



The Centre for TPM (Australasia)



PEOPLE - A COMPANY'S MOST VALUABLE ASSET?



Campbell Crooks, Sawmill Manager at Juken New Zealand Ltd Northland Mill, recently presented at the *New Zealand TPM³ Networking Forum* held on the 2 & 3 March 2006 in Rotorua, New Zealand.

Juken NZ – Northland Mill is a Japanese owned timber processing plant dealing with solid wood and veneer products. Situated in the far north of New Zealand, the Northland Mill site at which Campbell is based currently employs approximately 200 staff.

Juken NZ – Northland Mill commenced their TPM³ Journey in January 2005 and over the first 12 months completed 3 cycles of TPM³ team activity engaging 28% of their workforce by cycle 3.

Achievements in their Sawmill include:

- 87% reduction in Lost Time Injury Frequency
- 34% increase in Capacity (OEE)
- 375% increase in Productivity
- 93% increase in Yield
- 67% reduction in Maintenance Costs
- 29% reduction in Electricity Costs
- 67% reduction in Labour Costs

all contributing to a **50% reduction in Total Costs**.

Supporting this was zero customer complaints.

Campbell commenced his presentation by stressing the importance of communicating the value of each person and every team and the impact this has on the company as a whole. “If you know your people and all of your variables, like your resources and your machinery, you are looking for challenges of a very different nature. Your challenge will no longer be just processing & manufacturing (so as to achieve the production plan). Improvement (of your people, equipment and processes) becomes the challenge”.

Campbell explained how after 27 years at another site where things had become very unchallenging, he came to the new JNL Northland site because of the challenges it offered. He has found the TPM³ journey has more than satisfied his need for a new challenge. As explained by Campbell, “the great challenge of the TPM³ Journey is to be able to **“Do It, Experience It and Teach Others by it.”**”

Involve everyone in the business strategy

Everyone working within the company should be valued equally irrespective of their status. Campbell joked, “You are only as good as your cleaner, the person you can’t be bothered talking to is the person who will cost you in an audit.” Campbell has a great passion for his work and believes that success breeds success. He is very proud of his teams and boasts that their efforts have made the entire Northland site proud.

Northland Mill implemented TPM³ because they had found a business tool that suited their purpose, their product and their people. TPM³ is a system that they have been able to apply to their business strategy to make it effective and to empower their people.

The Northland site was very keen to take on board the **3 Key Principles of TPM³**:

- Holistic Measurement
 - Workplace Ownership
 - Formal Continuous Improvement
- and undertake the TPM³ Challenge of becoming a world class site.

*Left:
Juken NZ
Northland
Mill*



TPM is recognised as the most effective concept of **equipment management**. It takes the quality ‘prevention at source’ approach and applies it to the way sites operate and maintain their equipment. This improves both equipment performance and significantly reduces frustrations in the workplace.

Campbell stresses that “If our equipment isn’t working perfectly, our employees become frustrated and we cannot service our customers competitively”

One of the most important things is people

Campbell believes that in order for the implementation of the TPM³ strategy to be a success, alongside it must co-exist a sound communication strategy. Acknowledgement of your people by informing them of the changes that are and will be taking place, and involving them in the process.

A Key aspect of this communication strategy is what Campbell refers to as a “**Commitment from the Top**” – the commitment from company management, the element of **success breeding success**. He believes these key figures need to “walk the talk” and lead their team by example, acting as a tool by encouraging employees to become involved and providing them with opportunities to do so.

JNL Northlands TPM³ Communication Strategy

What key information must be communicated?

- We’re recommencing / kicking off a new way of doing TPM with The Centre for TPM (Australasia) or TPM³ for business reasons.

Why?

- It is done with the aim of getting everyone involved. To make the workplace a better place through the total involvement of all staff. So people know we’re changing strategies.

Who and What medium will be used to communicate?

- Leadership Team / Visual presentation, PowerPoint presentation, Written (Newsletter, Memo)

When & Where will the communication take place?

- Most effective on site is Line meetings and Tool Box meetings.

Who should conduct the communication and why?

- Vince, Campbell and Mel with assistance from Serge and the Leadership Team members to show **commitment from the top**

All Northland Mill employees have been actively involved in the TPM³ Journey in some form or another. Certification after completing a TPM³ workshop allows employees to feel valued and have their skills, achievements and hard efforts recognised. An excellent tool encouraging learning and participation throughout the TPM³ journey.

TPM³ has enabled Northland Mill to improve their business culture, evolve the way their people think and increase job satisfaction and employee morale.

Over the last year the company morale rating has increased – an achievement, which reflects that employees are enjoying their work by increasing job satisfaction and feel empowered to initiate and implement positive and productive changes within the workplace. Campbell revealed that the greatest lesson you can learn from this experience is appreciation. “Learn to teach – it is such a priceless and intangible benefit.”

He who seeks will find

Campbell believes it is up to the individual how successful they are – how successful they want to be. “Know your job, know your business and you can work your way up from the bottom – it’s a hard battle, but it’s an honest one.”

“At the end of the day, it’s not about making a buck – even though your mission statement is to ‘return to investors’ – it’s about having fun and learning along the way.”

Key Lessons from one of the TPM³ Co-ordinators at the JNL Northland site

- *You need to give the time if you want to reap the rewards*
- *Play to people’s strengths and support their weaknesses*
- *Get the communication strategy working from the start*
- *Sometimes you need to step back to step forward and slow down to speed up*

For further information about TPM³ contact Anthony Burt – TPM³ Managing Navigator from The Centre for TPM (Australasia) who is based in Tauranga, New Zealand on 0272 408 509.

