



TPM Update: Dexion, New Zealand

Dexion is a provider of commercial workspaces, integrated systems and industrial storage solutions currently undertaking continuous improvement activities with the guidance of CTPM at their Auckland based site in New Zealand. Their business operations span the Asia-Pacific region and the Middle East.

Three Macro FPI and FE&PI Teams commissioned at the site based have recently planned how they would implement the actions agreed upon by the Business Improvement Leadership Team (BILT) during their November Mid-Point cycle presentations.

As part of each improvement action, the teams created TPM³ Improvement Sheets (refer to Fig 1). These sheets assist the team to define and describe the problem, illustrate the current situation and the proposed change / improvement. They also provide a tool for communicating to everyone in the area what the change will be, and creates the opportunity for feedback on the suggested improvement. Part of this process includes all interested parties signing off on the suggested improvement and agreeing to sustain the change.

Below are a few highlights from the Team Mid-Point Presentations:

The Dunkin Doughnuts Team

Team mandate

- Safely unload and store the steel coils in such a manner to make it as easy as possible to load the Roll formers
- To make it easy to manage and order the steel

The Dunkin Doughnuts presentation to the BILT identified the need for racking as a solution to the storage and safe handling of steel coils.

The BILT agreed to allow the team to construct a rack suitable for the above. This is scheduled to take place over the XMAS Break.

The Rackit Team

Team Mandate

- Develop OEE measurement system for Manufacturing
- Identify all equipment losses and process losses for the Main Roll Forming DPA
- Improve OEE for at least two key equipment items by 15% in one of the DPA

Their recommendations to the BILT were mainly targeting the “Reduced Speed” loss as this is the biggest loss category for both the upright and step beam lines, these losses tend to be “technically” based rather than “people” based.

- Replace the mechanical feeder on the press with the spare servo drive
- Excavate a pit between the press and the roll former to accommodate strip loop
- Increase the coil size to reduce coil changes
- Replace the existing single sided de-coiler with a double sided, driven unwind unit
- Improve the process control during the PLC upgrade
- Develop roll former training
- Increase the coil size to reduce coil changes
- Excavate a pit between the press and the roll former to accommodate strip loop
- Improve the process control during the PLC upgrade
- Possible re-design of the welding head and shear
- A common thread in all of the observation areas has been the loss associated with stillage changes.



Team Name:	RAKIT	Location:	Specials Welding Area	Initiated Date:	30/09/2008
Team Type:	FE+PI	Item:	Envelope Jig	Completed Date:	01/10/2008
Initiator:	Maintenance				
1. Problem (Plan)					
The current jig to weld cross brace support pockets to step beams does not provide dimensional location for the pocket .					
2. Current Situation (Plan)			3. Proposed Change / Approved Improvement (Do)		
Photo:			Photo:		
					
Improvement Target:	To replace the current jig with one that supplies dimensional support and also decreases the cycle time of manufacture.		Cost:	\$ 5630	Expected Saving:
4. Results: (Check)			5. Future Actions: (Act)		
The new jig utilises pneumatic cylinders to locate the pocket. The jig was designed to give positive location of the beam.			To develop further cost effective solutions utilising similar practice.		
Approvals		Day Shift	Night Shift	Area Manager	General Manager
Designated Persons to sign off acceptance of Proposed Change					

Fig 1 – Rakit Team TPM³ Improvement Sheet

The Elephant Eaters Team

Team Mandate

- To conduct high level Process Map and divide the Value Stream into distinct parts, identify Lead Times and all losses / wastes.
- To improve the customer experience while reducing the cost to the business

They intend to achieve this by:

- Reducing lead time in each step of their process by identifying all opportunities to remove re-work and reduce wastage
- Set Standards for every part of the process
- Identify what SOPs are required for the process improvements to be achieved.
- Provide the next cycle with a clearly defined mandate by identifying what tasks need to be undertaken



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