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WINERY RESOURCES – FUTURE CHALLENGES

WINEENG

2018

The Importance of Effective Daily Management in achieving Operational Excellence



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International Author:
Understanding, Measuring, and Improving Overall Equipment Effectiveness





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The 3 Critical Parts of a Continuous Improvement Strategy

World Class

3. Pro-active Improvement
focused on Improving the Business

How best to achieve our Improvement Vision through Technology & Automation, Projects & Events, and On-going Improvement activities by reducing or eliminating losses and wastes

Expectation / Target

1. Reactive Improvement
focused on Running the Business


How quickly can we get back to expectation *and stop it happening again*

0%

2. Stable Production Plan through Flow Logic
focused on Stopping the Fire Fighting


Time

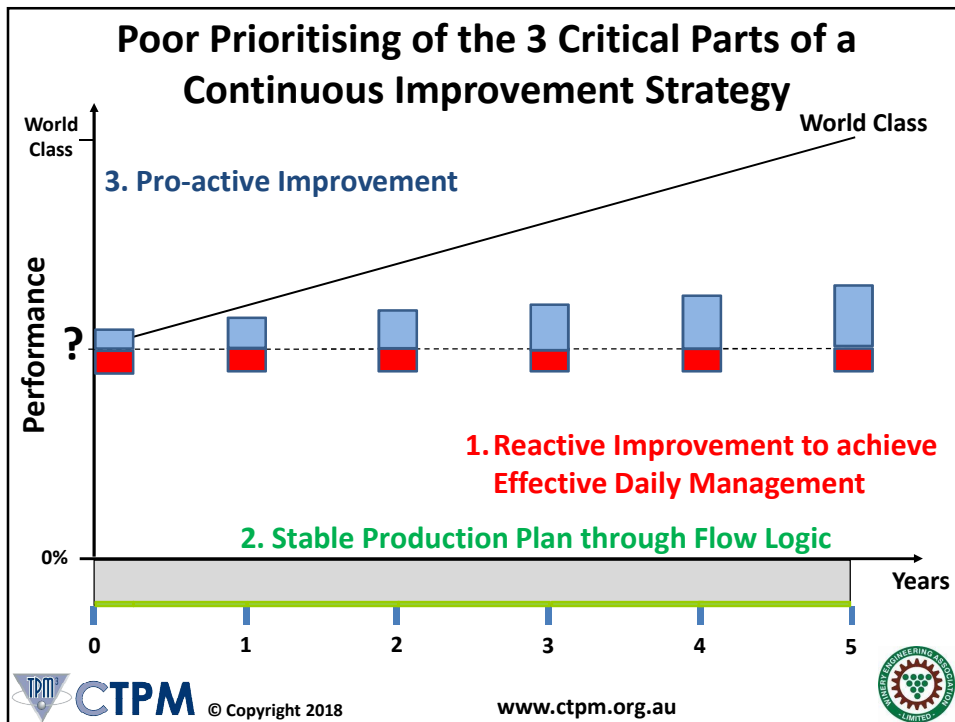
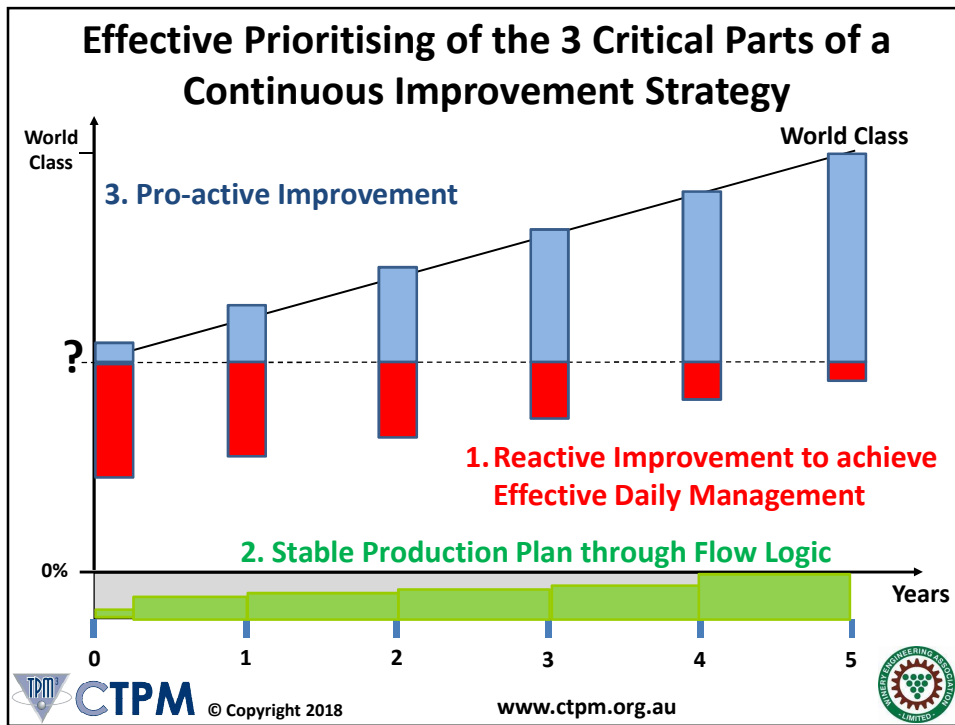
Improvement Vision
Operational Excellence
World Class / True North / Perfection

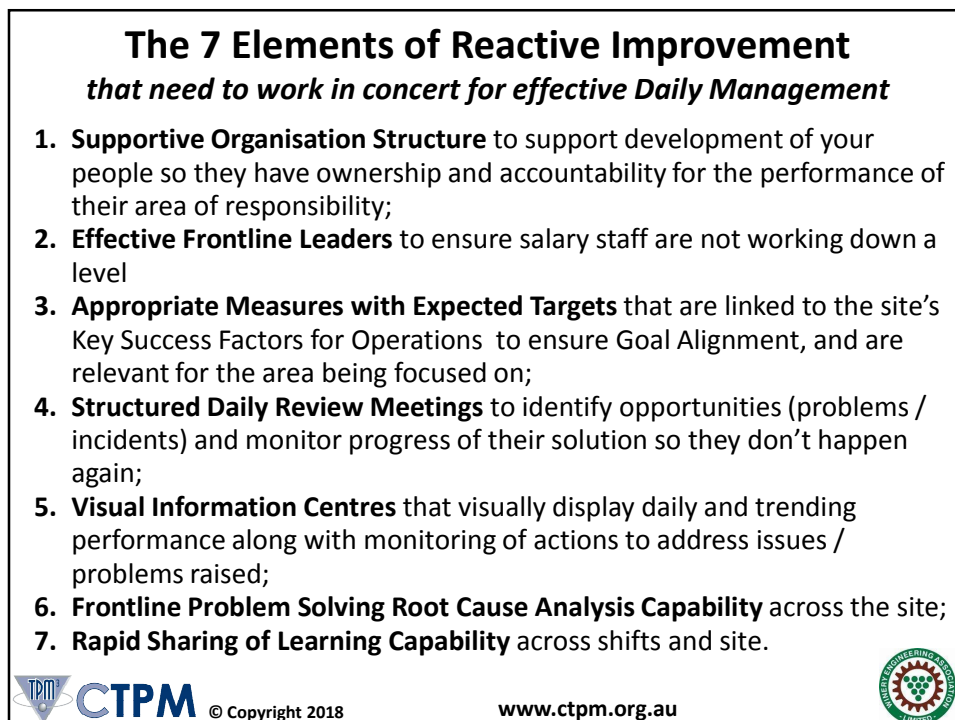
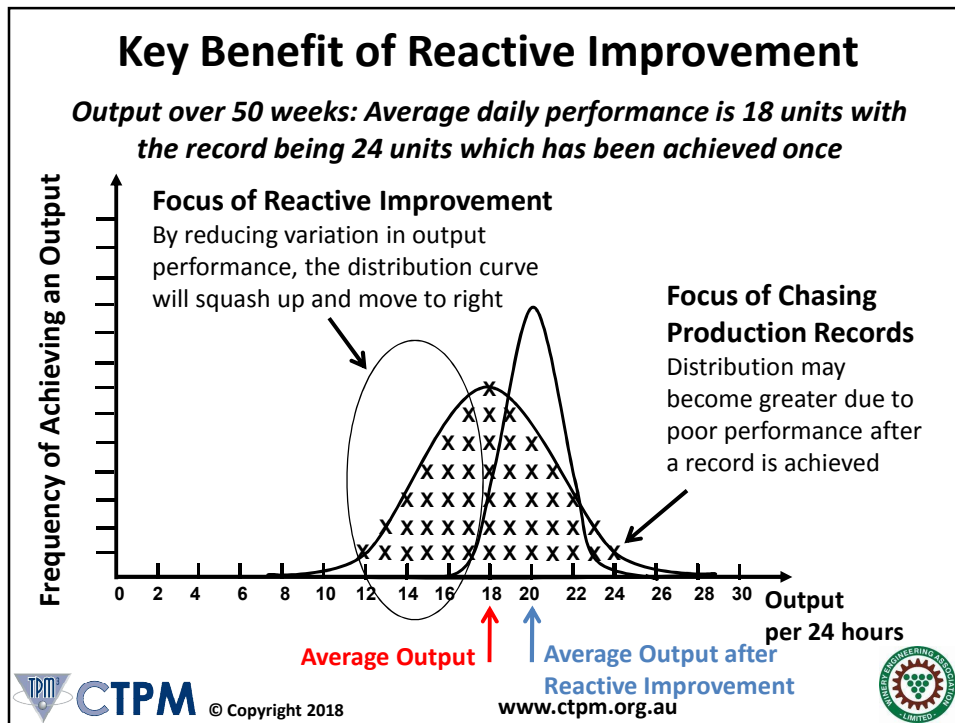


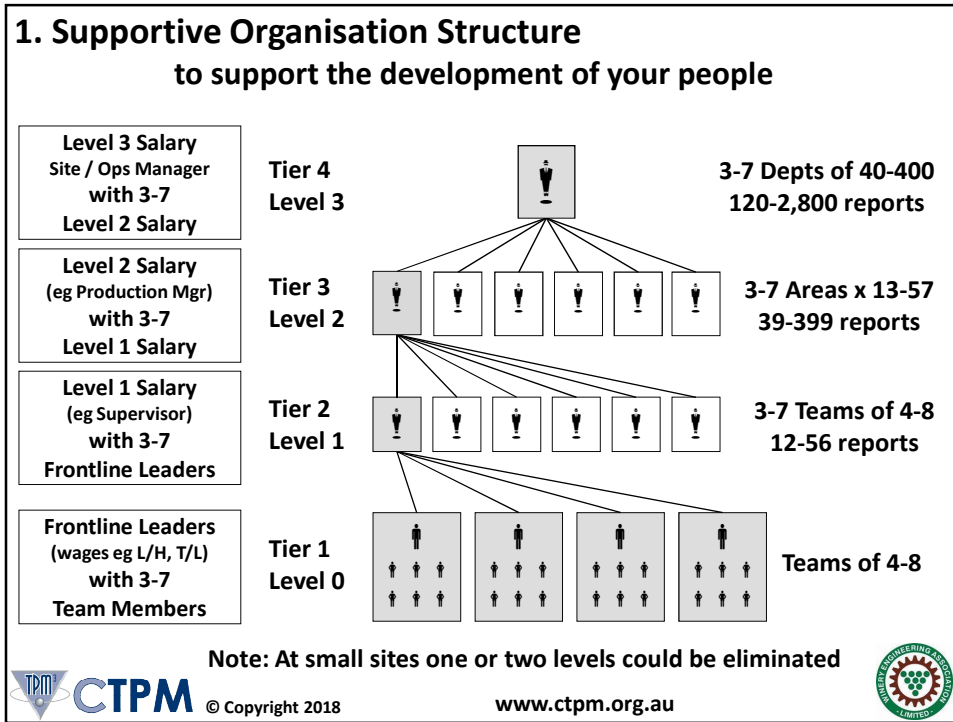
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2. Effective Frontline Leaders

If your Frontline Leaders aren't effective (properly developed), everyone else in the leadership structure tend to work down a level

0. Understand and Reinforce Company Policies and Procedures
1. Frontline Safety & Environment
2. Frontline Quality
3. Achieve the Production Plan
4. Reactive Improvement through effective Daily Review Meetings
5. Pro-active Improvement through Cross-functional and Area Based Improvement Teams
6. Frontline Work Area Management / 5S
7. Frontline Equipment Management / Clean for Inspections etc
8. Frontline Energy / Resource Management

Supported with Leader Standardised Work



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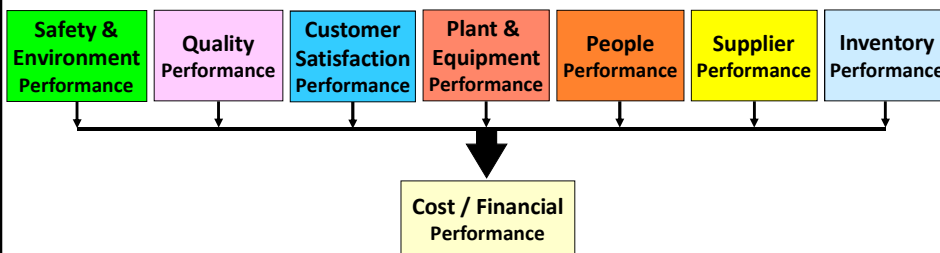
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3. Appropriate Measures with Expected Targets

Example Key Success Factors for Operations

'Cause' Key Success Factors



'Effect' Key Success Factor

Performance measures should be grouped under the appropriate Key Success Factor



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3. Appropriate Measures with Expected Targets

**Level 1 Daily Review Meeting
Performance Scoreboard**


Scoreboard to be updated before the meeting by persons responsible

Date: _____ **Date being Reviewed:** _____

Key Success Factors	Measures	Targets	Area 1	Area 2	Area 3	Area 4	Reasons for Misses (Red)
Safety & Environment	# Injuries (harm)	0					
	# Incidents (damage)	0					
Quality	Rework Units	0					
	Scrap Units	0					
Customer Satisfaction	# Orders missed Due Date	0					
	Internal Complaints	0					
	# Customer Complaints (Ext)	0					
Plant & Equipment	Number of Set-ups	5					
	Set-up Downtime (mins)	48					
	Unplanned Downtime (mins)	15					
People	Unplanned Absentees	0					
	Unplanned Absentees Today	0					
Supplier Performance	# Shortages by Order	0					
Inventory	# Supplier Quality Issues	0					
	Shortages in Stock	0					


Black – Targets, Green – Achieved, Red – Missed

Target: Achieved: Missed:



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4. Structured Daily Review Meetings


Are your daily review meetings held just to comply with policy and gather data to feed up the line

or

are they really focused on ensuring your Frontline Leaders are getting the support they need


to

safely achieve the production plan each day to the required standard?



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4. Structured Daily Review Meetings

L1 Daily Review Meeting Agenda

Purpose of Meeting: Review previous day – Learning & Actions
Review what will impact today and the next day
Brief Communication Update

Attendees: Production Planner, Frontline Leader from the 4 Production Areas - Screen Printing, Heat Press, Embroidery, QA & Pack plus 2 Support Areas – Planning and Purchasing


Time: 15 minutes at a Fixed Time: 9.45am

Production Area				Support Area	
1. Screen Printing	2. Heat Press	3. Embroidery	4. QA & Pack	Planning	Purchasing
Emma	Jasmine	Kave	Paul	Nicole	Nicole

For the previous day of Operations:


Item	Activity	Who				Time
1.	Safety & Environment • Any near misses that we can learn from • Any accidents (injuries) or incidents (damage) • Any issues for next 24 hours					
2.	Quality (Internal) • Is our quality performance within targets - any issues • Any quality issues or concerns for next 24 hours					
3.	Customer Satisfaction • Any Internal Customer complaints • Any external Customer complaints • Did we make the output we planned to do • Are we on track to make the output we have planned for today	1 E	2 J	3 K	4 P	2 min x 4 = 8 min
4.	Plant & Equipment • Any issues with plant & equipment (breakdowns, extended changeovers, delays) • Any issues with plant & equipment which will impact today					
5.	People • Did we have enough people to achieve the plan • Do we have enough people today to achieve the plan					
6.	Inventory • Any shortages • Any quality issues					
7.	Supplier • Any shortages • Any quality issues				Purchasing Nicole	1 min
8.	Planning & Scheduling – and changes				Prod Planning Nicole	2 min
9.	Review Action List				Chair	2 min
10.	Communications Update eg visitors to site				All Areas	1 min
11.	Issues of concern not covered				All Areas	1 min
Total Time:						15 min

Note: Information Boards to be updated before the meeting by the responsible persons
Action List Board to be updated during the meeting.



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4. Structured Daily Review Meetings

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Item	Activity	Who				Time
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4.	Plant & Equipment • Any issues with plant & equipment (breakdowns, extended changeovers, delays) • Any issues with plant & equipment which will impact today					
5.	People • Did we have enough people to achieve the plan • Do we have enough people today to achieve the plan					
6.	Inventory • Any shortages • Any quality issues					

Daily Review Meetings are focused on developing your Frontline Leaders by making them responsible for the total performance of their Area of Responsibility



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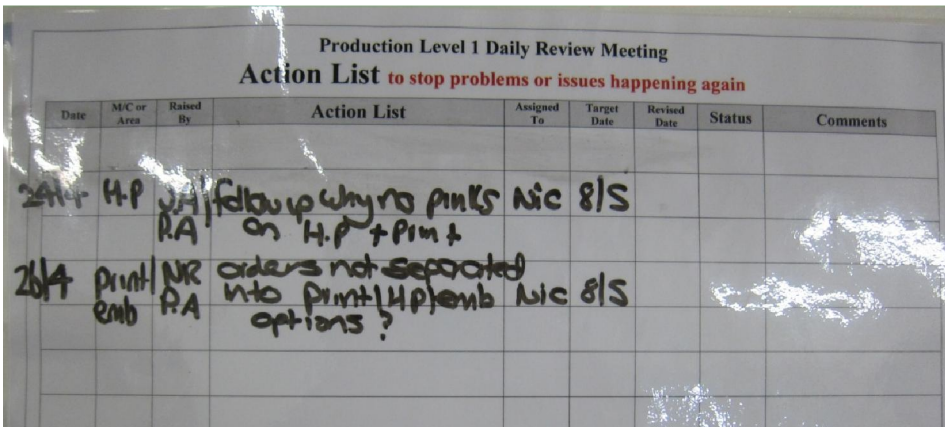
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4. Structured Daily Review Meetings

Production Level 1 Daily Review Meeting
Action List to stop problems or issues happening again

Date	M/C or Area	Raised By	Action List	Assigned To	Target Date	Revised Date	Status
2014	H.P	JH RA	follow up why no pinkS on H.P + Pim +	Nic	8/5		
2014	Print emb	NR RA	orders not separated into Print/Hp/emb options?	Nic	8/5		



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5. Visual Information Centres

Are information boards used to allow everyone to see at a glance where the problems are, and what is being done about them

or

do people have to search through screens of information to get an understanding of the real situation?

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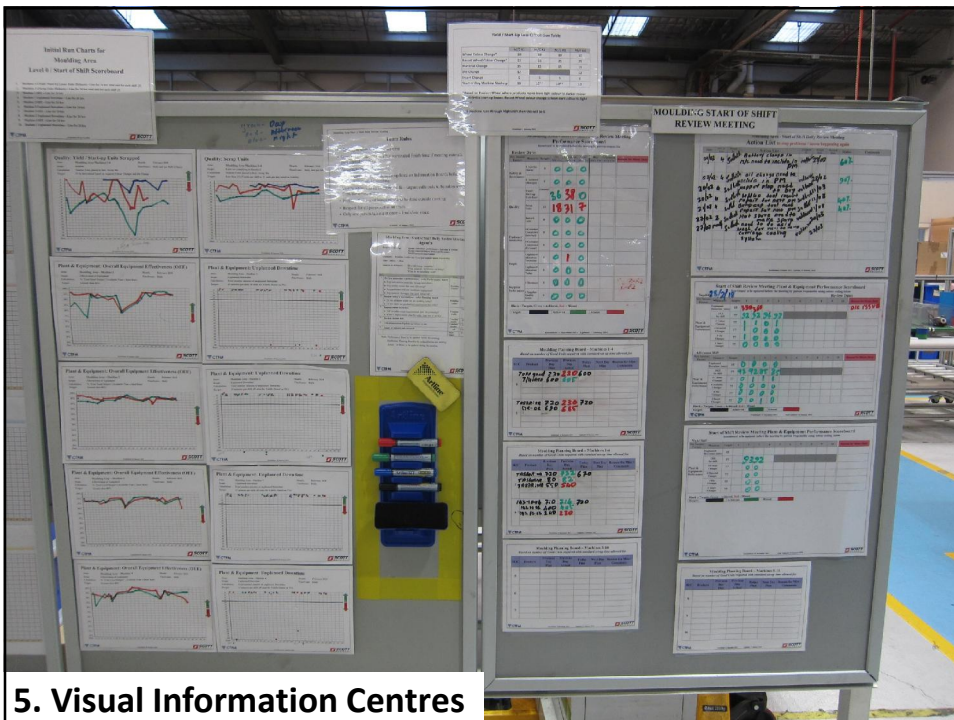


5. Visual Information Centres

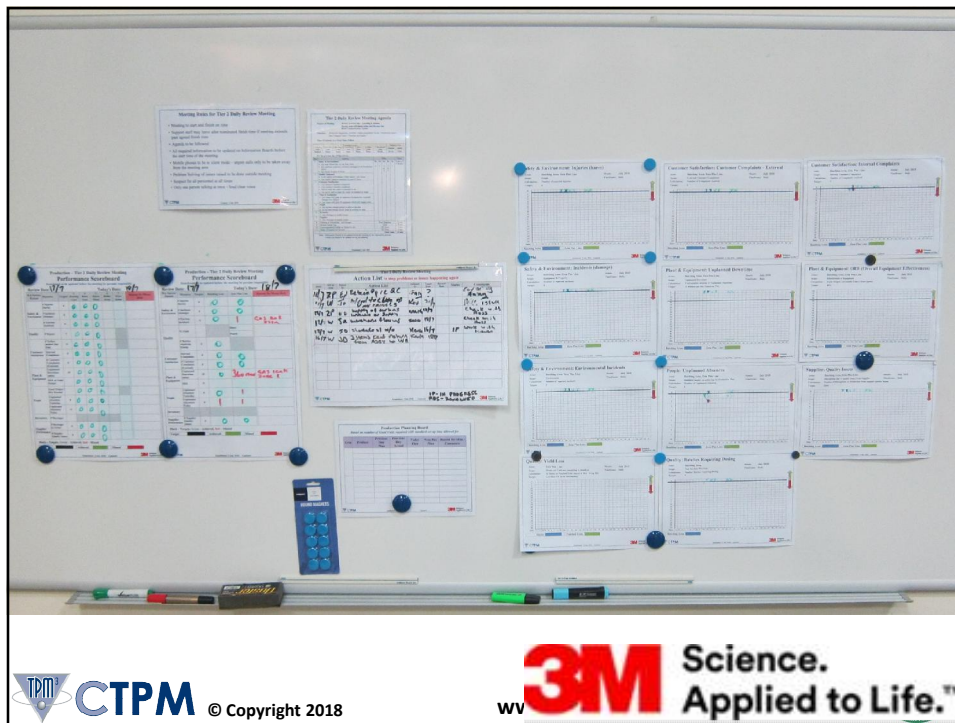


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5. Visual Information Centres



6. Frontline Problem Solving Root Cause Analysis Capability

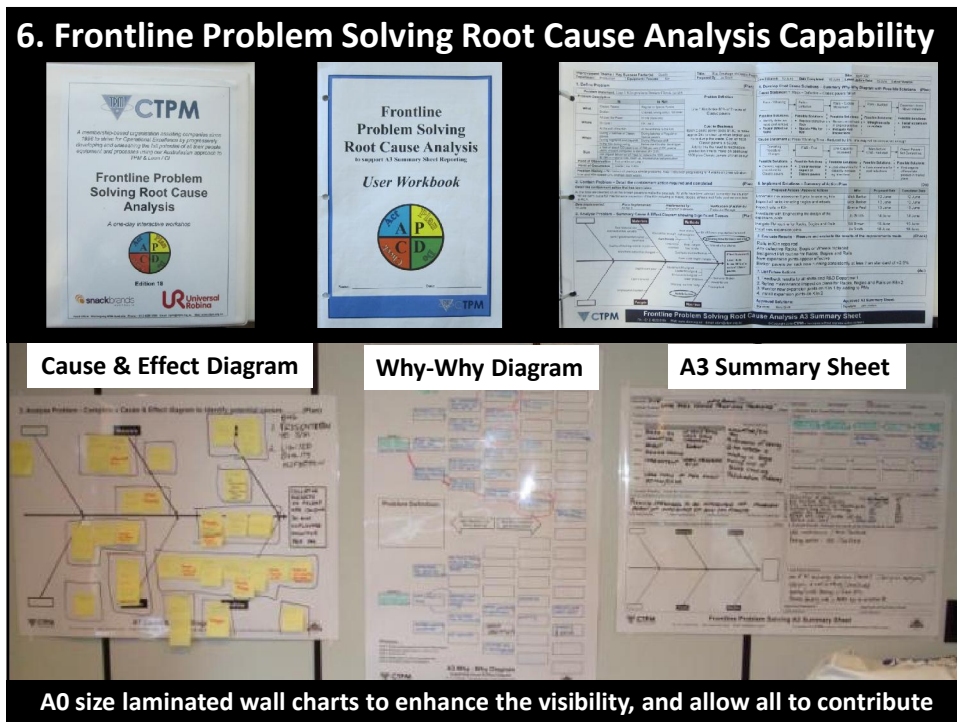
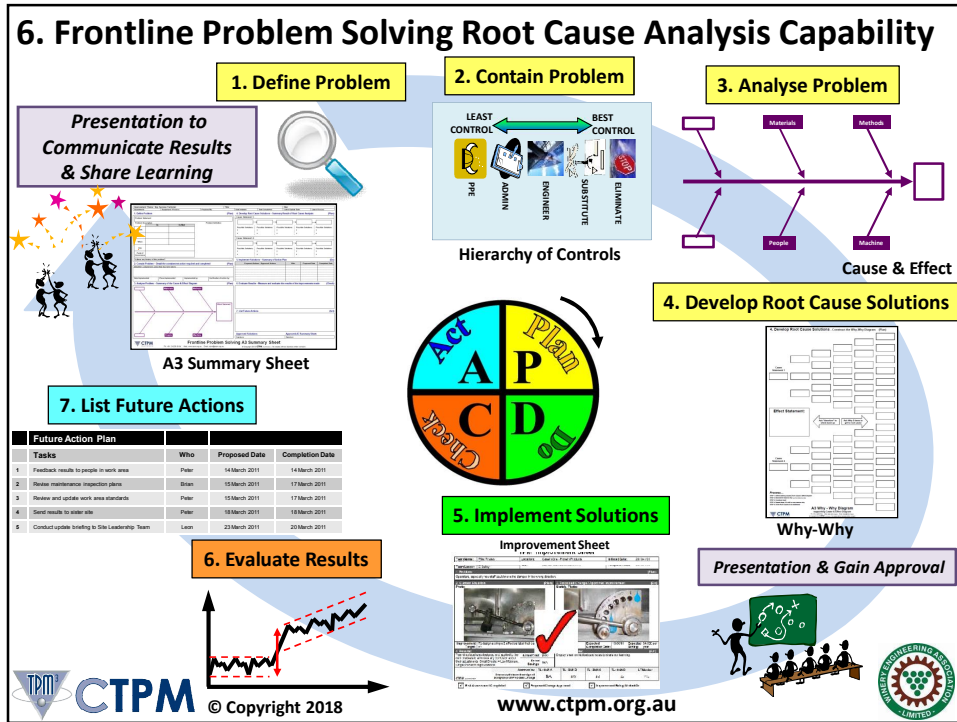
***Have you developed the problem solving skills of
all your frontline people***

so that

***if there is an incident that triggers a root cause
analysis they commence the root cause analysis
before the daily review meeting***

rather than

wait for someone to tell them to do it?



6. Frontline Problem Solving Root Cause Analysis Capability

9 Week Frontline Problem Solving Root Cause Analysis Program
based on 1.5-2 hour meetings each week for each team on the same day

Weeks:	1	2	3	4	5	6	7	8	9	
One-day Frontline Problem Solving RCA Workshop focused on P1 and involving 3 Teams of 5	P1-a	P1-a	P2-a	P2-a	P2-a	P3-a	P3-a	FP	9 Problems Solved 15 Frontline Problem Solvers able to support your site and teach other personnel!	
	P1-b	P1-b	P2-b	P2-b	P2-b	P3-b	P3-b	FP		
	P1-c	P1-c	P2-c	P2-c	P2-c	P3-c	P3-c	FP		

P1 = Problem 1; P2 = Problem 2; P3 = Problem 3; FP = 30 min Final Presentation

Learn in a Team, then conduct as an Individual engaging appropriate people as required

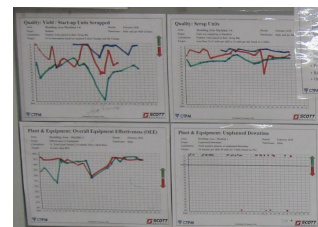
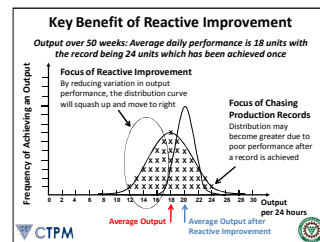


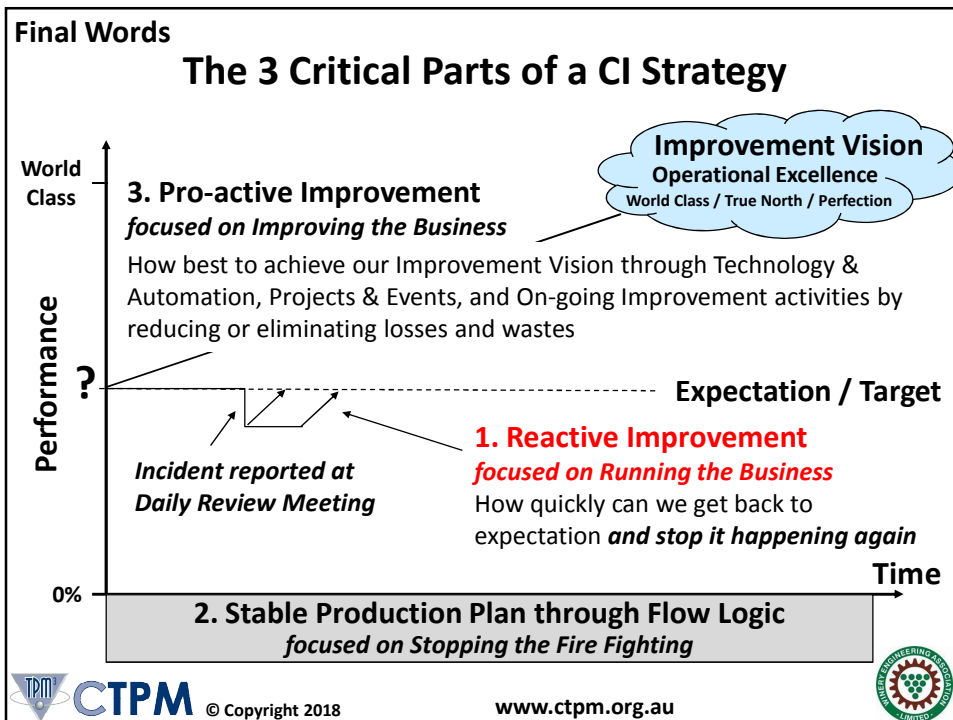
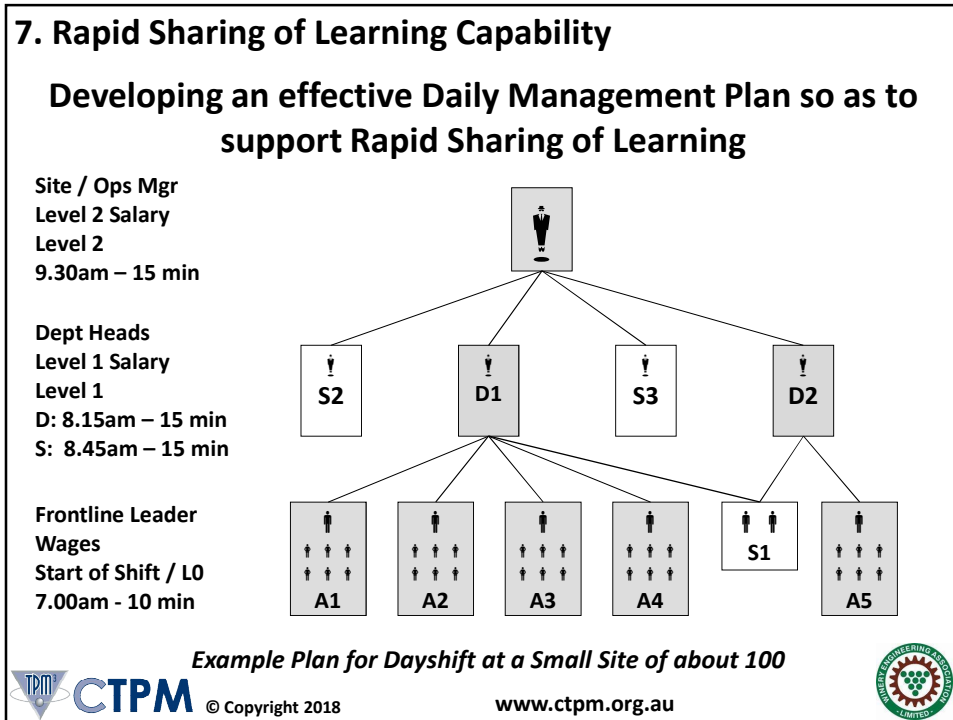
6. Frontline Problem Solving Root Cause Analysis Capability

Initial Root Cause Analysis Triggers

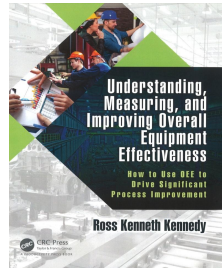
to be reviewed and tightened every month based on previous month's average

Key Success Factors for Ops	Possible Triggers for a Shift
Safety & Environment	
Quality	
Customer Satisfaction	
Plant & Equipment	
People	
Supplier	
Inventory	

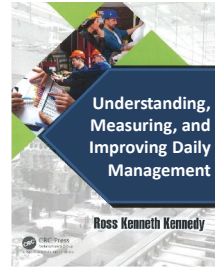




Question Time



August 2017



15 February 2019



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