Six Sigma - Operations Excellence
Building Operational Capability

Operations Excellence, Six Sigma & Learning
Who Are We?

Maple Leaf Foods – from Farm to Plate

Farming Operations
Transportation, Distribution and Processing
Grocery Retail, Food Service and Restaurants

We make high-quality, innovative products under national brands including Maple Leaf®, Maple Leaf Prime®, Maple Leaf Natural Selections®, Schneiders®, Schneiders Country Naturals® and Mina® that are enjoyed by Canadians every day.
MLF Six Sigma - Operations Excellence Tie to Strategic Framework
A purposeful company

WHY WE EXIST | Raise the good in food
WHERE WE ARE HEADED | To be the most sustainable protein company on earth
HOW WE ARE GOING TO WIN | Lead in sustainability, Invest in our people, Make great food, Broaden our reach, Build a digital future, Eliminate waste
WHY WE CAN DO IT | Our values
Direct Tie to Leadership Values

Maple Leaf Leadership Values

- **Do what’s right**
  By acting with integrity, behaving responsibly, and treating people with respect

- **Deliver winning results**
  By expecting to win, owning personal and collective accountability to deliver; taking appropriate risks without fear of failure while challenging for constant improvement

- **Build collaborative teams**
  By attracting only the best people, serving, recognizing and rewarding their development and success; fostering a collaborative and open environment with the freedom to disagree but always making timely decisions and aligning behind them

- **Get things done in a fact based, disciplined way**
  By seizing the initiative with the highest level of urgency and energy; meeting all commitments responsibly while being objective, analytical and using effective process

- **Learn and grow, inwardly and outwardly**
  By being introspective personally and organizationally; freely admitting mistakes or development needs; deeply understanding and connecting with consumers and stakeholders globally as a primary source of learning and growth

- **Dare to be transparent, passionate and humble**
  By having the self confidence and courage to be completely candid and direct; willing to communicate openly in a trusting manner; acting with passion, conviction and personal humility; especially when delivering winning results

- Operations Excellence is how we get things done in a “Fact Based, Disciplined Way”
  - **Being objective, analytical and using effective Six Sigma process to get things done**
  - **Continually building Six Sigma skills through Six Sigma projects, tools, concepts and coaching**

- It is embedded in our Leadership Edge Values and represents a long term investment in developing competitive advantage through operating discipline
Evolution of Six Sigma - Operations Excellence

2000

Early Wins

- Small, tactical projects, focused on operational process improvements
  - Improved ham yields
  - Improved labour utilization on conversion lines
  - Improved conformance to specifications
  - Pricing error reduction

New Frontiers

- Increasingly complex business initiatives
  - Company and business unit mergers
  - Utilization of “Big Data” to drive purchasing savings
  - Optimization through vertically integrated processes
  - Large scale capital projects (Cap DMADV)
  - Design/rollout of customer alignment process (CAP)

Transformation

- Complex transformational initiatives
  - Trillium Bakery
  - SAP deployment support
  - Distribution strategy at MLCF
  - Network Transformation
  - Project Simplify

2016+

Operations Excellence

- Drive operational excellence
  - OES system designed and refined
  - System piloted on target line / single site
  - Expand application to all lines / pilot site
  - Deploy system at second site
  - Deployment model evolved from targeted sites to embedding skills/concepts in front line leadership

Enterprise Level Focus
Methodologies Draw from Deep Set of Business Strategies

- Control Charts
- Time Series Analysis
- Work Breakdown Structure
- Pareto Diagram
- Binomial Distribution
- Regression
- Fishbone Diagram
- FMEA
- Process Map
- Control Plan
- Design of Experiment (DOE)
- Sigma Z score
- RASCI
- Monte Carlo Simulation
- CSM
- MSA
- Stakeholder Analysis
- Binomial Distribution
- Time Series Analysis
- Work Breakdown Structure
- Six Sigma
- Adult Learning
- Machine Components Sheets
- One Point Lessons
- Leader Standard Work
- Regression
- Flowcharts
- 5S
- 8 Wastes
- HACCP
- Total Productive Maintenance
- 5S
- Quality Control
-全员生产维修
- Learning Organization (5th Discipline)
- ABC
- Hoshin Kanri
- Chi-square Test of Independence
- Statistical Process Control
- DCOM
- 5S
- 8 Wastes
- CIL
- Lean
Role of the Six Sigma - Operations Excellence Team

Delivering Business Results through a Culture of Continuous Improvement

- Build Six Sigma – Lean team competencies
- Provide process management support
- Execute CI projects using Six Sigma – OES methodologies
- Develop broader organizational skills
- Partner with site leaders to:
  - Define critical business needs
  - Deploy OpEx strategies and concepts
Engaging our People Through Operations Excellence
Our Path to Operations Excellence

01 Be at the heart of engaging and empowering our **PEOPLE** on the plant floor;

02 Be instrumental in efficiently managing our **COSTS** through high performance manufacturing and lean operations;

03 Unlock capacity in our plant network, enabling our **GROWTH** agenda;

04 Enable our plants to support our objective of becoming **SUSTAINABLE**.

- 85% of MLF employees work in manufacturing
- Manufacturing impacts the majority of our costs
- Innovation & capacity enabled by process capability & asset utilization
- Reduce environmental footprint by 50% by 2025
MLF Operations Excellence Framework

There are six pillars that focus on building skills and continuous improvement:

1. Direction Setting
2. Health, Safety, Security & Environment
3. Food Safety & Quality
4. Waste Elimination
5. Autonomous Maintenance
6. Preventative Maintenance

Six pillars are areas of focus for building skills and continuous improvement.
Maturity Model
MLF Operations Excellence Framework – Direction Setting

- **Business Planning Process**
- **Plant Operating Rhythms**
- **Leader Standard Work**
- **Standard Metrics**
- **Short Interval Control**
- **Change Management**
MLF Operations Excellence Framework – Health, Safety & Environment

- HSSE Corporate Governance
- HSSE Management System
- HSSE Measurement and Recognition
- HSSE Communications/Rhythms
- HSSE Regulatory Compliance
- Environment
MLF Operations Excellence Framework – Food Safety & Quality

QUALITY MANAGEMENT SYSTEM

RISK MANAGEMENT

DOCUMENT/INFORMATION GOVERNANCE

NON-CONFORMANCE MANAGEMENT
MLF Operations Excellence Framework – Waste Elimination

VALUE STREAM MAPPING

8 WASTES

KAIZEN

PDCA

STANDARD WORK

ROOT CAUSE ANALYSIS

GEMBA
MLF Operations Excellence Framework – Autonomous Maintenance

CLEAN | INSPECT | LUBRICATE

SORT | STRAIGHTEN | SCRUB | STANDARDIZE | SUSTAIN

5S

ONE POINT LESSON

MACHINE COMPONENT SHEETS
MLF Operations Excellence Framework – Preventative Maintenance

PLANNING: RIGHT ACTION RIGHT TIME

GOLD STANDARD JOB PLANS

PARTS KITTING

MRO MANAGEMENT

RELIABILITY CENTERED MAINTENANCE
Deployment Model

PLANNING
- IDENTIFY CRITICAL BUSINESS NEED (CBN)
- COMPLETE TARGET LINE SELECTION USING CRITERIA SELECTION MATRIX (CSM)

KICK-OFF
- IDENTIFY TARGET PILLARS
- CONDUCT EMPLOYEE ENGAGEMENT AND MATURITY BASELINE ASSESSMENTS
- ORIENT UNION REPRESENTATIVES
- IDENTIFY PLANT PILLAR LEADERS

DEPLOYMENT EXECUTION
- DEVELOP PLANT BUSINESS PLAN (BPP)
- DEVELOP PILLAR WORK PLANS
- IMPLEMENT PDCA CHECK-IN RHYTHM

DES KICK-OFF COMMUNICATIONS
- OES 101
- PREPARE FOR VSM

CHANGE MANAGEMENT WORKSHOP
- OES 201
Early deployment told us we needed to focus first on building capabilities of our first line supervisors.

- Applied learning
- Deployment of key concepts across multiple sites concurrently
  - GEMBA
  - Short Interval Control
  - Leader Standard Work
  - 8 Wastes
Transitioning Leadership Behaviours

- ✓ Top Down / Directive
- ✓ Minimal operator engagement
  - → leader knows best
- ✓ Others teach (i.e., trainer, Blackbelt)
- ✓ 1-way flow of information
- ✓ Reactive
- ✓ Ad hoc interaction

- ✓ Participative decision making
  - → working teams
- ✓ Operator ownership mindset
- ✓ Leaders teach
- ✓ 2-Way communication
- ✓ Proactive
- ✓ Leader standard work
Change Management Approach

DIRECTION:
Do people understand what they need to do?

COMPETENCE:
Do people have the skills and knowledge to do what they need to do?

OPPORTUNITY:
Do people have the time, tools, resources, permissions (and other enablers) to do what they need to do?

MOTIVATION:
Do people want to do what they need to do?

8 Key Stages in a Managed Change Plan

- Define
- Plan
- Execute

- Define Vision / Scope
- Align Sponsors
- Identify Stakeholders
- Assess Change Impact
- Develop Change Plan
- Execute Change Activities
- Monitor the Change
- Sustain the Change

Create a vision
Don’t overload people
Involve people
Repeat frequently
Make change familiar
Building First Line Supervisory Competencies

**Food Safety & Quality**
- Risk Assessment
- HACCP / CCP
- Sanitation
- Quality Specifications
- GMP’s

**Health Safety & Environment**
- Incident Investigation
- Emergency Response
- Hazzard Identification

**Overseeing Operations**
- Decision Making
- Planning / Scheduling
- Labour Relations
- Business Acumen
- Employee Engagement
- Process Understanding

**Continuous Improvement**
- Managing Change
- Problem Solving
- Project Management
- Partner Relationships
Building Broader Organizational Capability

- **White Belt Training**
  - Provides awareness training on Six Sigma – OES and gives employee simple tools to help them in their day-to-day work
  - Delivered via six e-Learning modules available 24/7 to all employees

- **Green Belt Training**
  - Certification program based on learning and application of Six Sigma - OES tools to improve business performance
  - Supported with e-Learning modules

- **Lean Leader Certification**
  - Under Development (2018 Initiative)
Flexible Learning Solutions

75% of learning is lost if not applied within 24 hours

Overhauled our Operations Learning strategy making it more:
- Applied
- Interactive
- Post learning support

Future Focus (2018 Initiatives)
- Mobile
- Micro lessons
Tie to Enabling Projects – Changing the way Supervisor Work

Build mobile apps in collaboration with SAP and Apple

iPad Apps for:
- Common SAP transactions
- Line performance
- Share Drive access
- Timekeeping