



# 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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accepted!

### Removing Waste:

In this Issue under the heading *Removing Waste* I'll be covering the topic of **Lean Operations – Example: Los Angeles Police Dept.**

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

**LAPD Jail Division, Los Angeles, CA...** When Capt. Patrick Findley took over the Los Angeles Police Department's jails about two years ago, incoming prisoners stood in line for hours waiting to be booked, and officers spent valuable time heating up frozen dinners to feed them each evening. So Capt. Findley turned to an unlikely place for a tune-up: Toyota Motor Corp.

**For Capt. Findley, a lean training class revealed the solution** to his headaches... sandwiches. By cutting hot evening meals at the lockup, the LAPD could free more officers during one of the jail's busiest times. "We had always done it that way," Capt. Findley says of serving dinner hot. "It never occurred to me to do something different."

**Back in 2005, Capt. Findley cast about for ideas to streamline** the LAPD's jail division, a hub of inefficiency and low morale, and discovered the Toyota Program. Based in Gardena, Calif., the Toyota Program was started in 1998 to train the company's employees in its distinctive business philosophy and "lean-thinking" approach to producing cars. A few years ago, Toyota decided to start teaching its ideas to others. It charged most organizations, but it trained the police and the U.S. military as a public service.

**For the two dozen hard-nosed officers,** the connection between making cars and processing thugs came slowly but eventually the instructor helped the officers zero in on a persistent problem. If a prisoner awaiting processing at an outlying jail asked for treatment, protocol dictated they had to be taken to a regional jail first. Once treatment was done there, the officer had to take the prisoner back to the outlying jail for booking. Applying Toyota thinking, the officers realized they could save a lot of time by booking prisoners first at the outlying jail. A different officer could then take the prisoner for treatment, freeing the arresting officer to go back out onto the streets.

**Another team tackled the kitchen.** Each day around 5 pm, two officers loaded frozen dinners into ovens. The task could keep officers from the booking window for hours. The root cause: Health regulations required hot meals. Or did they? A closer look by the class showed the health code required three meals -- only one hot. Prisoners still get hot lunches, but at dinnertime they get two prepackaged turkey sandwiches, an apple and milk.

**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)

**\*\*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...

- When officers assembled in a meeting room to present their ideas to superiors, they were unexpectedly greeted by 10 LAPD central command officials. The assistant police chief told them their ideas were "breakthroughs" and said the department would implement them all. Most of the officers had never had a supervisor listen to an idea. "There was some mistiness in the eyes of some". The dozens of ideas that teams devised at Toyota's university could save more than \$1 million annually, the LAPD estimates.
- Toyota's methods won't solve all the jail's problems. The LAPD remains short-staffed and will soon have to contend with even more bookings in a new crackdown on gangs, but the LAPD's strides prove Toyota's methods can be adapted elsewhere. If you can do it with LAPD you can do it anywhere...

**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).