

TIPS team points the way

THE TIPS (Timber Industry Problem Solvers) Team was established and given the mission to describe the current system of implementing the Timber Supply Sub-program in CALM, and to provide recommendations for improvements. Facilitator Bob Hagan said, "I discussed this very daunting mission with leading quality improvement trainer Rob Stone, who felt that this would be a significant achievement if we were able to complete the task.

"He advised me to keep closely focused on what we were trying to achieve, because to address such a broad task would be very

time-consuming", Bob said.

The TIPS Team included Kevin Vear, Bob Hagan and Alan Hordacre (Operations), Dave Meehan, Peter Stirling and Rob Towers (Planning), Roger Armstrong (Environmental Protection), Gavin Butcher (Silviculture), John Clarke (Hardwood Procurement) with Julie Davies providing invaluable clerical support. (Members were also assisted by Jack Bradshaw, Allan Briggs and Gordon Styles.)

After the briefing, team leader Gavin Butcher said, "I believe that the project undertaken by the TIPS Team is significant because



"TIPS" team (left to right), Kevin Vear (Team Leader), John Clarke, Rob Towers, Gavin Butcher, Bob Hagan (Facilitator), Julie Davies, Alan Hordacre and Roger Armstrong.

it is the first time that we have attempted to capture the complexity of the interactions in this facet of our work, that many people take for granted".

On 20 July 1992, in

summing up the presentation Director of Forests, Don Keene, said, "I am very impressed by the efforts of the team and looking forward to studying the recommendations

of the TIPS Team in detail. I feel sure that we will be able to commence work on a number of the recommendations for improvement in the near future".

QI and "My Work"

RON SHIMMON, senior park ranger, Yanchep says: "QI methods have been used with great success at Yanchep National Park, particularly on small projects such as the barbecue lighting problem that we had experienced earlier in the year. It brought together Park maintenance workers and the ranger-in-charge who together attacked this problem with enthusiasm and interest. Communication between them has improved immensely and all are looking forward to another project."

Bruce Harvey says: "QI has assisted me in my position as regional operations officer, Swan Region, to make decisions that will provide long-term solu-

tions to problems that have been around for some time. It has shown me that processes can be made so much more efficient using the methods and techniques offered in the QI approach.

"My involvement with project teams has allowed me to see first hand the commitment of team members to the solutions that they provide, along with their motivation and self-development during the project.

"QI is now well advanced in CALM and helping to shape the culture of our department."

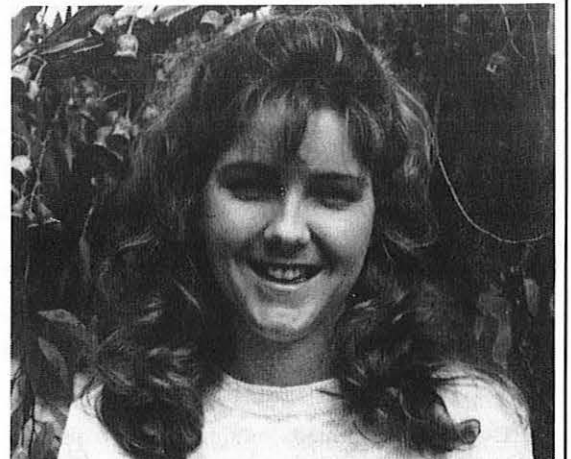
Jacqueline O'Toole (Level 2) Kelmscott Office says: "QI was used at the Kelmscott Office to improve the flow of outgoing correspondence. Using the

principles of QI we achieved our objective and gained valuable experience in problem solving. I look forward to becoming involved in another team in the near future."

Comments from the Dwellingup Woodshed Team:

"The success of the Woodshed Team and the implementation of its results have given the District extra flexibility in works programming and resulted in a facility which offers people throughout CALM the very best quality signs at the lowest price." (Keith Low, district manager).

"The QI project has allowed us to improve facilities, streamline work methods and run the Woodshed



Jacqueline O'Toole from the Kelmscott Office, says she gained valuable experience using the principles of QI.

like a business. Quality products are now being produced at very competitive prices. Save money and call the Woodshed, Dwellingup!" (Peter Burton, woodshed manager.)

"This project gave the AWU participants a chance to have input into something that could be achieved

that was worthwhile to the District. It also gave us a sense of responsibility to make it work with the idea of becoming financially self-sufficient, and a chance to show what we could do for the Department in these hard times". (Members of the Woodshed Team, Alf Allen and Keith Harris.)



The "DIER" team (left to right), Alex Moylett, Matt Reynolds, Dave Meehan, Kevin Haylock, Rob Towers (facilitator), and Glen Tuffnell.

"DIER" straits

THE Dieback Interpretation Efficiency Review (DIER) Group was formed to solve the problem of regional interpretation teams not being able to interpret for dieback sufficient area of forest to meet customers' annual demand.

The mission was "To establish an efficient interpretation system which will meet customers' annual demand for hygiene information."

The project team was composed of J Boulton, K Helyar, D Meehan (project leader), A Moylett, M Reynolds, R Towers (facilitator), G Tuffnell and F Vince.

The DIER Group is firmly convinced that if

by Dave Meehan

its recommendations are followed production can be improved by more than 30 per cent.

One of the recommendations involves flexibility in hours of work. It is proposed that interpreters work outside standard hours for part of summer (the period of highest production) in return for benefits such as accrued time added in one lump to annual leave.

An Inventory Branch officer has been given the responsibility of monitoring the progress of the implementation of the recommendation with the first report due in February 1993.

FLAP (Financial Lib Administration Procedures)

by Dave Holmes

EARLY in May 1992, the Branch Manager, Land Information Branch (LIB) identified a problem with the way LIB financial transactions were being performed and the time taken to process accounts and invoices.

It was decided to try to remedy this problem using QI methodology and I was commissioned to investigate the possibilities of doing this and set up a project team if the go-ahead was given. After being given the "green light" by Charles Kelers, a team was duly formed, as follows:

Dave Holmes (project leader), Roy Fieldgate, Frank Mansillas and Bill Advic (facilitator).

The mission statement given to the project team was "Streamlining the ordering of supplies (goods and services), the processing of financial expenditure transactions and the recording and monitoring of committed and actual expenditure

within the constraints of the FAAA."

The team approached its mission by firstly reviewing, documenting and flow-charting the existing procedures currently used in LIB, i.e. the ordering, receiving and payment of goods and services. The opinion of the team was that these procedures, though adequate in most cases, did have some problems and it was decided that end-of-line responsibilities should be developed and the system upgraded with a view to tightening the controls and having one person responsible for the ordering and payment of all goods and services - namely the Senior Administration Officer.

It was identified that approximately 550 financial transactions are processed per annum in LIB with 210 of these being LPOs.

The adoption of the Corporate Card and the designing of the Order Request Form will introduce bulk payment for consumables and capital items and only one Form 10 will need to be processed for each monthly statement. The result of this will be less time required in the ordering of goods/services and in the processing of payments by Finance Branch.

Also, consideration should be given to computerising recording procedures at the time of development of LIB's IT Strategy. A future issue for consideration would be the adoption of a "Direct Debit System" currently being investigated by Finance Branch.

I am pleased to announce that all the project team recommendations have been accepted by the Steering Committee and action is now being taken to set in motion the procedures for their implementation.

A Rocky Road: to success

THE team was formed in an attempt to ascertain how Jarrahdale as a district could compete for both CALM and outside contract work so that the district could be less dependent on traditional funding sources.

The team included overseer Geoff Styles, forest workers Eugene Winmar, Bill Ayres and Joe Hughes and was led by Ralph Smith. Ron

Shimmon of Perth District was the team's facilitator throughout the project.

Some of the key recommendations were:

CALM should offer its contracts to its employees for first consideration, and then if we are not competitive or unable to do the work a contract should then be advertised outside CALM.

Overtime rates should

not attract the full 32 per cent wages overhead.

That a fire suppression emergency requirement clause be written into all CALM contracts so that the successful tenderer is not penalised through the contract when required by CALM for fire suppression duties.

Other districts interested in the full report of the group should contact Ralph Smith at Jarrahdale.



The "Rocky Road Team" (left to right), Joe Hughes, Owen Donovan, Ralph Smith and Geoff Styles.



Four members of the "Leastwood" team at Mundaring (left to right), Tom Niven, Jim Wilson, Barry Hooper and John Carter.

Qualcon Perth 1992

EVERY two years the Australian Organisation for Quality organises a major national conference - Qualcon - and this year, for the first time ever, Qualcon was held in Perth.

It was held from 19 to 22 October at the Burswood Convention Centre where about 270 delegates gathered from all over Australia and from overseas.

Speakers from Australia and overseas presented 46 papers addressing a wide range of views and ideas on quality.

The conference was attended by four people from CALM: Charlie Kelers, Bruce Harvey, John Skillen and Bob Hagan and copies of papers presented are available from any one of these officers.

Among the papers presented were:

Benchmarking - "The search for industry best practices" in the Western Australian Public Sector - Associate Professor F Frost and A Pringle, Curtin University of Technology, Western Australia.

1990s - global demands for change - Hon. M Bryce, Chairman, Western Australian Technology

and Industry Advisory Council, Western Australia.

Some Critical experiences on TQM implementation in Western Australian companies - T F Ching, QCMC (International) Pty Ltd, Western Australia.

Quality accreditation in the services area - A B Wood, Wood & Grieve, Western Australia.

The structural efficiency principle, quality management and people - Dr P Mansour, Queensland University of Technology, Queensland.

Quality assurance in road construction - W A Morris, Thiess Contractors; B J Wilks, Emoleum (Aust) Ltd, Victoria.

Continuous improvement - culture change or passing fancy - J Chippendale, Price Waterhouse Urwick, Western Australia.

Understanding service TQM - P Shea, TSQ Service Development, New South Wales.

Hoshin planning, QFD, the seven new tools - what is it all about? - D F Sinclair, Newstat Statistical and Quality Consultants, New South Wales.

Removing barriers to effective quality management in Australia - H Eisen, Monash University, Victoria.

Conservation by Leastwood

MUNDARING District personnel identified an increasing problem with the demand for firewood and the need to protect the conservation reserves near the towns of Northam, Toodyay and York.

The problem has increased over the past few years as substantial areas of Crown land, where local people have traditionally gathered their firewood, were gazetted as conservation reserves. Thus the gathering of firewood from these areas has become an illegal activity and unacceptable due to the environmental damage caused to the flora and fauna of the reserves.

It was recognised that approximately 20,000

by Peter Keppel

people live in these communities; many of them rely on wood fires for home heating during the cold winters. Therefore Mundaring District's mission was to establish methods of reducing the illegal removal of firewood from the conservation reserves by ensuring various alternative sources of firewood are available to the local communities. A project team, "Leastwood", facilitated by Bruce Harvey, led by Kevin Pollock and enthusiastically worked on by Tom Niven, Brian Selkirk, Barry Hooper, John Carter and Jim Wilson set about the task of flow-charting and quantifying

the problem.

The key solutions recommended by the project team included the provision of public firewood areas as near as possible to these towns, the distribution of a firewood information brochure to inform the local community on firewood availability, encouraging the local shire rangers to monitor illegal firewood gathering activities and investigating the possibility of them becoming honorary CALM officers. Longer-term solutions being worked on include establishment of woodlots on farms throughout the area and encouraging farmers to use any timber resource becoming available from farm clearing.

CURRENT IMPROVEMENT PROJECTS

Team Name	Owner of Process/Project	Mission	Team Leader	Team Facilitator	Project Completion Date
PERSONAL EQUIPMENT	Nannup District	To reduce personal equipment turnover by 50%.	Robert Buckley	Lyndon Piggott	10/92
QUALITY FACILITATORS	Southern Forest Region	To provide a network of facilitators to assist the implementation of QI in the Southern Forest Region.	Kevin Vear	Rotated	Ongoing
PEOPLE SEEKERS	Perth District	To develop strategies to increase patronage of Yanchep National Park.	Ron Shimmon	Garry Hartnett	10/92
'B' TEAM	Harvey District	To identify the main causes of back injury and reduce the incidence by 60% over the next two years.	Kevin Haylock	Bob Selkirk	12/92



Swan grading program

CONSTANT difficulties experienced in the sharing of graders and the need to meet urgent grading requirements across the Swan Region led regional management to nominate a QI project team, "Final Grade" to consider the issue.

A team of senior for-
esters Murray Love

(Dwellingup), John McKenzie (Perth), mechanical supervisor Stan Gallagher (Como), grader driver Bill Ayres (Jarrahdale) and Chas Casotti (AWU representative, Mundaring) met with leader/facilitator Bruce Harvey (Kelmescott).

By improving grader programming and max-

imising the usage of the grader during 'ideal' grading conditions it was agreed that two graders would be required across Jarrahdale, Mundaring and Dwellingup Districts instead of three. Savings from on-site charges in District budgets will be directed towards wages for training of grader drivers and their supervisors.



The "Final Grade" team (left to right), Bill Adams, Charlie Casotti and Brad Walters.

COMPLETED IMPROVEMENT PROJECTS

Team Name	Owner of Process/ Project	Mission	Team Leader	Team Facilitator	Project Completion Date
DEE TEAM	Harvey District	To make time available by improving the effectiveness of daily despatch.	Peter Henderson	John Skillen	12/91
WEIGHT SCALE	Timber Production Branch	To determine an average volume by weight conversion factor for pine sawlogs.	John Kaye	John Skillen	12/91
SAFETY TEAM	Nannup District	To identify most serious agency of accidents and reduce the number of accidents in this agency.	Dave King	John Skillen	12/91
BOUNDARY RIDERS	Operations Division	To develop an effective method of correctly locating land tenure boundaries in the field.	Bruce Harvey	Bruce Harvey	12/91
THE WOODSHED	Dwellingup District	To safely construct wood products to Departmental standards that are cost competitive with outside sources.	Murray Love	Bruce Harvey	3/92
EXIT MAIL	Kelmescott Office	To improve the processing of outgoing mail in the Kelmescott Office by at least 50% of the current rate.	Jacqueline O'Toole	Bruce Harvey	12/91
FINAL GRADE	Swan Region	To provide the Swan Region with the most efficient method of achieving road grading and firebreak maintenance program.	Bruce Harvey	Bruce Harvey	3/92
TIMBER INDUSTRY PROBLEM SOLVERS	Forest Resources Division	Describe the current system of logging planning and implementation as defined by timber supply sub program and present description and options for further development to steering committee.	Kevin Vear	Bob Hagan	7/92
TERMINATOOS	Human Resources Branch	To set in place procedures for CALM keyboard operators that will reduce the incidence of occupational overuse syndrome (OOS) and allow for rapid rehabilitation.	David Bottrill	Bruce Harvey	5/92
LEASTWOOD	Mundaring District	To establish methods of reducing illegal removal of firewood in the eastern zone conservation areas.	Kevin Pollock	Bruce Harvey	6/92
DIEBACK INTERPRETATION EFFICIENCY REVIEW	Inventory Branch	To establish the most efficient system which will supply customers' annual demands for dieback hygiene information.	Dave Meehan	Rob Towers	8/92
QUICK HDA	Human Resources Branch	To achieve a substantial reduction in turn-around time in processing higher duties applications.	Shane Knapp	Pat Collins	8/92
FLAP	Land Information Branch	To streamline the ordering of supplies, the processing of financial expenditure transactions and the recording and monitoring of committed and actual expenditure within the constraints of the FAAA.	Dave Holmes	Bill Advic	8/92
ROCKY ROAD	Jarrahdale District	To investigate how Jarrahdale District can successfully compete for CALM and other contracts.	Ralph Smith	Ron Shimmon	7/92
LEEWIN-NATURALISTE ENTRY FEE COLLECTION SYSTEM	Central Forest Region	a) To develop a proposal to charge entry fees for visitors to the park.	Neil Taylor	John Skillen	6/92
		b) To prepare and implement a plan for charging entry fees to the park.	Kim Williams	John Skillen	6/92
PAYMENTS TO PINE HAULIERS	Timber Production Branch	To develop a system and transfer logging contract payments from District to Regional offices	Ian Scott David Bottrill	John Skillen Bruce Harvey	5/92