

5S Foundations

- The Why and How of 5S
- Quick Implementation Guide
- Steps for Success

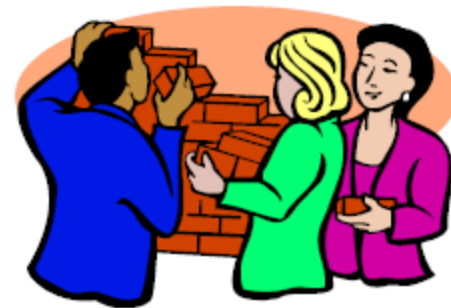
Start with 5S

- ◆ Foundation for continuous improvement
- ◆ 5S Process creates an organized, clean and safe workplace
- ◆ Anyone can distinguish between normal and abnormal conditions at a glance
- ◆ 5S involves employee participation



Start with 5S

- ◆ Implementing 5S across the organization will
 - Install a continuous improvement mindset
 - Improve employee productivity and efficiency
 - Eliminate Non-Value Added activities
 - Create a robust foundation for Lean Six Sigma

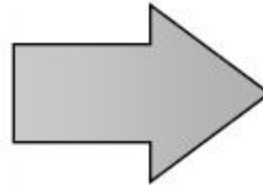


Start with 5S

- ◆ Identify potential unneeded items:
 - Is this item needed?
 - If it is needed, is it needed in this quantity?
 - If it is needed, does it need to be located here?
- ◆ Place “Red-Tags” on those items that are not needed.
- ◆ Evaluate and deal with unneeded items.
 - Move unneeded items to a red tag holding area for a period of time – this area must be created.
 - Dispose of immediately – Sell, Relocate, Throw Away.

Start with 5S

- ◆ How to improve your work area



Start with 5S



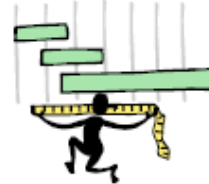
I. Sort



II. Set in Order



III. Shine



IV. Standardize

Don't Skip A Step!



V. Sustain

Start with 5S

5S is a process and method for creating and maintaining an organized, clean, safe, and high performance workplace.

◆ **Sort**

- Clearly distinguish needed items from unneeded items and eliminate the latter

◆ **Set In Order** (also known as *Simplify*)

- Keep needed items in the correct place to allow for easy and immediate retrieval

◆ **Shine**

- Keep the work space orderly and clean

◆ **Standardize**

- Standardized cleanup. This is the condition we support when we maintain the first three pillars

◆ **Sustain** (also known as *Self-Discipline*)

- Make a habit of maintaining established procedures

Start with 5S

- ◆ Every employee must be involved regardless of hierarchy
- ◆ 4 “Actuals” of Deployment
 - Go to actual workplace
 - Involve actual people who own workplaces
 - See the actual process
 - See the actual improvements

Start with 5S

1. Open the Event
 - Management kickoff 5S
2. Prepare the Team
 - Explain benefits of 5s
3. Get the Facts
 - Take pictures of current layout
4. Assess the Waste
5. Generate improvement ideas
6. Select the best ideas
7. Make improvements
8. Measure the Results

Step 1: Sort

- ◆ Sort means that you remove all items from the workplace that are not needed for current tasks.
- ◆ **It does not mean** that you only remove the items that you know you may never need.
- ◆ **It does not mean** that you simply arrange things in a neater fashion.
- ◆ If you sort, you only leave the bare essentials – “When in doubt, throw it out.”

Implementing Sort

- ◆ Identify potential unneeded items:
 - Is this item needed?
 - If it is needed, is it needed in this quantity?
 - If it is needed, does it need to be located here?
- ◆ Place “Red-Tags” on those items that are not needed.
- ◆ Evaluate and deal with unneeded items.
 - Move unneeded items to a red tag holding area for a period of time – this area must be created.
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Sorting

**All unnecessary items red-tagged
(including excess computers in process):**



Step 2: Set in Order



- ◆ Set in order means that you arrange the items that are needed in the area and identify them or label them so that anyone can find them or put them away.
- ◆ The key word is "anyone."

Implementing Set in Order

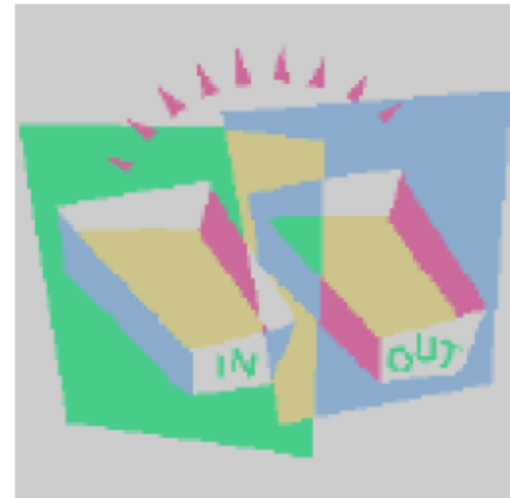
Draw a 5S map showing the best location for files, office equipment, and materials based on frequency of use.

- ◆ Store items together if they are used together and store them in the sequence they are used.
- ◆ Store infrequently used items away from the point of use

Setting in Order

Make a place for everything using:

- ◆ **Borders** – Sets boundaries, areas
- ◆ **Home Addresses** – Tells what item belongs inside the border
- ◆ **Labels** – Tells what the item is and where it belongs
- ◆ A sign or tab at the item's home.
- ◆ It should include:
 - Item name
 - Location
 - Picture/silhouette of item (opt.)



Step 3: Shine

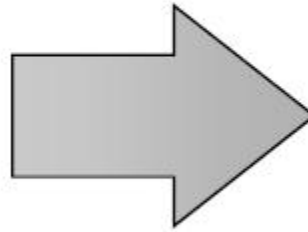


- ◆ Shine emphasizes removing the dirt, grime, and dust from the work area.
- ◆ This is a program of keeping the work area swept and clean of debris.

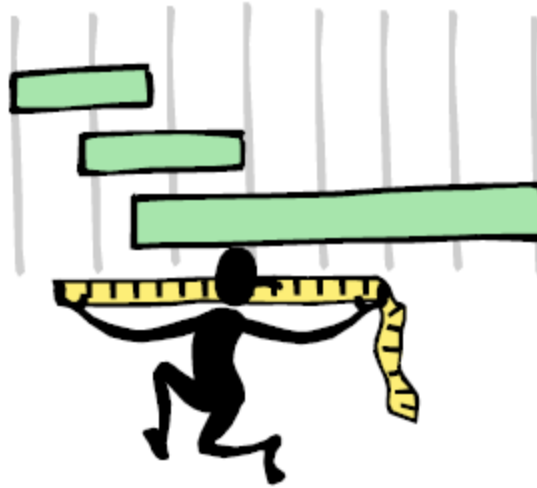
Implementing Shine

- ◆ Determine the shine targets – what are we going to clean?
- ◆ Set a schedule and assign ownership of tasks to individuals.
- ◆ Create procedures for continued daily shine processes.
- ◆ Set periodic equipment inspection and maintenance targets.

Shining



Step 4: Standardize



- ◆ Creating a consistent way of implementing the tasks that are performed on a daily basis including "Sort", "Set in Order", and "Shine."
- ◆ "Do the right things the right way, every time!"

Implementing Standardize

- ◆ Document the procedures and guidelines for sorting, simplifying and organizing
 - Visual controls guidelines
 - Item quantity requirements
- ◆ Document the schedule in which they are to be completed and reviewed
 - Housekeeping standards
 - Workplace arrangement methods
- ◆ Document all steps in each process at the workplace
- ◆ Document operating procedures and directives
- ◆ Document all job aids (user guides, reference materials, trouble shooting guides)

Standardizing

IT Department Standard Process Handbook



**IT Department
Standard Process Handbook
Table of Contents**

- 1. IT Tech Job Description**
- 2. 5S Procedures**
- 3. Standard Computer Setup**
- 4. Special Request Setup**
- 5. Software Standards**
- 6. Supply Procedures**
- 7. Repair (Swap) Procedures**
- 8. Shipping Kit Instructions**



Example of Visual Tool

Step 5: Sustain



- ◆ Sustain means that the 5S program has a discipline that ensures it's continued success.
- ◆ Sustain means that the 5S mentality is ingrained in everyday work life and procedures.
- ◆ Don't let it become another "flavor of the day."

Implementing Sustain

- ◆ Create 5S audit form and results presentation tool
 - Make it a structured tool to be used facility-wide (audit form, “radar” chart).
- ◆ Establish periodic audit cycle
 - Minimum of weekly for area supervision, monthly for management.
 - Participation of Management in reviewing and using Sustain Checklists is Critical for success of 5S.
- ◆ Establish checklist for visitors to review
 - Remember, with 5S ANYONE should be able to discern between normal and abnormal conditions.
- ◆ Celebrate improvement and schedule time to improve
 - Keep everyone aware of 5S and its benefits by giving recognition where it is due.

Sustaining (i.e. - Scorecard)

A. Sort

A. Sort		0	1	2	3	4	5
1->	Are there unnecessary items (peripherals, supplies) on the setup desk						X
2->	Are there scrap supplies in the supply bins						X
3->	Are there old computers (off lease) in the swap cabinet						X
4->	Is there more than necessary furniture in the office						X
Score		0	0	0	0	0	20

B. Set in Order

B. Set in Order		0	1	2	3	4	5
5->	Is the supply table arranged per drawing/layout						X
6->	Is setup desk arranged per layout (incl. a single computer)						X
7->	Is swap cabinet arranged per layout						X
8->	Can ANYONE determine normal from abnormal						X
Score		0	0	0	0	0	20

C. Shine

C. Shine		0	1	2	3	4	5
9->	Is the desk clean and maintained or is there clutter (unnecessary supplies, etc.)						X
10->	Is Supply Table/Bins clean and organized						X
11->	Has the shine check sheet been pdated (assignments been worked)						X
12->	Is dust filter clean						X
Score		0	0	0	0	0	20

D. Standardize

D. Standardize		0	1	2	3	4	5
13->	Is the IT Dept Process Handbook in plain view						X
14->	Is the IT Dept Process Handbook updated						X
15->	Are all supply bin, swap cabinet, and software shelf labels in tact						X
16->	Have all setups gone accordingly to instructions this week						X
Score		0	0	0	0	0	20

E. Sustain

E. Sustain		score					0	1	2	3	4	5
17->	Was the last audit less than two weeks ago											X
18->	Was the last departmental audit less than one month ago											X
19->	Is the 5S board up to date (pics, metrics, shine, etc.)											X
20->	Has anyone complemented the area on its cleanliness & organization											X
Score		0	0	0	0	0	0	0	0	0	0	20

Area:
Auditor(s):
Date:

Section	A	B	C	D	E
Sub-total Score	20	20	20	20	20

Benefits

- ◆ Creates organized workplaces
- ◆ Improve retrieval time of documents
- ◆ Reduce turnaround time to customers
- ◆ Identifies waste so it can be eliminated
- ◆ Employee productivity and efficiency enhanced
- ◆ Provides ever ready Customer showcase
- ◆ Produces Fewer Defects and Lost Information



Six Steps to Success

1. Get everyone involved.
2. Integrate 5S Principles into daily work requirements.
3. Communicate need for 5S, roles of all participants, how it is implemented.
4. Be consistent in following 5S Principles in all areas
5. Periodic senior management involvement absolutely required.
6. Follow through – finish what is started – 5S takes effort and persistence.