



The Benefit of the Why Factor!

Pasminco's Rosebery Mine is situated in the North West of Tasmania and produces a range of metal concentrates including Zinc, Lead, Copper, Gold and Silver. The Rosebery site has underground mining operations that extract the ore body and surface milling operations that convert the ore into metal concentrates for supply to smelters. The site commenced TPM³ in May 2001 and to date have completed 6 cycles of TPM³ with the majority of the Mill employees formally involved in TPM³.

Leigh Jordan, Team Co-ordinator, was at the Annual TPM³ Forum to talk about effective area-based teams and their impact on Pasminco's Rosebery Mine. The key issues he discussed were:

- Team chemistry
- Measuring effectiveness and
- A changed workplace and "How it Feels"

Like most leadership teams, when working out who should be on each team, they selected operators, maintainers, technical support. Nothing new so far but then they added something called 'The Why Factor'!

Leigh described 'The Why Factor' as a fresh set of eyes. You often get this when you have TPM³ Navigators on site, as they are not familiar with the work in the area so they ask questions like "Why do you do that?" This is usually met with silence while people think about it—and then the discussion can get really interesting. How many times do we find a great opportunity to improve, because someone asked what was thought to be 'a dumb question'? Hence 'The Why Factor' became part of the chemistry at Rosebery.

Leigh described how the industrial climate had changed during the early 1990's resulting in operators being given the opportunity to study and get accredited with Basic Maintenance Skills through TAFE. This training helped raise the overall equipment knowledge of operators. So when teams were established for improvement activities, maintainers were also given awareness training, not in the maintenance of the equipment but in the process. This approach is thought to have completed the loop, ensuring that everyone understands the importance of not disrupting the process unnecessarily.

So how do you measure if your teams are effective? Rather than attempt to describe a multitude of performance measures Leigh concentrated on four key areas:

- Safety
- Quality
- Morale
- Costs

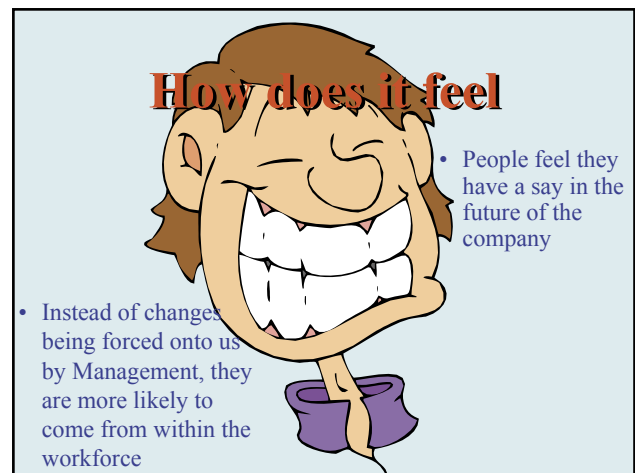
So has teamwork paid off at Rosebery and have the teams been effective?

The following results were achieved through TPM³ Projects

- Majority of workforce (75%) working on improvement
- Improved capability of mine development from 100 metres to 125 metres per week
- Reduced costs required on crusher rolls wear - \$160k saving per annum
- Improved metal recovery - revenue potential increased by \$1.6 million per annum
- People feel they have a say
- Instead of change being forced onto us, they are more likely to come from the workforce

So how does it feel at Rosebery?

The smile says it all!!



Leigh Jordan is a Team Co-ordinator for Pasminco Mining at Rosebery in Tasmania and he

stood in at short notice for Joe Sucic who could not attend due to the impending birth of his first child.

