



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

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An ISO 9001:2000
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LEAN JOURNEY...

Strategy 1:

- Isolate the Value Stream

Strategy 2:

- Specifying Value

Strategy 3:

- Mapping the Value Stream

Strategy 4:

- Making the Stream Flow

Strategy 5:

- Letting Customers Pull Value

Strategy 6:

- Seeking Perfection

CAN LEAN HELP?

Want to know if Lean applies to your business?

Read about our Lean Assessment Service

[HERE](#)



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Removing Waste:

In this Issue under the heading *Removing Waste* I'll be covering the topic of **Lean Operations – Example: Rubbermaid Corporation**

The following is a brief overview of a Lean implementation story:

Rubbermaid Centerville Facility, Iowa is a manufacturer of home products. The year 2004 provided opportunities for the Centerville plant to bring back product being made by external molders and sister facilities. The facility also assisted other Rubbermaid plants in producing products they no longer had the capacity to manufacture, all of which brought more jobs to Centerville and to the plant.

The Lean effort was initiated by using value stream mapping techniques, where small cross-functional teams spent 2 to 3 days focused on specific production lines looking for areas of waste. The teams started by identifying waste in the current methods of production. The next step was to create a "future state map" and a plan of action to get there. After the map was complete, new teams were formed of functional experts to work through the intricate details for each area of improvement within the value stream. Incredible progress resulted from this intensive effort.

It all began with Lean Principles training conducted by a consulting company enlisted by Newell Rubbermaid for assistance in becoming more competitive and responsive to customer demands. The key tools used to become a Lean Manufacturing facility include Total Productive Maintenance (TPM), Single Minute Exchange of Dies (SMED), Value Stream Mapping (VSM), Kaizen, Kanban, and 5S.

The Centerville facility hosted a corporate wide Lean Manufacturing training event focusing on SMED. Simply put, within a Rubbermaid facility, SMED significantly reduces the time needed to change a mold. The goal was to implement new ideas and methods to reduce changeover times. Current mold changover times were greater than twelve hours; by the third day mold change times were under two hours. Rubbermaid recognized the vast improvements made as well as the hard work ahead to upgrade the whole plant. Training and sharing knowledge is crucial to do the job better and faster by working smarter, not harder.

Some of the key results from their Lean efforts include:

- The facility produces nearly 10% more products with only a slight increase in production hours;
- Achieved a third straight year of reduction in operating costs;
- Celebrated a record of 100 percent on-time and 100 percent complete deliveries to customers during the "peak" season;
- The Centerville team is credited for recording the highest cost reduction and total productivity within the Rubbermaid division.

To view more information on this example (and others)... you can visit our Newsletter page at our website to view the complete article:

www.isosupport.com/newsletters/newsletters.htm

PS: Don't forget to look at the Q&A section of this Newsletter for some final thoughts on this Lean implementation example.

PUBLICATIONS

Click [HERE](#) to learn more about the manuals & books that we've recently published:

- ISO 14001:2004 Environmental Manuals
- "The 3 Biggest Mistakes People Make with ISO 9001"
- "ISO 14001: Learn what's driving its double digit growth!"

TRAINING:

- Process/Value Stream Mapping
- Lean Essentials/Kaizen
- Business Modeling and Performance Measure'ts
- Root Cause Analysis and Corrective Action
- Mistake Proofing
- Continual Process Improvement
- Strategic/Business Planning
- Malcolm Baldrige Training
- Privacy Program Training

****View [agendas](#) at our website****

Email Tim.. [HERE](#)

For more information on training provided by ISG on Process Improvement/Lean (Manufacturing/Office), please visit our website at www.isosupport.com. Once there, you will also find information about the following:

"Process Improvement/Lean Assessment: Can Lean help you?"

If you want to find out if Lean applies to your business, visit our website and read about our Lean Assessment Service by going to:

http://www.isosupport.com/services/lean/srvcs_pi_lean.htm

"The 3 Biggest Mistakes People Make with ISO 9001"; ISO

9001:2000 Tips, Tools and Techniques

Click here: <http://www.isosupport.com/books/books.htm>

If you enjoyed reading our previous ISO Newsletters you'll find that this book contains many of the practical approaches and advice that I've discussed in these Newsletters over the past 5 years.

Q: What are the "lessons learned" from this example?

A: Here they are...

- At Rubbermaid they use the term "Operational Excellence" for both the name and the purpose of their Lean efforts;
- Get the frontline people involved right from the start building a current state Value Stream map to make the process visible & to stay focused;
- Use a future state Value Stream map to create a plan on what to improve, how to improve it, where and when to improve it.
- All of the Lean tools available can cause confusion and distraction for the Team... use a future state Value Stream map to help organize all of the Lean techniques and tools.
- A lean Initiative can be used to reduce workplace injuries. By analyzing the flow of activities within a process, unsafe work behaviours can be identified, and safe ones can be reinforced using a 5S approach.

Until next time...

Tim Renaud

Helping Business Professionals Reduce Risk and Remove Waste!

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Tim Renaud, P.Eng., B.A.Sc., is a senior trainer and consultant with the ISO Support Group. His business experience covers over twenty-two years with both small and large organizations within various industries. He began consulting in 1992 and achieved ISO 9001 Registration for ISO Support Group in Oct/1998. Specific areas of expertise include training and consulting on installing ISO Management Systems, as well as implementing Process Improvement Strategies, always with a focus on reducing risk and removing waste (becoming Lean). Association memberships include the American Society for Quality (ASQ) and the Professional Engineers Ontario (PEO).