



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

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Removing Waste:

In this Issue under the heading **Removing Waste** I'll be covering the topic of **Lean Operations – Example: Lean for Service – Drivers License Bureau**

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

The foundation of a lean system is continuous improvement through the elimination of waste (anything that doesn't add customer value). Waiting in lines, filling out excess paperwork or keying incorrect information into a database are wasteful, particularly in service-based industries. The most common tool to begin a lean transformation is a value-stream map (VSM), which helps identify waste in the process.

A VSM is a graphic tool for identifying non value-added activities within a process, and it's created in two phases: current state and future state. Unlike flowcharts, a VSM is meant to cause change. These changes are usually related to streamlining a process by removing queuing and delays for which a customer is unwilling to pay for. If change doesn't result from using a VSM, it hasn't succeeded. A "VSM event" takes about two days and comprises eight steps. Step 1: Opening Meeting; Step 2: Training; Step 3: Data Collection; Step 4: Map the Current-State; Step 5: Review; Step 6: Target Improvement; Step 7: Map the Future-State; and finally Step 8: Develop & Implement the Improvement Plan.

A case study... Using a common service that many dread--driver's license issuance--a VSM was developed using the flow of a customer needing to take a written test to receive a license. Embedded within this value stream are the basic services of renewal, replacement, and name & address changes.

Some of the key results from their Lean efforts include:

- Developed a creative staffing plan that allows for extended hours to eliminate a deluge at the beginning of the day.
- Developed written instructions in multiple languages detailing exactly the forms/documentation needed for each service a customer may need.
- Redesigned application forms for easier understanding; created a desk with template examples for customers to fill out their own paperwork.
- Created online practice exams in multiple languages.
- Failure rate was decreased by charging for a second test attempt.
- Provided computer-based testing in multiple languages, eliminating paper and pencil testing and manual scoring.
- Installed one more camera at the photo station to keep up with demand.
- Developed a first-in, first-out line for photos and license receipt to prevent customers from sitting and returning to the process.
- Created a one-stop help desk for customers who have unusual circumstances so they don't disrupt the flow.

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"

TRAINING:

- Process/Value Stream Mapping
- 5S for Service/Mfg
- 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
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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...

- These improvement initiatives were only a few of the ideas developed to improve the value stream for driver's license issuance. They discovered many more improvements that could also be implemented quickly.
- The future state accomplished two goals: First, the improvement initiative strategy was created with a six-month time frame and the improvements were achievable in this time period. Second, the team focused on improvements that were of little or no cost. This is a key learning point within Lean systems... avoid significant investment in capital until the process can't be improved without it.
- It's common to discover that more than 95 percent of the time in a value stream is spent performing activities that don't add value. This is a part of the business we traditionally don't spend time analysing, yet it offers the most opportunity for improvement. The VSM's goal is to target these non value-added activities for waste elimination or reduction.

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).