

The Competitive Edge at Incat



Incat has sharpened its competitive edge even further by linking their TPM³ activity with the Competitive Manufacturing Training Package. Over 40 students across nine teams are completing units in the Nationally Recognised Qualifications of Certificate III or IV in Competitive Manufacturing. Members of the Leadership Team are showing the way by personally undertaking elements themselves.

“This has made a real difference to this cycle of activity”, said David Lipscombe, Production Manager at the Incat site. “The careful targeting of units to suit our requirements has given the people involved a personal return on investment for their effort. It’s not just about training people; it’s about providing some real tangible skills that link closely to their day to day work. People have really stepped up as a result”.

The change has also been noticed by their CTPM Navigator Tim O’Shea. “This cycle has seen people make a real difference to the way that they work. People are coming forward with more ideas than ever before and now have the tools to make it happen. Competitive Manufacturing has honed the edge at Incat and made it razor sharp.”

A key feature of the Incat improvement and training process is its close linkage to real meaty business problems and the delivery of tangible results in the workplace. This is also done in natural work teams and cross-functional problem solving teams, providing both team leaders and team members the opportunity to develop and grow.

Structured meetings using a defined process and supported by a dedicated on-site facilitator, ensure that teams stay on track and deliver the mandated outcomes.

Training and skills development is delivered in the workplace in a “just in time” manner during the team meetings. This reduces the amount of expensive classroom time that is often a feature of other training courses. The regular support and contact with the facilitator also ensures that teams stay on track. The focus is on “learning through practice” using real tools, on the job, surrounded by colleagues sharing the experience. The result is a supported, co-operative, natural learning environment that is also fun!

One of the units completed during this cycle activity include MCMT280A Undertake Root Cause Analysis. This Certificate III unit had team members undertaking observations, completing cause and effect diagrams, doing 5-Whys Root Cause Analysis, and finally completing improvement sheets to address the root causes. A highlight at the mid point presentation was seeing team members present their cause and effect diagrams and logical arguments for improvements to address the root cause.

Other teams are completing the Certificate III and IV 5S related modules MCMT440A and MCMT240A. Five different focus areas have been selected for this pilot activity. Each team has used the structured Work Area Management (WAM) process to establish high standards for each of their areas.



Before Clear Up Activity



After Clear Up activity

Competitive Manufacturing is also often seen as a way of engaging and helping the development of shop floor team leaders through practical, hands on activity. This was achieved through the units MCMC410A Lead Change in a Manufacturing Environment and MCMC413A Lead Team Culture Improvement. As part of leading either the 5S or cross-functional improvement activity, team leaders collected additional evidence demonstrating how they communicated, managed, and facilitated the change process in their own areas of responsibility.



Team leaders were also provided with additional coaching and mentoring support to make sure that they understood their changing roles and were able to adequately support the team activity. This in turn led to better sustainability of improvement activity as it is primarily the team leaders leading team members who are making it happen in their own areas.

Competitive Manufacturing has certainly made a difference to the improvement activity at Incat, providing additional focus for team members and highlighting the returns. As David Lipscombe has said “There is only one direction – and this is it.”



For further information about Lean & TPM, or undertaking a Nationally Recognised Competitive Manufacturing Qualification, please contact Tim O'Shea - CTPM Senior Navigator TAS on 0428 525 349, CTPM Australasia Head Office on 02 4226 6184 or visit our website www.ctpm.org.au

TPM³ Improvement Sheet

Team Name:	3D Prefab	Location:	Prefab	Initiated Date:	15.07.08
Team Type:	FPI	Item:	Part of the Tier 2 decking platform	Completed Date:	22.07.08
Initiator:					
1. Problem					(Plan)
Not being able to turn panels in a safe, easy and efficient manner.					
2. Current Situation			3. Proposed Change / Approved Improvement		
(Plan)			(Do)		
Photo:			Photo:		
					
Improvement Target:	To prove an easier lift / relocation of tier 2 decking panels		Cost:	\$3000	Expected Saving: 71hrs labour / 4length 50x75 R.H.S \$1680 per vessel
4. Results:			5. Future Actions:		
(Check)			(Act)		
Works well. Much easier.					