

Leading Change in a Complex Shift Environment with Lean & TPM (TPM³)

Many organisations operate shift patterns which make it more challenging when trying to implement change and formal improvement programs.

In understanding the impact of these challenges and recognising that any improvement strategy must ultimately involve and impact on all employees, CTPM Australasia has developed a practical framework of integrated improvement activities based on great structure and flexibility.

It is this flexibility that is being used to full advantage by **Australian Paper** at their **Shoalhaven Mill** site in NSW as shown in Figure 1 below. With 90 employees on site producing specialty and security paper for the domestic and export market 7 days a week 24 hours a day, Bruce Borchardt, **Mill Operations Manager** knew what needed to be done:

“implement an improvement process that would allow and encourage productive change and improvement 24/7, while providing an opportunity for input by all stakeholders”.

Figure 1 – Shoalhaven Mill (Bomaderry NSW)



With 5 shift teams working a complex 4 days on, 4 days off 12 hour shift roster, CTPM Australasia's Lean & TPM (TPM³) methodology has been the mechanism for change at the site since June 2008.

Due to a number of diverse production areas within the Mill it was realised early on in the improvement journey that the normal team models would not work and it was the structured yet flexible approach that has resulted in successful progression of improvement activities at the site.

At the end of Dec 2009, 60% of employees on site were involved in improvement teams with the aim of increasing to 80% by the end of 2010.

Key issues, for Bruce, which are being addressed by the Lean & TPM (TPM³) activities include:

- Operators being involved in the solving of operational problems – *“Operators have a lot to contribute”*
- Creating a Learning Organisation - *“We need to learn and improve 24x7, not just manufacture”*
- Developing Leaders - *“We need Shift Managers to be Leaders in the Improvement Process”*

The success to date at Australian Paper's Shoalhaven Mill highlights that even the most complex shift structures are no barriers to leading change and implementing Lean & TPM (TPM³).

For further information please contact:



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