

Frontline Problem Solving at

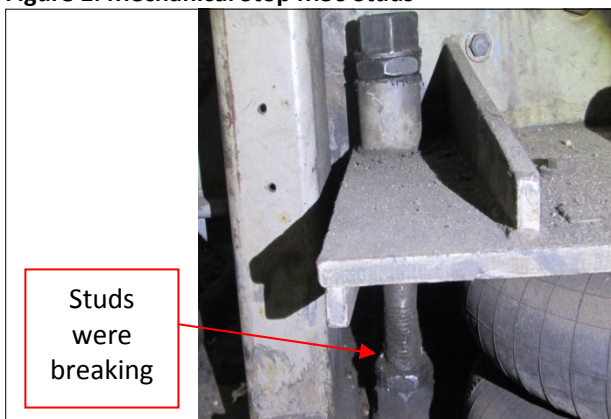


Carter Holt Harvey Pulp and Paper Tasman located at Kawerau North Island NZ, called upon CTPM to help develop the disciplines and practice of a formal structured Frontline Problem Solving Process at their site. The Fibreline Task Team was established with the goal to improve the performance of the Wood Pulp manufacturing lines.

The first step of the improvement strategy was to undertake an in-house Frontline Problem Solving workshop for the Team, followed by weekly facilitated meetings for eight weeks using the **7-Step Plan-Do-Check-Act** scientific model for Continuous Improvement.

During the eight weeks the Teams involved managed to complete over 10 problem solving cycles using the A3 Frontline Problem Solving Summary Sheet to guide them through the 7-Step process. Many of the problems were real live issues that they were experiencing at the time and arising from their Daily Review Meetings.

Figure 1: Mechanical Stop M36 Studs



One such problem was on the Pulp Baling Line Rollcase conveyor where the mechanical stop M36 studs were breaking as seen in Figure 1 above. The studs were difficult to access and had the potential to stop the line if more than one stud broke.

Investigations into the root cause discovered two issues:

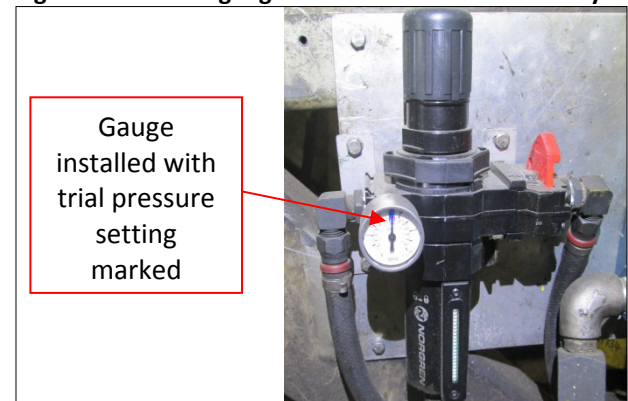
- Air pressure to the conveyor lifting bellows was suspected as being set too high, but was

unknown as there was no gauge at the regulator; and

- Replacement bolts were being made as per broken sample, as required and had slowly evolved away from the original standard over the years.

The first thing the Team decided was to install a pressure gauge by which they trialled reduced air pressure (from 6 bar down to 4.5 bar). There was no impact on the Rollcase conveyor performance and as yet there has been not one broken bolt for over three months now.

Figure 2: Pressure gauge installed on Rollcase conveyor



The next thing they carried out was locating the original drawings for the studs, from which they had some made up and put into the store with a stock code number to the Rollcase conveyor BOM. Now when the studs wear out or fail they will be replaced with the correct studs, hopefully eliminating broken studs as a downtime event on site forever!

On behalf of CTPM we would like to congratulate the teams for the improvements they achieved, we look forward to seeing further developments from the Frontline Problem Solving Process established!

For further information please contact:



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