



# Developing the Operators Skills To Care For The Equipment



# Topics

- ▶ What does NESTLE do?
- ▶ Development of the Team structure
- ▶ Development of the Support structure
- ▶ Roles & Responsibility
- ▶ Setting the Expectation
- ▶ Learning tools
- ▶ Results of Nestle TPM Activity
- ▶ Questions



# What Do We Do At Nestle??

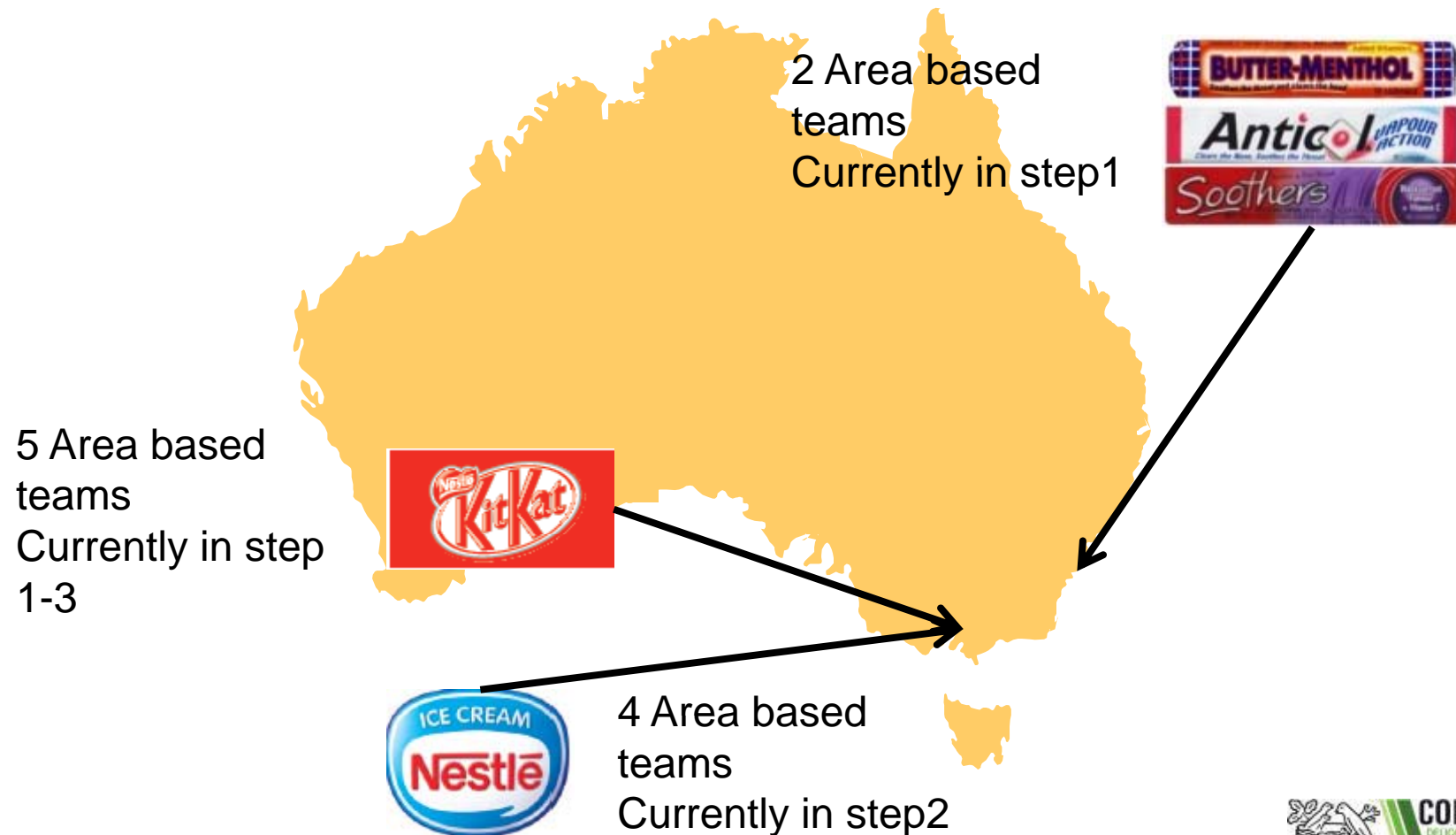


Nestlé has 443 factories in 81 countries around the world and 281 000 employees

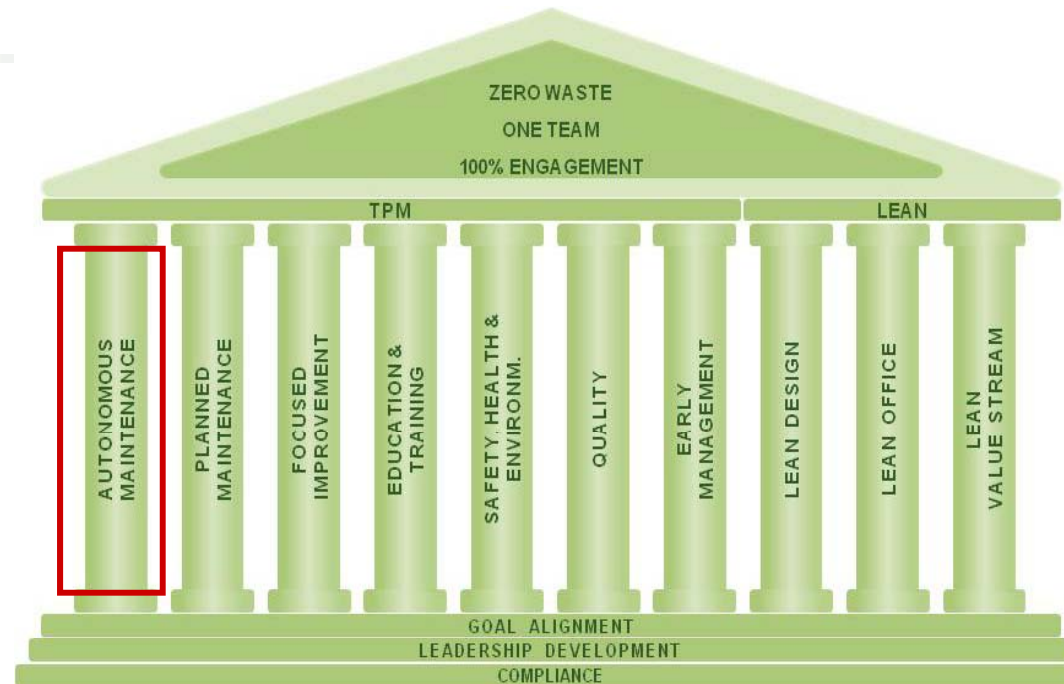
83 factories have started TPM



# What TPM happens in our Backyard?



# Our Mission For Production



**Build employee capability, increase pride and ownership in equipment, product, process and environment resulting in reduced breakdowns, minor stoppages, abnormalities and losses to deliver World Class business results.**

# The Autonomous Maintenance process





# What's Critical For Area Based Team Success ?



Team &  
Support  
Structure



Measures to  
Drive  
Change



Roles &  
Responsibilities



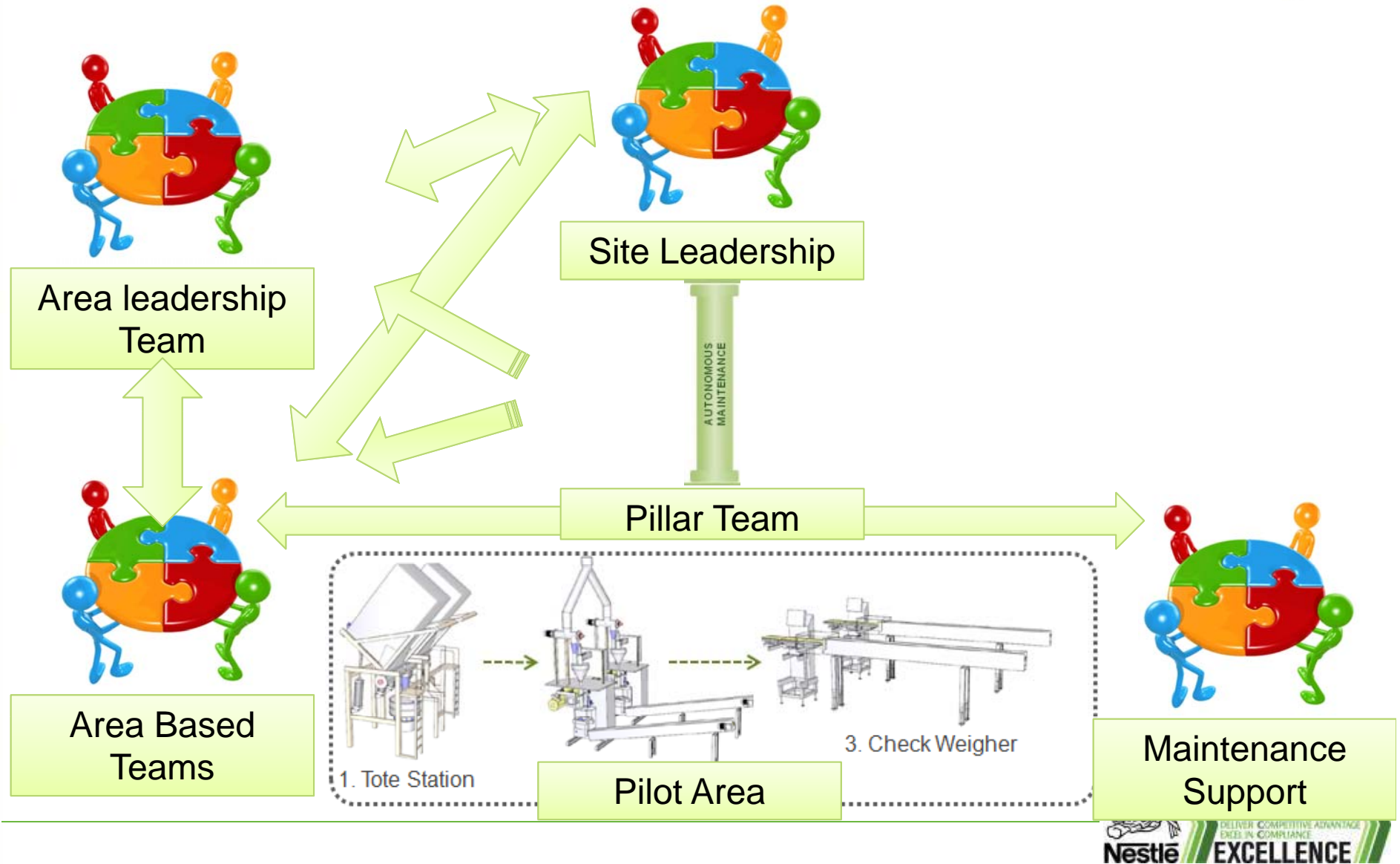
A Clear  
Process to  
follow



Recognition

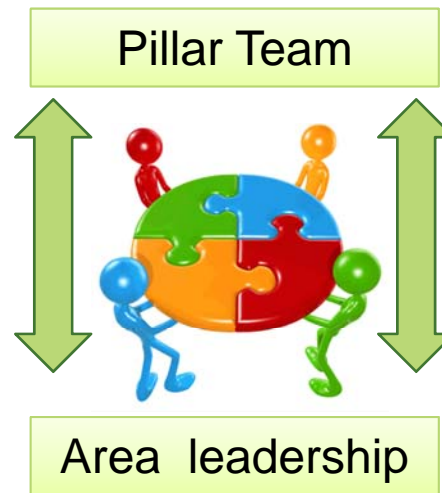


# Support Structure





# Main Roles of Support



## Methodology



## Methodology



# Responsibilities



## Pillar Team

I'm responsible for one point lessons



Train & Coach



Area leadership



Area Based Team

## Team Responsibilities

AM Pillar Responsibilities Matrix												
Legend	Carolyn Gray	Scott Boxshall	Stuart Dale	Henry Luc	Nguyen Chau	Shelley Lowe	Banaji Chandrasekar	Stuart David	Aaron Meade	Shenay Kille	Kate Musonda	John Billington
Responsible												
Substitute 1												
Substitute 2												
Responsibilities												
Plan and Coordinate activities of the team												
Plan of AMGs Step Audits and AM Pillar Assessments												
Develop the AMG Step Audit Schedule												
Conduct Step Audits and facilitate corrective actions												
Conduct the AM Pillar Assessments and facilitate corrective actions												
Coach Autonomous Work Groups (AWGs), meeting, actively board												
Coach Autonomous Work Groups (AWGs), cleaning												
Coach Autonomous Work Groups (AWGs), inspection and lubrication												
Coach Autonomous Work Groups (AWGs), Safety												



Developing our NCE/TPM Knowledge & Skills

# What is a "Skills Matrix"

### Skills Matrix Definition

A skills matrix is a tool used for determining the training required to develop a person's knowledge & skills to an agreed level

### How is a Skills Matrix Constructed?

For each person, the skills matrix lists

- All the knowledge & skills required for "TPM & Problem Solving"
- The level of knowledge/skill needed at:
  - "Start" - prior to AWG launch (Mar 2010)
  - "Current" - now eg October 2010
  - "Target" - eg March 2011

### Knowledge / Skill S C T

Prepare a Skills Matrix

	S	C	T

S: Start - March 2010  
C: Current - October 2010  
T: Target - March 2011

### Stage 1 for Skills Matrix: Developing Your "TPM & Problem Solving" Skills

- Identify Tasks to Train on**  
Identify all the tasks needed for "TPM & Problem Solving" eg SGTD
- Identify Topics**  
List all the topics in each task eg "SGLT Task Tool" "Why-Why Analysis"
- Stage 1 Skills Matrix**  
The overall knowledge & skills required for "TPM & Problem Solving"
- Training Plan**  
The training plan will help achieve the knowledge & skills required for each topic

The aim is to have less than 10% skill gap by March 2011

### So What are the Knowledge/Skill Levels for Each Topic?

Knowledge/skill levels recognise the progression of knowledge & skills over a person's time "on the job" - how would this look if we applied this to our knowledge of AFL, footy?

Skill Level	AFL Footy Knowledge & Skills
1. Theory unknown eg Just arrived in Oz	Never heard of it / don't like the game
2. Know the Theory	Know how it is played
3. Able to do with assistance eg Gernot	Can kick & pass the footy
4. Able to do alone eg Target	Can pass 15 meters & do specialty marks
5. Able to teach others eg Target	Can be the next stock distribution

### Key Take Outs on "Skills Matrix"

- A team's snapshot of current & required knowledge/skills
- A valuable tool for planning training
- Not all team members need to reach level 5

### What Would an AFL AWG Skills Matrix Look Like?

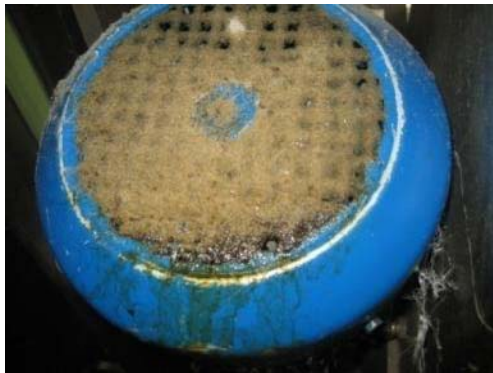
### Congratulations!

Now that you know what a "Skills Matrix" is, you are at skill level 2 (Knows the Theory) & you can easily progress to level 3 by having a go at filling out your own Stage 1 "TPM & Problem Solving Skills" Matrix



# How do We lock in the change?

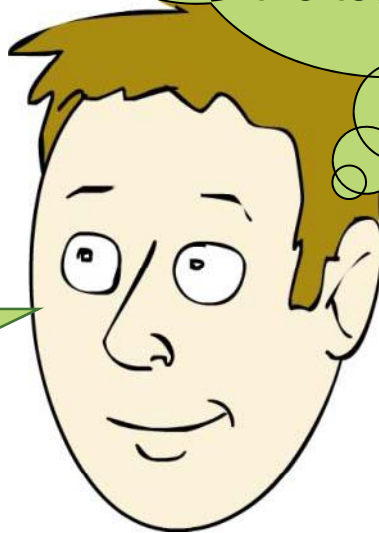
To This



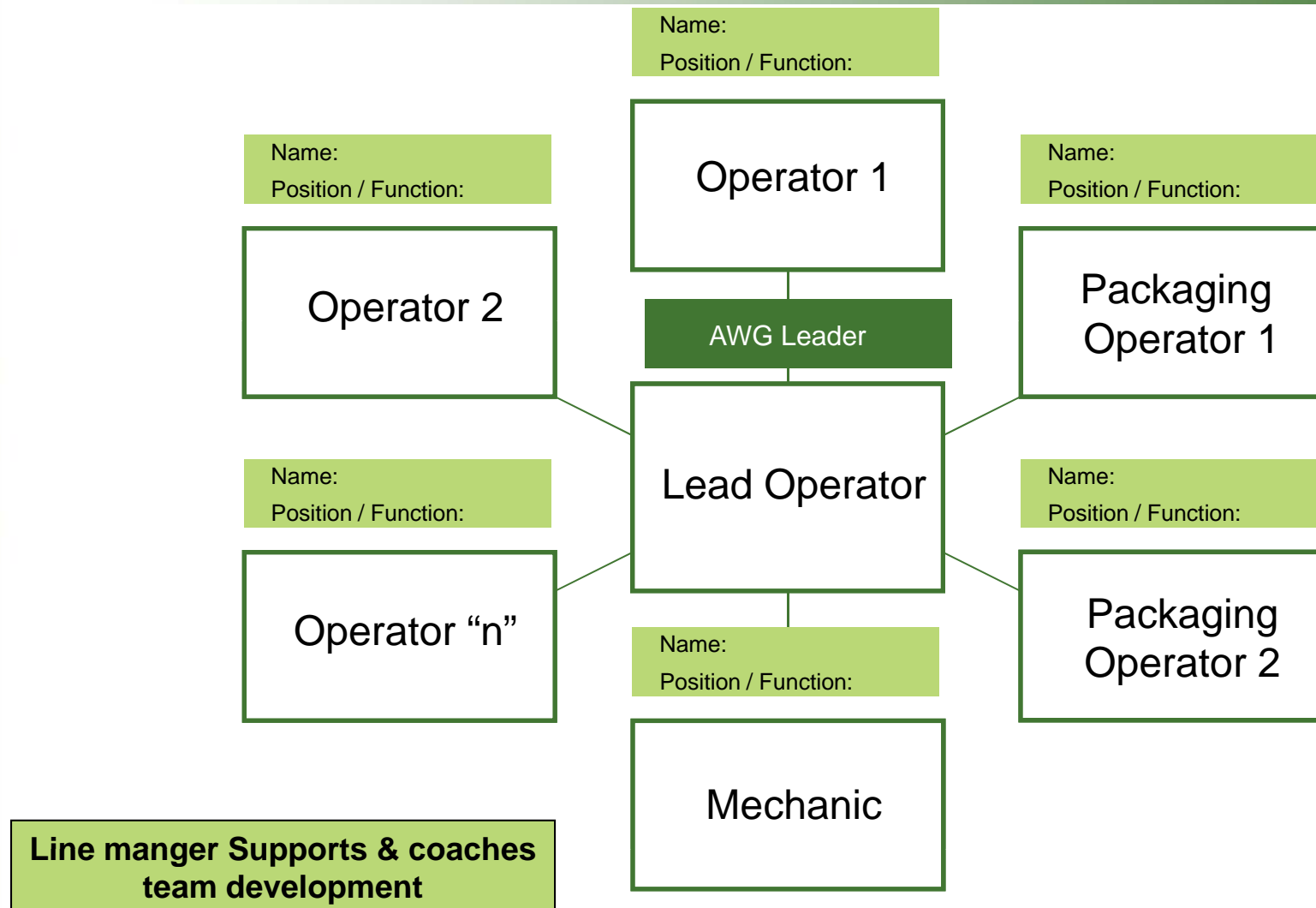
This is not right... where is the dust & oil coming from?

I will Tag & clean...  
Add to Source of Contamination  
map & A3 problem solving it with  
the team so it never comes back

Everyday  
Coaching



# Area Based Team Team Structure



# Expectations & outcomes ?



What do you get if ask for a 50% reduction in cleaning time?

**Vs**

What do you get if ask for a 80% reduction in cleaning time?



**ELIMINATION OF THE  
SOURCE  
OF CONTAMINATION**

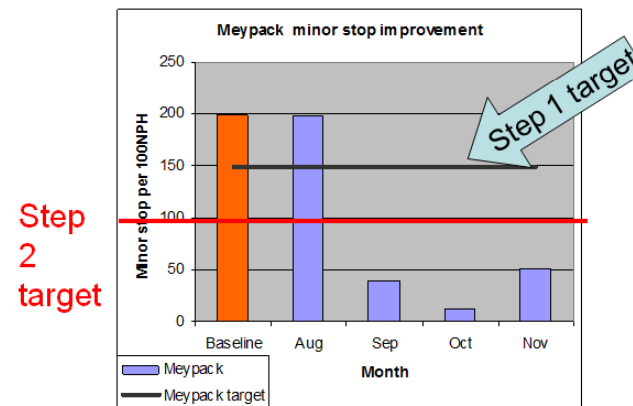




# Expectations & outcomes ?

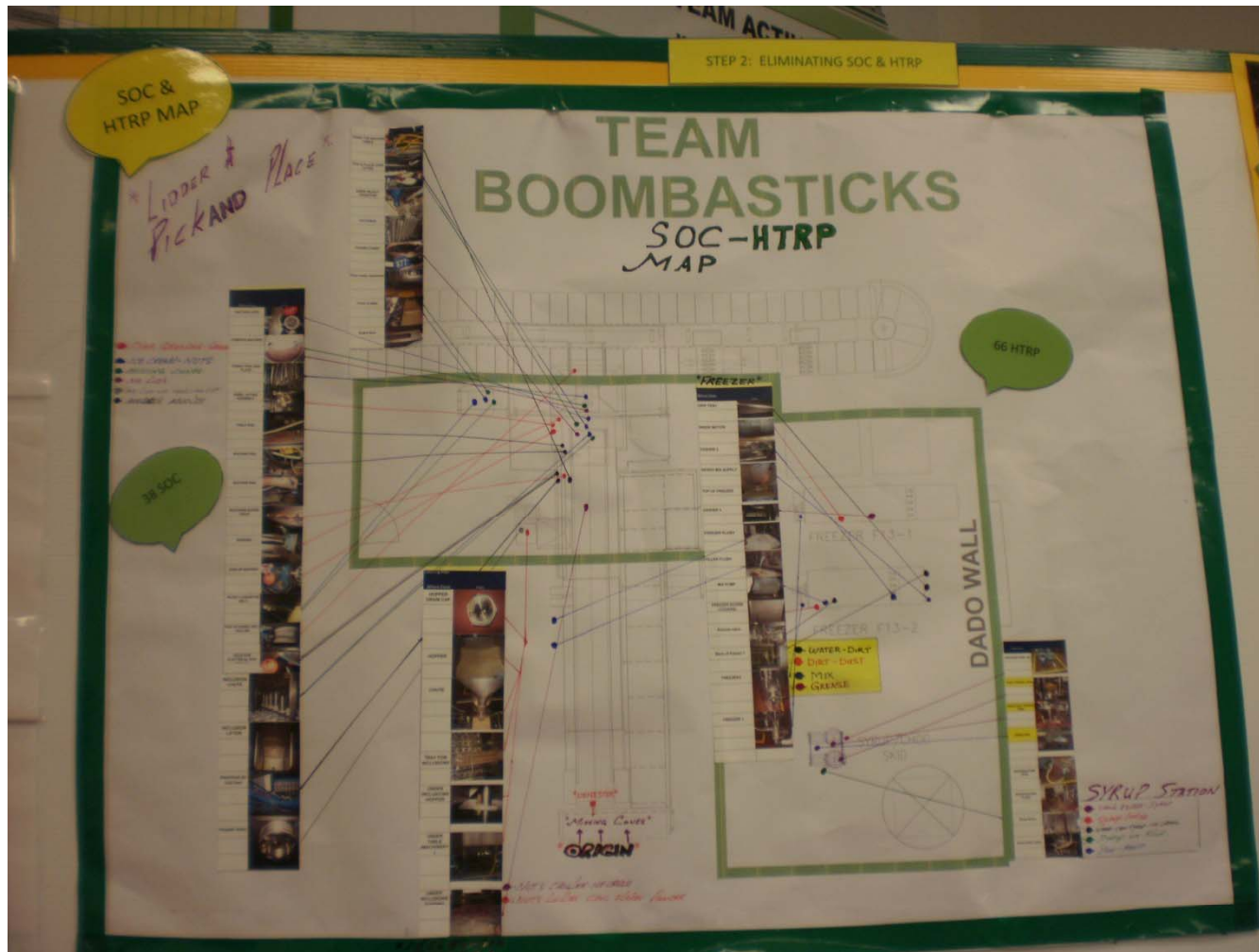


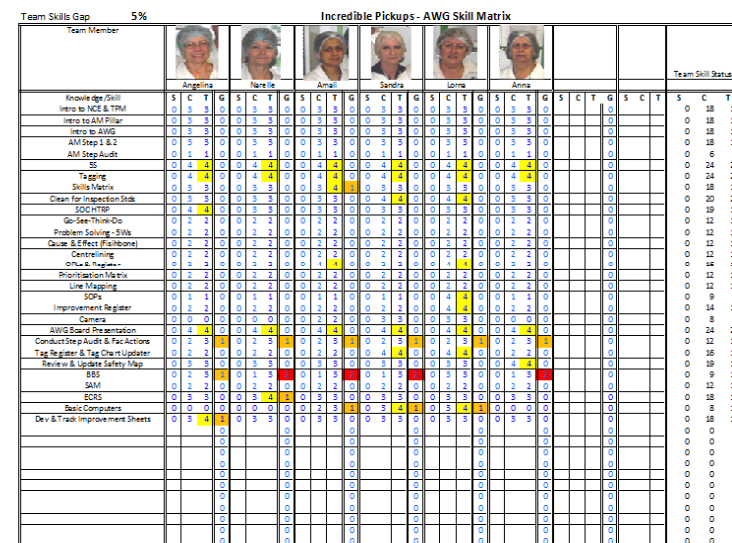
Measure	Step 1 Target	Step 2 Target	Step 3 Target
Minor Stops	25% reduction	50% Reduction	75% Reduction
Mean Time between failure	30% improvement	150% improvement	150% improvement
Equipment Defect gap	<30%	<20%	<10%
Autonomy	>10%	>20%	>30%
Cleaning time	Set baseline	80% reduction	85% reduction
Transfer of Lubrication	N/A	N/A	70% transferred





# Communication & Learning Tools







# Area Based Teams Communication



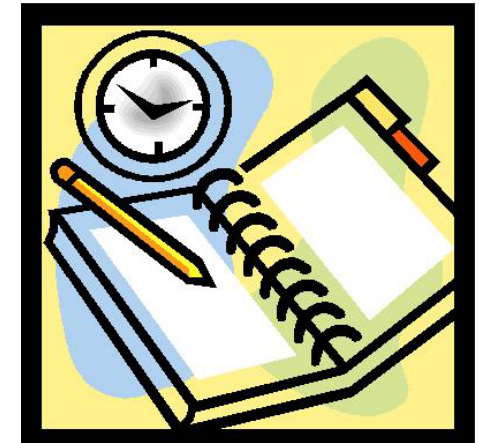
# Communication & Learning Tools



Defect Tags



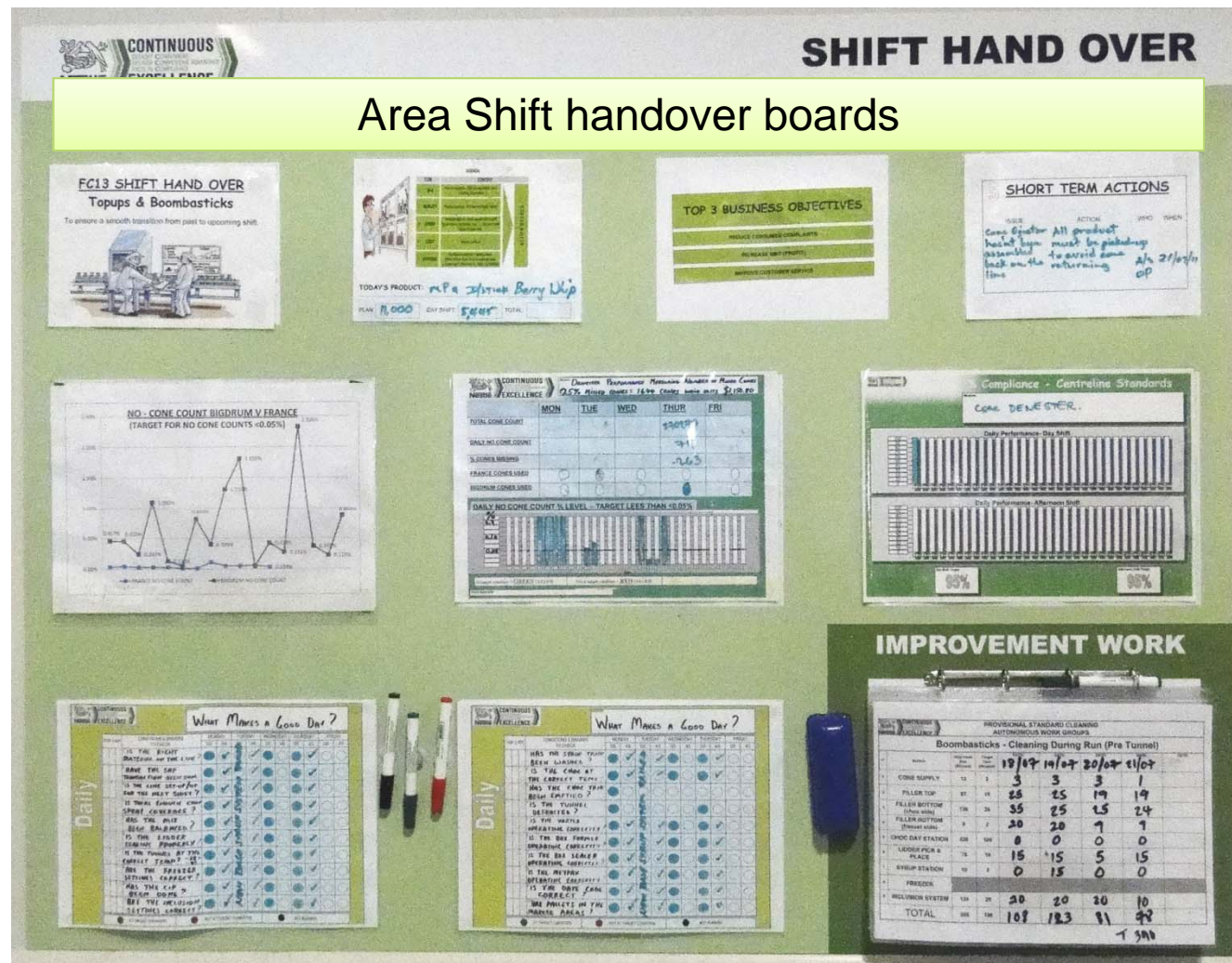
Area Defect Stations



Defect Register



# Communication & Learning Tools



[illegible]



# Recognising the Teams



“Results Focus”

Your results focus has been recognised by:

What you have done is:

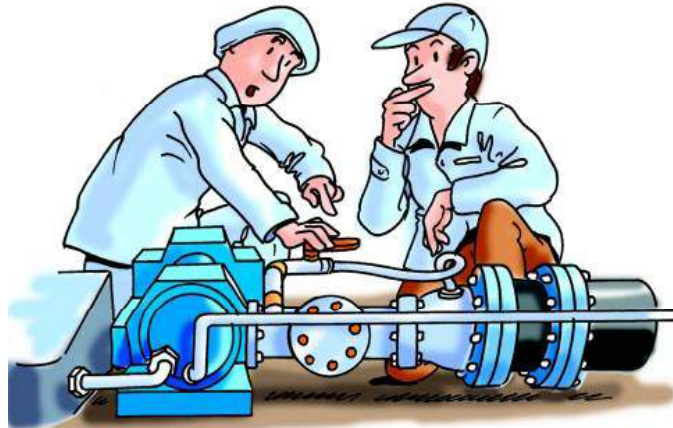
Date:

XGreat Nes



# How do drive inductive approach

- ▶ **Developing OWN Clean for inspection Work area management checklists**
- ▶ **Getting ABT to Own their own measures & Self assess their TPM activities**
- ▶ **Build Subject matter Experts within the team**



# Results First Year

36%  
Reduction in  
Minor Stops

Mean time  
Between  
Failure  
75%  
improvement

6%  
Improvement  
in rate

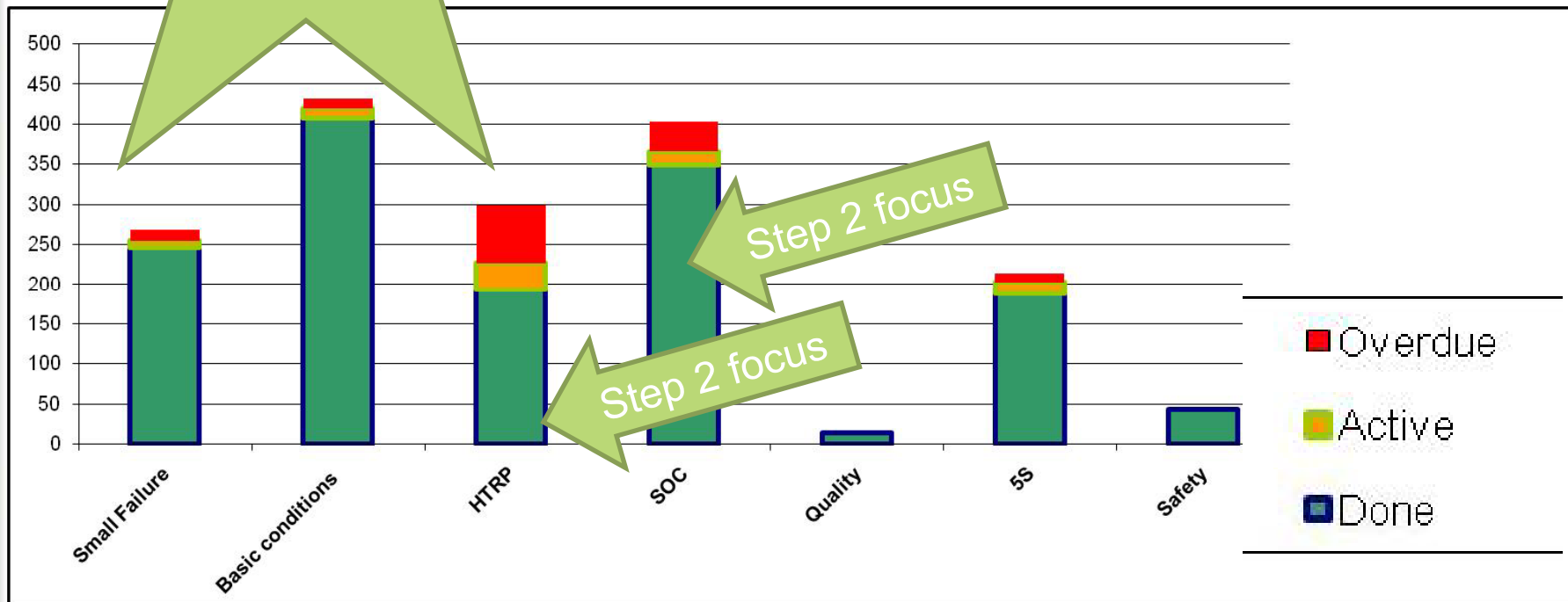
8%  
Waste  
Reduction



# Intangible Results: Prevention at Source

Defects  
found  
1690  
Fixed  
1448

1 line  
12 months  
4 teams



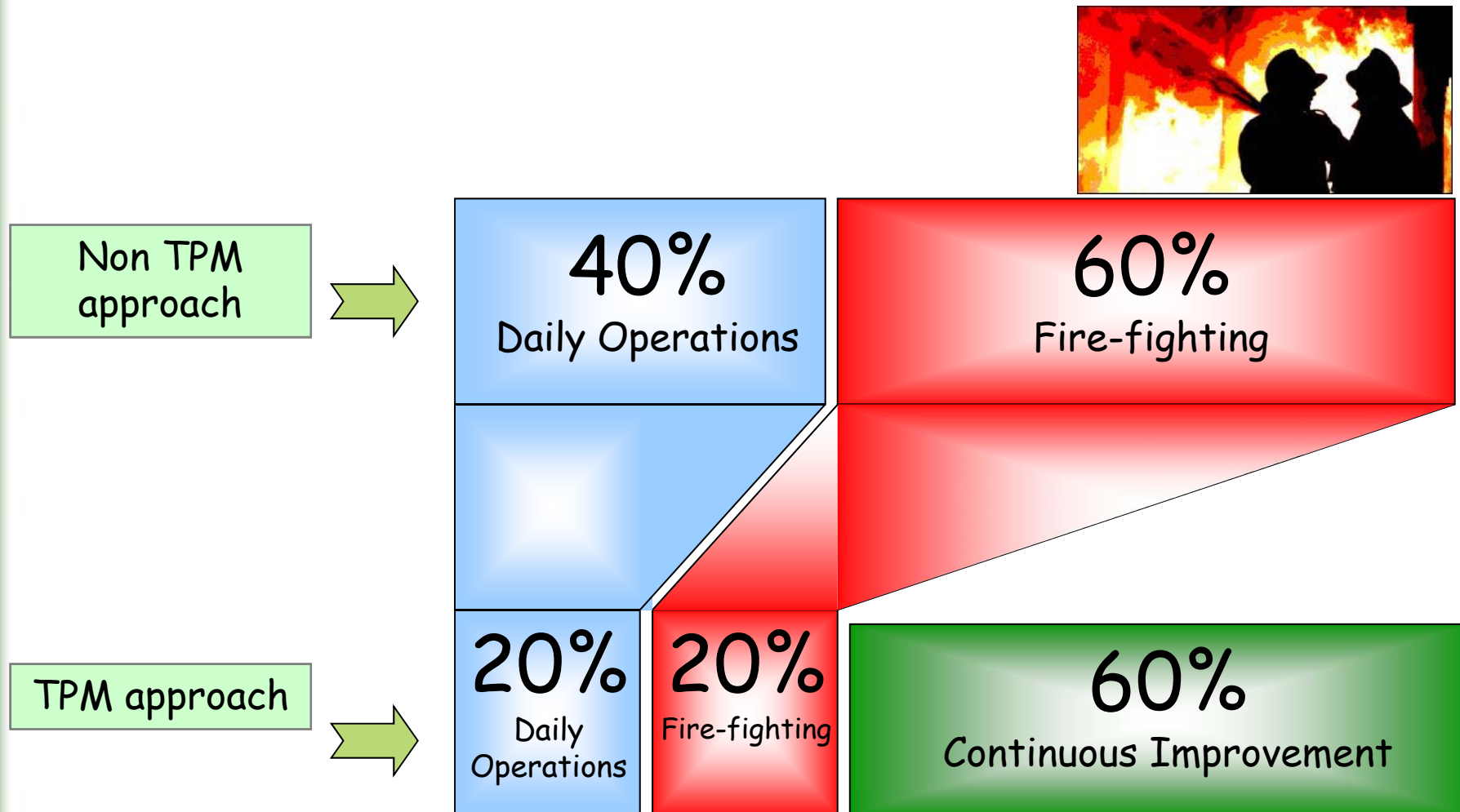


# Intangible Results: Building Capability



Nestle **EXCELLENCE**

# Intangible Results: Reducing Reactive Work



# Key Learning's

- ▶ **Develop a Structure that will build capability through out the site**
- ▶ **Develop the Line mangers to be the Coaches for the area based teams**
- ▶ **Create great measures to drive the right expectations**
- ▶ **Coaching the Methodology & tools into normal work**
- ▶ **Use Storyboards.....**

# Questions

---

