Workplace Organization

Intro to 5S
Welcome

What is 5S?
Sort, Set-In-Order, Shine
Schroeder Industries Example
Standardize & Sustain
Schroeder Industries Example
Q&A Session
Agenda

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- What it 5S
- Sort, Set-In-Order, Shine
- Schroeder Industries Example
- Standardize & Sustain
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- Q&A Session
The 5S System

5S =
  Sort
  Set in Order
  Shine
  Standardize
  Sustain
What is 5S?

• To make your drive home better!

• Instantly Identify Abnormalities

• Anything, Anybody, Anywhere -- 30 seconds or less

• Everything has a home and everything in it’s home

• Describe how 5S can help to improve workplace environmental health and safety.
Building Blocks - The House of Lean

- Continuous Improvement
  - Pull/Kanban
  - Cellular/Flow
  - TPM
  - POUS
  - Quality at Source
  - Quick Changeover
  - Standardized Work
  - Batch Reduction
  - Teams
  - Visual
  - 5S System
  - Plant Layout
  - Value Stream Mapping

- Culture – Employee Engagement - Morale
Lean = Eliminating Waste

Non-Value-Added
- Defects
- Overproduction
- Waiting
- Not Utilizing Employees K,S,A
- Transportation
- Inventory
- Motion
- Excess Processing

Typically 95% of all lead time is non-value-added.
Visual Controls

• A “9th Waste” – Excessive Questions

• Three responses when questions are not answered:
  • Do nothing and just wait until the answer shows up
  • Go hunting for the answer
  • Make stuff up and go with the best guess
What Should We Be Looking For?
Used....But Good!!!
Review of all Areas
Everything can Improve
Even Items in Drawers
ATTENTION: OFFICES ARE NOT OFF LIMITS
Go to Where the Action Is
People Needed on the Team

• Process Owners:
  • To understand needs

• Maintenance Personnel:
  • Quick fixes

• Outside workers:
  • For a fresh eye

• Department manager:
  • For quick decisions

• Facilitator:
  • To follow the steps
Gather Information: Start with a Map
Gather Information: Take “Before” Photos

• Photograph major problem areas
  • Photos provide a visual measurement of current and improved conditions

• Choose strategic locations

• Remember to mark the locations

• Record locations and subjects
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Q&A Session
Sort
Sort Procedure

What is needed? What is not?

- Sort through items in the target area
- Keep what is needed
- Eliminate what is not needed
- Reduce the number of items to the quantity required at any given time
“Red Tag” Unnecessary Items

Red tagging is a visible way to identify items that are not needed or in the wrong place:

- Establish the rules
- Identify unneeded, misplaced items
- Attach red tags
- Move the items to the holding area
- Dispose of unneeded items
Set In Order
Set In Order Procedure

• Definition: A place for everything and everything in its place

• Procedure:
  • Identify best locations
  • Relocate out of place items
  • Set height and size limits
  • Focus on safety
  • Install temporary location indicators
Deciding Locations

• **PROCESS OWNERS ARE MANDATORY**

• Point of use, availability, proximity

• Frequency of use, visibility

• Ease of access and return

• User-friendly environment

• Ergonomics

Be Creative! Test Locations!
Set In Order

Visual Method for determining a normal from abnormal condition
Example: No Process Owner Involvement
Shine Procedure

• Perform initial cleaning of targets
  • create a new standard
• Determine cleaning methods
  • clean everything from top to bottom
• Get the right tools and supplies
  • make it easy to shine
• Replace wires, hoses, tubes, etc.
  • safety concerns addressed immediately
Inspect through Cleaning

• Check to see if everything is in its place.
• Check to see if you need to replace anything.
• Check specific equipment targets for necessary repairs.
• Check everything; see if deep cleaning, repair, or replacement is needed.

Do it every shift!
Include Machines — Before
Include Machines — After
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Q&A Session
Receiving Kaizen / 5S - Sort
Ordered (1) bench - Make modifications
Employee Empowerment

Improve Flow of material by removing racks and improve Efficiency by making dedicated benches with ONLY parts and tools needed for those filters.
Dedicated Assembly Benches
5S all tools needed for the YELLOW bench only - Sort/Set

1

2

3
Filter Assembly Kanban – Sort/Set
Floor Polish - Shine
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Q&A Session
Definition of Standardize

- **Create rules to maintain the first 3 S’s**
  - Red tag procedures
  - Holding area rules and responsibilities
  - Location, number, position of items
  - Cleaning schedules and procedures
  - Storage, retrieval, and archival systems

- **Share information through visual controls**
A Shift in Thinking

- Understand the 30 second rule
- Know the “one is best” concept
- Move from individual to group ownership
- Ensure that 5S is an essential part of daily work
- Move from “fix-it” to "control-it" thinking
- Enable workers to manage and control their area
- Make standards visible and understandable by anyone
5S Standardization Chart

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<th>Control Idea</th>
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## Brainstorm Standardization Ideas

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Select, Test, Adopt a Method
Absence of Sustain
Remnants of 5S
Summarize Standardize

• Change the way we think

• Create the rules that everyone understands and are aware of

• Stick to these rules without fail ← **NO EXCUSES**

• Prevent from going back to the *old way*
Sustain through Self-Discipline

Stick to the rules, fully

- Correct procedures have become a habit
- Proper training of all workers has occurred
- “Buy-in” from workers and a change in work habits has been achieved
- The workplace is well-ordered and run by agreed upon standards
5 Necessary Conditions

- Development of new awareness and skills
- Every supports the effort
- Ongoing communication
- 5S is part of daily work (15 minutes)
- Personal Accountability
  - If you drop it pick it up
  - Eliminate victim thinking
Sustain Summarized

• Change the way we think – Its just Neuroscience!!

• Daily practice to create a new habit

• Performing weekly audits is necessary

• Recognition, communication and support

• Lose the victim mentality
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Q&A Session
CLEAR bins to VISUALLY see inventory levels - Standardize

1. All DIFFERENT

2. All RED

3. All CLEAR

CONTINUOUS
Floor Scrubber Work Instructions - Standardize
Filter Systems - Sustain
5S Alert

- Everyone's opinion of CLEAN is different
- CLEARLY define expectations
- Perform walk thru and put a 5S Alert on all items not to CLEAN SPEC
- Walk around with department
- Explain
- REPEAT
  REPEAT
  REPEAT
  REPEAT
  REPEAT
  REPEAT
  REPEAT
New Entrance

YOU NEVER GET A SECOND CHANCE TO MAKE A FIRST IMPRESSION
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