Site
The Brunswick mine, more than one mile underground, produces primarily zinc and copper, concentrating the product for a sister smelter plant in the Bathurst area.

Challenge
As zinc prices were plummeting, the mine needed dramatic cost improvements to stay viable in the Noranda system. Maintenance costs were a very large portion of the operating budgets, and capital equipment utilization rates needed to improve.

As an immediate reaction to mine economics, Noranda leadership downsized the worker complement. At this point, based on the reduction in the maintenance force, improved productivity was required from an unhappy workforce to keep the mine producing and producing to lower cost targets than ever before.

How We Helped
We began our work with an Assessment of current practices and attitudes, as well as measuring baseline performance in key maintenance indicators. Reactive maintenance was found to be the norm, with high overtime and low productivity.

Working with an outstanding cross-functional team, we jointly developed a design of the new system for planned maintenance. This system was piloted in the concentrator, resulting in the elimination of all identified work backlog, and bringing overtime to less than 5%. The system was then installed in the surface area (including the lift and utilities), and later in the year, in the mine itself.

Noranda continued to implement the system after SAMI’s departure, recognizing that the change was difficult, but necessary for their survival.

Results
The work at the mine resulted in more work activities being planned and scheduled as well as more hours being applied to scheduled work. Emergent work decreased and the number of hours spent on PM activities increased. On the whole, Noranda was able to reduce Maintenance labor costs.

About SAMI
SAMI is a benefits consulting firm that helps its clients’ improve their operations and create a sustainable Performance Culture™. With a SAMI Performance Culture you will achieve predictable and improved
production, high equipment availability, reduced waste and operating expense, world-class worker productivity, high levels of ownership and accountability, and a safe and satisfying work environment.

The SAMI Program is unique and guarantees success!

▲ We not only create a Strategic Performance Plan for your operations but we stay on site to implement that plan with you, engaging your staff in creating solutions. Results can equal $100’s of millions.

▲ The SAMI Pyramid is known globally for offering best practices in a structured method, for all functions in your organization. Nothing like it exists outside of SAMI.

▲ We focus on behaviors. We measure and implement the 350 behaviors that create a Performance Culture. Your results are certified and sustained over time.

To conquer any great mountain, you must have the proper tools, the right guide, extensive knowledge and experience – as well as the courage and determination to reach the top. It’s an equally difficult and demanding journey to create a Performance Culture. The SAMI Program provides a customized approach to navigate the most efficient and cost-effective path to the top.

When you’re ready to reach higher, we’ll lead the way.

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