



Operational Excellence Consulting
Empowering Sustainable Change



5S for the Office

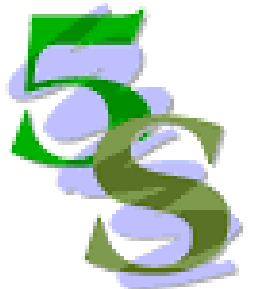


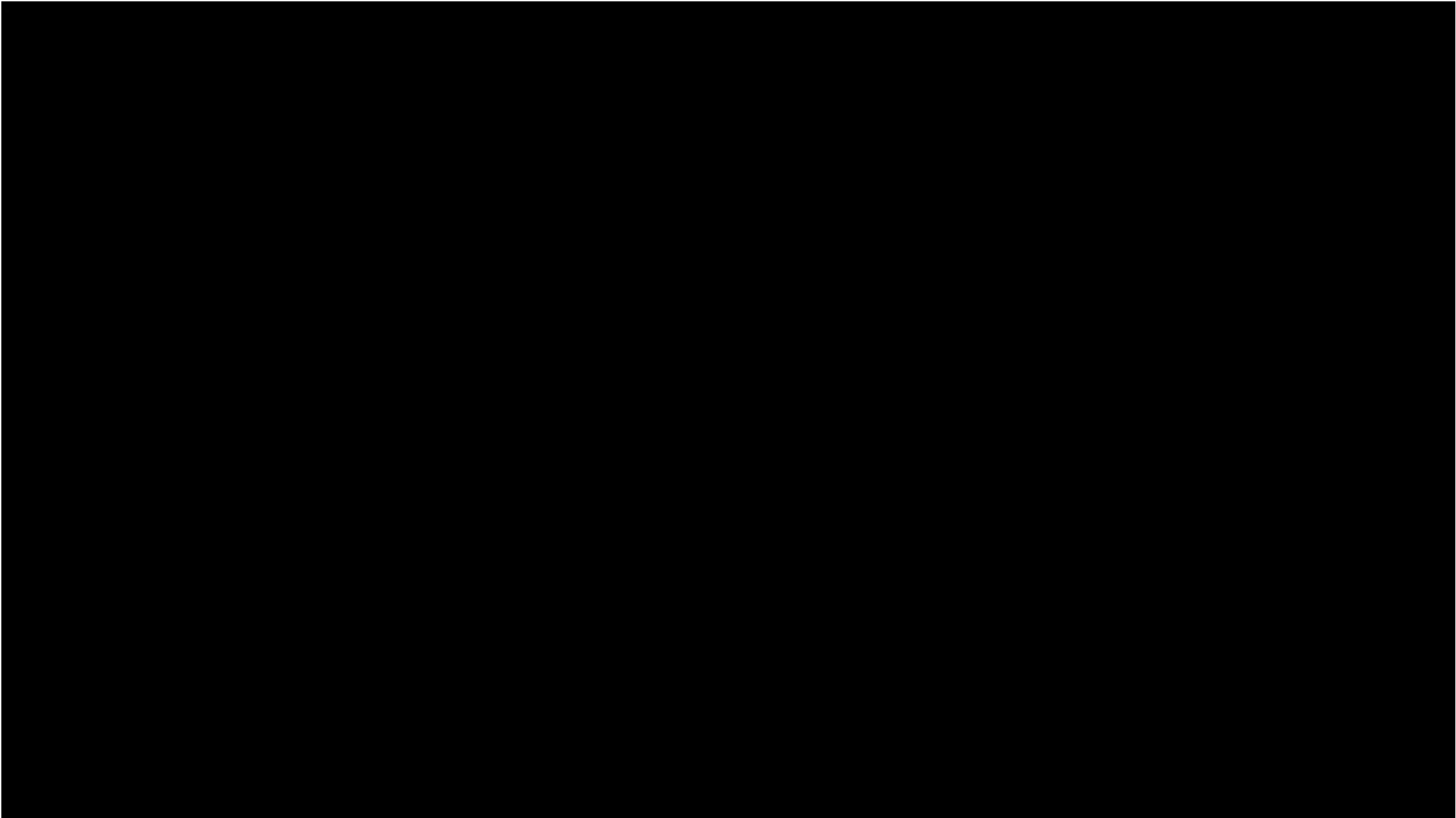
Implementing 5S in the Office

- A 5S System is a low cost system that will clean and organize your workplace.
- It will increase productivity and raise employee morale
- It will require changes to the work habits of employees
- Needs the support and reinforcement of management.

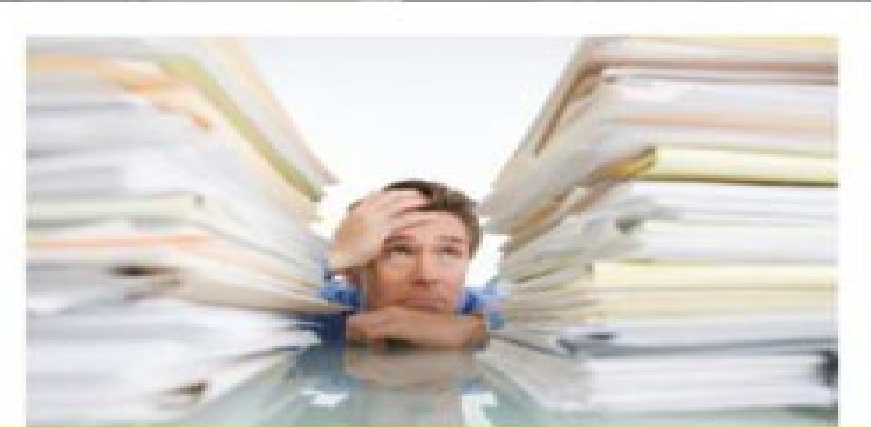


5S is a system that is designed to ensure workplace safety, efficiency, cleanliness and increase quality.





Files...files...everywhere!



Do you really need them?

***The office is a
paperwork factory***

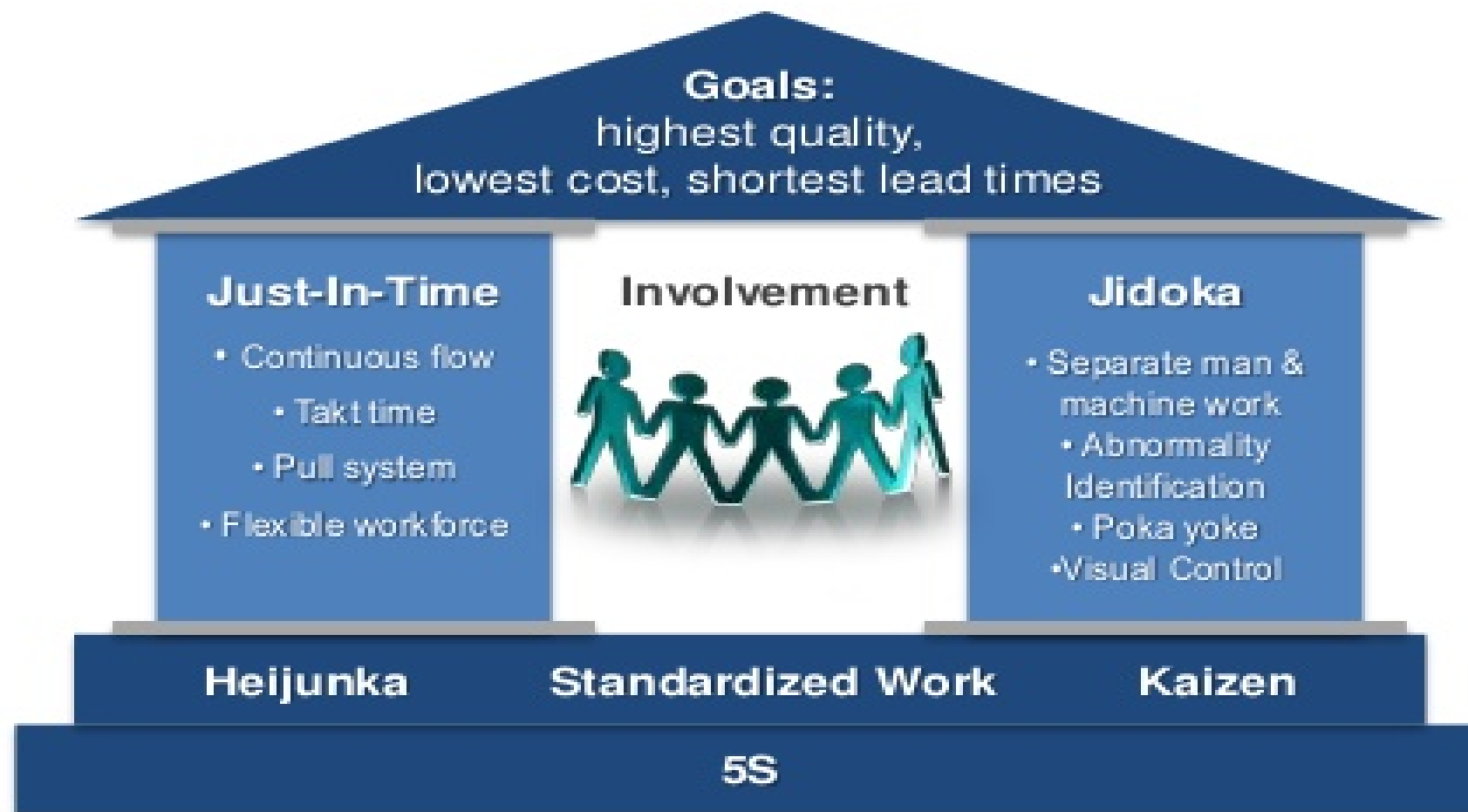


Introduction & Overview

- 5S is a structured program to implement workplace organization and standardization
- 5S represents five disciplines for maintaining a visual workplace
- 5S is a foundation for Kaizen and Lean implementation



5S lays the foundation for a Lean Enterprise



Toyota Production System (TPS) framework

5S helps to eliminate Waste

Intellect

Not using employees full intellectual contribution

Over-processing

Adding excess value when the customer does not require it

Defects

Reprocessing, or correcting work

Over-production

Producing more than what the customer needs

Waiting

Employees waiting for another equipment, process or information

Unnecessary Motion

Extra physical/mental motion that doesn't add value

Transportation

Moving product from one place to another

Inventory

Building and storing extra services the customer has not ordered



What is 5S?

	Principles	General Description
1S	Sort	Remove what is not needed and keep what is needed
2S	Set in Order	Arrange essential items in order for easy access
3S	Shine	Keep things clean and tidy; no trash or dirt in the workplace
4S	Standardize	Establish standards and guidelines to maintain a clean workplace
5S	Sustain	Make 5S a habit and teach others to adhere to established standards

Benefits of 5S

- Reduce non-value adding activity
- Reduce mistakes from employees and suppliers
- Reduce time for employee orientation and training
- Reduce search time in navigating the facility and locating files, tools and supplies
- Reduce parts stored in inventory, and associated inventory carrying costs
- Improve floor space utilization
- Improve employee safety and morale
- Improve service quality



1S : Sort



- Principle
 - Stratification management
- Meaning
 - Separate the necessary from the unnecessary
 - Get rid of what you do not need

“When in doubt, move it out!”

1S : Sort

- The first step in 5S is to get rid of what we do not need
- Go through all the desks, shelves, cabinets, files, equipment, storage areas, etc. in the office
 - Keep only essential items
 - Everything else is stored away or discarded



2S : Set In Order



- Principle
 - Functional storage
 - Search elimination
- Meaning
 - Find a permanent place for all needed items
 - Arrange needed items in order for easy access

“A place for everything, with everything in its place.”

Office Desk – Before & After 5S



An office desk before and after conducting 5S Sort, Set In Order and Shine. Clutter and unused items have been removed leaving only what is needed.

2S : Set In Order - Examples



All stationery items are clearly visible and easy to retrieve. On the left, there are forms for re-ordering supplies. On the right is a map of the items and their locations, forms for comments/suggestions, and contact information.

3S : Shine

- Principle
 - Cleaning as inspection
- Meaning
 - Systematically clean and inspect the workplace regularly
 - Identify inconsistencies, problems and improvement opportunities
 - Remember to include your electronic files

“Make it clean; keep it clean.”



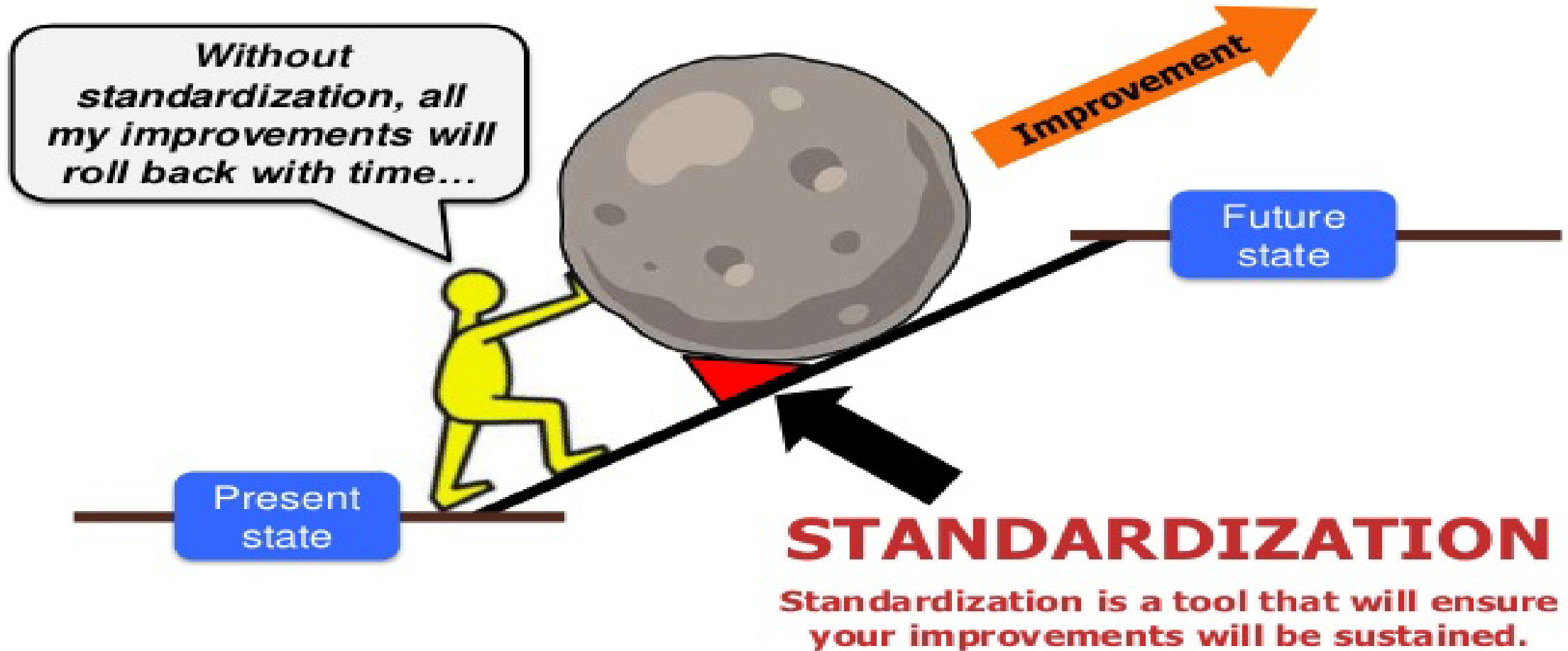
4S : Standardize



- Principle
 - 5S standardization
 - Visual management
- Meaning
 - Establish standards and guidelines, and make them visual
 - Maintain the workplace at a level in which deviations become obvious

“If you can’t see, you don’t know; and if you don’t know, you can’t control.”

Standardization is the Way to Sustain the Gains



5S : Sustain

- Principle
 - Habit formation
 - Disciplined workplace
- Meaning
 - Make 5S a habit
 - Conduct regular 'gemba' walks
 - Schedule for 5S audits
 - Communicate

“Maintain the gain, forget the blame.”



How to Sustain 5S?

- Get management commitment
- Get everyone involved
- Promote 5S in the organization
- *Gemba* walk by CEO
- Conduct monthly review by 5S committee
- Establish 5S standards
- Reward and recognize individuals and teams

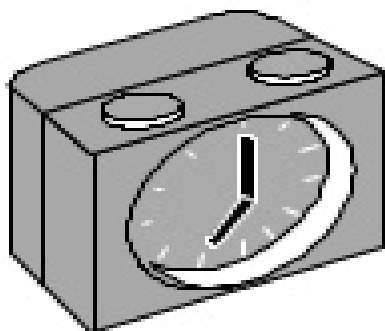
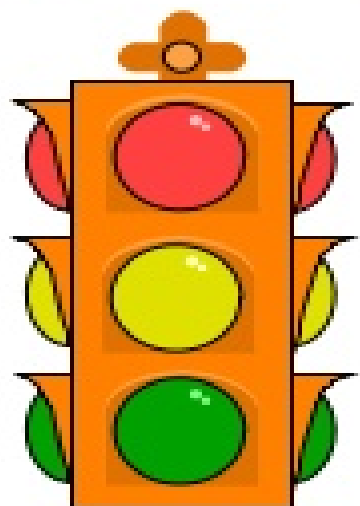
What is Visual Management?



- **Visual management** is a technique where information is communicated by using **visual signals** instead of texts or other written instructions
- Examples include signs, labels, photographs, trend charts and displays

Note: Visual management IS NOT decoration

Everyday Visual Management



3 Types of Visual Office

Visual Display

- **Label** to make it perfectly clear where things belong and what the procedures are

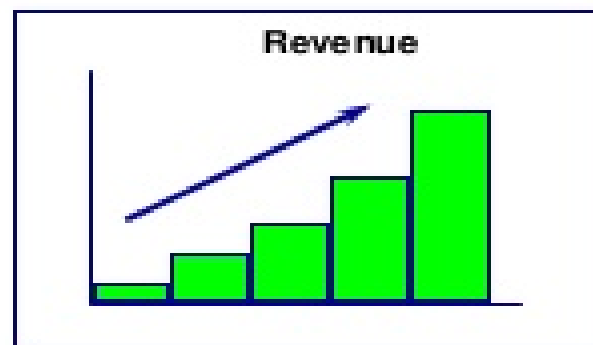
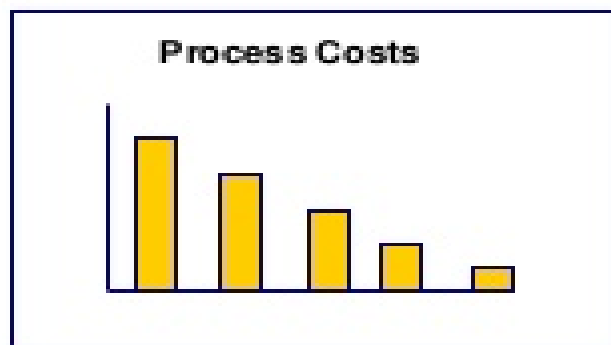
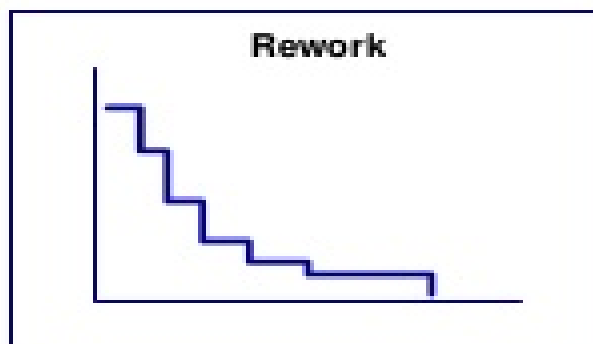
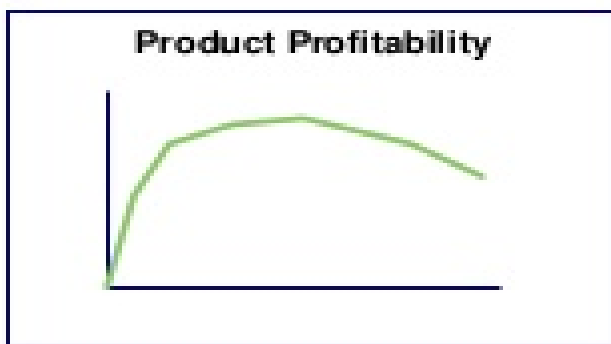
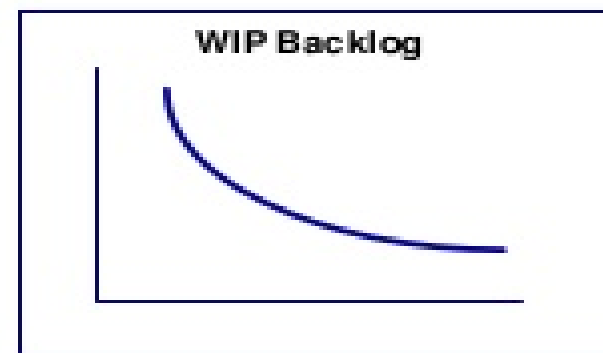
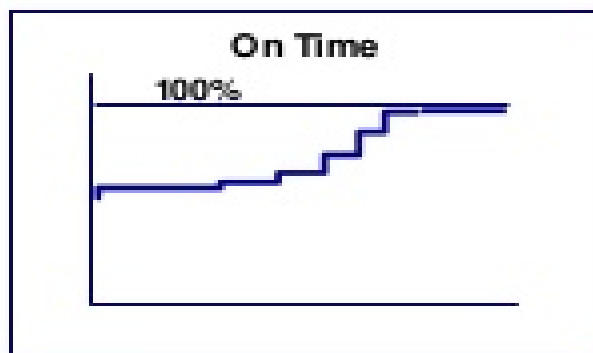
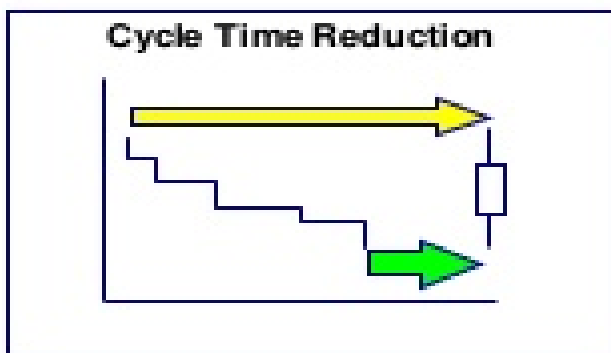
Visual Metrics

- Quantify the path to **targets** for success
- **Graphs** and **Pareto charts**

Visual Controls

- Create an error-proofed environment to promote easy adherence to **standards**

Example of Visual Metrics



Visual Office – Examples



CRM TRAINING MATRIX	KAREN	MICHAEL	SARAH	ANNEKA C.	BOB	ERIC	JIM M.	KYLE	JERRY	STEPHANIE	BEN	BRUCE	ANNEKA R.
QUOTE	●	●	●				●	●	●	●	●	●	●
ACTIVITIES	●	●	●	●	●	●							●
LEAD CREATION							●	●	●	●	●	●	●
TECH SUPPORT					●	●						●	●
MASS LEAD IMPORT							●	●	●	●	●	●	●
CAMPAIGN SET-UP							●	●	●	●	●	●	●
KEY MEASURE INQUIRY	●	●	●	●	●								
SALES PROCESS WORK FLOW							●	●	●	●	●	●	●
TRAINING WORK FLOW							●	●	●	●	●	●	●
TRAINING FOLLOW-UP WORK FLOW							●	●	●	●	●	●	●
TRACKSHOW WORKFLOW							●	●	●	●	●	●	●
SCREEN CUSTOMIZATION						●	●			●			
REMOTE ACCESS						●	●			●	●	●	●



	井上、Noe、河野、橋倉	MED	PMB	ICE	CS
出社	●	●	●	●	●
退社					

注：退社時の際は西暦等の情報がされていることを確認して下さい。



Visual measures facilitates communication and identification of areas that need improvement

Example of a visual board



What is happening?

- Gaps? Trends?

Why?

- Root causes?

What needs to be done?

- Correct the problem – implement containment action?
- Prevent the problem – permanent corrective action?

Who is going to do it?

- Who does what?
- Any support needed?

When is it going to be done?

- Prioritization?
- Deadline?
- Milestones?

5S for the Office Roadmap 1

Phase 1: Prepare the Project

1. Get management involvement

2. Identify target areas

3. Form an implementation team

- Define 5S zones
- Assign responsibilities
- Develop publicity materials
- Educate everyone
- Purchase cleaning equipment as needed

Phase 2: Perform an Office Scan

4. Select project measures and collect baseline data

5. Photograph current conditions

6. Apply the office scan checklist

7. Post a project storyboard

- Set up 5S activity board
- Define 5S project charter

Phase 3: Sort Through & Sort Out

8. Determine criteria for sort

9. Prepare a holding area

10. Apply Sort

- Red tagging

Phase 4: Set Things in Order & Set Limits

11. Map the current state

12. Create a Set-In-Order plan

13. Apply Set-In-Order

5S and Safety, Quality, Productivity & Equipment Maintenance



5S and Safety ¹

- Wear protective clothes, goggles and shoes in the lab
- Install protective covers on equipment and machines
- Label warning signs prominently
 - High voltage, Radiation, Slippery/Wet floor, etc.
 - 'Under Test – Do Not Switch Off'



5S and Quality ¹



- Train staff on 5S
- Provide on-the-job training for new staff
 - Use 'Training Within Industry' (TWI) methods for coaching
- Educate/Train staff to recognize and prevent mistakes

The One-Is-Best Campaign

- One-page memos
- One-hour meetings
- One-location files
- One-day processing



5S Implementation Process



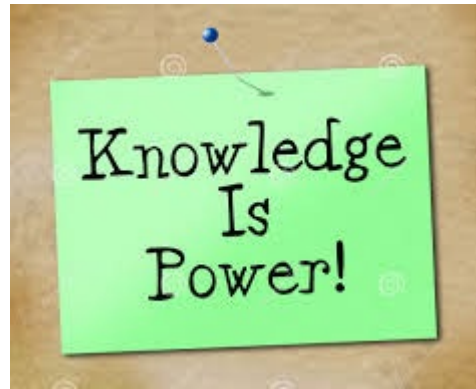
5S Team

- A 5S system is a team concept.
- It requires the participation of everyone in order to sustain it.
- You should pick a core group of people from various workstations to be members of your 5S team.
- 5S team members should be well organized and with a good sense for the workflow.
- Once your team is intact you need to hold a series of planning sessions

TEAMWORK
coming together is a beginning
keeping together is progress
working together is success

- Henry Ford





Educating the mind without educating the heart is no education at all.

Aristotle

Educate the team

- The first step with your 5S team will be to educate them on what 5S is and the benefits of it.
- Determine how the 5S system will be implemented in your workplace.
- There is no one size fits all approach, but each step of the 5S system should be implemented, monitored and continuously improved.

Some tools that may help you with your 5S System

- Educational materials for the 5S team and employees.
- Posters placed around the workplace will remind employees of the 5S System.



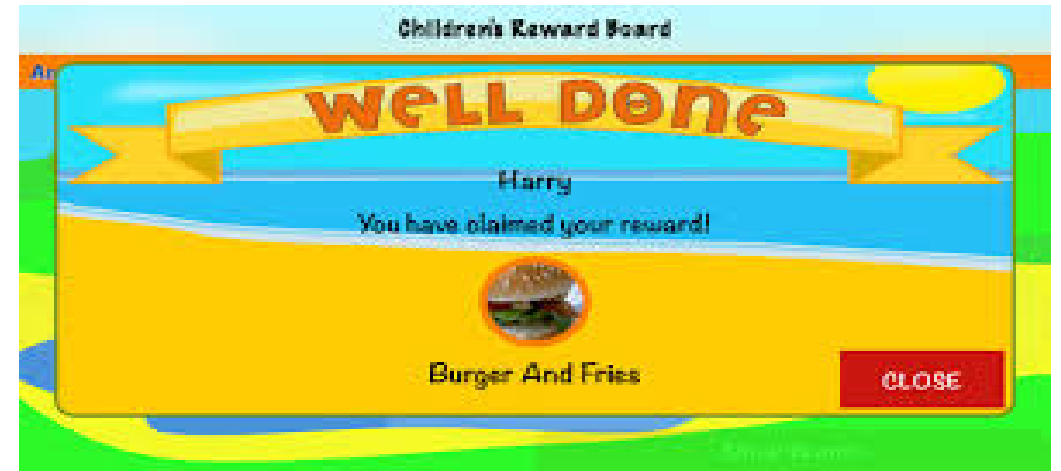
Some tools that may help you with your 5S System

- A bulletin board dedicated to the 5S System.
- You can post educational material, event notices and location charts of designated areas.
- Before and after pictures are very useful to show how bad things were and how much better they are now.



Some tools that may help you with your 5S System

- Rewards such as recognition of areas, groups or teams for their efforts in support of the 5S System



5S : Getting Started ¹

- 5S publicity materials
 - Booklets, badges, brochures, cups, pens, etc.
- 5S training and education
 - Provide 5S training to managers and staff
 - 5S pamphlets
- 5S notice boards/intranet
 - 5S news
 - 'Before' and 'After' photos



Launching a 5S Day ¹

Cleanup Day



- Set aside half a day for this event
 - Best on Fridays or before a festive season or public holiday
 - Everyone in casual attire, e.g. T-shirts
- Prepare sufficient cleaning equipment, detergents, paints, etc.
- Speech by CEO on importance of 5S to all staff

Office 5S Audit Checklist & Results

Office 5S Audit Checklist					
Department:		Place an "X" in the appropriate box based on number of deviations observed.			
Date:		Scored By:		Scores => 1 2 3 4 5	
Sort	Distinguish between what is needed and not needed				
	1	All documents and materials on desks and in drawers are used daily or weekly.			X
	2	All documents and materials in the cabinets are used monthly.			X
	3	All documents are filed correctly or are consistently cleared away at the correct time.			X
	4	All filing procedures are clear and available and in the location where they are used.			X
		Subtotal =>	0	0	0
Subtotal for Sort => 14					
Set in Order	A place for everything and everything in its place				
	1	All cabinets and stocks carry labels indicating place and item.			X
	2	All documents and stocks have an owner or administrator.			X
	3	Every authorized person can find office equipment within 30 seconds.			X
	4	Every authorized person can find any document within 30 seconds.			X
		Subtotal =>	0	0	0
Subtotal for Set in Order => 14					
Shine	Cleaning, and looking for ways to keep it clean and organized				
	1	People looking for frequently used objects always find what they need.			X
	2	Everybody knows how to clean away unnecessary objects.			X
	3	Employees themselves keep work spaces and floor organized and free of clutter following set rules.			X
	4	At the end of the day, all desks and work tables are empty.		X	
		Subtotal =>	1	2	0
Subtotal for Shine => 9					
Standardize	Maintain and monitor the first three categories				
	1	All standards have been clearly set out and posted and are frequently used.			X
	2	Standards are frequently evaluated and revised.			X
	3	Designated persons are responsible for cleaning and creating operations.			X
	4	The progress of the primary processes is visible at a single glance.			X
		Subtotal =>	0	0	0
Subtotal for Standardize => 14					
Sustain	Stick to the rules				
	1	Sticks and deviation from sticks are visible at a single glance (within 30 sec.).			X
	2	There are no documents, maps, office supplies on the floors or cabinets.			X
	3	Suggestions for improvement are drawn up regularly, responses are prompt, within one week.			X
	4	Everybody always sticks to agreements on workplace organization.			X
		Subtotal =>	0	0	0
Subtotal for Sustain => 14					

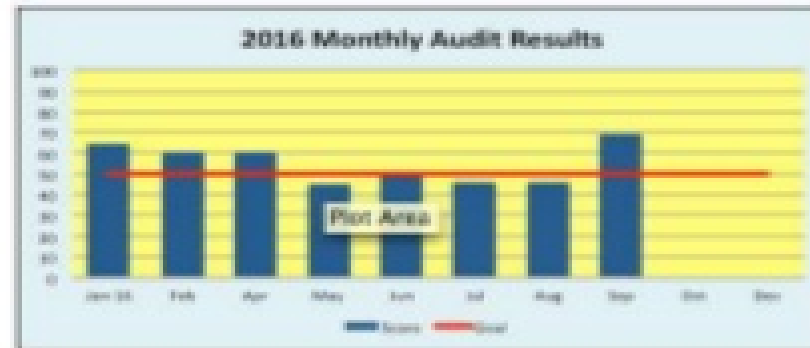
Total =>	1	2	04	02	10
Grand Total 5S Score	60				

SCORING GUIDELINES:

0-1 deviations	=	5 points
1-2 deviations	=	3 points
3-4 deviations	=	2 points
5-6 deviations	=	1 point

5S Audit for the Month of: SEP 2016

Sort	Set in Order	Shine	Standardize	Sustain
14	14	9	14	14



Month	Score	Goal
Jan 16	60	60
Feb	60	60
Apr	60	60
May	45	60
Jun	45	60
Jul	45	60
Aug	45	60
Sep	60	60
Oct	60	60
Dec	60	60

5S Maturity Levels

<p>5 Continuous Improvement</p>	Cleanliness problem areas are identified and mess prevention actions are in place	Needed items can be retrieved in 30 seconds with minimum steps	Potential problems are identified and countermeasures documented	Proven methods for area arrangement and practices are shared and used	Root causes are eliminated and improvement actions include prevention
<p>4 Focus on Reliability</p>	Cleaning schedules and responsibilities are documented and followed	Minimal needed items arranged in manner based on retrieval frequency	Work areas cleaning, inspection, and supply restocking done daily	Proven methods for area arrangement and practices are used in the area	Sources, frequency of problems are noted with root cause and corrective actions
<p>3 Make It Visual</p>	Initial cleaning is done and mess sources are known and corrected	Needed items are outlined, dedicated locations are labeled in planned quantities	Visual controls and indicators are set and marked for work area	Agreements on labeling, quantities, and controls are documented	Work group is routinely checking area to maintain 5S agreements
<p>2 Focus on Basics</p>	Necessary and unnecessary items are identified; those not needed are removed	Needed items are safely stored and organized according to usage frequency	Key area items are marked to check and required level of performance noted	Work group has documented area arrangement and controls	Initial 5S level is established and is posted in the area
<p>1 Just Beginning</p>	Needed and not needed items are mixed throughout the area	Items are randomly placed throughout the workplace	Key area items checked are not identified and unmarked	Work area methods are not always followed and are not documented	Work area checks are randomly done and there is no 5S measurement
	Sort	Set In Order	Shine	Standardize	Sustain

How to conduct a 5S Kaizen event

1. Set up a team
2. Define 5S Kaizen charter
3. Decide on event duration
4. Provide training
5. Conduct pre-event assessment
6. Take pictures
7. Start physical work for 5S
8. Perform post-event assessment
9. Document and close
10. Presentation to management
11. Recognize the team

Example: 5S Kaizen

Project type: 5S

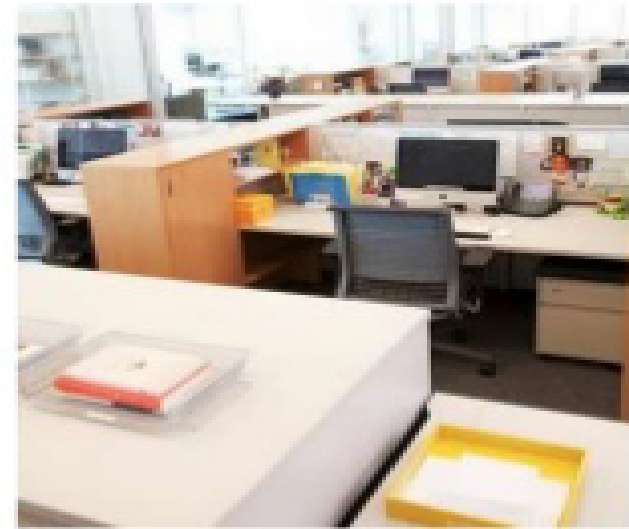
Area: Sales & Marketing Office

Team Leader: John Smith

Before



After



Reasons project chosen:

- Difficult to move around a cluttered office
- Difficult to find information and supplies

Tools used on project:

- Cleaning equipment and tools
- 5S principles

Results:

- Unwanted materials were discarded
- Less waste – e.g. transportation, motion, waiting, etc.
- Improved staff morale

Next steps:

- Conduct monthly 5S audits
- 5S for other common areas

Supporting Lean Tools for 5S



1. Zone Chart

	John	Mark	Sue	Jim
Pack Table Restocking	X	X		X
Supply Shelf Restocking	X	X	X	
Handling Incompletes			X	
Equipment Maintenance		X		
File Organizing	X	X	X	X
Visual Charts		X	X	X
Cleaning	X	X	X	X

3. Cross-training Matrix



2. 'Before' & 'After' Photos

Critical Success Factors



- Top management commitment
- Involvement of all staff
- Sufficient resources, manpower, training, publicity, etc.
- Link with company goals and objectives
- Regular 5S audit and management review
- Recognition and reward for good 5S practices

Thank you

**TIME
FOR
A**



BREAK!