

## Report To Employees 1982-83

### NEWS SPECIAL FEATURE

## "WE NEED TO MANAGE BETTER WITH LESS"



Ben Burrow, retiring General Manager,  
Sulphide Corporation.

### OUR GENERAL MANAGER RETIRES

Whilst this "special feature" issue of the News was being prepared General Manager, Ben Burrow announced his early retirement on 8th April.

Ben came to Sulphide as General Manager on 12th May 1980, from B.H.A.S. Port Pirie. He spent most of his working life at B.H.A.S., commencing there in March 1947 as a Research Analyst. He progressed through a number of positions in Metallurgical and Production areas prior to his appointment as Asst. General Manager in January 1978.

During his years at Port Pirie Ben developed his interest in silversmithing, winetasting, golf and boating and established a reputation for chasing schnapper in the waters of Spencers Gulf.

Ben has retired to Hawkes Nest and intends to spend more time fishing on his boat and playing the occasional game of golf.

Ron Bath was appointed Acting General Manager on Ben's retirement pending Nick Stump taking up his position.

Prior to his retirement, Ben had written his Report to Employees for 1982/83. Ron, in supporting Ben's message commented that the changes made to the company structure and our work practices will increase our individual productivity to help us to remain competitive.

I have often talked of change during the past year and my message has been that we at Sulphide need to be flexible and prepared to alter our ways if we are to be successful in the years ahead.

I am sure everyone will agree that business conditions in 1982 and early 1983 were very different to those we had enjoyed in the years before.

Fundamental changes created difficult conditions and it was a disappointment for everyone who worked hard to improve our performance to see little benefit for their efforts.

The poor state of the economy in Australia and the historically low world metal prices made our operations unprofitable.

Sulphide Corporation in 1982 suffered a \$4.8m loss of profit.

Early in 1982 there was a trading loss. Our costs of operation were greater than the amount received from selling our products and we had to borrow.

This was a serious situation but all who work at Sulphide responded to the challenge. A great effort was made throughout the rest of the year to gain savings and reduce costs. By the end of the year we were earning enough money to pay the bills, even though world prices remained at a record low.

It was a good result and there is now some promise of recovery and better overseas prices. We expect to benefit and be in an improving profit position by the end of the year.

It is our plan to stay on full production, selling all our products. The aim is to continue to keep us all working while advancing further the organisation and management skills which help to raise the productivity and competitiveness of the enterprise.

We also need to manage better with less, and it is essential we further reduce establishment numbers. There were 803 people on-site at the start of 1982. (Today there are 690). Our target is 650 at year-end, which we expect to achieve by resignations, retirements and transfers.

### SULPHIDE'S CONTRIBUTION TO THE C.R.A. GROUP

The Organisation Study and Management Development Programmes started in 1981 are now generating good results. We at Sulphide have made a significant contribution in pioneering a Management Organisation style that will benefit the people, the Company and the CRA Group.

The lessons we have learned are now being taken and applied to all CRA Companies to help create an environment where people and business can flourish and be prepared for the challenge of the coming years.

The task has not been easy but I am confident the team at Sulphide will continue to be leaders in Organisation Development of the CRA Group.

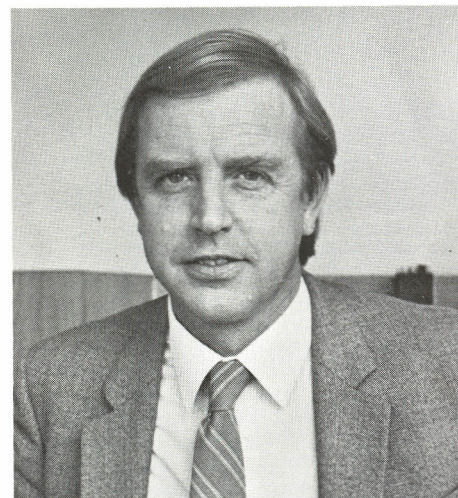
### MY RETIREMENT

I regret I will no longer be part of that team. We all have to accept change, and with my retirement on 8th April 1983 I need to alter my ways and prepare for a different future.

Substantial changes are necessary if Sulphide is to have good prospects for the future. We are making progress and I am certain you will succeed.

*W. R. Burrow*

### GENERAL MANAGER ANNOUNCED



Nick Stump, General Manager, Sulphide Corporation as from May 1983.

Mr. Nick Stump has been appointed our new General Manager to succeed Ben Burrow.

Nick was previously C.R.A.'s General Manager - Technical and Commercial Services and before that held positions as Manager - Planning and Evaluation for C.R.A. and Manager - Metallurgy at The Zinc Corporation, Broken Hill. Nick holds both Bachelor and Master's Degrees in Applied Science. He assumed his new position on 25th May.