

CASE STUDY

AngloGoldAshanti

Maximising the Improvement Pipeline



Background:

AngloGoldAshanti Australia (AGAA) is the Australian subsidiary of South African based gold miner AngloGoldAshanti who have exploration, mining and development projects in Australia. Their main operation is Sunrise Dam, located in the Eastern Goldfields of Western Australia, which produces 450,000 oz gold per annum.



Forces for Change:

For international gold mining companies the current commodity price boom has come with many challenges including costs rising faster than the price of gold, stricter corporate governance guidelines such as Sarbanes-Oxley, industry consolidation and low staff retention rates. AGAA were finding that the way they managed projects was not delivering effective solutions to some of these challenges. To help meet the challenge, AGAA commissioned Churchill Capital Consulting to design and implement a project management system.

The Churchill Approach:

The staged consulting approach included:

- Review of integration between business plan, project and performance management.
- Consolidation and ranking of project portfolio.
- Design and implementation of enhanced project management system (EPMS).
- Training and mentoring of staff in new system.
- Implementation of “pipeline” concept to actively manage improvement projects.

Particular features of the Churchill approach:

- Alignment of new systems to corporate strategy.
- EPMS designed to meet needs of both an operating mine site and corporate office.
- Simple to use templates.
- Working with department managers to implement EPMS at appropriate pace.
- Development of improvement project “pipeline” prioritisation framework.

Results:

- Framework to integrate business planning, project and performance management implemented.
- All projects documented in central database.
- All staff that were likely to be project managers or have a key project role were trained in EPMS.
- Consistently applied system to log, evaluate, execute, report and audit improvement projects.

