

## Pressing Issues at Australian Paper

When the heart of your operation is a large papermaking press it is safe to say that each day's production can bring up many "pressing issues"! For the operations team at Australian Paper's Shoalhaven Mill these issues are tackled head on each day as they produce paper 24 hours a day, 7 days a week.

With these challenges in mind, the Leadership Team at the Shoalhaven Mill has been using Lean & TPM (TPM<sup>3</sup>) to assist in the development of problem solving skills of the members of their five (5) Operations Shift Teams. Since starting their TPM<sup>3</sup> journey in mid 2008, a number of Cross-functional Improvement Teams have been formed to focus on equipment and process issues.

The key focus of the strategy being deployed by the Leadership Team is the improvement and further development of the Problem Solving Skills of all staff involved in the Operations division. The Improvement Teams formed have focused on various loss levels – Macro, Micro and Mini Micro – so that the dual goal of effectively addressing important workplace issues and improving problem solving skills is being achieved simultaneously.

The Structured Pathway being used to develop the Operational Problem Solving Capabilities at the Shoalhaven Site is described in the diagram pictured to the right.

The key feature of this pathway is that it provides a structured approach to deal with process and equipment problems such as those being confronted by the Operations Teams.

At all levels throughout the sites' operations, Problem Solving Skills and Capability have been improving. Teams have been able to make significant improvements to process issues during Chemical Wash-Ups, Paper Grade Changes and Press Felt Changes.

The Leadership Team believes that what has been achieved to date is only the beginning of what will be a prosperous journey to Operations Excellence. As a result the Leadership Team has mapped out a strategy for the continued development of their Operations Team as they progress their TPM<sup>3</sup> Journey.



For further information about Lean & TPM (TPM<sup>3</sup>) please contact Vince Agostino – CTPM Senior Navigator NSW, who is Sydney based, on 0419 876 488, CTPM Head Office on +61 2 4226 6184 or visit [www.ctpm.org.au](http://www.ctpm.org.au)

