

“Visual Controls and Mistake Proof Devices”

Locking in improvements and engaging your workforce to create high standards

At the Fonterra Edgcumbe Factory in October this year, New Zealand CTPM Australasia members met to discuss “**Visual Controls and Mistake Proof Devices**”. The visit included a tour of the maintenance facility and planning room at the Edgcumbe site. Some attendees shared examples from other sites and all were impressed with how the Edgcumbe site had applied visual controls and mistake proofing to their maintenance workshop, daily site meetings and planning activities. Attendees were from Cryovac Sealed Air, Norske Skog, NZITO, SCA Hygiene and other Fonterra sites.

The Edgcumbe site is striving to create a learning environment. There is an expectation that the root cause of a problem will be addressed and problems are seen as opportunities.

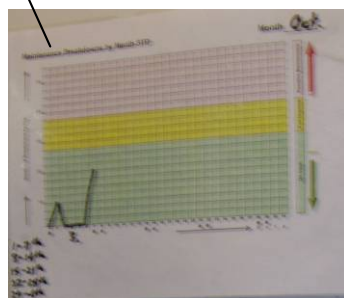
notes on but no chairs. Discussion topics are by exception and the four key daily graphs, manually updated will scream out in red if there is an exception. An Issues/Action board with tasks as well as a list of root cause analysis issues requiring completion. Each week the top three actions for the site are noted and completion tracked.

Geerten Lengkeek, Operations Excellence Manager, explained that a high amount of discipline is required to keep on top of the root cause analysis, issues / action and run these types of meeting. The leadership team members need to lead by example breaking down command and control management to empowering people and coaching staff.

The Learning Group meeting started with an introduction from the hosts, Geerten Lengkeek and Rowan Hartigan, Site Service Manager about the Edgcumbe factory and also warning the participants that the site wanted to learn as much from this meeting as anyone else so after the tour visitors would be expected to give feedback.



There is nothing soft about a learning environment. All participants at the Learning Group Meeting were impressed with the dedicated planning or “war room”. To start with this is not a meeting room to sit down and chat about stuff. There is a leaner table for putting

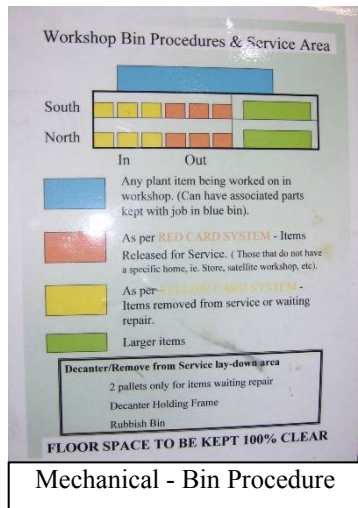


Electrical - workshop

Two groups were formed to tour the maintenance workshops and planning room.



The body language of the people entering these areas told that everyone was impressed with the tidiness and orderliness of the workshop, the visibility of activities and the use of measures.



The rapport and engagement of the staff was demonstrated when Doug Tutua, one of the site's electricians, passing by pitched in on the workshop presentation telling attendees of the advantages he has seen, how previously maintenance staff used to "live here" with 2-3 call outs per day and now there is 10-12 a year. Doug then talked about how people see the benefits, the culture change grasps you and you want to keep improving. The maintenance planning process was discussed and again the discipline required was mentioned. Doug commented

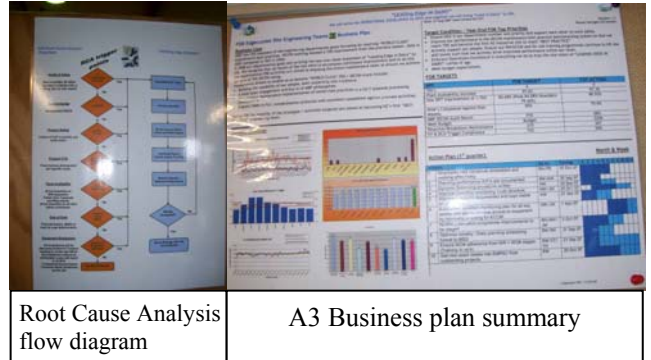
you have to front up to production and you will lose their respect if you go back to being reactive....when they ask us to do things not on our plan we ask them "what do you want me to take off?"

5W1H Trigger Points – Engineering F08	
•H&S	• All RWI & LTI incidents • Greater than risk 7 on matrix • Failure to control risk
•Environmental	• All ENCR's within our control.
•Asset / Equipment	• Variation to planned plant uptime outside of weekly KPI measurements • Significant asset damage >\$5k - \$20k which then becomes an RCA action • Any maintenance callout after hours
•Frequency of failure	• 2 repeat incidents (Spills, equipment failures, asset downtime etc)
Product issues (Forced change of product spec, product safety issues)	• Maintenance downtime forcing product spec. change • Product safety / Food safety failure
Housekeeping	• ME/SS KPI's not met in monthly review

Five Why Triggers

From the feedback a huge amount of interest was generated in how the Edgcumbe site aligns their daily measures, weekly and annual planning

activities in an effort to create a learning culture. There are clear decision points to flag when a root cause analysis session is required and different levels of problem solving. An annual plan is summarised onto one sheet of A3 paper for easy display and communication.



Once back at the meeting room the attendees were asked to give feedback on what they liked and what they thought could be improved. Several examples of visual controls were shared with Michael Butler from the Operations

Excellence Support Team, Fonterra showing some photos from a recent overseas visit to a South American factory in Araras.



Once again thank you to all the people at the Fonterra Edgcumbe site, and the participants of the learning group meeting. Also a big WELL DONE to everyone at the Edgcumbe site.

For more information about TPM³ – Australasian Lean or NZ Learning Group Meetings, contact Anthony Burt, NZ Managing Navigator on 0272 408 509, CTPM Australasia Head Office on +61 2 4226 6184 or visit www.ctpm.org.au.