

WHAT DO I TALK ABOUT, WHEN I TALK ABOUT... TPM

STEP 3: ORGANISING THE TPM PROMOTIONAL STRUCTURE IN AN ENTERPRISE

In step 3 of the TPM implementation process in an enterprise, we are going to focus on the creation of an appropriate structure within an enterprise, aimed at promoting the TPM system amongst all of its employees. Writing about the TPM promotional structure, several questions need to be asked, namely:

1. Who should be included in the TPM promotional structure in an enterprise?
2. How should this structure function?
3. Should the TPM promotional structure be independent from the company's existing structure?
4. Who should be in charge of such a structure?

As can be seen, there is quite a number of these questions and, as a matter of fact, each of them gives rise to another question instead of providing clear and transparent answers. I shall do my best to answer all of these questions and, at the same time, present some good practices which should be implemented at this phase of the TPM system implementation.

One of the key elements that need to be taken into account is the placement of the TPM promotional structure within an enterprise, or – in fact – providing an answer to the third question. The point is that the TPM promotional structure cannot function separately within an enterprise for the TPM purposes. These types of solutions do not produce any benefits. Why? The answer is simple: at the beginning of the TPM implementation in a pilot area, this type of structure operates very dynamically. Over time, the activity of this structure becomes less and

less dynamic, and eventually disappears completely. As a result, the members of such a structure deal with the TPM promotion only formally, while in fact they are preoccupied with their daily routines. Of course, it is also the matter of creating the TPM strategy itself, which will be described in the next step. Nevertheless, this should be taken into consideration. Therefore, when creating the TPM promotional structure in an enterprise, it is important to take advantage of the enterprise's natural structure and the benefits it brings, namely goal-orientation, clear responsibility, and dedicated resources. Existing structures usually have the form of a triangle divided into three parts:

- Top Management
- Middle Management
- Workshop Management

Such an enterprise structure blends ideally into the promotion of the TPM system in the enterprise by assigning



relevant tasks at each level of the structure.

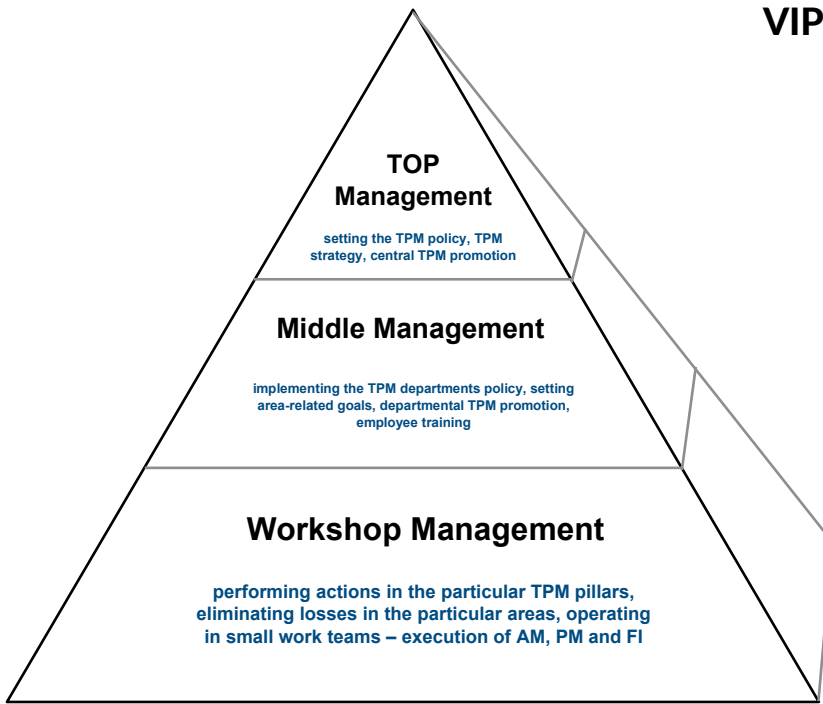
Examples of such tasks include:

- The Top Management is responsible for the TPM strategy and policy, as well as for setting goals at the strategic level.
- The Middle Management is responsible for implementing the main objectives of the Top Management at the departmental level, as well as for setting departmental goals and educating employees.
- The Workshop Management is responsible for physical actions taken in small teams of employees as early as at the level of the particular production lines, machines and devices – aimed, to a large extent, at eliminating the basic losses defined in the TPM system.

The figure below presents an enterprise structure with the assignment of tasks resulting from TPM system implementation.

As can be seen, the structure is no different from the existing ones amongst enterprises. Analysing the description

VIP – MAINTENANCE MANAGER



the Training Sessions and Courses pillar – with the HR Manager in charge. The remaining two pillars are in the hands of the Maintenance Department and the assigned individuals include those in charge from the engineering level – either the Reliability Manager or the Maintenance Work Flow System Manager.

As indicated by the description above, the TPM promotional structure must be identical with the existing structure of an enterprise. The responsibility for the individual pillars is assigned to the management level of the particular departments and the individuals from these departments fulfil their assigned actions within the existing strategy of an enterprise. One must realise that the TPM is not an additional formation requiring extra resources. The TPM system is intended to improve the functioning of an entire enterprise within the existing structure of a given enterprise. Each department applies the tool hidden behind the particular pillars of the TPM system, thereby fulfilling its departmental goals and, by the same token, the goals of an entire enterprise.

The policy of setting goals and the strategy itself is the next step in the implementation process of the TPM system. Read more about this issue in the next article...

above, we can answer the first question concerning the composition of such a structure. The answer is clear and very simple: all employees of a given enterprise will be included in the structure at the appropriate levels.

The functioning of the structure is not a secret phenomenon. In its activities, the structure performs its routine tasks, using the tools implemented under the TPM and intended to fulfil those tasks more effectively.

The issue of who should be in charge within the TPM promotional structure results, to some degree, from the sheer structure of a given company, where these types of roles are established and function well. Within the promotion of the TPM system, it is possible to appoint experts in each pillar, who will be responsible for the performance of the tasks within a given pillar. The figure below present a sample TPM house, along with the responsibilities and positions assigned on the basis of the company's existing structure.

As shown in the figure above, the persons responsible for the particular pillars are the individuals who are in the middle management level of an enterprise. The assignment of the persons responsible for the particular pillars results from their natural origin within

the enterprise's existing structure. For instance, the Autonomous Maintenance pillar is the responsibility of the Production Manager. In other cases, this may be the Production Director if a given company has a more complex structure. This pillar will also include individuals from the production division supported by other pillars. The Preventive Maintenance pillar is the responsibility of the Maintenance Manager.

The attention is attracted by two pillars with persons from other areas of an enterprise assigned as responsible for implementing the tools within these pillars. These pillars include Focus Improvement – with the responsible person being the Quality Manager, and

