

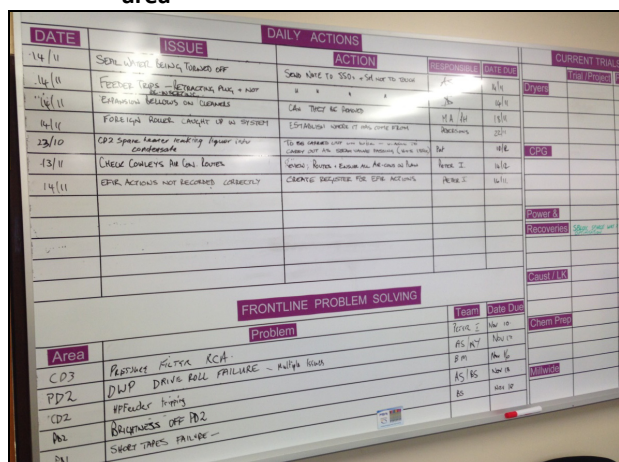


Managing Reactive Improvement at

One of the disciplines required at any Daily Operations Review meeting is to not solve problems at the meeting, but assign the tasks to people who can investigate the problem further, and then take corrective action.

To facilitate this, **Carter Holt Harvey Pulp and Paper Tasman's** Fibreline Information Centre have introduced an Action Board where assigned actions are recorded with the issue, action, person responsible and due date. Meeting attendees are then required to complete the action and report back on progress or results by the required due date. This Action Board is monitored daily until the corrective action is completed.

Figure 1: The Short Term Action board, including a site plan of upcoming trials and projects by area



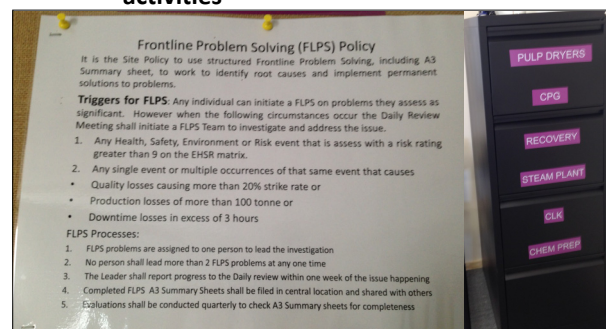
| DATE | ISSUE | DAILY ACTIONS | ACTION | RESPONSIBLE | DUE DATE | CURRENT STATUS |
|-------|--|---------------|--|-------------|----------|----------------|
| 14/11 | SEAL WHEEL BEARING TOWERS OFF | | Check NITE to ISO, + get used to social | AS | 14/11 | Open |
| 14/11 | FEEDER TAPS - DETACHING PLUG + NOT EXHAUSTING BEHAVIOUR ON CHANGES | | Can they be changed | AS | 14/11 | Open |
| 14/11 | FOR HIGH POWER - CHECK UP ON SYSTEM | | ESTABLISH UNDER 10 MINUTE PLANE | AS | 14/11 | Open |
| 23/10 | CD3 Spine heater leading higher than condensate | | TO NO OPERATE OFF WITH HEATER TO HEATER OF CARRY OFF AND HEATER CHANGE BEHAVIOUR (CARRY OFF) | AS | 23/10 | Open |
| 13/11 | CHECK COMPLETS FOR GEL TOWERS | | REMOVE - REVIEW - EVALUATE FOR GEL TOWERS IN TOWER | AS | 14/11 | Open |
| 14/11 | CPH ACTIONS NOT RECORDED - CORRECTLY | | CREATED SCHEDULE FOR CPH ACTIONS | AS | 14/11 | Open |

| Area | Problem | Team | Date Due | Status |
|------|--|------|----------|--------|
| CD3 | REDUCE FILTER RCA | AS | 14/11 | Open |
| PD2 | DWP DRIVE ROLL FAILURE - Multiple Issues | AS | 14/11 | Open |
| PD2 | APPROX 100g | AS | 14/11 | Open |
| PD2 | BRIGHTNESS OFF PD2 | AS | 14/11 | Open |
| PD1 | SHEET TAPES FAILURE | AS | 14/11 | Open |

To complement the new Action Board the Fibreline Team have also established policies for the use of their Frontline Problem Solving (FLPS) methodology. These policies include:

- Triggers for when FLPS should be done i.e. loss of 1 hours production;
- Limits on how many FLPS activities people can lead at any one time;
- A quality review and sign off process for each FLPS A3 Summary Sheet;
- A central filing systems for both hard and soft copies of A3 Summary Sheets; and
- A means to encourage sharing of learning to other areas and sites.

Figure 2: Frontline Problem Solving Guidelines and filing cabinet for all Problem Solving activities



A filing cabinet was procured to become the designated central storage location for all FLPS A3 Summary Sheets, supporting evidence and data. This will help future problems in each area to be solved and eliminated more effectively and efficiently, as well as strengthening the knowledge base of the site, by getting those every day problem solving learning's recorded and shared.

In addition, electronic soft copies are stored on a common shared drive accessible to all throughout the site.

To ensure consistency of purpose all FLPS A3 Summary Sheets are to be signed off by the Area Manager and every three months each completed Summary Sheet is reviewed by a trained FLPS person for compliance to site standard and completeness. Establishing these processes will help to maintain a common language throughout the site.

The team has continued to improve the process by integrating evidence from initial failure analysis completed by the Maintenance Teams into the Problem Definition stage of FLPS. We congratulate them on their success in introducing and managing these Reactive Improvement activities.

For further information please contact:



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