

## Fig 3-1 Potential Milestones – List

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- When QA/QC can release products in less than two days
- When everyone in the company buys in to the 'Elite' objectives
- When changeovers and stoppages are less than 2.6 hours per week in tableting
- When the kanban is in place and operating
- When the information from production is right first time
- When we have established rhythm wheels in packaging
- When we have achieved a 4 day TPT
- When QC schedules are integrated into the production schedules
- When changeover time on the packaging line meets the targets
- When bulk production runs smoothly and evenly every week
- When operators know their performance against targets

## Fig 3-1 Potential Milestones – List (contd)

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- When new QC procedures for inbound samples are in place
- When we have achieved a 10 day PLT
- When we have the PU structure in place
- When we have achieved the OAE target in tableting
- When unplanned stoppage time on the packaging line meets the targets
- When everyone has played the Lean Game
- When all support functions are fully synchronised with production
- When inventory levels have been reduced
- When we have increased productivity by 50%
- When the POO is in place
- When performance measures are available on a shift basis

## Fig 3-2 Potential Milestones – Challenges

- When QA/QC can release products in less than two days **QA/QC**
- When everyone in the company buys in to the 'Elite' objectives **Comms**
- When changeovers and stoppages are less than 2.6 hours per week in tableting **OAE**
- When the kanban is in place and operating **TPT/PLT**
- When the information from production is right first time **RFT**
- When we have established rhythm wheels in packaging **PI & Sched**
- When we have achieved a 4 day TPT ✓ **TPT/PLT**
- When QC schedules are integrated into the production schedules **QA/QC**
- When changeover time on the packaging line meets the targets **OAE**
- When bulk production runs smoothly and evenly every week **PI & Sched**
- When operators know their performance against targets **KPIs**

## Fig 3-2 Potential Milestones – Challenges (contd)

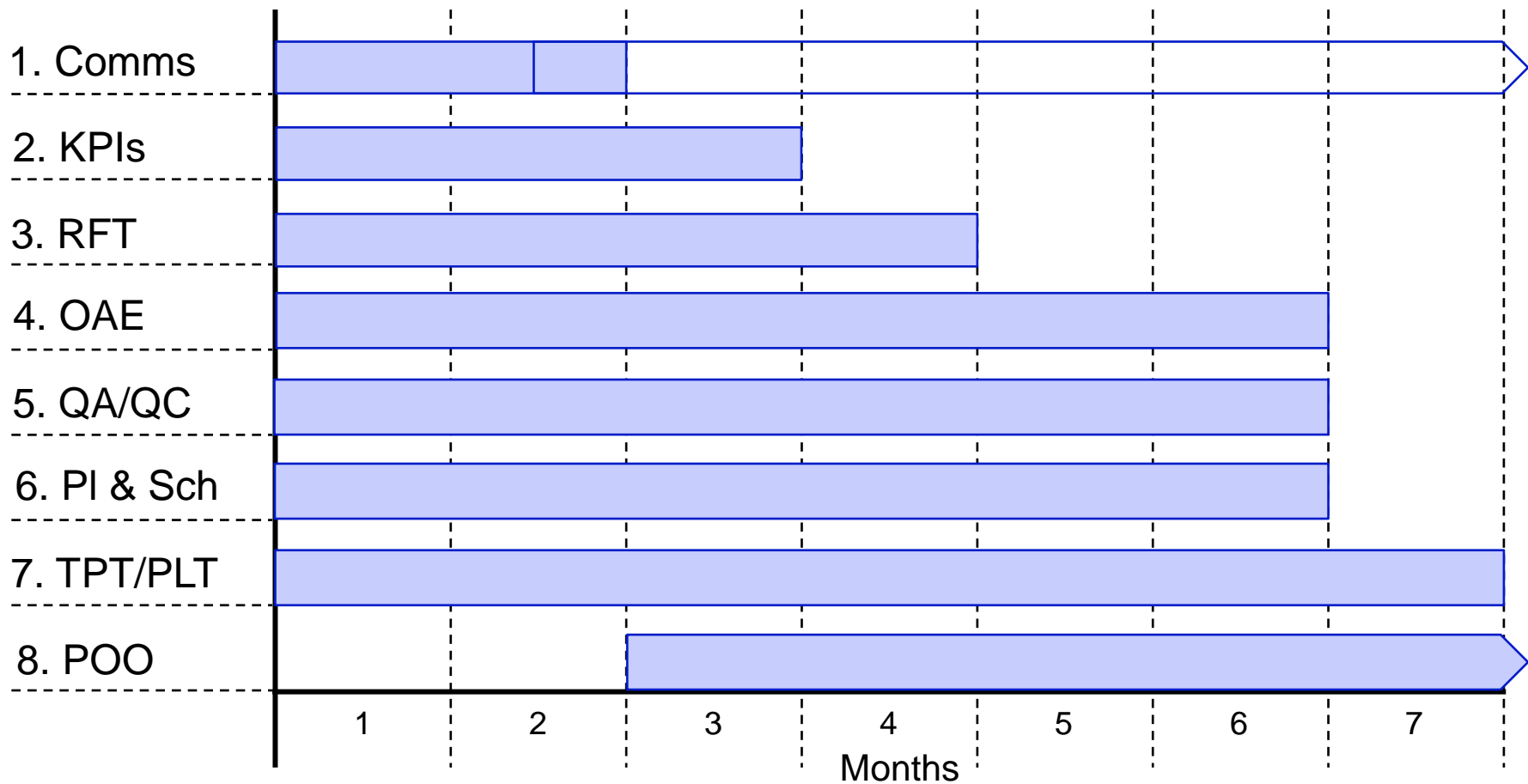
• When new QC procedures for inbound samples are in place		QA/QC
• When we have achieved a 10 day PLT	✓	TPT/PLT
• When we have the PU structure in place		POO
• When we have achieved the OAE target in tableting		OAE
• When unplanned stoppage time on the packaging line meets the targets		OAE
• When everyone has played the Lean Game		Comms
• When all support functions are fully synchronised with production		N/A
• When inventory levels have been reduced		TPT/PLT
• When we have increased productivity by 50%		OAE
• When the POO is in place	✓	POO
• When performance measures are available on a shift basis		KPIs

## Fig 3-3 Milestone Sequence & Responsibilities

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|---|---------------|
| 1. Comms - When communication plans are in place                  | Andy          |
| 2. KPIs - When 'Elite' Key Performance Indicators are in place    | Michelle      |
| 3. RFT - When info between departments is always right first time | Michelle/Kate |
| 4. OAE - When the OAE targets are achieved                        | Mike/Andy     |
| 5. QA/QC – When QA/QC is fully synchronised with production       | Kate          |
| 6. PI & Sched – When 'Elite' planning & scheduling is in place    | John          |
| 7. TPT/PLT - When the TPT/PLT targets for ACD are achieved        | Andy + team   |
| 8. POO – When the POO structure is implemented                    | Sen Mgt       |

## Fig 3-4 Milestone Plan



## Fig 3-5 Milestone 4. OAE – Briefing Document

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**SCOPE:** To achieve OAE targets for tableting and packaging of ACD

**KEY CHANGE ISSUES:**

- Reduce changeover times
- Reduce stoppage times
- Run consistently at max validated speed

**CRITERIA FOR SUCCESS:**

- Tableting 70% and Packaging 40% by month 6
- Sustained for two weeks

# Fig 3-6 Milestone 4. OAE – Activity Plan

