

Leighton Contractors

Mining for deep sustainability

Leighton Contractors is a South East Asian-based subsidiary of Australian-listed Leighton Holdings, providing contract mining services to mining projects in the region. At the mine site in Satui, South Kalimantan, Indonesia, Leighton's services include Project Management, Mine Planning, Surveying, Supervision, Site Security, Materials, Equipment, Equipment Maintenance, Labour, Transportation, Medical Services, Consumables and Site Infrastructure required to carry out the works. The mine is a conventional open pit truck and shovel operation, with a requirement for drill and blast. The crushed coal is ultimately

ANALYSIS

Following a brief Analysis, Renoir proposed the following Project deliverables:

- Sustainable productivity improvement of at least 12%
- Completion of a structural re-organisation within 2 months of project initiation
- Review Roster and change to a Team-Based structure

To accomplish these objectives, Renoir planned to focus on improving maintenance efficiency, engaging a significant number of client staff for buy in, ownership, and improved communication, and improve Superintendent leadership skill levels.

PROJECT IMPLEMENTATION

PHASE I – Quick wins

To rapidly and effectively re-structure the organisation, roles and responsibilities were analysed, RACI remapped, roles consolidated and layers removed. This allowed rosters to be realigned. To ensure consistency and sustainability, shift routines were established for Supervisors and Superintendents and additional structured routines were developed to differentiate the various business cycles

New meeting agendas and action logs were developed by collaboration teams, resulting in assigned tasks being consistently delivered, on time. Advance preparation by meeting participants and improved meeting start and end times also resulted, leading to greatly improved communication, effective and consistent Performance Reviews, and a consistent and structured Shift Change process.

These enhancements also gave Supervisors better control of absenteeism, increased the effective operational window and minimized downtime.

During this first Phase, due to external commercial conditions, a wide ranging fleet and personnel reduction was mandated and effectively implemented.

PHASE II - "Winning Hearts and Minds"

Despite the unplanned reduction, Renoir pursued the goal of engaging and empowering the workforce and by Project end, more than 33% had

Key Results

18% year on year productivity improvement

Engaged 33% of the entire production workforce

Developed and delivered highly effective Superintendent Leadership Skills training modules

Developed and installed an objective assessment system to measure compliance and application of skills and routines as well as structured communication protocols to vet and control dissemination of operational and enterprise information

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received training and coaching. Importantly, too, the negative elements had been subdued, Management was viewed as inclusive and part of the Team and Productivity was improving and consistent.

To ensure that this progress was sustained, a 10-module, "Soft-skills Superintendent Training Programme" was developed and delivered to all Superintendents, along with an Assessment system to track application of learned skills and compliance.

A Structured Communication Protocol was incorporated into the QA System, using Structured Agendas for High Frequency, High Contact, operational meetings to control information type, quality and content.

THE RENOIR GROUP

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