



# R&R Newsletter

## Reducing Risk/Removing Waste

ISO Support Group

June 2007 - Issue 1

An ISO 9001:2000  
Registered Company

Contact us:

[Send us an Email](#)

Website:

[www.isosupport.com](http://www.isosupport.com)

Phone us at:

519-821-2684

Fax us at:

519-824-0494

Newsletter Archives:

[View Past Issues](#)

Visit our [website](#) for more information on our Training Services and CD-Roms!

### 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](#)



VISA & MasterCard  
accepted!

## Removing Waste:

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

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

**Iowa's Department of Natural Resources (DNR)** believed that the old methods the agency used to issue business permits, licenses and certifications were efficient. Iowa companies wishing to continue operations, expand existing facilities or construct new buildings could do so only after completing a process that could take weeks, months or sometimes years. That, however, was before introduction of "Lean" to state government.

**The Iowa Business Council has introduced** a culture of continuous process improvement to the public sector. In 2003, the council collaborated with DNR to conduct the first Lean event in state government - examining procedures for air-quality permits for construction. A paperwork-routing process that once took 62 days was reduced to six, an efficiency improvement of up to 90 percent. According to DNR Director Jeff Vonk, Lean did not diminish the actual time required for a permit's review by air-quality engineers. Efficiency improvement was realized in the days that paperwork sat on desks.

**33 Lean events have now been conducted** within 13 agencies of state government. The most recent occurred in Iowa Workforce Development. Director Richard Running and his staff examined the complaint process used for the Occupational Safety and Health Administration, which reviews more than 2,500 complaints annually. The department sought to improve initial screening procedures and diminish complaint cycle times. The results: Procedural steps were reduced 58 percent, process handoffs declined 57.1 percent and delays dropped 50 percent.

**Some of the key results from their Lean efforts include:**

- Corrective Action decision process... reduced from 1124 days to 90 days
- Wastewater permitting... reduced from 425 days to 15 days
- Landfill permitting... reduced from 187 days to 30 days
- Historical Preservation Office, HUD Submittals... went from 50% defective or incorrect to 100% complete
- Financial Assistance Application process... reduced from 45dys to 22dys
- Private Investigator Licensing... reduced from 14 days to 7 days
- Procurement, Inventory, Mgmt and Distribution process... Steps reduced by 75% and delays reduced by 98%
- Health Facilities complaint intake... Steps reduced by 56% and delays reduced by 80%

**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](http://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 (PIPEDA)

**\*\*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](http://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](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...

- They discovered that even though time reductions were achieved, the quality also went up because there was less time for the "service" to attract or collect problems.
- Lean applies not only to manufacturing but to "service" processes also.
- 35% to 60% of an Employee's time is wasted on inefficient procedures.
- Always use frontline workers to discover ways to improve organizational performance... it's their process, they live in it and work with it on a daily basis, and they know how to fix it.
- Iowa Workforce Development Director Richard Running said "This is remarkable evidence of how seasoned employees can improve long-established processes. Service levels for employees injured on the job are enhanced, and the employer doesn't wait as long now for a complaint to be resolved."

**Until next time...**

**Tim Renaud**

## **Helping Business Professionals Reduce Risk and Remove Waste!**

©2007 ISO Support Group Inc. and Tim Renaud, All rights reserved. You are free to use material from the R&R Newsletter: Reducing Risk/Removing Waste, in whole or in part, as long as you include complete attribution, including a live web site link. Please also notify me where the material will appear. The attribution should read: "By Tim Renaud of the ISO Support Group Inc. (ISG). Please visit ISG's web site at [www.isosupport.com](http://www.isosupport.com) for additional business performance improvement resources." (Make sure the link is live in an electronic document, an email or in a web site.)



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).