



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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accepted!

Removing Waste:

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

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

EMCO Des Moines Plant... has three assembly lines, which make aluminum and polypropylene storm doors, and are high-mix and high-volume. There's also a job shop which is dedicated to making special, highly customized doors. To satisfy demand from homeowners and the housing industry for ever-greater variety, EMCO introduced more high-volume door models, colors, and features in recent years. As it added new models to existing assembly lines, it required production changeovers from doors with lots of features and high labor content to standard models with fewer features and less labor content.

The Project Team decided to focus on the main assembly line, which would have a positive impact on the profitability of the plant. The project was designed to show that you don't have to wait years and train people forever before seeing tangible results. The new approach emphasized three tactics: 1. Set aggressive goals - the EMCO plant was given a goal of improving productivity by 30% in eight weeks; 2. Emphasize action by local plant managers and associates with the minimum training needed and limited involvement by outside lean experts - a team of four specialists from the parent company were assigned to the plant to assist the EMCO project team; 3. Use data to identify and attack the top three to five problems - focus efforts on solving a few problems and when these are done, move onto the next few. During the project's first week, the team observed current conditions and gathered data on both shifts. The team quickly identified three main problems hurting line performance -- labor imbalance, lack of a problem-solving process, and lack of visibility into line downtime.

Some of the key results from their Lean efforts include:

- For labor imbalance, the team realized the plant could run complex doors exclusively on first shift and standard doors exclusively on second by fine tuning shift staffing levels. Staff increased slightly on first shift, but fell significantly on second.
- For problem solving, 2 daily standup meetings lasting 10 minutes, where operations mgrs, supervisors & support personnel talk about the previous day's main problems, how to solve them, and who will solve them.
- For visibility into line downtime, a "plan vs. actual" (PVA) white board was installed. The board showed hourly production goals for the line in one column, the actual number of doors made in another & reasons why if the goal wasn't met. Supervisors updated and signed the board hourly.

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.

Click [HERE](#) for a tribute to a great guy... Mr. Vic Beshai...

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)

****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...

- The execution methodology was to let observation and process data identify and prioritize problems, then concentrate on rapid implementation of any reasonable idea through controlled trial and error.
- The Team developed signs illustrating standardized work to hang at each workstation. Supervisors change the signs when production changes over from one model to another or when line speed changes.
- Equipment availability improved by 22% with the Total Productive Maintenance (TPM) project, and the equipment became easier to inspect and maintain.
- Shop floor personnel were actively involved in the improvement process.
- After eight weeks, the overall project had achieved a double digit improvement in productivity. Although short of the 30% goal, it was a significant improvement and plant management committed to achieving the full 30% by continuing with the approach and project initiatives.

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).