VISUAL WORKPLACE

What is Visual Workplace?

Visual Workplace is:

- Simple, low cost tools
- Vital information available at a glance
- Allow management in real time
- Influence, direct or limit behavior
- Rapid, accurate communication

What is a Visual Workplace?

A workplace in which anyone can know in 5 minutes or less:

- **Who**
- **What**
- **Where**
- **When**
- **How**
- **Why**

… in any work area, without talking to anyone, opening a book, or turning on a computer.

Organizing The Visual Workplace

THE GOAL

Create a clean, organized, safe, efficient, and stimulating workplace which will help identify waste easily!

Things to think about while organizing your work space

- There is nothing extra or unneeded

- A 'hospital' clean workplace

- Waste and abnormalities are immediately recognizable by anyone

- Paperwork is minimized and simple

- Anyone can retrieve anything in max. 30 sec.

- Standard procedures are easily understood and clear

- Performance levels are apparent

- The flow of goods is apparent

- A pleasant and stimulating workplace

- Zero defect is the normal condition

Which tools do we use to achieve the Visual Workplace?

VISUAL MANAGMENT

Pictures

SWIS
(Standard Work Instruction Sheets)

SPC
(Standard Process Control)

Pull Kanban

5S

TPM
(Total Production Maintenance)

Poka - Yoke
(Mistake Proofing)

VISUAL MANAGEMENT

5S PROCESS

5S PROCESS

Japanese	English
Seiri	**SORT**
Seiton	**SET IN ORDER**
Seiso	**SHINE**
Seiketsu	**STANDARDIZE**
Shitsuke	**SUSTAIN**

VISUAL WORKPLACE

MSC

Aspects of Visual Workplace

Pictures

SWIS (Standard Work Instruction Sheets)

SPC

Pull Kanban

5S

TPM (Total Productive Maintenance)

Poke – Yoke (Mistake Proofing)

AMOUNT OF CONTROL

LESS
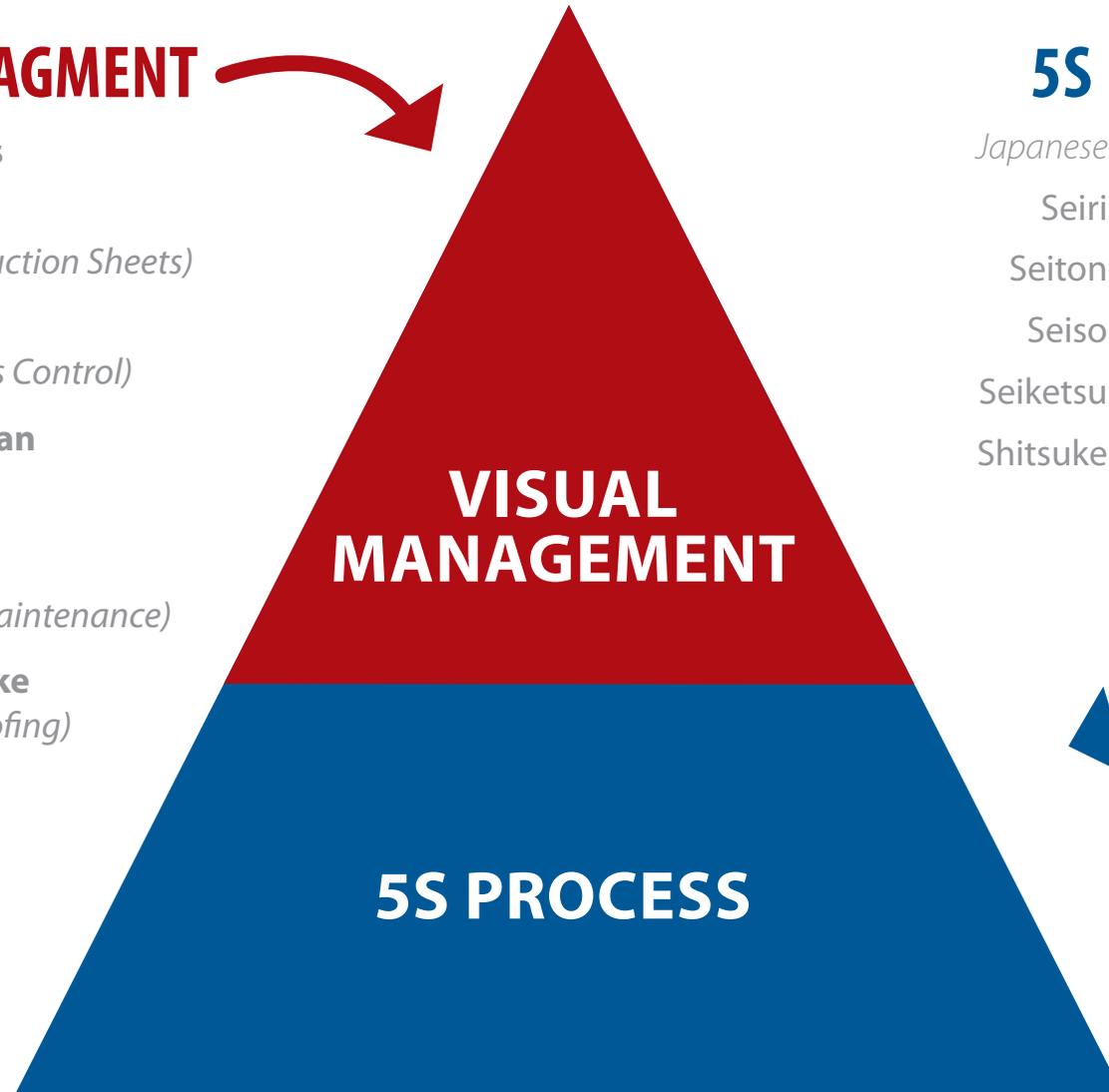
MORE
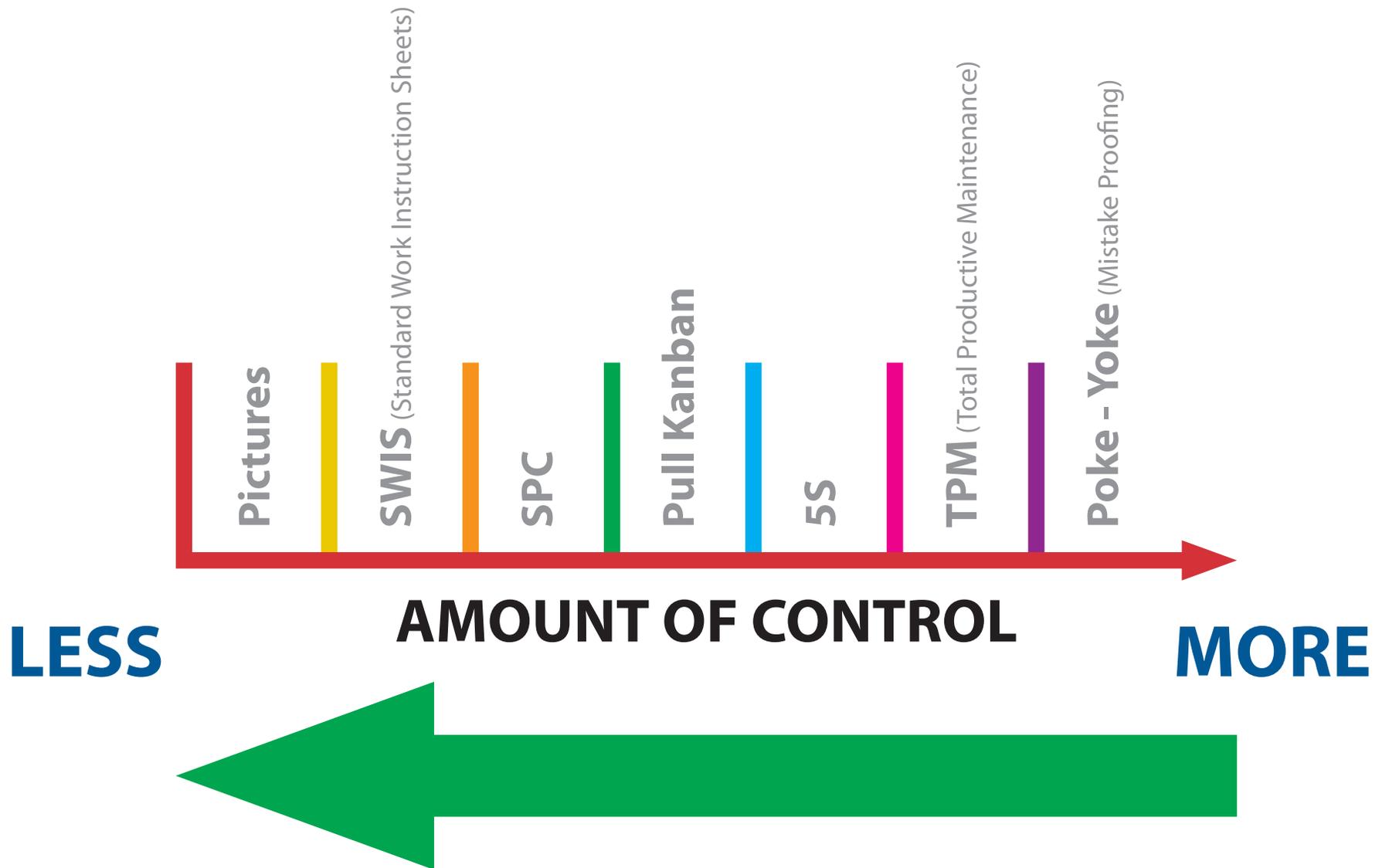
How to Start a Visual Workplace

- The first steps of the Visual Workplace are the display boards

- Ask "Can you readily identify at a glance:

  - *Downtime issues?*

  - *Error issues?*

  - *Real problems?*

  - *Excessive work levels?*

  - *Extraneous activities?*

- If you can't, seek to establish a means of immediate identification

EXERCISE | Can you come up with any opportunities for "Visual" aides in your project?

VISUAL WORKPLACE

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Examples Of Visual Workplace Management

- Signal lights

- Indicator board (Andon) and call lights

- KANBAN tickets

- Storage addresses

- Delivery addresses

- Color coded documents, trays

- Accounts status displayed

- Downtime clocks

- Start and finish points marked on floor

- Standardized work sheets on display in the workplace

Elements of Visual Workplace

Detection & Audit

- 5S Process:
  1. Sort
  2. Set in Order
  3. Shine
  4. Standardize
  5. Sustain
- Visual display boards
- SWIS with Audits

7 STEPS TO AN EFFECTIVE SWIS

HABIT

AUDIT

BE SHOWN

SHOW

DISPLAY

EXPLAIN
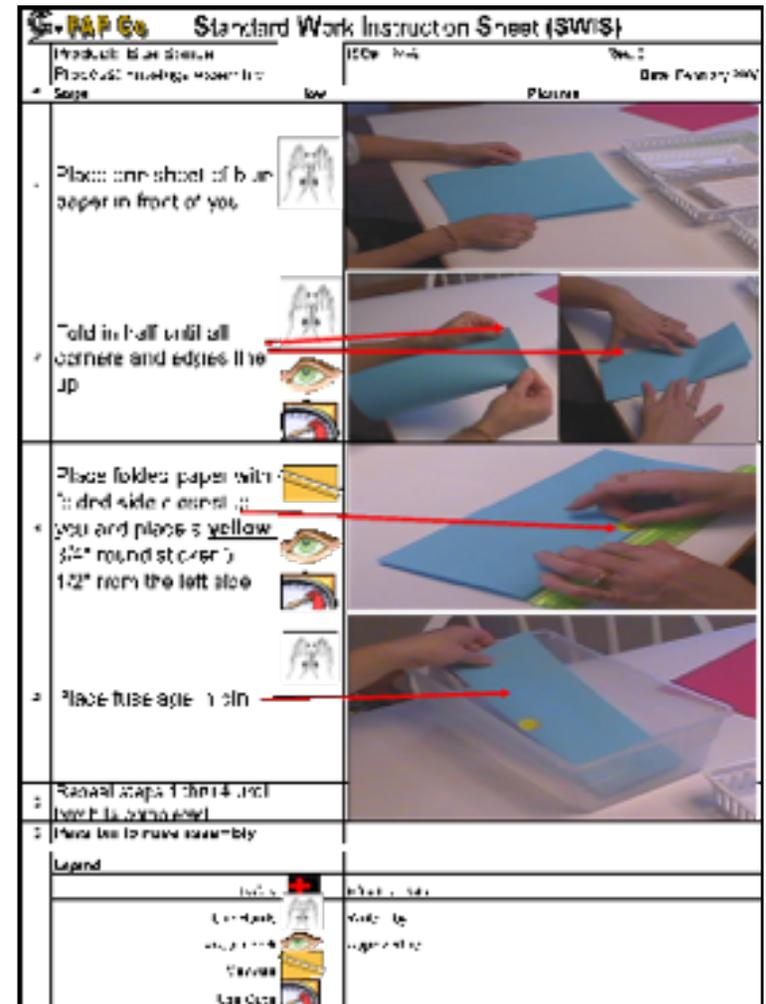
DOCUMENT

Elements of Visual Workplace

Detection & Audit
SWIS
(Standard Work Instruction Sheet)

With SWISs clearly displayed and all trained, conduct Audits as follows:

- As often as non-conformances are expected to occur.

- With a check list that follow the SWIS steps

- Without notice

- Rotating auditors weekly

Elements of Visual Workplace

Feedback and Communication

In Human Communication:

- Encourage employees to communicate non-conformances immediately after detection

- Display feedback on Visual Boards

- Display audit results on Visual Boards

- Discuss audit results during department meetings
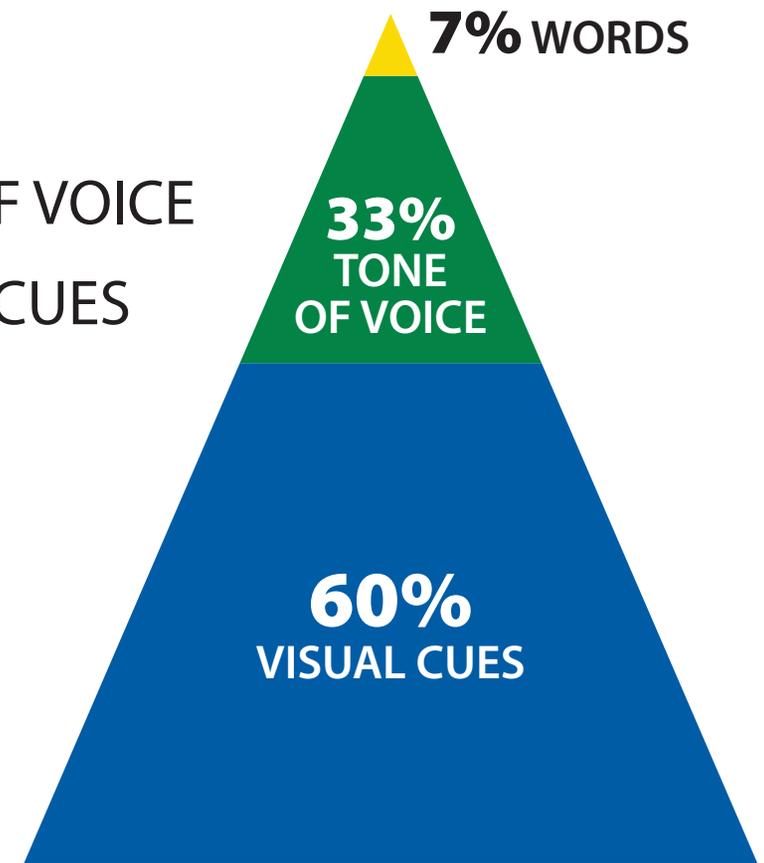
Elements of Visual Workplace

Feedback and Communication

In Human Communication:

- 7% is achieved through WORDS
- 33% is achieved through TONE OF VOICE
- 60% is achieved through VISUAL CUES

Some Examples:

- Use of COLORS
- Use of ICONS
- Use of PICTURES
- Use of SYMBOLS

7% WORDS

33%
TONE
OF VOICE

60%
VISUAL CUES

Feedback and Communication

Remember that Kaizen is getting it done and not just meeting to talk about it!!!

- Kaizen JDI, Kaizen Blitz

- Most corrections to problems associated with control are JDIs Just Do It Kaizens

- At times a Kaizen Blitz might need to be done in order to permanently correct a series of issues that are reoccurring often

Elements of Visual Workplace

Escalation
Why do we need an Escalation Process?

WE HAVE

- No visibility of actions or ownership.

- No formal containment/customer protection.

- No monitor of countermeasure effectiveness.

- No indication of when issues are closed.

WE WANT

- All issue escalation, across all functions and work streams to be addressed in a standardised manner.

Elements of Visual Workplace

Escalation

Escalation is a last resort.

- Prior to escalation there must be the capability and the capacity to attempt root cause problem solving.

- Ownership of the issue must be agreed at whatever level the issue is raised, e.g. by engineer at team level or by EGL at department level.

- Progress of issues should be formal review at daily or weekly sessions.

- Issues raised should not just be EXTERNAL, i.e. issues that are judged to be "someone else's fault!"

- Communication of progress is critical, particularly to those who raise the issues initially (take them to see escalated strips if necessary).

Elements of Visual Workplace

Correction

- ARCI

- Kaizen JDI, Blitz, Projects

- Poka Yoke

- Visual Displays (examples in separate document, may be worth including one or two as visuals)

Elements of Visual Workplace

Correction - ARCI

Use the principle of ARCI to Correct Non-conformances

- **A**ccountable - Only one person identified as being THE person who is held accountable for success/failure of the corrective action

- **R**esponsible - Responsible for meeting specific timelines and deliverables. They roll up their sleeves and get "down-and-dirty" in the actual work.

Elements of Visual Workplace

Correction - ARCI
Use the principle of ARCI to Correct Non-conformances:

- **C**onsultant - Individuals who hold organizational and subject matter knowledge and expertise critical corrective action. Not actually part of the project team or work group. Can include individuals from specific departments who are knowledgeable about business processes and procedures.

- **I**nformed - Everyone within the organization who may be directly or indirectly impacted by the corrective action, or outcome of the process.

Elements of Visual Workplace

Correction - ARCI

Function:	Client	Service Desk Manager	Network Administrator	Service Desk Analysts	Business Services Manager	Supplier
Incident Management (Help Desk)						
Incident Alerted Notification	R/I	A	I	I	I	
Information Recorded	I	A	R	R		
Incident Classification		A/I	R/C	R/C	C	
Incident Diagnosis's		A/C	R	R		C
Initial Support Initial Investigation Resolution Recovery	C	A/I	C	C		
Further Support Detailed Investigation Resolution Recovery	C/I	A/C/I	R	R	C	R/C
Incident Follow-up	C	A/R	C	R	C	
Incident Closure	I	A/I		R		
Monitoring	I	A/I	I	R	I	
Proactive Communication	C/I	A/R		R		
Process Review	C/I	A/R	C	C	R	C

Elements of Visual Workplace

Corrections – Poka Yoke

- Poka Yoke is a great way to control improvements

- Effective Poka Yokes are un-noticed by workers. They correct possible errors before they occur.

- Poka Yokes also correct errors as they occur.

- Make Poka Yokes visual by displaying errors prevented and or corrected on the "Issues Board" make sure that the issues can be reduced or eliminated.

- This makes the Poka Yoke not work so hard.

Elements of Visual Workplace

Corrections – Visual Displays