

“Men at Work” Clean Up at Aussie Cup!



Every year we celebrate our clients' achievements by inviting a select few to present at our TPM & Lean Annual Forum and compete

in the Aussie Cup Team Competition. At the 2013 Annual Forum, it was the maintenance team from **B&D Doors & Openers Revesby** site, “Men at Work”, who took home the trophy.

The Men at Work team were one of three finalists in this year's competition, with fierce competition coming from B&D Doors & Openers Kilsyth site and from Auckland's New Zealand Sugar Chelsea Refinery.

On the day, the team presented the successes they achieved through their **Work Area Management (WAM)** improvement activity with the aid of videos and large images displaying the before and after improvements which had transformed their workplace. WAM involves clear-up and clean-up activities to ensure that everything has its place in order to create a safer work environment, improve productivity, improve communication, and help standardise practices.

Figure 1: Team presented large images of the workplace transformation



James Hoyt, **Fitter**, introduced the team and outlined how they aimed to use visual controls and checklists to create an organised workplace, improve lost time, enhance performance for maintenance, and ensure all improvements would sustain. They worked to a 12 week schedule to

ensure that they were staying on top of things and completing their tasks in a realistic amount of time. Although Hoyt has only been with the business for 7 months, he was very impressed with what they had achieved already.

Simon Kayess, **Maintenance Electrician**, went on to discuss how the team allocated each member with certain responsibilities to help the team understand their duties and to ensure their co-workers knew who to approach with certain issues. Simon detailed the Clear-Up activity undertaken which helped the team decide what equipment they needed in the work area and which could be removed to free up space.

With the use of video, James returned to the stage and introduced his fellow team member Craig, **Fitter**, to discuss life in the Welding Bay. Craig explained that prior to the new layout the work area was a dark and dirty environment, there was little ventilation and the limited space hindered the possibility of completing two projects at once, subsequently causing frustrations to rise within the business.

To address these issues, the team relocated some equipment to free up space and installed electricity and air to avoid having power cords running across the floor and the walls which improved ventilation and safety.

Figure 2: New and improved Welding Bay Area



The team then showcased the transformations they had made with the Maintenance Work Bench layout by showing another video of team member Peter, **Fitter**. Peter noted that the benches were outdated and the tool boxes were unstable, had limited storage and were too low, causing safety issues with employees having to bend over constantly.

The team redesigned the area to include a better storage and security system, colour coordinated benches and standardised tool boxes to ensure that everyone had the same tools.

Figure 3: New and improved Work Bench Area



At this stage, the Men at Work team assessed their progress through the **Area Based Team Assessment Sheets**. By doing so, the team were able to consider whether they were working effectively as a team, were they improving their allocated area, were they doing their Clear-Ups, and were the necessary Visual Controls in place. After considering these factors, the team scored themselves 38 out of 60.

To receive a more objective point of view, a manager also completed an audit on the team's progress and scored them 54 out of 92. Although they were well on their way, the Men at Work team knew there was still room for improvement.

In order to continue improving, the team began their 'Workshopping the Workshop' project. Unsatisfied with their Maintenance Machine Shop layout, the team came together and collaborated to redesign the layout of the floor. They created a Clear-Up area, repainted the floor so that certain areas were colour coded, labelled equipment and reorganised the machine layout so it was more convenient for the operators to use.

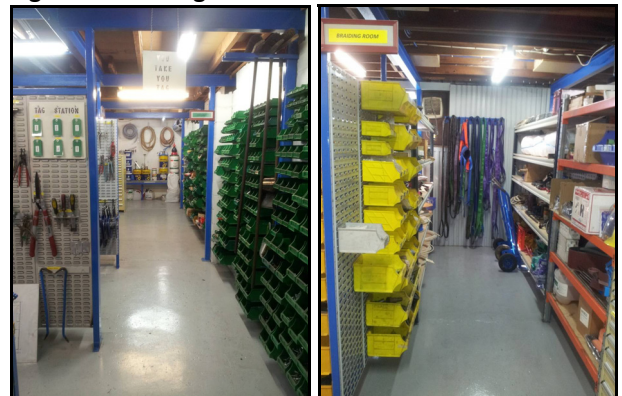
Figure 4: Re-design of the Maintenance Machine Shop



Witnessing the successes from the Maintenance Machine Shop layout, the team decided to complete a similar project with the Maintenance Store layout. With a layout that resembled a maze more than a store floor, James explained that walking around the area was so time-consuming, his managers often thought he had gone walk-about!

Again, the team collaborated to redesign the Maintenance Store layout using Visual Controls, labels and organised sections to ensure that everything had its place. They implemented a tag down station so that everyone could identify who was using a certain piece of equipment at any time. The machines and relevant tools are colour coordinated, making it effortless to locate amongst the aisles. "It makes our lives so much easier," exclaimed James.

Figure 5: Re-design of the Maintenance Store



Equally as important as implementing the project is maintaining and sustaining improvements. Through such measures as the:

- Maintenance Machine Shop Standards;
- WAM Procedures;
- WAM Daily Checklists; and
- Maintenance Skill Matrix,

Simon explained that the Men at Work team were able to ensure that their great achievements would last the test of time. They were also able to determine what slowed them down and devised ways to improve the process even further.

The team once again completed the Area Based Team Assessment Sheets, this time awarding themselves **56 out of 60**, and the managers re-audit of the team, awarded them with an impressive **86 out of 100**.

In addition to the tangible outcomes, Simon noted that the projects also resulted in a number of other key achievements. The employees involved demonstrated excellent team work, each person was able to utilise their own individual abilities, and they received respect from management all whilst developing a newfound pride in the work area.

They also learnt a number of lessons along the way.

“The biggest part of this journey was just being ***persistent***,” admitted Simon.

“Also, ***never underestimate the power of communication***,” he added.

As a result of their achievements, the Men at Work team have created a benchmark for the Dulux Group. “We have had managers from other sites visit our site to see the things we have done,” said Simon proudly.

Although the team have achieved some fantastic results, Simon acknowledged that they still have room for improvement, finishing with “***the journey will continue***.”

Figure 6: The ‘Men at Work’ celebrating back at the Revesby site



L to R: Brian Allen – Maintenance Supervisor, James Hoyt – Fitter, Craig Weir – Fitter, Peter Lawrance – Fitter, Simon Kayess – Electrician (Team Leader), and Adrian Thomas – Lean Co-ordinator.

Through these achievements, it is no wonder why B&D Doors & Openers Revesby were triumphant during this year’s Aussie Cup Team Competition. Reflecting on both of the B&D teams competing, the **NSW Operations Manager** Matthew Chenhall commented:

“These two teams showcased what can be achieved when we ***engage, empower*** and ***support our employees*** in workplace improvement and problem solving activities.”

CTPM would like to congratulate all of the teams who competed in the 2013 Aussie Cup Team Competition and thank them for their fantastic presentations. Until next year!

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