

Striving for Operational Excellence

Glen Avery, Regional Business Development Manager at Simplot Australia – Devonport Site, recently presented at CTPM’s TPM³ – Australasian Lean Forum 2007, Case Study & Networking Conference. Glen was able to share numerous reflections and learnings for organisations progressing their own improvement journey.

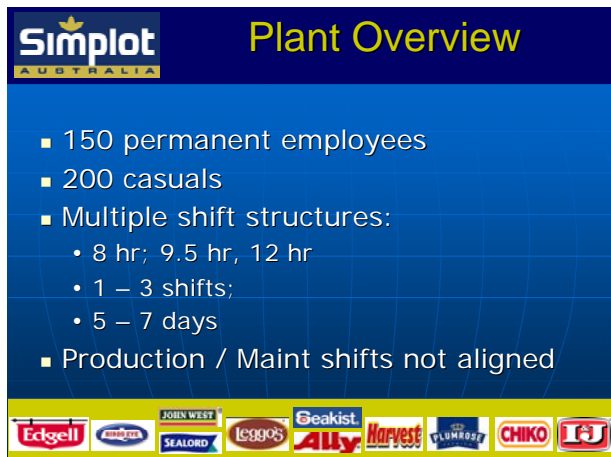
“If we had our time again.....”



Glen detailed Simplot’s TPM³ journey that commenced in January 2005 that has recently resulted in the site being recognised with Level 2 of the 5 Level Milestone TPM³ Excellence Award. The site was awarded the Level 1 Milestone Award in August 2006.

The site currently has 5 Leadership Teams and a significant number of Production and Maintenance Teams. Glen reflected on the progress of the journey and the important issue of ownership. He noted there was quite a turnaround in their journey when operations assumed ownership that was formerly and initially taken up by maintenance. He commented on “shortcuts” that were taken, mistakes being made and the pain of having to re-do numerous activities.

Glen’s thrust to the audience was, “target ‘big’ returns”, and be aware that small OEE gains can often mean large \$ gains. Glen shared with the audience the impact of a 3% improvement in OEE on the cost of manufacture over the past three years.



Plant Overview

- 150 permanent employees
- 200 casuals
- Multiple shift structures:
 - 8 hr; 9.5 hr, 12 hr
 - 1 – 3 shifts;
 - 5 – 7 days
- Production / Maint shifts not aligned

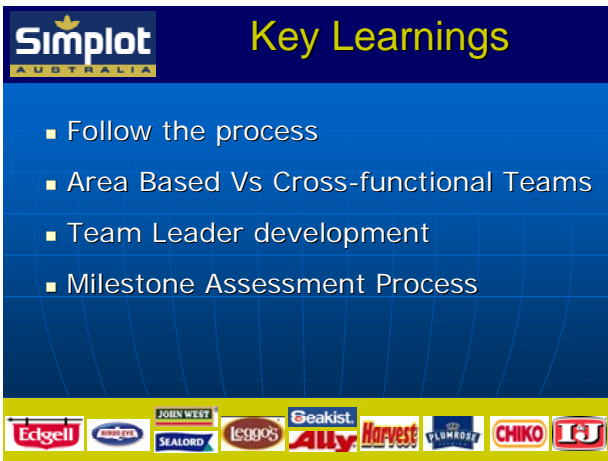


TPM³ Journey

Currently in Cycle 8

- 10 Production Teams
 - Operator Equipment Management Step 2
 - Operator Equipment Management Step 4
 - New Equipment Management
 - New Area Management

Glen reflected on the mistake of not doing enough Cross-functional activity up front. Simplot then struggled with being able to, “free up time”. Glen’s message was, do more cross functional activity up front and this will free up time and will lead to less fire fighting later. You can then use area based teams to stabilise and promote the ongoing improvement initiatives.



Simplot AUSTRALIA **Key Learnings**

- Follow the process
- Area Based Vs Cross-functional Teams
- Team Leader development
- Milestone Assessment Process

Edgell | AMUL | JOHN WEST | SEALORD | Leggos | Geakist | Ally | Harvest | PLUMROSE | CHIKO | IJ

Glen had a number of Key Learnings to share with the audience, especially the estimation of the maintenance resources required when undertaking the journey. Moreover, “don’t underestimate the maintenance resource required”. He also suggested that consideration be given to the administrative burden that occurs along the way.

Teams can quite readily generate significant amounts of administrative work.



Simplot AUSTRALIA **Key Learnings**

- Don’t underestimate the resources required
- Consider the likely impact of each sub-system within the process (e.g. OPLs)
- Defined Area boundaries crucial for success
- Organisation structure to support teams

Edgell | AMUL | JOHN WEST | SEALORD | Leggos | Geakist | Ally | Harvest | PLUMROSE | CHIKO | IJ

The learnings that Glen spoke about are now being put into place. Simplot plan to revisit the level of Cross-functional Focused Equipment and Process Improvement activity and increase it. In addition, they also intend to more formally align their longer term goal setting process.

Simplot Devonport is now targeting Level 3 of the 5 Level Milestone TPM³ Excellence Award. For Glen, an important next step is having, “*a clear vision of what you want to achieve*”.

With that reflection he left us with the quote:

“If we had our time again,.....we would do things differently”.



For further information about TPM³ – Australasian Lean contact Robert Heslop – TPM³ Managing Navigator VIC / TAS, CTPM Australasia who is based in Melbourne, Victoria on 0437 997 519 or CTPM Australasia Head Office on (02) 4226 6184, or visit www.ctpm.org.au.