

# *LEAN Office 5S Starter Kit*



A Simple 5S Office Road Map

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# LEAN OFFICE

**LEAN Office** is a work improvement methodology credited in large part to the work of Taiichi Ohno, father of the Toyota Production System, Lean Manufacturing and Lean Six Sigma. Lean Office eliminates waste and non-value-add activity, reduces costs and improves efficiency without sacrificing safety, value to the customer or customer service.

The building blocks of LEAN Office include principles and methods such as Kaizen, 5S, Visual Controls, Metrics, and JIT (Just in Time). To learn more link to the complimentary video Introduction to LEAN Office on page 8.

## The Benefits of 5S

There are a number of benefits to using the 5S System to reorganize your workplace:

- ❖ It can help you save resources because it forces you to look at every tool and process that you're using. If any tools or processes are inefficient, you can change how you do things, or discard them. You also save resources by reducing storage costs and improving efficiency.
- ❖ The system can help you to improve quality and safety, standardize processes, and improve morale. You and your team are likely to be more productive once you've used the system to change and reorganize your environment.

This workbook is purposed to provide a simple understanding of the **LEAN Office** improvement approach 5S. The 5S approach can be applied to a physical setting, a digital setting (***think email or digital document folders, a company shared drive***) as well as a process. This introduction provides a road map to complete a 5S initiative in a physical setting such as an office space or shared work area. If the idea of an entire office space seems overwhelming, simply follow the process for an area of your office such as a desk, supply closet, filing cabinet, closet or even a single desk drawer.



# Understanding and Identifying Waste (MUDA)

A brief understanding of common areas of waste in an office or organizational setting will help lay the foundation for the recognition of waste. No need to spend a great deal of time in this section, simply review and move ahead into

## Four Categories of Waste:

- 1. Information** (*multiple copies of a document, downloaded information that is never accessed, unread reports, excess verbiage, out-of date information*)
- 2. Process** (*unnecessary steps, non-value add activities, bottlenecks, delays*)
- 3. Assets in the physical environment** (*unused tools, binders, supplies, excess equipment, equipment in disrepair, clutter, trash, excessive stock, underutilized space*)
- 4. People** (*inefficiencies in how people work such as time spent looking for things, doing things over, unproductive meetings, email jail, waiting for information needed to complete a task, overworked or overtired resulting in errors, defects and "do-over's"*)

## Eight Deadly Office Wastes:

- 1. Correction/re-work:** Time wasted re-doing; expense of additional time, materials, energy, equipment, and labor.
- 2. Waiting:** Process is impeded or stalled resulting in idle time and work stoppage, rebooting a PC, analysis paralysis, waiting for perfection.
- 3. Unnecessary motion:** Motion that does not add value as a result of poor office design, poor workflow, scattered supplies, walking, searching, and bending.
- 4. Over processing:** Tasks performed as a result of habit rather than customer value, documentation overkill, printing/distributing superfluous weekly/ monthly reports available online, handling paper or forms repeatedly, printing email; opening and rereading email or paper mail without processing.
- 5. Equipment downtime:** Often due to poor maintenance/poor planning, slow computer speed, duplicate files, unpurged email files, caching issues, printers/copiers running out of ink/toner/paper.
- 6. Inventory or storage:** Excessive stock of anything: supplies, tools, books, inventory, items or services paid for but not in use, obsolete files which utilize valuable, costly square footage, off-site storage and the time spent and paid for to manage such waste.
- 7. Inspection:** When work is performed incorrectly, inspections, approvals and resulting reporting, reviewing, corrective action.
- 8. Intellect:** Failure to engage employee's involvement to the level of their expertise, or provide training and tools. Also includes micromanagement.

# What is 5S?

A method for creating a clean, safe and orderly, high performance work environment that exposes waste and makes abnormalities immediately visible

The 5S System is an effective, methodical process for reducing waste and making your workplace more efficient and organized. It's important to move through the system in sequence. Once you've completed the first four steps, sustaining the system is vital to long-term success.

1. **Sort:** Here, you eliminate anything in your workspace that's unnecessary for doing the work you do at the present time. This includes tools, furniture, clutter, processes, books, files; anything that you're not using for your current tasks.

**"Red tagging" is an effective technique to use during the Sort process. If you're unsure about an item's usefulness, place a red tag on it and move it to another location. If you find you can go a month or two without using the item, you probably don't need it; store, sell, gift or discard.**

2. **Set:** This step involves organizing the items that still remain in your space, making sure they're easy to find. This step helps to ensure efficient workflow. Place items close to where they'll be used. Refer to the 5 Office Productivity Zones (below).

3. **Shine:** Keep office & work areas clean and free of clutter, and determine what level of cleanliness you want your office or work area to move toward. Identify sources of clutter such as of paper's that may accumulate on a surface area, files that are piled instead of filed or incoming paper works and notes stacked on your desk, or placed on the seat of the your office chair so they don't go unnoticed. Would the area benefit from a fresh coat of paint, improved lighting, updated office furnishings? Take note of areas which are harder to keep organized than others; this may be an indication that you're missing a tool, product, or process to keep it clean and clutter-free. When you're done, take pictures of what your space looks like to help you in the next step.

4. **Standardize:** This step is about developing a routine or process to keep it your space clean. Review problem areas and create a plan to fix them. Cleaning systematically is a daily part of work, rather than an occasional activity.

5. **Sustain:** Nothing is stronger than habit. How can you retrain yourself (and others) to ensure your space remains clean, clutter free and optimal for the execution of your work? This might include productivity training or coaching, visual controls, eve incentives that may motivate further gains. Use the 5S Diagnostic Check List.



## 5 Office Productivity Zones:

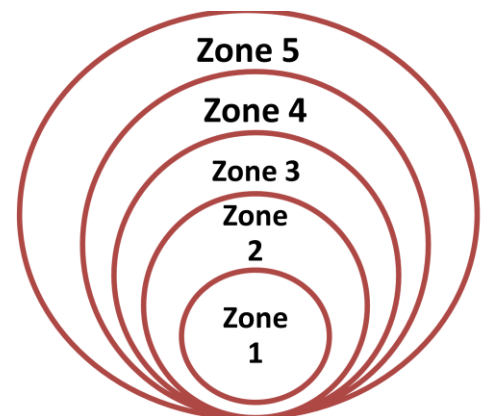
**Zone 1:** The physical desktop, prime “real estate”. No movement should be required to access work tools used all of the time. Limit personal items to aesthetically pleasing layout or single inspiring item.

**Zone 2:** Requires a swivel or slight chair movement to access secondary tools and resources such as a dominant hand file drawer, supply drawer, desk hutch, shelves, and printer tray. Limit personal items to an aesthetically pleasing layout or single inspiring item.

**Zone 3:** Requires movement out of the desk chair yet still in personal office space; access to a credenza, bookcase, opposite wall shelving, reference files. Include personal items that are inspiring or add aesthetic value.

**Zone 4:** Outside of personal office space to for access to a shared supply closet, central files, shared printers, the copy room.

**Zone 5:** Offsite storage such for archives, back up media, inventory.



# Exercise



## Stand in a Circle

The exercise is called "Stand in a Circle" and is said to have originated with Taiichi Ohno, the father of the Toyota Production System (later known as Lean Manufacturing) in an effort to help managers understand and "see" waste.

80% of the purpose of this exercise is to build awareness and rewire your brain to **see** many small problems. 20% of the process is purposed towards actual improvements.

### Gather the following tools and read the steps below to get started:

- You will need to print a copy of the Stand In A Circle Worksheet (below)
- Grab a Pencil or pen and locate a Clipboard or firm writing surface
- Put on comfortable shoes (you will be standing for 60 minutes)
- Set aside just over an hour of time
- A camera is preferred but optional\*

### Steps:

1. Choose a spot in *your* work environment.
2. For 30 minutes, stand and observe -- silently.
3. The key is to practice what the Japanese call **kizuki**; the ability to notice.
4. Write down anything you notice that results in waste - energy, time, a safety concern, abnormalities of any kind, maybe something that you notice you're not doing as efficiently as you could be.
5. Your task is to find 30 things - that's one every minute including writing time! Refer to the list on page 5 for ideas to get you started.



### Notes:

- Just observe and write - no need to comment or discuss with others (other than within necessity of being polite).
- Describe what you see and why you see this results in waste
- Stay in **one** area and look deeply; it's easy to find 30 things if you flutter around like a butterfly and point out the large obvious wastes –instead, plant yourself, like a tree and really see.
- Sometimes waste can be hard to spot - if you need a place to begin, look for issues pertaining to safety, quality, environment, or energy losses. Do lights need to be turned off? Perhaps you need better lighting? Is there a counter, carpet, wall, file cabinet, desk area or storage area in need of cleaning? Any work positions with bad ergonomics, awkward access?

### That's half of the exercise; now take another 30 minutes to:

1. Choose **one** of the items you noted and make some type of improvement.
2. Create a next action for another of your notations.

# Stand In A Circle Worksheet

# Costing You?

	Observation	Category	Space	Time	Energy	Money
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
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21						
22						
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25						
26						
27						
28						
29						
30						

## Use this list of Categories or create your own.

- Ergonomic issue
- Energy inefficiencies
- Cleanliness & Aesthetics issue
- Too many steps to get to what is needed
- More quantity of (X) on hand than need
- Not enough space, storage, shelving
- Running out of supplies without warning
- Obsolete items
- Non-functioning items
- Takes too long to process or complete
- Overly complex processes
- No clearly defined process for (X)
- Log jams
- Planning issues
- Poor follow-through
- Potential safety hazard
- Environmental distraction
- Taking too long to find what is needed
- Too hard to access (reaching/unloading/loading)
- Excess or clutter
- Walking around things to access other things
- Stuff not needed in this space
- Out of date items
- Broken items
- Too many steps to finish what has to get done
- Not getting a process right every time
- Backlog
- Backsliding/Letting systems deteriorate
- No clarity around a progress area
- Lack of execution

### Lean Office



Click [Here](#) to launch 35 Minute Video



## 5S Office Scan Diagnostic Checklist

Your Name: \_\_\_\_\_

Target Area: \_\_\_\_\_

Category	Item	Date	Date	Date	Date
<b>SORT</b>	Unneeded equipment, tools, furniture, etc. present?				
<b>SORT</b>	Unneeded smaller items present?				
<b>SORT</b>	Items present in aisles, halls, corners, or paths, etc?				
<b>SORT</b>	Unneeded inventory, supplies, parts, materials present?				
<b>SORT</b>	Safety hazards exist?				
<b>SET</b>	Items not obviously in convenient locations for easy access?				
<b>SET</b>	Items not put away or in their correct places after use?				
<b>SET</b>	Visual controls/ labels in place to assist with identifying & returning items after use?				
<b>SET</b>	Searching waste?				
<b>SET</b>	Shelves or drawers with piles or empty space?				
<b>SHINE</b>	Floors, walls, surfaces dirty or messy?				
<b>SHINE</b>	Equipment not maintained or dusty?				
<b>SHINE</b>	Cleaning materials not accessible?				
<b>SHINE</b>	Labels, signs, notices not clean or functional?				
<b>SHINE</b>	Trash or clutter not emptied/removed?				
<b>STANDARIZE</b>	Is work information visible at a glance?				
<b>STANDARIZE</b>	Are checklists for procedures available?				
<b>STANDARIZE</b>	Are quantities for supplies labelled?				
<b>STANDARIZE</b>	Are Sort, Set and Shine being monitored and maintained?				
<b>STANDARIZE</b>	How many items can't be located in 30 seconds or less?				
<b>SUSTAIN</b>	Are any staff members not trained in the SOP and 5S processes?				
<b>SUSTAIN</b>	Is five-minute 5S performed routinely?				
<b>SUSTAIN</b>	Are job aids, procedure documents or policy manuals up to date and accurate?				
<b>SUSTAIN</b>	Are staff members unable or not encouraged to identify waste?				
<b>SUSTAIN</b>	Are regular audits being carried out?				
<b>TOTAL</b>					

### Scoring system

5 or more problems exist	<b>0</b>
3 or 4 problems exist	<b>1</b>
2 problem exists	<b>2</b>
1 problem	<b>3</b>
0 problem	<b>4</b>