

Communication - It's Important!!

To ensure a robust improvement programme and to get buy in, and prevent rumours everyone in an organisation needs to be informed. What is the site's vision? How will it affect me? What is happening in my area? What changes are the improvement teams making? What can I do to help?

To ensure that communication occurs, sites have a variety of things to make up an effective communication strategy. Typical examples are: Newsletters, Team briefings in front of an area scoreboard, Management briefings in front of the site scoreboards and noticeboard, team presentations to management and shop floor.

Anthony Burt - CTPM Managing Navigator NZ, has provided the following examples of communication activities which he has collated after recent visits to client sites in New Zealand.

Cedenco Foods - Gisborne, New Zealand

The Cedenco site based in Gisborne circulates a weekly site newsletter to staff. Each newsletter incorporates a short item on the progress of TPM³ activities on site. Below is an excerpt from a recent newsletter edition.



Cedenco Gisborne

where good food begins

Get Excited About TPM

As the end of cycle one for TPM³ ends, the two teams, Retort and Powder, are busy adding the finishing touches to their work. The teams will then begin preparing their final presentations to the leadership team.

Many improvements have been identified through factory observations, discussions and surveys.

Some improvements have been easy (as easy as removing Russell's old undies from a leaky steam pipe). Some

improvements are still work in progress - how can we maximise our Toyo output? While some of the more meaty issues have been deferred to the leadership team - how can we reduce the heat in the drier room?

Where to now for TPM³? After the success experienced during the first nine weeks, we now look to cast the net wider in the company. TPM³ will be rolled out to more and more divisions and work areas as we progress through more and more cycles. Get excited - you might be next!!



David "Boogs" Te Rangi giving a presentation to the Leadership Team

Mars Petcare - Wanganui, New Zealand

Mars Petcare also uses newsletters as a form of communication on site, circulating monthly news to staff members. There are also noticeboards for each team, Scoreboards for each Production Area, a Site Scoreboard, Site Leadership Team Noticeboard and a dedicated meeting room.

Noticeboards and Scoreboards are used to communicate measurable impacts and improvement activities. Area Based Teams use the Area Scoreboards during their weekly improvement meetings. The Site Scoreboard is used at a fortnightly shift briefing from Leadership Team members. The Site Noticeboard is also used at this briefing to communicate Improvement Team activities.

Below are examples of communication used at the site.

An excerpt from the Monthly Newsletter:



TPM³ on site

We introduced TPM³ onto this site mid 2006, so we're now well into our second year of operation. We thought the beginning of 2008 was a good time to recap progress for you.

MACROS & MICROS

So far, we've had 4 macro teams looking at our performance in the fillers, the front-end, in packing, and in the retorts. From these macro teams, we set up 7 micro teams, which have tried to solve specific issues in those production areas. Many of you will have been involved in one or many of these teams.

The micro teams have tackled things like the number of trays on each basket into the retorts, how we perform product changes on the fillers, and how we pack pouches off the belt. There have been many more 'bugs' addressed than described here. However, all these changes have helped us become more efficient. What does this mean for us? In 2007, our site achieved a 4% improvement in TRS. Every 1% means \$100000. So our 4% improvement is the equivalent of \$400000 in total.

This is brilliant work! Well done.



The outcome was that TPM³ needs to be HOW WE DO THINGS EVERY DAY rather than having a TPM³ meeting once a week!

To help us get there, the group [.. composed of the site leadership team, Shift Managers and Area Leaders...] agreed a number of actions. These are:

Communication

Shift TPM activities to be highlighted at every handover – including meetings, team activities and co-ordinator availability.

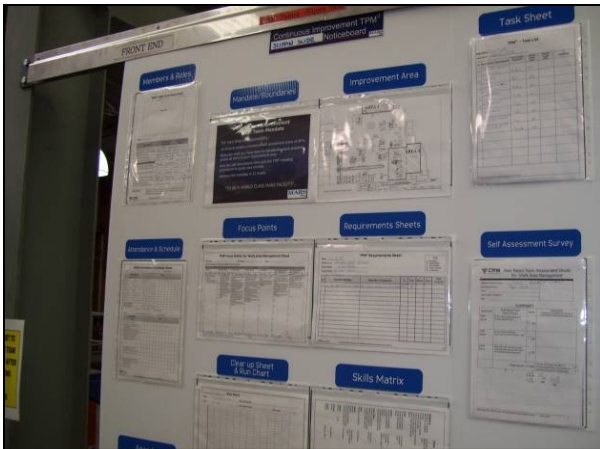
- 1. Shift Managers and Area Leaders to ensure all improvement sheets are discussed at team meetings.*
- 2. Area Leader shift handovers to include area walk rounds with incoming shift, focusing on Shadow boards, floor markings, GMP.*

Supporting WAM/OEM on shift

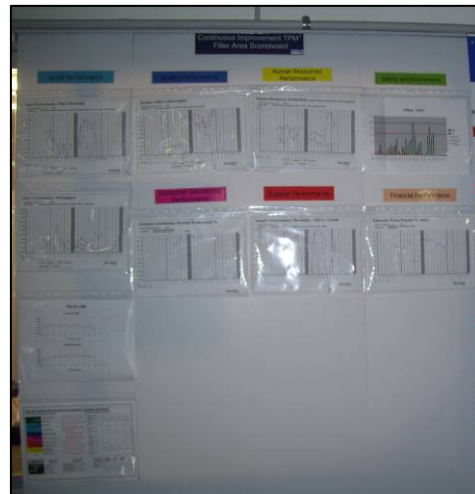
- 1. A member of the shift leadership team will attend all WAM/OEM meetings; they will take a copy of task sheets from meetings and ensure team members are completing tasks assigned prior to the next meeting.*
- 2. Shift Managers will ensure time is allocated for all team meetings and tasks that need to be completed.*

Example Noticeboards for Area Based Teams and Area Scoreboards:

To help people on site read the Team Noticeboards, the Site agreed a standard layout. These were printed at a local print shop. The Area Scoreboards track the progress of the teams for a number of Goal Aligned Performance Measures.



Pre-Printed Area Based Team boards for easy use and consistent layout making these easy to read. These form a wall of boards in the factory.



Fillers Area Scoreboard for all of the Area Based Teams in the fillers area to track progress.

The Leaning Post Meeting Room:

Mars Petcare have also developed a dedicated room in the factory now called “The Leaning Post” for Area Based Team meetings, meeting forms, a library, on line access to documents and records as well as a central point for improvement sheets.



The “Leaning Post” central point for improvement sheets proposed and completed



The “Leaning Post” team forms below the Mars Lean House poster.



We would like to thank Cedenco Foods, Gisborne and Mars Petcare, Wanganui for allowing us to share with you their site communication activities.

For more information about TPM³ – Australasian Lean, please contact Anthony Burt, CTPM Managing Navigator New Zealand, on 027 240 8509 or CTPM Head Office on +61 2 4226 6184.