

## CASE STUDY – TECK RESOURCES

### Elkview (EVO) Mining Operations Sparwood, BC Canada

**Our Client,** Teck Resources owns and operates five open-pit coal mine operations in southern British Columbia.

#### **Background and Situation:**

The EVO site had a declining availability of haul trucks impacting throughput by millions of dollars annually. When truck availability dropped to its lowest point of 78%, Teck created the Accelerated Maintenance Program (AMP) to determine the root causes for this decline. The team, led by the corporate improvement group engaged RMG to support their efforts using a six-sigma approach and RMG's analysis and implementation methodologies. The data Teck collected indicated that a number of "Bad Actors" were the root cause of declining availability.

- **The scope** of RMG's support included:
- Analyzing, recommending, and implementing change to resolve the "Bad Actors"
- Making recommendations to site leadership on implementing changes
- Defining and recommending Organizational Structure and Reporting changes
- Leadership Development

#### **Objectives:**

- Assure alignment of the management team on a specific vision for the future state of the organization, maintenance processes, and operational performance
- Eliminate process constraints that negatively impacted truck availability
- Implement changes to enable the fleet to operate at a higher availability while maintaining required levels of reliability, safety and production
- Verify that system changes are completed, handed off to appropriate personnel and complete coaching to ensure sustainability.
- Implement improved sustainability tools, metrics usage, and habits during implementation.
- Coach leadership on behavior changes necessary to ensure more vertical and horizontal collaboration including hourly and cross functional teams (operations and maintenance)
- Create prioritization system and follow through guidelines for improving haul truck availability.
- Provide organization structure changes and role to improve communication and cost performance.

#### **Results:**

- Increased haul truck availability from 79% to 87% \$5.5M Cost Based Savings



- Improved Haul Truck Productivity Operational Availability hours by 8500 hrs. annually
- Recommended changes to the organizational structure designed to achieve more realistic supervisor to employee ratios
- Improved throughput of work orders by implementing bay management techniques
- Implemented a sustained self-auditing process and process checks to capture performance outside of metric

