



# R&R Newsletter

## Reducing Risk/Removing Waste

ISO Support Group

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An ISO 9001:2000  
Registered Company

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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: 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](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"

## **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
- Privacy Program Training (PIPEDA)

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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](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...

- 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).