



## Reflection on a TPM<sup>3</sup> Journey after 4 years!

**New Zealand Sugar Company** – Chelsea Refinery & Packing Facility at Birkenhead Auckland, hosted 25 people for a CTPM Learning Group Network Meeting on 8 March 2012.

**Figure 1 – NZ Sugar site at Birkenhead Auckland**



Delegates came from as far as Gisborne (east coast of New Zealand) to attend the meeting which included a tour of the site's Refinery area where some excellent examples of Operator Care was witnessed by the enthusiastic attendees.

**Graeme Smith** – Operations Manager welcomed the delegates and briefly explained the history of the site's TPM<sup>3</sup> improvement journey which commenced in February 2008, before inviting everyone to join his Site Leadership Team on a tour of the Refinery Area. During the tour comments like 'these guys have great passion for their achievement' was ringing out.

**Aaron Jacobs**, the site's Continuous Improvement Co-ordinator, provided the presentation titled **'Impact of Operator Care on Ownership of Equipment and Team**

**Engagement'**. Aaron took the delegates through the site's fascinating 4 year journey which included achieving Level 1 of the **5 Level Milestone TPM<sup>3</sup> Excellence Award** in March 2009 shortly followed by Level 2 in July 2009, as well as their triumph in the Aussie Cup Team Competition, at the 2009 and 2011 TPM & Lean Annual Forum.

Of best value to the delegates was not just hearing about the successes that were achieved but about the learnings they gained along the way. Aaron took the opportunity to reflect from the site's first improvement activities and their learnings relating to getting Area Based Teams working in both their Packing Area and Refinery.

**Figure 2 – Meeting Site Tour**



The Refinery is a large area with only 5-6 operators per shift with both control room and plant responsibilities. Initial attempts at Work Area Management and Operator Equipment Management struggled due to mixed ownership, improvement areas being too big, lack of engagement and limited progress.

Several changes including area focus with cross-shift teams still struggled, so last year they set up a Refinery Area Leadership Team to manage the teams rather than have them report directly to the Site Leadership Team. This along with getting back to shift focused teams with smaller manageable areas has seen better participation, good task accomplishment and pride in achievement.

**Figure 3 – Delegates who attended the Event**



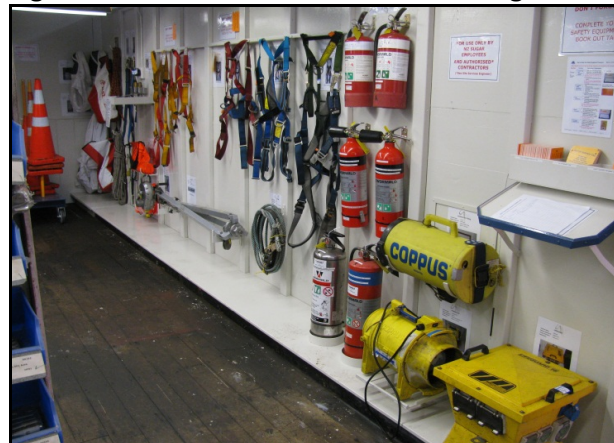
The Packing Area started with their Supervisors leading the teams, however it was soon realised that the ownership and development had to be with the Team Leaders (Leading Hands). The area has 6 Supervisors, 13 Team Leaders (Leading Hands) and some 70 operators spread over 3 shifts.

Again areas initially selected were too big for the maturity of the teams. Since establishing their Packing Area Leadership Team in late 2010, and redefining the improvement areas, the development of better workplace ownership and task completion has occurred with good progress.

Aaron also mentioned the Maintenance improvement activities under the guidance of their Maintenance Manager, the 5 contractor Supervisors and their crews. Maintenance had been contracted out prior to the start of their TPM<sup>3</sup> improvement journey and initially there were apprehensions as to whether the site could get good buy in from the contractor workforce.

This has proved to be an unfounded concern as they have all embraced the improvement journey with great successes from their Work Area Management for Maintenance (as seen in Figure 4 below) and support for the Operator Equipment Management Teams in both the Refinery and Packing Area.

**Figure 4 – Maintenance Work Area Management**



The Learning Group Network Meeting was a great success. Feedback from the delegates was terrific with everyone wishing the site all the very best on its current quest of achieving Level 3 of the 5 Level Milestone TPM<sup>3</sup> Excellence Award within the next 6 months.

CTPM would like to thank all delegates for their contribution and participation on the day, and also a huge thank you to the New Zealand Sugar Team for hosting the meeting and sharing their site and stories with us.

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