

Establishing a key foundation for Improvement at Garlo's Pies

Getting your Daily Review Meetings right is a critical foundation for further improvement activities.

Changing the focus to one of developing your people rather than just collecting performance data can have an even greater impact on future improvement activities.



With the relocation of their Factory to Kingsgrove last year, along with expanding the business with an acquisition from Queensland, it was important to embed the

foundation of Reactive Improvement early in Garlo's Pies improvement journey.



Having used CTPM to assist with improvements at their previous site in St Peters, Sean Garlick the Managing Director, once again engaged CTPM to provide weekly support over a 10 week period.

The focus was on the Daily Review Process of the Production, Post Production and Sales Team, and in particular creating an effective Tier 2 or Manager's Daily Review Meeting for the Factory and a Tier 3 Daily Review Meeting for the Sales Manager and admin team.

CTPM as an approved provider, was able to seek part-qualification funding through the **Smart and**

Skilled Program from the NSW Department of Industry to train and support all 18 team members over the improvement cycle. This training is subsidised by the NSW Government.

The team members all met the funding criteria and after a formal application, the funding was approved for two units from the Cert III & IV in Competitive Systems and Practices qualifications:

- MSS403005 – Facilitate use of a Balanced Scorecard for performance improvement; and
- MSS403085 – Ensure Process Improvements are Sustained.

The Production Team, which involves the Pastry Area, Kitchen Area (ingredients), 3 Production Lines, Ovens and Spiral & Rack Freezers, make a range of pies, pasties, sausage rolls and muffins.

Figure 1: Production Tier 2 Daily Review Process Team



At first, the team created a high level process flow map of their operations. They then looked at what to measure, and created a trial Performance Scoreboard based on the site's Key Success Factors of Operations framework.

They recognised the need to monitor trends of performance, so they created a run chart for each measure being monitored. Rather than rushing into making permanent scoreboards, they decided to start with a few laminated A3 size word documents, supported with A4 size run charts, an agenda, meeting rules and an action list.

The sheets were stuck on the whiteboard and at their initial Daily Review Meeting, the team members were invited to fill in the information based on the previous day's performance in their

area using either green or red marker pens. The Team Leaders for each area were then invited to talk about how their day went referring to any red scores (missed target).

Figure 2: Initial Information Centre to support the Production Tier 2 Daily Review Meeting



The Post Production Tier 2 Daily Review Process Team which covers the Wrapping Area (3 wrappers), Packaging Area (2 packaging lines), Palletising Area and the Warehouse, were faced with a similar challenge as the Production Team.

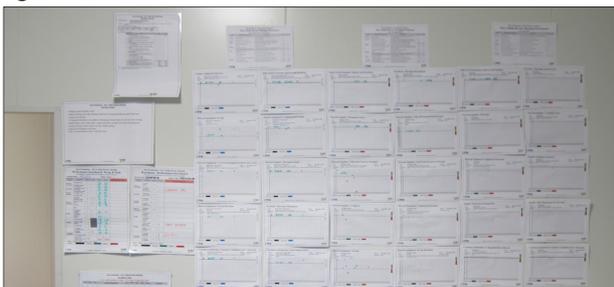
Just like the Production Team, their first task was to create a High Level Process Map of the Post Production Areas highlighting both the product flow pathways and the different labour levels.

Figure 3: Post Production Tier 2 Daily Review Process Team



They also created a temporary Information Centre to allow development of the measures and run charts that would be suit their needs.

Figure 4: Post Production initial Information Centre



The Sales Team followed a similar process however their measures were more heavily weighted towards Customer Service issues.

Figure 5: Sales Tier 3 Daily Review Process Team presenting to the Managing Director – Sean Garlick (left)



By the end of the 10 week improvement cycle, all 3 teams had identified a number of actions to stop problems or issues from happening again, along with improvement opportunities to help improve productivity. Overall the funding received through the Smart and Skilled Program covered more than **85% of the cost** to the company.

Some of the comments by the teams in their final briefing to the Managing Director included:

- Actions to address issues are now *visually displayed and progress monitored daily*;
- We are now collecting more relevant performance data to allow *better prioritisation of issues*; and
- Having the Sales Team review issues on a daily basis rather than the previous weekly sales meeting process is really helping to get things sorted before they escalate into major concerns.

The learning from these teams reinforces the importance of the 7 Key Elements of Reactive Improvement for effective Daily Management. To learn about all the elements please refer to the book *Understanding, Measuring, and Improving Daily Management* published by Productivity Press, and available either through CTPM or by [clicking here](#).

If you would like to find out more about how the NSW Smart and Skilled program could assist your site in linking its improvement activities to a part-qualification for your employees please contact CTPM's Ross Kennedy on 0418 206 108 or via email ross.kennedy@ctpm.org.au.