



# R&R Newsletter

## Reducing Risk/Removing Waste

ISO Support Group

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**An ISO 9001:2000  
Registered Company**

Contact us:

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Website:

[www.isosupport.com](http://www.isosupport.com)

Phone us at:

519-821-2684

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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: NYC Government Office**

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

**NYC Department of Health and Mental Hygiene (MIRH)...** The staff in this area set out on a Lean journey and over the course of two months learned how to apply Lean principles to their office work. The focus was on improving the personal work habits of each person so that they could be as efficient as possible, despite the chaos. Chronic interruptions undermined people's ability to focus on their work, and the burden of email was increasing. As a result, work piled up and deadlines slipped. People were overwhelmed and felt they had no control over their jobs.

**The Lean process began with rigorous application of 5S principles** to each person's workspace. Just like manufacturing workers, knowledge workers need to keep their workspaces clean and organized in order to perform efficiently. To do this, information was sorted into three categories – working; reference; and archive; and the rest was discarded. This approach enabled them to reduce the time wasted in looking for their work and gave them more time to actually produce value. More importantly, the staff's rigorous assessment of the information enabled them to identify the activities that were just simply waste.

**Keeping the Value Stream Flowing...** An assembly line keeps the work-in-process moving at a pre-determined pace, but the office culture is different. There's no visible production line. Most knowledge workers are undisciplined in executing office tasks. They push papers from one side of the desk to the other. They shuffle piles. They read emails, mark them as unread, and take no action. They start working on one thing, lose focus, and move onto something else, resulting in piles of half-completed tasks. Staff then decided to deal with the work that entered their systems - an email, a phone call, a memo, a project, - by taking one of 4 courses of action: doing it, delegating it, designating time to address it, or dumping it. These are the "4Ds." When workers rigorously applied the 4Ds, nothing returned to the inbox; value always moved forward.

**Smoothing the flow...** As a result of interruptions, value didn't flow smoothly. Imagine a worker on an assembly line being pulled away from their station every 11 minutes for a meeting or to answer a question... workers would feel stressed, the line would grind to a halt, and the defect rate would skyrocket. To correct this, Staff cut down needless interruptions with "meeting corridors" -- times that each employee was available for meetings or conversation... and they cut down on the amount of multi-tasking in favor of "single tasking," creating the understanding that doing one task at a time is actually a faster and a more efficient way of doing one's job.

**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...

- A 36% reduction in time spent looking for information, and a 95% reduction in the number of emails rotting in inboxes. Why was the trimming of the email inboxes important? When inboxes are gorged with junk, the terrible "signal to noise" ratio makes it difficult to identify and respond to what's truly important. Moreover, each email contains information and ideas that are part of the value streams that flow through the staff. When that information gets stuck in someone's inbox - when the value stream stops flowing - it becomes a bottleneck.
- The staff's new work habits led to a 40% reduction in the amount of time spent working on backlog (which is a form of excess inventory in a Lean system), and a 25% reduction in time spent processing emails.
- These changes resulted in a 35% reduction of time lost to interruptions, and a 35% decrease in overtime -- indicating that people were getting more done in less time.

**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).