



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: Grand Rapids City Hall**

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

Grand Rapids City Hall, Michigan... The Purchasing process was selected as one of the first value streams to be reviewed because changes to this process would have an impact throughout the entire City. A 3 day workshop was held where a work group (employees who knew specific details of the process) drew a Current State Value Stream Map to see and understand how work is presently done. They then measured the process time (the amount of work done to complete a task) and elapsed time (the total time to provide a product or service from request to delivery). The work group then drew a Future State Map to improve quality and reduce elapsed time by eliminating waste in the process.

Mapping the Current State showed areas where the team felt improvements could be achieved. Some of the areas noted were: Unclear requirements for bid specifications, resulting in incomplete specifications; Lack of knowledge of process; Inaccurate and outdated Vendor File; Incomplete project knowledge by user department; Incomplete communication between user department and buyer; Multi-approvals and wait time for approvals—too many handoffs; Interruptions to work; Too much re-work throughout process; duplication of effort; City Commission approval is sometimes redundant. In response to these findings, the team put together seven smaller teams to concentrate on the areas where they believed the most effective improvements could be made: Provide complete and accurate specs at time of requisition; Create an accurate Vendor List; Develop a purchasing visual management system; Revise the contract compliance process; Develop a plan to get to e-procurement; Develop a department award recommendation process.

Some of the key results from their Lean efforts include:

- Many of the actions that occurred late in the process were moved forward so that specifications are complete and necessary information is included, which greatly increased first-time accuracy;
- A visual project board is being used to track bids so that Buyers and their customers (City departments) can see exactly where they are in the process at any time;
- To date, fifteen projects have been processed using the new lean value stream. First time accuracy increased to 90%, and the amount of time from requisition to purchase order was decreased to only 38 days—a 40% reduction in completion time. The templates and materials have also been tested with some first-time users with good outcomes. Based on these successful results, the team will now be expanding the new processes to other departments over the next several months.

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
- 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. 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 new lean Purchasing processes significantly reduced paperwork and provided departments with goods and services much faster than before;
- Often times problems are addressed by only dealing with the symptoms of the issue and not looking for the root cause. The Lean Thinking workshop provided an opportunity to stop and focus on the entirety of the process and address the root cause(s) of issues within that process;
- The changes would not have had the same impact if they had come from the management down... doing it this way, there was more buy in and ownership by the people doing the work;
- *"The Lean Process actually made a positive difference in performing your job. It was educational and very helpful in understanding co-workers jobs in relation to your own job. It also helped create a positive collaboration between divisions that did not previously exist. This process allowed us to reach our goal to speed up the process in serving our clients – the public."*

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).