

Getting the Optimum Results

Do you get extremely frustrated because although you tend to fix all faults, your performance is still not improving? Or when you implement a really good idea, the performance does get better for a short while and tends to go back to its original level?

By using our experience, we have analysed several manufacturing sites at varying levels of performance and have identified why this occurs. We found that the type of actions that are normally carried out in any environment can be classified into 3 main categories namely:

- Type 1 – Maintain actions
 - Reactive maintenance
 - Following base level practices
- Type 2 – Change actions
 - New improved method
 - Redesign by identifying root cause failures
- Type 3 – Update actions
 - Communicating and sharing of new methods
 - Procedures updated

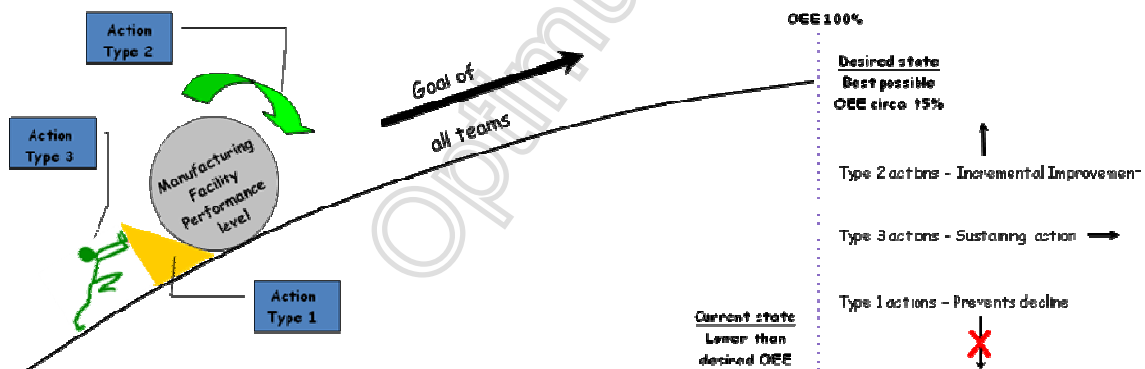
NB: If you carry out Type 2 actions and never get to Type 3, your performance improvement will be short lived!

The model below called 'ProACT' explains the different types of actions in detail and why the performance at different sites vary.

'ProAct' - Progressing through effective activities & actions



A Model to define improvement management and actions



Type 1 (Maintain) actions (The chuck stops the performance dropping)	Type 2 (Proactive) actions (Rolls the ball forward - improving performance incrementally)	Type 3 (Update) actions (Keeps the chuck moving and in time with improvements)
1.1 Procedures to ensure that standards are kept	3.1 New methods and or procedures that reduce losses	2.1 Updating procedures and method statements after improvements achieved
1.2 Asset care tasks that maintain current standard	3.2 Re-designs / improved plc programmes / control improvements	2.2 Communication and sharing to ensure improvements are yielded at multi level (area/shift)
1.3 Short term fixes - mechanical / electrical	3.3 Changes to maintenance activities preventing recurrence	
	3.4 Failures that have had root cause identified and resolved, 100 yr fixes	

By looking at a particular timeframe, if you go over the various actions that you have carried out to keep your site running and classify them into type 1, 2 or 3 as described above you will be able to identify what type of site you are!

So what do I do now?

By focussing more on Type 2 and 3 actions you will see an incremental improvement in your performance.

I.F. you **ACT** you get **RESULTS**

Whereby **(Information x Focus) x Actions = Results**

The formulae suggests:

Inaccurate information = poor results

Inadequate focus = poor result

Low no. of decisions / actions = poor results

The XL system will give you the Information and by Focussing on the Actions you will get RESULTS!

Defining what you really want:

Information = Using the XL system at a tactical level – understanding the real root cause of your biggest losses

Focus = Man hrs focusing on information that lead to decision making – or number of tactical reviews combined with the number of people involved

Actions = Commitment to a high number of speedily executed mix of maintaining, proactive (changing) and updating actions

MANAGE AND MEASURE THE INPUTS AND THE RESULTS ARE GUARANTEED

Measuring the inputs

1. **Information** – number of top losses identified that are effecting OEE and getting to the root causes
2. **Focus** – number of tactical and strategic reviews taking place and the number of relevant individuals involved
3. **Actions** – the number of type 1, 2 and 3 actions taking place

When these three areas are aligned then **Results are inevitable**