

Workplace Organization Through 5-S



The 5S System

5S =

Sort

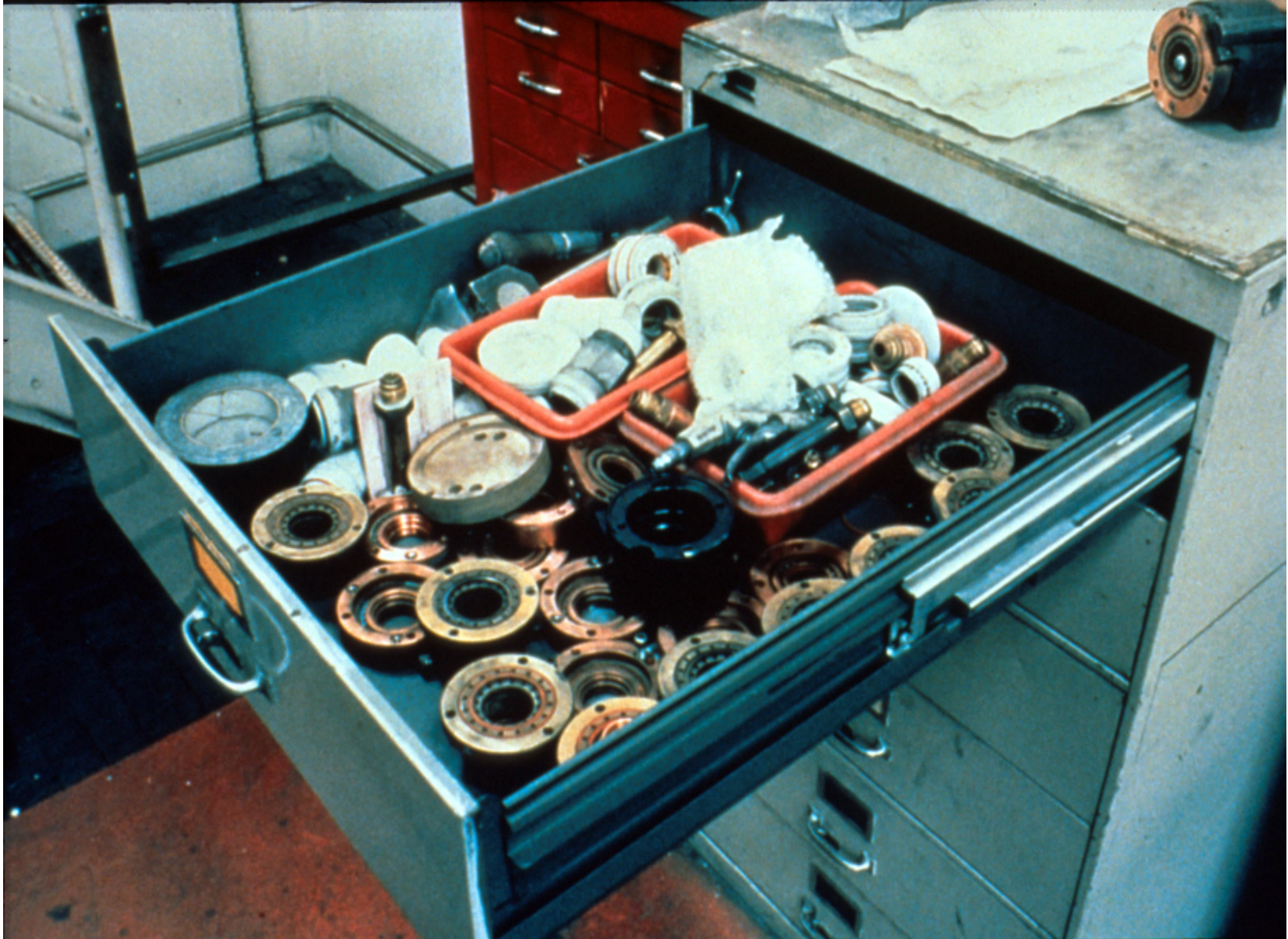
Set in Order

Shine

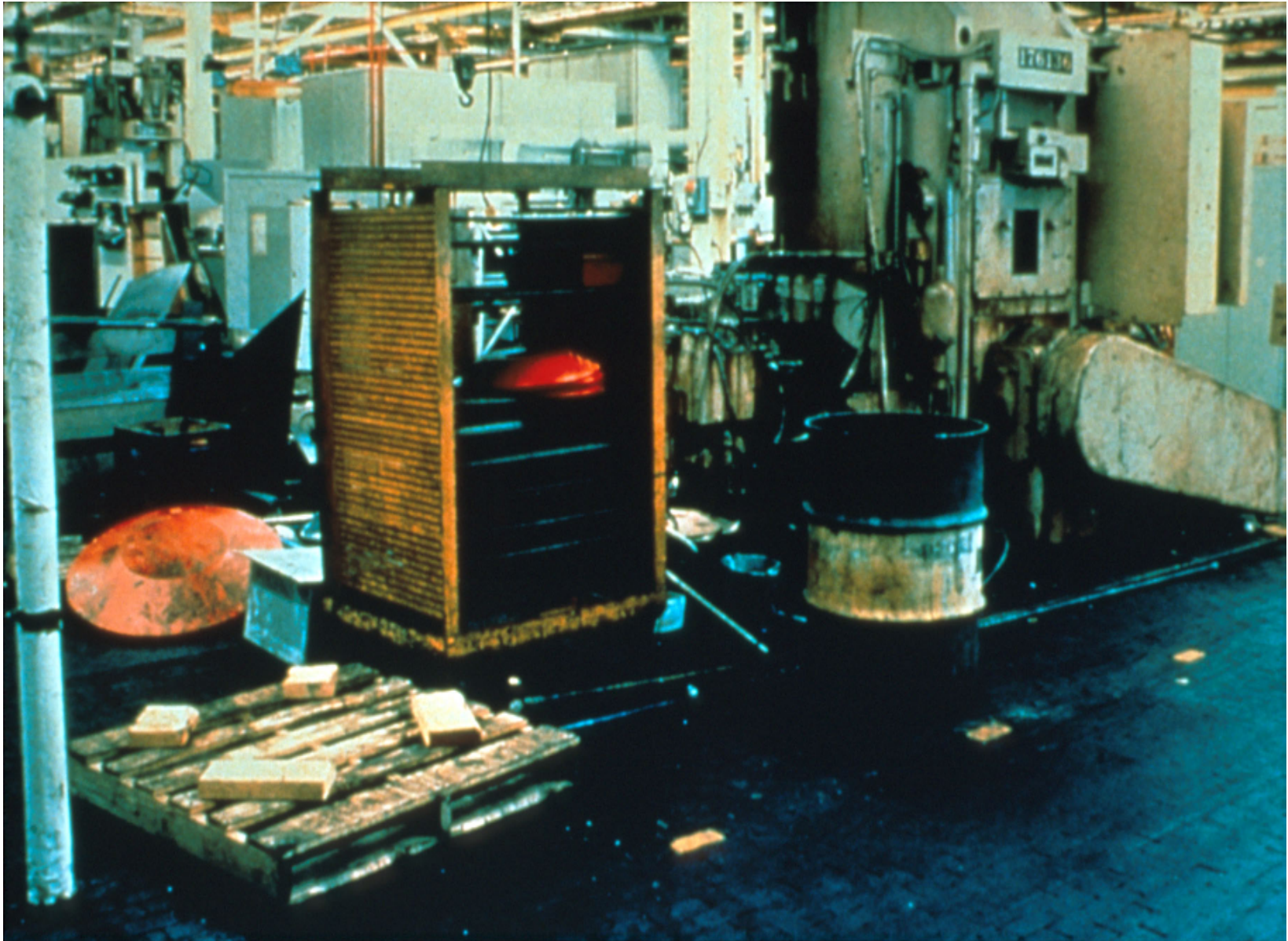
Standardize

Sustain

Cluttered Drawer



Messy Corner



Disorganized Shipping Area



Cleaning Equipment Storage



A Fundamental Strength: The 5S vision

A workplace that is Clean, organized, orderly is :

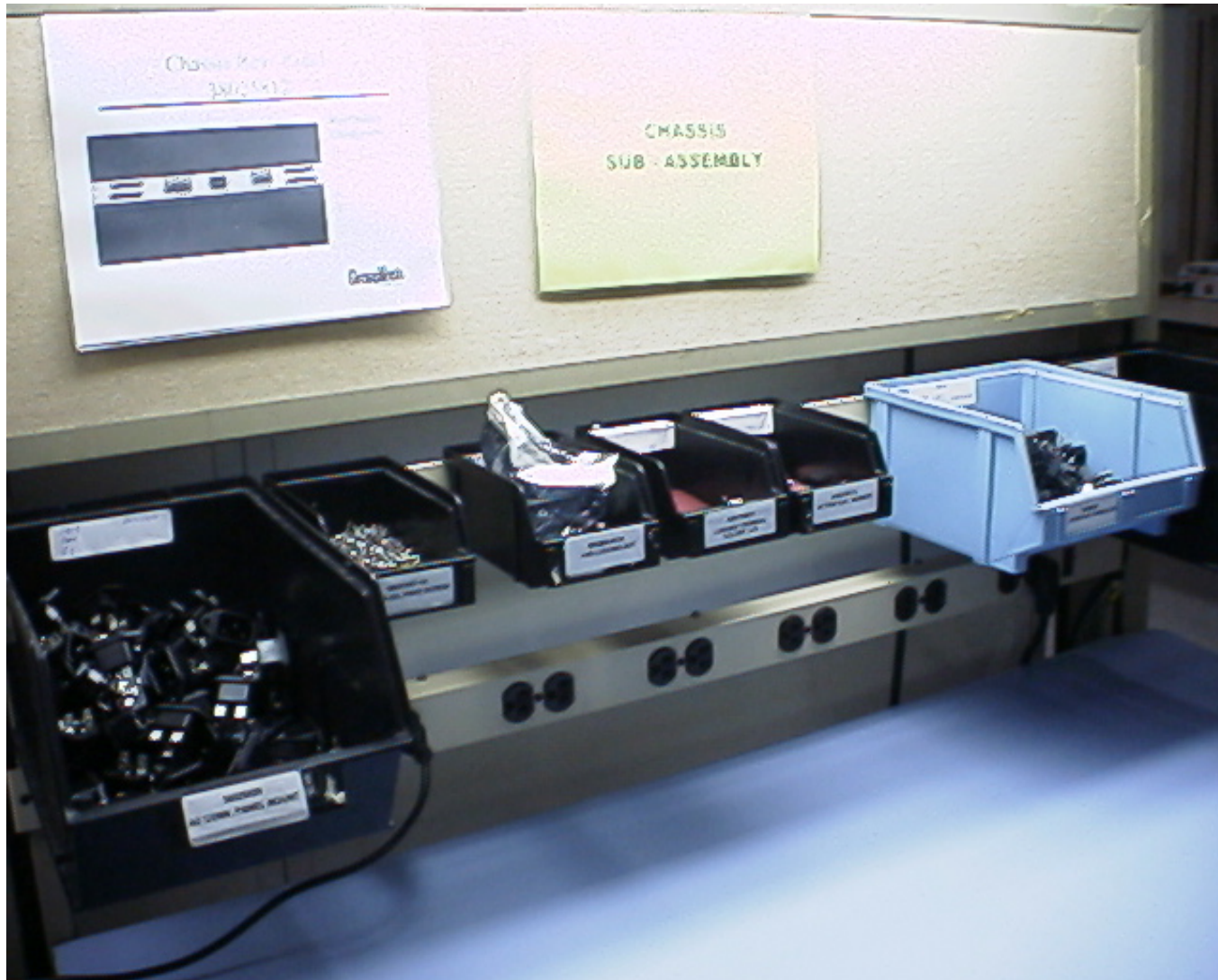
- Safe
- Efficient and pleasant
- The foundation for all other improvement activities

- Resulting in:
 - Fewer accidents
 - Improved efficiency
 - Improved quality
 - Workplace control
- *And therefore ...*
 - Reduced waste, and
 - Reduced cost

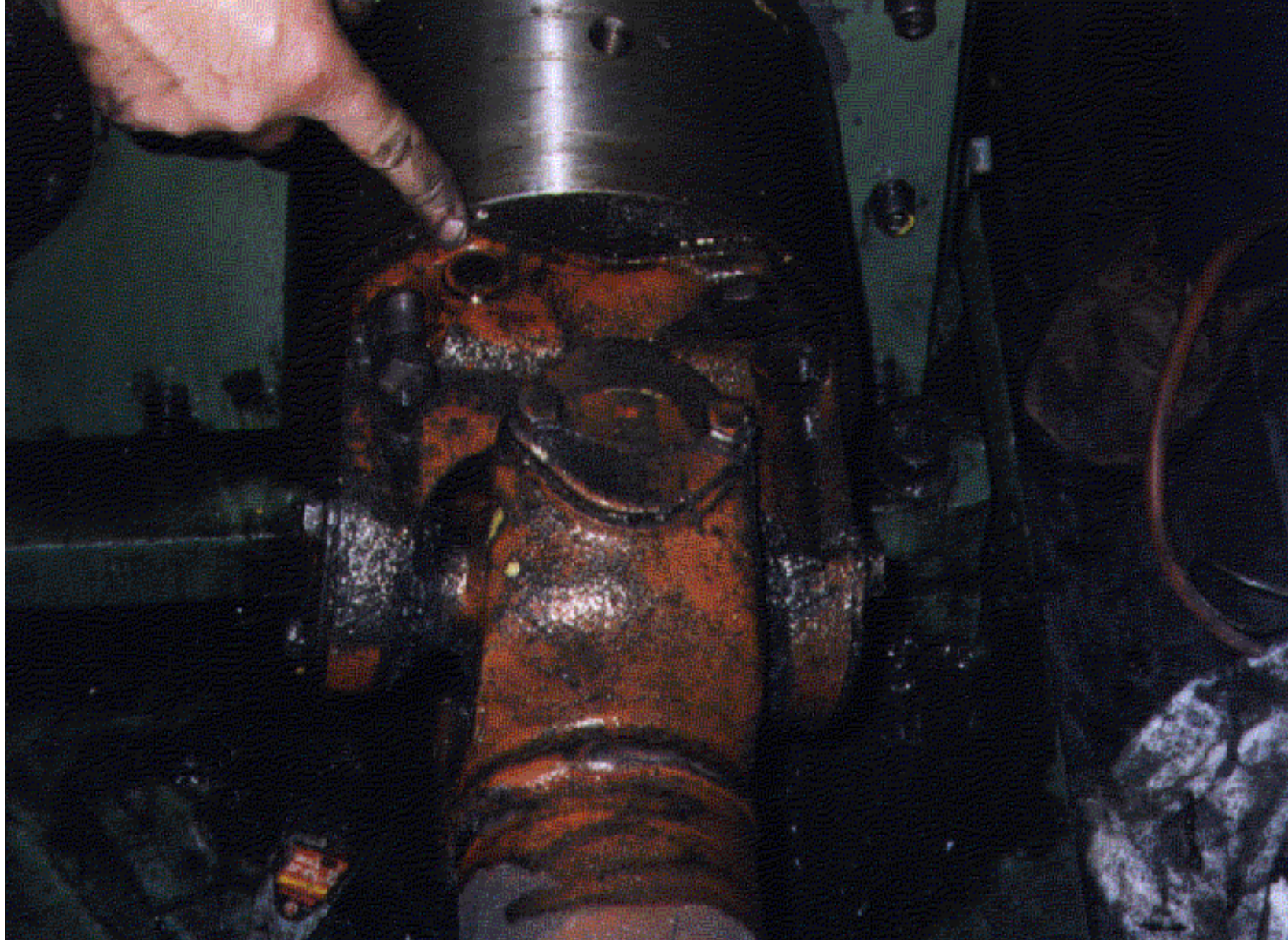
5S: Starts With Cluttered Surfaces



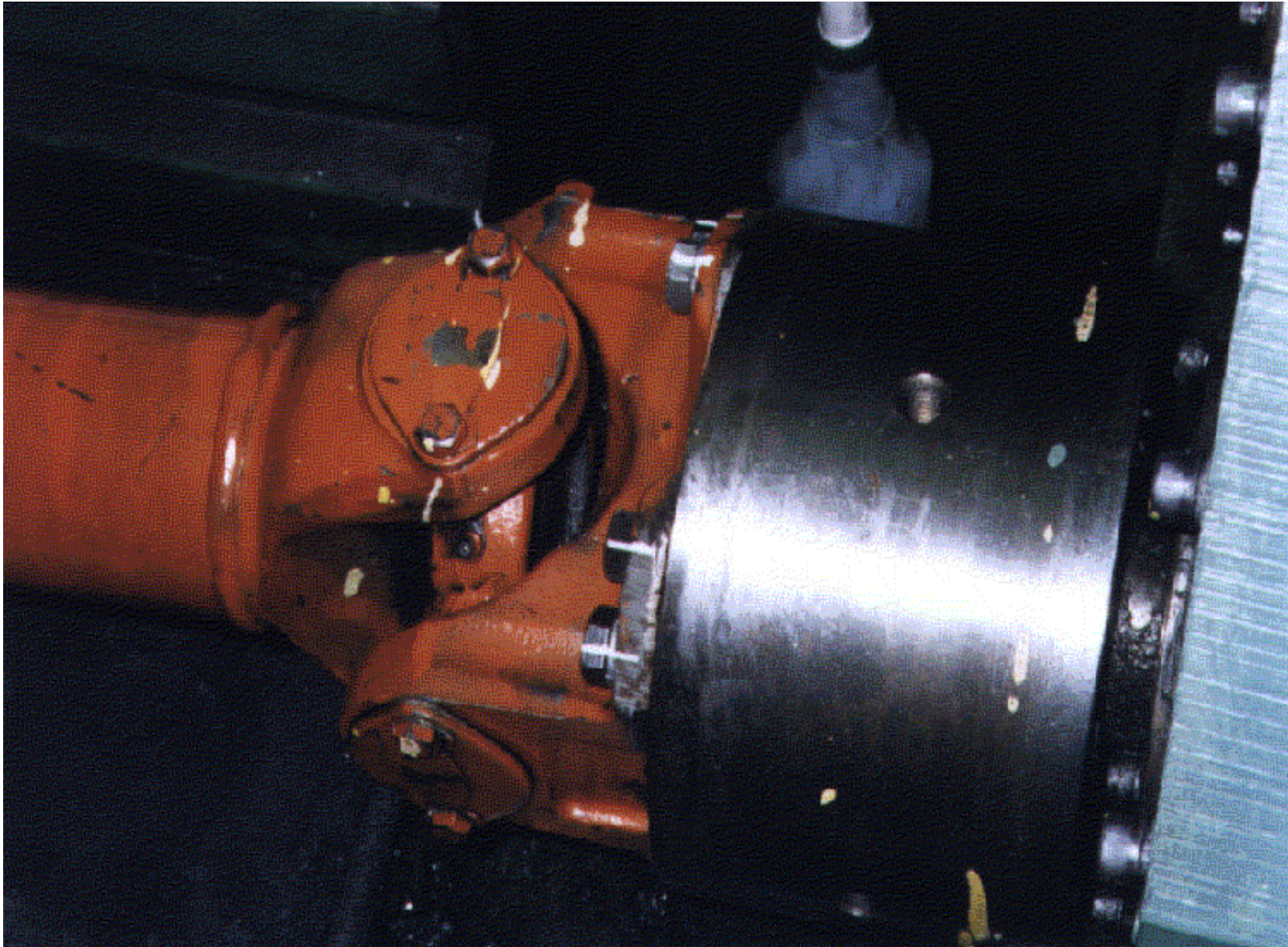
And Ends Up With Organized Bins



5S: Starts With Dirty Equipment



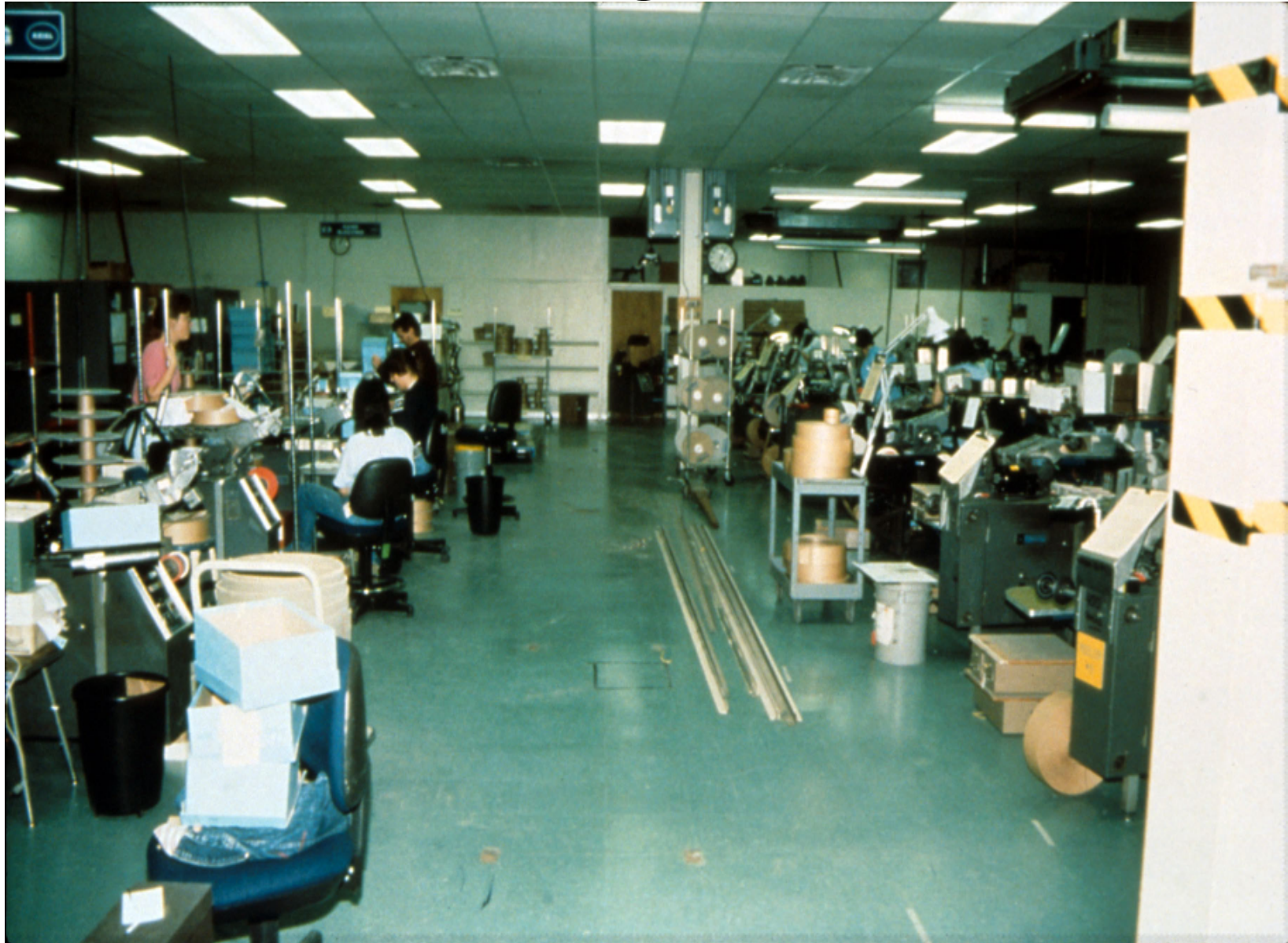
And Ends Up With Clean Equipment



Everything Is Suspect



Even Large Items



And Items In Drawers



Getting Started And Scanning

- Getting Started
 - Form a core implementation team
 - Identify a project using the Team Charter
 - Perform a Workplace Scan
 - Create a Workplace Scan Display

People Needed On The Team

- Area workers:
 - To understand needs
- Outside workers:
 - For a fresh eye
- Department manager:
 - For quick decisions
- Facilitator:
 - To follow the steps

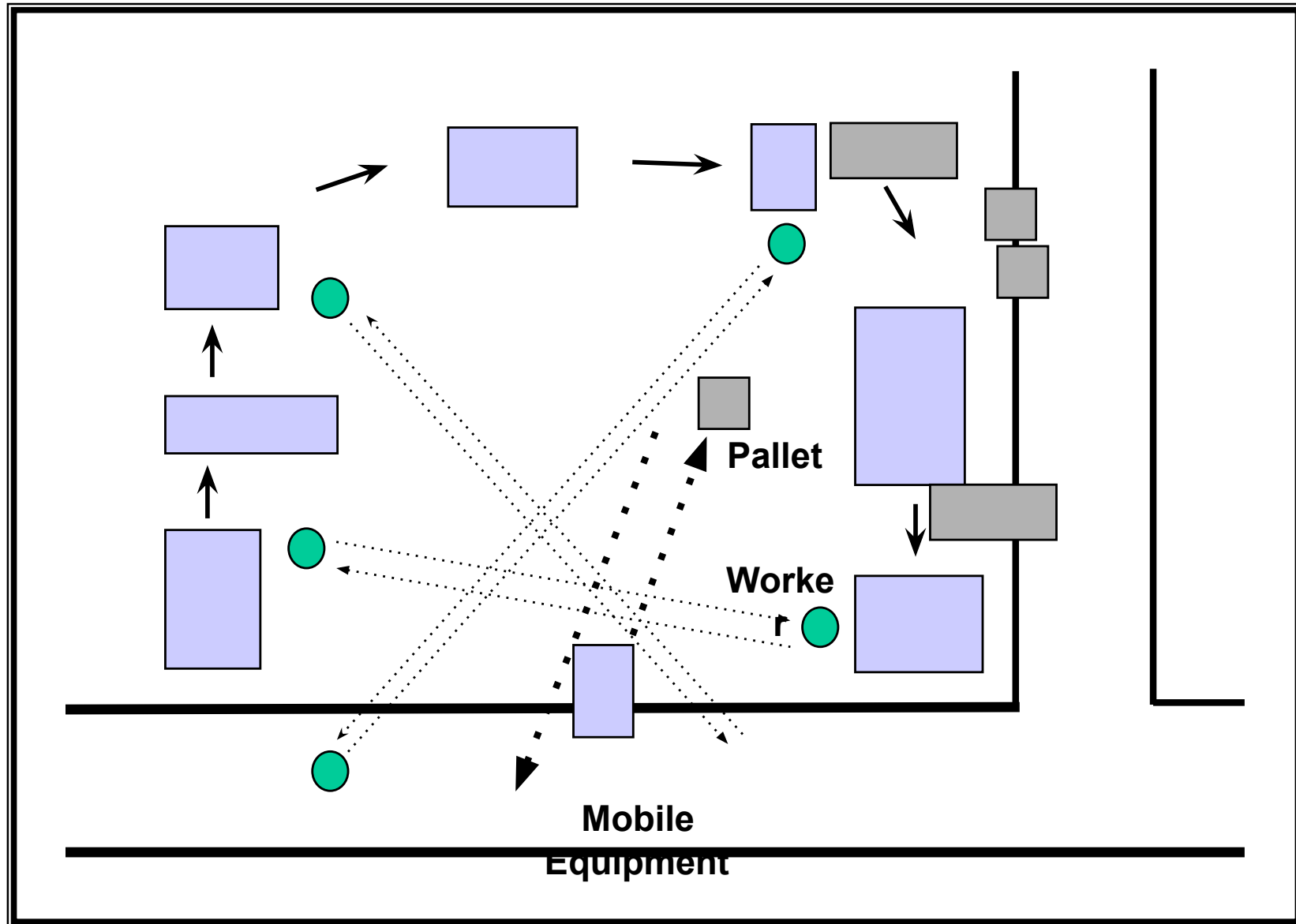
Perform A Workplace Scan

- Gather information
- Create a Workplace Scan Display
- Measure your progress

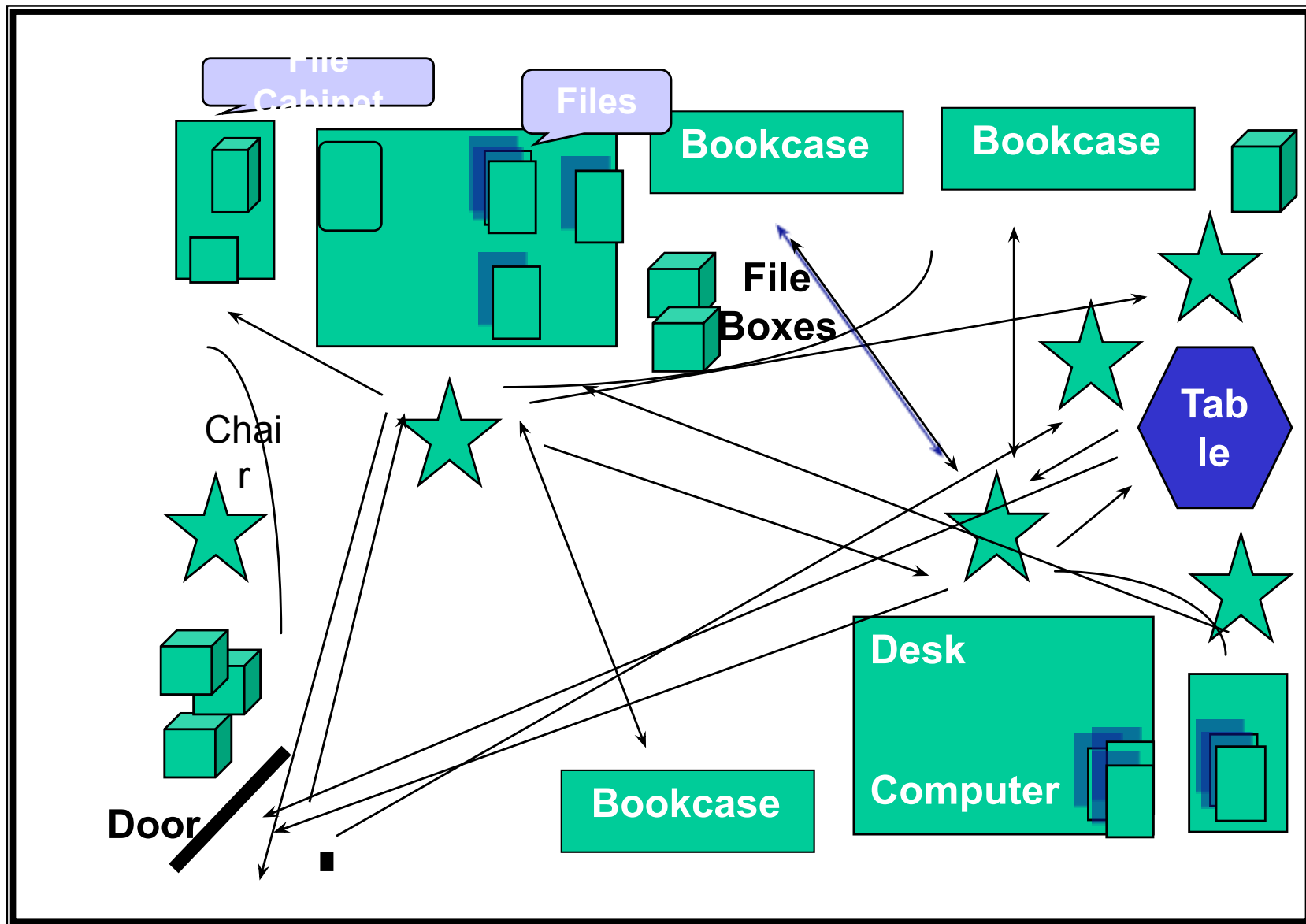
Go To Where The Action Is



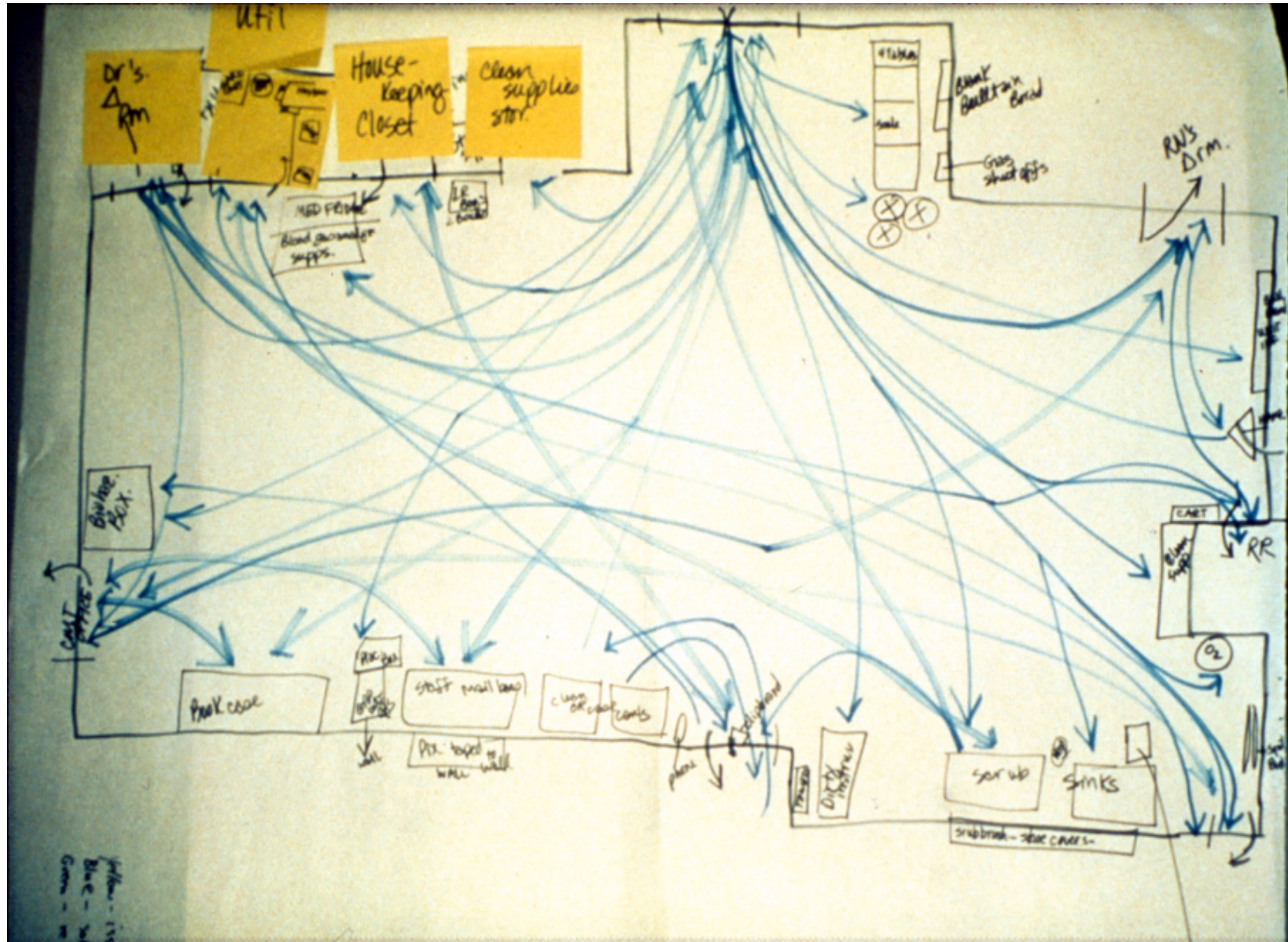
Gather Information: Start With A Map



Example: Office Area Map



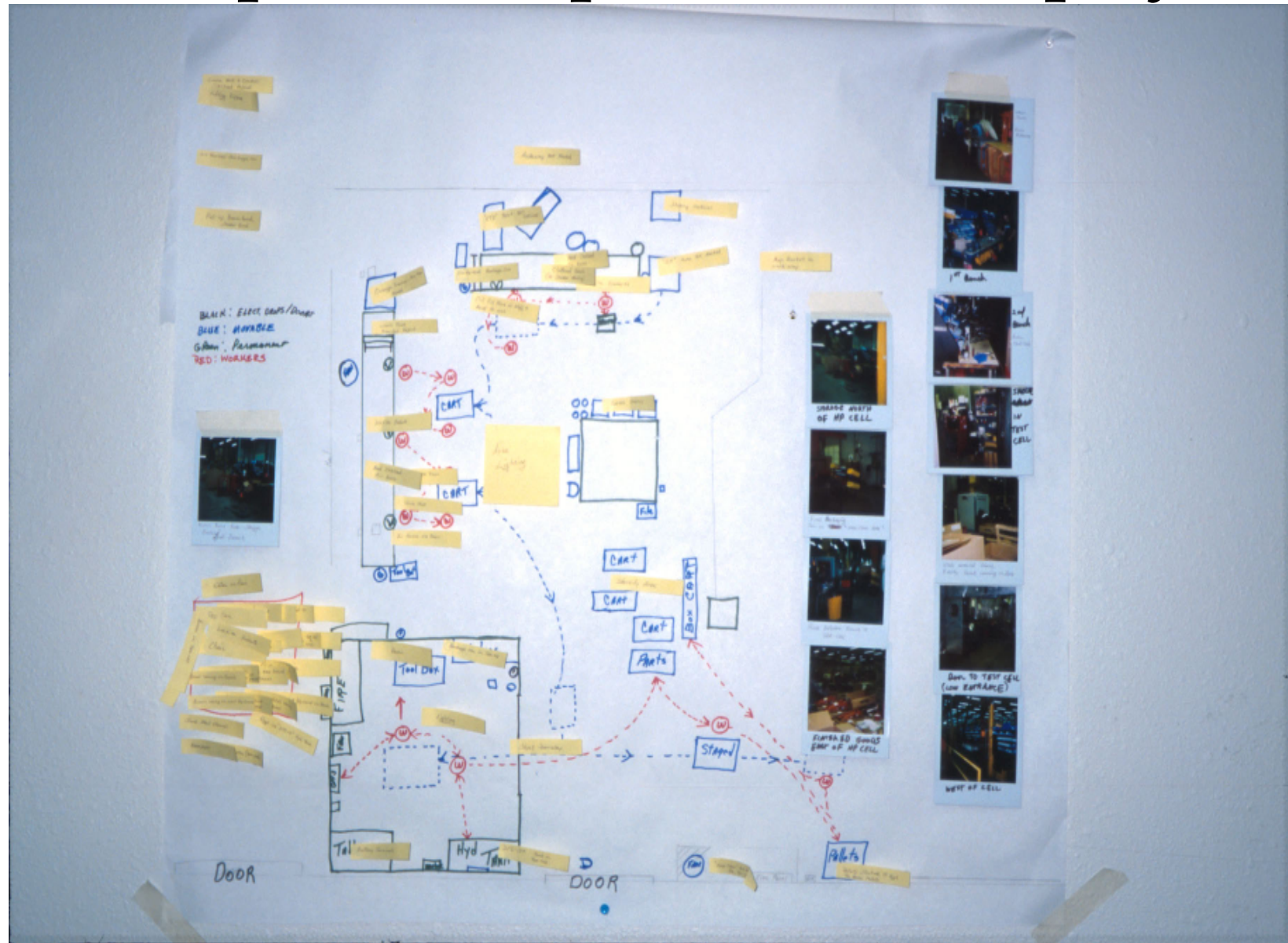
A Map in a Workplace Scan Display



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

Example: Workplace Scan Display

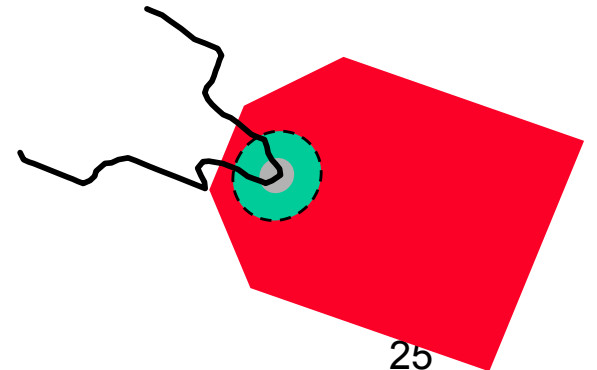


Sort Procedure

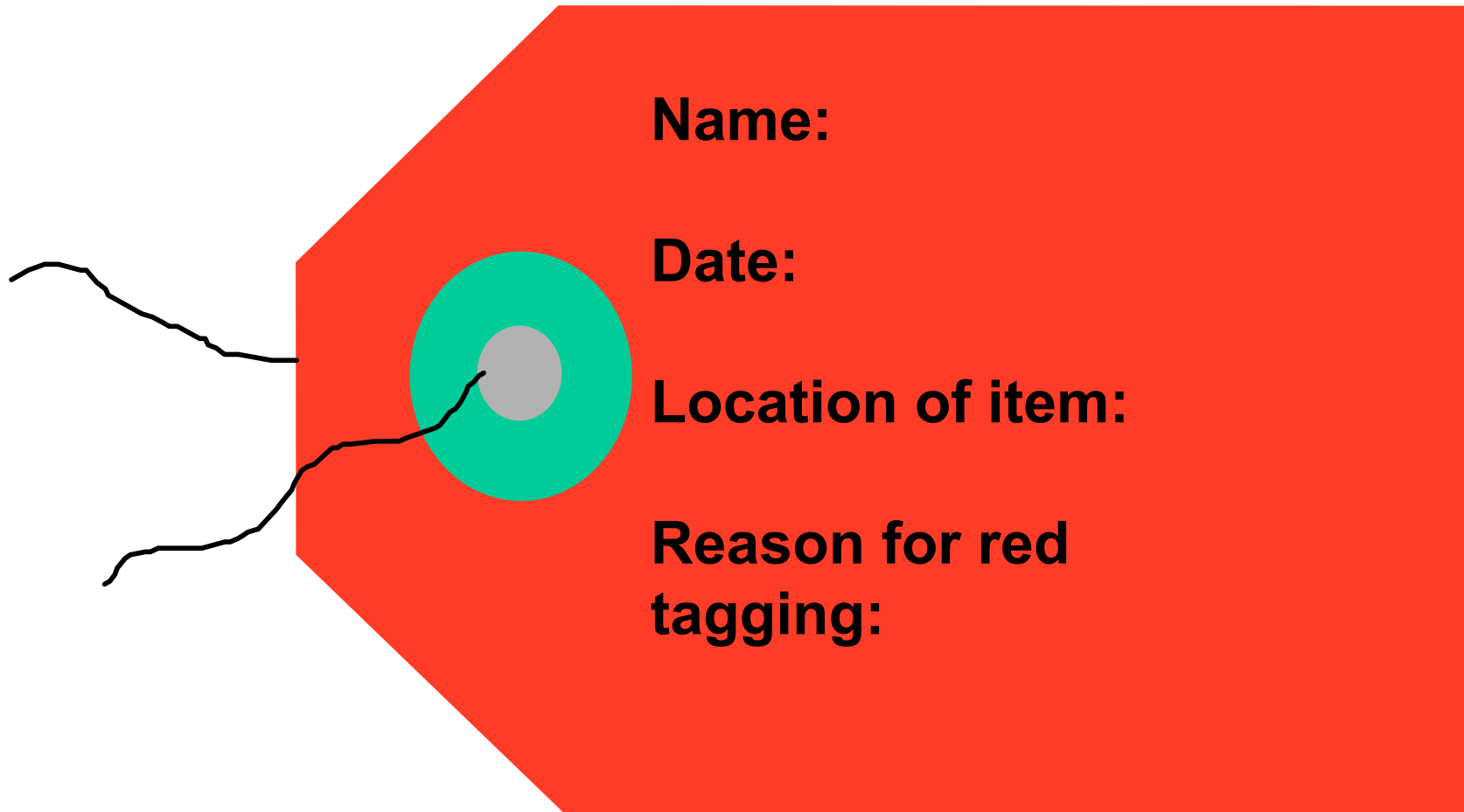
- What is needed? What is not?
 - Sort through items in the area
 - Keep what is needed
 - Eliminate what is not needed
 - Reduce the number of items to the quantity required at any given time

“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

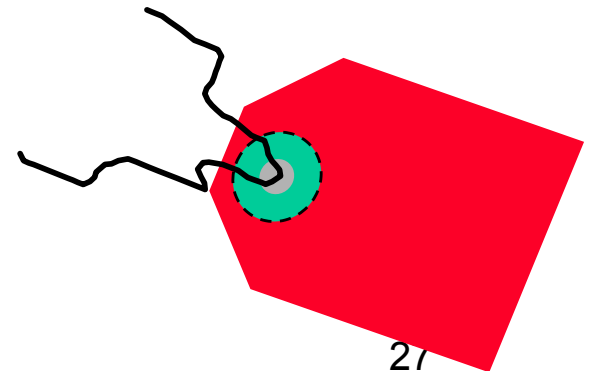


Red Tag Sample



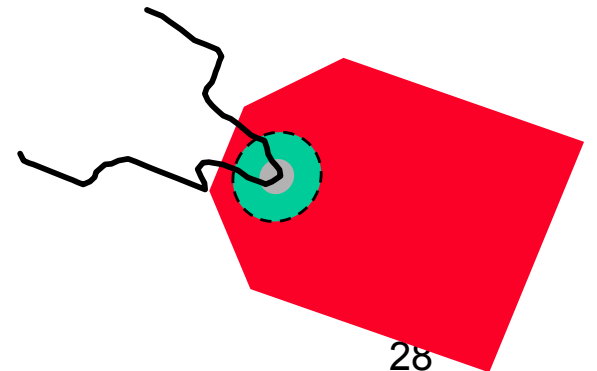
Red Tagging Criteria

- Ask yourself:
 - Does it have a function in this area?
 - Is it needed? How often? By whom?
 - If we remove it, will it really matter?
 - Is it in the way? Does it take too much space?
 - When was the last time the item used?



Red Tag Holding Areas

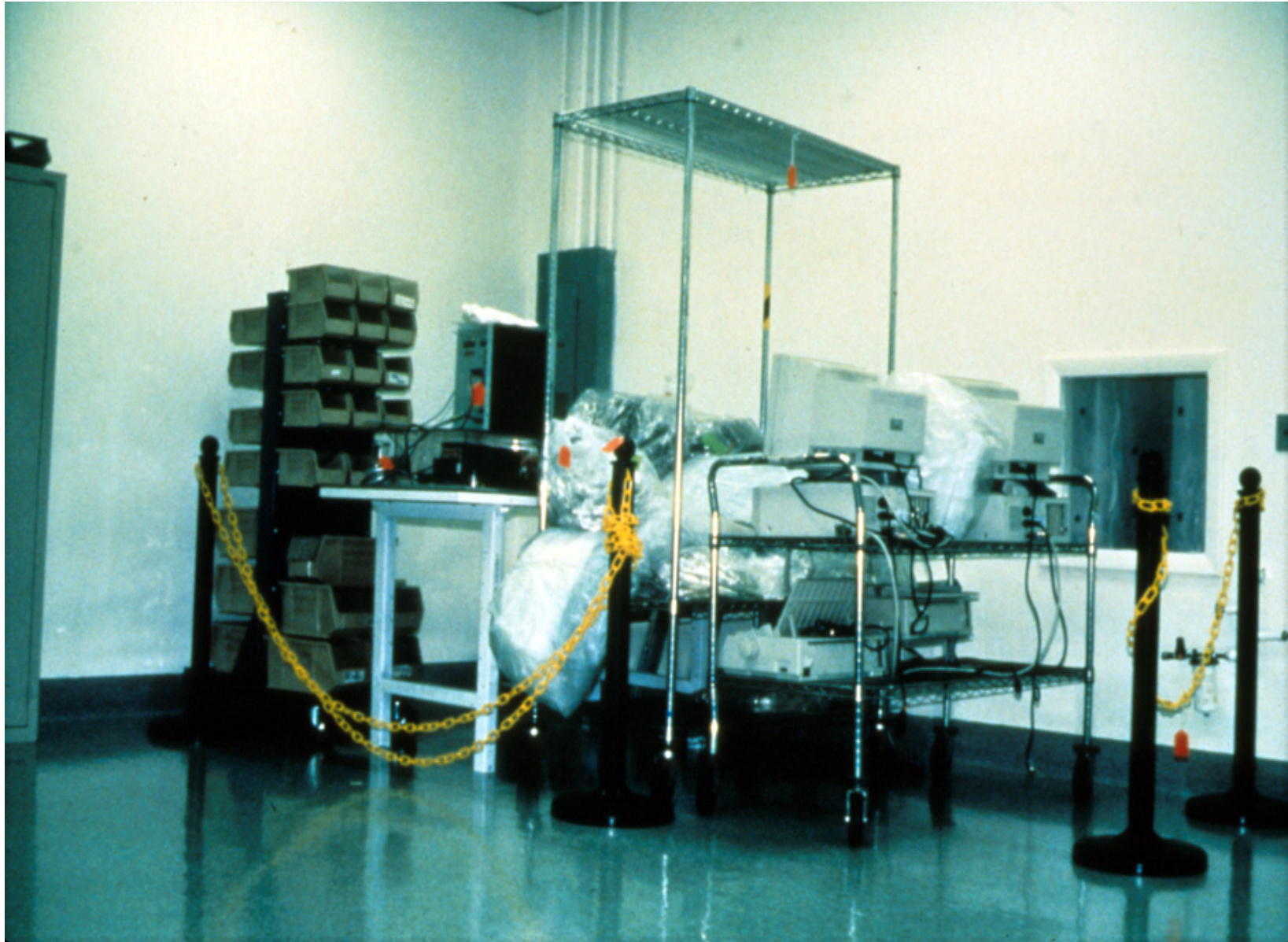
- Local area with one week storage
- Central area for plant
- Highly visible and centrally located
- Clearly labeled with rules for use posted
- Has a holding area manager
- Clear disposition procedure



Make Holding Areas Obvious



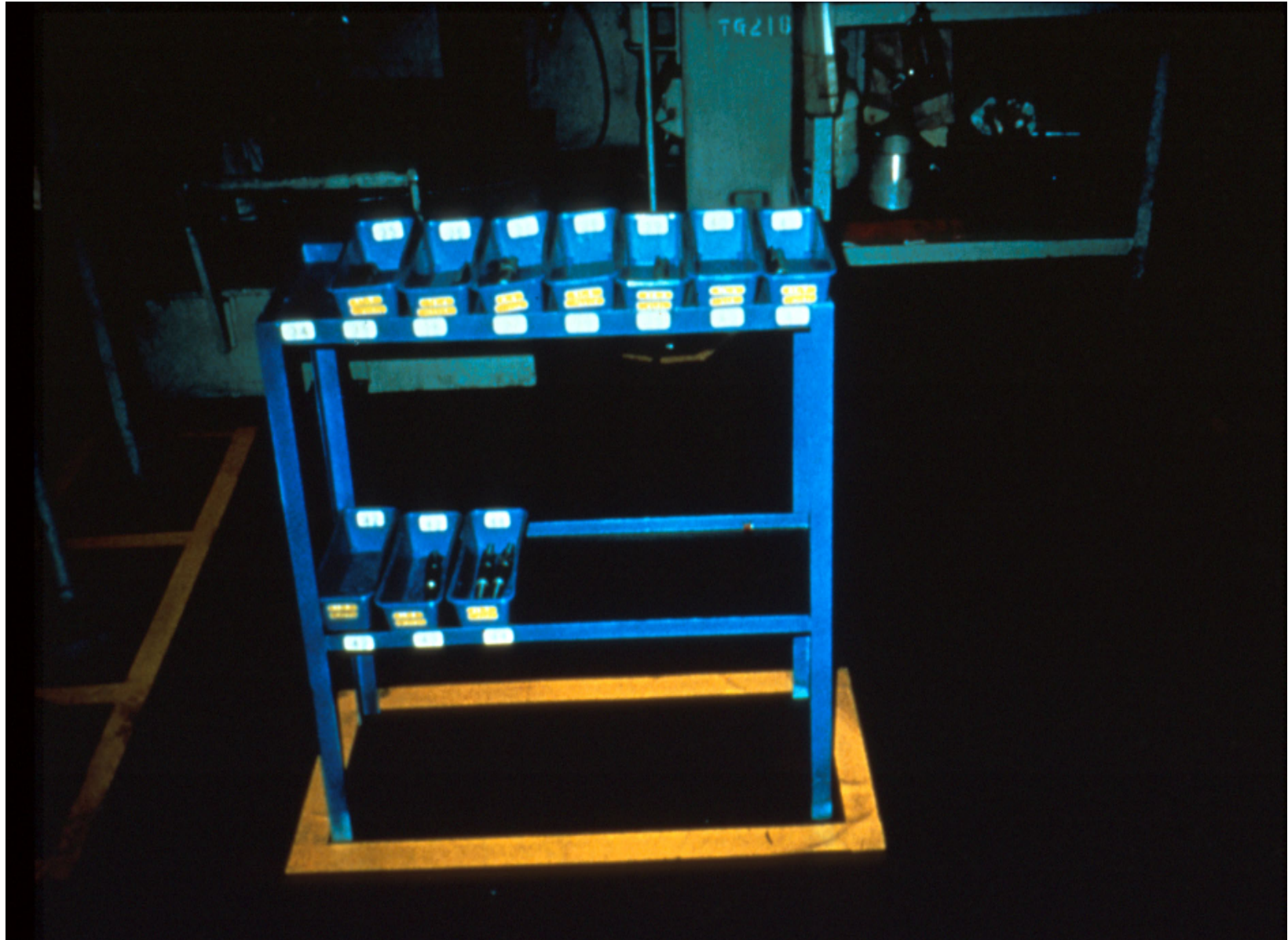
Example: Local Holding Area



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

Examples: Lines And Labels



Example: Storage Outlines



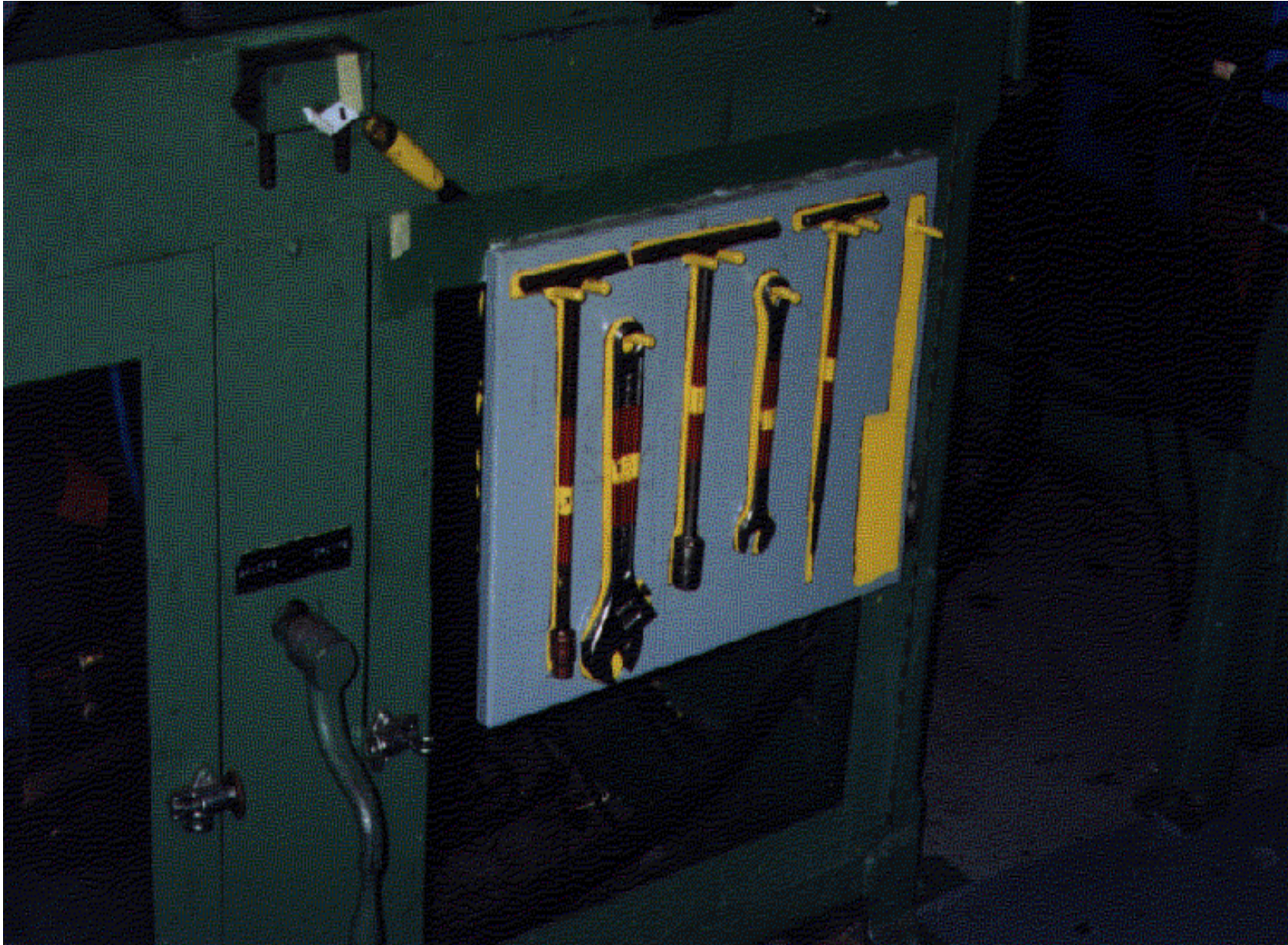
Example: Signs



Example: Door Swing Outline



Example: Local Tool Board



Example: Inventory Bins



Definition Of Shine

- Clean everything inside and out
- Inspect through cleaning
- Prevent dirt, grime, and contamination from occurring

**Make cleaning part of your
everyday work!**

Important Tips

- Control the contamination
- Use visual controls
- Make use obvious



Shine Procedure

- Determine targets and assignments
- Determine cleaning methods
- Get the right tools and supplies
- Perform initial cleaning of targets
- Replace wires, hoses, tubes, etc.

Inspect Through Cleaning

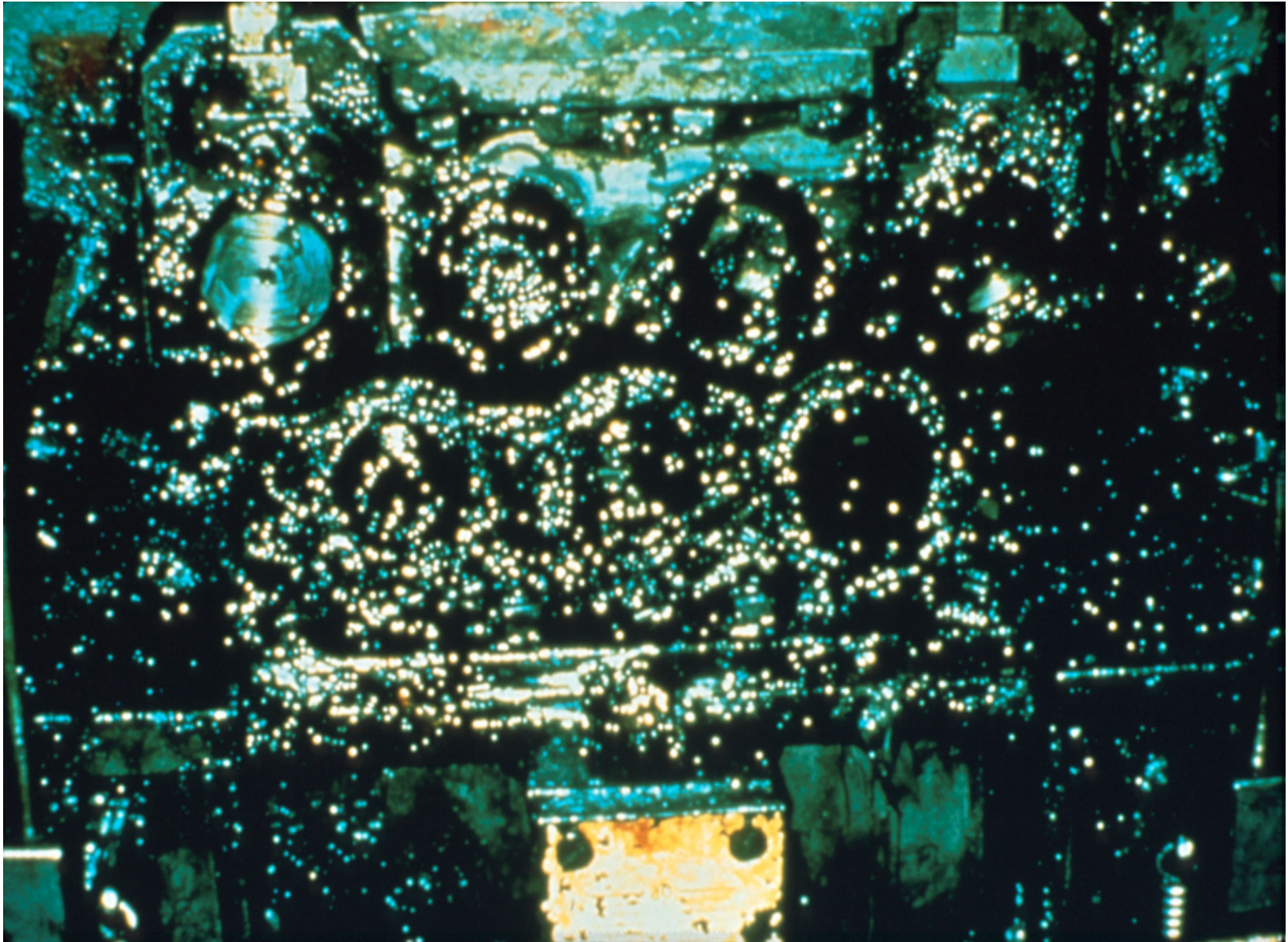
- Check to see if everything is in its place.
- Check to see if you need to replace anything.
- Check specific equipment targets for necessary repairs.
- Check everything; see if deep cleaning, repair, or replacement is needed.

Do it every shift.

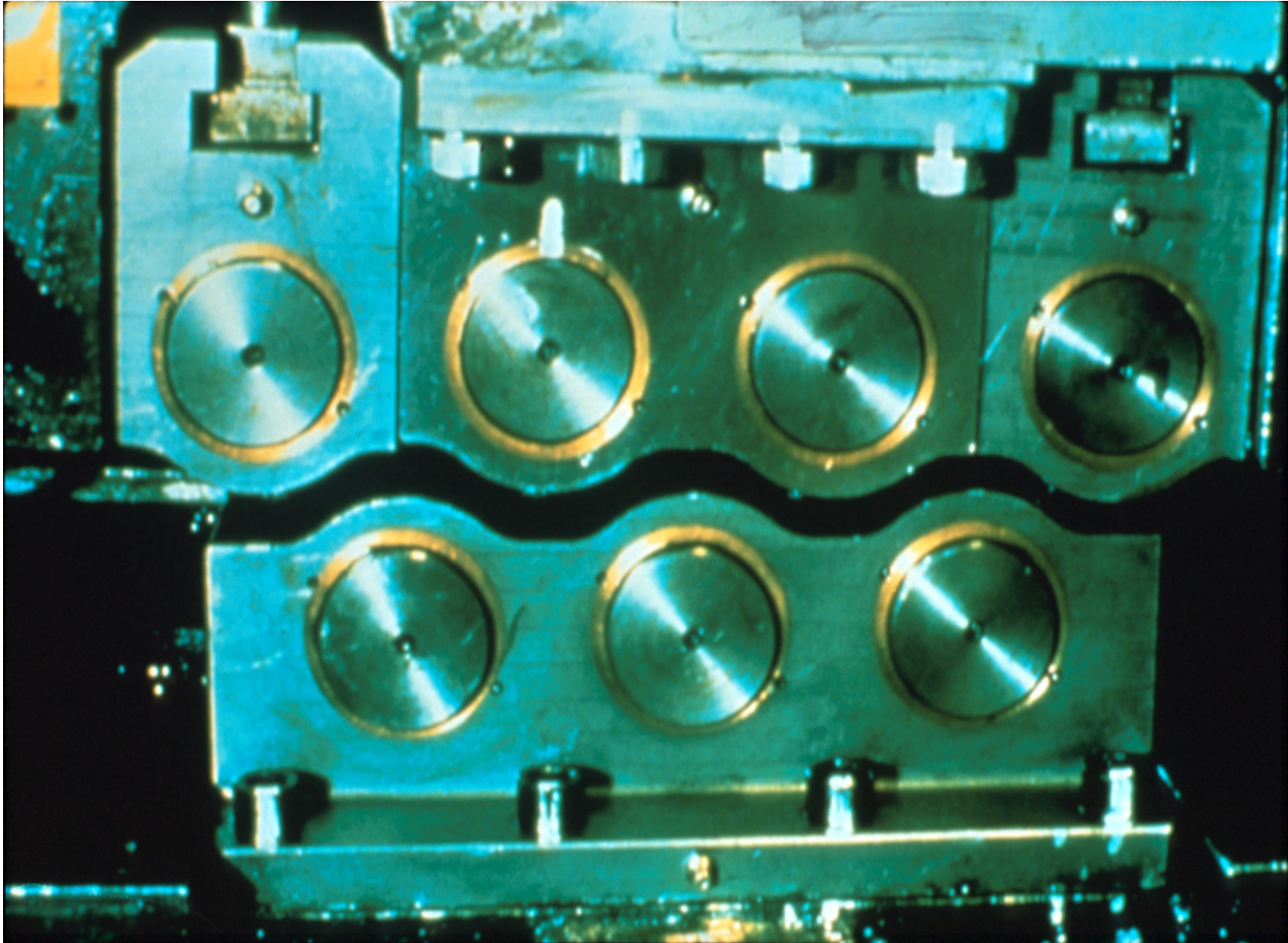
Make Cleaning Tools Available



Include Machines – Before



Include Machines – After



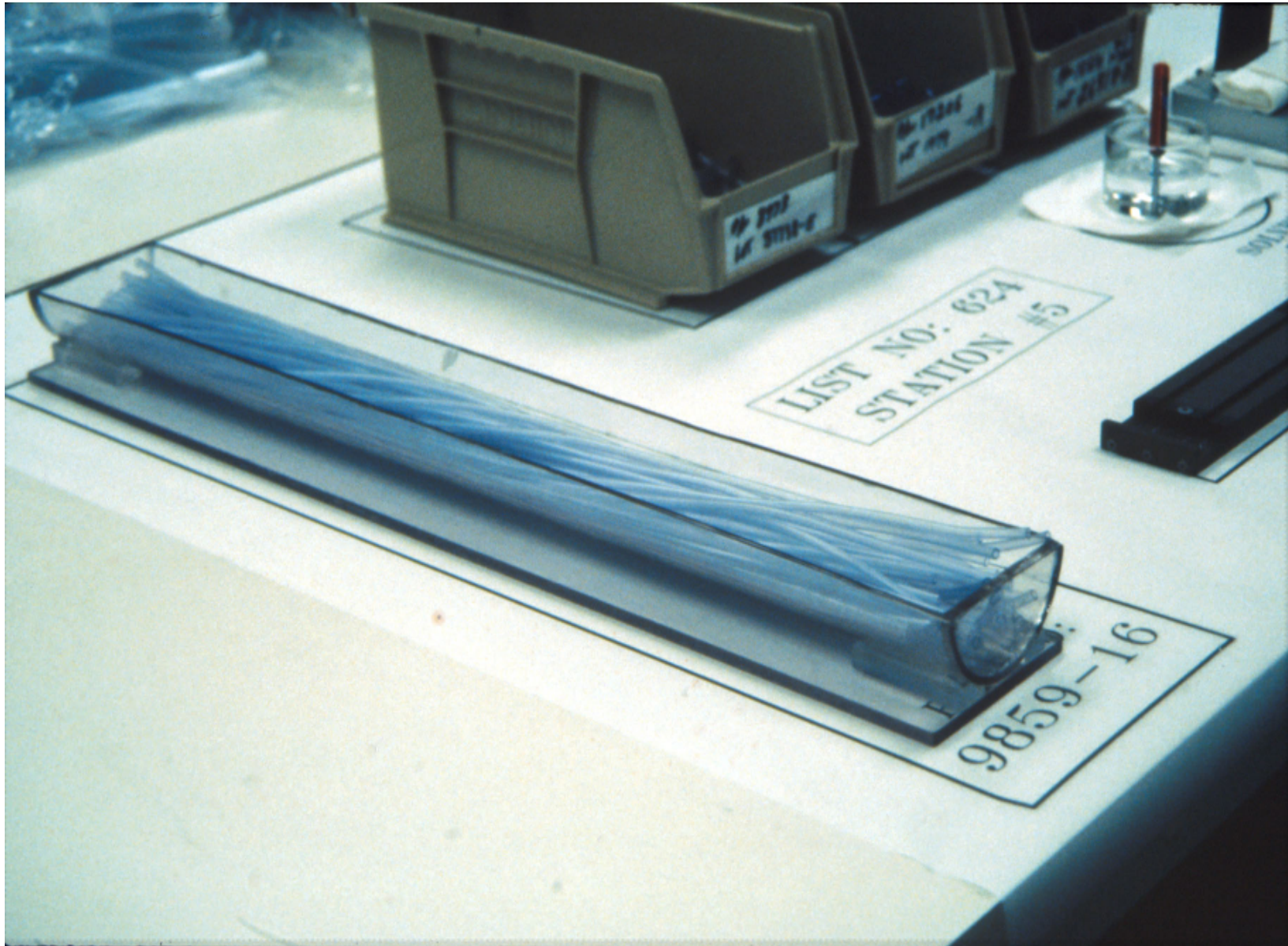
Definition Of Standardize

- Create rules to maintain the first 3 S's
 - Uniform standards
 - Clarity about what is and is not normal
 - Create and use checklists
 - Establish a simple action plan
 - Make everything visually apparent

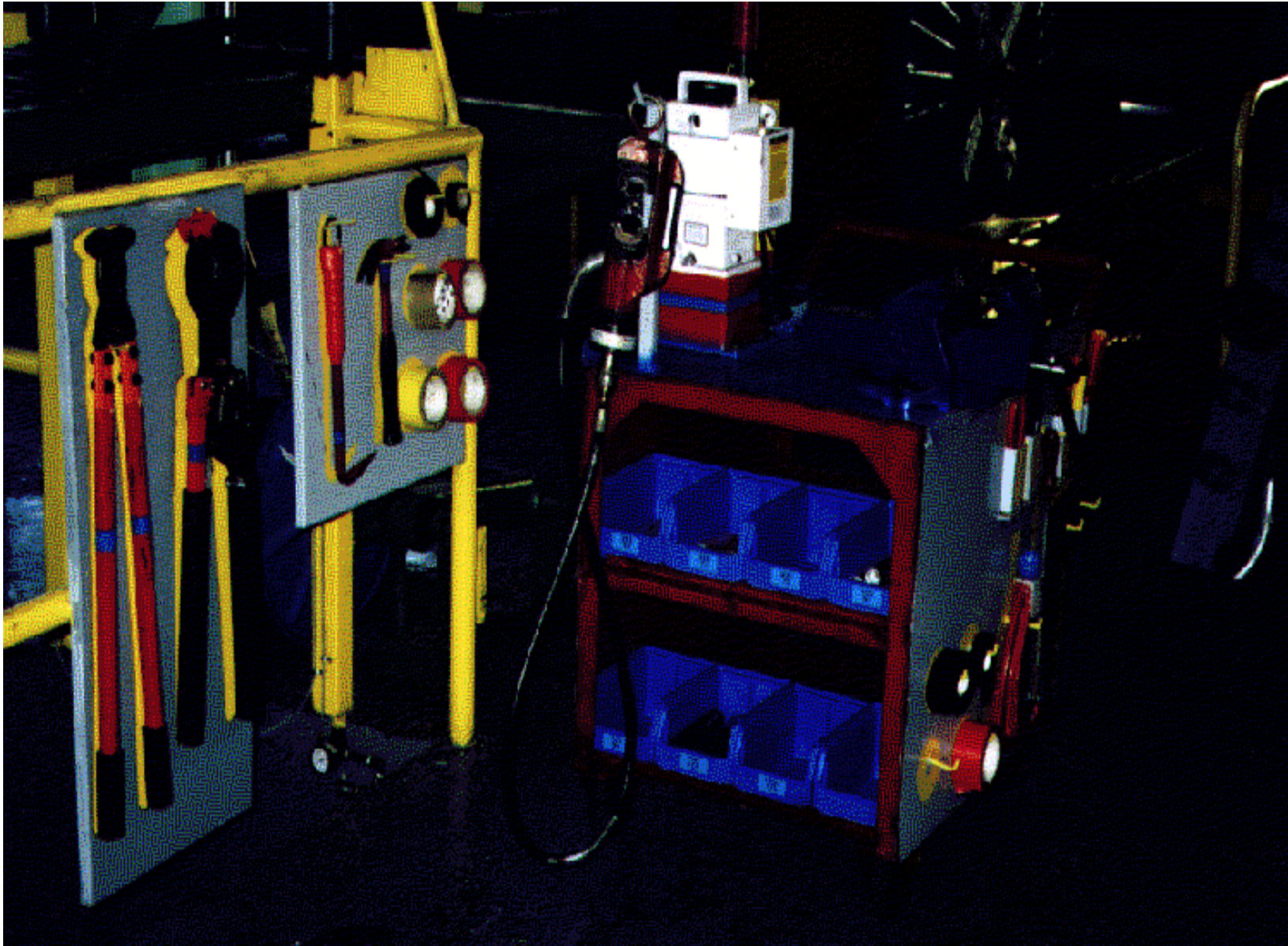
A Shift In Thinking

- 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**

Work Station Controls 1



Work Station Controls 2



Using Color



Inventory Identification



Tool Control



Color-Coded Supply Bins

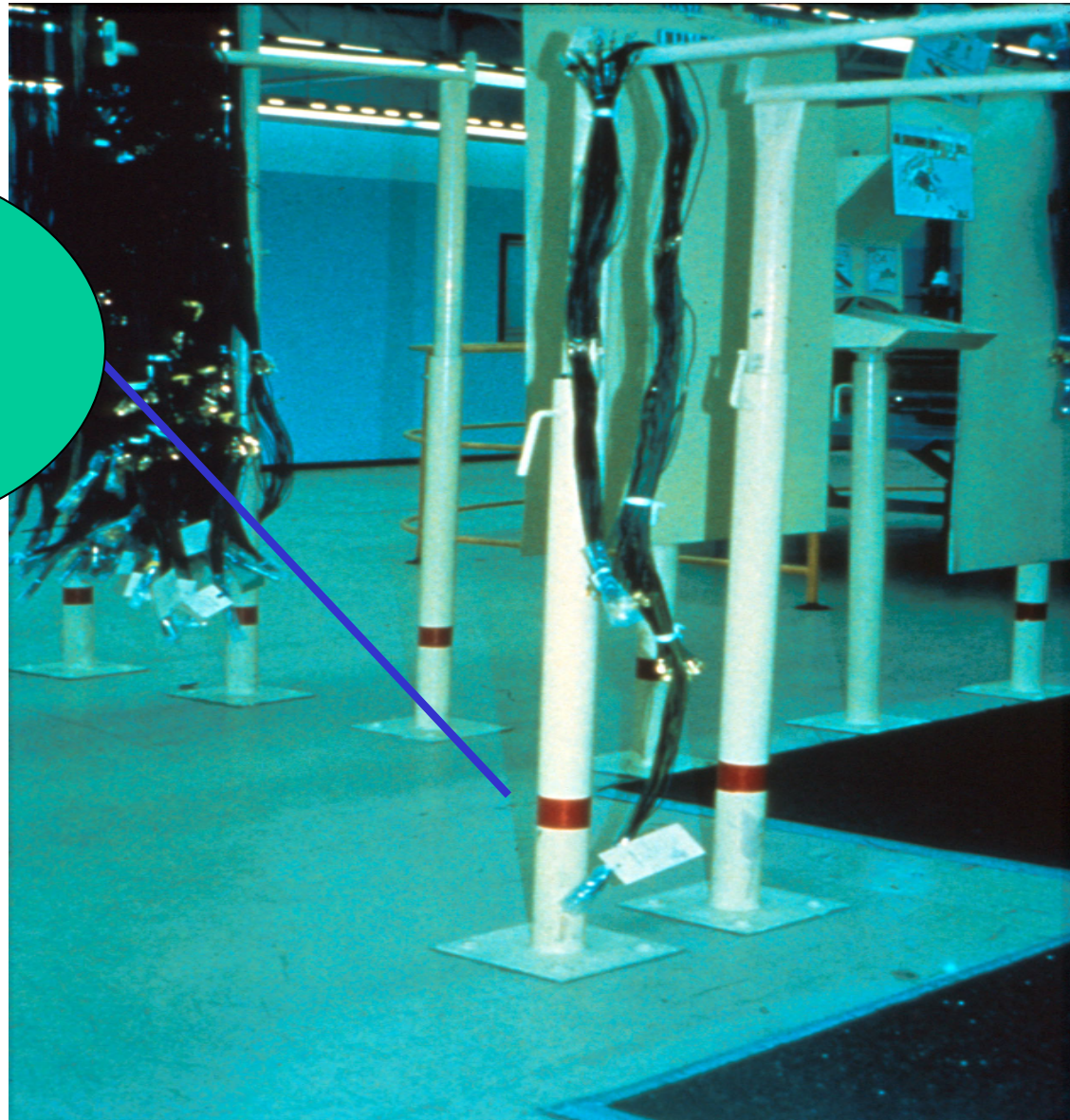


Department Tool Board



Hanging Limit

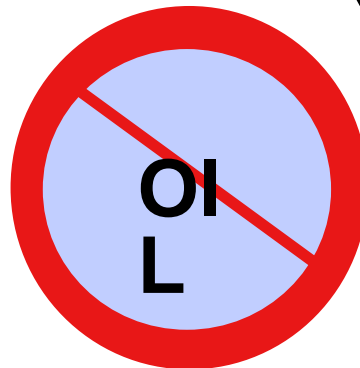
Use red for
limit lines



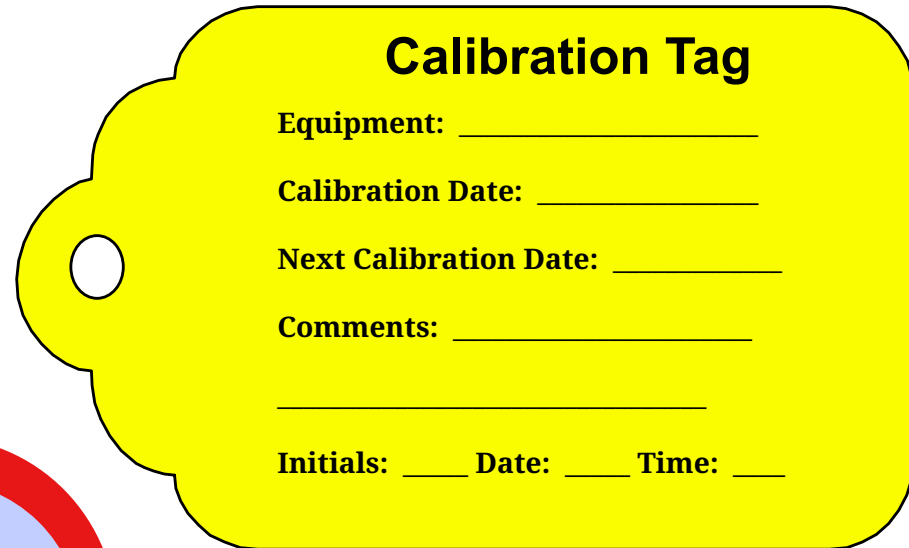
Signs And Stickers



**Radioactive
Hazard**



**Safety Information
“Do Not Use Oil Here”**

A yellow tag-shaped form with a hole on the left side. It contains the following text and fields:

Calibration Tag

Equipment: _____

Calibration Date: _____

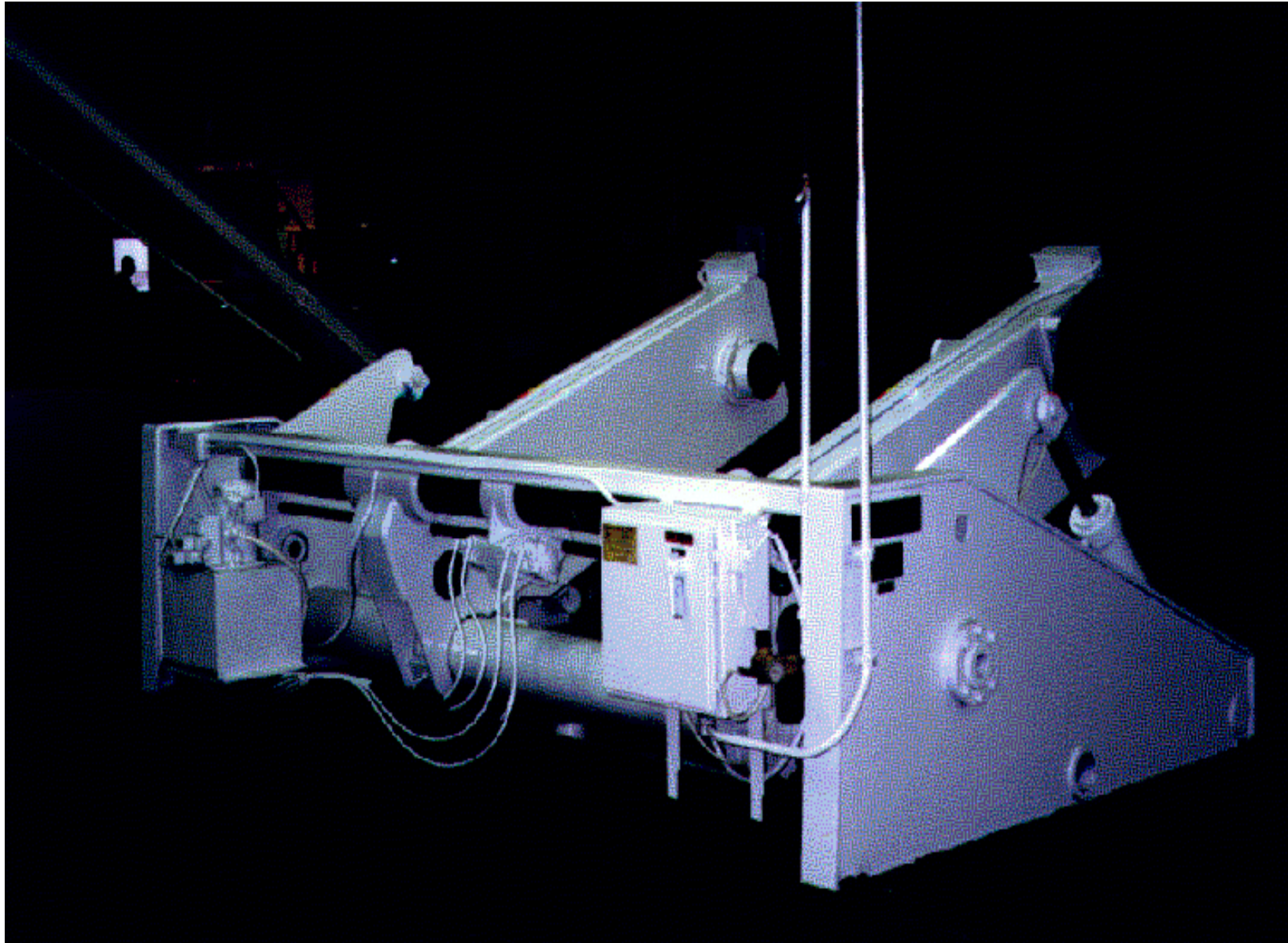
Next Calibration Date: _____

Comments: _____

Initials: ____ Date: ____ Time: ____

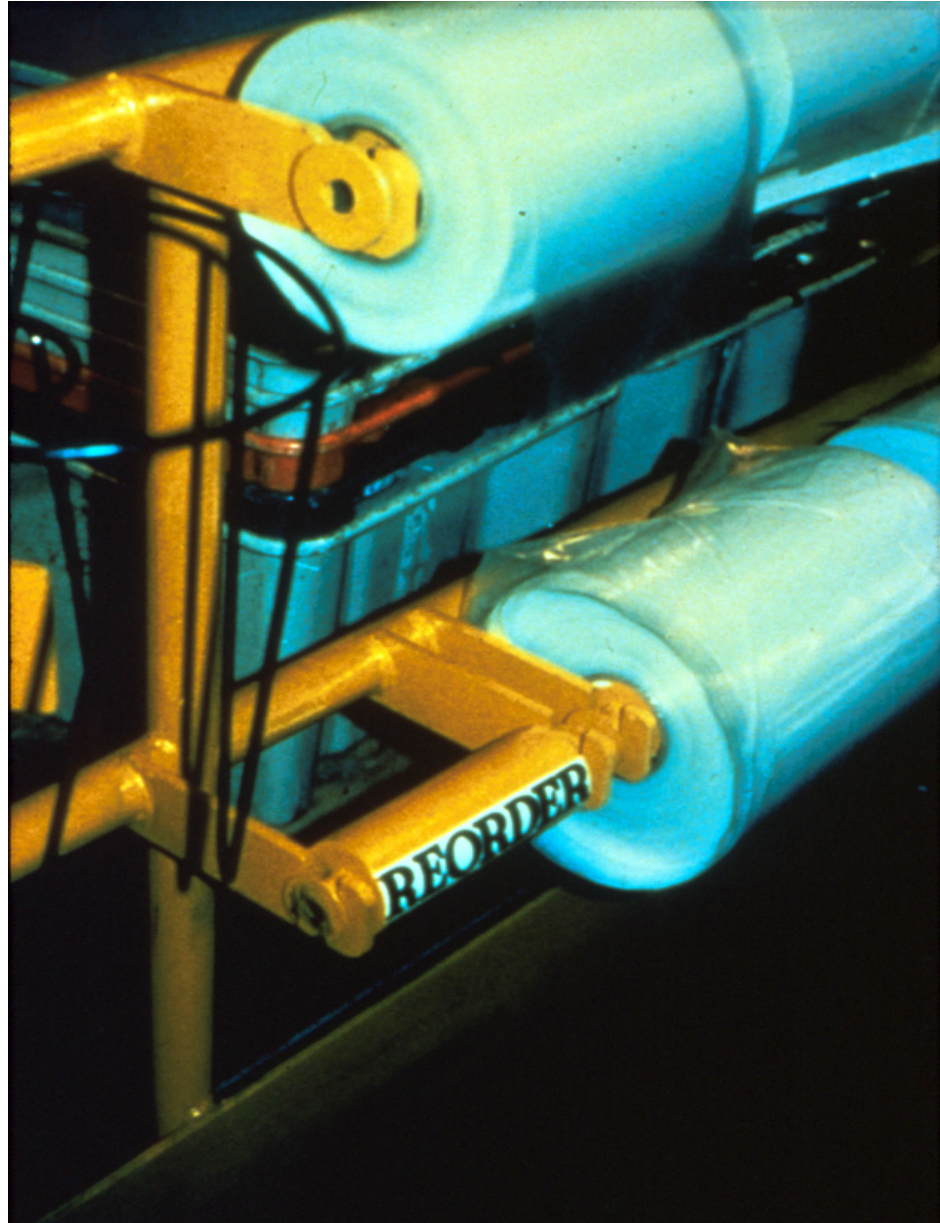
**Calibration
Information**

Make Dirt Impossible To Miss



Time To Reorder

- Make it obvious
- Make the notice automatic

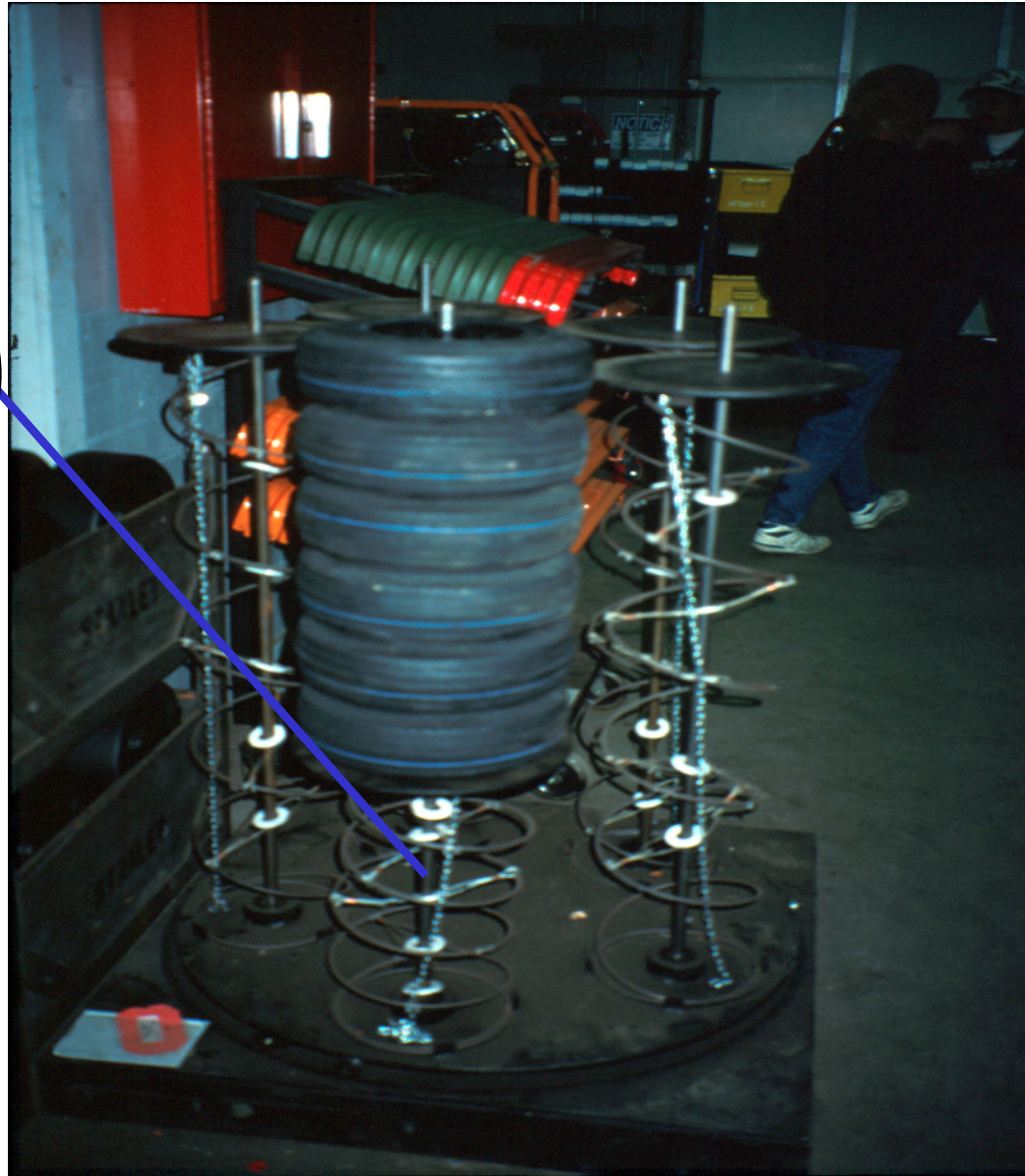


Inventory: Time To Reorder



Ergonomic Retrieval: Heavy Items

Springs keep
tires easy
to reach



Ergonomic Retrieval: Slanted Racks



Sustain Through Self-Discipline

- Stick to the rules, scrupulously
 - 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
 - Liker (2004) emphasized that: ‘the fifth S, sustain, is arguably the hardest This effort requires a combination of committed management, proper training, and a culture that makes sustaining improvement a habitual behavior from the shop floor to management.’ (p. 36).

Example: Plastics One Point Lesson



Example: Packaging One Point Lesson

Instructions
on
how to
pack

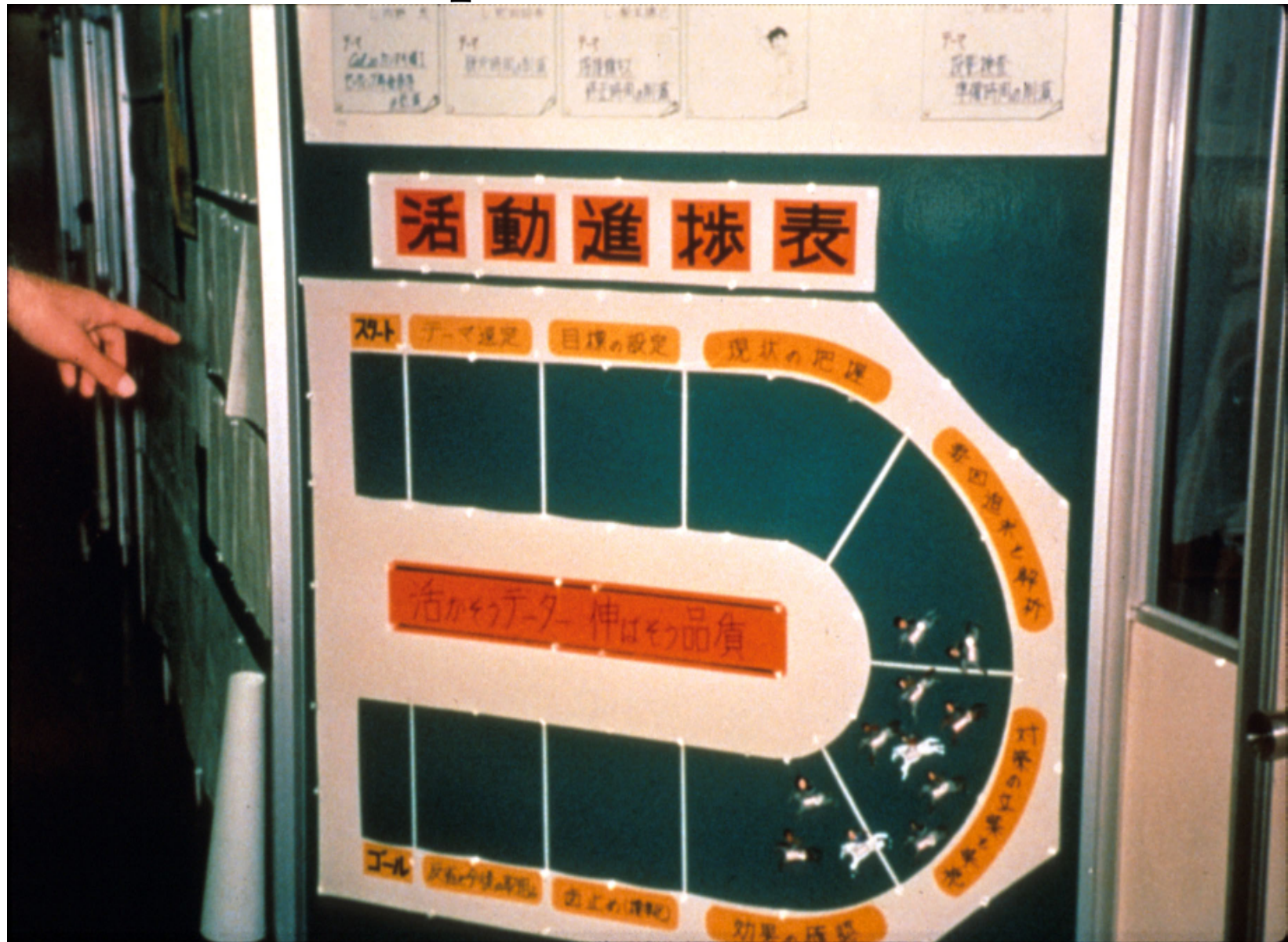


Example: Barrel Grab One Point Lesson



[illegible]

Competition Board



Use Rewards And Recognition



Make 5S Part Of Daily Work

- 5-minute 5S
- Weekly 5S
- Part of job descriptions
- Measure and display

What Managers Can Do

- Make 5S part of the culture
- Make 5S part of standardized work
- Reward and recognize good work
- Provide resources
- Be visibly interested
- Make frequent visits to the work area
- Allow or make time for 5S activities

Total Employee Involvement



People are the key!

5S for Information

- The benefits of applying 5S to electronic and paper files will contribute in:
 - Elimination old and obsolete documents
 - Reviewing of file to figure out
 - What's important to the business
 - What has been waste of time
 - Here the value of 5s is more in the review than deleting
- Here in 1S, you will:
 - Delete all obsolete or irrelevant information
 - To do this within optimum time create 3-tiered electronic structure
 - Working
 - Reference
 - archive

2S

- In 2S, dump everything in Archive , tier 3, that you know is old and you are 99% sure that you will never use it, examples:
 - Tax returns
 - Old employee files
 - Music and lyrics from the company's 1986 Christmas party
- Put files in tier 2 . Reference, that you will use on occasion but not regularly, examples:
 - Templates and forms
 - Company travel expense policy
 - Background information that you distribute on occasion
 - Last year's performance review
 - Old budgets
 - Meeting notes, agendas from last month, last year meeting

2 and 3S

- Put files in tier 1. Working, that you work on regularly, every day, every week, even once per month, examples:
 - Agendas for upcoming meetings
 - Current budget
 - Current marketing plan
 - Proposal and invoices for current projects
- In many cases you will create parallel folder in 1. Working and 2. Reference for documents, such as : Client contract
- The three tier structure should be same for the server and on each person's laptop

“Packrats of the world, take note: you don’t have to part with that precious phone list from 1988 that you’ve been diligently saving “just in case.” Just put it in 3. Archive. If you need it (and deep down, you know you won’t), you’ll know where it is. And in the meantime, you won’t have to look at it every time you’re retrieving something really important like, say, the Department of Homeland Security RFP you’re working on.”

4S and 5S

- 4S : Cleanliness resulting from the regular performance of the first 3Ss
- 5S:Discipline to perform first 4 Ss
- Maintenance is critical.
 - Allocate time each month/quarter to purge the old stuff and duplicates, and to move files from 1.Working into 2.Reference.
 - Entropy is a force of the universe, and left to itself, your company directory will revert back to its current disorganized state.
 - Fight entropy: create an Outlook appointment for yourself to stay on top of the housekeeping – one hour per month on a Friday afternoon should do it.



Example Scoring or rating				
Performed by:		Area:		Date:
#	Description	Scoring Criteria Rating Scale: 1-5 (poor = 1, excellent = 5)	Item Score	Notes for next level improvement
1	Sorting	Workstations should be clean, organized, & neat with only the tools & products necessary to perform tasks.		
2	Sorting	Controls of machines & tools are properly labeled, stored and clearly marked. All calibrated tools are current, and have a home location.		
3	Simplifying	All cleaning equipment is stored in a neat manner; handy & easily available when needed. All floors are cleaned as work is performed.		
4	Simplifying	Only documents necessary to do the work are stored at stations and are in a neat & orderly manner. Bulletin Boards are arranged in a straight, neat manner.		
5	Sweeping	Floors are clearly marked as to where WIP, etc. and locations of items should be stored.		
6	Sweeping	Nothing is placed on top of machines, cabinets, & equipment; nothing leans against the walls or columns. Guards & deflectors are in place.		
7	Standardizing	Tools and Equipment are labeled/stored properly and there is a location identified for all tools and equipment, like shadow boards, labeled shelves, bins etc.		
8	Standardizing	Documents are labeled clearly as to contents & responsibility for control & revision. Nothing is unlabeled.		
9	Self-Discipline	All machines & equipment are painted & kept clean by routine daily care, including glass & work surfaces kept clean & polished.		
10	Self-Discipline	Obvious system of 5S in place. Badges are worn by everyone. Everyone knows what the 5S's are.		
Total Score:				Divided by 10 = Avg. Score:
1 = Little or No 5S Apparent (<20%)		3 = Meets Several 5S Requirements (60%) 5 = 5S Compliant (100%)		
2 = Meets Minimal 5S Requirements (40%)		4 = Meets Most 5S Requirements (80%)		
Additional Comments:				

PURCHASING Office				
Performed by:		Area:		Date:
#	Description	Scoring Criteria Rating Scale: 1-5 (poor = 1, excellent = 5)	Item Score	Notes for next level improvement
1	Sorting	Office/desks are well organized with no unnecessary items. Personal items are stored in one drawer or area.		
2	Sorting	All binders, files, etc. are labeled properly, preferably typed.		
3	Simplifying	Computer recycle bin and deleted items are emptied. Person has a method of purging e-mails.		
4	Simplifying	Only items necessary for work are stored at desk in a neat and orderly manner.		
5	Sweeping	Area has cleaning supplies that are stored in one area and labeled.		
6	Sweeping	Floors and furniture are kept free of debris and unused items.		
7	Standardizing	Desktop work instructions are present for all employees except directors and managers.		
8	Standardizing	Bulletin boards are arranged in a neat and orderly manner. Nothing is torn or outdated.		
9	Self-Discipline	Badges are worn by all employees		
10	Self-Discipline	Obvious system of 5S in Place. Everyone knows what the 5S's are.		
Total Score:				Divided by 10 = Avg. Score:
1 = Little or No 5S Apparent (<20%)		3 = Meets Several 5S Requirements (60%)		5 = 5S Compliant (100%)
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Additional Comments:				

What we covered

- Description of 5Ss
- Advantages of each S
- Procedure for implementation
- 5S for document Management in your computer