

Goodman Fielder's Irvines Pies restart their CI Journey

To re-launch their Continuous Improvement activities, Goodman Fielder's Irvines Pies in Auckland NZ, started their first improvement cycle with the formation of two Cross-functional Teams.

One team known as the **'Pieority' Team** focused on the Main Pie Line that makes their famous Irvines Pies and MacDonald's iconic Georgie Pie. The second team known as the **'Mighty Fine Goodies' Team** focused on the Small Goods Line which makes the savoury pies, sausage rolls and family pies.

Figure 1: The 'Pieority' Team



L to R: Tupou, Matt, Delia, Michael, Joy, Richard and Nesa

Figure 2: The 'Mighty Fine Goodies' Team



L to R: Kalipa, Henry, Liz, Shiva, Jag and Filipo (Team member Michael missing from photo)

Once the teams were established they set about collecting the information required to help them analyse the current situation. This included:

- Developing a process map for each line;
- Auditing accessibility and quality of the operations and maintenance information for the lines; and

- Conducting Operator Surveys to get an insight into which areas of the line were causing problems and operator frustration.

They also analysed the last six weeks of production records to identify what the main losses were including downtime, speed losses and waste.

Next the teams conducted a series of observations and data collection in the workplace. Everyone on the team got involved in observing first-hand what was happening on the line. They recorded all observed downtime losses, including breakdowns, minor stoppages and unplanned interventions that usually don't make it onto the production downtime recording data sheet.

After a thorough analysis of the historical production downtime data and the recently observed losses, the teams identified some areas for improvement and their "Improvement Vision" for the future.

Figure 3: Trays of pies on their way to the oven



The 'Pieority' Team decided to focus on three main areas for improvement:

- **Improve Pastry Quality** – Getting the pastry right would improve quality, reduce waste and improve performance. They needed to focus on getting recipes and procedures to a standard, centreline settings for equipment and managing rework pastry.

- **Reduce Cleaning Times** – Preventing and capturing sources of contamination, automating some cleaning on the run and developing a systematic and standardised cleaning procedure.
- **Reduce Waste** – Eliminating crushed pies and reducing pastry and material giveaway.

The 'Mighty Fine Goodies' Team decided to focus on two main areas for improvement:

- **Set-up Time Reduction** – Loading all centreline settings into the machine PLC control panel, making quick change parts and flip over conveyor guides and hanging tools and parts close to where they are required.
- **Waste Reduction** – Eliminating contamination with new cooking trays, reducing glaze overspray and reducing product giveaways with improved depositors.

Figure 4: Siva, Henry and Jag inspect the Savoury Line



We congratulate both the 'Pieority' Team and the 'Mighty Fine Goodies' Team for their great work analysing their current losses and developing cost effective and innovative solutions to improve their equipment performance. We wish them well as they implement these improvements and look for new opportunities for further improvements.

For further information on this please contact:



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