

Spreading the Reactive Improvement Model throughout Carter Holt Harvey Pulp & Paper Tasman

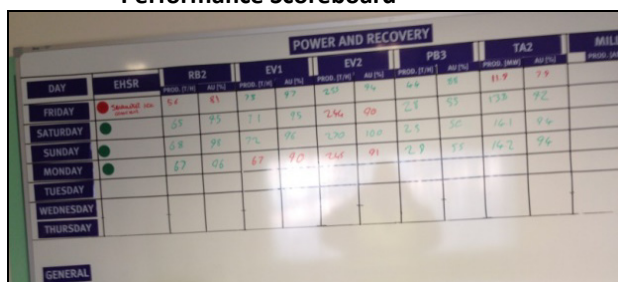
After the successful application of best practice with the Fibreline Team's daily operations review at Kawerau the New Zealand Bay of Plenty site, the Site Leadership Team decided to apply the same practices across the remaining Production Support Areas.

So they agreed to form two teams:

- *The Power and Recovery Team*, who manage the Steam Plant, Chemical Recovery Boiler, Generator Turbines and Air Compressors; and
- *The Chemical Caustic Lime Kilns Team*, who manage the Chemical plant and the Caustic and Lime Kilns.

Both the teams met weekly and worked their way through the process of establishing Daily Review Meeting requirements, which included an attendance and schedule, meeting rules and consequences, an agenda and a daily performance visual information centre.

Figure 1: Power and Recovery Team Daily Review Performance Scoreboard



The teams determined they needed:

- A **performance scoreboard** to track the daily performance of each piece of plant, including information on upcoming events like Preventive Maintenance Shuts, Project Work, Production Trials and the Production Plan;
- A **short term action board** to track immediate corrective actions being implemented; and
- A **longer term Frontline Problem Solving (FLPS) board** to monitor progress on resolving any major problems.

They also quantified when the Frontline Problem Solving tool would be used by establishing triggers, that when met, required a Frontline Problem Solving activity to be initiated. These included any serious Safety or Environmental incidents, significant quality losses, extreme downtime events or an event causing major loss of output. In addition they established a Parking Lot board for issues outside their control or for when the resolution was a longer term time horizon.

Now with the new process in place and with the right people attending, the daily review meetings have become short, sharp and to the point. The agreed actions are recorded and tracked, and major problems analysed and resolved using Frontline Problem Solving to get to the root cause. The bottom line is that the *Production Support Areas have increased their performance, resulting in better results for the Site.*

Figure 2: Chemical Caustic Lime Kilns Teams Short Term Action and FLPS tracking board

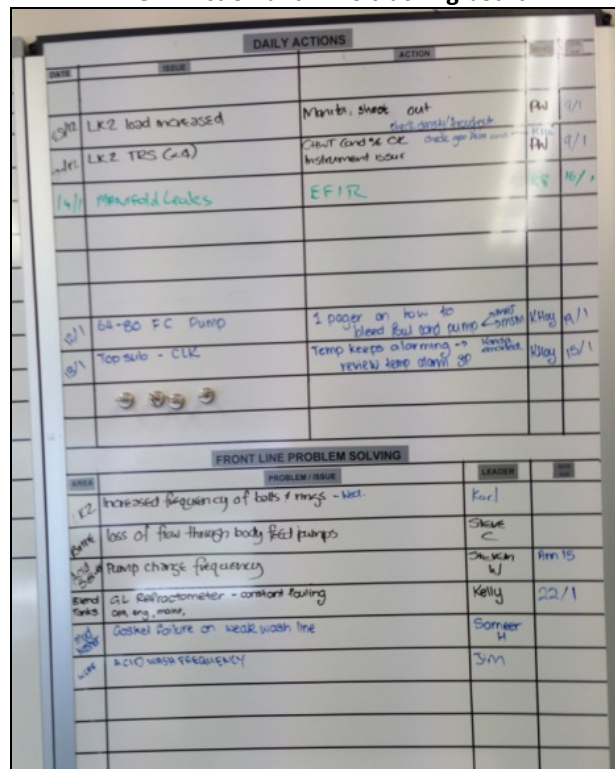
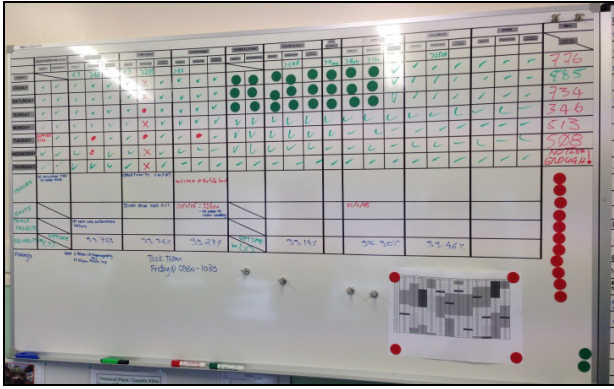


Figure 3: Chemical Caustic Lime Kilns Teams Daily Review Performance Board



CTPM would like to congratulate the two improvement teams on their great success. We look forward to seeing the sustainability of this daily review process provide a more effective and efficient daily management system for the site.

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