

Leveraging 5S to enhance your organization

All Things Document Management Meetup Group

“Let’s not forget that we’re in the business of promoting improvements. There are many reasons why positive change is difficult, the most significant is all the objections and obstacles that are placed in the way of your progress. Don’t become a member of this negative force, they are the losers. Remember, there can be no status quo; if you are not gaining, then you are losing!”

Price Pritchett

Key Warehouse Solutions

Rural Hall, NC 27045

336.624.6847



Joe Crews & JIT SOLUTIONS GROUP

Warehousing & Inventory Professional, my focus is helping organizations enhance Warehousing Operations, by reducing Warehousing & Inventory costs, increasing inventory accuracy and maximizing your storage capabilities.

I accomplished this thru a combination of the Best Practices of Warehousing & Inventory Management and customized solutions. Some of I focus on include:

Warehouse/Storeroom Design and Layout

Shipping & Receiving Methods

Process & Procedures Development

Staff Training & Coaching

5S Principles

Cost Reduction Strategies



What IS 5S

5S is one of the most widely adopted techniques from the lean manufacturing toolbox. Along with Standard Work and Total Productive Maintenance, 5S is considered a “foundational” lean concept, as it establishes the operational stability required for making and sustaining continuous improvements.

The primary objective of 5S is to create a clean, orderly environment- an environment where there is a place for everything and everything is in its place. Beyond this, many companies begin their lean transformation with 5S because it exposes some of the most **visible examples of waste it also helps establish the framework and discipline required to successfully pursue other continuous improvement initiatives.**

5S: describes how to organize a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order

Lean manufacturing/production: a systematic method for waste minimization within a manufacturing system without sacrificing productivity.

Kaizen: kaizen refers to activities that continuously improve all functions and involve all employees from the CEO-downward.

Continuous Improvement: an ongoing effort to improve products, services, or processes.



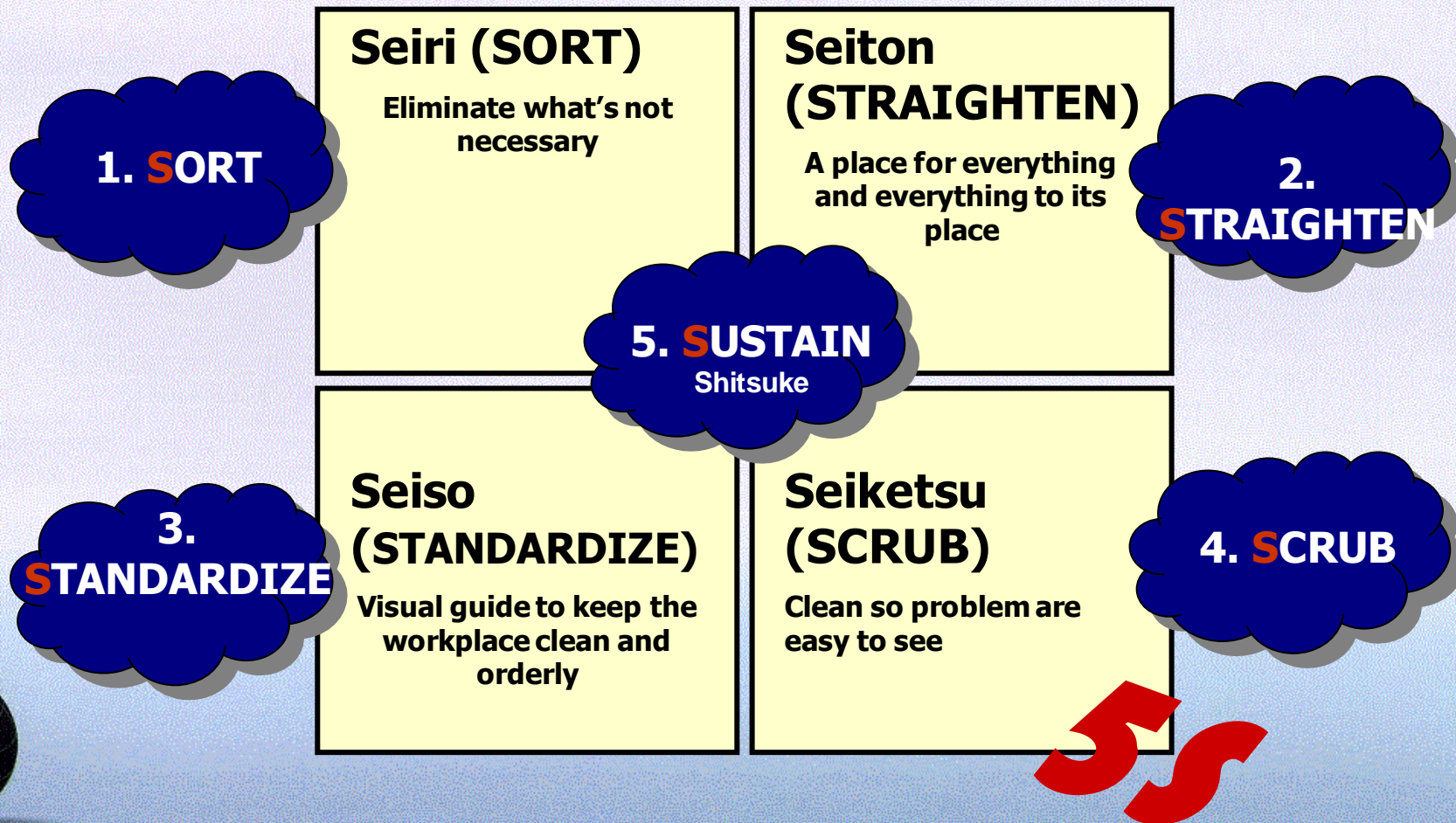
5 S Visual Control

A visual control is any **communication** device in the work environment that tells us at a glance where items belong, how many belong there and standard procedure for their use.



5S – Work Place Organization

The idea behind 5S is that every fault will appear and can be analysed. The aim of this tool is to find the non-productivity causes and to eliminate them on the production floor.

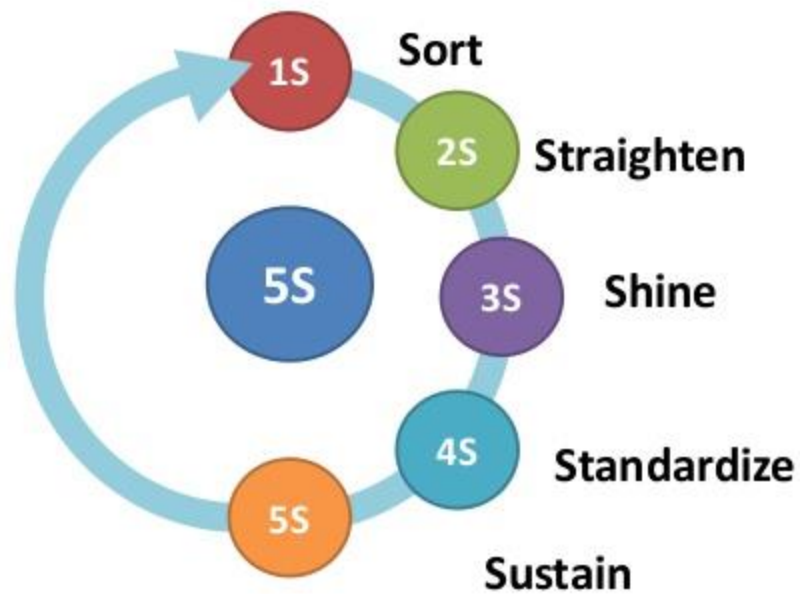


5S – Work Place Organization

	Literal Translation	Operational Translation
Seiri	Arrange	To get organized
Seiton	Put in place, Arrangement	A place for each thing and each thing at the right place
Seiso	Clean-up	Cleaning and keep tidy
Seiketsu	Neat, Tidy	Simplify, Standardization
Shiketsu	Education	Result follow-up, Self- Discipline



5S Phases



5C Workplace Organisation & Housekeeping

The 5C's are actually steps of the technique that begin with 'C' and are utilised to create a workplace suited for visual control and lean production by enabling waste elimination, standardisation and continuous organisation of the workplace.

This technique was first developed in Japan by Toyota and used 5S's.



5S's

Seiri
Seiton
Seiso
Seiketsu
Shitsuke



5C's

Clear Out
Configure
Clean and check
Conformity
Custom and Practice

5C is a foundation for continuous improvement. Without 5C all other improvements will be lost.

It is all about having what you need to do your job when you need it. No more and no less.

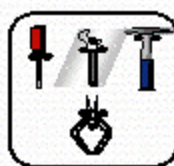
The aim of 5C is to:-

Improve the work environment
Reduce wasteful activities
Encourage visual controls
Enhance team working
Reduce frustration
Increase efficiency



1. Clear Out

Separate the essential from the non-essential



2. Configure

A place for everything and everything in its place.



4. Conformity

Ensures we don't do what we always did



5. Custom and Practice

Make the other C's part of everyday life to maintain improvement



3. Clean and Check

Clean up the workplace & Check for opportunities to improve

Sustainable
continuous
improvement

Eight Forms of Waste (Muda)

Type	Physical Process	Transactional Example
Transporting	<i>Parts Moving to Warehouse and Back</i>	<i>Data Handoffs</i>
Inventory	<i>Excessive Work-in-Process</i>	<i>Backlog of Design or Tooling Changes</i>
Motion	<i>Retrieving Parts, Tools, Information</i>	<i>Poor Office Lay-Out</i>
Waiting	<i>Parts, Tools, Information</i>	<i>Meetings, Approval, System Down Time</i>
Over-Processing	<i>Performing Unneeded Operations</i>	<i>Approvals (Too Many Sign-offs)</i>
Over-Production	<i>Working Ahead of Schedule</i>	<i>Printing Paper Too Soon</i>
Defects	<i>Scrap or Rework</i>	<i>Drawing or Planning Errors, Rework</i>
Under utilization of employees	<i>More people involved than required to perform physical or transactional tasks.</i>	



Files...files...everywhere!



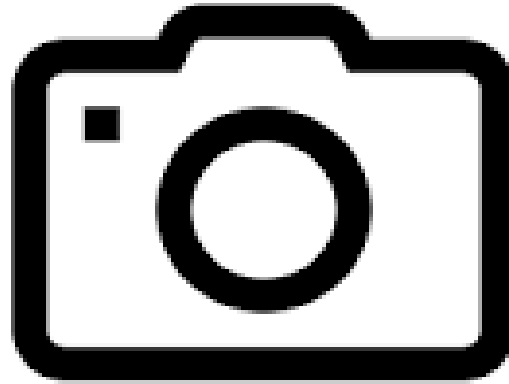
Do you really need them?



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



BEFORE you start



Take several pictures of your work area(s). Used to document progress

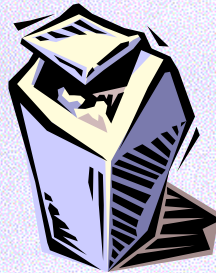


1. SEIRI

Eliminate what's not necessary

ANALYSE
A-B-C

Useful



**To get organised in our
working place and our
environment.**

**Select and keep what is
really necessary.**

**Don't accumulate and keep
« just in case of ! »**

**Eliminate every thing
useless, unnecessary.**

Product ID SPEED		Sequence of Events (SOE)						C.P.
Description	VA	Setup		Work		Wipe		
		L	Mat	L	Mat	L	Mat	
1 0	RahmenUnit holen		a b c		a b c		a b c	
2 0	Setze Motor in Chassis	x		1			7	
3 0	Transmission holen			5			4	
4 0	Setze Transmission in Chassis	x		1			1	
5 0	Stecke Antriebsrad Motor auf Motorschalt	x		5				
				0				

1
↘

8 CT_{max} = 33

Product #		OPERATING...	
Process		Page	
		of	
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> <div style="width: 15px; height: 15px; background-color: red; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: yellow; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: blue; margin-bottom: 5px;"></div> </div> <div> <p>TQC</p> <p>SAFETY</p> <p>Work</p> <p>VERIFICATION</p> </div> </div>			
#	PART #	D#	
<div style="display: flex; justify-content: space-between;"> <div>TECHN. CHARGE #</div> <div>DATE</div> </div>			



5S – Work Place Organization

Seiton (STRAIGHTEN)

A place for everything
and everything to its
place

2. SEITON

**Avoid unnecessary searching.
Optimize and define Use.
Define and allocate a place
for each tool.
Make sure everything is put
back to its place.**

T.P.M
Total
Productive
Maintenance



5S

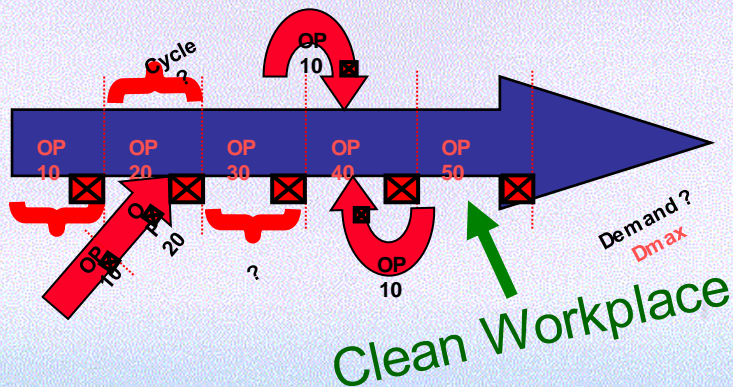
5S – Work Place Organization

Seiso (STANDARDIZE)

Visual guide to keep the workplace clean and orderly

3. SEISO

Clean regularly the working area Identify and Eliminate dirty marks or dirty causes Organise and formalise the cleaning



5S – Work Place Organization

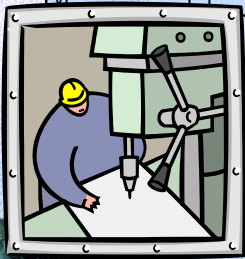
4. SEIKETSU

Seiketsu (SCRUB)

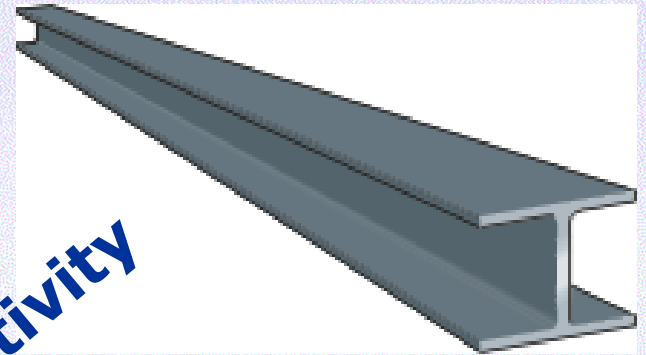
Clean so problem
are easy to see

Simplify
Standardization
Formalize

Product ID SPEED		Sequence of Events (SOE)										Process ID Assembly
Description		VA	Setup		Work		Move		co	st	Quality	Safety
			L	Mark	L	Mark	L	Mark				
1	RahmenUnit holen		a		a		a					
2	Setze Motor in Chassis	x			1		7					
3	Transmission				5							
					1		1					
					5							
					0							
					3							



Productivity



5S

5S – Work Place Organization

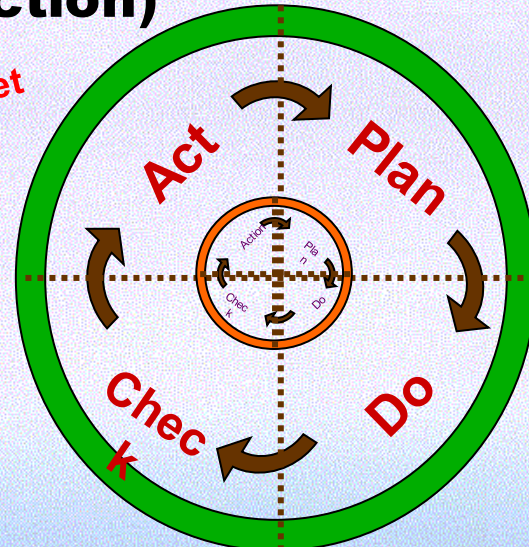
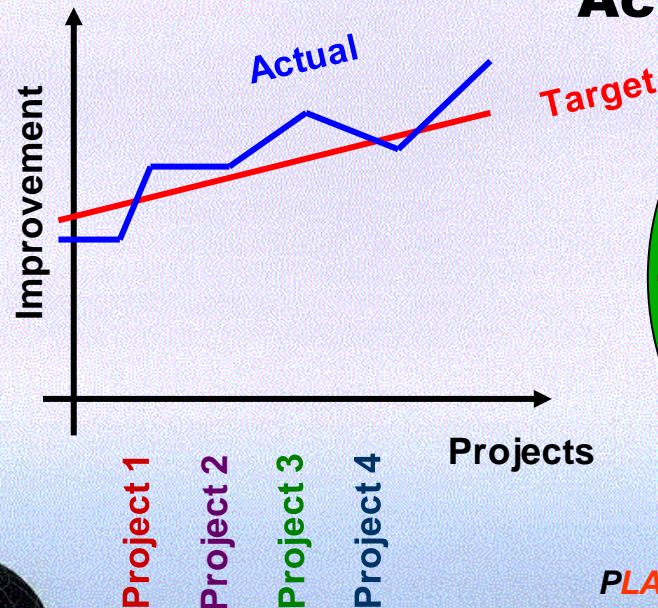
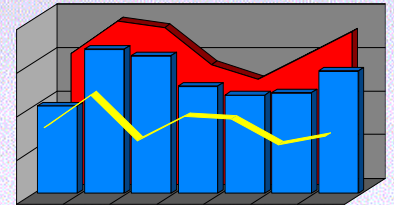
5. SHITSUKE

SUSTAIN

**Training, Education
Perpetuate the 5S**

5S Patrol

**PDCA (Plan, Do, Check,
Action)**



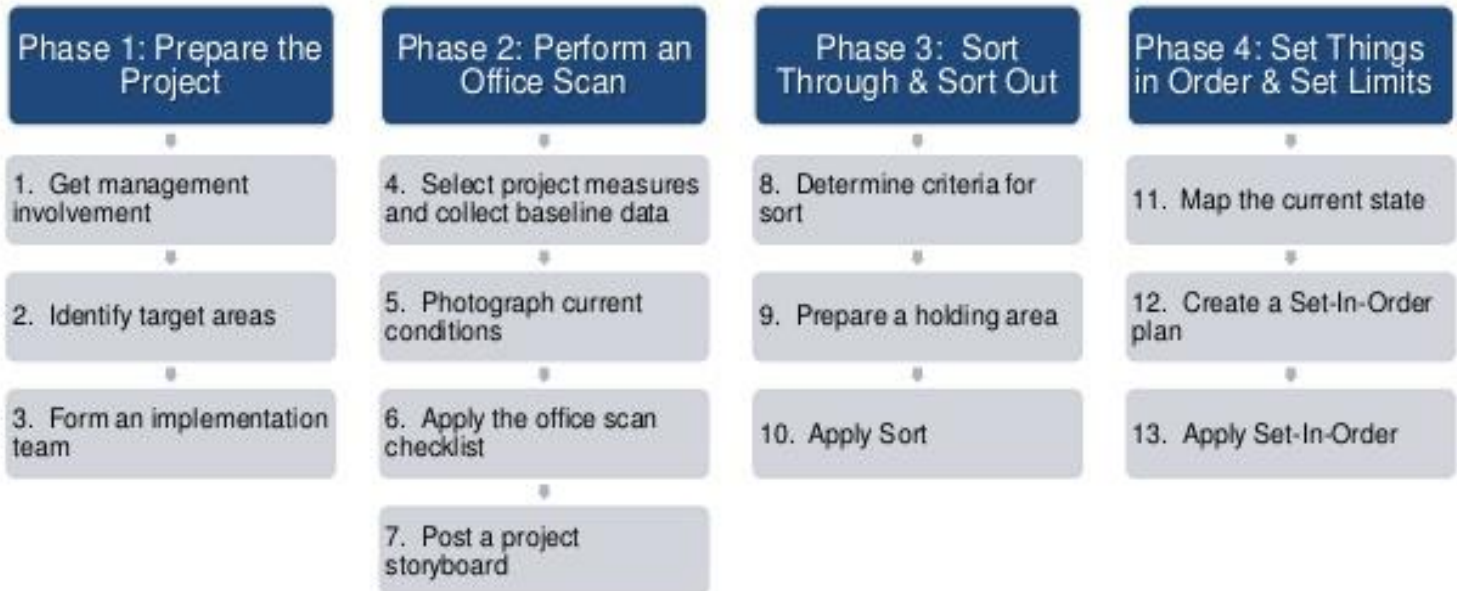
PLAN ➡ DO ➡ CHECK ➡ ACT



5S



5S for the Office Roadmap 1



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

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

- Red tagging



IMPROVEMENT PROGRAMS

❖ Continuous Improvement Program (CI)

- Methodology
 - * Process identified and owned
 - * Waste is measured
 - * Data gathered to identify causes
 - * Changes the way work is done
- Operating Assumptions
 - * People need to work together
 - * Everyone has a customer
- Means of Accomplishment
 - * Knowledge and understanding
- Pitfalls to Avoid
 - * Structure without results



THE KAIZEN - CI PROGRAM

An Eight Step Problem Solving Process

PROBLEM IDENTIFICATION:

Identify and Size
Cost, Speed and
Quality
1. Opportunities

Select and
Prioritize
Relevant
Problems
2.

Describe the
Current
Process
3.

Identify all Possible
Causes of Problems
- Agree on Root
Causes
4.

PROBLEM SOLVING:

Develop Effective
and Workable
Solution and
Action Plan
5.

Implement
Solution or
Process
Change
6.

Review and
Evaluate
Results of
Change
7.

Act on
Learnings
and Reset
Standards
8.





-Work Area 5S – (Hospital Supply Room)

Before



After



