

# newcrest & you

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*I feel privileged to have been given the opportunity to travel so widely so soon.*

Tara Garrod Environmental Trainee Graduate



Environmental Trainee Graduate Tara Garrod (pictured in Fiji with Malcolm Wealleans and one of the local children) says Newcrest has looked after her well since she joined as a graduate last year.

## GROWING GREEN TALENT

They say life is a journey, not a destination. Environmental Trainee Graduate Tara Garrod is making the most of both at Newcrest.

The 22 year old has so far worked at two of our mine sites in Australia and is currently on secondment to Namosi in Fiji - which she considers a *'fabulous opportunity!'*

Tara works closely with Malcolm Wealleans, Principal Environmental Adviser on Namosi's baseline environmental study program, taking water and flora samples and coordinating the schedules of consultants also working on the project.

She says she finds the work exciting: *"Malcolm has such a big knowledge base and good ideas – it's great to have the chance to get it right [environmental and community processes] from the start."*

Working in the lush Fijian tropics is worlds away from Telfer's desert landscape, to which she will return after her secondment: *"There's such a broad range of challenges at Telfer, from learning how to deal with pest species, to government reporting. It's never boring and I love the fly in fly out (FIFO) lifestyle and the people."*

Tara is thankful she has been able to pack so much into such a short space of time: *"I really wanted exposure to other sites – I feel privileged to have been given the opportunity to travel so widely so soon."*

Tara has a long association with Newcrest. She grew up in Tallwood near Cadia Valley Operations (CVO), and later won a four year CVO scholarship to study a Bachelor of Natural Resources at the University of New England. She then joined CVO's vacation program, and wrote her thesis drawing on research from the mine site.

It was a natural step to join Newcrest's graduate program at CVO before beginning her rotation at Telfer in January 2008: *"I was too well looked after to consider another employer!"* she says.

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*I realised I couldn't just sit there waiting for others to make changes – we've got to take opportunities we're given.*

Matt Whyburn Ridgeway Mobile Fleet Fitter

## 'Brainflash' helps create our future

'A brainflash moment' is how Ridgeway Mobile Fleet Fitter Matt Whyburn describes the instant he realised he needed to step up a bit.

He had it during his 'Creating Our Future' (CoF) workshop last November: *"I realised I couldn't just sit there waiting for others to make changes – we've got to take opportunities we're given."*

After the workshop, Matt applied for Lean Six Sigma (LSS) training and the rest is history. He has since had Yellow Belt (YB) and Green Belt training, and used his new LSS skills to complete a project which will save time and money.

*"We had a hunch it would be cheaper to rebuild drills and rock hammers onsite,"* Matt explains. *"My LSS analysis confirmed this without spending any more time and money on it."*

Matt's experience shows that LSS and the CoF workshops are working together to drive Newcrest's ideas culture.

Someone who understands the link well is Business Improvement Analyst and LSS Black Belt Stephen Fairley, who is both a YB trainer and a CoF workshop facilitator at Cadia Valley Operations (CVO):

*"The CoF workshops emphasise that everyone is a leader. People can get LSS training and go onto projects – around 80 people have done so following their CoF workshop."*

Stephen says YB training is worthwhile: *"Ultimately it's the operators on the ground who are the most intimate with a process, so they usually know the best way to improve it."*

Everyone will attend a CoF workshop and 80% of our people will receive YB training as part of ReNew – Horizon I of Newcrest's growth strategy, which is building capability and competence in our people to help us realise our vision to be the Miner of Choice.

To learn more, go to the Lean Six Sigma and Creating our Future sites on the *Newcrest Portal*.



## New 'agi' trucks win hearts and awards

A new breed of concrete transport 'agitator' truck designed and introduced to the Ridgeway underground mine by shotcrete and concrete contract partner Boral, has won two Newcrest safety innovation awards.

Also known as 'agi trucks', the vehicles transport concrete products underground for mining and construction.

Throughout the industry the majority of concrete transport trucks underground are designed for road-registered use, which generally restricts capacity to five cubic metres.

The new Caterpillar 730 agi trucks have been purpose built to cart up to 10 cubic metres, which matches the volumes needed for mining development cycles (the process of drilling and blasting rock, carting it away and shotcreting the area before the next cycle begins).

The trucks also improve productivity, as General Manager - Cadia Projects Leigh Cox, explains: *"By delivering greater volume, the new trucks reduce the number of clean up cycles for shotcrete rigs and operators."*

Boral Project Manager Damien Smyth says they are easier to operate too: *"The trucks have excellent operator vision, more sophisticated braking systems and by carrying more, help reduce decline traffic, which is a major safety improvement."*

The new design is so good it won last year's Cadia Valley Operations Site Safety Committee award and more recently Newcrest's Managing Director's Quarterly Safety Award for Q1 2008/2009.

The design process is still evolving with the trialling of a 10 cubic metre agi mounted on a converted underground dump truck at Cadia East and a six cubic metre underground machine at Telfer, purchased by Byrncut from specialist mining and tunnelling equipment supplier, Normet. Leigh says: *"Overall we are still searching for the optimum solution for Newcrest. Safety, operating cost, capital and flexibility are key considerations."*

There are presently three Boral agi trucks operating at Ridgeway underground mine.



Boral Project Manager Damien Smyth stands by one of the new award-winning agi trucks, which have been purpose built for underground conditions (driver Gerry Juffermans).



## Costs down and production up with streamlined shutdowns

Telfer is reducing the frequency and duration of its mill shutdowns (when production is stopped to carry out maintenance) – leading to lower costs and increased production.

Senior Mechanical Engineer Lachlan Knight has spearheaded Telfer's mill shutdown optimisation project since July last year: *"Following the shutdown in May, we are moving to four shutdowns a year - each averaging 70 hours - compared with five planned and one unplanned last year averaging 90 hours each. That gives us 520 extra hours of uptime for the mill or a three percent utilisation gain."*

Key to this is better planning: *"We have halved the time it takes to reline our SAG [semi-autogenous grinding] and ball mills during shutdowns - from 152 to 73 hours – by carrying out simultaneous relines on the mills and bringing in extra labour and reline tools to do the job quickly."*

The idea is the brainchild of Group Manager Asset Management Glenn Ingram: *"It makes more sense to do the mill relines together and the Telfer team has responded well to this challenge."*

Lachlan says other joint projects between Telfer's asset management and production teams feed into the mill optimisation project by ensuring that all critical equipment will survive the increased 13 week intervals between shutdowns: *"We are working on lengthening the life of mill liners to better*

*"We are moving to four shutdowns a year...that gives us 520 extra hours of uptime for the mill or a three percent utilisation gain."*

Lachlan Knight Senior Mechanical Engineer

*match the quarterly shutdown cycle, as well as more accurately predicting when they will wear out. We are also making design modifications to the cyclone feed pumps, mill feed chutes, screens and dissipater boxes.*

*"This project is the result of months of work by our engineering, maintenance and planning teams."*

EGM Operations Geoff Day applauds the improvements: *"Each time we take the plant down it costs us more than simply the cost of repairs. Lost revenue and the cost of getting the plant back up and running after a shut are also considerations.*

*"This improvement in mill utilisation is worth several million dollars to the company which puts into context the very important contribution of this initiative."*

## How SAP will work for Newcrest

Over 50 representatives from across Newcrest gathered in Melbourne in March to see demonstrations of how SAP will collect and move information right across the organisation.

SAP is the name of the key business system that underpins Newcrest's Enterprise Systems Strategy (NESS), which will replace a range of systems currently used in Supply & Logistics, Finance, Maintenance and Human Resources.

Participants in the two day NESS Conference Room Pilot were shown how a variety of typical business scenarios will operate using SAP.

One example showed how SAP will integrate across the value chain by tracking a new truck from the time it is budgeted for and ordered, to when it is commissioned, a driver is hired, and when it undergoes subsequent repairs.

In a survey following the event, almost 70% of respondents agreed they had a better understanding of what SAP will deliver.

Warren Huby, NESS ERP team lead, found the event useful: *"It was an opportunity for key stakeholders from across the company to see*

*how different areas of the business will collectively function using the one SAP system."*

NESS Program Director Stephen Pearson says the event helps validate the design decisions to date: *"Over the last 10 months we have visited sites to check the solution design is practical and will help streamline the way we work. Getting participants' endorsement helps us move forward with getting Board approval later this year to build the system."*

NESS began its evaluation of Newcrest's systems in June last year, and aims to streamline a myriad of processes and systems.

For more information visit the NESS website on the *Newcrest Portal*.



Participants from across Newcrest attended a workshop to see how SAP (the key business system which underpins NESS) will move information around our organisation. Discussing it over a break from left to right: Heather Selley, Afri Junida, Rebecca Bottomley and Neil Sadler.



**The improvements to the clinic have been a powerful force in lifting community morale, helping patients get better quicker and allowing us to plan for future centres of care.**

Peter and Esther Scarborough Founders of Gosowong's leading healthcare facility

## Gosowong helps build a hospital

Gosowong (Newcrest's operation in Indonesia) is making inroads into healthcare by providing the most advanced, free healthcare facility in the region - tailor made with a dedicated burns unit.

After two years in the planning, the modern medical hospital has opened near Gosowong thanks to a joint effort with Rotary Victoria in Australia.

This modern 16 bed hospital has an ambulance, X-ray machine, two new water wells, services of doctors and nurses, and is the best equipped in the region to treat all manner of disease and injury including serious burns, malaria, tuberculosis, leprosy and other maladies.

Terry Pilch, manager of External Services at Gosowong, says the hospital is the only one in the area to offer affordable care targeting burns victims: *"With the wide spread use of kerosene lamps, the need for a dedicated burns unit is essential. This new facility is not only the best in the area but also offers its services for free."*

Terry says building the hospital was a team effort: *"Gosowong donated a refurbished ambulance and worked with Rotary Victoria to build a concrete helipad and roads, supplied and assembled wall panels and installed plumbing and fixtures."*

Established by Australians Peter and Esther Scarborough in 2006, the clinic's rudimentary facilities were soon overwhelmed with patients seeking healthcare: *"There was always a line of people stretching around the side of the building,"* explains Terry.

Peter and Esther say the new hospital has made a difference: *"Patients are happy to come from long distances to receive caring and prompt assistance."*

*"The improvements to the clinic have been a powerful force in lifting community morale, helping patients get better quicker and allowing us to plan for future centres of care."*



*Gosowong's most advanced, free, healthcare facility was built with help from Newcrest and Rotary Victoria. Pictured: A mother from a nearby community brings her baby in for a check up.*

## Unearthing Telfer's open pit potential

Telfer's open pit team is piloting a new communications tool which is proving its worth.

With help from new daily meetings, the team exceeded its ore production target in March: *"We usually track around our target, but last month we produced more than planned,"* explains Senior Production Engineer Jamie Alsop.

Jamie facilitates some of the new meetings which happen in front of 'information centres' (wall scoreboards) on which key performance indicators (KPIs) are displayed. *"Being able to visually monitor our progress helped us achieve our quota,"* he says.

KPIs on the open pit's centre include tonnage fed to the mill and total material moved per truck per hour. Any below target KPIs display red on the centre and are addressed in meetings.

Acting Production Foreman Warren Hurihanganui agrees the team's centre helped the team exceed target: *"About 80% came from that and the rest was up to us."* He says the meetings have other pluses: *"They're faster, highlight core issues and track concerns until they are resolved."*

Administrator Kristina Andrew says the meetings give her a broader understanding of her team's objectives: *"We can be an extra set of*

*eyes and ears to help out with queries as we know who is working on which projects."*



But while March's effort is a step in the right direction, there is still room for improvement, says Mark Mitchell, Telfer's general manager: *"It's good we met March's ore production target but we still have a lot to do to before we are happy with overall performance."*

*"The new approach makes it easier to see where we can improve to make this happen."*

Telfer's pilot was established in February by Open Pit Manager Tom Lynch and his team, with help from Telfer's Business Excellence team.

The communication tool will ultimately be rolled out to the rest of Newcrest.



*The information centre being piloted at Telfer's open pit makes it easier to see where improvements can be made. From left to right: Tom Lynch, Warren Hurihanganui, Michael White, Ruth Jenkins, Katherine Horgan (obscured), Kristina Andrew and Marcus Hope (obscured).*



## Why should we be paying any more than we have to for equipment we need – what a waste.

Emma Ware Cost analyst in Ore Processing, Engineering and Maintenance

## Equipped with the power to hire

Hiring spare equipment at site will soon become easier and more cost effective at Telfer with a Lean Six Sigma (LSS) project which is set to improve the equipment-hire experience.

When Emma Ware, cost analyst in Ore Processing, Engineering and Maintenance, started reconciling Telfer's equipment hire invoices 18 months ago she noticed that we were sometimes paying for more hire equipment than we needed to. This prompted her to take a closer look: *"Why should we be paying any more than we have to for equipment we need – what a waste."*

Using her LSS Green Belt training, Emma began monitoring supplier invoices, comparing them against services and equipment which were already on hire or being paid for.

Although the project is still in its early days, Emma's tracking is already saving costs of around 13%: *"We are no longer paying the additional insurance damage waiver on hire equipment as this is already covered in Newcrest's own insurance cover,"* she says.

To avoid hire overcharges, Emma has also developed a weekly hire report which reminds hirers to return equipment immediately after use.

The introduction of a new online equipment hire database also provides a record of which equipment is being re-hired on a regular basis - helping determine whether it is a better to buy rather than hire some equipment.

General Manager Supply & Logistics Ron Brown says the project is making inroads into cost saving and avoiding duplication: *"Not only is the project reducing our costs; it is also promoting strong planning disciplines and communication across the relevant functions within our business."*

Emma is grateful for the help she has received from others on the project: *"I really appreciate the support from our maintenance planners here at Telfer – they have identified some real issues and given me ideas on how to overcome these."*



## High flying idea takes off at Telfer

Waiting for e-mail confirmation of your flight and accommodation may soon be a thing of the past with improvements made to Telfer's online booking system.

Wanting to take care of our people from the moment they leave home to the time they return home prompted Village Support Services Supervisor Emma Madden to make improvements to Telfer's flight and accommodation booking experience: *"Our people work hard and making their travel experience trouble-free makes their lives easier,"* she says.

Emma explains that the old process was problematic: *"People could wait up to three days to receive confirmation of their flights and accommodation. That was too long."*

With support from Telfer's management and business improvement team, Emma introduced an upgraded version of the online system known as SAMS (Site Administration Management System) which makes it quicker and easier to book travel and accommodation.

Open Pit and Ore Processing Area Coordinator Katherine Horgan, says the upgrade has made a big difference: *"Booking flights and accommodation is straightforward, instant and removes the need to manually process forms."*

Emma used her own initiative and research skills to begin the project but plans to take it further with the help of Lean Six Sigma (LSS) methodology. She is currently completing her LSS Green Belt training which will give her the tools to further measure, analyse, document and refine the entire flight and accommodation booking process.

LSS analysis and training will also allow her to extend her project and this year she has plans to research what our other mine sites are doing to see if they would benefit from SAMS.

Please contact Emma if you would like to contribute to the project.



**Feet planted firmly on the ground:** Village Support Services Supervisor Emma Madden is improving Telfer's flight and accommodation booking system (SAMS) which is saving time and hassle.



*The difference between working on a mine site compared with doing other commercial or domestic electrical work is unbelievable.*

Samantha Sharp CVO Apprentice Electrician

## Newcrest apprenticeships a head start in life

Newcrest's apprenticeship program is seen by many as a golden ticket to a successful career, with this year's program at Cadia Valley Operations (CVO) attracting the highest number of applicants ever.

Over 800 people applied for a total of 12 positions in a range of trades.

New Apprentice Electrician Samantha Sharp says the program is worlds' apart from other apprenticeship schemes: *"The difference between working on a mine site compared with doing other commercial or domestic electrical work is unbelievable.*

*"I am involved in a range of hands-on work, new technologies, processing developments, and work with people from a wide variety of backgrounds and skills."*

Meanwhile, three adult apprentices have completed their first year at Telfer. All previously worked elsewhere in Newcrest before taking up mechanical or electrical apprenticeships

Telfer Human Resources Advisor Annika Johns, says the apprenticeships show Newcrest is committed to investing in our people:

*"This is a great career opportunity for our employees to develop their skills and knowledge through both onsite training and TAFE study."*

Newcrest recently committed to 45 adult apprenticeships at CVO over the next few years, on the top of the junior apprentice program.

CVO Apprentice Master George Witty, says today's apprentices are tomorrow's workforce: *"It means more skilled tradespeople in our industry."*

CVO began its program four years ago and celebrated the graduation of its first intake earlier this year. George says all five of the original apprentices are now employed at CVO and helping to pave the way for future apprentices.

Newcrest's apprenticeships combine TAFE study and practical on-site experience at all our Australian mine sites, leading to nationally recognised qualifications that provide graduates with strong employment prospects.

Ask your supervisor or local HR contact about training opportunities at your site.

## Booking time to relax

Affordable books and an oasis of calm are now available for fly in fly out (FIFO) residents at Telfer.

A book exchange numbering over 700 titles has been established within Telfer's new café, presenting an alternative after work hang out for work weary bones.

Village Superintendent Keith Wilson explains: *"You can go in and order a coffee or buy a hamburger - and while you're waiting - sit down and choose a book."*

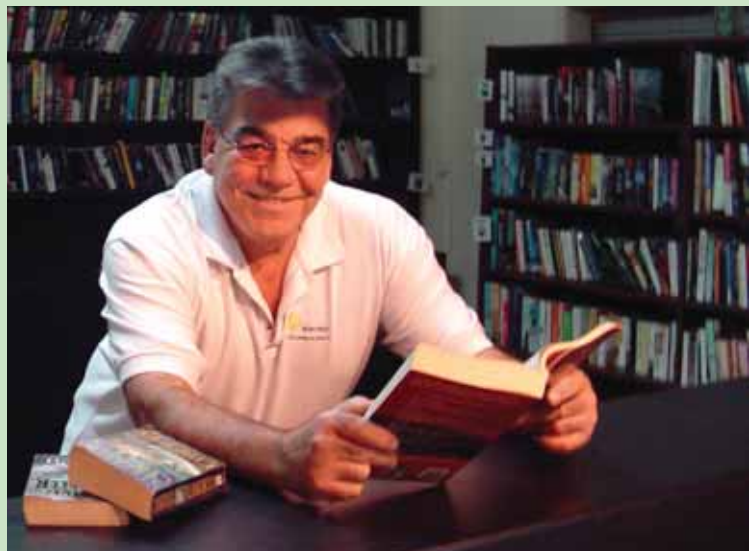
The book exchange has grown since it was set up a year ago: *"We started it with book donations from Telfer residents and funding from the wet mess (pub). We charge \$2 each time a book is exchanged, which buys us more books from an exchange in Perth."*

Over 1,500 exchanges were made last year, with readers borrowing books penned by authors ranging from Ernest Hemingway to Hunter S. Thompson.

Keith says the exchange works well: *"I was sick of paying high prices for new books, and it's an alternative to going to the pub."*

He is now considering adding a deck to the café-cum-library to take advantage of the panoramic view: *"It's all about enhancing the lifestyle of those who work here."*

Telfer's book exchange is open every day from 5:30 to 9 pm.



**Novel idea:** Residents can buy a coffee and choose a book at the book exchange in Telfer's new café, which Village Superintendent Keith Wilson (pictured) says is an alternative to going to the wet mess after work.



**Our pre-hospital care is now as high as anything offered in the majority of major centres around the country.**

Shane Downer Superintendent Emergency Response & Security

## Leading medical care on the industrial front

Emergency response officers (EROs) at Cadia Valley Operations (CVO) are setting a new benchmark for advanced patient care in the mining industry.

Four years ago, Superintendent Emergency Response & Security Shane Downer began a campaign to provide a higher level of patient care, by lifting the skills of his EROs and widening the scope of care they provide.

Today all CVO EROs are registered emergency medical technicians in Australasia – meaning they can hold their own against the vast majority of Australian paramedics: *“Our pre-hospital care is now as high as anything offered in the majority of major centres around the country,”* Shane explains.

He says the importance of Newcrest’s pre-hospital care is paramount: *“We are not located near a hospital, so it is critical that we are equipped to provide our people with the highest level of care. Actions taken immediately after an accident can vastly improve patient comfort and recovery.”*

Shane is pleased with the results: *“We are taking every step to ensure our people receive the highest levels of medical care in emergency*

*situations, to reduce pain, and ultimately recovery times.”*

There are benefits to sharing this approach across all Newcrest sites says Group Manager Health, Safety and Assurance Scott Jones: *“We are looking at developing uniform emergency processes and staff training, and using standard equipment - so no matter where you are you will find the same response to emergency care.”*



CVO’s EROs have stepped their training up to the level of the majority of Australian paramedics – setting a new mining industry benchmark. Pictured completing a practice scenario using a training manikin are (from left to right): Rod McMiles, Shane Downer and Mark Hackenberg.

## Serving up a healthy lifestyle

A recent visit from Western Australia’s state women’s volleyball team has inspired people living at Telfer and neighbouring Punmu to learn the sport.

Telfer’s Indigenous Sports Officer Tristen Walker arranged the visit for residents in the Great Sandy Desert, where Telfer’s mine site is situated: *“We want to encourage a healthy and active life for everyone, including Martu who are the traditional owners of the land.”*

The eight volleyballers spent an afternoon at Punmu (a Martu community), teaching the residents how to play volleyball: *“Around 40 people took part and later had a crack at playing some games,”* Tristen recalls.

Punmu’s Community Co-ordinator Peter McLennan was impressed with the volleyball clinic, saying he believed its positive influence would resonate for months to come and encourage more games.

The volleyball champs later took on six teams of hopefuls at Telfer’s village. Around 50 spectators looked on as the teams were soundly beaten: *“All left with their tails between their legs - much to the amusement of onlookers,”* Tristen laughs.

He says the team was impressed with Telfer’s facilities: *“They trained using our grassed area, gym and pool, and enjoyed eating at the mess where they were able to stick to their nutritional requirements.”*

Tristen says the visit was a coordinated effort between key people at Telfer

and Punmu: *“Colin Tincknell and Nick Anderson from Telfer’s Healthy Lifestyle Program liaised with Peter and John McLennan at Punmu to get the event underway, while Martu Elder and Telfer Community Liaison Officer Kevin Fred accompanied the volleyballers to Punmu and later gave them a history lesson on the region. John McGuire facilitated the team’s cultural induction and took them on a tour around the Telfer site.”*

Tristen adds that with their help, the visit was a great success and confirms Newcrest’s desire to be a key player in developing healthier, happier communities.



Children from Punmu practice their moves as members of Western Australia’s state women’s volleyball team teach them how to play during a recent visit organised by Telfer.



## Who's who @ Newcrest

### David Mayer

Dressing in 'civies' is a novelty for David Mayer, who has spent most of his career in uniform. Before joining Cadia Valley Operations (CVO) as an emergency response officer (ERO) four years ago, he spent 10 years as an Army paramedic specialising in helicopter search and rescue.

In his spare time, David is often found on the local fire and rescue truck as an on call fire-fighter for the NSW Fire Brigade. And if two jobs aren't enough, David also volunteers as an instructor for the Rural Fire Service, which recently saw him deployed as a crew leader to help fight the Victorian bushfires.

It's this kind of drive that has led David to embark on further study. Sponsored by Newcrest, he is completing a Bachelor of Applied Business (Emergency Services) through Swinburne University.

He feels privileged to be the first Australian to complete the Canadian-led course: *"The opportunity to learn new skills from other professionals in the emergency response field is invaluable,"* he says.

David says he enjoys the dynamics of his job, which include training new EROs: *"Seeing people who are new to emergency response develop into proficient responders and leaders during emergencies is really satisfying."*



### Lee Robson

Rocky terrain holds a fascination for Lee Robson in many ways. In his spare time he is a keen rock climber, while at work he is an exploration geologist at Newcrest's Cracow site.

He says locating valuable mineral deposits is one of the best parts of the job, although the opportunity to work for Newcrest is also a drawcard: *"We have a strong business model which presents excellent job opportunities for an exploration geologist like me."*

Since joining Newcrest a year ago, Lee has been impressed with the opportunities he has been given, which have seen him located at Telfer, regional Western Australia and most recently Cracow: *"Because Newcrest targets a range of deposit styles, I've been lucky to see more of the country than the average mine site or city employee."*

Lee says he finds his work rewarding: *"It's nice to know my work directly impacts our future resources."*

He says he is continually challenged and motivated by his job: *"Being able to discuss and generate new exploration targets, methods and ideas with colleagues is much more interesting than simply logging core."*



## Got any news or feedback?

**newcrest&you** would love to hear from you. E-mail or call us with your feedback, or news of initiatives that are making Newcrest a better performing company and a great place to work.

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