



Establishing More Effective Maintenance Leadership

On Tuesday 12 September 2006, *Cryovac Sealed Air, Rotorua site* hosted the *New Zealand Bay of Plenty / Waikato region second TPM³ Learning Group Network Meeting*. Delegates from *Gallagher Group, Fonterra, SCA Hygiene* and *Cryovac Sealed Air* attended the meeting to discuss and share their learnings regarding “*Establishing More Effective Maintenance Leadership*.”

The meeting commenced with a welcome and overview of the host site by Paul Dunlea, the site manager. Paul explained how over the last two years the site has had extensive rebuilding to increase capacity from 6 Million units to 28 million units per year. The site produces multi-wall bags with a polymer liner and up to 4 plies of paper predominantly for the food industry. Sealed Air Corporation has 100 manufacturing sites world wide with 4 sites and over 700 employees in New Zealand.

A presentation from Kevin Patterson, the site’s Engineering Manager, gave an overview of the engineering department at Cryovac. This generated some good discussion on computerised maintenance management systems, which is going to be scheduled as a discussion topic for future meetings.

Fonterra Edgumbe’s engineering and maintenance manager, Doug Gerry, outlined the Edgumbe site’s Maintenance Best Practice activities including progress to date and the focus for this year. One key tool discussed was the use of a gap analysis survey. Several excellent examples were discussed.

The discussion topic, effective maintenance leadership, was based on the six requirements of leaders from “The Toyota Way Field Book. A set of possible actions was developed as outlined below:

Requirements for Maintenance Leaders

- I. Willingness and Desire to Lead
- II. Job Knowledge
- III. Job Responsibilities
- IV. Continuous Improvement Ability
- V. Leadership Ability
- VI. Teaching Ability

Source: “The Toyota Way Field Book – A Practical Guide for Implementing Toyota’s 4Ps” Liker, J. K. & Meier, D McGraw & Hill, p 225-226

I. Willingness and Desire to Lead	Issue – We only identify this when there is a vacancy. Possible Actions: Need to identify a career path for everyone Succession planning will prevent people leaving with knowledge Lot of trades people are not willing to move up. We need to make small steps to fill a vacancy gap (preferably before someone leaves)
II. Job Knowledge	Issue – Too much knowledge is in maintenance people’s heads, if they are on holiday or days off we sometimes cannot solve the problem. Possible Actions: Create or improve a documented user-friendly knowledge base. Ensure maintenance people are not threatened by a good knowledge base, have them develop it to see the value. Review remuneration so maintenance is not “punished” e.g. less OT because plant runs better.
III. Job Responsibilities	Issue – Everyone knows what the job responsibilities are, they just don’t agree with each other. Conflict can occur between planning, people on tools and management. Possible Actions: Need agreement of documented responsibility and roles. Allocate specific roles and production areas to support frontline care of equipment by operators.

<p>IV. Continuous Improvement Ability</p>	<p>Issue – Maintenance need to provide key skills for problem solving and solutions Possible Actions: Ability to facilitate problem solving and know the problem solving process. Need a formal process to make this happen. Maintenance staff trained on how and which problems solving tools to use.</p>
<p>V. Leadership Ability</p>	<p>Issue – Maintenance staff often are looked up to by the operators Possible Actions: Maintenance staff needs to understand the Situational Leadership model and delegate based on the maturity of the Area Based Team Issue – Maintenance staff can be reactive not pro-active Possible Actions: Need a recognition system that encourages no breakdowns and pro-active maintenance over reactive. Measures for maintenance performance need to support this.</p>
<p>VI. Teaching Ability</p>	<p>Issue – Need to enhance skills in house due to skills shortage in marketplace, lots of retirement age people, little apprenticeship training. Possible Actions: Develop training programs for maintenance people. Issue - Need to train maintenance people to train operators. Possible Actions: Maintenance people need adult training skills (teaching others is the best way to learn). Issue – Need a willingness to train others, as some people are uncomfortable training others. Possible Actions: Create situations where this is possible as part of the job Use One Point Lessons which are able to deliver bite sized chunks Consensus “do differently”</p>



The Centre for TPM (Australasia) and its members and guests would like to take this opportunity to thank everyone at *Cryovac Sealed Air Rotorua site* for hosting the Learning Group Network Meeting.