

LINE CREEK MANAGEMENT PHILOSOPHY AND THE ENVIRONMENT

Paper Presented
by

Don Riva
Manager, Operations
Line Creek Mine

and

Jim Lant
Manager, Environment
Line Creek Mine

LINE CREEK MANAGEMENT PHILOSOPHY AND THE ENVIRONMENT

INTRODUCTION

I would like to set the stage for Jim Lant's presentation on Line Creek's environmental program by giving you some background to the development of our approach to management at Line Creek.

Over two years ago when the Line Creek project was initiated, an Operations Management Group was formed. The makeup of this group was a mix of ages, experiences and came from various parts of Canada and the world.

As a group we got together to decide how and what we should be doing in starting up and managing a coal mine in British Columbia during the 1980's.

The first thing we did was discuss and list those things we did not like about the mines we had come from and those we see around us. This was a very easy and obvious task and some of the items identified were:

- poor labour-management relations
- poor public image
- poor environmental image
- high turnover
- low productivity

I'm sure you can list many more.

It was decided that we would develop an operating philosophy which would be a guideline for the management group of the Line Creek Mine.

This was a difficult and time consuming task when you imagine seven people of widely different backgrounds getting together to agree upon a set of values by which an organization should live.

The result was a document containing seven philosophy statements which state the general direction and purpose of the mine and nineteen goal statements which give direction on how to implement the philosophy.

In broad terms the statements cover the following four areas:

- production
- corporate relations
- internal relations
- external relations

A summary of the philosophy statement would be that we believe in order to be successful we must effectively manage and be involved in all the areas that impact the production of coal at Line Creek.

This operating philosophy is the basis for all planning at the Line Creek Mine. An integral part of the management plan and the philosophy is our approach to environmental management. Jim Lant will explain our program to you.

ENVIRONMENTAL MANAGEMENT - JIM LANT

It is my pleasure to be here with you at this, the Sixth Annual Reclamation Symposium and to explain the impact that the type of management we are introducing has upon the Line Creek Environmental Department.

I find it extremely rewarding and unique; and I hope to convey this to you in the next few minutes.

The first items derived were the philosophy and goal statements: the objectives and activities related to each goal. In retrospect, all simply tie in as follows:

1. Philosophy Statements: Long term five year statements that generally describe how the operation should be operating only accomplished with the successful achievement of goals. In general this is the culture of the organizational setting.
2. Goal: More finite than philosophy statements - generally describe the program to be completed - generally of one year duration.
3. Objectives and Activities: Spell out the immediate actions required noting who is accountable and when the activity is to be completed.

In summary, if you successfully complete your activities you achieve your goal and if you continuously achieve these goals the philosophy will be set in place. This last stage of assembling the objectives and activities for each goal on a time line, brought forward the immediate impact.

It happened as follows. The managers, having formulated the 19 goals, took these statements back to their respective departments and put together the lists of objectives and immediate activities that must be accomplished per goal in order to achieve it. To me the results were dramatical and completely unexpected. An example of the maintenance department's work follows:

EXTERNAL GOAL #1

The Line Creek operation recognizes and supports the concept of preserving and enhancing our natural environment and, to this end, will employ the most practical, current state-of-the-art technology to minimize the impact of our operation on the environment while meeting or exceeding all legal requirements.

Objective

By July 1, 1981 standards and systems will be set up to ensure that the Maintenance Department will conduct its business in such a way as to preserve and enhance the natural environment.

Activity #1

Establish procedures for waste oil handling. Accountability maintenance engineer by July 1, 1980.

Activity #2

Establish procedures for scrap iron and garbage disposal.

As you can see, the results are rewarding with the total impact being:

1. Incorporated environmental planning in each department.

2. Incorporated environmental concern and environmental commitment through participation. They, themselves, drew up the work program. I didn't force anything on them.
3. Changed the role of the environment department to a resource role away from the policing role (as illustrated - maintenance activities).

In turn, the objectives and activities formulated by the Environment Department, this goal statement became the major portion of my Department's work program.

GOAL

The Line Creek operation recognizes and supports the concept of preserving and enhancing our natural environment and, to this end, will employ the most practical, current state-of-the-art technology to minimize the impact of our operation's environment while meeting or exceeding all legal requirements.

Objective #1

Operational reclamation will be kept current and all disturbances will be treated as soon as reasonably possible.

Activity

Roadside ditches and slopes are to be grassed in 1981 (spring and summer).

Activity

Plantsite sewage field will be revegetated in the spring of 1981.

Objective #2

Indigenous fish and wildlife will be identified and quantified and the information gathered will assist in the sound management of the renewable resources.

Activity

- 1981 Line Creek Sport Fish Enumeration
- 1981 Bighorn Sheep Study

Ladies and gentlemen, that concludes our presentation.

DISCUSSION RELATING TO J. LANT'S AND D. RIVA'S PAPER

Murray Galbraith, MEMPR: Jim, you mentioned about doing some radio work with fish - is that very far off?

Answer, Jim Lant: Yes, I would say that at the present time we are very seriously considering using the teleonics transmitters on some of the larger Dolly Varden. In terms of work with the Regional Biologist, it will tie in very nicely with our monitoring movements so that when we do make a pass over the area we can detect the fish, the elk and the sheep.

Eric Beresford, Union Oil: Were these programs as a result of external funding?

Answer: No, these studies are strictly internal.