

Effective Daily Management engages 3M Blacktown

Changing the focus of your Daily Review Meetings to one of developing your people rather than just collecting performance data can have a very positive impact on morale and performance.

This has been the learning from the **3M Separation and Purification Sciences** site at Blacktown in Sydney NSW, which is one of the many 3M manufacturing facilities around the world.

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3M Separation and Purification Sciences is a world leader in the design, manufacture, and marketing of filtration products for the separation, clarification, and purification of fluids and gasses. Its proprietary products are widely used throughout the global healthcare, industrial, and water markets to make customers more successful.

Following the appointment of a new Site Operations Manager and the acquisition of Scott Safety in Guildford by 3M where CTPM had previously assisted for two improvement cycles, the opportunity presented to link the 2 sites for an improvement cycle where the Blacktown site would run one improvement team while the Guildford site would run another two.

Figure 1: Daily Review Process team at Blacktown



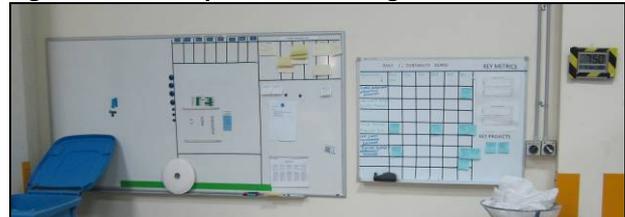
At Blacktown the focus was on the Daily Review Process and in particular creating an effective Tier 2 or Supervisor's Daily Review Meeting. They had a dedicated area and had been running meetings however they were ineffective.

CTPM as an approved provider, was able to seek part-qualification funding through the **Smart and Skilled Program** from the NSW Department of Industry to train and support all 9 team members over the improvement cycle. This training is subsidised by the NSW Government.

The team members all met the funding criteria and after a formal application, the funding was approved for two units from the Cert III & IV in Competitive Systems and Practices qualifications:

- MSS403005 Facilitate use of a Balanced Scorecard for performance improvement; and
- MSS403002 Ensure process improvements are sustained.

Figure 2: Before photo of Meeting Information Centre



At first the team started their improvement cycle by creating a high level process flow map of their operations. They concluded that there were 7 areas of responsibility to be covered. Next they looked at what to measure?

The team decided to use up to 2 measures from each of the site's Key Success Factors of Operations framework to create a trial Performance Scoreboard. The site's Key Success Factors included Safety & Environment, Quality, Customer Satisfaction, Plant & Equipment, People, Supplier Performance and Inventory. With 7 areas to report on, it soon became obvious they needed two Performance Scoreboards.

They recognised the need to monitor trends of performance, so they created a run chart for each measure being monitored.

Rather than rushing into making permanent scoreboards, they decided to start with two

laminated A3 size word documents, supported with A4 size run charts, an agenda, meeting rules and an action list.

Figure 3: Trial Information Centre in Training Room



To demonstrate the process, the sheets were stuck on the whiteboard in the training room and the attendees were invited to fill in the information based on yesterday's performance in their area using either green or red marker pens. The Operators were then invited to talk about how their day went referring to any red scores (missed target). At the end of the 12 minute demonstration everyone felt more confident to take it to their workplace and commence the daily meetings.

After about 4 weeks of collecting and reviewing performance data they decided to split one area into 2 to finish with 8 areas, and to amend a number of measures.

Figure 4: Early on Daily Review Meeting at 1 Board



One of their early learnings was to keep the run charts easy to read, so they decided to limit each run chart to only 2 areas which meant that a lot of run charts were required. With up to 14 measures per area, and 2 areas per run chart with 8 areas to cover, it meant 4 charts per measure or some 56 run charts.

The solution soon became obvious... have 4 Information Centres and conduct the Daily Review Meeting by walking around to each Information

Centre with the added advantage of being able to see each area during the course of the meeting.

Figure 5: Four new Information Centres created



By the end of the improvement cycle, the team **identified over 30 actions** to stop problems or issues from happening again, along with 5 improvement opportunities to help improve productivity. Overall the funding received through the Smart and Skilled Program covered more than **70% of the cost** to the company.

As stated by one team member... *"this process has really helped in getting us all to understand what is important and knowing there is immediate support when needed. It has also made everyone more confident in presenting how their area is performing"*.

If you would like to find out more about how the NSW Smart and Skilled program could assist your site in linking its improvement activities to a part-qualification for your employees, please contact CTPM Head Office on +61 2 4226 6184 or Ross Kennedy on 0418 206 108 or via email ross.kennedy@ctpm.org.au.