

# TMP™ Session Gets Results

## Savings of 1 day and 3.5 hours – nearly \$500,000

This global manufacturer of wood-based panels partnered with RLG at one of their North American mills to:

- Reduce shutdown from a projected plan of 6 days to 4.5 days. The reduction of 1 day of downtime was just over \$400,000.
- Learn to use a disciplined approach to examine shutdown work in detail.
- Review the current shutdown plan – specifically in the press area – the designated critical path.
- Identify opportunities to improve performance and potential risks to performance.
- Create specific action plans to improve performance.

### PERFORMANCE

- Sixteen mill staff were trained in using RLG’s TMP™ (Theoretical Maximum Performance) approach to examine shutdown work for opportunities for improvement.

| Job Description                   | Original Time on Critical Path (minutes) | TMP™ Time on Critical Path (minutes)* | Change (minutes) | % Change |
|-----------------------------------|--|---------------------------------------|------------------|----------|
| Sunday Night Preparation on Press | 540                                      | 420                                   | 120              | 22%      |
| Press Infeed Work                 | 9,630                                    | 4,020                                 | 5,610            | 58%      |
| Press Outfeed Work                | 4,440                                    | 2,550                                 | 1,890            | 43%      |

\*TMP™ times are theoretical ideals – what is possible if everything went perfectly – not performance targets. The goal is to improve on the original baseline.

- Positions included in the session ranged from: mill manager, production manager, maintenance manager, maintenance mechanical supervisor, maintenance electrical supervisor, maintenance planner, process control manager, two shift supervisors, five mechanic technicians, two electric technicians.
- The teams produced over 30 specific improvement ideas for the shutdown jobs identified.
- The majority of the ideas identified were actioned prior to the next shutdown start.

### IMPROVEMENTS: SHUTDOWN JOBS

- Over 30 specific recommendations were identified from the three shutdown jobs reviewed.
- Members and supervisors reviewed each job in detail and estimated original time and determined TMP™ times for each individual step of the job.

- The teams then analyzed the job using a critical path analysis. They determined the original critical path times and the revised TMP™ times.

### RESULTS

The initial estimation for the shutdown from management was 6 days. After the groups came to line-out the specifics on the press work (the critical path) the shutdown duration was realized to be 6 days and 16.5 hours. The group was able to get everything up and running consistently in 5 days and 13 hours ... a savings of 1 day and 3.5 hours or nearly \$500,000.

**“The guys are on a high from the involvement and ownership that happened. TMP™ really got us to the details from having all the right people in the room.”**

Maintenance Manager