

Effective Toolbox Meetings

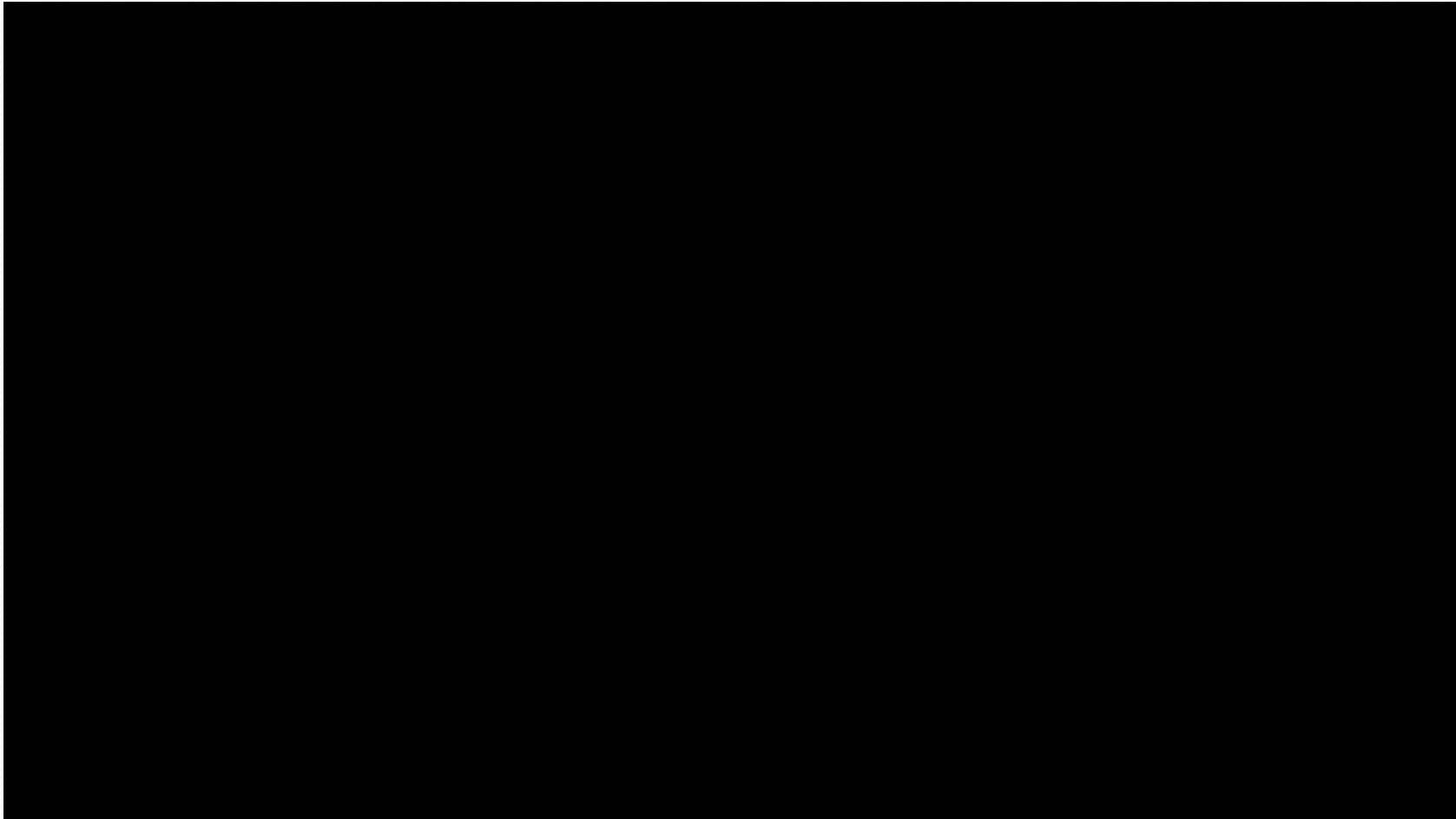
Lean & TPM Forum September, 2012



Agenda

<i>Time</i>	<i>Item</i>	<i>Duration</i>
2.50pm	<i>Introduction</i>	3
2.53pm	<i>B&D Mission</i>	8
2.58pm	<i>The Communication framework</i>	5
3.13pm	<i>Toolbox meetings- Purpose</i>	15
3.18pm	<i>B&D Vision for Toolbox meetings</i>	5
3.23pm	<i>Reflection for Audience</i>	5
3.28	<i>Questions</i>	2
3.30	<i>Close</i>	

B&D through the Ages...



Company Background - Products



B&D Mission

*To be the premium garage door and shutter
Supplier in Australia by:*



*providing a safe and rewarding work
place*



*delivering a high level of service and
quality*



creating value for shareholders

B&D Kilsyth, VIC Operations Vision

- *To be the 'showpiece' operation for B&D by December 2012*
- *Clean (like a new factory)*
- *Preferred employer (people want to come and work here)*
- *Clear standards across the workplace which are understood and followed by all*

B&D Improvement Roadmap 2011-2015 *last update 14 Aug 2012*

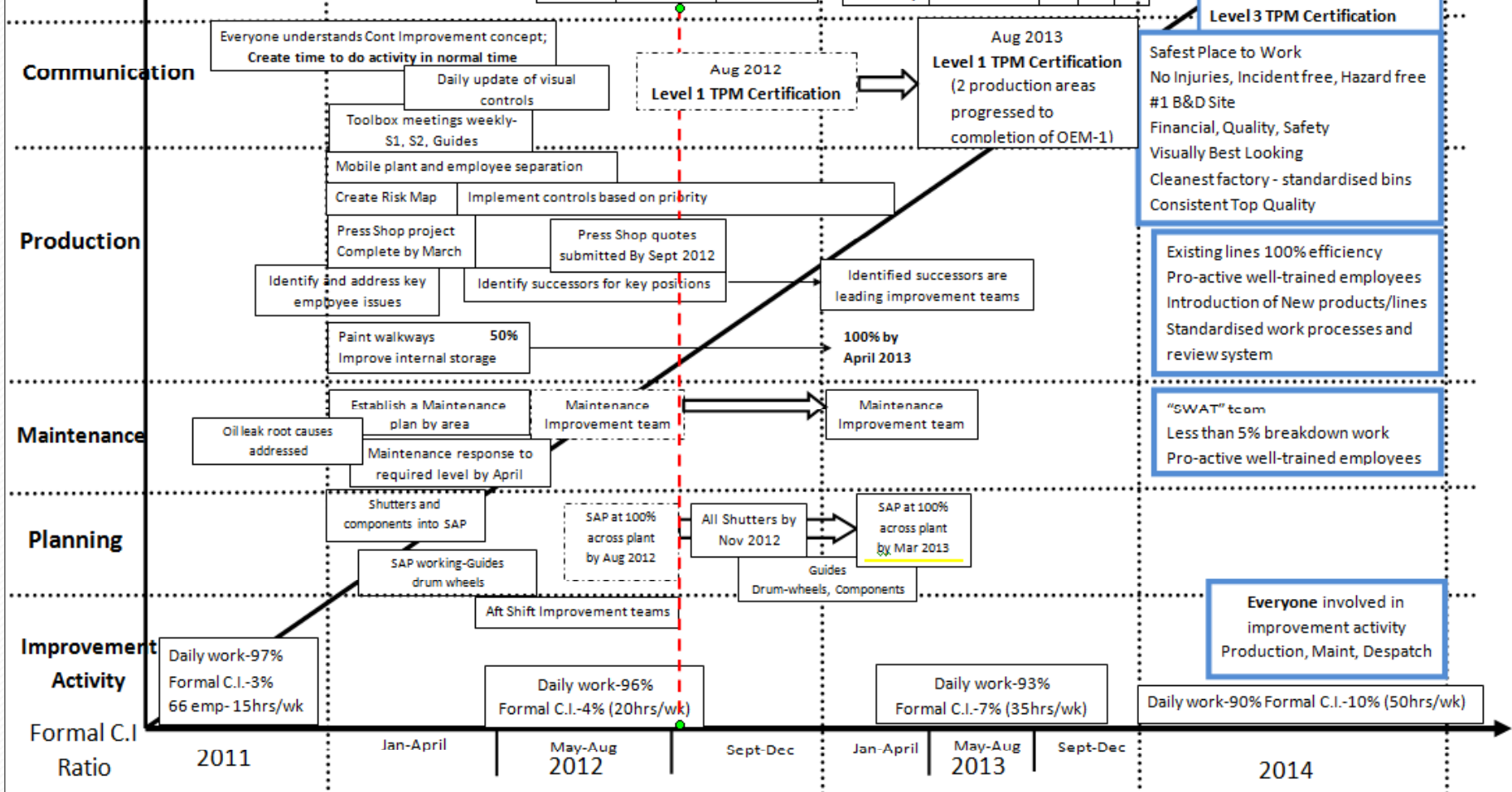
Safety	FAI MTI	3.5/mth
Quality	Warranty cost /sales	1.25/mth
Prod	Doors eq/hr	42K/mth
Cost	Controllable Costs	S1 12 S2 4 SH .6
Delivery	DIFOT	?
Inventory	DIFOT	95%

Safety	FAI MTI	1.7/mth
Quality	Warranty cost /sales	.75/mth
Prod	Doors eq/hr	25K/mth
Cost	Controllable Costs	S1 14 16 S2 5 SH .9
Delivery	DIFOT	TBA
Inventory	Total Inventory Cost	97%
		\$3.2M

Safety	FAI MTI	1/mth
Quality	Warranty cost /sales	.5/mth
Prod	Doors eq/hr	15K/mth
Cost	Controllable Costs	S1 18 S2 6 SH 1.1
Delivery	DIFOT	TBA
Inventory	Total Inventory Cost	98%
		2.8M 2.5M 2M

Safety	FAI MTI	.5/mth
Quality	Warranty cost /sales	.25/mth
Prod	Doors eq/hr	10K/mth
Cost	Controllable Costs	S1 20 S2 8 SH 1.3
Delivery	DIFOT	TBA
Inventory	Total Inventory Cost	99%
		\$2M

B&D
Benchmark
Site



The Communication Framework

- Why do we need it?
- “Why” and “WIIFM”
- The “What” becomes easier (rather than WTF!)
- What is ‘effective’ communication?

The Communication Framework

	Daily	Weekly	Monthly	Half yearly
Operator	O			O
Leading Hand	O			O
Supervisor	O	O		O
Manager		O	O	O
GM			O	O

Toolbox meeting

The Communication Framework

	Purpose
Daily	<ul style="list-style-type: none">•What is the plan for the day?•Any issues?
Weekly	<ul style="list-style-type: none">•Status against weekly plan•What's coming up?
Monthly	<ul style="list-style-type: none">•Status against annual plan•Do we need to adjust activity or resource?
Half yearly	<ul style="list-style-type: none">•Thank you for your efforts•How is the business travelling?•What is the forecast for next year?

Communication framework

- What exists currently in your workplace?
- How effective is the communication?

	Daily		Weekly	Monthly	Half yearly
Operator					
Leading Hand or Team leader					
Supervisor					
Manager					
GM					

Toolbox meetings

- What are they?
- What is their purpose?
 - 2 way communication tool
 - Align Company and employee
 - Enhance Motivation
- What are the key ingredients for successful toolbox meetings?

Key Ingredients!

1. Must be Consistent – content & timing
2. Must have Structure
 - Agenda – Short and Focussed
3. Visual Control tools – Relevant, Uncluttered, Updated
4. Publicise Achievements to Promote Formal CI through Demonstrating Success
5. Competent Team Leader/Supervisor – two way instead of one way
6. Support from CI Coordinator – facilitator

Traditional “Coaching”



Visual Controls & process indicators



Production Control Board – Guides

INTERNAL.
DIFOT

Planned days

PART No.	DESCRIPTION	+/-	27/8 MON.	28/8 TUES.	29/8 WED.	30/8 THURS.	31/8 FRI.
7403	S1 2200		70+100	70+100	70+200	70+200	70+200
7404	S1 2500		50+100	50+100	50+100	50	50+100
7405	S1 3000		20	20+100	20	20+100	20
50907	S2 2100 BJ			30		30	
50908	S2 2400 BJ		8	8		8	
50910	S2 3000 BJ			12		12	
50911	S2 3300 BJ	+12		12	12		5
50912	S2 3600 BJ				12		5
50913	S2 4200 BJ		10	10		12	5
50915	S2 5100 BJ		8+12	20	12		5
48336	MAXI 2100				30+24		
48337	MAXI 2400			30+12		30+12	
48338	MAXI 2700						8
44733	MAXI 3000						5
48335	MAXI 3600						5

STAFF NO.
COMMENTS
MOR/SOR/SUN

ISSUE
RECORDING
STAFF #

ACTION
CHECK FK.
TV GB.

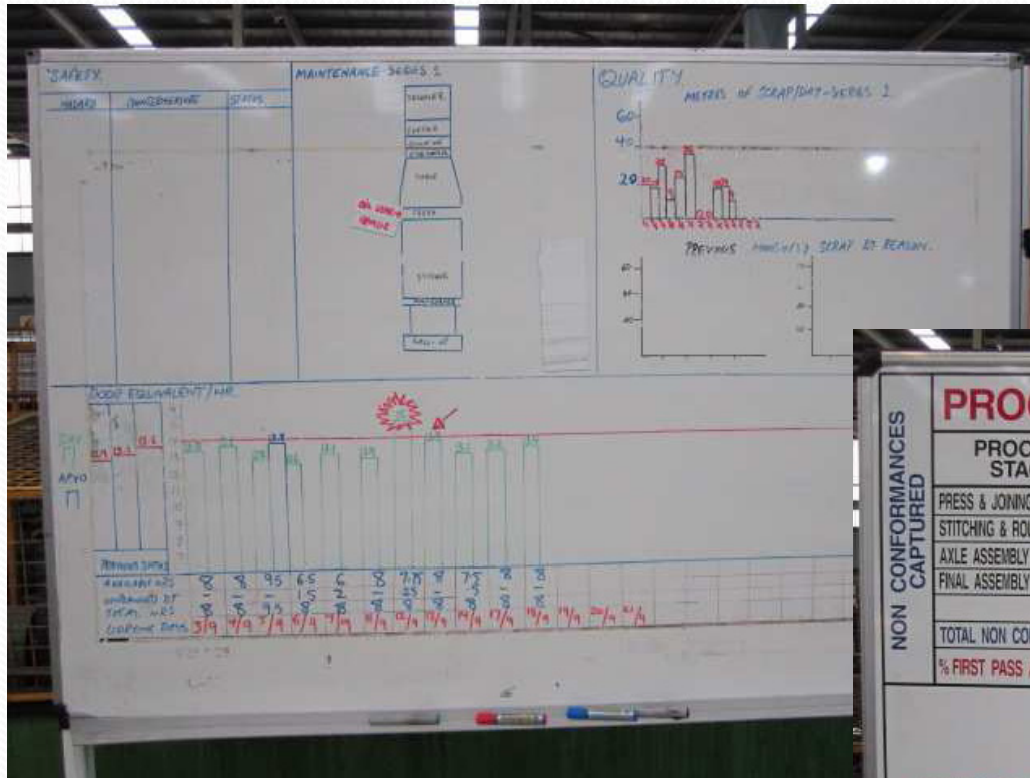
STATUS
AM W

USE TREATED WOOD! N.Z. only
SPECIAL ORDERS + EXPORT
S1 2200 - 50 - EXPORT DUE 12/9.
S1 2400 - 200 - WA.
S1 2200 - 400
S1 2500 - 200
S1 3000 - 300
S1 3400 - 100 } NZ 3/9
STOCK - BLACK
PACKS - BLUE
EXPORT - RED

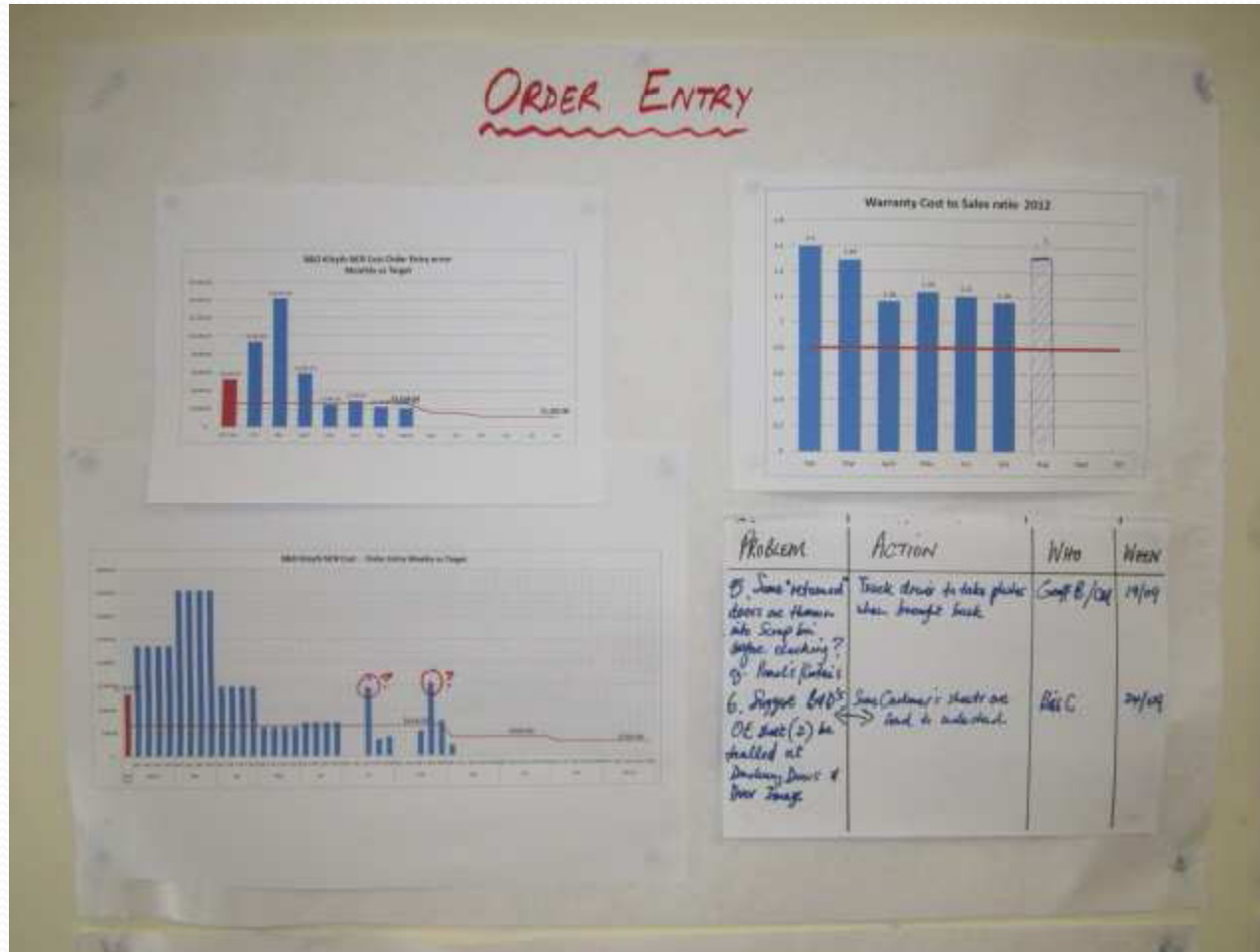
Communicating Improvements



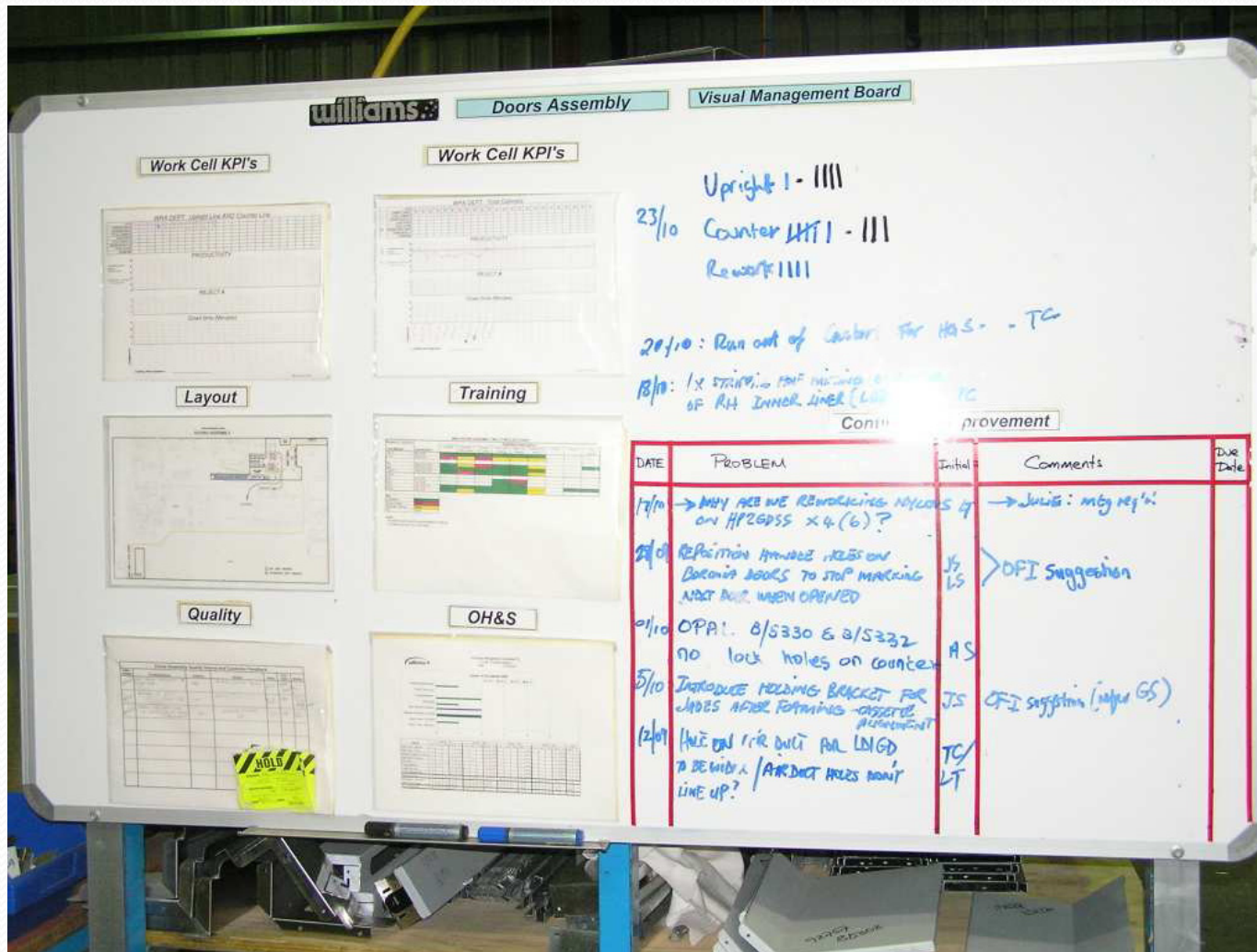
Series 1 Visual Control



Warranty Cost Visual Control



Toolbox talks – Visual tools:



Sample Agenda

1. Safety
 - Any current hazards & 2 mins
 - feedback on countermeasures status
 2. Quality issues - 2 mins
 - Scrap trend and key reasons
 - Customer Complaints, NCRs
 3. Production - 2 mins
 - Rate vs target
 4. Planned absences coming up-who and when 2 mins
 5. Questions & discussion 2 mins
-
- 10 mins

Toolbox meetings at B&D

- What are we trying to achieve?
- From Supervisor-led to Leading Hand-led
- Improve the capability & leadership of the shopfloor

Learnings

- There may be conflict that needs to be managed
- Close the loop to gain the confidence
- Be “like rust”

Our next actions?

- Establish development structure for Leading Hands / Team leaders
- Establish timeline commencing with Weekly, moving to Daily when required

Questions?