

## ***SunRice Leeton's focus on business improvement pays early dividends!***

The SunRice Leeton site has taken its Packing Plant to another level of performance using an improvement approach based on an Australasian version of TPM (most commonly known as Total Productive Maintenance) and Lean with a strong emphasis on Formal On-going Improvement.

After identifying issues across its Packing Lines in late 2012, the Leeton site recently embarked on the first cycle of their Improvement Journey with business improvement specialists, CTPM Australasia, with the goal of resolving these problems at the root cause.

With the assistance of a CTPM Navigator (improvement specialist), the first cycle involved representatives across various departments being divided into four improvement teams under the leadership of the 4 shift Team Leaders, each set with the goal of achieving an increase in good output of at least 10% by the conclusion of the 12-14 week cycle involving 1.5 hour weekly meetings.

Half way through the cycle, the Leeton site was already producing some impressive results.

***"(We are) seeing people start to question 'why?' and looking for a better way to do things,"*** said James Gawne, TPM<sup>3</sup> Co-ordinator.

By the end of the first cycle, the Leeton site had exceeded its goals and was ready to advance to the next level of developing their people. The initial investment of 5% Formal On-going Improvement Time that was allocated to the Packing Plant not only resulted in a greater than 10% increase in good output by the end of the first cycle, but also contributed to a closer working relationship between personnel from the various departments involved – production, maintenance, quality, engineering and management.

Following the success of the first cycle of the On-going Improvement Journey, cycle two is now underway.

Taking advantage of the funding from the Strategic Skills Program under the NSW Department of Education & Training – State Training Service, SunRice was able to have 13 employees in Cycle 1 enrolled with 12 awarded statements of attainment for the Competitive Manufacturing Cert III unit of Undertake Root Cause Analysis.

In Cycle 2 there are 6 employees enrolled and funded for the new Competitive Systems and Practices Cert III unit of Undertake Root Cause Analysis, along with 29 employees, of which 18 are funded, enrolled in Apply 5S Procedures unit as they focus on Work Area Management clear-up and clean-up activities to create a cleaner and safer work environment. This training is funded by the NSW Government in partnership with the Commonwealth Government.

The teams involved will also strive towards a greater understanding of equipment and process losses through the introduction of daily review meetings. These meetings will help to address issues more rapidly and also in monitoring improvements, while also improving communication between production and maintenance to strengthen inter-department relationships.

With its CTPM improvement cycle 2 well underway and already delivering great tangible and intangible results, the Leeton site is aiming to better its significant achievements of Cycle 1.

For further information please contact:



**Sally McMullen**

CTPM Journalist and Sales Executive  
Head Office: +61 2 4226 6184  
Website: [www.ctpm.org.au](http://www.ctpm.org.au)