



**5S**

Training Module



Best Practices

North American Technical



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## 5S – Workplace Organization



By: Soichiro Honda

The reason why I tell you, Honda employees, to keep our factory clean is not to look good from the outside. ***A mindset which neglects a dirty and unorganized factory will never generate excellent products.*** Our factory is where we all live. Those who have no mindset to organize this place will never be able to build excellent products. **Our mindset is directly reflected in our products.**

従業員諸君に、私が「工場を綺麗にするように」と、云うのは、外面  
ではありません。工場を汚くし、不整理、不整頓のままにしておいて  
な心からは、決して、優れた製品は生れないからです。工場は、全従業員の生活す  
るところです。こころを整えようという心無い人に、優れた製品が作れるはずはあ  
りません。心はそのまま製品に通ずるからです。

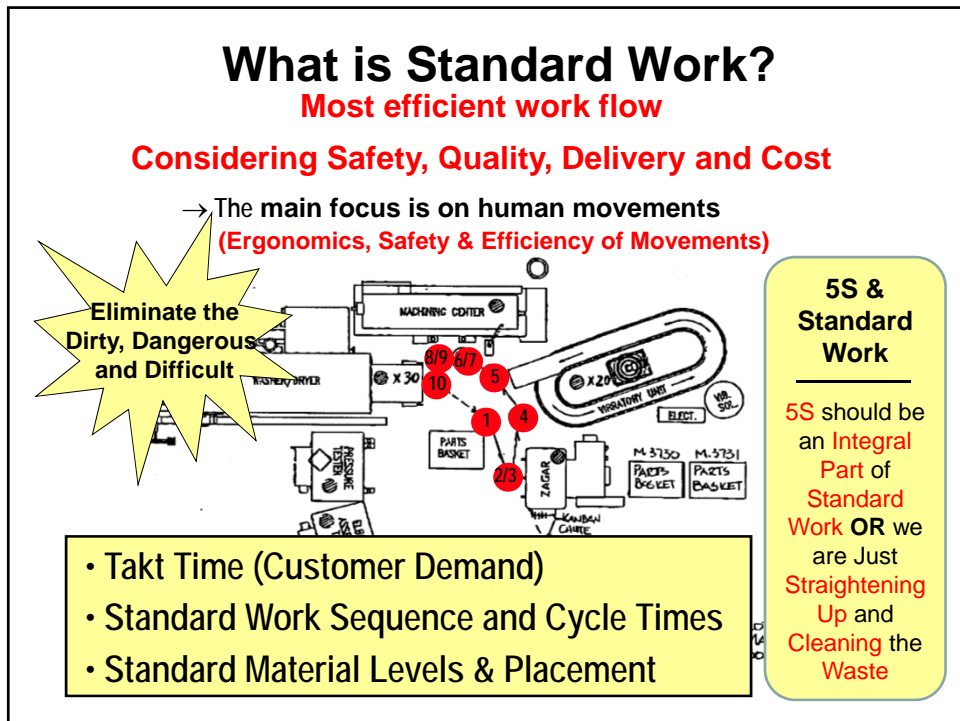
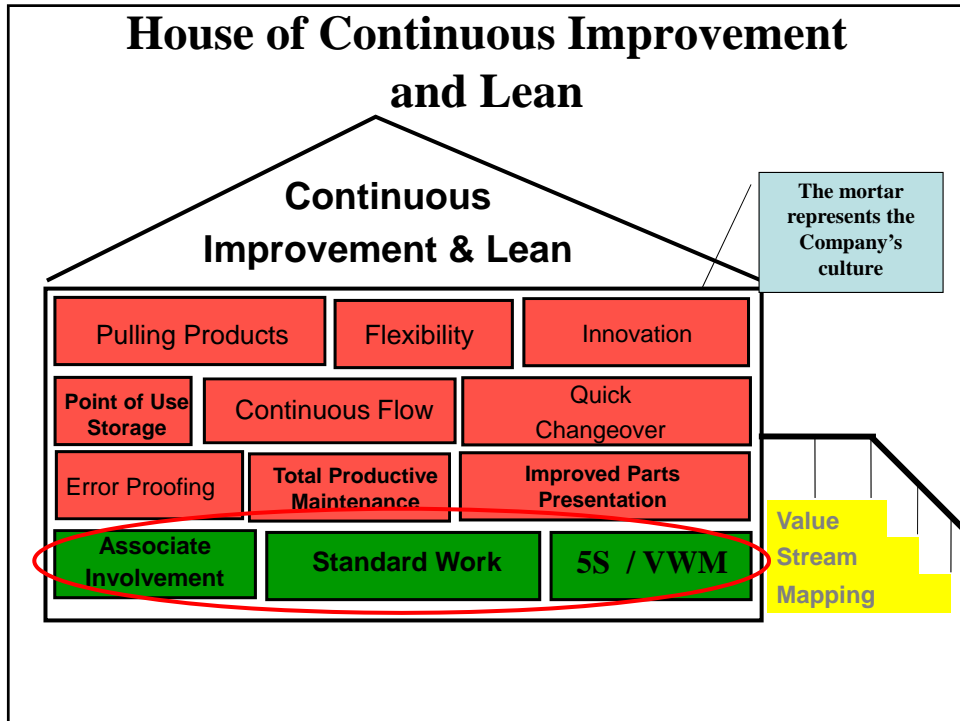
### WORKPLACE ORGANIZATION (5S)

Seiri = Sort Eliminate unnecessary Items	Seiton = Set In Order, Organize & Identify	Seiso = Shine Clean/Inspect routinely	Seiketsu = Standardize, Create Visual Standards	Shitsuke = Sustain Establish good Habits
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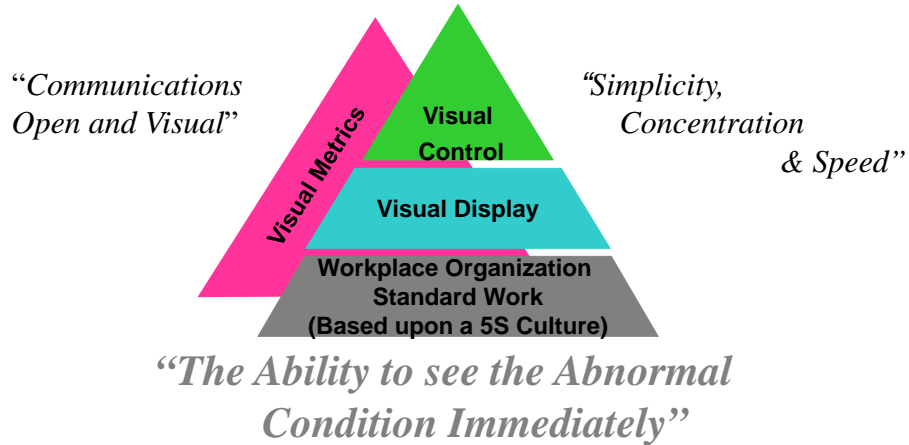
## Introduction and Agenda

### 5S

- House of Continuous Improvement / Lean
- What is 5S ?
- 5S Training and Audit

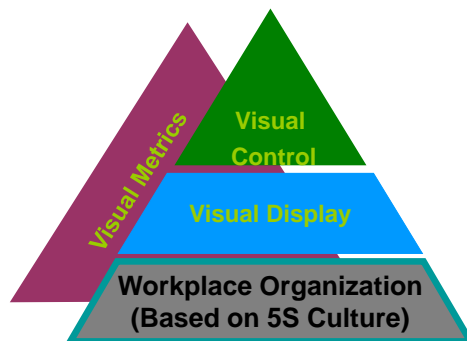


# Characteristics of The Visual Workplace



## Characteristics of the Visual Workplace

### Workplace Organization & 5S



## Introduction to 5S

# Agenda

- **What is 5S?**
  - Getting Started
    - Sort
    - Set in Order
      - Shine
    - Standardize
      - Sustain
  - Getting the Most Out of the 5S's

## What is 5S?


- A systematic method to organize the workplace, to keep it neat and clean, to maintain standardized conditions, and to sustain the discipline that is needed for high performance.
- The 5S system **should come first** as a basis for other improvements. 5S **identifies** where the **problems** are.
  - 5S is a great way to **eliminate waste**.
  - **5S is a culture**. It must be taught then used repeatedly to become part of everyone's **daily** routine.

Implementing  
and  
Sustaining  
a 5S program takes a major  
Culture Change.

**Does anyone look familiar ?**




**Do you have “CAVE” Men or Women  
in your company ?**

 **C**itizens

 **A**gainst

 **V**irtually

 **E**verything

## **The 5S System Japanese -- English Terms**

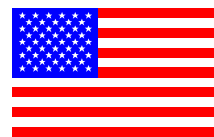
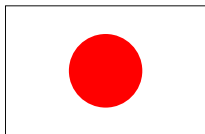
Seiri -- Sort

Seiton -- Set in Order

Seiso -- Shine

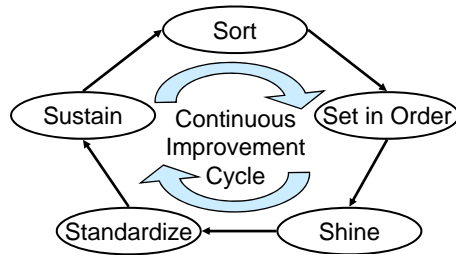
Seiketsu -- Standardize

Shitsuke -- Sustain



## The 5S System

- 1: **Sort** - Eliminate unnecessary items.
- 2: **Set in Order** - Organize and Identify.
- 3: **Shine** - Clean / inspect routinely.
- 4: **Standardize** - Create visual standards.
- 5: **Sustain** - Establish good habits.



## The Importance of 5S

- Safety Practices
- Productivity Efficiencies
- Quality Assurance
  - Mistake Proofing
  - Process Controls
- Equipment Reliability (TPM)
- Flexibility (short lead time)
  - One-piece-flow
  - Quick set-up
- Better work environment

**Safety**  
**Quality**  
**Cost**  
**Delivery**  
**Morale**



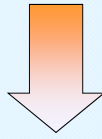
← **Symbol -Identifies Benchmark process**



## Benefits of the 5S System

### • Reduces

- Waste
- Downtime
- Defects
- Changeover time
- Delays
- Questions



### • Improves

- Safety
- Customer satisfaction
- Personal satisfaction
- Visual Control
- Standardization
- Process Control



## Introduction to 5S

# Agenda

- What is 5S?
- **Getting Started**
  - Sort
  - Set in Order
    - Shine
  - Standardize
    - Sustain
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## **Getting Started**

- Prior to starting a 5S implementation project, planning and preparation must take place.
- Laying the groundwork:
  - Explain the overall concepts and objectives of 5S to upper-level management in the plant.
  - Get upper-level management support.
  - Select target area(s)
  - Choose a project facilitator for each target area.
  - Ensure that you have the target area management's support, including resources.

## **Getting Started**

- Form a core implementation team to manage 5S implementation in target areas.
  - People who are interested / willing to participate.
  - Represent the different job functions in the area.
  - Area manager must support each member's involvement.
  - Each team member must understand scope of project.
  - Communicate 5S concepts and plan to all Associates.

# Getting Started

Introducing 5S to associates. (flyers, banners etc.)



## 5S Implementation Schedule:

(Target Area Example)

Item	Months														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Preparation	▽	▽													
Getting Started		▽	▽												
Workplace Scan				▽	▽										
Sort					▽	▽									
Set in Order							▽	▽							
Shine									▽	▽					
Standardize											▽	▽			
Sustain													▽	▽	▽

- Notes:**
1. Each **S** may take several months to implement but perfecting the process never ends
  2. The 5S system will expand into other areas after the initial area is complete.

## Sort / Seiri



- Identify what is needed and not needed right here, right now
- Set items aside for group disposition
- Dispose of items:
  - Find a better location in the work area
  - Locate elsewhere in the facility
  - Sell, give away, or throw away



## Sorting Items from the Workplace

Level	Degree of Need (Frequency of Use)	Storage Method (Stratification)
<b>Low</b>	<ul style="list-style-type: none"> <li>• Things you have not used in the past year or won't be needing</li> <li>• Things you have only used once in the past 6-12 months</li> </ul>	<ul style="list-style-type: none"> <li>• Throw them out</li> <li>• Store at a distance</li> </ul>
<b>Average</b>	<ul style="list-style-type: none"> <li>• Things you have only used once in the last 2-6 months</li> <li>• Things used more than once a month</li> </ul>	<ul style="list-style-type: none"> <li>• Store in a central place in the workplace</li> </ul>
<b>High</b>	<ul style="list-style-type: none"> <li>• Things used once a week</li> <li>• Things used every day</li> <li>• Things used hourly</li> </ul>	<ul style="list-style-type: none"> <li>• Store near the work site or carry on the person</li> </ul>



## Red Tagging

- **Red** tagging is a visible way to identify items that are NOT needed or in the wrong place.
  - Establish the rules.
  - Identify unneeded and misplaced items.
  - Throw out items that have no use or value.
  - Attach **Red** tags to items that are unknown or might be used outside of the work area.
  - Move tagged items to the **Red** tag holding area for temporary storage.
  - Communicate that items have been moved.

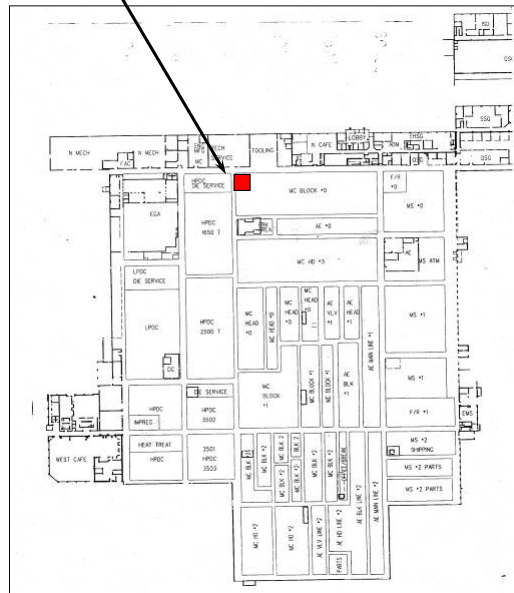
## 5S Red Tag Example



### The red tag should include:

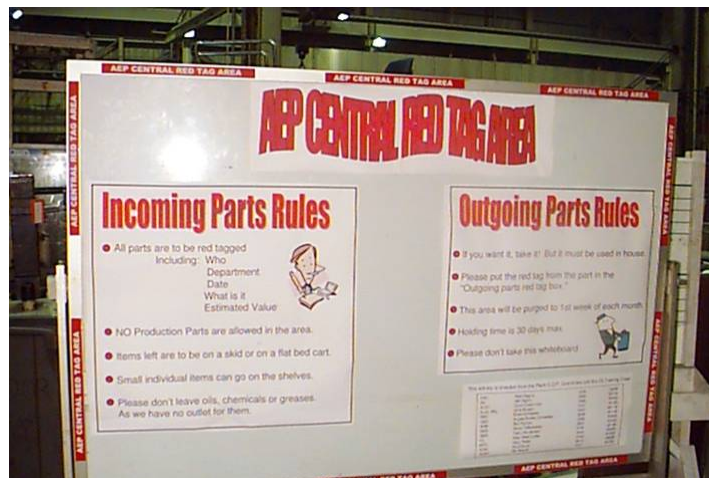
- Description of item
- Where & when tagged
- Date
- Reason tagged
- Additional items for your situation

# AEP Red Tag Holding Area



Locate in highly visible area and close to Management.

Here's a Red Tag Area that's easy to understand.



Simple instructions posted on the board indicate how the area is to be used.

## It's amazing how much you can find!



Central Red Tag Area at the Anna Engine Plant.

## Alternative Method of Red Tagging



- Allocate a central Red Tag area.
- Include disposal instructions.
- Appoint a review board for questionable items.



- Allocate a Yellow Tag area close to workplace.
- Review on specific date.
- Store occasionally used items in out of the way locations.



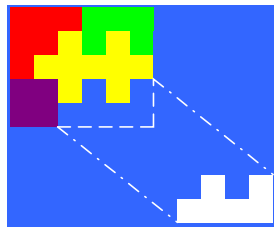
- Leave Green Tag items in the workplace.
- Set their final location later in 5S process.

## Introduction to 5S

# Agenda

- What is 5S?
- Getting Started
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- **Set in Order**
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## Second S: Set in Order



"A Place for Everything  
and  
Everything in its Place"

- Organize and locate all necessary items.
- Decide how many of each item will be stored in a given location (set height, size, and min/max inventory limits).
- Make it easy for anyone to find and use them.
- Make it obvious when they are not in their correct place.



## Second S: Set in Order

- Increases job efficiency by making it easier for anyone to find, use and return items.
- Check points for your workplace:

- Are the positions of main corridors, aisles and storage places clearly marked?
- Are tools / office equipment divided into specialized use and “regular items?”
- Are all pallets always stacked to the proper heights?
- Is anything stored around fire extinguishers & eye wash stations?
- Are office areas / workstations clearly identified?

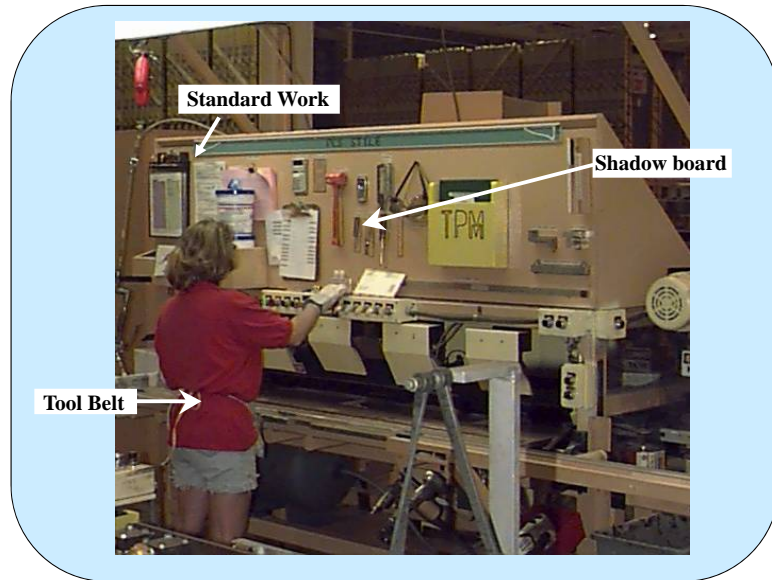


## Principles of Storing Jigs, Tools & Materials

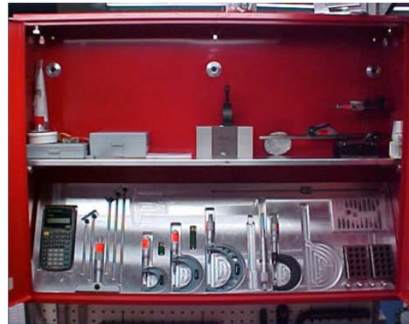
- Locate according to their *frequency* of use
- Items *used together* should be stored together
- Right size* storage areas
- Eliminate variety by using *multi-purpose tools*
- Use *open storage* systems
- Use *Gravity* to your advantage
- Make it obvious where things belong



## 5S Example: Organization



## 5S Example: Organization



## 5S Example: Organization



Operator work station **BEFORE**



Operator work station **AFTER**

## 5S Example: Organization



### Notes:

- Everything has a place.
- Shelves are built on an angle.
- Items are identified with labels.
- Work area is clean and organized.

## 5S Example: Organization



## 5S Example: Organization

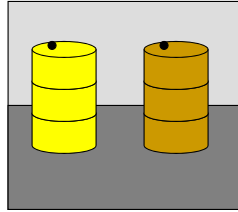


**Organized Tool / Die repair area**

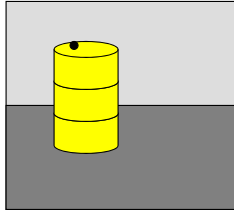


## Establishing Boundaries

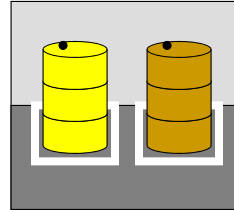
Boundaries identify the designated location and space for each item. They encourage recoil, that is the proper placement and return of an item.



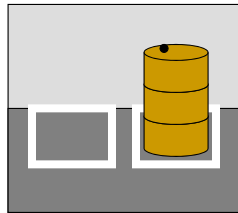
These barrels should be here.



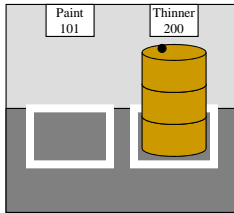
A missing barrel is not obvious.



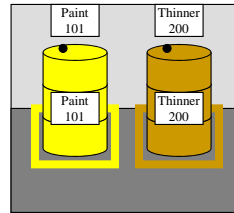
Boundary lines designate proper location.



Clearly something is missing.



Address tells us what is missing.



Address on both barrel and location, encourages its proper placement and return.

## 5S Example: Organization

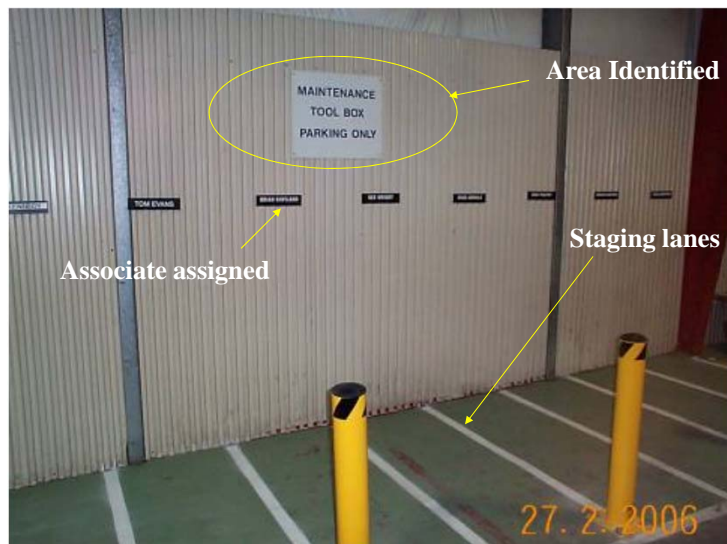




### 5S Example: NO Organization



### 5S Example: Organized Maintenance area



## 5S Example: Assembly aisle Identification



## 5S Example: Organized Traffic Flow



**Tow motor route controlled through floor markings.**



## Introduction to 5S

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- What is 5S?
- Getting Started
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  - **Shine**
  - Standardize
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- Getting the Most Out of the 5S's

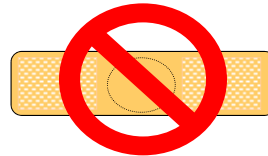
## Shine / Seizo

- Thoroughly clean the overall workplace.
- Clean workstations and equipment, inside and out.
- Identify and eliminate sources of contamination.
- Find ways to keep the workplace clean.
- Make cleaning part of everyday work.
- Adopt cleaning as a form of inspection.





Identify the source of contamination and eliminate it.

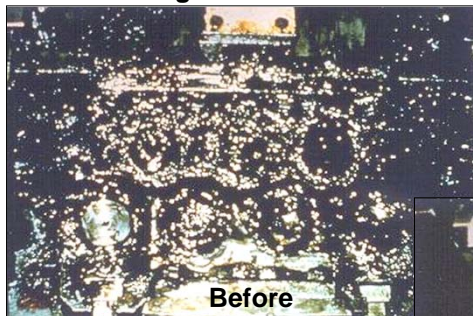


No Band Aids !



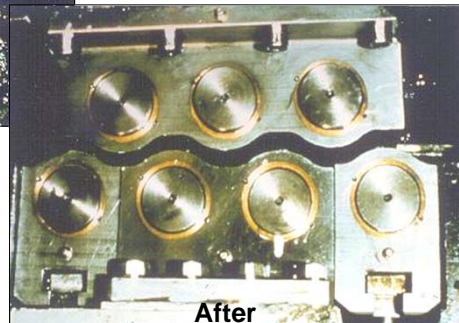
### Third S: Shine

What's wrong with this machine?



Before

..... Now we can find out!



After

### Third S: Shine



### Third S: Shine



## Third S: Shine

- Restore items to like-new condition where possible.
  - Refurbish, paint, clean, polish, etc.
- Plan cleaning assignments and cleaning methods.
- Replace worn wires, hoses, etc.
- Prevent dirt, grime and contamination from occurring.



## Benefits of Shine

- Cleaning helps uncover problems “Inspection”.
- Cleaner facilities support higher quality, higher precision and finer processing technologies.
- Fewer equipment breakdowns because you spot problems/deterioration early.
- A safer workplace with fewer hazards.
- A more effective and satisfying place to work.





# Inspection Through Cleaning

EXAMPLE:

DIFFERENCE BETWEEN WASHING A CAR IN AN AUTOMATIC CAR WASH AND WASHING IT BY HAND.

OVERALL, THE CAR IS CLEAN EITHER WAY.



BUT LESS OBVIOUS PHYSICAL DEFECTS ARE REVEALED ONLY BY PERSONAL INSPECTION OF THE VARIOUS PARTS (TIRE WEAR-OUT, PRESENCE OF NAILS, CRACKS IN THE FINISH, BODY SCRATCHES, RUST, ETC.)

This type of cleaning through inspection of equipment in your area is important for the same reasons.



# Example of 5S Cleaning Duties

E.O.S. ASSIGNMENT MATRIX

	002	NUT / PIPE WELDER	FIRST WELDER	FILLING MACHINE	SECOND WELDER	CARBON TESTER	VALVE / LEAK TEST	POKA YOKE / P.O.	
		1. WIPE MACHINES 2. CLEAN FLOOR 3. STOCK MACHINES	1. WIPE MACHINES 2. CLEAN FLOOR 3. STOCK LINE	1. WIPE MACHINES 2. CLEAN FLOOR 3. CLEAN DUST HOPPER	1. WIPE MACHINES 2. CLEAN FLOOR 3. DISPOSE OF CARD BOARD	1. WIPE MACHINES 2. CLEAN FLOOR 3. CUT CANS 4. CLEAN CAN CUTTING AREA	1. WIPE MACHINES 2. CLEAN FLOOR 3. EMPTY TRASH	1. WIPE MACHINES 2. CLEAN FLOOR 3. SCRAP PARTS	
	008	FIRST WELDER 1. WIPE MACHINES 2. CLEAN FLOOR 3. STOCK LINE	FILLING MACHINE 1. WIPE MACHINES 2. CLEAN FLOOR 3. CLEAN DUST HOPPER	SECOND WELDER 1. WIPE MACHINES 2. CLEAN FLOOR 3. DISPOSE OF CARDBOARD 4. EMPTY TRASH	LEAK TESTER 1. WIPE MACHINES 2. CLEAN FLOOR 3. CUT CANS 4. CLEAN CAN CUTTING AREA	POKA YOKE / P.O. 1. WIPE MACHINES 2. CLEAN FLOOR 3. SCRAP PARTS			
	009	NUT / PIPE WELDER 1. WIPE MACHINES 2. CLEAN FLOOR 3. STOCK MACHINES	FIRST WELDER 1. WIPE MACHINES 2. CLEAN FLOOR 3. STOCK LINE	SCREEN INSERT 1. WIPE MACHINES 2. CLEAN FLOOR 3. REPLACE VACC. BAGS AND FILTER AS NEEDED	FILLING MACHINE 1. WIPE MACHINES 2. CLEAN FLOOR 3. REPLACE VACC. BAGS AND FILTER ON 002 AND 008 AS NEEDED	SECOND WELDER 1. WIPE MACHINES 2. CLEAN FLOOR 3. DISPOSE OF CARD BOARD	CARBON TESTER 1. WIPE MACHINES 2. CLEAN FLOOR 3. CUT CANS 4. CLEAN CAN CUTTING AREA	VALVE / LEAK TEST 1. WIPE MACHINES 2. CLEAN FLOOR 3. EMPTY TRASH	POKA YOKE / P.O. 1. WIPE MACHINES 2. CLEAN FLOOR 3. SCRAP PARTS
CONV.		A 1. WIPE MACHINES 2. CLEAN FLOOR 3. STOCK LINE	B 1. WIPE MACHINES 2. CLEAN FLOOR 3. SCRAP PARTS	C 1. WIPE MACHINES 2. CLEAN FLOOR 3. DISPOSE OF CARDBOARD 4. EMPTY TRASH	D	E	F	G	H

## 5S Supplies or Tools provided line side



Supply storage board



Cleaning kit and check sheet



Designated location for cleaning supplies.



## 5S Supplies or Tools provided line side



Organized 5S cleaning supply station.



Organized and labeled recycle and trash locations.





**Benchmark in cleanliness standards.**



**Electronic suppliers “ clean room ” environment**



## **Introduction to 5S**

# *Agenda*

- What is 5S?
- Getting Started
  - Sort
  - Set in Order
  - Shine
  - **Standardize**
  - Sustain
- Getting the Most Out of the 5S's

## Standardize / Seiketsu

- Determine standard procedures and make them visible.
- Designate standard colors, shapes, and symbols to be associated with standard procedures.



## Fourth S: Standardize

- Implement the rules by which the first 3S's are performed and maintained
  - Standardize **Red** tag procedures and **Red** tag holding area rules
- Standardize location, number and position of all items (standardize colors, shapes, symbols, etc.)
  - Make temporary lines, signs, and labels permanent
- Standardize cleaning schedules and procedures
- Standardize work procedures and make visible

## Fourth S: Standardize

- Establish the standard conditions of Sort, Set in Order, and Shine.
- Attain those conditions
  - Additional 3S work may be necessary to reach the standards you have set.
- Make it easy (visual) to conform to standards.
- Maintain and monitor these 5S conditions.
  - audits & tracking, daily follow up

## Fourth S: Standardize

### Color Coding for Floor Markings

SIZE	COLOR	PURPOSE
3 INCH	WHITE	ALL PURPOSES
2 INCH	RED	REJECT BINS, REJECT AREAS, SCRAP PARTS
2 INCH	YELLOW	SAFETY ITEMS, FLAMMABLE STORAGE, STAIR ACCESS
2 INCH	GREEN	FINISHED PARTS STORAGE, WIP
2 INCH	BLUE	RAW MATERIALS, SUPPLIER COMPONENT PARTS STORAGE
2 INCH	BLACK	TRASH CANS AND WASTE DUMPSTERS
2 INCH	ORANGE	MASTERS, TOOL CRIB, TOOLS STORAGE, SWEEPER STORAGE
2 INCH	RED / WHITE	REPAIR / HOLD AREAS
2 INCH	YELLOW / BLACK	ELECTRICAL CABINETS & PANELS
2 INCH	WHITE / GREEN	PRODUCTION CONTROL AISLES
2 INCH	PURPLE	PARTIAL / EMPTY STORAGE TOTES OR RACKS
2 INCH	SILVER	Pb FREE ZONE
2 INCH	BROWN	OPEN COLOR

ALL 2 INCH COLORED TAPE IS TO BE PLACED ON TOP OF 3 INCH WHITE TAPE WITH ONE INCH OVERLAP TO BE TO THE OUTSIDE OF THE TAPED AREA.

IDENTIFICATION LABELS ARE TO BE ONE INCH TALL, BLACK LETTERS, ARIAL FONT ON WHITE BACKGROUND.  
SEE EXAMPLE BELOW:  
EXAMPLE

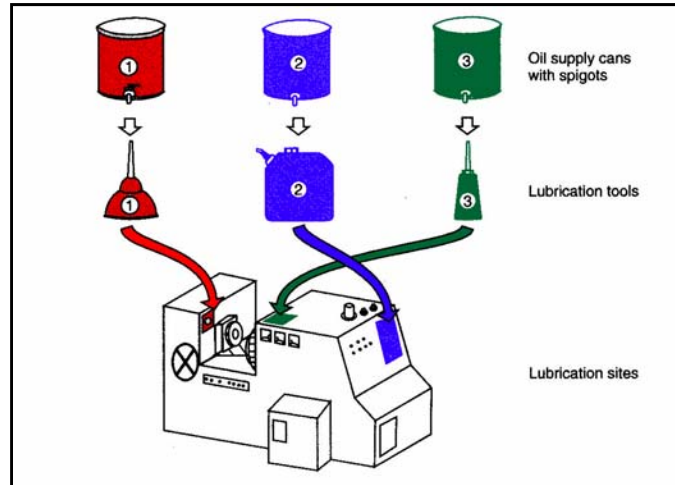


VACUUM



# Standardize Example

## 5S Map & Color Coding

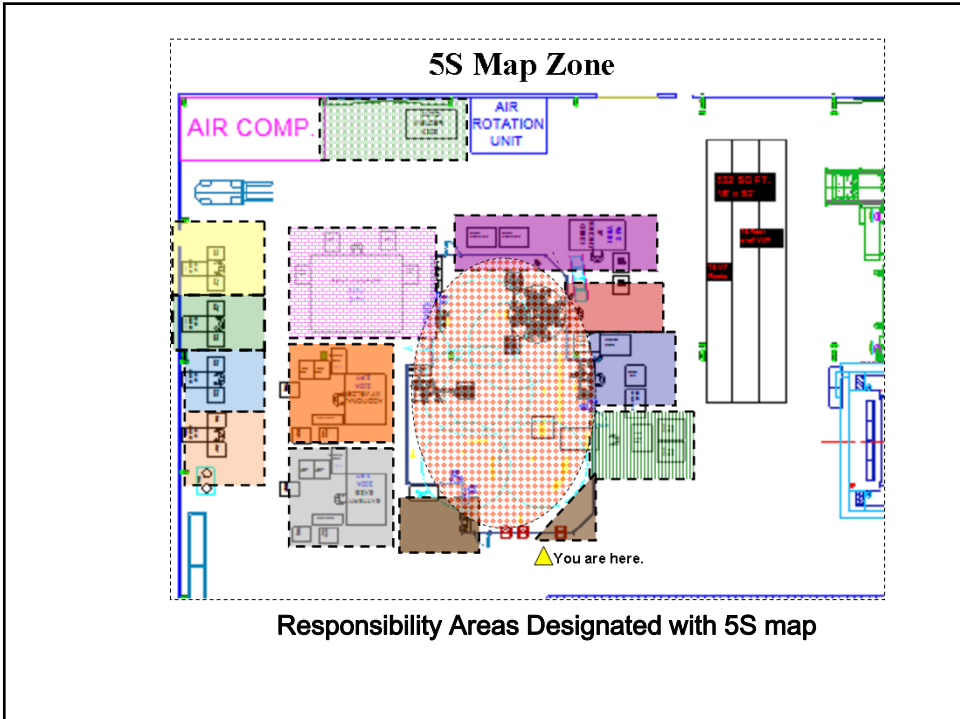


## Standardize



Various plumbing going in and coming out of machinery.





### Some evidence of standardized work areas




- Clear, shiny aisle ways
- Color coded areas
- Slogans, banners
- No work-in-process (WIP)
- One-Piece Flow
- Standardized Work Sheets



## Standardize Example



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  - **Sustain**
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## **Sustain / Shitsuke**

### **Stick to the Rules**

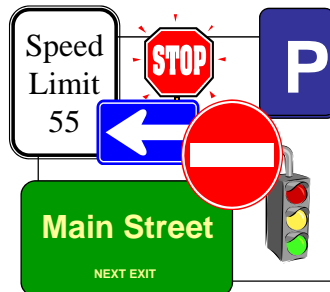
Sticking to the rules shows us where improvement is needed.

### **Adherence**

When we achieve 100% adherence to standards, many of our workplace problems disappear.

## **Sustain / Shitsuke**

- **Use self-discipline**
- **Develop good habits**
- **Develop visual controls**



## Fifth S: Sustain

- Sustaining the habits and discipline of the first 4 S's (Sticking to the rules)
  - Correct procedures have become a habit.
  - Proper training of all Associates has occurred
  - 'Buy-In' from Associates and a change in work habits have been achieved.
  - The workplace is well-ordered and run by agreed upon standards.
  - Tools/ Supplies must be provided for associates.

**Note:**

- To remember something, people must see it 7 times
- To develop a new habit it must be repeated 21 times

## How to Achieve the Fifth S: Sustain

- Practice, Practice, Practice
- Training
- Continuous Improvement
- Audits / Inspections
- Feedback
- Total Associate Involvement
- Coaching
- Facilitation
- Education
- Self Discipline
- Leader Involvement

**Note:**

The first effort at implementing the first 4 S's is NOT permanent--continue to question and improve as needed.

# Fifth S: Sustain

## 5S Audit Checksheet

# Problems	Rating Level
5 or more	Level 0
3-4	Level 1
2	Level 2
1	Level 3
None	Level 4

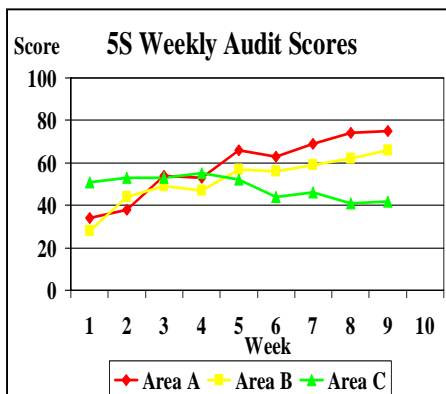
Date: \_\_\_\_\_

CATEGORY	ITEM	DATE RATED:				Average
		#1	#2	#3	#4	
Sort (Organization)	<b>Distinguish between what is needed and not needed</b>					
	Unneeded equipment, tools, furniture, etc. are present					
	Unneeded items are on walls, bulletin boards, etc.					
	Items are present in aisle ways, stairways, corners, etc.					
	Unneeded inventory, supplies, parts or materials are present					
Set in Order (Orderliness)	<b>A place for everything and everything in its place</b>					
	Correct places for items are not obvious					
	Items are not in their correct places					
	Aisle ways, workstations, equipment locations are not indicated					
	Items are not put away immediately after use					
Shine (Cleanliness)	<b>Cleaning and looking for ways to keep it clean and organized</b>					
	Floors, walls, stairs, and surfaces are not free of dirt, oil, and grease					
	Equipment is not kept clean and free of dirt, oil, and grease					
	Cleaning materials are not easily accessible					
	Lines, labels, signs, etc. are not clean and unbroken					
Standardize (Adherence)	<b>Maintain and monitor the first three categories</b>					
	Necessary information is not visible					
	All standards are not known and visible					
	Checklists don't exist for all cleaning and maintenance jobs					
	All quantities and limits are not easily recognizable					
Sustain (Self-discipline)	<b>Stick to the rules</b>					
	How many workers have not had 5S training?					
	How many times, last week, was daily 5S not performed?					
	Number of times that personal belongings are not neatly stored					
	Number of times job aids are not available or up to date					
<b>Total</b>						

Covering all 5S Categories.

# 5S Audits

- Use numerical score to monitor performance trends



- We must investigate Area C!

Revised 9/25/98

Name(s): \_\_\_\_\_  
Date & Shift: \_\_\_\_\_

**Component Storage Area**

Item	Yes	No	Comment
Components properly stored			
Unneeded items in bins			
Clear board clean/organized			
Aisles clear			
Floors clean			
<b>TOTAL (6 items):</b>			

**Tooling / Maintenance Area**

Item	Yes	No	Comment
Tools / Fixtures in proper loc.			
Toolbox / Locations labeled			
No extra items in areas			
Main Area clean/organized			
Carbon bins in proper loc.			
Aisles clear			
Floors clean			
<b>TOTAL (7 items):</b>			

**Dock Area**

Item	Yes	No	Comment
Clear base of parts, trash, etc.			
Sticks, nails, out into trailer			
Trailer not overflowing			
Aisles clear			
Floors clean			
<b>TOTAL (6 items):</b>			

**Cardboard Area / Rack**

Item	Yes	No	Comment
Items in proper locations			
Labels up in bins, good/cond.			
Cardboard stacked neatly			
Packaging / trash not in area			
Returnable crates stacked			
Aisles clear			
Floors clean			
<b>TOTAL (7 items):</b>			

**Supervisors' Area**

Item	Yes	No	Comment
Tables clean/organized			
Computer area clean			
For handling unit clean			
Drawers, cabinet handles in bins			
Visual mgmt. boards labeled			
QC/QM board updated			
Floors clean			
<b>TOTAL (7 items):</b>			

Sub Total (31 items):

**Line 9**

Item	Yes	No	Comment
All WIP 10 or less at each station			
Scrap / Comp parts in proper loc.			
Machines clean, free of carbon			
Safety mats in good condition			
Clear Standards posted, good cond.			
Tables in good condition			
Only parts / tooling on tables			
Personal items not at work stations			
Computer free of carbon, trash, etc.			
Production tracking posted and used			
No black buggies in area			
No extra labels, bins, etc. inside			
Aisles clear			
Floors clean			
<b>TOTAL (14 items):</b>			

**Line 2**

Item	Yes	No	Comment
All WIP 10 or less at each station			
Scrap / Comp parts in proper loc.			
Machines clean, free of carbon			
Safety mats in good condition			
Clear Standards posted, good cond.			
Tables in good condition			
Only parts / tooling on tables			
Personal items not at work stations			
Computer free of carbon, trash, etc.			
Production tracking posted and used			
No black buggies in area			
No extra labels, bins, etc. inside			
Aisles clear			
Floors clean			
<b>TOTAL (14 items):</b>			

**Line 8 / Conventional**

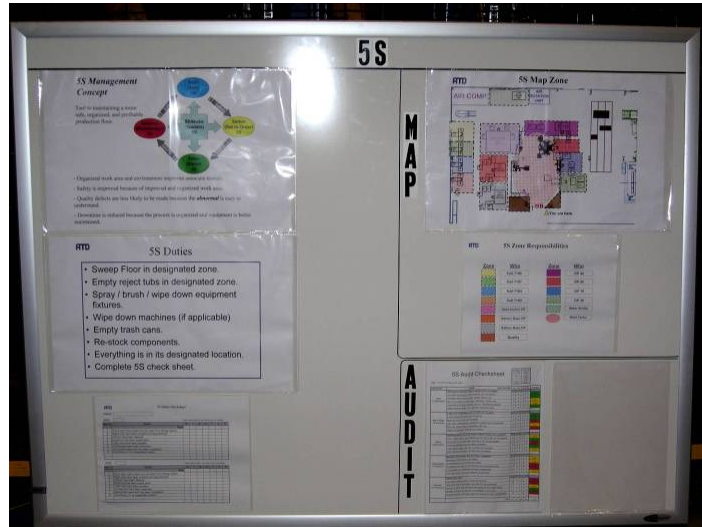
Item	Yes	No	Comment
All WIP 10 or less at each station			
Scrap / Comp parts in proper loc.			
Machines clean, free of carbon			
Safety mats in good condition			
Clear Standards posted, good cond.			
Tables in good condition			
Only parts / tooling on tables			
Personal items not at work stations			
Computer free of carbon, trash, etc.			
Production tracking posted and used			
No black buggies in area			
No extra labels, bins, etc. inside			
Aisles clear			
Floors clean			
<b>TOTAL (14 items):</b>			

Sub Total (42 items):

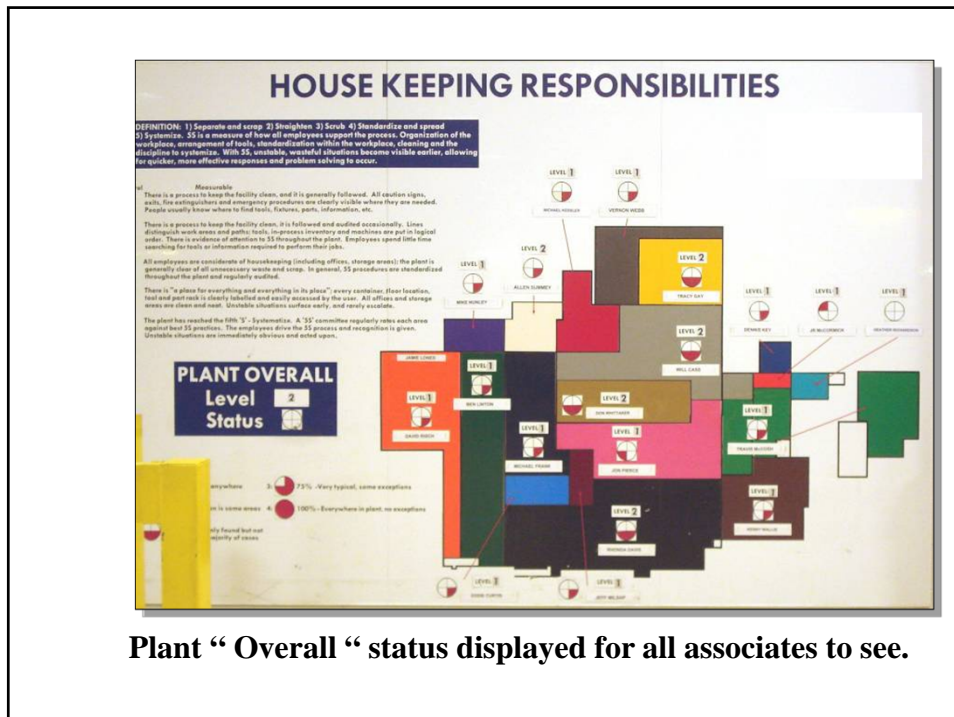
GRAND TOTAL (73 items):

SCORE(out of 100) = Total Yes X 1.37 =

## Ex: 5S Practice Floor display



Includes Duties, Check sheets, 5S Map, and last audit results.



Plant "Overall" status displayed for all associates to see.

# Why do we conduct audits ?

Our goal with the audit is not just to measure 5S, but to **create a system of thought** centered on the principles behind 5S - defining and simplifying the job, organizing the flow, improving communication with other departments and making / tracking constant improvements. It all comes down to the Rules in Use. 5S is really a tool to gain better understanding of how the Rules impact your day-to-day and the overall company practices.

( If time allows and training is being conducted at Supplier location)

## Exercise #1 5S Practical Application

- Performing a 5S Audit
- Results of your 5S Audit

5S Audit Checksheet		# of Items	Defects/Level
		4 or more	Level 0
Date :		3-4	Level 1
		1-2	Level 2
		1	Level 3
		None	Level 4

CATEGORY	ITEM	DATE RATED	DATE RATED				Average
			#1	#2	#3	#4	
Sort (Organization)	Distinguish between what is needed and not needed						
	Unneeded equipment, tools, furniture, etc. are present						
	Unneeded items are on walls, bulletin boards, etc.						
	Items are present in aisle ways, stairways, corridors, etc.						
	Unneeded inventory, supplies, parts or materials are present						
Set in Order (Orderliness)	Safety hazards (water, oil, chemical, machines) exist						
	A place for everything and everything in its place						
	Correct places for items are not obvious						
	Items are not in their correct places						
	Aisle ways, workstations, equipment locations are not indicated						
Shine (Cleanliness)	Items are not put away immediately after use						
	Height and quantity limits are not obvious						
	Cleaning and looking for ways to keep it clean and organized						
	Floors, walls, stairs, and surfaces are not free of dirt, oil, and grease						
	Equipment is not kept clean and free of dirt, oil, and grease						
Standardize (Adherence)	Cleaning materials are not easily accessible						
	Leak, drips, spills, etc. are not clean and organized						
	Other cleaning problems of any kind are present						
	Maintain and monitor the first three categories						
	Necessary information is not visible						
Sustain (Self-discipline)	All standards are not known and visible						
	Checklists don't exist for all cleaning and maintenance jobs						
	All quantities and limits are not easily recognizable						
	How many items can't be located in 30 seconds?						
	Back to the rules						
Total	How many workers have not had 5S training?						
	How many times, last week, was daily 5S not performed?						
	Number of times that personal belongings are not neatly stored						
	Number of times job aids are not available or up to date						
	Number of times, last week, daily 5S inspections were not performed						



## Introduction to 5S

# Agenda

- What is 5S?
- Getting Started
  - Sort
  - Set in Order
    - Shine
  - Standardize
    - Sustain
- **Getting the Most Out of the 5S's**

## Getting the Most Out of the 5 S's

- Formulate a 5S plan and follow it through.
  - **Involve** lots of **people** with the plan.
  - Make slogans, posters, and **publicize** and **train**.
  - Set up a 5S **organization**.
  - Set **targets** and plan for feedback on schedule and implementation progress.
  - Use **quick** Kaizen **projects** to help meet objectives.
  - Consider starting with “**model**” areas.
  - Break work down into **manageable** portions.

## **Getting the Most Out of the 5 S's**

- **Top management** must take the **lead** and be serious about the 5 S's
- **Everyone** must take part.
- **Quantify results** of workplace audits and post in each area.
- There can be **no backsliding**.
- Success has to be consolidated and **achievements recognized** at each stage.

## **Example of a Shop Floor 5S Transformation**

**Front Row Welding before 5S**      **Front Row Welding after 5S**



**Middle Row Welding before 5S**      **Middle Row Welding after 5S**





## Second Row Welding before 5S



## Second Row Welding after 5S



## Recognition



### “Golden Bucket” trophy

Presented to weekly department winner by President. Put on display in department until another department defeats the weekly champions.



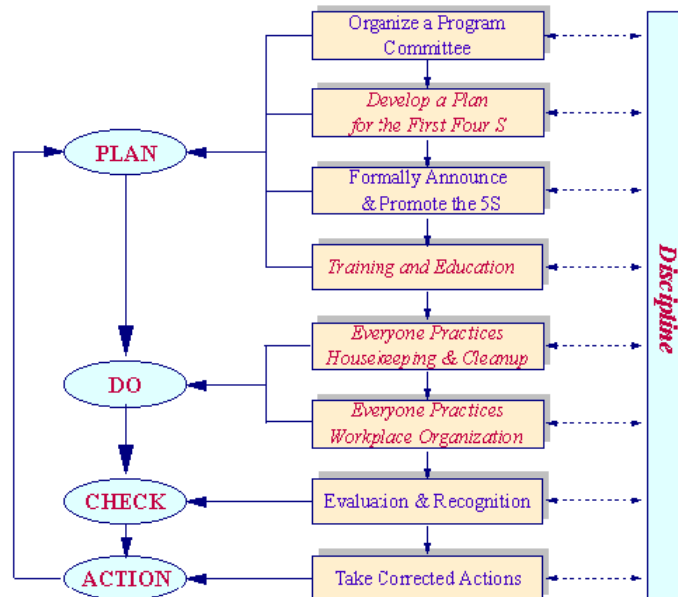
## Recognition



Detailed Before and After “Recognition of Success” with team members pictures.



## 5S Program -vs- PDCA Cycle



- Do not limit your 5S activity to the production floor.

- When 5S becomes part of the “Culture” it must be plant wide.

The office area in most cases can use the 5S principles.

Overstated but you Get the Idea?



**Example : Office “Red Tag” area.**



**Common example of the Engineer work area.**





### Example : 3 - ring Binder shelf Organization



Draw or tape line through Binders. Easy to see if one is missing or out of order.

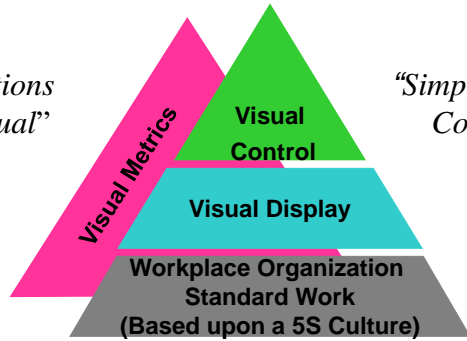
### Even Conference Rooms need 5S.





# Characteristics of The Visual Workplace

*“Communications  
Open and Visual”*



*“Simplicity,  
Concentration  
& Speed”*

*“The Ability to see the Abnormal  
Condition Immediately”*

Here are a few 5S material / supply  
Resources.....



- [www.5Ssupply.com](http://www.5Ssupply.com)
- [www.magnatag.com](http://www.magnatag.com)
- [www.the5Sstore.com](http://www.the5Sstore.com)
- [www.wcmfg.com](http://www.wcmfg.com)



## **Presenter:**

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# Thank you !

