

RAPID RESULTS SUCCESS

KIMBERLEY MINES

EMPOWERING THE FRONT LINE TO ENHANCE OPERATIONAL EFFICIENCIES

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Kimberley Mines' efficiency drive is empowering the front line teams to become part of innovative change that will see the life of mine being extended beyond 2018.

Rapid Results, a business improvement tool, is helping Kimberley to identify major cost and efficiency drivers, which if optimised, will collectively drive down the cost unit per tonne and add to the operations' post-2018 growth.

Kimberley Mines has completed its third cycle of improvement projects using Rapid Results, with two cycles conducted during 2012. These projects have been supported by Alrien van der Walt, change specialist. Management's main expectations for the projects included attaining sustainable production to and through the plant and gaining better cost control. The nine improvement projects included:

Wave one: 2012	Objective
Oversize Treatment	Increase plant oversize throughput to 50,000 tonnes per month
Butts on Seats	Increase daily tonnes from 18,000 to 21,000 tonnes
FeSi Pinchers	Reduce FeSi consumption from 270g/t to 210g/t
Wave two: 2012	
Choke Surgeons	Reduce blockages and spillage in recovery section by 30%
Rolling Wheels	Increase mining fleet availability from 87% to 90% and utilisation from 77% to 85%
FeSi Knights	Reduce FeSi loss in Magsep to < 0.1g/L and float screens to < 50g/t
Wave one: 2013	
Tap-offs	Reduce water consumption from 0.39 m ³ /t to 0.35 m ³ /t
Kilowatt Killers	Reduce electricity consumption from 240,000 kwh to 234,000 kwh per day
Ore Generators	Optimise dozer fleet utilisation from 12 to 17 hours per day

"I'd rather have a workforce where every person is not afraid to take action, even if it means making mistakes and learning along the way, than come to work day after day and do nothing at all to improve the business and wasting opportunities. Empowering people to act becomes a reality with Rapid Results, where a challenge gets put on the table, ideas are formulated and plans are presented to management, and then you go and do it. If a team fails it comes fast and cheap, but the approach offers diverse individuals the opportunity to learn from one another, to experiment with change and to experience that doing things better, is not as complicated as it is often made out to be." Says Malcom Hendrickse, General Manager: Kimberley Mines.

At Kimberley Mines, Rapid Results is delivering a number of key business advantages that is helping to extend the life of mine beyond 2018, including:

- broader operational insight by the teams;
- real-time, sustainable business improvement;
- progressive cycles of change;
- enhanced relationships and participation in improvement activities; and
- innovation.

Broader operational insight

One of the biggest advantages of the methodology is the project teams coming to understand the major operational levers of the business and systematically putting action plans in place to tackle everyday challenges in waves of 100-day projects. This creates a sound platform from which further efficiencies can be launched with benefits being realised long after the 100 days are over.

During each of the projects, multidisciplinary, cross level skills come together, each gaining sight of different perspectives of the same issue and how changes impact different business units. The teams start thinking differently and often outside of their disciplines about approaching problems. With the challenge elevated and the urgency created by the limited timeframe, the team starts to experiment with innovative change.

Real-time, sustainable business improvement

“The Rapid Results methodology acts as a check behind business improvement, embedding change at an operational level in the form of new procedures, work instructions, controls and communications, keeping the business moving forward and preventing it from regressing back to wasteful activities. This significantly influences the sustainability of positive change that is brought about with Rapid Results.”

Depending on the nature of the project, some, in particular ‘Butts on Seats’ and ‘Ore Generators’, delivered real-time benefits, with activities, performance and monitoring continuing after the completion of the project. Others like project ‘Kilowatt Killers’, implemented operational changes during the 100-day timeframe, with benefits being delivered after the project’s closeout.

The teams are accountable for the results of their project and as shared owners, they work together towards achieving a common purpose. Rapid Results helps develop a new band of business improvers.

Progressive cycles of change

Projects ‘FeSi Pinchers’ and ‘FeSi Knights’ are great examples of a progressive improvement cycle that Rapid Results generates, where one project wave identifies and addresses certain issues and the second wave continues with the tasks, addressing unresolved activities, risks, or new opportunities, creating more traction and even better results.

Enhanced relationships and participation in improvement activities

The relationship between senior management and the project teams is heightened through the enhanced communications, and regular face-to-face discussions about project progress, any issues and steps to attain the teams’ goals. This relationship is elevated by the trust that management places in the team, firstly by the members being personally invited by senior management to become part of a business improvement initiative; and secondly, being allocated the responsibility to come up with ways to implement change without interference from management or the perceived hierarchy. Rapid Results makes each team member feel recognised and entrusted to be part of an overall effort towards achieving continuous improvement. “The results-focused approach puts the front line workforce in a steering position, developing leadership, accountability for performance, and a mutual understanding of the stakes. This improvement process on the whole creates stronger teams, unifies objectives and generates excitement about the prospect of achieving results, boosting morale and participation.”

Rapid Results also helps management to trust that the appointed employees are the right people to perform their jobs and demonstrates how the front line has much more to offer than the run-of-the-mill performance. The ‘Oversize Treatment’ project from the first project wave illustrates how the team’s willingness to experiment and take decisions was awarded with management’s full support. The project’s activities exposed the limitations of the system, enabling calculated risk taking and learning.

Innovation

Innovation is a by-product of this project implementation tool. "Being innovative is not part of a person's job description and often employees get stuck doing their jobs and completing their shifts without considering possibilities of doing things differently. Rapid Results creates fixed time in our schedules to be creative, to view operations and find ways of doing traditional activities better, faster, cheaper. It helps to ask the right questions, share ideas about how a mine should be operating and that's when the team's starts getting excited about the possibility of change."

In conclusion, Alrien van der Walt adds that: "Kimberley Mines is using Rapid Results as a vehicle for transformational development. The operation is empowering its resources to define and codify a new normal way of doing things. The approach is helping to instil the discipline of project management into each participant, changing its front line workforce into a new breed of effective 'doers'. As simplistic as it is, Rapid Results is a powerful tool that helps project teams to deliver better quality, more sustainable results."

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