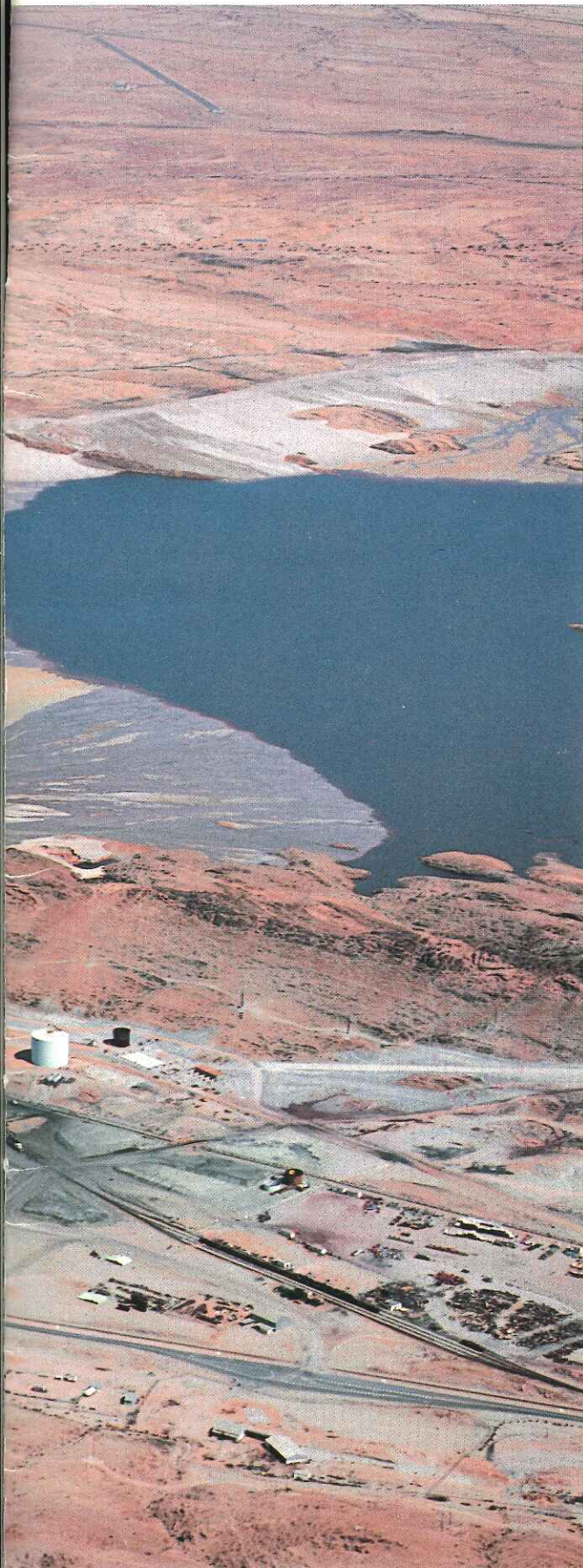




# THE FIRST TEN YEARS







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*Main Picture: Rössing Today  
Insert: View of the exploration camp  
in the pre-production days.*

## The Making of a Mine

Rössing celebrated ten years of the production of  $U_3O_8$  in June 1986. But many more years went into establishing what has become one of the largest and technically most advanced mines worldwide. The pre-production timespan can be divided into three periods:

★ The pioneering stage (1928-1965) when the original prospectors found signs of mineralisation.

★ The exploration stage (1966-1971) when basic prospecting was done and the feasibility of establishing a mine was recognised.

★ The construction and development stage (1972-76).

Many individuals contributed towards making Rössing. It took vision, more than a little optimism and a lot of guts to envisage

Captain Peter Louw, a Swakopmunder who liked exploring the desert, picked up a rock which his radiographer wife, Margery, said could contain radium. To test her theory the rock was placed on an X-ray plate on which the outline of the rock was seen to develop; radioactivity was thus proved — but there was no talk of uranium.

The next episode in the Rössing saga took place in 1954 with the visit of two amateur prospectors from Cape Town, Major MacLaren and Mr Beecroft. Captain Louw, renowned as a good storyteller, told them the X-ray plate tale and took them out into the desert to locate the spot where he had found that rock. At first their search proved fruitless but the

a compressor, to blast trenches across the finds.

Further 'scientific' exploration work was done by two government geologists, Messrs Kuschke and Schwellnus, who found many signs of radioactivity, including the original Louw find. Uranium was found but it was locked in davidite, a refractory mineral from which it cannot be extracted. Beecroft sold his share in the syndicate to a lawyer, Eric Kinsman, who said: 'Let's do this properly!' A company, G P Louw Ltd. was formed in 1955 with shares held by the parties concerned.

An option agreement was subsequently concluded with Anglo American, which sent a team to explore the site. One day geologist Dave Smith was testing a gully with a scintillometer when he detected strong radioactivity. He mapped the find as the SK anomaly for the sake of reference. Smith had found uranium — this time in uraninite, from which the metal could be extracted by a sulphuric acid process. On this site the Open Pit lies today.

Anglo swung into action, drilling 11 boreholes and sample tunnels — but on the basis of results it was thought that the deposit was too small and of too low a grade, so the search was abandoned.

A brief period of despondency of the G P Louw company followed. Major MacLaren approached John Berning, then chief geologist for Rio Tinto Management Services (RTMS), in 1958 but at the time Rio Tinto was not interested. Its exploration budget was small and even the Major's plea in 1962 — 'We really think we have a world-

class deposit' — failed to convince.

But in 1965 things began to change. The Palabora Mine of Rio Tinto Zinc (RTZ) had come into successful production and simultaneously there was a fortuitous change in the RTZ hierarchy. Ed Hunt, a Canadian, was appointed managing director. He received a query from Roy Wright, then deputy chairman of RTZ in London, who indicated an interest in the Rössing prospect, sensing that the uranium market would change.

Ed Hunt gave John Berning the go ahead to pursue the Rössing prospect and said: 'Go make an agreement (with MacLaren), but just come and explain it to me.'

Fate sometimes takes strange turns. By chance John Berning met Hymer Anderson and his wife Calie in Johannesburg. They wanted to discuss Rössing with him; G P Louw Ltd had lost its prospecting rights but they were reinstated through Mrs Anderson's skilful negotiations in Pretoria. Mr Berning told Eric Kinsman that RTZ was interested and on 23 July 1966 Hunt signed a contract with the Louw company.

Now exploration began in earnest. For the next four years geological mapping, radiometric surveying, diamond drilling, laboratory metallurgical tests, underground bulk sampling and pilot plant test work were undertaken. This was followed by the development of mining plans by RTMS and the conceptual plant design by Western Knapp-Power Gas. Ore samples were sent to Johannes-



*Captain Peter Louw.*

building a mine in the Namib Desert.

In 1928 the present Rössing Mine site was an inhospitable rift in the contorted rock formations bordering the dry bed of the Khan River. One day in that year

Louw's son, Graham, eventually found the rock with the aid of a geiger counter. The four formed a syndicate and approached Hymer Anderson who had been digging for beryl in the Erongo Mountains, to pool his labour resources and

burg for testing by the National Institute for Metallurgy to determine the best method of extraction.

Rössing Uranium Ltd was formed in 1970 with Siegfried Kuschke as the first



John Berning, first GM of Rössing.

Chairman and Ed Hunt as MD; Matt Fitzgerald, an Australian metallurgist, Rolf Schumann of General Mining and John Berning were also on the board.

Exploration camp days are recounted by old-timers, Roy Townsend, Elaine Aird and Billy Woxholt, all still in Rössing's employ. Billy produced the camp's satirical and entertaining newspaper, the Weekly Rag, which was hand-written and then roneoed. Thirty men lived in small bungalows and after a day's work entertained themselves with impromptu sport, exploring the desert, snooker and bridge. To them, life was simple, if austere (women and other personnel lived in Swakopmund and travelled daily to and from the desert site).

Construction and development of the mine was well under way in the early seventies: initial pit development was done, the pilot plant was constructed; temporary and permanent water supplies

were laid on and the SWA-WEK power line destined for Walvis Bay was diverted and strengthened to link up with the mine.

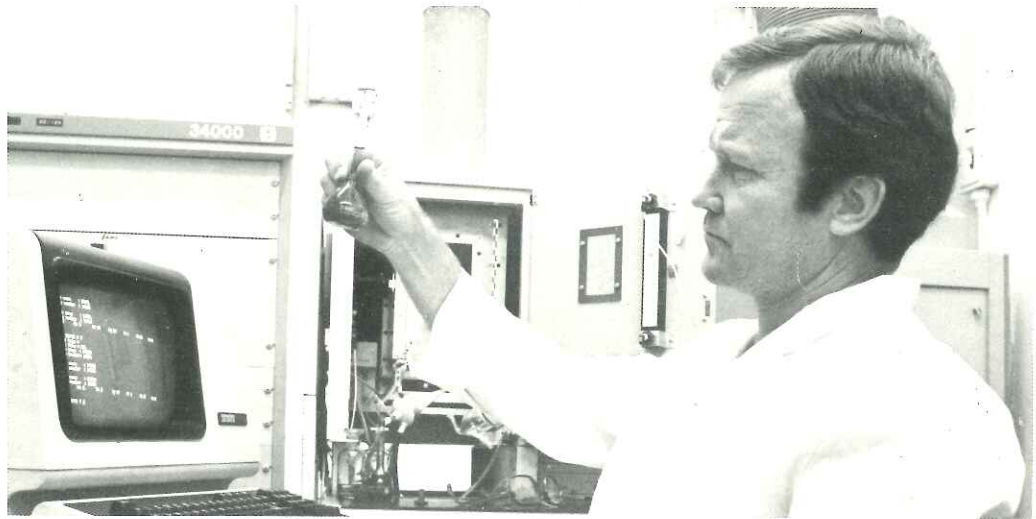
Arandis took root and in Swakopmund houses were grafted onto the Vineta and Tamariskia suburbs. As General Manager, John Berning was in the thick of things — apart from his involvement in technical matters he was active in negotiations with the authorities for the provision of facilities,

Paul Hodges and Henry Saunders.

Once the plant and mine were under construction, those who played key roles included Neville Keys (who took direction of the plant design and procured equipment — he left before completion of this phase), Dave Crichton, who monitored design of the plant by Western Knapp contractors in San Francisco and London, together with Bert Viljoen, Oppie Opperman and

George Deyzel. Al Leroy controlled construction of the plant, which was supervised by Bert Matson and Gary Morris. Initial pit development was carried out by Mike Brett and Frank Fenwick.

Gradually Rössing took shape — a colossal effort in establishing a major, self-sufficient mine where previously there had been only barren hills — and the first  $U_3O_8$  was produced on 26 June 1976.



Rössing's longest serving employee, Billy Woxholt, achieves 20 years with the company in 1986.

ties, ranging from water, to schools, and he discussed contracts with the Atomic Energy Board.

In London Roy Wright was obtaining finance and securing sales contracts.

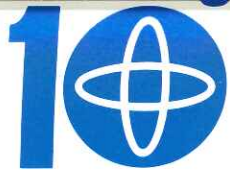
Many men played a part in the construction phase; 'We had to create a mine from nothing,' recounts John Berning. Geologist John Duvall and his field assistant Louwtjie Esterhuizen were the first to set up camp on site once the 1966 agreements had been signed. Among those involved until production began in 1974 were John Berning, Ed Hunt, Matt Fitzgerald, Robert Cooke,

## The pace is on . . . nobody dawdles

It is hot and dry. The sun bakes down from ice blue sky and the glare from the rocky, grey desert is intense as you top a slight rise. Below you is a flat, narrow valley. A persistent hum from trucks and heavy machinery fills the dusty air.

You have arrived at the plant site of Rössing Uranium Limited and you are almost immediately aware of the unexpected tempo at which men and machines move around, despite the dust, heat and glare. The activity seems to be infectious. Nobody dawdles.

Are the employees of Rössing Uranium taking their cue from Western Knapp-Power Gas (the consortium which built the plant), or is it John Berning and his growing team which is really setting the pace? It's hard to tell. But it is clear that everyone toiling away in the desert seems quite determined to push this exciting new mine into production during the second half of next year.



Rössing celebrates ten years of production in 1986. At the helm of the company in the past decade, and in the preceding six years when the mine was being established, some strong and influential men have left their stamp on Rössing.

**Chairman**

Dr G S J Kuschke was the first chairman of Rössing, appointed in April 1970. He was followed by Dr P E Rousseau in 1972. Ronnie Walker was appointed chairman in April 1977 and he held this post until his retirement in August 1985 when Dr Zed Ngavirue assumed the chairmanship of Rössing.

**Managing Director**

Ed Hunt was appointed managing director of Rössing at the same time that Dr Kuschke became chairman. Al Leroy took over as MD in June 1976. He held this position for two years, and in 1978 was succeeded by Mr Craig Gibson. In September 1982 Colin Macaulay was appointed managing director of Rössing.

**General Manager**

John Berning, who had long been associated with Rössing in the prospecting years, was the first general manager of the company, assuming that role in March 1970. In 1976 he was succeeded by Mr Rich Hughes who, in turn, was followed by Gordon Freeman in August 1977. Dr Mike Bates followed Mr Freeman on his departure at the beginning of 1986.



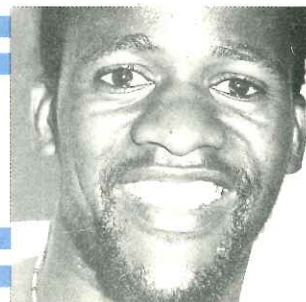
*Mr Craig Gibson (second from left) congratulates Dr Zed Ngavirue on his appointment as Chairman of Rössing. Dr Ngavirue succeeded Mr R S Walker (left) who retired in August last year. Mr Colin Macaulay (second from right) succeeded Mr Gibson as Chief Executive of Rössing in 1982. Mr Gibson is now based in London, where he is a main board director of RTZ, Rössing's parent company.*

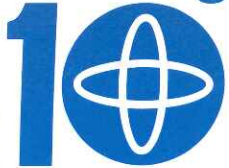


*Dr Mike Bates presents chief pilot, Derrick Southworth, with his ten-year watch and tie.*



*Gabriel Kandjiwe receives his ten-year tie and watch from General Manager, Dr Mike Bates, at an April 1986 presentation.*





With 750 personnel, Mining is the largest division at Rössing and is subdivided into three departments: Mine Engineering, Open Pit Operations and Mine Maintenance.

Mine Planning was involved long before the first  $U_3O_8$  was produced in 1976, for it had been the task of the geologists, surveyors and mine planning engineers to determine whether the ore could be found and how best to move it from the earth.

John Berning, Rössing's first GM, was quoted by the Rössing Gazette in 1976: 'Yes, I'm happy to say, most of our long-term assessments and calculations are now turning out to be spot on . . . our initial geological surveys and assessments are now being confirmed by results. We are finding the ore where we expected to find it, but from now on it will involve more intensive day-to-day planning.'

The first exploratory holes had been carefully sited and the ore, which was finally brought to the surface, was meticulously assessed. From these assessments the mine was built and developed. Ironically in the traditionally male world of mining, it had been a woman, exploration geologist, Shirley Krsic, who was involved in the years before 1976 in



The Open Pit — September 1977.

determining the ore reserves, using computer technology.

The extremely erratic nature of the deposit caused headaches right from the start. An unexpected rise in the uranium price in the early seventies had placed a heavy onus on Rössing to increase production. Alternative technology was considered to move ore-bearing rock. Shafts were sunk and an underground mine took shape beneath the then shallow open pit. The intention was to 'sweeten' the ore sent to the crushers by delving deeper for a presumably higher grade ore.

At the Mine Planning Department (headed by Jimmy Gorman), in collaboration with RTZ subsidiary Technical Services Ltd (TSL), the Rössing Open Pit is continually

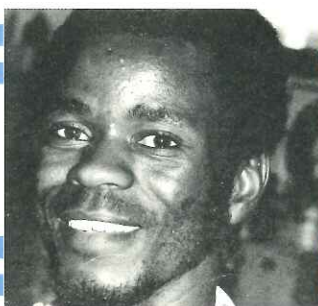
being redesigned and updated, in keeping with the latest geological findings. Men like Roger Murphy and Arthur Knowles use extremely advanced computer technology, and systems developed at Rössing have been implemented worldwide by TSL, with local adaptations.

Scanners

One of the first breakthroughs at Rössing was the installation of overhead scanner rigs which determine the ore grade. In 1983 the then GM, Gordon Freeman, said: 'The whole story of our success at Rössing over the last few years has been with the installation of truck scanners. Every morning the Mining Manager would tell me that by virtue of his sampling in the pit a specific grade would be milled by the metallurgists, but invariably the mill would report a much lower grade and the arguments over who was right and who was wrong would reign furious. Although this was inevitable, the fact was that we were losing money.'



A haultruck passes under one of the ore-grade scanners.



He heard by chance that the Jack Knife Mine in the US was using iodide crystals at the end of its shovels to calculate the radioactive count and thus determine whether ore or waste was being mined. Mike Brett, the Mining Manager, was asked to reconnoitre the situation there and left the same night for an exhaustive week-long tour of US mines and factories. On his return he recommended that a series of Eberline scanners be purchased.

While waiting for the scanners to arrive it was heard that sodium iodide crystals on scanners were being used at the uranium deposit at Langer Heinrich, a small mine 30 km east of Rössing. The scanner heads were no longer being used there so Mr Freeman asked if he could borrow them. Consent was given and they were set up 'in a rough and ready manner' at the Primary Crushers.

'They worked, and from that day on we achieved an upgrading of our ore to the mill by 12-14%, which made all the difference between loss and profit,' Mr Freeman said.

Today grade control operators place great faith in the scanners, not only to distinguish waste from ore but also to determine the various grades according to the mill's needs. Nevertheless old habits die hard —

Mining and Metallurgy still debate the grade sent through to the crushers!

### HEF Plant

In the 1980's Rössing has continued to look ahead to new technology to increase productivity. The construction of the HEF (High Energy Fuel) Plant — the first of its kind in the world — is indicative of the direction taken by Rössing. Basically this plant is a computer-controlled process which produces an

US, which sent a pilot plant to Namibia in component form. The process was proved viable after six months of testing and subsequently Andrew Osborn, Norman Jones, Johan Venter and Mike Povey worked together to design and construct the Rössing MSI explosives plant.

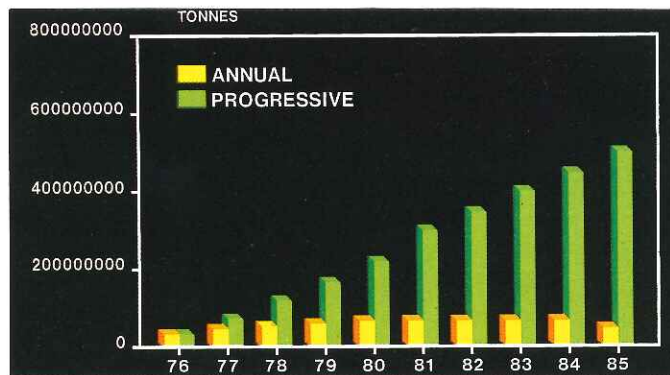
### Trolley-assist

Rössing's 150 tonne haultrucks use a lot of expensive diesel to haul full loads of rock out of the pit.

This year, Rössing will join her sister mine, RTZ's Palabora Mining Company, in using electrical methods to power the trucks up the ramps (the scheduled completion date is September 1986).

The technology is nothing new, explains Mining Manager Sean James. It was first used in a crude form on a mine in the US early this century.

Trolley-assist has the obvious advantage of fuel savings since electricity is cheaper than diesel; ultimately fewer trucks will be needed as the same amount of rock can be shifted faster. Electrically-powered haultrucks can move up the ramps at 22 km/h against the diesel powered speed of 10-12 km/h.



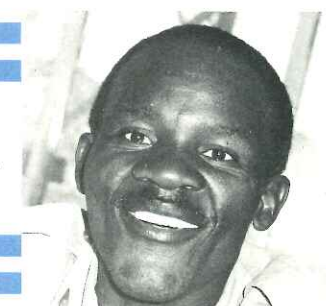
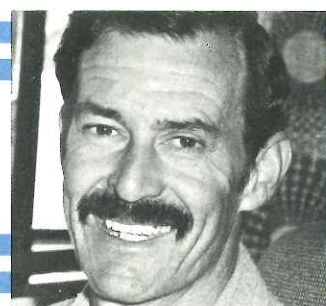
Graph — Tonnes of ore mined in the open pit.

explosive significantly superior to Anfo (ammonium nitrate/fuel oil). The so-called Heavy Anfo is more powerful, meaning that a larger area can be blasted with fewer expensive blast holes needing to be drilled. It is also waterproof, thus underground water encountered as the pit becomes deeper poses no problem.

The HEF Plant is the brainchild of Mining Services International (MSI) of Salt Lake City in the



Scale model of a haultruck with overhead pantograph.





Rössing's metallurgical plant can probably be called one of the most modern in the world. Central Process Control, commissioned in 1983, ensures that operations are monitored closely by computer and skilled personnel.

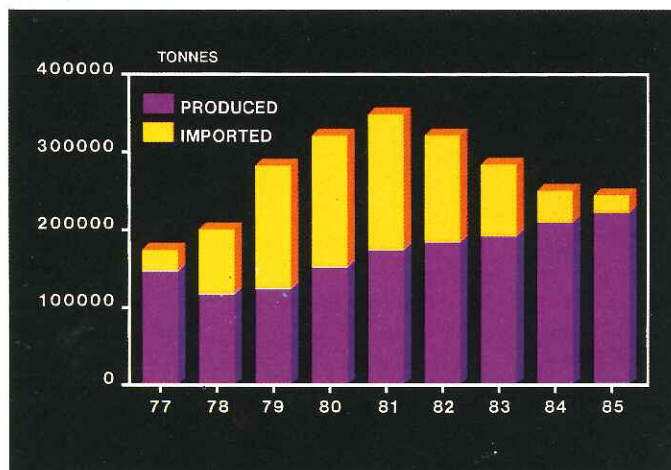
But ten years ago things were not so easy. For a start, the plant was under-designed and from 1977 to 1979 major modifications costing R30 million had to be effected, enabling Rössing to progress to full and satisfactory production.

Oppie Opperman — known as 'Mr Pilot Plant' because of the number of plants he had seen through their teething years — was with Rössing from 1970 to 1983. He explained why the modifications were so pressing: 'The plant was designed when uranium was at a very low price and everything was constructed at minimum cost with no standby equipment. The oil crises of the early 1970's hit the world hard, so people were looking for alternative means of generating power. Suddenly there was an urgent demand for a far greater supply of  $U_3O_8$  than had been envisaged originally. There was no alternative but to expand and swing into production as soon as possible.'

This placed extra pressure on Metallurgy's personnel, who already had momentous problems to battle with. All they could do was to knuckle down.



The Acid Plant today.



Graph — Acid usage at Rössing.

Oppie set up camp in a caravan alongside the plant (Frieda, his wife, had clean clothes delivered to him from Swakopmund). In 1977 he was asked by the newly-arrived GM, Gordon

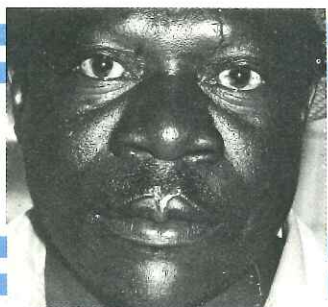
Freeman, to be on continuous 12-hour night shift for three months to watch night operations. He would get home at 10h00 and return to the mine six or seven hours later. Such were

the routines men — and their families — had learnt to live with, when getting on with production, which was what mattered most.

Fate had other problems for Metallurgy. The ore mined in the open pit proved to be far more abrasive than had been anticipated. Cutting into conveyor belts, the rubberlining of tanks and pipes throughout the plant, allowed acid to leave a trail of corrosion everywhere. The bursting pipes would be patched up three or four times in one place and 'look like fingers in sticking plaster', as one old timer remarked.

'The tailings line through which tailings were pumped to the dam, burst ten, eleven times a day', said Gordon Freeman. 'The speed of pumping wore out pipes at an alarming rate ... wherever one looked there were signs of sand bursts and every time the tailings line burst the whole plant would come to a shuddering halt.' A new line was commissioned and completed in May 1978. 'I well remember that Ronnie Walker had been there that day, and as he flew back to Windhoek he saw the tailings pump out of the new line for the first time,' Mr Freeman said. 'From that day on things got better ...'

Leaking pipes on the plant itself caused a quagmire which dammed up in what was known as the Snake Pit. It was Oppie Opperman's



dream to see this mess cleared; thanks to some ingenious engineering by Andrew O'Shann, this was made possible.

Ampie van Rooyen, project supervisor, will remember the panic when the bearings of the ball mill disappeared. Apparently they were considered scrap during a house-cleaning, landing in the scrap yard — and only a mad scramble saved them!

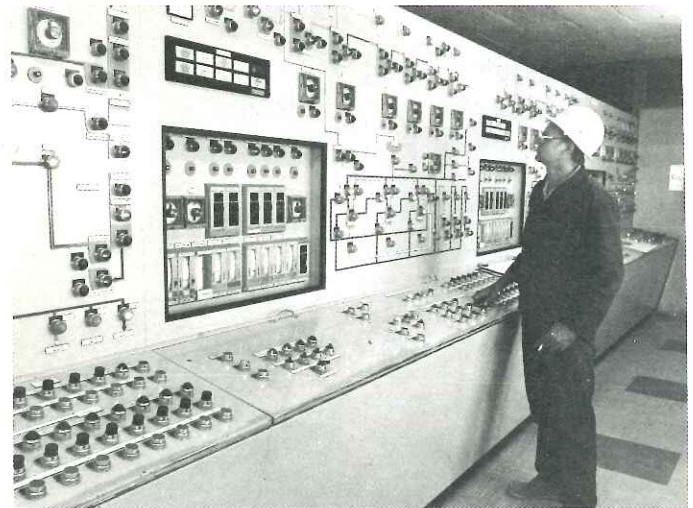
But fate beset Metallurgy yet again. At midnight on 24 May 1978 a fire broke out in the SX Plant — the result of a temporary repair job not holding. 'It was a heart-breaking incident,' said Oppie. 'We had put a lot of hard work into the plant — and then to see it go up in flames!' One half of the SX Plant burnt down but the other was saved. By mid-December a new-look refurbished plant was back in operation in time for a visit by the Chairman of Rössing,

Mr Walker. A sign at the plant said: 'Happy Christmas, Mr Walker, from you-know-who.'

Operators monitored the uranium extraction process from various control panels, the maintenance of which was the domain of the instrumentation experts led by Leon Knoetze.

Trouble spots could be identified at a glance. But the panels were scattered throughout the plant and required a large staff to man and maintain them. Difficulties in communication, supervision and accurate recording of process performance cropped up. According to the Metallurgical Manager, Dr Steve Kesler, 'this situation seemed ideal for centralisation of control while at the same time taking advantage of the latest computer-based control technology'.

Once committed to the Central Process Control



*Hendrick Duffie at the old CIX control before CPC.*

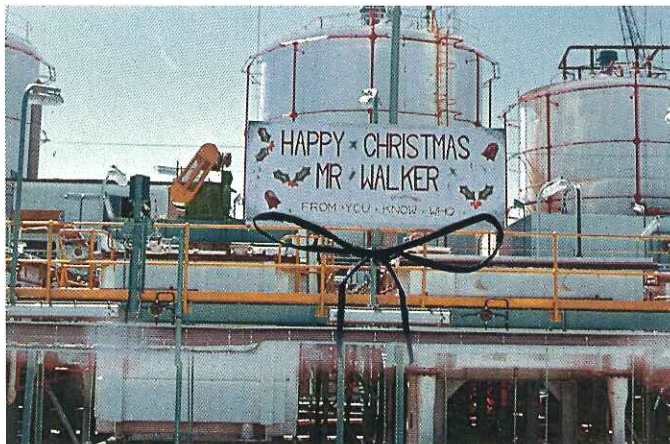
(CPC) project, planning and implementation followed.

The Honeywell TDC 2000 system was chosen and installation began. But the human side was just as critical and the future operators were selected for the project team on the basis of their familiarity with the plant, analytical ability, high stress tolerance, good communication skills and leadership. All operators visited similar functioning systems so that they could see the equipment, talk to their counterparts in other companies and assure themselves that they could help design a working project.

By the third year of the project the thorough selection process had proved itself by the fact that all

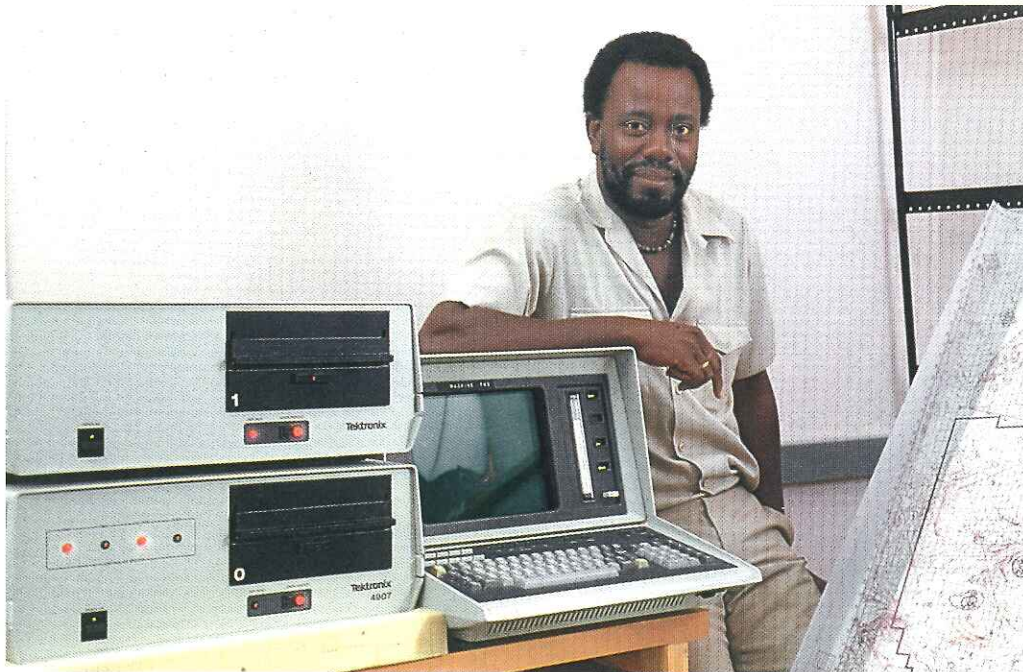
the original operators still remained in CPC.

Central Process Control is one of the most advanced operations of its kind in the world. Development in the next few years will be aimed at increasing the degree of automatic control exercised by the central process computer.



*Mr Pilot Plant, Oppie Opperman.*





*Julius Khunuchab using a computer in Geology.*

In ten years Rössing has moved from being a low-level user of computers to a practitioner of leading-edge technology, says Administration Manager George Macras. In the early days few employees knew or cared much about computers, with many reluctant to become involved. Today Rössing uses 11 makes of computers, including fourth-generation mainframe technology. Over 200 terminals or devices are located across the site and in Arandis, Swakopmund and Windhoek.

Rössing's motive for computerising the mine was to improve production control and provide the services needed to keep costs down and improve productivity in general. The deci-

sion to computerise has proved to be a success. At a ten-year service presentation earlier this year Thys Lourens of Mine Stores remarked that when he came to Rössing in 1976 he would spend hours completing forms and detailing information needed for issuing an item from the warehouse. He was then trained to use a computer which has taken the tedium from his job.

When starting a mine the emphasis is on getting into production and satisfying customers who have contracted to buy one's product. Rössing was no different, having had a difficult gestation, but production of  $U_3O_8$  finally began in 1976. As production progressed, other priori-

ties emerged and demanded attention. By 1980 many of the obstacles had been cleared but Management still needed better and quicker information, to contain costs and improve productivity.

Initially the computers brought on site had limited capacity and tackled predominantly commercial systems. Management saw the need for a wider spread of people to have access to data and also to provide equipment which nominated people, including technical personnel, could programme and operate themselves. It was a case of fitting the computer to the problem in hand.

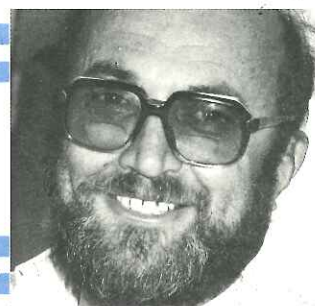
Mainframe equipment at Rössing today is of the latest fourth-generation type

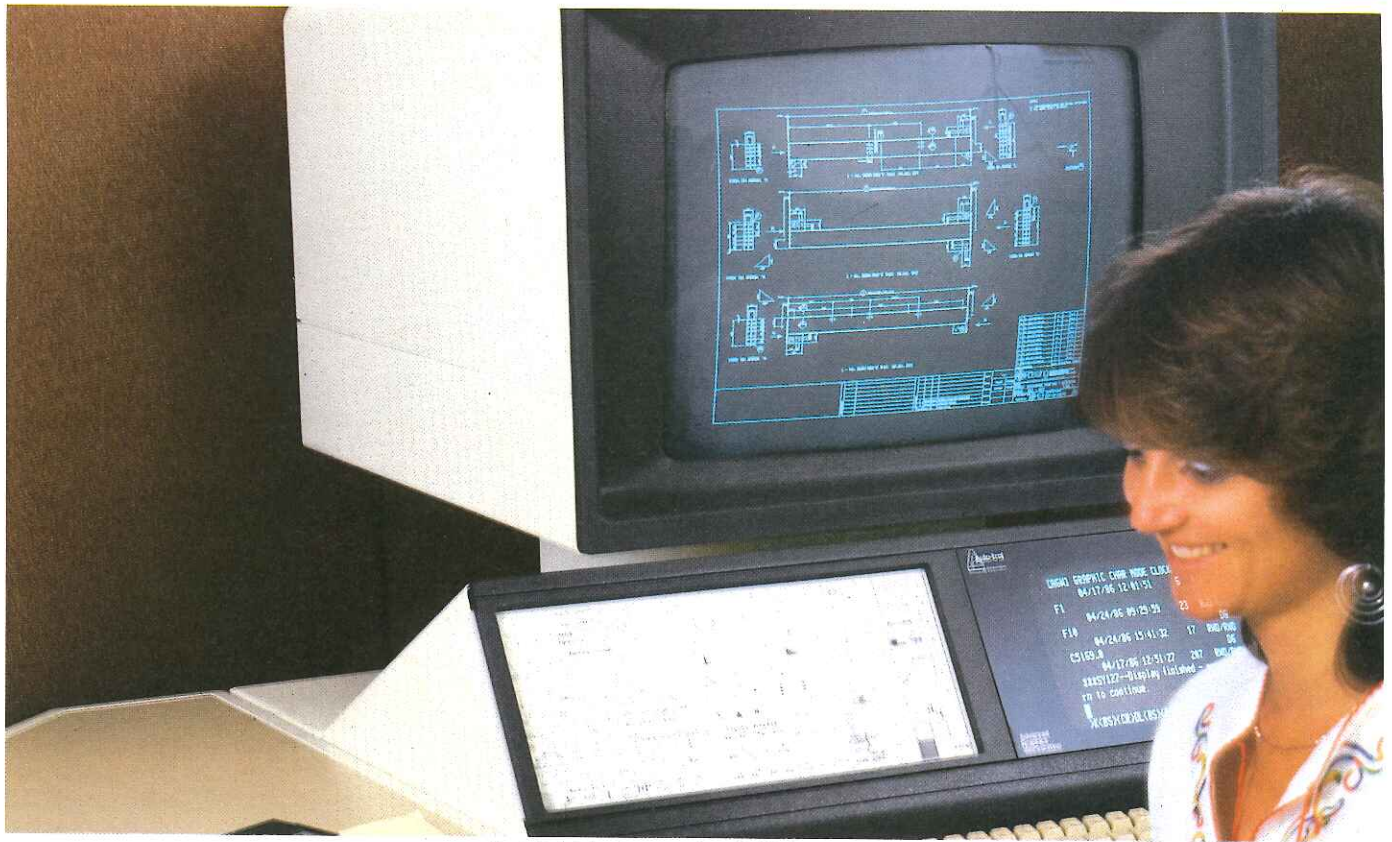
and up-to-date software and flexible development tools undreamt of even five years ago are used. Besides the mainframe there are many smaller computers and terminals, most of which will be networked to enable communication from one piece of equipment to another. Central Process Control is a computerised system which allows control of the whole metallurgical operation from one air-conditioned room.

Rössing's systems are the envy of many companies. The mine has up-to-the-minute controls on all costs and about 20% of the labour force has some degree of computer literacy. Since production began ten years ago over R10 million has been spent on computers. 'This is the largest single factor that has allowed us to control costs and production so effectively,' says George Macras. Rössing's technology is among the newest and latest worldwide — and the use of computers is no exception.



*At the consoles in Information Services.*





Pat Bebbington at the CAD keyboard.

**Condition Monitoring**

Condition Monitoring, a wing of Engineering Division's Technical Services Department, was formed in 1984. Its function can be compared to the routine medical check-ups all Rössing employees undergo annually, since machines and equipment are checked for their 'state of health' while still operative.

'Prevention is better than cure' is the motto here. If one of the six men in Basil Milne's Condition Moni-

toring team can predict that a piece of equipment is wearing, a critical breakdown situation can be averted. Some functions performed are the balancing of components, vibration analyses of machines and checking that the high standards for equipment as set by the company are maintained.

Condition monitoring is a service function of great value to the maintenance men in the various divisions.

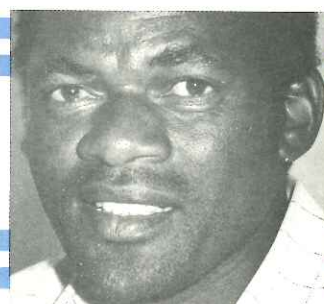
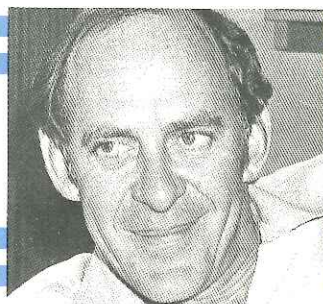
**CAD relieves draughtsman's backache**

Draughting used to be a monotonous and painstaking task before Computer-Aided Draughting (CAD) was introduced at Rössing. CAD — another example of Engineering Division's service role to the other divisions — is housed in this division's Projects and Design Drawing Office and was launched by Phil Holyoake and Jimmy Wentworth in July 1984.

CAD is simply the application of computer techno-

logy to draughting — an automated drawing board which can produce designs at the push of a few buttons. Jimmy Wentworth, responsible for CAD and the training of fellow draughtsmen in using it, explains: 'Any modification to, for instance, the Acid Plant, is now simplified. More accurate and legible drawings can be produced almost instantly.'

Rössing's first draughtswoman is now also operating CAD.



### Environmental Control

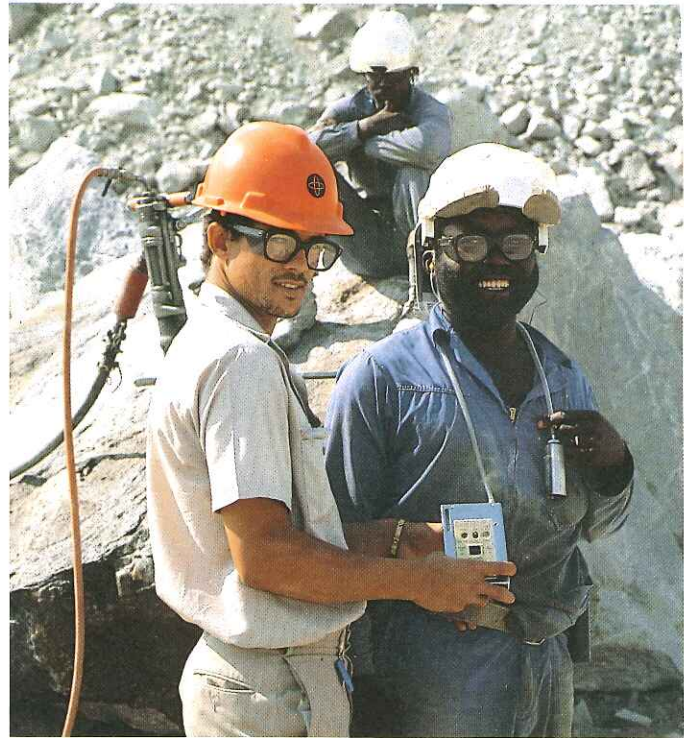
Mining is an activity which benefits mankind by unlocking useful and valuable minerals from the earth. Uranium mining in particular provides the raw material for nuclear fuel used for generating electricity in many countries.

After setting environmental control and occupational hygiene standards acceptable to leading countries and local authorities, the effect of radiation was the first aspect to come under close scrutiny. Accumulation doses to employees were measured and evaluated; it soon became clear that employee exposures were well below the maximum permissible limits set by the International Commission on Radiological Protection. Dust control on the mine — particularly in the open pit and crushing circuits — is applied meticulously. Methods include air-conditioned vehicle cabs, extraction systems, the enforced wearing of dust masks, sprinkling of roads and spraying of rock faces by means of water cannons. Noise levels, gaseous emissions and the use of chemical substances are strictly controlled by Environmental Control personnel.

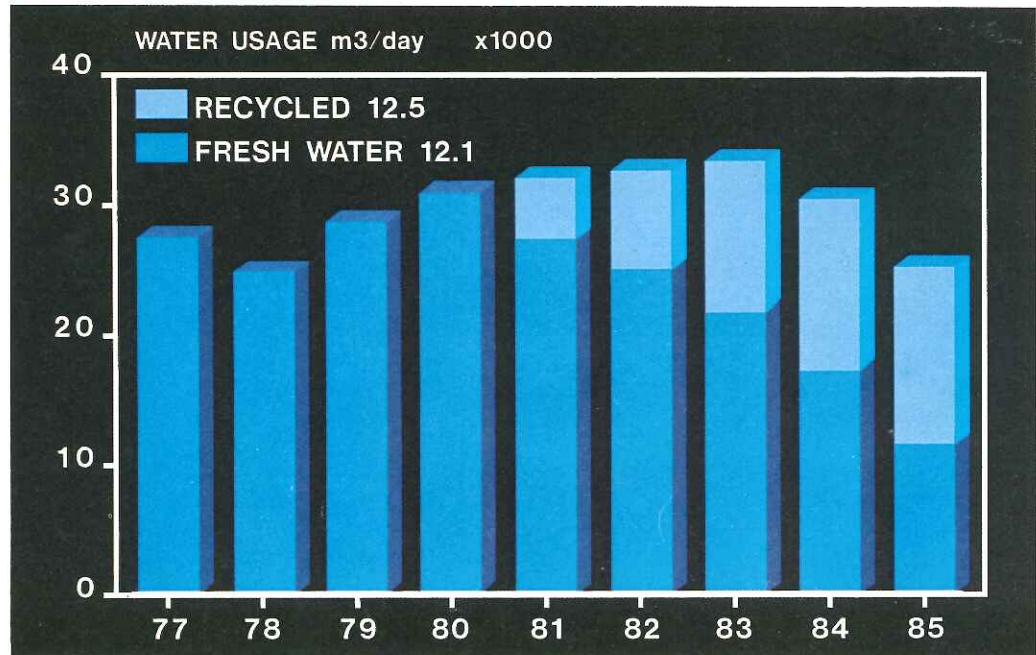
Water management at Rössing has a history of continuous successes. Obviously, establishing a mine where initially there was no ready water supply was a problem in itself; once precious water sources were tapped via a pipeline in the Kuiseb River and later also

the Omaruru River, their judicious use was crucial. At present 42% of fresh water used at Rössing is recycled and the mine uses less water per unit of ore produced than most mines. Prevention of groundwater pollution was another factor that was carefully studied and successfully dealt with.

Looking ahead from a decade of producing  $U_3O_8$ , another 25 more years of production is projected. A plan for decommissioning the mine at the end of its life has been drawn up, which includes stabilising the tailings, cleaning, dismantling and removing all structures and fencing the area. Though Rössing aims to limit the impact of its operations on the environment to a minimum no de-



Monitoring dust in the open pit. Graph — Use of fresh and recycled water 1977-1986.



commissioning plan would ever hide the fact that a great mine had existed once in the Namib Desert.

But the advantages accrued over the years since 1976 will more than compensate for an old scar in the desert.

### Medical Services

Once Rössing was established, producing uranium was but one of its many priorities. Adequate medical care, both on the mine and in Swakopmund and Arandis, was essential.

Services ten years ago were not sufficient to cope with the influx of hundreds of people to the area. The first priority was to establish a medical centre at the mine to provide on-site medical care. Accordingly a centre was established, with consulting rooms, an emergency theatre, pharmacy, intensive care room and a small ward. It could cope with any emergency — even the unexpected delivery on site of a premature baby (appropriately named 'Rössing'!), to the wife of an employee.

Today the Mine Medical Centre is a comprehensive modern facility, providing consulting services to employees at work and catering for the full range of occupational medical examinations. Research into the potential effects of industrial environments, especially on the lungs, is attracting international attention and respect and is part of the preventive programme. Visiting specialists regularly monitor conditions at Rössing.

Concern with occupational safety, occupational medicine and the promotion of health at Rössing culminated last year when it was named the safest mine in South Africa.

In view of the population growth in Arandis a hospital for the town became necessary. The Arandis Hospital was built at a cost of R700 000 and donated to the Administration for Damaras. The hospital was opened by the then Chairman of Rössing, Mr Ronnie



*Baby in incubator at Marie Douglas Heim.*

Walker. Initially it was run jointly by Rössing and the Administration for Damaras and in 1984 was taken over by the Department of National Health and Welfare.

In Swakopmund too, additional services had to be provided for the growing population. The town's Antonius Hospital, run by the Order of Benedictus, had become too small to cater for the demand. Rössing renovated the historic Bismarck Centre and equipped it as a consulting medical facility for the panel of doctors and a dentist contracted to the company. In 1980 the Marie Douglas Heim, a private maternity home, was also renovated by Rössing and equipped with a much-needed operating theatre. Affectionately known as the 'Heim', it is today open to all expectant mothers and is equipped to cater for caesarean births.

These great improvements helped reduce the strain on the West Coast's medical facilities but there was a definite need for better hospital-

isation facilities. It was decided to build a 'Cottage Hospital' in Swakopmund. For its size it is today one of the most modern hospitals in the Southern Hemisphere. Visiting specialists are now able to perform operations and consult patients locally.

Rössing company aircraft and modern ambulances are equipped to transfer patients to larger centres if more advanced medical attention is needed.

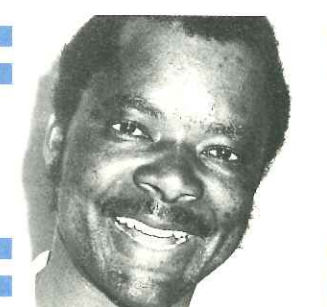
Rössing believes that every employee and his or her dependants should be eligible for medical attention. All employees are members of the Rössing Medical Benefit Society, a medical scheme which makes paying for treatment the least of a patient's worries. Ample paid sick leave, with disability insurance, ensures that employees are not dogged by financial problems during convalescence.



*The Cottage Hospital, brainchild of Dr Wotan Swiegers.*



*Christine Williams, first patient at the Cottage Hospital.*



# A Safe Place to Work



The fifth star on the board — 1982.

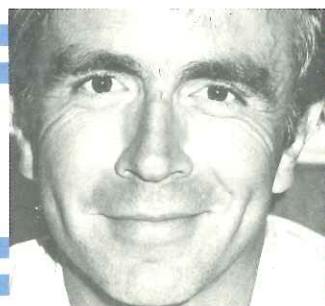
Safety at Rössing is synonymous with one man: The militant but genial Chief of Loss Control, Alf Butcher. He brought Röss-

sing from a mine which he said was 'indescribable' in 1976 to the safest mine in southern Africa. Alf joined Rössing as a fire

officer, but he also happened to be a registered nurse and paramedic, had served in the Canadian army and S.A. Police

Reserve, and was familiar with NOSA standards. In August '77 he was asked by Gordon Freeman to form and run a Loss Control department. He took to the challenge and, with the help of long-serving colleagues, Asser Kapere, Paul Rooi, Winston Groenewald and Willem van Rooyen, he built up the department. He even had a female loss control officer, Charmaine Wewege, who would make many a manager cringe during her routine house-keeping inspections!

Loss Control was just the nucleus: all employees contributed towards making Rössing a safe and well-regarded workplace. The quarterly Safety and Good Housekeeping inspections have culminated in Rössing's own NOSCARS system — the ROSCARS, which are awarded on merit, after stringent re-examinations, to the top section and departments. Employees and the mine benefit from the NOSA courses presented at Rössing. These include the SST, MBO and month-long, intensive SAMTRAC course. Brendan Hammond and Mike O'Brien have respectively been named top students in the latter. Rössing became associated with NOSA in 1978 and progressed from a three-star rating in 1979 to five stars in 1982; the next goal employees look forward to is winning the coveted NOSCARS.



## Personnel Policies

In an article titled 'Message from the GM' in a 1979 edition of Rössing News, Gordon Freeman, then General Manager, told employees in frank and direct language where Rössing stood. He spoke of the initial difficulties encountered at the mine but added that it was 'almost miraculous the way (you) have moved so rapidly to transform it into how it looks today — that is, a mine of which any country or company could be proud'.

Problems meant that lessons had been learnt. New people-policies were constantly being introduced: for example divisional personnel officers to look after employee grievances which would be dealt with within a standard disciplinary code, a Racial Discrimination Committee to investigate any claims of discrimination, and better training methods through the appointment of training officers across the mine.

Many employees, he said, would be likely to adopt a 'wait and see' attitude. That was normal and nothing to be ashamed of, but he added: 'Let's wait and see, but while waiting, let's plant another tree and another flower bed because my guess is you will see the flowers grow for many seasons and that trees grow tall and strong.'

In more than one way trees have grown. Rössing is an

established mine to be proud of. Today the company's employee relations and general stability have attracted attention far and wide. Specialists in personnel policies from other mines and industries have visited Rössing to see what we are doing right and what makes our system tick. To quote the Rössing Fact Book: 'Good communications, fair disciplinary and grievance procedures and a democratic system of em-

ployee representation are the cornerstones of Rössing's industrial relations.'

Positive developments took place successively. Initially Rössing employees were divided into salaried and day rate staff, but in 1984 all were placed on a monthly payroll.

There is no discrimination at Rössing: employees are paid the same rate for the work they do, according to the Patterson System which

was introduced to the mine in 1978. On joining the company employees know exactly where they stand. They spend a full day on an induction programme and receive copies of the rules of the medical benefit society, pension fund, disciplinary code, grievance procedures, employee representative committee constitution and conditions of employment.

In the early years Gordon Freeman spent many hours discussing which way the mine would go. He had made a personal commitment that '(we) would build a non-racial company at Rössing and (I) had the wholehearted co-operation of (my) staff': He collaborated on the drafting of each standard which he scrutinised closely before approving.

Personnel policies were in flux as new developments were implemented to meet the employees' needs and demands. Initially 'Liaison Committees' had been set up for employees to air their grievances. For practicality they were formed on ethnic grounds. Protracted discussions in 1978-79 led to the formation of the non-ethnic Employee Representation Committee system in which employees representing various constituencies were democratically elected for a two-year term. From the Representative Committee, members of the Rössing Council are drawn. Chaired by the General



The Park Homes at RCC were bare before gardens were planted.



Aerial shot of Vineta before the first gardens.





Manager the Council meets three times a year to ensure open communication from top to bottom and vice versa.

In 1978 the Rössing Social Advisory Committee which comprised the MD, the GM, and Personnel Manager as well as three prominent Namibians (each of whom represented one of the country's major ethnic groups) was formed. The object was to determine how Rössing could collaborate on furthering the interests of Namibians in the territory and what the company's participation should be. In early 1979 a Racial Discrimination Committee was formed but it was disbanded later that year when no longer deemed necessary.

Labour turnover at Rössing has dropped from 40% per year in 1977 to 8,8% in 1985. The accompanying graph illustrates the steady decrease in turnover. It is estimated that by 1987 more than 30% of Rössing employees will have been with the company for ten years and more, which implies that long service goes hand-in-hand with employee satisfaction.

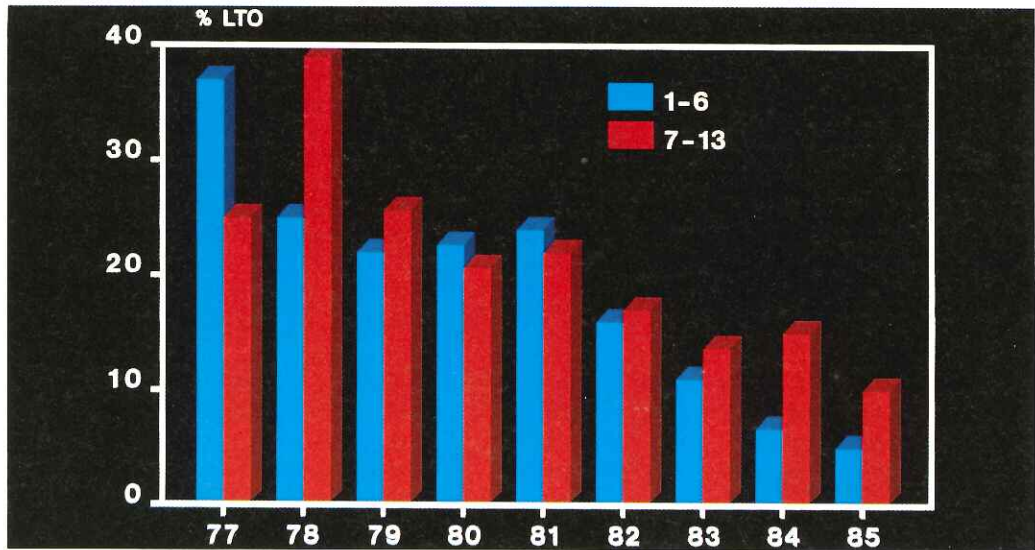
The present workforce totals 2 520. A maximum of 3 251 was reached in May 1982. The number of employees was reduced through a natural process of attrition.

Housing a sudden influx of large numbers of people

was a headache from the start. Arandis was built from scratch in the desert to cater for employees in grades 1-6. Today it is a proud town. Swakopmund

But some employees chose to live in their own or rented accommodation, or even in Walvis Bay. Single employees live in the sociable, college-type ac-

dampened many a housewife's spirit as she saw her husband off for a long day at the mine, 70 km inland in the desert heat. Later Park Homes were bought and a



Graph — Illustrating drop in labour turnover.

had a different problem, for any building had to blend with the tone of a quite German holiday resort. This tone has not been destroyed. Swakopmund assimilated the newcomers, the result being a cosmopolitan town of many cultures with the German flavour predominating.

In Swakopmund Rössing built 500 company houses in the coastal suburb of Vineta. In Tamariskia 246 houses of good standard, close to all Swakopmund's amenities, were constructed for married couples. A community centre with a library and sewing, cooking and exercise facilities was also built in Tamariskia.

accommodation of Single Quarters.

But still there was not enough space. Caravans were bought and placed at Mile 4 where the early morning mists must have

veritable village of homes, eventually fenced and landscaped, sprouted at the Country Club.

Rössing Council Meeting in progress.



In 1977 Ronnie Walker, then chairman of Rössing, outlined one of the four aims for a new society at Rössing as being 'the evaluation of our employees' potential and the development of that potential by rapid and concentrated training'.

Training gives the employee the tools of knowledge, it teaches him new practical skills and gives him the confidence to take another step up the ladder at work. Employee advancement has always mattered at Rössing and dates back to when the Mine Open Pit Training Centre was established in 1975.

Training is co-ordinated by the Central Training Department, formed in 1977, which today has a staff of 17 (down from a high of 34 in 1983). Total expenditure on this department alone totalled R10,5 million for the eight-year period to the beginning of 1986. Mining, Metallurgy and Engineering Divisions have their own training departments where skills specific to the nature of their work are taught.

Training takes many forms — from a self-contained apprenticeship scheme at the Technical Training Centre (better known as 'Appy Valley') to sending Rössing personnel on courses relevant to their work, both in South Africa and abroad. Ernie Duiker and Asser Kapere, from the

Fire Station and Loss Control respectively, are among those who have gone abroad for training,

On the mine itself Central Training has through the years co-ordinated a variety of courses for employee en-

more than 3 000 people since it was introduced at Rössing in 1977 and has meant that unskilled or semi-skilled workers have learned skills which have raised their level of professionalism and simultaneously their worth to the company. A shovel nicknamed King Kong was shipped from the US in component form and was put together on site in 1981 as part of the Operator Training Scheme.

Two psychologists, Frans de Kock and Willie van der Merwe, form part of the Central Training team. They use psychometric techniques to test an employee's aptitude and ability to perform certain work. Since mid-1983 Dr Gillian Stamp's Career Path Appreciation testing has been used at Rössing to improve the selection of potential managers, besides giving the employee a guideline of his own potential.

Training teaches various skills: for example, both men and women learn to master a keyboard or use a word processor, with Angela Duddle, secretarial instructor. Philip Coetzee runs the video side of the Training Department. Video tapes made on site are used to communicate information in a popular, concise way. The first video was made in 1983 and was called 'Safety and the environment', while in 1985 Philip filmed, among others, a video tape on dog training.



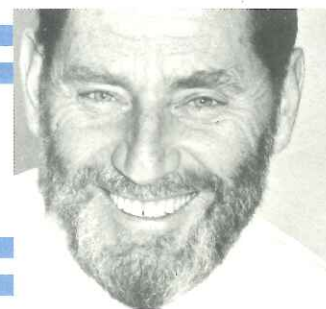
*In 1977 the first Rössing students were selected — with them are (seated) Gerrie Beyleveldt, Johan Swanepoel, Gordon Freeman, Brian Burgess and Norman Trethewey.*

while members of middle and senior management have attended various external management development courses.

Like major companies elsewhere Rössing has a student bursary scheme instituted in 1977 with the specific aim of raising the level of professionalism in Namibia and thereby 'breeding' potential future managers at Rössing. To date 14 students have qualified and a further 22 are currently studying at universities and technikons in South Africa and the UK. Peter Christians completed a degree in mining engineering at Queens University in Ontario, Canada, which specialises in open pit techniques applicable to Rössing.

richment. Literacy training has always been popular, for a working knowledge of English is an asset to any man. Afrikaans instruction was just as eagerly tackled, particularly by those senior employees from abroad who needed to communicate in Afrikaans. Learning to 'praat die taal' was perhaps a lesser attraction than the instructresses, Hessie van der Walt and Martie Malan!

Techniques called Criterion Referenced Instruction and Task Analysis have been used at Rössing for specific application to the operator training programme with the aim of identifying the job at hand and studying the best way to do it. Operator training has affected

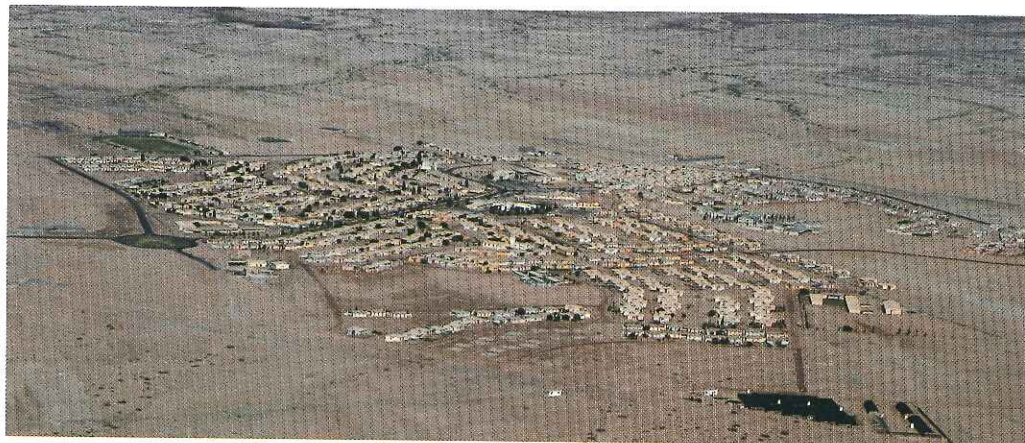




One often enough hears of the urban sprawl of modern cities but seldom does a town actually 'sprout' in a hot, barren desert where previously there had been nothing — not a blade of grass nor a shade of a single tree. Arandis, a town with a population of about 5 500, is today a home any citizen would be proud of and the trees planted some ten years ago today reach higher than the rooftops.

While the mine was being developed an urgent need was the construction of houses for the workers. Single employees, mainly Owambos, initially lived in camps previously used by the contractors who had built the plant. Conditions in these camps were far from pleasant and initially they were overcrowded. To accommodate married employees, John Berning, after negotiating with the South African Bantu Trust, started the building of 615 houses at Arandis, some 12 km from the mine.

The original town layout was similar to housing schemes built elsewhere in southern Africa with individual houses built roughly in the centre of small sites and located along relatively wide roads, with little or no thought given to pedestrians. The houses and environment generally were not designed to cope with the extremes of temperature, sun, wind or dust. The town centre consisted of a few shops in one building



*Aerial view of Arandis.*

located in an expanse of desert sand, far from the houses.

In 1977, the then-Chairman, Ronnie Walker, wanted more. It was Rio Tinto Zinc's policy and philosophy to contribute substantially to the well-being and advancement of the people who worked for it, he said. He set plans in action to recreate Arandis, adding amenities like a town hall, an interdenominational church, a shopping centre where the town library and community development offices were housed, and to renovate existing houses. In addition nine single blocks, each consisting of 30 single rooms with a communal lounge and ablution facilities, were constructed, with a small house attached to each block for a married couple to act as foster parents.

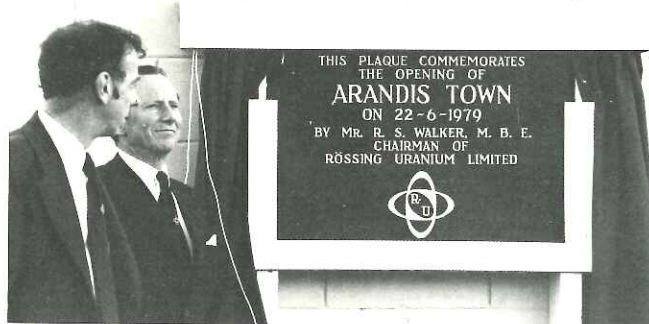
An expert, Hamish Smith, was brought in from RTZ London. With the architect Gallagher and consultants

Ove Arup and Partners, he switched houses back to front, converting what had been main streets into enclosed gardens and turning what had been small lanes between the houses into cul-de-sacs. This gave residents a sociable, close feeling as well as lending greater character and privacy to the town. At the same time a further 170 houses of superior style and finish were built.

The result was a village

atmosphere where people could walk around without fear of fast traffic. All main roads have been tarred.

The new town was officially opened by Ronnie Walker in June 1979. Developments cost over R14 million. On this occasion he said: 'We believe that the individual is of great importance, both within his family surroundings and at work. For this reason the family unit is the basis on which the town has been designed.'



*Craig Gibson, past Managing Director, and Ronnie Walker, past Chairman of Rössing, at the opening of Arandis town in 1979.*





*Hamish Smith, Engineer, with Social Worker, Wesley Lambert, at a party celebrating the opening of the new Arandis town.*

To satisfy the need, a further 104 houses have since been built.

Having made all these changes the company gave serious thought as to how to genuinely involve the population in their own town. A community development programme was started, aimed mainly at the housewives, with sewing and craft classes, general health and hygiene programmes, and child care courses, the concept being that after the first year the best class members would be trained 'on site' to run these classes and activities themselves. This would involve them in the leadership of the town at grass-roots level. The idea proved a success and all classes and various committees are now run by Arandis residents.

The Arandis Community Centre and the Arandis

Club have developed as the social hub of the town. Individuals who helped develop the social amenities included Rod Watson, social workers Wesley Lambert and Maria Dax (now Assistant Superintendent Community Development) and James and Mabel Villet, still respectively Club Manager and Manageress — and since 1979 Keith Jenner, Housing and Community Superintendent.

Among the town's excellent educational facilities are the Kolin Foundation Secondary School and a primary school built with funds from both the Kolin and Rössing Foundations. There is a clothing co-operative factory, supervised by keen tennis players Basil and Erica Carolissen, where Arandis women produce the mine's safety clothing on industrial machines. The co-operative is one of several examples

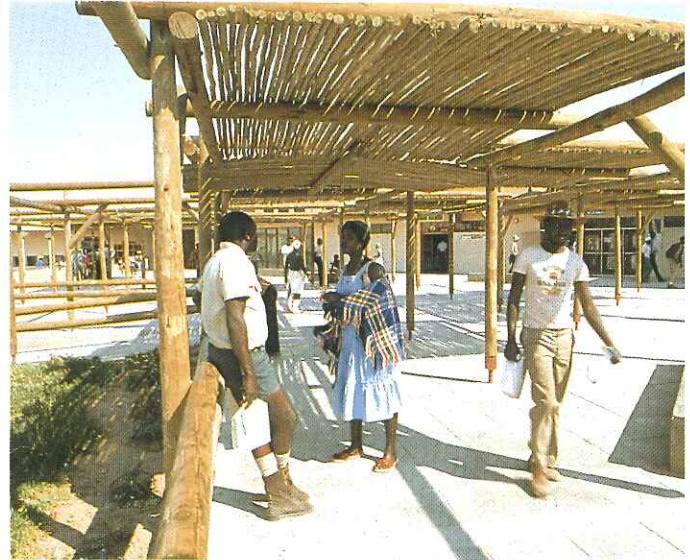
of private enterprise taking off in the town.

Sports facilities include an athletics track, soccer fields, a swimming pool and floodlit tennis courts. Boxing and karate are popular indoor sports — boxing tournaments are staged at

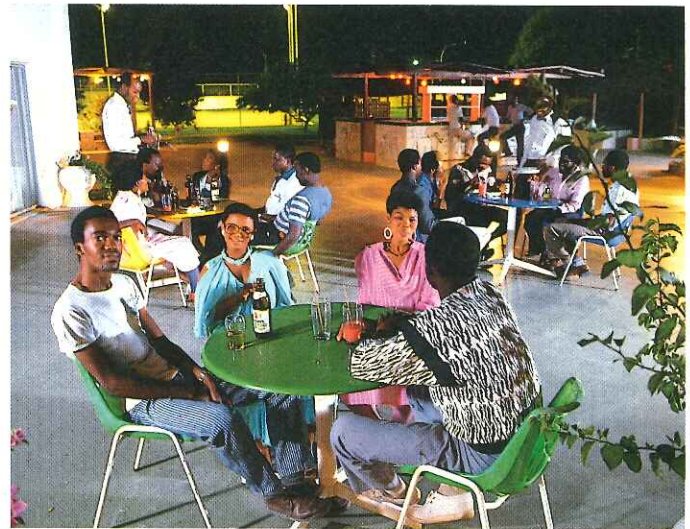
the open-air cinema.

Gardens have been planted and a garden club is flourishing.

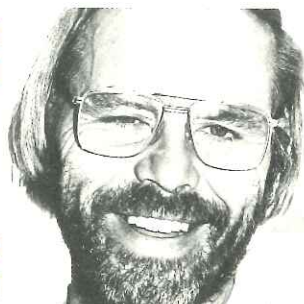
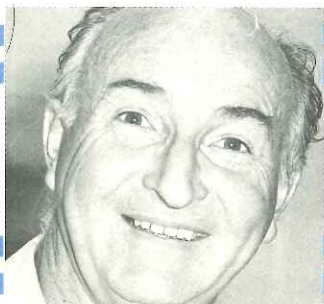
To date some R23 million has been spent on capital improvements to make Arandis the modern, peaceful town it is today.



*View of Arandis Shopping Centre.*



*Members enjoy drinks on the patio of the Arandis Club.*



In the early years of the mine the steady influx of people from all over the world created a pressing need for more accommodation near Swakopmund. Accordingly, Park Homes were bought and erected in the Swakop River bed near the site of the present Rössing Country Club (RCC). With housing needs temporarily satisfied, the next urgent demand was for cohesive social facilities.

A Country Club just outside Swakopmund was originally mooted but this idea had to be abandoned due to a lack of funds. Instead the Namibsee Motel was bought to provide facilities, mainly for Park Homes residents: free Friday night film shows, a swimming pool, snooker room and tennis courts. Braais and dances were held and membership (a requirement for a liquor licence) was set at R2 per family per month. Renamed the Rössing Country Club, it was officially opened by Gordon Freeman in August 1977.

There were many complaints about the club being too far from town; an advantage of the RCC was that it was out of the mist-belt and it soon developed into a sociable weekend retreat. Sunday lunches at R2,50 a head and braais were introduced, a teen club was formed and entertainment was stepped up with the arrival of Club Manager Roy Yates and his wife Lynn, in September that year. There were

Dutch Oven evenings, Check Your Mate shows and quizzes, dances, Caledonian evenings and pub nights. In December the first of the popular annual children's Christmas tree parties was held with Billy Woxholt, today the longest-serving employee, as Santa Claus (Billy still plays this role . . . and his beard is real, for he starts growing it around mid-year for this occasion).



*Boris and Philippa Erlank are put through their paces at a 'Check Your Mate' quiz at the RCC.*



*A sea of faces at RCC Christmas Party.*

*Lynn and Gordon Freeman were bid farewell at a grand party at the RCC — March 1986.*



Early in 1978 the Welwitschia Dining Room was opened (it was given a thorough face-lift in 1984).

On the sports side, a squash court was built — the glass back was added later — and Neville Mansfield advertised in one of the first editions of Rössing News for interested parties to contact him to form a bowls club. The tennis club actually held its first AGM on a tennis court and Rössing

had its own rugby team, captained by marathon runner Ivan Garner.

*Father Christmas greets a young friend at a RCC Christmas party.*



As more members joined the various sub-sections better facilities were added: members help build their own club houses, floodlights were put up and amenities were upgraded. It was a gala day when the new pool complex was opened, with crowds of revellers and line-ups of 'beauties' — of both sexes. The General Manager realised that though he was fully clothed, a watery fate awaited him, so he took the plunge and — champagne glass in hand — slid down the children's slide.

On the entertainment front, comedians, cabaret and variety artists were brought to Swakopmund to perform in the Welwitschia. Gerry Nordoff became a proper impresario, while Tom Ryan always did his bit.

Club managers have been the Yates and the Williamsons. Today the Unter-reiners run RCC. Chairmen of the RCC committee have been Frank Fenwick, Brian Burgess, George Deyzel, George Macras, Mike Bates and Mel Williams.



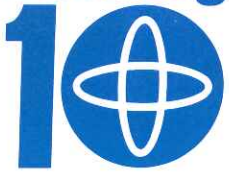
*Top: Careful preparations for the 1985 Salon Culinaire.*

*Right: Miss Rössing, Petro Deetleefs, was named at a glittering show at the RCC.*

*Bottom right: Annie serves behind the old bar at the Welwitschia.*

*Below: Playing cricket on a field surrounded by desert.*





Leisure activities of Rössing people focus heavily on sport. It is a means of social communication away from the workplace, a useful avenue for fostering team spirit and friendly competition between the divisions and, of course, an excellent way to keep the body healthy.

Other than the notorious desert golf matches of the exploration camp days, there were no organised sporting events prior to 1977. (The golf consisted of participants following a nine-hole course with oiled greens, punctuating each hole with a beer so that by the end of a match a definite festive air was evident.)

Today Rössing employees represent SWA/Namibia at national level in many sports, and teams from the mine compete keenly in Chamber of Mines soccer and athletic events, seldom returning without the trophies.

In the early days Rössing Country Club had limited and inadequate sports facilities. Taking shape in the desert, Arandis equally lacked such facilities but it was here that the first were formally built. In mid-1977 the town's new sports complex, comprising an athletics track, stadium, central oval for soccer matches and a gymnasium, was opened with a gala day.

The first Rössing mini-marathon was held from the



*Off and up the mountain in the 1985 Triathlon.*

mine to the Arandis track to mark the opening of the stadium. This race is still an annual event and launches the inter-divisional sports day. Ten years ago Rössing runners were regarded as being somewhat eccentric — some diehards could be seen actually running the last 15 km home after a day in the hot desert! Today Ivan Garner, Argelius Ilongo, Joshua Kahitu, Brian Basson, Herman Garus-Oab and other Rössing athletes are known countrywide.

Running was not only for personal satisfaction. In September 1979 a team of Rössing long-distance runners ran a relay race from Swakopmund to Windhoek to raise funds for the Marie Douglas Heim in Swakopmund.

From the start the initiative to establish sports facilities lay with employees themselves: They were backed

fully by Management. Early editions of Rössing News published invitations to employees to collaborate on, for example, the founding of tennis and squash clubs. But facilities would not be handed on a plate to sports enthusiasts. Rather, sports sub-committees were formed with their own managing committees which presented their needs to the RCC Committee.

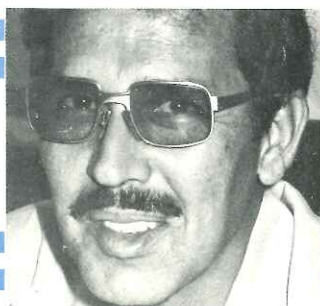
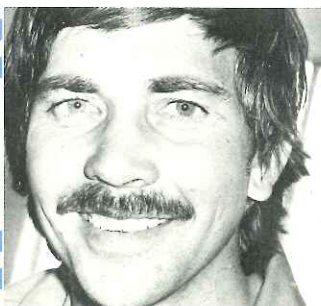
Today, facilities built by the sub-sections are usually matched on a rand-for-rand basis by RCC.



*Nail-biting moment at the start of the 1979 Mine-to-Arandis relay race.*



*Presentation after an inter-divisional Squash season. Left to right John Horn, Ivan Garner, Frances Horn, Larry Beech and Alan Tolson.*



The first advertisements in Rössing News of proposed clubs have transformed over ten years into three floodlit all-weather tennis courts at RCC and two in Arandis, a squash court complex (with one of the two courts glass-backed), a fine floodlit bowling green which is maintained expertly, with a club house built by the bowlers themselves, and a club house built by the football section.

The construction of an 18-hole golf course with nine fairways in the middle of the world's largest bunker, seemed nothing short of miraculous when first envisaged. Today, the Rossmund course (so named because it was a collaborative effort by Rössing and the Swakopmund Municipality) is one of the finest in Namibia and local golfers like Piet Bierman and Brian Mather have featured in the national team. Fifty-five hectares of land near Swakopmund had been given by the SWA Administration and the municipality in 1976 at nominal cost. Course architect was Gorden Jaabeck, backed by Rees Jones, a US firm experienced in constructing courses in similar sandy, low-rainfall areas.

On 6 March 1979 the Rossmund Golf Club was officially opened by the then chairman of RTZ, Sir Mark Turner, while on a world tour of RTZ subsidiaries. Appropriately he drove the

first ball which, incidentally, had been presented to him by US Borax in Canada earlier that year. Sir Mark said: 'I am amazed at what has been achieved here in the desert . . . you can truly be proud of this magnificent golf course.' Neville Mansfield, the chairman of the RCC bowls section, made up a flag himself to present to the golfers when he heard they had no flag of their own.

Two of the most popular events on the Rössing sporting calendar are the Geoff Seabrook Triathlon, named after its inaugurator, and the Tsumeb Corporation Limited/Rössing Country Club challenge. The triathlon entails individuals or teams having to run the six-kilometre trek up Rössing Mountain, cycle 22 km to the Rössing Country Club and then swim 64 lengths — a mile — in the RCC pool. The record is held by a Windhoek competitor who completed the three events in just 1 hour 37 minutes 40 seconds.



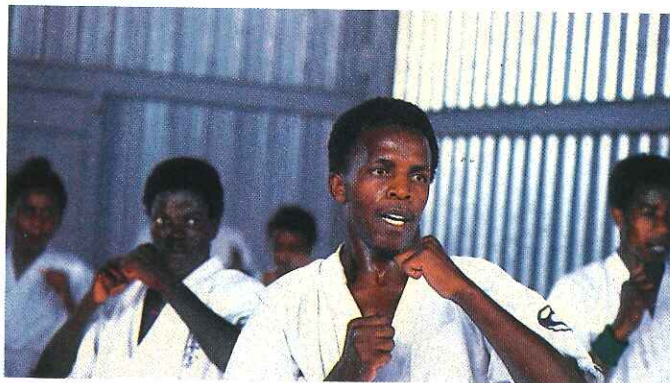
The TCL/RCC challenge has always been more social than competitive. It is held at Tsumeb and at the RCC in alternate years and involves a clash of sporting and socialising skills. Informal inter-mine relations are fostered during the course of the weekend. Sports training is taken seriously at Rössing. The sports office in Arandis has a staff of six, headed by Nico van der Merwe and includes experts such as Abiud Kanambunga (a Springbok boxer) and Ben Lehane (a world-class karateka). Their functions include coaching, organising training and competitive events and

*Three of Rössing's sports officers, George Mukwihima, Herman Garusoab and Nico van der Merwe were sent on a coaching course to England.*

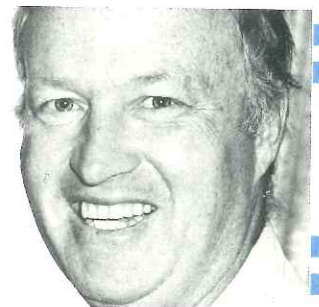
administering tours and facilities. Three of the sports officers were sent on a coaching course in Loughborough, England, during 1983.

A shot in the arm for sport at Rössing was a visit early in 1980 by representatives of the Sports Foundation of southern Africa who, acting as the coach's coach, provided valuable instruction to sportsmen and women in sports, from boxing and hockey to swimming.

In Namibia Rössing predominates in soccer, athletics, boxing and long-distance running. Rössing men pulled their weight in the Namibian tug-of-war team that competed in the US, and Namibia's angling team includes some of the many Rössing fishermen who like to spend their weekends luring the big ones ashore.



*Ben Lehane leads a Karate class.*





## Effort Acknowledged

### The E-Teams: Efficiency, Effort and Endeavour

To reward effort beyond the normal demands of one's job and to recognise innovative and dedicated work in a critical time, the E-Team system was introduced at Rössing in 1984 by Barry Clements, then Public Relations Officer.

A supervisor recommends his group of men as a potential E-Team to the PRO, who then assesses the nomination and further recommends it to the General Manager. If the GM decides it is a worthy nomination he will reward those involved according to the degree of efficiency

with prizes ranging from embossed digital clocks, to crates of beer, wallets or dinners at the RCC. The E-Team itself is publicised in Rössing News.

The Conveyor-Belt Repair Section produced the first E-Team; the Arandis Retained Fire Team, Data Processing, CPC and Rodmills Maintenance are among the winning teams. There has even been a one-man E-Team in the person of Mike Loots, who was rewarded for having designed a mobile medical emergency unit in record time.

### Suggestion Scheme

In October 1980 Rössing

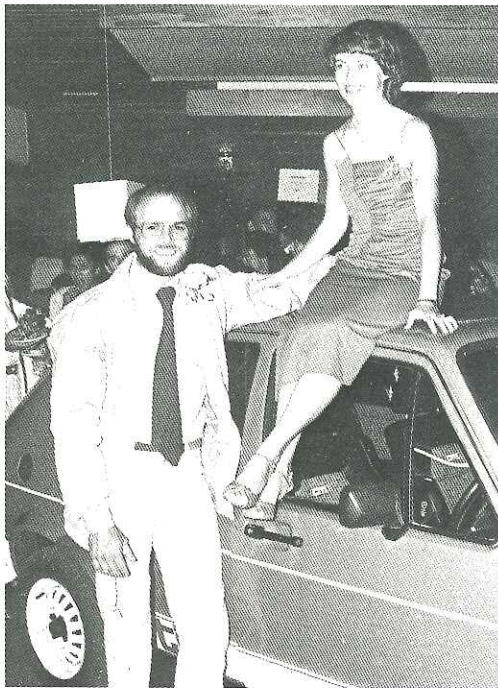
started the Suggestion Scheme system which has since provided an incentive to employees to improve their own work situation or find a cheaper or safer way to do the job. It is a means of communicating from the floor upwards with substantial rewards as the incentive.

An employee who devises a better, safer or cheaper way to complete a task, drafts a proposal and submits it to Suggestion Scheme coordinator Tom Ryan, who sends it to the relevant bodies for consideration. The Suggestion Scheme committee weighs up all the suggestions once a month

and cash prizes are given as encouragement.

At an annual gala event the top suggestors of the year meet at the RCC to hear who will win the big prize of the year, a car. Winners so far have been Fanie Nel, Ronnie Viviers, Jim Mawhinney, Danny Rhode and Raymond Liversage. Other finalists receive prizes such as microwave ovens, video equipment and TV sets.

The 1000th suggestion was received in April 1986. The current chairman of the scheme is Sean James; his predecessors were George Deyzel and Gordon Freeman.



Mr and Mrs Raymond Liversage with the car won by Raymond in the 1985 Suggestion Scheme.



A 1984 E-Team from CPC Metallurgy, Claude Brent, Ralph Thomas, Boris Erlank and Brian Olver.



## What the Public Sees

The stockpile, the vast Open Pit and the mass of piping on the metallurgical plant are familiar enough to employees — but what does the public see outside the mine?

Over the course of ten years the people of Swakopmund, Namibia, and even further afield have seen an image take shape . . . an image of what Rössing incorporates and what the company stands for.

How is this image presented?

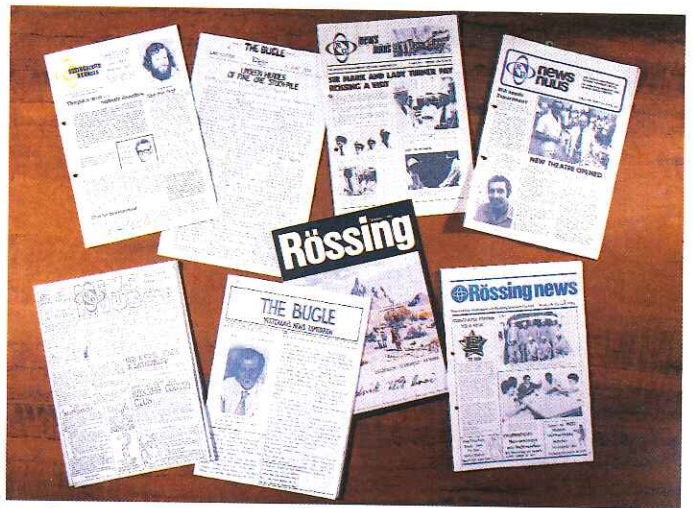
There are several channels of communication. There have been six Rössing publications, two of which are still keenly received and widely read: the weekly Rössing News with a circulation of 4 000 and the glossy Rössing Magazine which focuses on what makes Namibia unique — its natural features, its people and its industry — and is compiled from high-quality contributions by authorities in their fields

who have no direct link with the company.

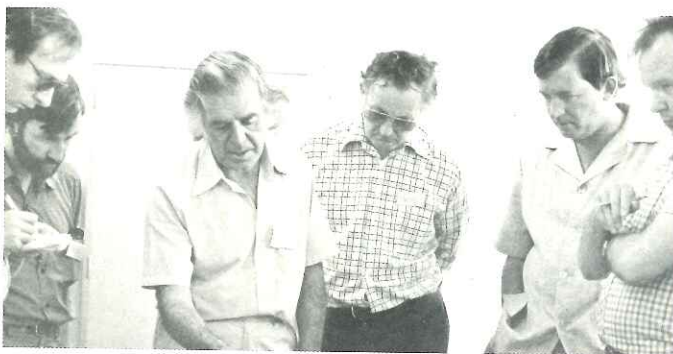
Since 1980 Rössing has participated in the Windhoek Show and has consistently won medals for its exhibits which have included themes such as 'Training at Rössing', 'Rössing and the Environment' and 'From Ore to Electricity'. The first Windhoek Show exhibit was dismantled and brought piece by piece to Swakopmund where it was reassembled to inform visitors to the town's museum about the mining giant 70 km away. Today there is a permanent Rössing exhibit, installed in 1985. Following the Rössing Fact-Book, this exhibit depicts the Rössing story to visitors who are not able to join one of the weekly bus tours to the mine, conducted by the Public Relations Department. The exhibit is housed in an annexe to the museum which was funded by the company and which serves as a lecture room.

The very existence of the exhibit reinforces the acceptance of Rössing by Swakopmunders as an integral part of the surroundings — which was not always the case in the early

Rössing. Bold and a camera-subject of celluloid interpretation. In the late seventies film director Edgar Bold and his crew made a documentary film about Rössing. Bold and a camera-



Examples of the many publications produced at Rössing.



Hamish Smith and Frank Fenwick discussing the town, Arandis, with visiting British journalists.

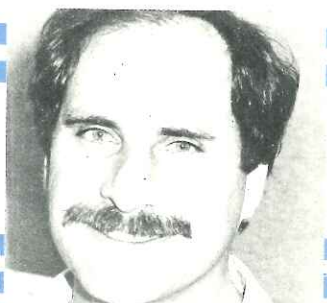
days when the foreign miners were not always eagerly received.

Over a decade a controversial subject such as the establishment of a uranium mine in a place where there was neither water nor technical expertise nor power nor a labour force, has naturally been first-rate subject-matter for the media. The world press has visited the mine on several occasions, noting views such as 'Rössing policy is firmly based on non-racial lines', 'Houses to rent at R5 a month', 'Rössing is a mighty and breath-taking enterprise' and 'Emphasis is laid on safety and environment at the mine' in their 1978 headlines.

man returned in 1985 to film 'Namibia's Rössing' which bridges the many changes since the first production. What Bold saw this time was a Five-Star NOSA mine that had been named 'the safest mine in southern Africa' earlier that year, with the stamp of uniformity in the corporate colours — and how the trees had grown in Arandis.

Visitors to the mine are entertained with an audio-visual show which consolidates the guided tour of the mine operations on which they are taken.

Today visitors are invariably impressed by the orderliness and attractive appearance of the mine. But it was not always so. Ten years ago steel structures





Rössing's workshops — a NOSA-judged five-star mine.



A shovel loads a haultruck in the days before Rössing 'went blue'.

were unpainted and rusted badly. When painting them was suggested, colours were chosen at random with results sometimes worse than the rust itself. Finally it was decided to establish a uniform corporate image across the mine which was translated into the familiar Rössing blue and white. Christabel Hardacre was recruited in 1980 to interpret the colour scheme — a vast task which entailed ordering and splashing on large quantities of blue and white paint and determining the aesthetics of the right scale of the colour scheme. Everything from the bus fleet to the Final Product building and shovels in the Open Pit was painted in this scheme.

Introducing vegetation was another matter. Today the mine is an anomaly — in the harsh desert with sparse plant life there are well-tended shrubs and trees, flower beds and lawns, which belie the presence of industry . . . a pleasing

incongruity. The greening programme was started by both the Horticultural Section and keen green-fingered employees, among them Jack Anderson and Boelie Thorburn. Other evidence

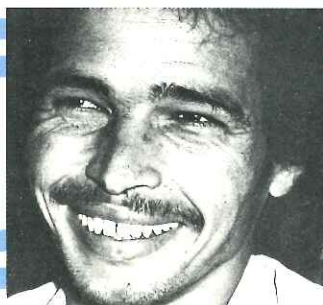
of pride in the workplace is the lawn irrigation system, designed by Jan Bekker and Leon van der Merwe from the Apprentice Technical Training Centre, and the garden at

the Open Pit Training Centre. But the 'Mound' that mushroomed at Personnel was probably the biggest single visual change. Where previously only space could be seen on the approach to the mine with the pit in the distance, today there stands a man-made hill covered by shrubs and trees. It was created in just a few months during 1981.

Rössing's identity is characterised by the company logo which is visible across the mine in many different forms. In 1980 the original logo of two intersecting ellipses with the letters RU in the centre was replaced by a bolder captioned logo which is still in use. The slogan 'Working for Namibia' was introduced in 1985 and propounds Rössing's national stand in Namibia. It appears on the buses of the company fleet as a testimony to all road users of Rössing's intent to work for the country which is its base.



Christabel Hardacre who designed and implemented the blue and white corporate image.



### Museum exhibit

The opening of the new permanent Rössing exhibition in the Swakopmund Museum was celebrated in style with a cocktail party, attended by local VIP's and senior Rössing personnel, in November 1985.

Public Relations Officer Jenny Kesler realised that a

compact depiction of what Rössing was doing would help to brief people who were unable to undertake one of the weekly bus tours to the mine and would at the same time allow local residents, including employees of Rössing, to learn more about the mine.

The exhibit explains the pro-

cess of mining operations, describes environmental control measures and explains safety, health and medical care policies and facilities. It also depicts Rössing's wider horizons such as exploration geology in Namibia and the work of the Rössing Foundation. Showing under one roof almost

all that Rössing incorporates, the exhibit was designed by Theo Steyn Studios of Pretoria in collaboration with Mrs Kesler.

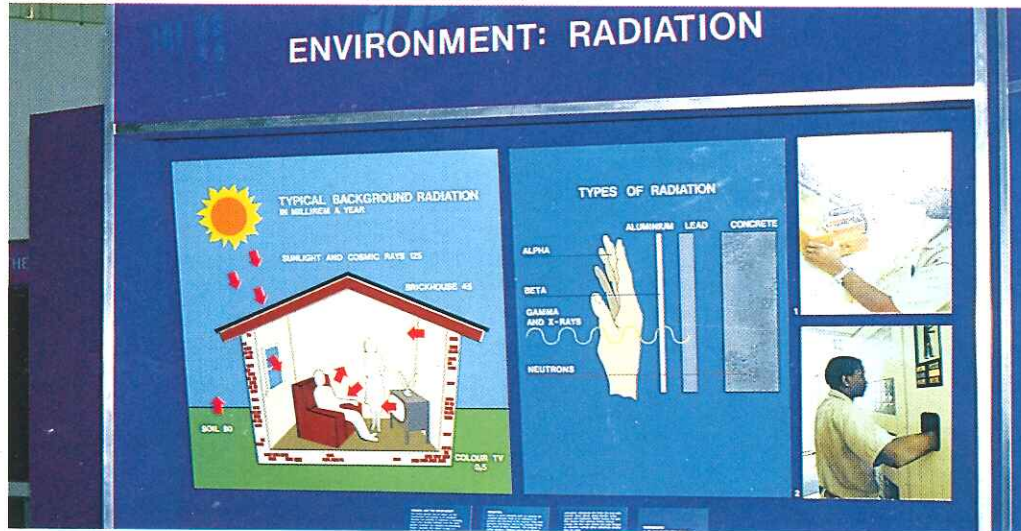
### Air travel

The private airport with its colourful bougainvillea against a desert backdrop is, for some, their introduction to Rössing. The white-and-blue Beech King Air 200 propjet aircraft was bought in 1981 for R1,4 million and has become a familiar sight in Namibia's sky on shuttle flights to and from Windhoek.

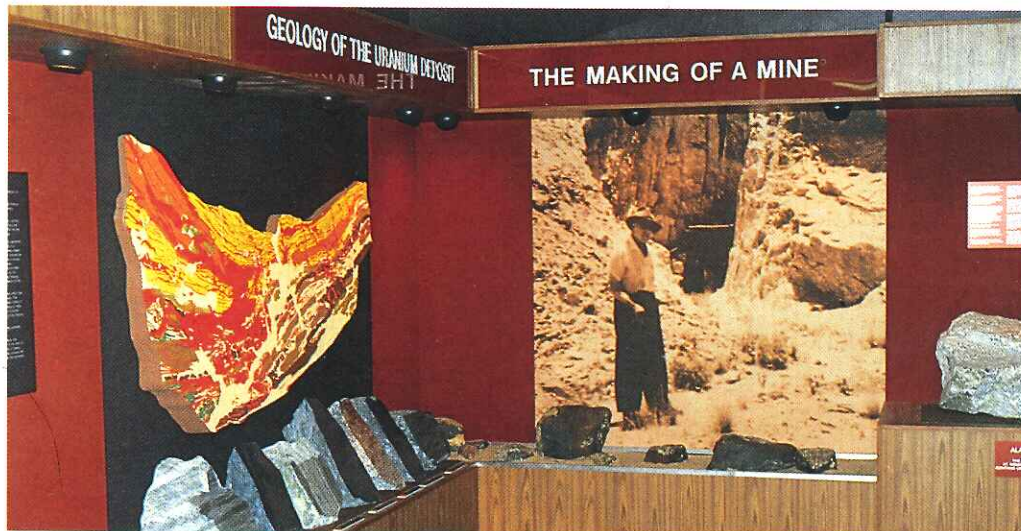
Chief Pilot Derrick Southworth flew to Wichita, Kansas, to take delivery of the aircraft. On its arrival at Arandis airport, lots were drawn and ten employees from each Division were taken on a complimentary flip.

Previously Rössing employees had flown in a small Beech Baron, a Piper Chieftain Navajo, or the HS 125 jet.

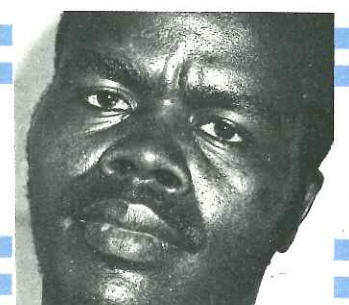
Derrick, Ernie Gallardo and Dirk Groenewald of Travel Section have each completed more than ten years' service with the company.



Views of the Rössing exhibit in the Swakopmund Museum.



'Travel Good-day?'





*Aerial view of the Rössing Foundation Adult Education Centre.*

### **Rössing Foundation**

The Rössing Foundation is one of the broader horizons of Rössing Uranium and was launched in August 1978. It was funded with contributions by the company.

Three objectives motivated the creation of the Foundation:

- to further the practical education of young people towards greater national productivity, thus promoting greater understanding between races

- to create opportunities for Namibians and their children

- to promote the living standards of all inhabitants of Namibia.

Based in Windhoek the

Foundation has a wide influence. The Adult Education Centre in the Capital is supplemented by rural training centres in northern towns where self-help education is emphasised. Health education through a mobile unit, scholarships, aid and guidance to schools — and, more recently, agricultural training centres — are some of the Foundation's concerns.

The first pupil to enrol at the Adult Education Centre was an ice-cream vendor who had become curious about the activity on the site where the centre was being built as he cycled past on his daily rounds. He learnt that English courses would be taught and imme-

diately signed up, becoming an enthusiastic canvasser by getting all his friends to enrol too!

Dr Beatrice Sandelowsky is the principal of the Foundation Education Centre. Rössing's first General Manager, John Berning, subsequently became the Foundation's first director; on his retirement he was succeeded by David Godfrey.

### **Conservation Trails**

Among a host of community projects which Rössing has promoted, the Conservation Trails have become very popular. started in 1982 by Public Relations Officer Barry Clements, a keen nature conservation-

ist, and currently run by his successor, Jenny Kesler, and Len le Roux, headmaster of the Kolin School, the objective of the trails is to communicate the importance of nature conservation in conserving Namibia's vulnerable ecology.

Community leaders, school pupils, science teachers and headmasters have been taken on trails to, among others, the Kuiseb and Ugab River beds, the Walvis Bay salt pans and the Skeleton Coast. They have been transported in Public Relations' faithful Land Rover, the company aircraft (headmasters were flown over the desert to observe man's destruction of the environment) and even a fishing trawler to observe



marine life which is being threatened by the Walvis Bay lagoon silting up.

Rössing stands for more than just extracting uranium from the ground. The company is committed to promoting conservation awareness.

### The Young Scientists programme

Prompted by the dearth of technical expertise in Namibia, Rössing started the Young Scientists Programme in 1983. It is run by an experienced science teacher, June Horwitz, who is based in Windhoek but who travels the country, visiting schools to promote the Rössing Young Scientists exposition.

Pupils are encouraged to prepare projects relating to the sciences (nature, astronomy, medicine and computers are among themes tackled so far) which are then judged in regional competitions and an annual national contest. Winners receive book prizes and the top prize is a R2 000 bursary which in 1985 was awarded to a Khorixas pupil for his outstanding work on the koringkriek.

### Mayor's Message

"Diverting one's attention for a moment from the vast beneficial impact Rössing Mine has had on the Territory's economy in general, and on that of Swakopmund in particular, one discovers how closely



Conservation trail — Jenny Kesler and Len le Roux (Itrails) and June Horwitz (Young Scientists).

related Swakopmund and Rössing have become — these names are practically synonymous.

Swakopmunders long ago realised that the mine had

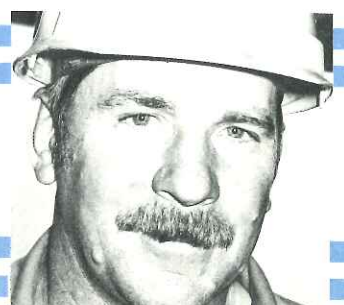
come to stay. They no longer regard Rössing as merely a gigantic mining activity somewhere out there, detached from their engrained traditional way of

life, but as a reality for the good of the town and themselves. Likewise Rössing employees have become Swakopmunders, making this jewel of the South West Coast and its exclusive environment their home. Their commitment to Swakopmund is as great as the loyalty towards their respected employer.

Ten years of fine production for Rössing — a decade of peacefulness and contentment for Swakopmund and its people!"

Mayor of Swakopmund  
Cr. JORG HENRICHSEN

*Rössing helped save Swakopmund Jetty in a 1984 fundraising drive. (Centre) Mayor Henrichsen.*



## Rössing's People: Pages 6-30

Neels Coetzer, Lucky Gawanab, Bill Pollin, John Jacobs, John Olivier, Lucky Hinanifa, Evelyn Schieffer, Herbert Gille, Peter Carlson, Ben Gonteb, Brian Basson, Samuel Chaine, Samuel Hoeseb, Barry Turner, Sandy Kapuuo, Wolfie Langestrassen, Hiskia Uiseb, Clive Algar, Jakob Anderson, Wotan Swiegers, Ruby Reilly, Abiud Kanambunga, Lorenz Hesse, Norman van den Heever, Gail Stuurman, Pam Strasheim, Leonard Shapumba, Kate White, Dave Sandy, Abed Ganaseb, Peter Vernon, Henry Smith, George Jackson, George Deyzel, Edward Ouseb, Ben Tjimune, Jan Bekker, John Clarke, Sean James, Sylvia Majiedt, Achmet Abrahams, Louis Fouche, Ray Fitzpatrick, Denise Brooks, Ivan Garner, John Dammert, Jenny Kesler, Timotheus Shilongo, Agnes Adams, Nick Losper, Neil Gillespie, Gothard Haraëb, Peter Christians, Steve Kesler, Jan Hartung, Carin Thompson, Peter Lacoste, Jürgen Spencer, Bill Jooste, Muriel Butcher, Henry Cloete, Piet van Wyk, Petronella Taaru, Keith Jenner, Simon Gabriel, Gunter Wenk, Lukas Israel, Sydney Baumann, Johnny Hook, Johan van Heerden, Rosa Thalwitzer, Martin Bartlett, Dawid Groenewald, Andrew O'Shann, Edith Daries, John Reid, Peter van Wyk, Adriaan van Tonder, Tim Eiman, Jurgens Hanekom, Fanie Nel, Jeff Kisting, Nesta Quan, Werner Leuschner, Erwin Howoseb, Piet Venter, Raymond Ramothibe, Johannes Steenkamp, Buddy Esau, Leon Knoetze, Mary Barends, Joachim Bierberg, Johannes Festus, Dries Louw, Henry McKay, Samson Kaulinge, James Villet, Helmut Mack, Gerry Arnat, Barend Leff.



*BACK PAGE: The mine's buses pass Rössing mountain on their way back to Swakopmund at the end of the day.*

**RÖSSING URANIUM  
PRIVATE BAG 5005  
SWAKOPMUND 9000  
SWANAMIBIA**

