



# Managing Large Multidisciplinary, Multicultural EIA's

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# Objectives

- **Share experience from EIA Alto Chicama Project in Peru**
- **Present tools to face the challenges of large, multidisciplinary, multicultural EIAs**

# Alto Chicama Project

<b>Client:</b>	Minera Barrick Misquichilca S.A.
<b>Location</b>	North Andes of Peru (4000 – 4200 masl)
<b>Ore:</b>	Gold (silver)
<b>Mine Type:</b>	Open Pit
<b>Capacity:</b>	Up to 42 000 t/d
<b>Mine Life</b>	8 to 10 years

## Characteristics of Team

Professionals:	ca. 200
Golder Offices:	11
Countries:	Peru, Canada, USA, Chile

# Large Multidisciplinary and Multicultural EIAs

## Challenges

- Management
- Technical
- Multidisciplinary
- Culture Aspects
  - Socio-Economic Environment

**What about the  
CONSULTANTS?**

**Consequences in:**

- Respect of Local Capability, Standards & Legal Norms
- Day to day work
- Review process
- Translations

# Management

## Challenges:

- Control of budget/person hours (11 different offices)
- Different currencies
- Schedule

## Proposed Solution:

- Centralized parallel administration system

# Centralized Parallel Administration System

FOTO of ALTO CHICAMA DATABASE



# Multidisciplinary

## **Not any more a problem .....** **In general terms**

- As with all EIA's pressure from every discipline to “put a man on the moon”
  - Rely on instincts and PM experience to foresee all potential fatal flaws and key issues
  - Focus effort based on Issue Scoping Outcomes
  - Maintain a level of Balance

# Multidisciplinary

FOTO TEAM BUILDING IN TRUJILLO



# Technical

- Meet all local regulatory laws, regulations, standards, guidelines
- Process & Quality needed to be consistent with international standards (i.e. WB guidelines) & internal corporate standards
- Adopt current leading technologies or be innovative in setting new standards (geochemistry assessment for water quality predictions)

# Technical

- Detailed project description developed in the initial stage
- Challenges:
  - Maintaining balance (baseline, impact assessment, management plans, etc ...)
  - Containing/reducing/eliminating iterations

# Multicultural Consultants

**All staff in Golder have a common corporate vision & shared goals, however,**

**WE ARE DIFFERENT!!!!**

**Must recognize need to put  
Best Team forward maximizing all  
available corporate resources recognizing  
corporate & office profitability pressures.**

- 1) Must be a diplomat**
- 2) Must have an extensive network**
- 3) Corporate places high level of trust in PM**

# Cultural Differences

## Challenges:

- I don't understand you!
- We don't work in that way, therefore it will not work!!!!!!
- Relationship with local consultants

## Proposed Solutions:

- Strong local counterpart
- Locals manage locals
- A good beer or better a good Pisco Sour and good food
- Project sponsor assist PM with issues

# Translations

## Challenges:

- Which language will be used, for what and at what stage?
- Find a good translation
- How long will it take?
- How much will it cost?

## Proposed Solutions:

- Bilingual staff (Better is a bilingual client!)
- Glossary in two languages (consistency and time savings)
- Review of translation (several steps) before goes to the senior staff

# Review Process

## **The Nightmare**

**The review needs to  
be in both  
languages at the  
same time**

FOTO 1

# Review Process

## Challenges:

- How to organize the review?
- How to track the changes in both languages at the same time?

FOTO



# Review Process

## Tracking Sheet

**(Vertrauen is gut, Kontrol is besser)**

- Allows to do the follow up
- Have I reviewed this? Has issue/change had appropriate senior review?
- The contradictory changes are registered?
  - **Identify and resolve contentious consultant/owner issues.**

FOTO

# Review Process

## Bilingual Tracking

If one is good, two are better

FOTO



# Conclusions

- Centralized management is necessary
- Team building is priority
- Management tools have to be developed to face the challenges



# Thanks

FOTO

