

**Volume 11, Issue 37 □ September 13, 2004**

*Important Dates to add to your calendar...*

- **Sept 17 & 18<sup>th</sup> Ottawa's - Lean Conference Canada 2004** - is dubbed by the organizers as the "second largest lean conference in Canada this century" with 19 breakout sessions, 4 workshops and 3 keynote speakers. Check out [www.LeanConferenceCanada.ca](http://www.LeanConferenceCanada.ca)
- **Sep 20-24<sup>th</sup> ISO 14001 Lead Auditor Training**, Holiday Inn Markham (Woodbine & Steele's across from Steeplecase). Led by the same team of Tom Bechtel and Victor Cintron that put ISO 9000 into Willow Mfg. - through their people - in less than 90 days. Brochure at: [www.brsltd.org](http://www.brsltd.org) To Register: call (905) 889-6800 or Tom Bechtel at email [nextstep@pathcom.com](mailto:nextstep@pathcom.com).
- **Sep 23<sup>rd</sup>: HPM Practitioner-to-Practitioner Forum** will focus on "Value Stream Mapping in Non-Mfg/Office/Administrative processes." Best Practice to be shared by Corporate Express, Orenda Aerospace, World Vision, Canada Post and more. To reserve your space at the Delta Airport Hotel, call HPM Office.
- **"Practice of Leadership & Coaching"** DEFERRED TO JANUARY START DATE
- **Oct 18-22: 2004 AME "20<sup>th</sup> Anniversary" International Lean Conference in Cincinnati.** "Focus on Global Enterprise Excellence" This will be held concurrently with the [Advanced Mfg & Productivity Exposition](http://www.ame.org). Free to attendees. Check: [www.ame.org](http://www.ame.org)
- **Oct 27<sup>th</sup> NEXT LEAN ACCOUNTING STEP: Solving the Standard Costing Problem** The Lean way to think about costing. Ask Nicole at 519-893-6260 for an outline.
- **Oct 28<sup>th</sup> NEXT LEAN ACCOUNTING STEP: Strategic Performance Measurement for Lean Manufacturing** The course provides participants with a "Starter Set" of performance measures which includes a hierarchy of measures for the Lean cell, value stream, and plant that are linked to the goals of the Lean company. Ask Nicole at 519-893-6260 for an outline.
- **Oct 24-Nov 9<sup>th</sup>, Fact-Finding China Tour - Innovation Insights**, NRC & CME combine for a dramatic 'up-close and personal' look at the Chinese engine, infrastructure & opportunity. Seats still open - *This one is one of the best.* For details email [info@hpmconsortium.com](mailto:info@hpmconsortium.com).
- **Nov 3<sup>rd</sup> 8:00 - 4:30 HPM Share Showcase '04.** Location: G.E. Meadowvale Theatre. Each HPM'er will present their 'Best Practice.' Open only to HPM Members.
- **Nov 18<sup>th</sup> HPM Forum: "Workplace Health, Safety & Wellness"** World Class performance

## HPM Inter-Company Tour Times

*"Practical bi-monthly Learning Exchanges"*

**New This Month...** Opportunities for any HPM member company employee to see any other HPM member's site on the second and fourth Tuesday of each month from 9-11am.

**Key Elements:** At each Tour, the host site will show:

1. A 'Best Practice' area (BP) – AND
2. A 'Suggestions Welcome' area (SW)

**To Register:** Names must be sent to Nicole by e-mail by the preceding Thursday for security clearance send to [info@hpmconsortium.com](mailto:info@hpmconsortium.com) or phone her at 519-893-6260.

**#1: Tuesday, Sept. 14<sup>th</sup> – Orenda Aerospace**, home of AVRO Arrow's Iroquois Engine, kicks off the first visit. Orenda overhauls jet engines. **Tour focus:**

- **BP:** 5-S & Communication Boards
- **SW:** Elimination of Tool Boxes

**Tour Now Closed**

**#2: Tuesday, Sept. 28<sup>th</sup> –Gerrie Electric** A value-adding electrical distributor. **Tour Focus:**

- **BP:** 5-S- Visual Display & IT Deployment
- **SW:** 5-S-Warehouse

#3 Rockwell Automation & #4 Mancor Industries

**[Note: All HPM Member Sites will receive from Nicole, a schedule of dates to chose from.]**

demands a World Class environment. This will be a practitioner-to-practitioner exchange.

- **Dec 1<sup>st</sup> AME/HPM 8:00 to 5:00pm "Breaking the Safety Barrier: Implementing Culture Change"** Dr. Steven Simon. A 1-Day intense culture change workshop. Call AME: 905-681-3960.
- **Dec 6-7<sup>th</sup> The Lean Design Workshop** – 2 intense days with one of North America's best Design & Project Management leaders – **Ron Mascitelli**. His new book is included. Designed for companies who simply need **more products faster** by driving waste out of the process.
- **Dec 9<sup>th</sup> The Lean Accounting Roundtable** – A frank exchange among implementers that will help protect one's investment in Lean strategies.
- **Jun 6-10 (2005): "Implementing & Sustaining Lean Thinking Across the Enterprise"** An AME major Practical Lean Conference in Edmonton Canada with CME. For leaders *who want to use this 5-Day conference to inspire enterprise leaders to spectacular results & reward them with the opportunity of being on this program!!* 32 Best Practices presented by companies such as yours. 20 Workshops from the best. "Call for Presentations" is on the HPM website under "Resources"

**Don't Miss this Opportunity on Sept. 23<sup>rd</sup>!**

## Forum #5: Cutting Administrative Waste

**5 Unique Organizations share how they used Lean Thinking & Value Stream Mapping (VSM) in the "Lean Office" to Increase Information Velocity & Cut Process Cycle Times**



Bring  
Your  
VSM Map

**A practical practitioner-to-practitioner exchange of value to every organization**

*Lean Thinking means achieving results through people, and those organizations that bring people, processes, and technology together in the 'leanest' and most innovative and waste-free ways are winning globally. This Forum brings practitioners together in an informal climate of exchange to share "How-to know-how" for mutual benefit.*

*They will show how they used Value Stream Mapping - along with native innovation - to overcome the obstacles and make improvements in the "Office" as they drove out waste in non-mfg areas. Uniting waste-free processes and accelerating the information that drives them will set our standard of living in the years to come.*

### **Agenda ~ Thursday, September 23, 2004 ~ 8:30-4:30**

**Location: Delta Toronto Airport West, 544 Dixie Road, Mississauga, ON ~ 905-624-1144**

**Register Online Now: HPM & AME Members - \$175+GST... Associates/Future Members \$295.00 +GST**

**8:00 Registration & Continental Breakfast**

**8:30 Welcome—setting the stage**

**Introductions & Confirming the agenda. [Everyone invited to bring their Value Stream Maps - fancy or not - for posting/sharing throughout the day]**

**Setting the stage for exchange: 'Around the room—learn where others are'**

**9:15 Applying Value Stream Mapping at Corporate Express ~ <http://www.cexp.com>**

**Case Study 1A: Streamlining New Account Setup**

**Linda Reid, Manager Account Implementation & Andrea Wilson, Quality Manager**

**The Challenge:** 20% of the New Account Setups required a week. The challenge for the team was to dramatically reduce the cycle time required to set up a New Account

**The Process:** New Account Setup' involves multiple departments so it made sense to include all those involved in the VSM if the process was to be sustainable in future. The current state map made non-value added activities, such as inaccessible customer information – and the required paperwork – appear exceptionally cumbersome. The team developed strategies that included a 20-day implementation plan.

**Outcome: Reduced New Account Setup from 40hrs to 4hrs. a reduction of 1,000%**

**Case Study 1B: Streamlining the Hiring Practice**

**The Challenge:** 75% of the hiring took approximately 5 weeks to complete - the delay sometimes resulting in the loss of excellent candidates when they were quickly hired by other companies.

**The Process:** Those involved in the hiring process participated in the VSM including representatives from Human Resources, Operations, and Sales. Wastes that VSM quickly made visible to all were 1) No clear timelines of next steps following closure of open positions 2) Two hiring processes (internal and external), and 3) Multiple interviews of the candidate.

The team will describe the process and how the future state process was mapped and implemented.

**Outcome: Reduced hiring cycle time from 5 weeks to 3 weeks – a 40% reduction**

**10:15 Networking Break... Welcome to our Consortium Colleague “Cascades from Winnipeg”**

**10:30 Case Study 2: Cascades: “Toward the Lean Office – Using the right ‘Quick Hits”**  
**Cascades Boxboard Group, Winnipeg Operations** ~ <http://www.cascades.com/>  
**Henry Schnerch, Controller & Alan Gordon, Network Administrator**

The Cascades Team took advantage of the excellent 'Lean Office' program offered by the Antioch Group who shared their approach at the AME Lean conference in Toronto last fall. Cascade's Controller, Henry Schnerch, and Alan Gordon share their approach to applying 'Quick Hits' that work in building the 'Lean Office.' The presentation will show how the Cascades team answers the question of 'How do we choose an event topic?' and 'How do we run the event and what are the critical stages?' to ensure a successful event.

They will describe their approach to generating the Current State Map and the steps to forming a realistic and doable Future State Map plus the follow-through needed to generate results that can be sustained. Also provided will be a discussion on the team structure which is required for this 'Quick Hit' approach.



**11:30 Discussion of Value Stream Maps Brought by Participants**

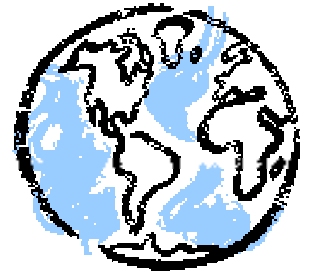
**12:00 Networking ‘Working Lunch’**

**12:45 Case Study 3: [Applying Value Stream Mapping at World Vision](#)**

**Hilda Wood, Manager of Change Implementation** - <http://www.wvi.org/wvi/home.htm>

As World Vision worked to transfer donations to far off places, they recognized that the size of the donation diminished as it moved through the organization before reaching its intended recipients. The time wasted in their customer service process, was a result of doing things because *‘it was always done that way’* - rather than questioning why things were done a particular way.

World Vision will describe what the current state map was at the beginning of the process -- and how the Future State Processes Map was developed and implemented



**1:45 Case Study 4: [Accelerating the Planning Process at Orenda Aerospace](#)**

**Jim Gould, Quality Manufacturing Initiatives Manager** - <http://www.magellanroi.com>

**Nick Adams, Manager - Manufacturing Engineering**

Team Orenda will show how they used Value Stream Mapping to streamline the “Generation of Planning & CNC Tape Packages” – a process that is central to their business. The power of VSM is considered by many as the most powerful waste reduction tool to be introduced in the last decade. The simplicity of the tool enables the identification of waste in typical routine processes – and once identified, they are then targeted for removal.

Orenda's team will discuss their business approach to the application of VSM as they share with you their successes and challenges in dealing with ‘bread and butter’ initiatives like this one.



**2:45 Networking Break**

## 3:00 Case Study #5: Why Using Value Stream Maps Means Business Results

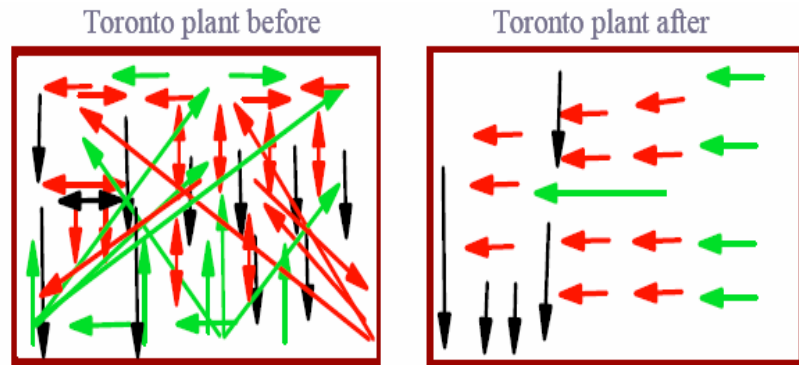
*Understanding big picture...* <http://www.canadapost.ca/corporate/>

**Steve Withers, Senior Advisor, Process Excellence ~ Canada Post -**

This converging session brings together many of the issues presented throughout the day. This session shows the experience and maturity that results from the repeated applications of Value Stream Mapping to achieve expressed business objectives. It matters not what the context or the business processes are.

This powerful presentation was top rated in popularity at the **Lean Service Summit held in Amsterdam** two months ago. You will see many applications of value

streams, but to conclude this forum – you will see how Value Stream Mapping is not just a tool – but a tremendously powerful tool – that can be applied in any organization faced with the need to increase its competitiveness.



**Steve Withers is one of the most experienced Value Stream Mappers in the world. He has traveled internationally, and worked directly with Jim Womack – and with, John Shook and Mike Roether** who were the authors of **“Learning to See”** – the publication that started firms all over the world on the road to increased success through the systematic reduction of waste through the use of Value Stream Maps at all levels in an organization. The methodology is increasingly applied around the world and is now welcomed in China as they begin to apply it to new and old installations.

## 4:00 Closing Discussion - Open Forum

**Around the room**

- lessons learned
- take-aways
- next steps

## 4:30 Adjourn

**Register Online:** [www.hpmconsortium.com](http://www.hpmconsortium.com)

**Call Nicole:** 519-893-660

The Delta Toronto Airport West Hotel is the old ‘Four Points’ at the corner of HWY 401 and Dixie Road. Easy access from the airport via the hotel’s own shuttle. **Contact:** 905-6234-1144. **Bring your team!**

