



ALMC Search for Operations Excellence

August 2014
Craig Dietzsch



Introduction

- Craig Dietzsch
- 8 Years in white goods Manufacturing
- 3 years in Food (FMCG)
- 11 Years in Pharmaceutical
- 2 Years in Oil at ALMC



Our Search Operational Excellence

- Aims and Objectives
 - Encourage and develop ownership
 - Encourage, develop and enable mastery of equipment and process
 - Work on developing good working relationships with team members and leaders



Our Burning Platform – Spotswood

- My first visit to our Spotswood Plant
 - On our 4 litre rotary line there were 6 pallets manufactured with >12% caps requiring rework.
 - Team members didn't think I would be allowed to stop the line and said they weren't allowed to.

This became our first TPM team (Focussed Equipment and Process Improvement) at Spotswood

Some examples of improvements this team made.





“Howard’s Heroes”





Cap Race


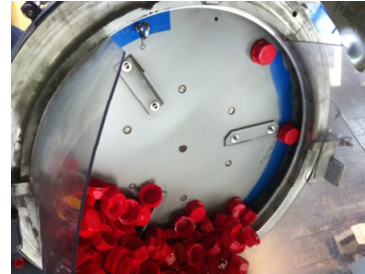
TPM³ Improvement Sheet

Team Name:	Howards Heros	Line:	Rotary Line	Initiated Date:	18/10
Team Type:	Macro Filler	Item:		Completed Date:	
Initiator:					
1. Problem					(Plan)
Caps Jamming in Cap Race					
2. Current Situation			3. Proposed Change / Approved Improvement		
(Plan)			(Do)		
Due To the current Design of the universal Cap race the cap drop allows hex caps to become stuck, then causing Missing caps			Modify Current race to minimize jam ups		
					
Improvement Target:	No Jam up causing missing Caps		Cost:	T.B.C	Expected Saving:
					T.B.C
4. Results:			5. Future Actions:		
(Check)			(Act)		
CTPM Australasia	Approved by:	Production Coordinator	Production Manager	Site Manager	
	Sign off acceptance of Proposed Change				



Unscramble U-Shape Wedge

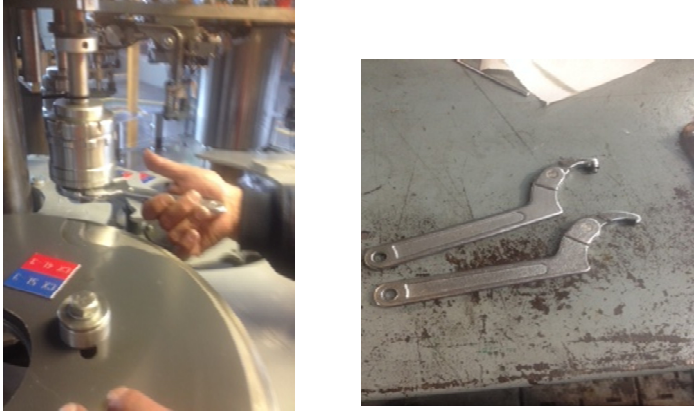

TPM³ Improvement Sheet

Team Name:	Howards Hero's	Line:	Rotary Line	Initiated Date:	18/10
Team Type:	Macro	Item:		Completed Date:	
Initiator:	Darren Gauci				
1. Problem (Plan)					
Fitting the Scrambler Wedge correctly					
2. Current Situation (Plan)			3. Proposed Change / Approved Improvement (Do)		
<p>The Scrambler Wedge is hard to locate into position, and has the possibility of going on upside down. There are also two different fixing methods.</p> 			<p>Paint Sides of the wedge and the correct half so that the match. Mark Location holes or easy identification. Modify Scrambler so that threaded eyelets are used on both sides.</p> 		
Improvement Target:	Easier Changeovers	Cost:	\$200	Expected Saving:	10 Minutes per change
4. Results: (Check)			5. Future Actions: (Act)		
			Update Work Instructions		
CTPM Australasia	Approved by: Troy Dumbleton	Production Coordinator	Production Manager	Site Manager	
	Sign off acceptance of Proposed Change	Troy Dumbleton			



Changing Cap Inserts

TPM³ Improvement Sheet

Team Name:	Howards Hero's	Line:	Rotary Line	Initiated Date:	18/10
Team Type:	Macro	Item:		Completed Date:	
Initiator:	Jeff Ind				
1. Problem					(Plan)
Changing Cap Inserts					
2. Current Situation			3. Proposed Change / Approved Improvement		
(Plan)			(Do)		
Tools Are Hard to locate and operate			Purchase new Tooling		
					
Improvement Target:	Easier Changeovers	Cost:	\$200	Expected Saving:	5 Minutes per change Possible RTW
4. Results:			5. Future Actions:		
(Check)			(Act)		
			Update Work Instructions		
CTPM Australasia	Approved by: Troy Dumbleton	Production Coordinator	Production Manager	Site Manager	
	Sign off acceptance of Proposed Change	Troy Dumbleton			



TPM³ Improvement Sheet

Team Name:	"Howard's Heros"	Location:	Rotary Line	Initiated Date:	6//11/2013
Team Type:	Micro FE&PI	Item:	Castrol Bottle Thread	Completed Date:	
Initiator:	Troy Dumbleton				

1. Problem (Plan)

Thread on Castrol Bottle not continuous causing high caps

2. Current Situation (Plan)

Castrol Bottle Thread is not continuous
Stihl Bottle



3. Proposed Change (Do)



Improvement Target:	Make bottle thread continuous as per Stihl Bottle show in picture about	Cost:	?	Expected Saving:	\$????
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4. Results: (Check) 5. Future Actions: (Act)

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CTPM Australasia	Approved by:	Production Coordinator	Production Manager	Site Manager	
	Sign off acceptance of Proposed Change				



3-Year Vision for Rotary Filler

	2014	2015	2016
OEE	25.0%	35.0%	TBA*
% Missing/High Caps	1.0%	0.50%	0.10%
Filler Rate 4 ltr (BPM)	32	32	32
Filler Rate 5 ltr (BPM)	28	28	28

***Depending on future product mix e.g. 1 litre**



Results

- Incredible operator Engagement
- Improved relationships with operators and leadership
- Improved Safety
- From 3 Operators 5 days per week to 2 operators 3 days per week
- Buy in and willingness from the rest of the site
- Improved understanding of the business



Teamwork and Culture change

From

- Disengagement eg. Quality Audit finding - operators were too frustrated to optimise carton glue settings
- Work Cover claim every month for 2 years prior to Oct 2012 because of no leadership and assistance with injury management

To

- Union call direct to me requesting to have 2 team members on a team not one
- Operators initiated a Secret team for a new line and asking for support for a New Equipment Management Team
- No work Cover claims since Oct 2012



Our Burning Platform – Lytton

1000 litre IBC filling, previous project to implement a filling line

- No involvement with operators
- No stakeholder sign off
- Operators complained
- Engineering removed it



IBC filling New Equipment Management

– Next Steps

- Cross-functional team formed
- Debono 6 Hats team debrief of previous project
- New Equipment Management team kickoff
- Develop Specification
- Develop Layouts
- Collect Quotes
- Develop CIA
- Continue to manage project outcomes with team right through to commissioning



IBC filling New Equipment Management

1000 Litre IBC Filling	Capital Investment Promise	Delivery to Promise
Waste Oil Flushing Savings	200,000 litres	320,000 litres
Labour and Forklift Rental	\$258,000	\$280,000
Overfill Savings	\$82,000	\$82,000
Cycle Time	5 Mins per fill cycle	4 mins per fill cycle

\$900k Capital delivered on time within 3%





IBC Filler Team Development

- Active involvement of project through from scope, planning, site master planning to commissioning and handover.
- Actively involved in creating the capital investment application
- Improved team work and demonstrated the benefits of working collaboratively and cross functionally.
- Fantastic exposure to our finance team creating a great partnership and great trust



IBC Filler Culture Change

From

- Operators tell of a culture that you don't contribute so you don't get held accountable.
- Wait on direction for all tasks

To

- Operators setting own Targets
- Operators managing Engineering's Management of change
- Operators timing the cycle with their own stop watch proudly showing the board of directors the promise was kept for the capital investment application
- Similar Stories across all other teams
- A note it can be bumpy as teams and leaders vary in their development



Views and Value from Operations Manager's Perspective

The Journey is about the organisation learning to work and collaborate as a team.

- Our staff learned how to work as a team with Quality, Finance, Engineering and Senior leadership
- Often Leaders need as much or more training and development than the operators
- Leaders often need support and development to move to facilitate their teams ideas
- Create an environment where everyone has an equal voice in the teams
- The person who ends up as the final user needs a say (Stakeholder sign off)
- I learn more about the business and our great people with every team I am involved with or on
- I have never seen a cross functional team not deliver something great