



## Enthusiasm + Support = Sustained Gain: Maintaining momentum at SCA results in a \$511,000 savings



The SCA Hygiene Te Rapa site in New Zealand has around 133 employees and produces a range of hygiene and towel products. They introduced TPM<sup>3</sup> in 1999 after a successful

introduction at the Henderson site. Since then the Te Rapa site has seen significant changes in corporate structure, product types and was recently sold. Through all of this they have managed to sustain a level of TPM<sup>3</sup> activity. Peter Hockley shared their experiences at the TPM<sup>3</sup> NZ Networking Forum in May 2004.



Peter is the Operations manager at the Te Rapa Tissue site. He has worked at the site for 18 years and has over 25 years experience in manufacturing. Peter attended the TPM<sup>3</sup> Instructor's / Leadership course in June 2001

### Operator Enthusiasm

Peter opened with a question to the audience. "How do you get 8 operators, from 4 shifts to agree on cleaning, inspection and lubrication standards, to communicate effectively and to create ownership of their equipment, and want to enthusiastically follow this through every day?"

Answer: **Complete Operator Equipment Management (OEM)**

And why does the TPM<sup>3</sup> Pillar - Operator Equipment Management create the enthusiasm? It:

- provides ownership
- encourages leadership
- keeps the job interesting
- promotes confidence in troubleshooting
- involves the whole team
- provides challenges and promotes goal setting
- promotes pride and a sense of achievement in a job well done

Peter reported that the Hard Core Area-based team (2003 Bronze medal winners in the TPM<sup>3</sup> Best-of-the-Best Team Competition) achieved an annual savings of \$511,000 through their Operator Equipment Management activities, even during the period of uncertainty and company changes. Benefits have also been seen in the counter-balance measure of safety, as over the past 2 years the site has achieved over 600,000 hrs Lost Time Injury (LTI) free.

By getting involved in Operator Equipment Management as well as the significant financial benefits to the site, the team members increased their competency through improved induction and training.

Operator Training and Education			
T.P.M	Date: 15th November 2002	Document No: 0004	
One Point Lesson	Initiator: Hard Core OEM Team	Prepared By: Wayne Versey	
Theme/ Topic: Identifying Chain Wear			
Diagram of a new chain (top) and worn chain (bottom)		<b>Roller Chain and Sprocket Inspection</b>	
<p>Identify worn chains by looking for looseness in chain links</p> <p><b>Note:</b> Both chains have the same amount of links</p>		<p><b>Chain Ride on Sprocket</b> – Chain should turn smoothly around sprocket. Snatching or jumping is caused by low tension, uneven load, or bad alignment of sprockets.</p> <p><b>Chain Tension</b> – If chain is stretched out so no further adjustments are possible, it must be shortened or replaced</p> <p><b>Chain Con Link</b> – Check that the chain con link spring clip is secure</p> <p><b>Sprockets</b> – Check if sprockets have badly worn teeth (see diagram), if so replace both the chain and sprockets. Make sure that sprockets are secure and aligned</p> <p><b>Lubrication</b> – Lubricate chain with chain spray</p> <p><b>Chain Guard</b> – Assemble chain guard and operate chain to check if it strikes the guard. Check any unsafe condition and check the guard is secure.</p> <p><b>Note:</b> When replacing a new chain, ensure the correct chain is used, Metric or Imperial, correct size of chain and the sprockets are in good condition</p>	
<p>Diagram of damaged sprocket, resulted from a worn chain</p>			
Training Tracker	Blue Shift	Orange Shift	Green Shift
Date:	Date:	Date:	Date:

They also developed ownership, improved fault finding and leadership skills, and increased communication across all shifts. They are now a self-managed team, with their supervisors providing a production plan for each shift and then largely leaving the team to it.

Peter believes the main reason they have managed to maintain the enthusiasm was through **OWNERSHIP**

- Operators need to **own the equipment** and area-based team activity is the key. This includes integrating improvements into everyday activity. At SCA, they put agreed cleaning, checks and lubrication standards onto log sheets, which are backed up with One

