

# Developing Shopfloor Skills while Standardising Work Practices

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Helping Operators to deal  
with their Equipment and  
Systems



# Content

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- Education & Training Base Skills Approach
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  - Icing Sugar Blending Team
  - Raw Sugar Delivery System Team
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# Intro to Chelsea

## Our TPM<sup>3</sup> Journey so far

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- TPM<sup>3</sup> since 2008
- Currently on Cycle 18
- Over 200 improvement teams
- Big improvements both Tangible and Intangible
- Still much to do



# Questions?

## Show of hands

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- Our operators don't understand their equipment
- Our operators are not trained well enough
- Our operators are not smart enough

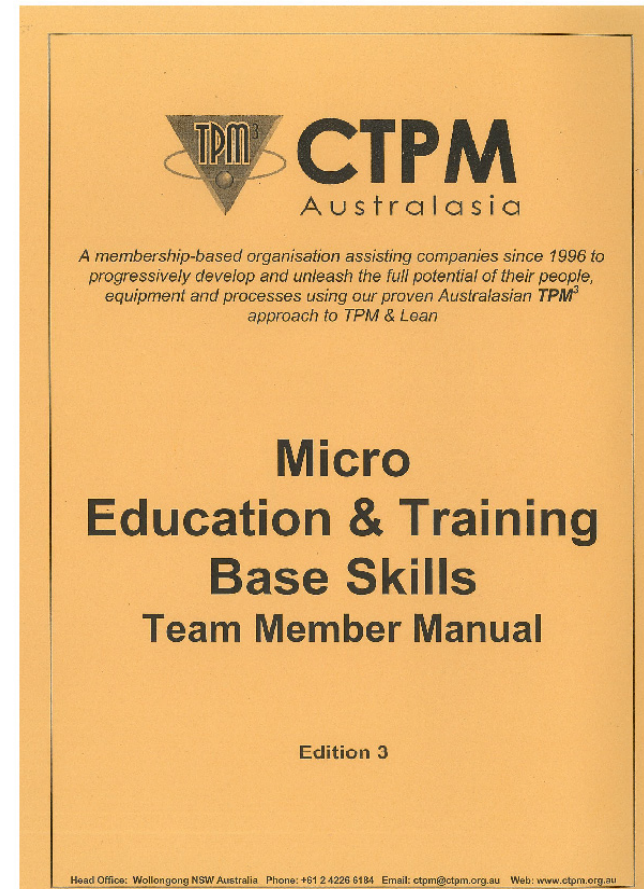


# Micro Education & Training Base Skills

## The Process

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1. Focus on Developing the Team Leader
2. Focus on Self Learning
3. Ensure Competency of Required Skill
4. Focus on Practical Training
5. Use a Systematic Approach
6. Promote Team Discussion & Reflection
7. Use Real Examples
8. Focus on Standardising the Work
9. Use Training Within Industry (TWI) Methods
10. Use the Toyota Training Model for Delivery





# Matrix Machine (First Rate)

## What did we find?

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Mandate – Improve the packing rates on the Matrix packing Line

1. Different understandings of how the machine worked
2. Different settings
3. Things didn't work the way they should



# Matrix Machine (First Rate)

What did we do?

1. Identify Correct Settings
2. Standardise Settings
3. Train Operators

Overview	Instructions & Explanations	Photos
<p>OGMP applies</p> <p>Picture info on right</p>	<p>General Attention Activator</p> <p>Related SOPs</p> <p>Short Note</p> <p>Safety/Warning</p>	
1. Secure the film roll	1.1 Apply the film roll brake by turning ON the brake isolator valve.	
2. Remove and clean the knife	2.1 Open the front safety door. <p>⚠ This door is interlocked to the machine to disable the air supply system but not the main electrical power.</p> <p>2.2 Remove the knife.  <p>⚠ The knife and its locks could be very hot, be extra cautious when performing this job.</p></p>	
3. Clear the jaws of sugar build-up	3.1 Remove the jaw seal tape for the front and rear jaw. <p>⚠ Be aware that the jaw assembly is extremely hot and could cause serious injury.</p> <p>3.2 Scrape off all the sugar build up in the front and rear jaw.  <p> Use the green scrubbing pad to smoothen the surface of the jaw.</p></p>	
4. Install the clean knife	4.1 Place the knife into the jaw making sure that the locks in both ends are secured properly.	
5. Change the jaw seal tape		
6. Restart the machine		

## What did we find?

1. Different understandings of how the system worked
2. Different settings
3. Things didn't work the way they should

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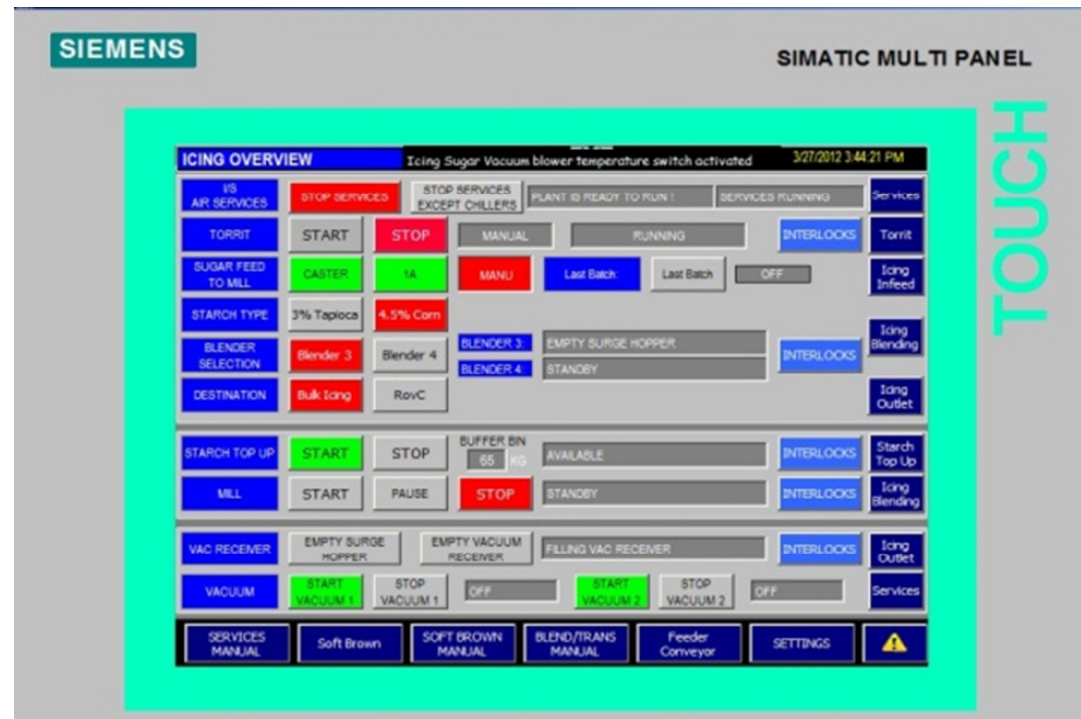
graph TD
    SH[Sugar hopper] --> M[Mill]
    AIR --> M
    M --> S[Separator]
    M --> SI[Starch infeed]
    VENT_FAN --> S
    S --> SHOP[Starch hopper]
    SHOP --> B3[Blender 3]
    SHOP --> B4[Blender 4]
    DUST_EXT --> B3
    B3 --> SHH[Surge hopper]
    B4 --> SHH
    SHH --> VRH[Vacuum receiver hopper]
    VRH --> BLOWER
    VRH --> BB[Buffer bin]
    BB --> BIH[Bulk icing hopper]
    BB --> RCH[Rov C hopper]
  
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# Icing sugar system (The Maximisers)

What did we do?

1. Identify Correct Settings
2. Standardise Settings
3. Train Operators

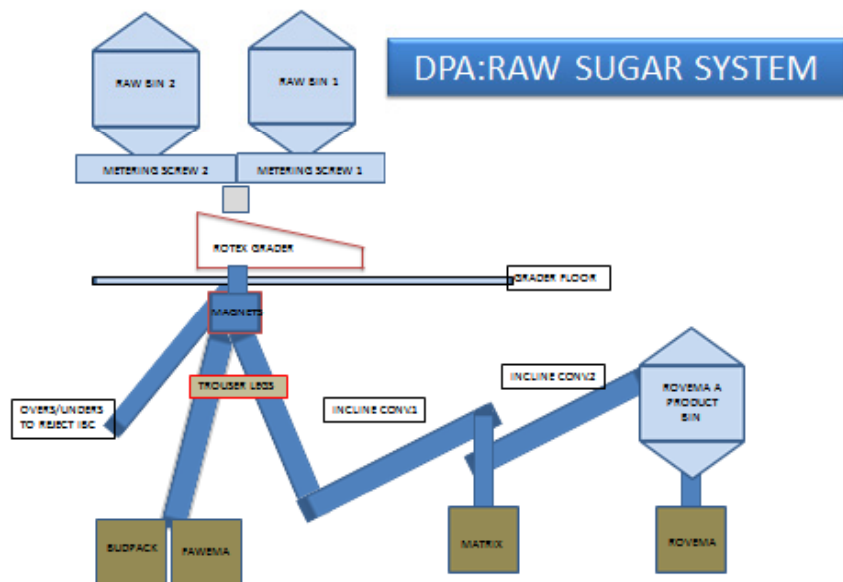


# Raw Sugar Delivery System (Raw my Boat)

## What did we find?

Mandate – Ensure system is understood and standardise settings

1. Different understandings of how the system worked
2. Different settings
3. Things didn't work the way they should

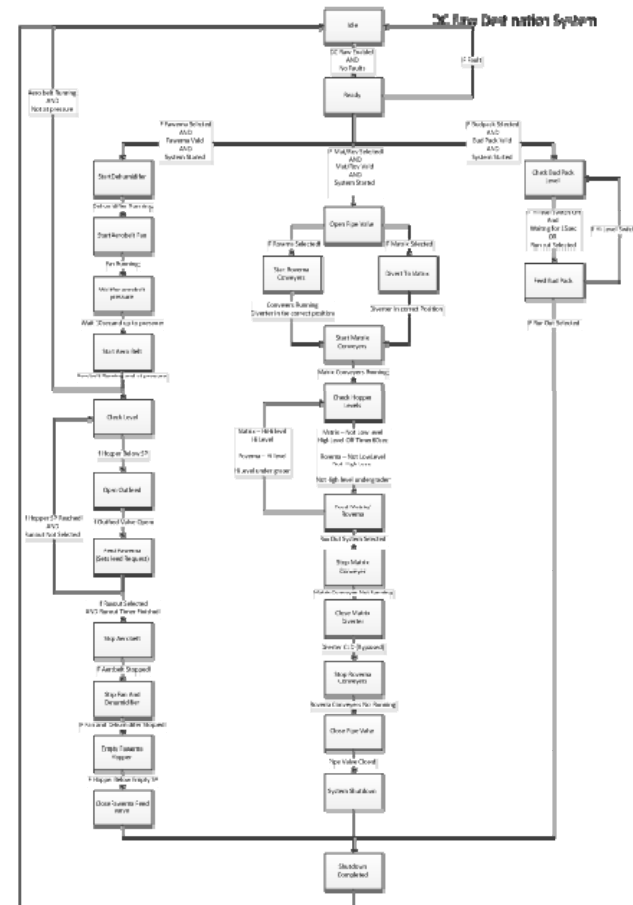
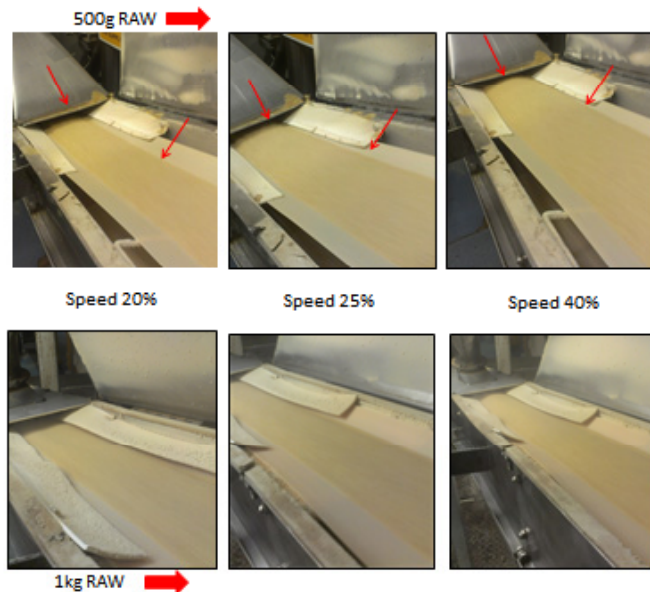


# Raw Sugar Delivery System (Raw my Boat)

What did we do?

1. Identify Correct Settings
2. Standardise Settings
3. Train Operators

**RAW INCLINE CONVEYOR #1 - RUNNING SCREW CONVEYOR #1**



# Learnings

## The Process

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- Each case was unique but we ended up following the same process through no deliberate design
- Identify Settings (includes fixing things not working properly)
- Standardise the settings (determine what the correct settings should be)
- Train the operators (ensure they understand the why)



# Learnings

## The System

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- In many cases we don't fully understand the equipment
- Too quick to blame operators and training
- Need to go back to the fundamentals, Why and How?
- Operators aren't stupid they just often have to put up with stupid systems



# Thank you!

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- “Education is the most powerful weapon which you can use to change the world.”  
— [Nelson Mandela](#)

