Helping every Washington resident live, work, drive, and thrive.

Introduction to 5 S

Have what you need when you need it
so you can meet the needs of the customer

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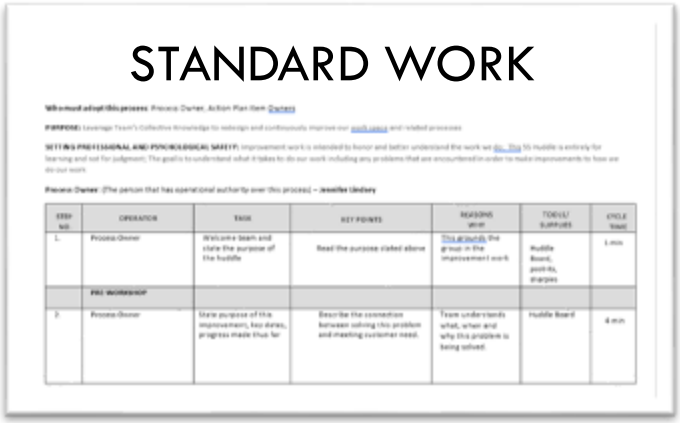
Goals for Today

- Know what 5 S is
- Know the elements of 5 S and how to apply them
- Know how 5 S can help us better meet customer need
- Explore how to use 5 S at work, home and virtually
- Have had fun!

What is 5 S?

A workplace organization method that engages all staff that use the space in creating and maintaining a clean, safe, high performing, inclusive work environment

Have what you need when you need it so you can meet the needs of the customer.


STANDARD WORK

5 S at Home

What is the oldest thing in your fridge?

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What is 5 S?

Sort	Set in order	Shine	Standardize	Sustain
Determine what is necessary in the space to meet the needs of the customer	Create a specific location for EVERYTHING	Clean, inspect for a safe, functional environment	Establish best practices and create and follow standard work	Make 5 S part of daily work and habits for EVERYONE that uses the space

SAFETY

Introduction to Activity

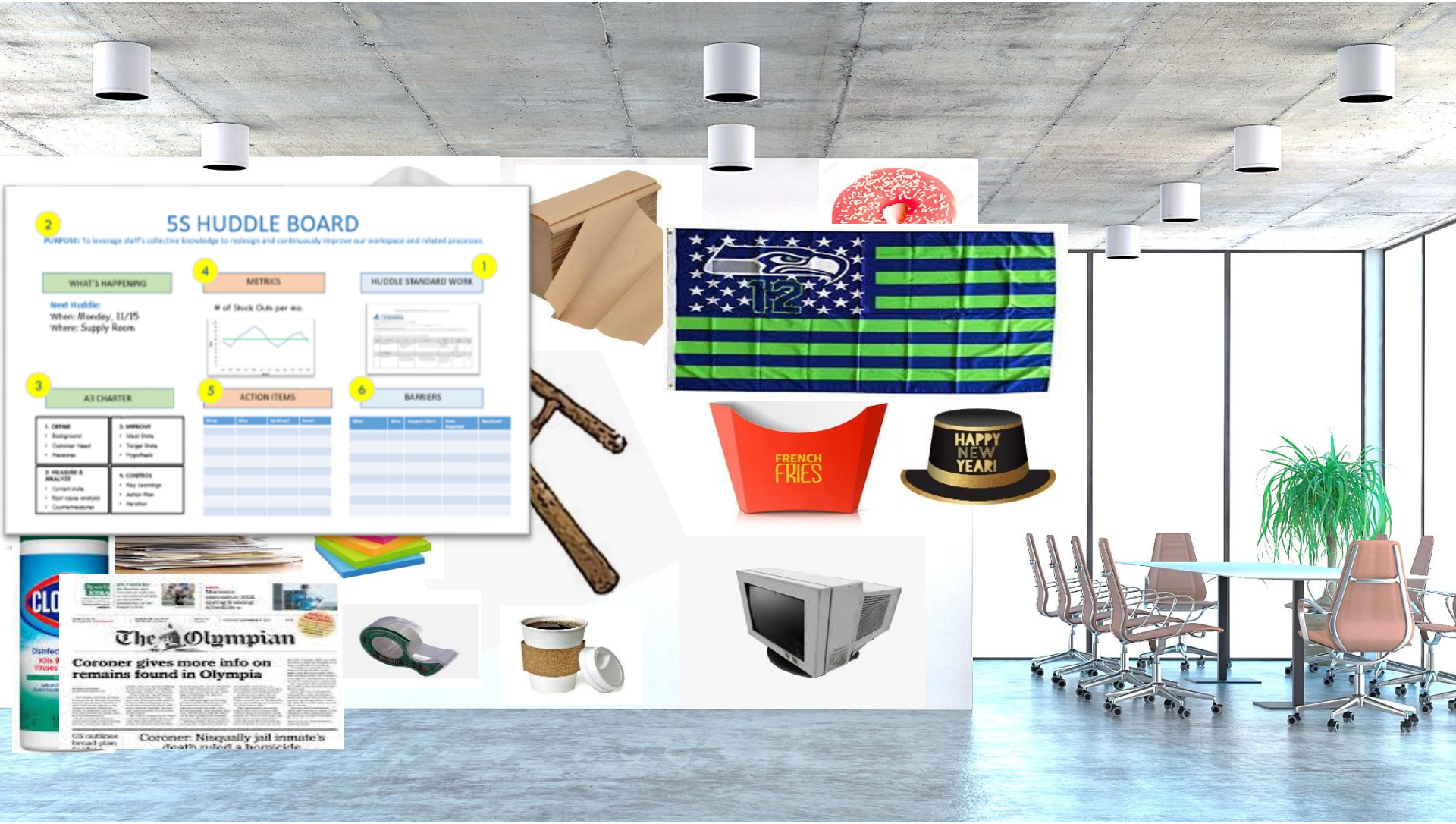
Employees of the *Return to the Office Task Force*

- **Mission:** Delight our customer, Teresa Berntsen, DOL's Director, by having the supplies we need to return to the office **safely**

- **We're coming back to the office tomorrow!** Teresa just announced that we are coming back to the office tomorrow and we've got to get our supply room stocked!

FOR ENTERTAINMENT PURPOSES ONLY!

RETURN TO THE OFFICE TASK FORCE SUPPLY ROOM



Root Cause Analysis

Measures to know we are improving

- **Lead Time:** The time it takes to find disinfectant wipes in the supply room reduced from 10 minutes to 20 seconds.
- **Stock Outs:** The number of times we ran out of disinfectant wipes in a 6 month period reduced from 5 to 1.
- **Visual Condition:** The visual condition of the supply room increased from a score of 1 (poor condition) to a score of 5 (excellent condition).

#1 Sort

Sorting examines what is needed in the space to meet the need of the customer

- Define what supplies are needed
- Remove what is not needed
- Define what amount is needed
- Define when it is needed (frequency and urgency)

KEEP

Teresa's Supply List:

1. Disinfectant wipes
2. Hand sanitizer
3. Paper towels
4. Tissues

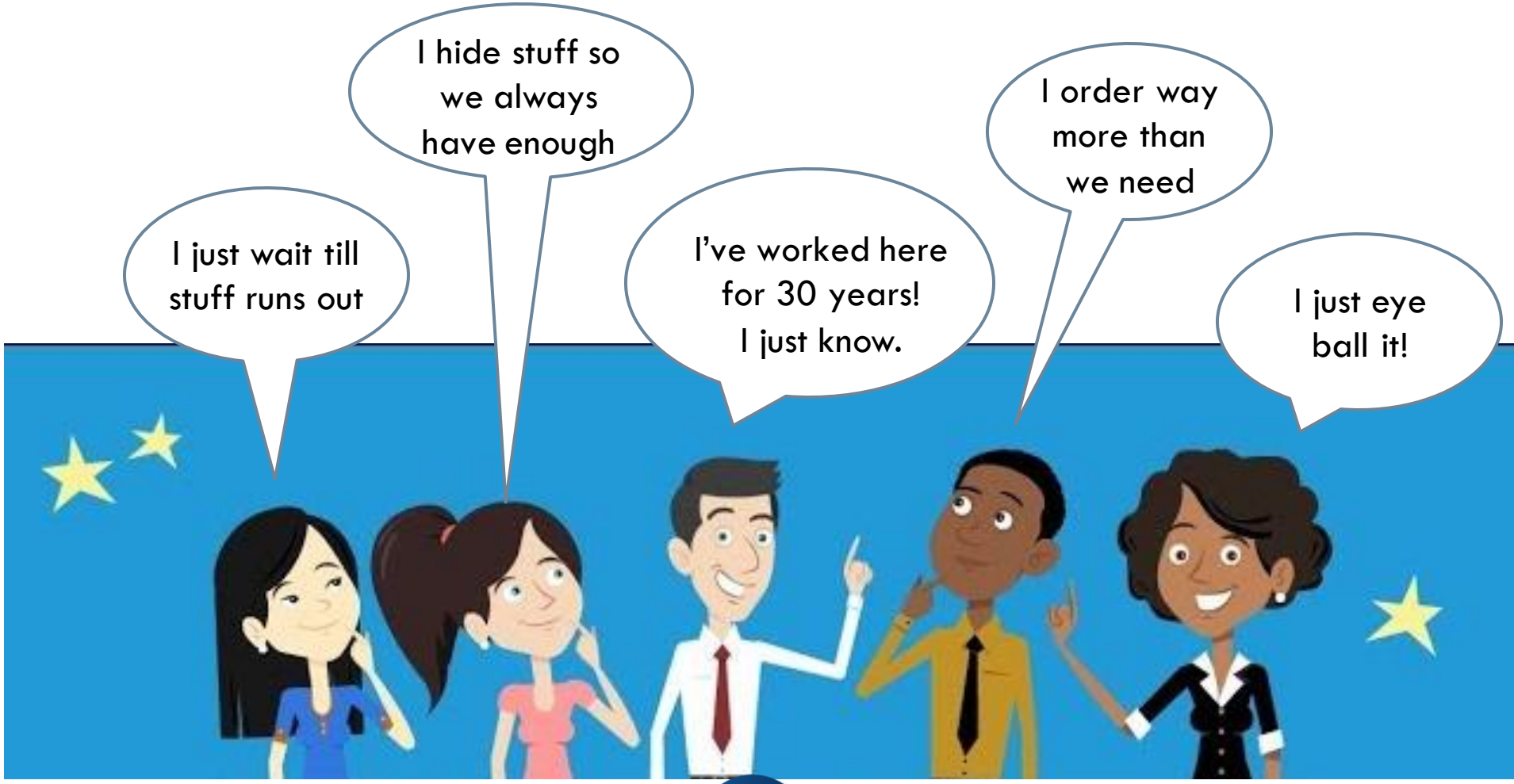
GET RID OF

#1 Sort

Sorting examines what is needed in the space to meet the need of the customer

- Define what supplies are needed
- Remove what is not needed
- Define what amount is needed
- Define when it is needed (frequency and urgency)

What could possibly go wrong, here?

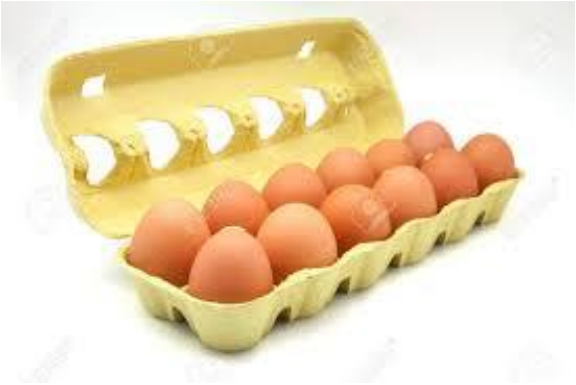


Understanding Trends in Usage

Usage Report

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	2	5	3	7	1
Week 2	4	6	2	1	3
Week 3	1	5	2	3	1
Week 4	3	2	7	4	5

*What is the **daily** minimum number I need to have on hand to meet customer need on any given day?*

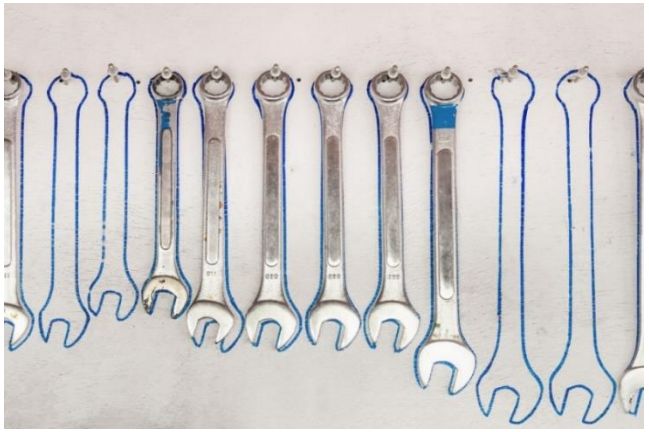


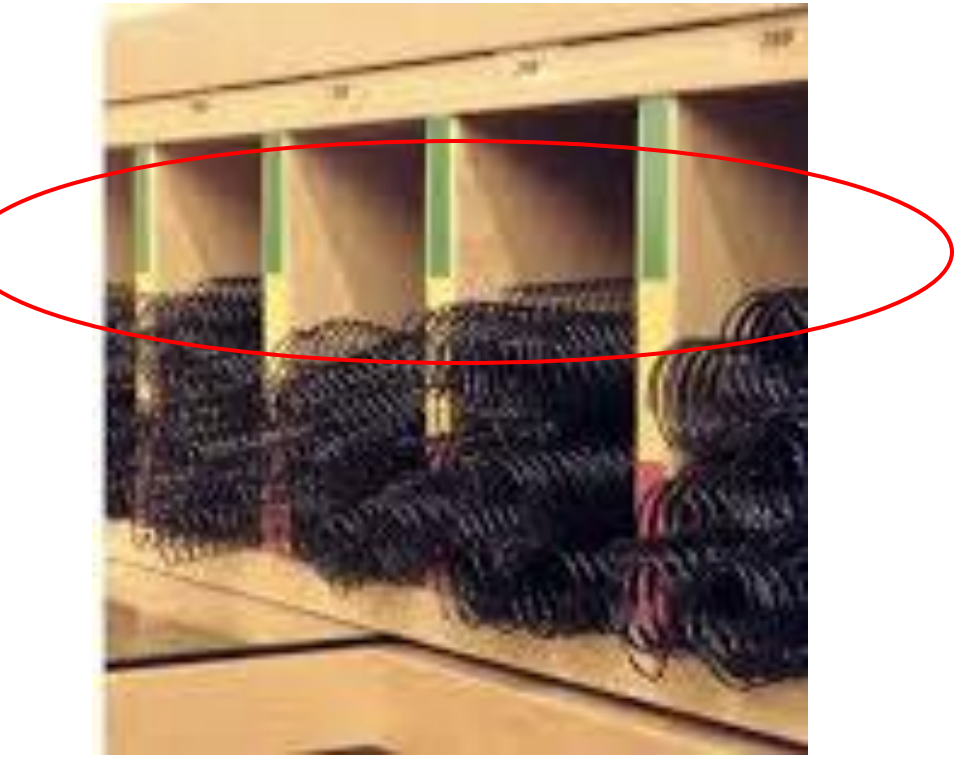
12 eggs @ 1 egg/day = 12 days

#2 Set in Order

1. "A place for everything and everything in its place"
2. Create an environment of visual signals

Highlighters- Colored
Highlighters- Yellow
Flip-Chart Marke
Highlighters- Colored
Highlighters- Yellow
Flip Chart Marke





CLOROX
Disinfecting Wipes
Kills 99.9% of Viruses & Bacteria
CLOROX
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Disinfecting Wipes
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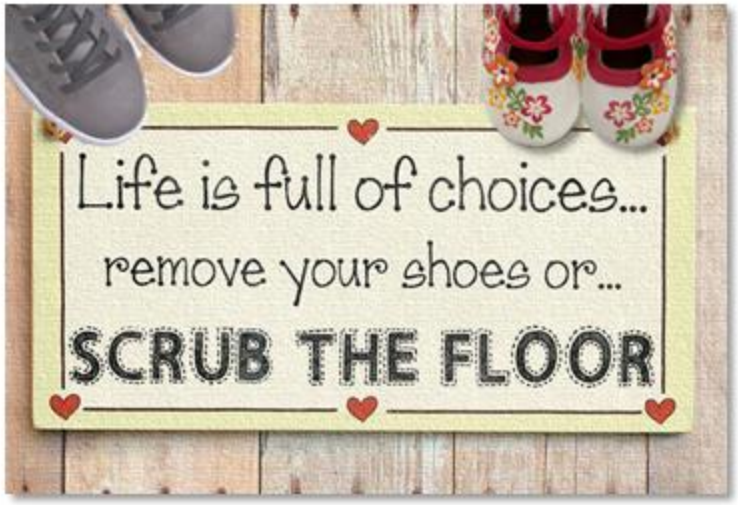
Set in order

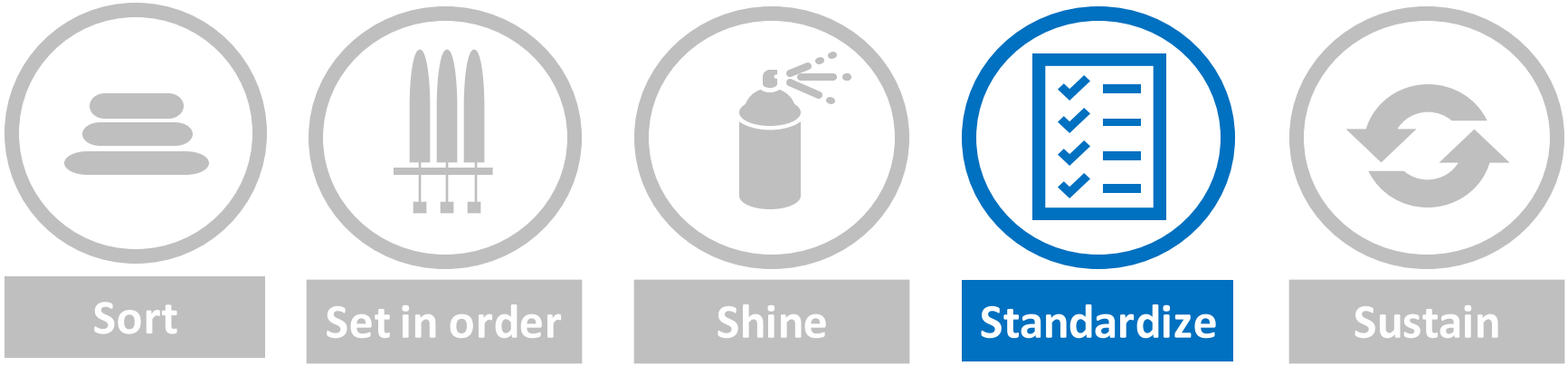
#3 Shine

"Shining" is cleaning and more!

- A form of inspection to create a safe environment where things are functional
- Use concept of mistake-proofing to prevent things getting dirty or broken, since cleaning is a form of re-work



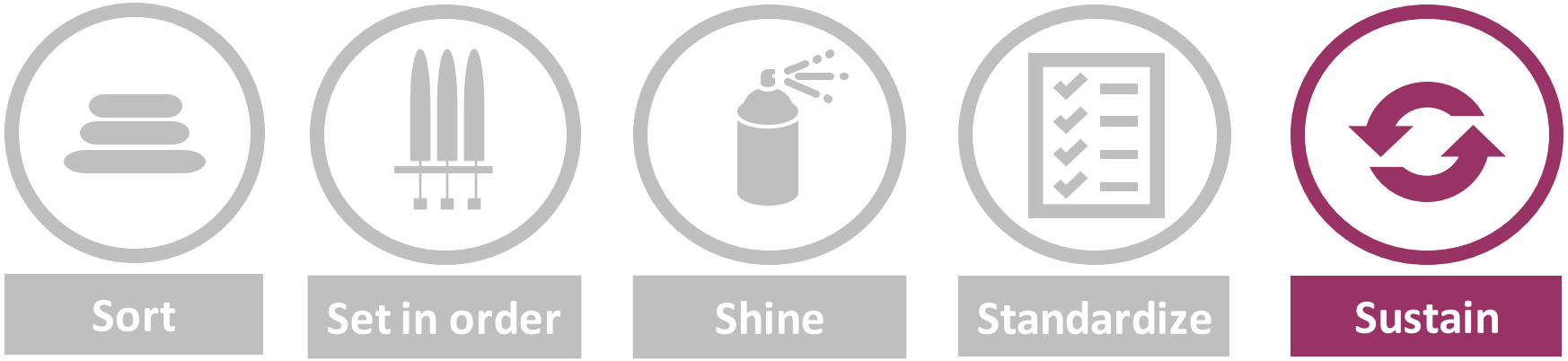
#4 Standardize



Standardize:

1. Document what needs to be done to keep the area at that level arranged
2. Standardize how the area is used:
   - **Requesting supplies:** eg. a clip board w/standard items
   - **Ordering supplies:** eg. standard work instructions
   - **Stocking supplies:** eg. a staging area for receiving and standard work for checking supplies in

#5 Sustain

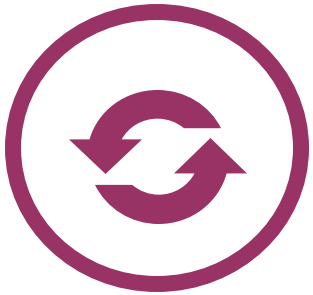


- Why Sustain?
- PDCA: Continuous Improvement
- Make it a habit during regular work & have dedicated time
- Dedicated time can look like:
  - Daily or Shift 5 min 5S checks

5 Minute 5 S Checklist

A check list of tasks that ALL staff complete in 5 minutes to return areas to a state where anyone could find what they need.

- **Sort:** remove un-needed supplies
- **Set In Order:** return items to their permanent home
- **Shine:** clean and inspect for damage



Sustain

5 Minute 5 S

5-minute 5S																				
Printer Area	week of:					week of:					week of:					week of:				
	MON	TUE	WED	THU	FRI	MON	TUE	WED	THU	FRI	MON	TUE	WED	THU	FRI	MON	TUE	WED	THU	FRI
Each zone owner must complete and initial - please put actual amount of time to complete in parenthesis next to your initials. See Zone Assignment Sheet for your assignement.	Susan					James					Nicole					Teresa				
Ensure printer is loaded with paper	X	X	X	X		X	X	X	X		X	X	X	X		X	X	X	X	
Ensure there's enough toner																				
Ensure that par levels are maintained in cabinet																				
Wipe down and organize counter top																				
Recycle any orphan papers																				
Return items to their designated areas (even if that area is in another zone)																				
Initials (time to complete):																				

INSTRUCTIONS

1) The 5 Min 5S Checklist Is to be completed and signed off on by the zone owner(s).
2) Zone owners are accountable for ensuring that each item is completed and appropriate action taken.
3) A monthly audit will be conducted by an external audit team and will include ensuring the days are all covered and completed as signed.

RETURN TO THE OFFICE TASK FORCE SUPPLY ROOM

5 S Implementation Action Plan

No.	What	Who	By When?	Done?
1	Choose an area to 5S based on data that tells you there is a problem or that waste that is occurring. *Always do a "go see" or Gemba walk (don't assume in your room!)			
2	Determine a Sponsor or leader that will support sustainment of this effort and best practice is to create a charter (A3 or other simple document) to guide your improvement work			
3	Determine the customer(s)* of the area. *Remember the final customer and how waste impacts what they need from you			
4	Determine the customer need.			
5	Determine how you will measure the customer need based on data.			
6	Capture the current state in a drawing or process map.			
7	Record the problems in the process that keep you from meeting the need of the customer(s).			
8	Conduct root cause analysis on the problems.			
9	Brainstorm a 5S for each root cause (all of the following will apply to at least one root cause): Sort, Shine, Set in Order, Standardize, Sustain			
10	Capture your target or future state (what the process looks like with countermeasures implemented).			
11	Create a hypothesis statement against your measures in #4 to check your logic (example: If we implement 5S, we expect measure #A time to find wipes to decrease by x amount by this date)			
12	Create your action plan to ensure your target or future state becomes a reality.			
13	Once you've reached your target or future state, keep iterating toward that ideal state!			

Lean Daily Management System

Staff Development

Standard Work

5S HUDDLE BOARD

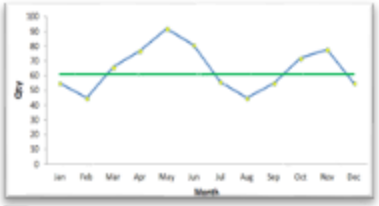
PURPOSE: To leverage staff's collective knowledge to redesign and continuously improve our workspace and related processes.

2 WHAT'S HAPPENING

Next Huddle:
When: Monday, 11/15
Where: Supply Room

4 METRICS

of minutes to find wipes



1 HUDDLE STANDARD WORK

3 A3 CHARTER

1. PLAN • Background • Customer Need • Measures	**3. DO** • Ideal State • Target State • Hypothesis
2. PLAN • Current state • Root cause analysis • Countermeasures	**4. CHECK & ADJUST** • Key Learnings • Action Plan • Iteration

5 ACTION ITEMS

What	Who	By When?	Done?

6 BARRIERS

What	Who	Support Chain	Date Reported	Resolved?

LEADER STANDARD WORK

Leader Standard Work

Leader Standard Work

No.	Frequency	Activity	Day/Time	Oct	Nov	Dec
1	Daily	Audit the work area to check if it is safe and if 5 S is being followed.	Daily 8–9am	M - F	M - F	M - F
2	One time	Attend the 5 S event Kick Off	Mon, 9:00am	11th	N/A	N/A
3	Weekly	Attend 5 S Huddle to model Lean principles and remove barriers for staff	Tues, 9 – 10 am	12th, 19th, 26th	2nd, 9th, 16th, 23rd, 30th	7th, 14th, 21st, 28th
4	Weekly	Check in with staff to observe standard work being followed and remove barriers	Wed, 10 – 11am	6th, 13th, 20th, 27th	3rd, 10th, 17th, 24th	1st, 8th, 15th, 22nd, 29th
5	Weekly	Coach and develop direct reports in the 5 S skills they have chosen to develop in	Thurs, 2 – 3 pm	7th, 14th, 21st, 28th	4th, 11th, 18th	2nd, 9th, 16th, 23rd, 30th
6	Weekly	Meet w/Lean coach: reflect on leadership behaviors	Friday, 8:00 am	1st, 8th, 15th, 22nd, 29th	5th, 12th, 19th, 26th	3rd, 10th, 17th, 24th, 31st
7	Monthly	Celebrate and recognize the contributions the people in your area make	Last Friday of the month 4 – 4:30 pm	29th	26th	30th
8	One time	Attend the 5 S event Report Out	Friday, 2pm		26th	

Action Plan

No.	Date	What	By When	Notes	Done?
1	11/3/21	Follow up with Mary and remove the barrier she is experiencing with ordering more sanitizing wipes	End of day today	Standard work does not specify brand	
2					
3					
4					
5					
6					
7					

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TIME FOR
ACTION!
memegenerator.net

Question & Answer Time!

Susan Hayden

James Thompkins

Nicole Nisbet

Reach out to the Continuous Improvement Team at
LeanProgram@dol.wa.gov
for more information on how to implement 5 S!