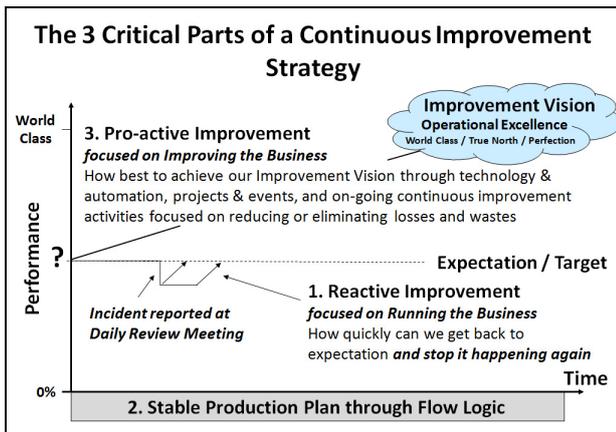


The TPM & Lean Journey continues at Scott Safety

Cycle 2 saw the trilogy of tackling Reactive Improvement, Stabilising the Production Plan through Flow Logic, and Pro-active Improvement combine together to give synergistic results.



Scott Safety now proudly part of 3M, has an operation in Guildford, Sydney NSW, that has been manufacturing for over 70 years. It is one of Scott Safety's leading manufacturers of PPE products such as safety helmets, face protection and hearing protection.



After a successful start to their CI journey with the assistance of CTPM, the Management Team at Guildford wanted to maintain their momentum from Cycle 1 which concluded in September 2017.

They planned for a further three improvement teams to start Cycle 2 in November 2017, with each team taking part in a 2 hour kick-off workshop followed by 11 either 1 or 1.5 hour meetings. However, the cycle ended up spanning 19 weeks due to urgent production requirements, then an extended Christmas & New Year break.

The first improvement team to head-up Cycle 2 was focused on Reactive Improvement. This team was established to develop a Start of Shift Review Meeting in the plants Moulding Area.

Figure 1: Moulding Area Team Photo



The team established a very effective Start of Shift Review Meeting where any performance issues could be captured and acted upon so they did not occur again. In the past a lot of things got talked about, however there was no formal way to follow-up the issues and often they would repeat.

Figure 2: Moulding Area Meeting Information Centre



The team was also able to identify several improvements that they implemented throughout the cycle including, improving the accuracy of component counts which was an issue for Production Planning and the Retail Packaging Area.

Figure 3: New Weigh Scale System for component Moulding



The second improvement team for the cycle was focused on stabilising the Production Plan through Flow Logic. The Production Planning Team tackled this issue by conducting a Glenday Sieve analysis of all active SKUs. However, they soon realised it would be better to divide the active SKUs into product groups and focus on the dominant product group – safety helmets.

By also introducing Base Assembly Rationalisation thinking, they were able to create a Green Stream Fixed Sequence Fixed Time Schedule for 2 of their 4 helmet moulding machines that minimised set-up time, colour changes and material changes for more than 50% of Helmet production.

Figure 4: Production Planning Team



The third improvement team of Cycle 2 was focused on Pro-active Improvement. A Cross-functional Macro Focused Equipment & Process Improvement Team was established in the Pad Printing Area where multi-coloured customer logos are printed onto safety helmets.

Figure 5: Part of the Pad Printing Area



As the team analysed their current situation through Operator Surveys, Operator Knowledge Base Analysis, and Observations supported by performance data, they were able to identify a number of key issues that had emerged including variability in Ink, condition of Rings, Plates, Pads, and Jigs for Helmets, and quality & supply of Caps.

As the team progressed through each opportunity, performance in the area improved as highlighted on their Daily Review Meeting information centre.

Figure 6: Pad Printing Team



As a RTO and an approved provider under the NSW Smart and Skilled program, CTPM was able to gain funding for part-qualifications from the NSW Department of Industry. This training is subsidised by the NSW Government.

In total 20 employees from the teams who meet the funding eligibility criteria were enrolled and completed 2 units of competency from the Cert III and IV in Competitive Systems and Practices qualifications. Overall the funding covered more than 65% of the cost to the company.

The overall success of the teams in Cycle 2 saw:

- > 10% reduction in material wastage for the Pad Printing and Moulding Areas; and
- > 10% increase in capacity for the Pad Printing and Moulding Areas.

The teams great teamwork and commitment to CI were also demonstrated by:

- Start of Shift Review Meeting Team working with the Production Planning Team to create Inventory Monitoring run charts to support the Green Stream Production Plan; and
- Pad Printing Team provided regular feedback to the Production Planning Team regarding helmet quality issues affecting their printing to ensure the new Fix Sequence Fix Time plan addressed their issues.

As stated by one Area Co-ordinator from the site...
 “by being in a team environment and systematically understanding all the variables impacting on our performance, we have had good buy-in to introduce changes in a previously set-way work environment”.

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.