

goodman fielder *Teams go to the Workplace to Better Understand OEE Losses*

The Goodman Fielder – Palmerston North Dairy site, have started down their Continuous Improvement (CI) journey with CTPM. Kicking-off their first cycle of improvement activity in February this year with two Focused Equipment & Process Improvement Cross-functional Teams.

The two pilot teams are working on filler lines in the Beverages department and Cultured Foods department, and are responsible for manufacturing the well known New Zealand brands of Meadow Fresh and Puhoi Valley.

Figure 1: Sample of products



The Teams are investigating and documenting the “current situation” of the lines to understand all of the losses, whether they are downtime losses, speed losses, quality losses or waste. To complete this they have analysed all of the downtime records history to identify the major loss areas so they can focus their improvement activities on the right aspects of the line.

To ensure that the historical downtime records accurately reflected the true losses on the lines, they set about to actually observe and record what was happening in the workplace. To do this the Team members all took turns observing and recording what was happening during a 4 hour sample snapshots, repeated over a three week period.

The “4MULA 4” Team went out into the workplace armed with stop watches, to make a record of all

the downtime, operator interventions, speed losses and waste seen at Filler 4.

Figure 2: The 4MULA 4 Team observing Filler 4



What they found reaffirmed some of the historical records, but also highlighted all those short stops and interventions that don’t get recorded. They observed many hidden losses, like minor unrecorded stoppages, safety issues and unnecessary waste that aren’t found in any of the Operator Log books.

Now the Teams have the information required to focus on the right problems, identify the root causes to these problems and develop solutions to eliminate the losses once and for all.

Both Cross-functional Teams have identified their improvement activities and after successful Mid-way Presentations to the Site Leadership Team, they have been given approval to go ahead and implement the solutions.

We at the CTPM would like to congratulate the Teams on their thorough OEE Loss Analysis and wish them well in the implementation of their action plans and achieving their OEE targets by the end of their cycle.

For further information please contact:



Alan Gleason

Senior Navigator

Phone: +64 275 006 184

Head Office: +61 2 4226 6184

Website: www.ctpm.org.au