

# Continuous Improvement Toolkit

**5S**



# 5S

An improvement tool for organizing and maintaining a **disciplined** and **productive** workplace.

Represents five simple practices that starts with the letter “S”.



# 5S

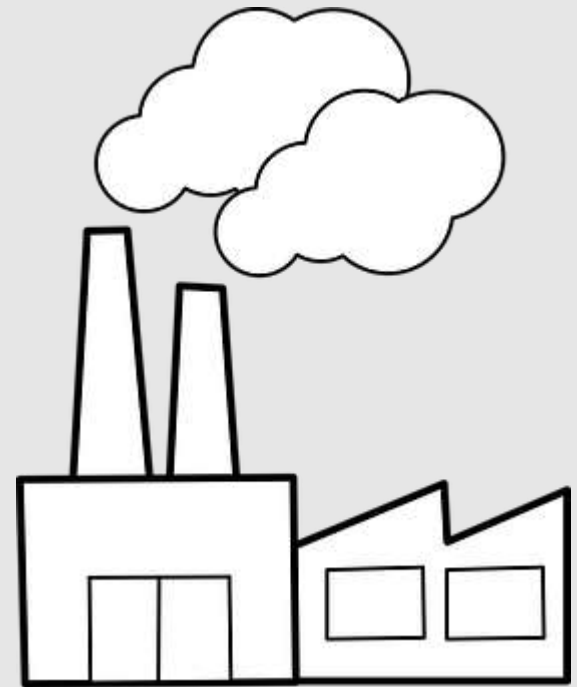
Commonly applied in **manufacturing** facilities . . .

Storage  
areas

Production  
lines

Maintenance  
areas

Office  
areas



# 5S

It is now being increasingly applied to a wide variety of **industries** including . .

Health  
care

Hospitality

Construction

Logistics



Where else?

# 5S

A **Japanese** management approach

Originally developed by **Toyota**

Part of their **Lean Production System**



# 5S

Represents an important component of the **Lean thinking** model.

A prerequisite for driving other Lean techniques such as TPM, Flow and Kaizen.



# 5S

Many companies start their **Lean transformation journey** with 5S.

Many experts believe that you need to be successful with 5S, so you don't struggle with the other techniques during Lean implementation.

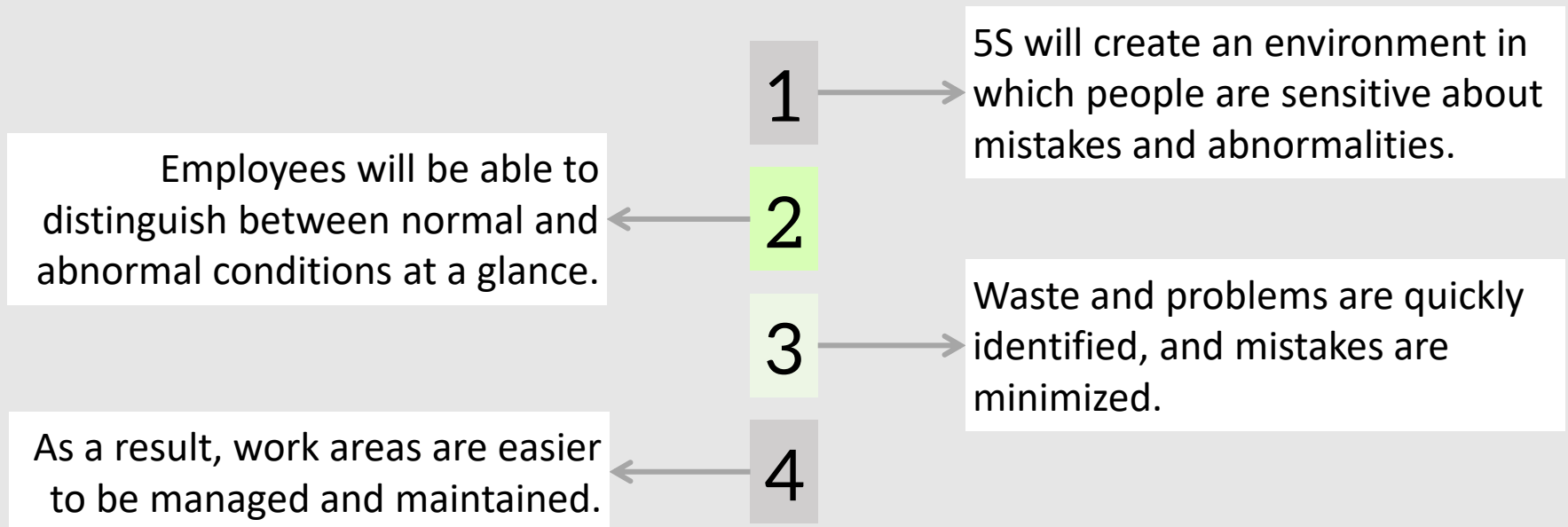
One of the **easiest** Lean techniques

Exposes some of the most **visible** examples of waste



# 5S

## How 5S works?

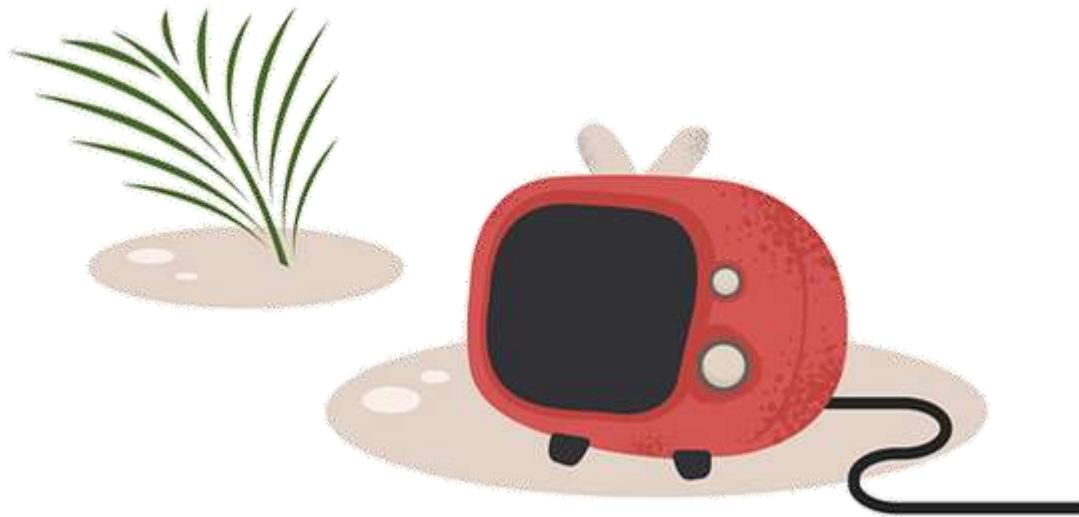




# 5S

5S is often viewed as an element of the broader **visual management** system.

It is sometimes considered as a **stand-alone program**.



# 5S

Many people think of 5S as just a **housekeeping** technique.

5S is not just about the **appearance**

It is not just about keeping the place **tidy**



5S is a structured way to create and maintain an organized, clean, safe, and high-performing work environment

# 5S

5S creates a better, safer and more pleasant working environment

Eliminates or reduces waste

Improves efficiency, safety and quality

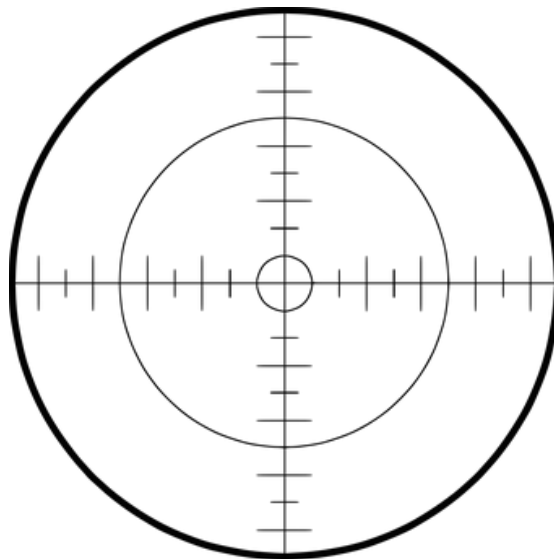
Improves productivity

Identifies opportunities for improvement



# 5S

Helps making waste **visible** to everyone so it can be eliminated right away.

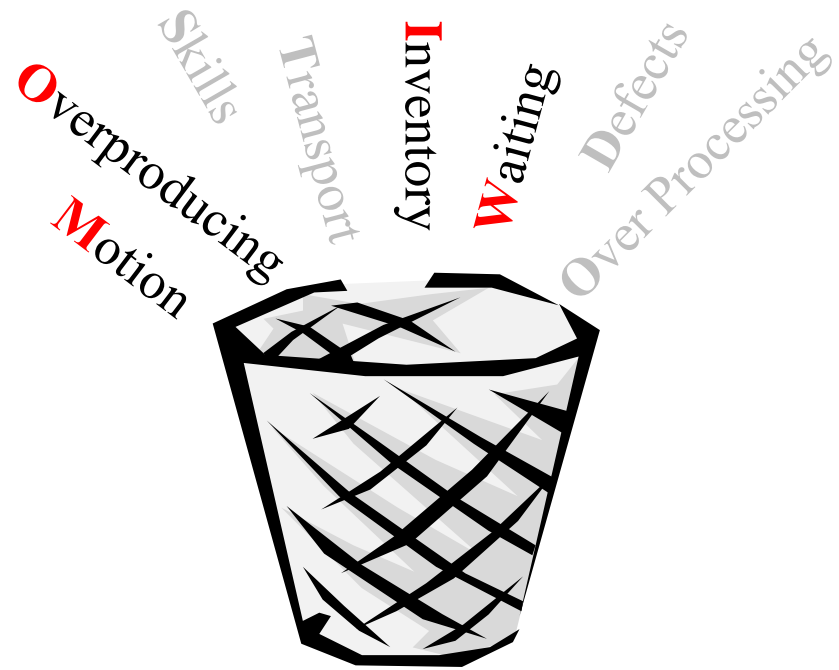


You can't eliminate the waste if you can't even see it

# 5S

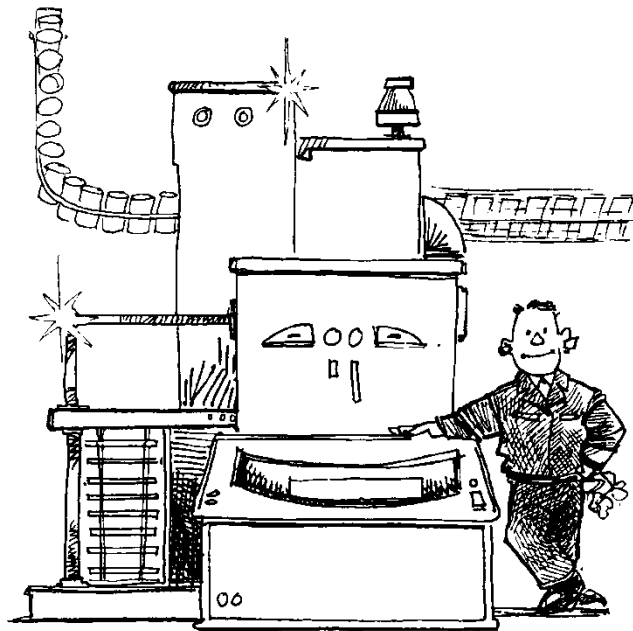
With 5S, you can eliminate or reduce these wastes . . .

Excess inventory	Wasted motion
Waiting while searching to find the require items	Having more parts than required



# 5S

Everybody likes to work in a clean and well-organized environment, making employees feel better about where they work.



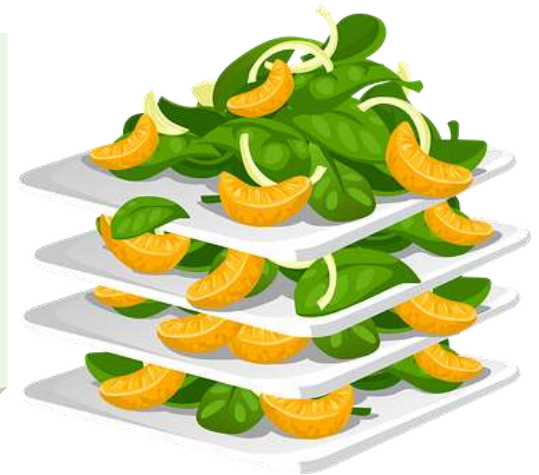
# 5S

5S also creates a positive impressions on customers as it is expected that the standards displayed in the workplace will be reflected in the product and service delivered.

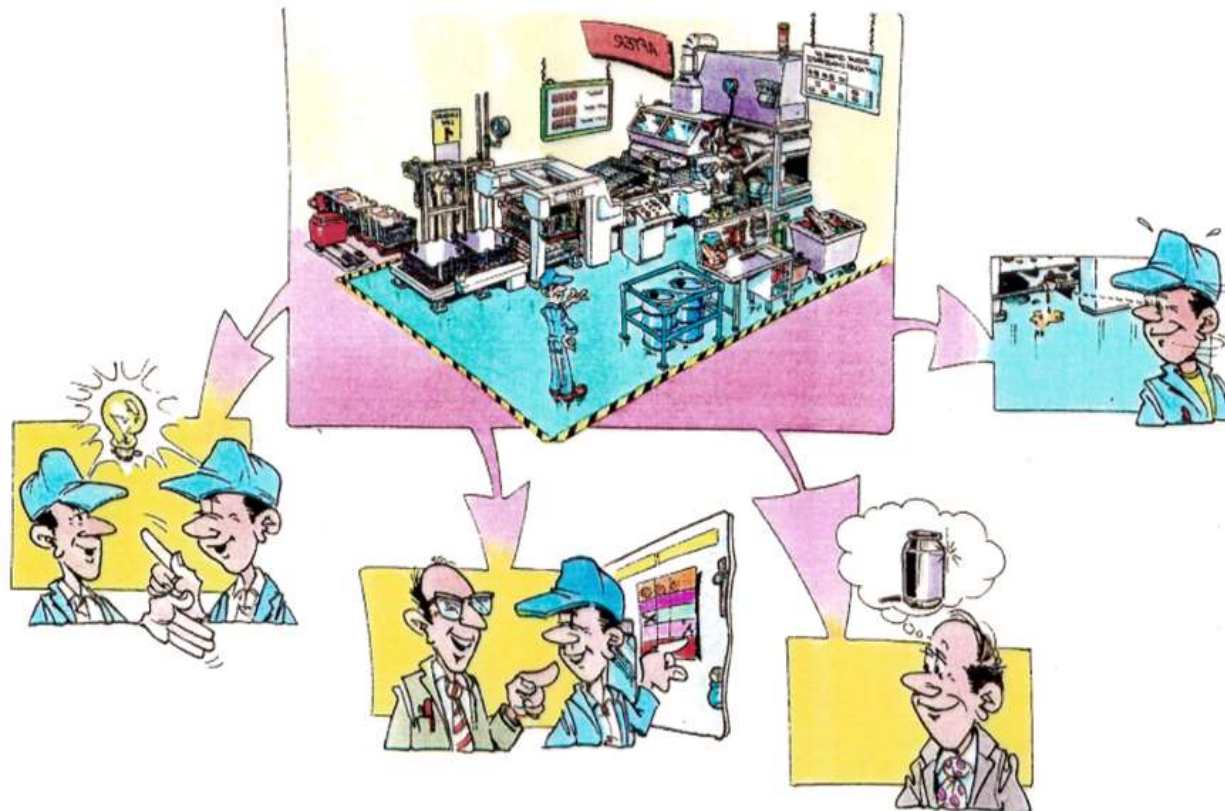
Builds customer confidence in the product and service

Improves the image of the business

improves profitability and competitive advantage



# 5S



Employee, customer and management satisfaction increases



# 5S

01

Reduces wasted time looking for things which will increase efficiency

02

Enhances quality as accuracy depends on cleanliness

## OTHER BENEFITS

03

Enhances safety which depends on care & organization

04

A clean and tidy workplace is also essential for efficient operations and for the creation of smooth working

05

Helps implementing other Lean techniques

06

Promotes care of machines and equipment

07

Builds pride in the workplace and creates workplace ownership and motivation

08

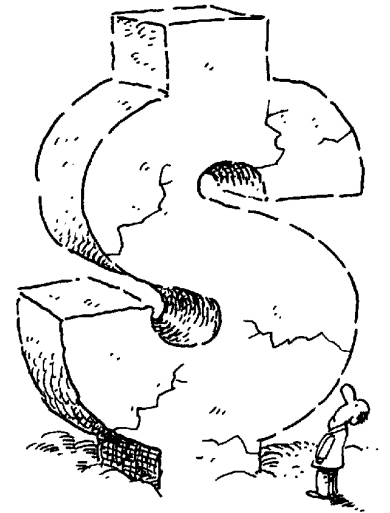
Reduces inventory and increases space

# 5S

## Financial Justification

Cost savings resulted from implementing a 5S program cannot be captured in most costing systems.

There will be soft-savings in terms of quality, safety and moral. However, there will be little or no hard-savings that can be measured and tracked.



# 5S

## Financial Justification

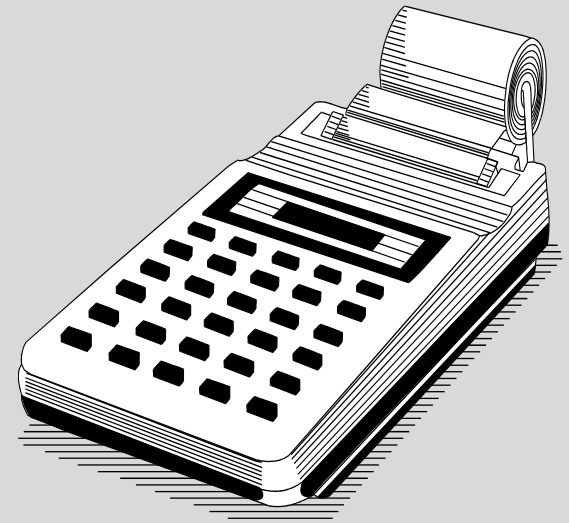
One way to justify the value of 5S is by measuring the reduction in waste.

The **time** spent  
searching for  
tools

The **time** spent  
clearing the space  
to work

**Damages** caused to  
the product due to  
cluttered work area

The reduction in  
**inventory** and  
freed up space



Review all these areas to estimate the potential cost impact

# 5S

## Financial Justification

Ensure these improvements are documented and backed up by data and analysis as this will build your case for investment.



# 5S

The name 5S comes from five Japanese words which begin with S.

- Sort **(Seiri)** – Sorting out unneeded items.
- Set in order **(Seiton)** – Maintain orderliness.
- Shine or Sweep **(Seiso)** – Maintain cleanliness.
- Standardize **(Seiketsu)** - Standardization.
- Sustain **(Shitsuke)** – Making it a habit.



S1

S2

S3

S4

S5

**Seiri - Seiton - Seisou - Seiketsu - Shitsuke**

# 5S

These five words are often translated into English as . .

S1

S2

S3

S4

S5

Sort – Set in order – Shine - Standardize - Sustain

ABCDEF  
GHIJKL  
MNOPQR

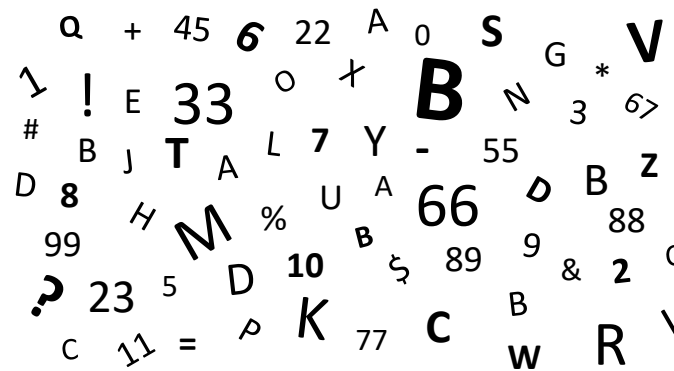
Other English translations are possible!



# 5S

## How Quick Can You Do Your Job?

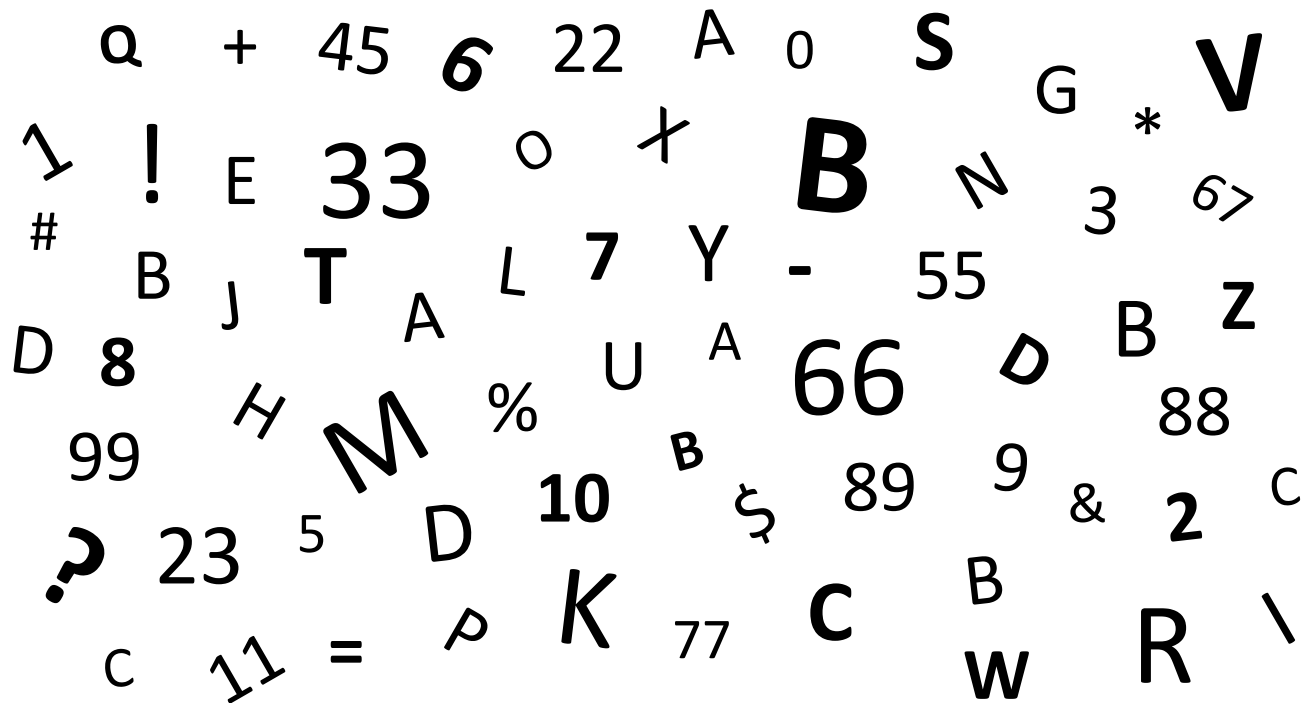
- ▶ You must link between the numbers from 1 to 10 in ascending order.
- ▶ Record your time once you finish.
- ▶ Rule: If you can't find the number, skip to the next!





5S

How Quick Can You Do Your Job?

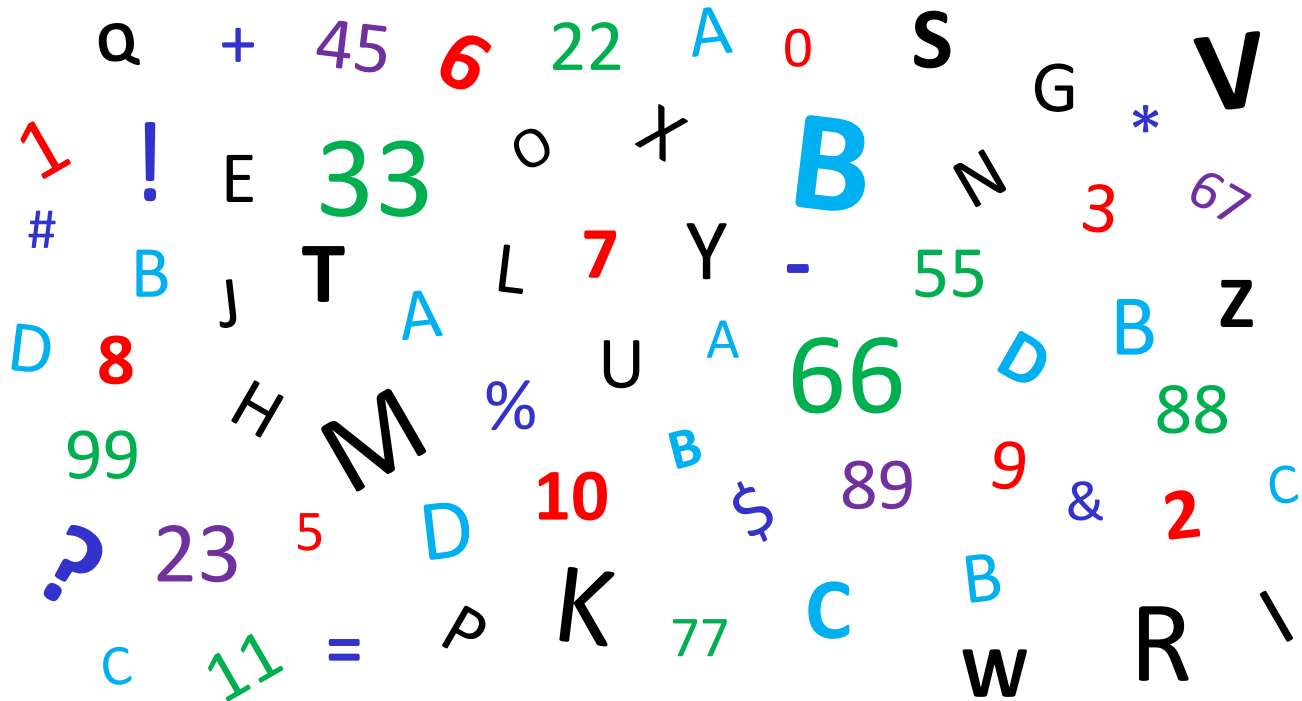






# 5S

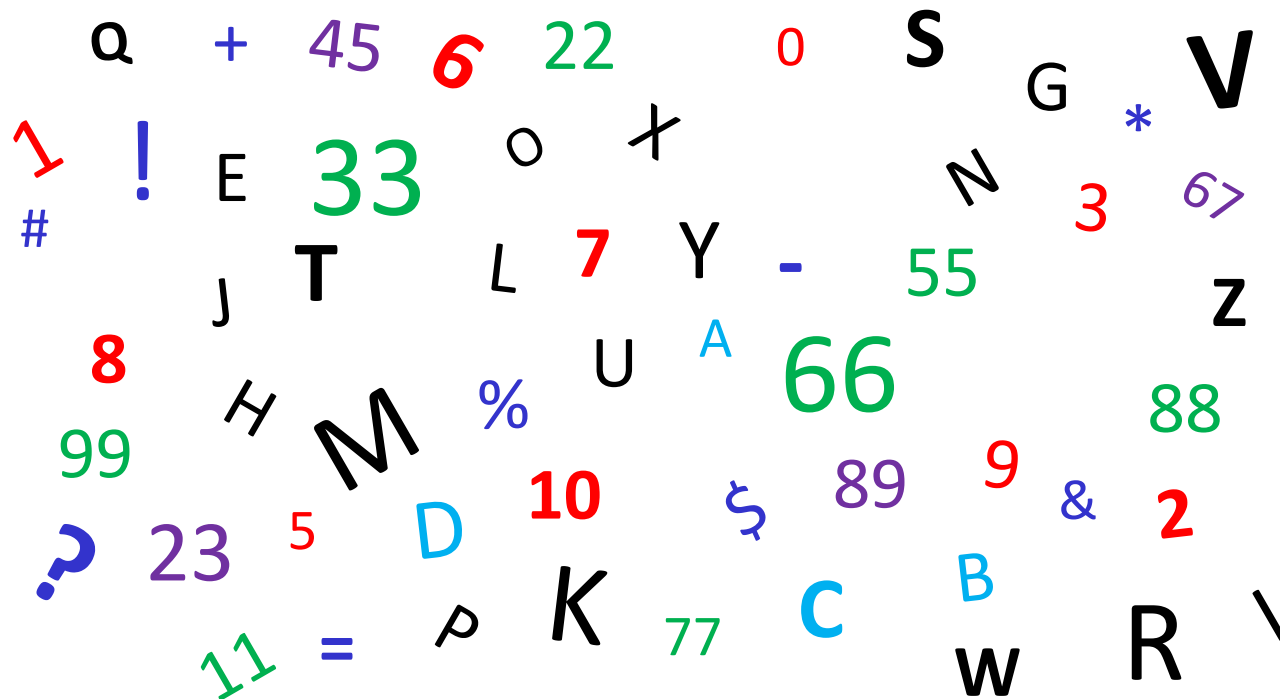
## How Quick Can You Do Your Job?





5S

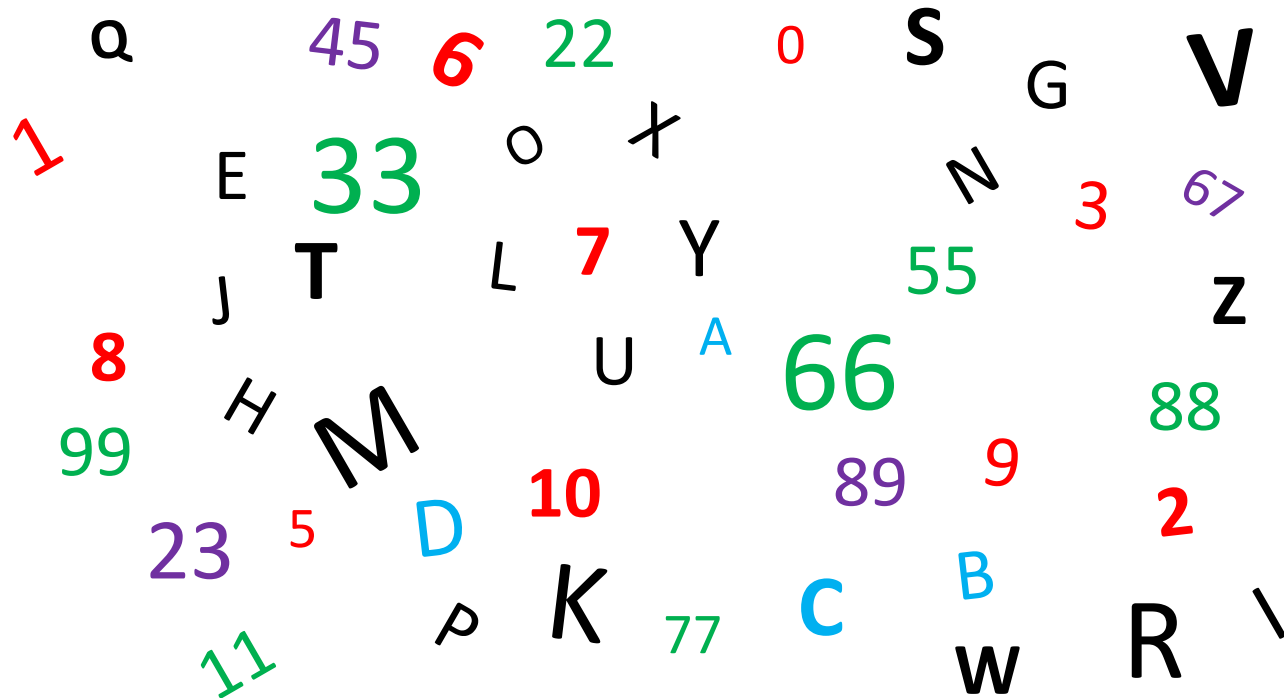
How Quick Can You Do Your Job?





5S

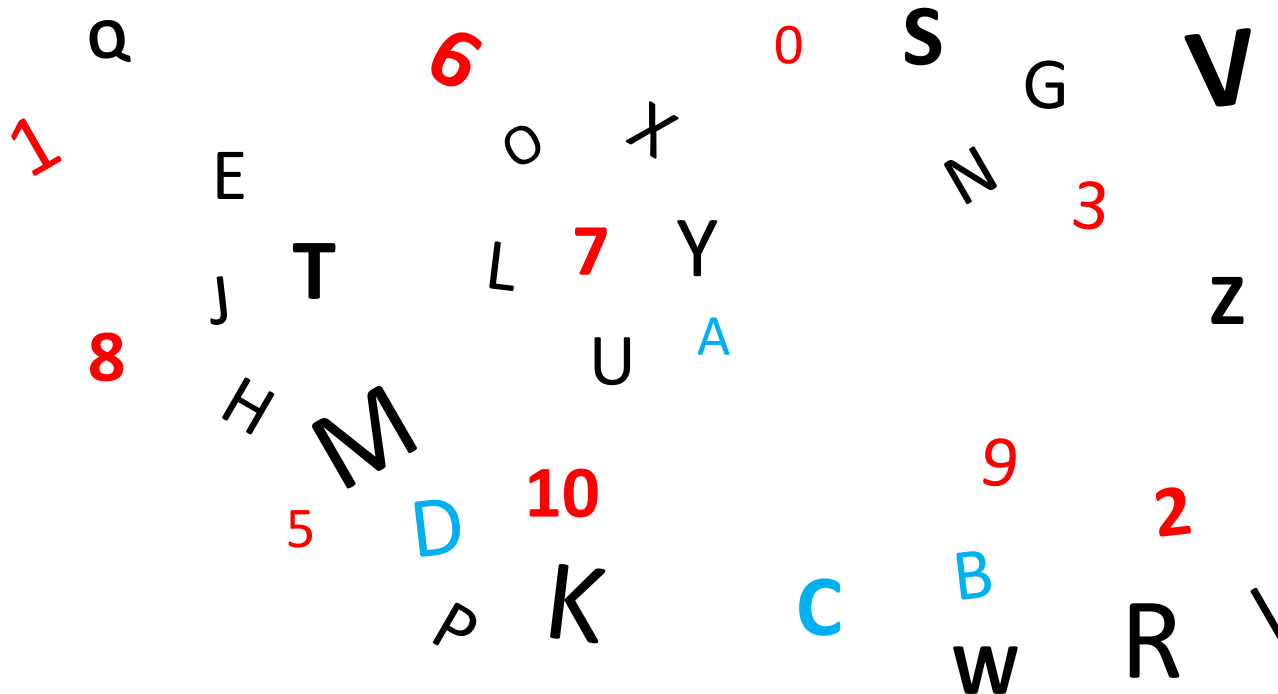
How Quick Can You Do Your Job?





5S

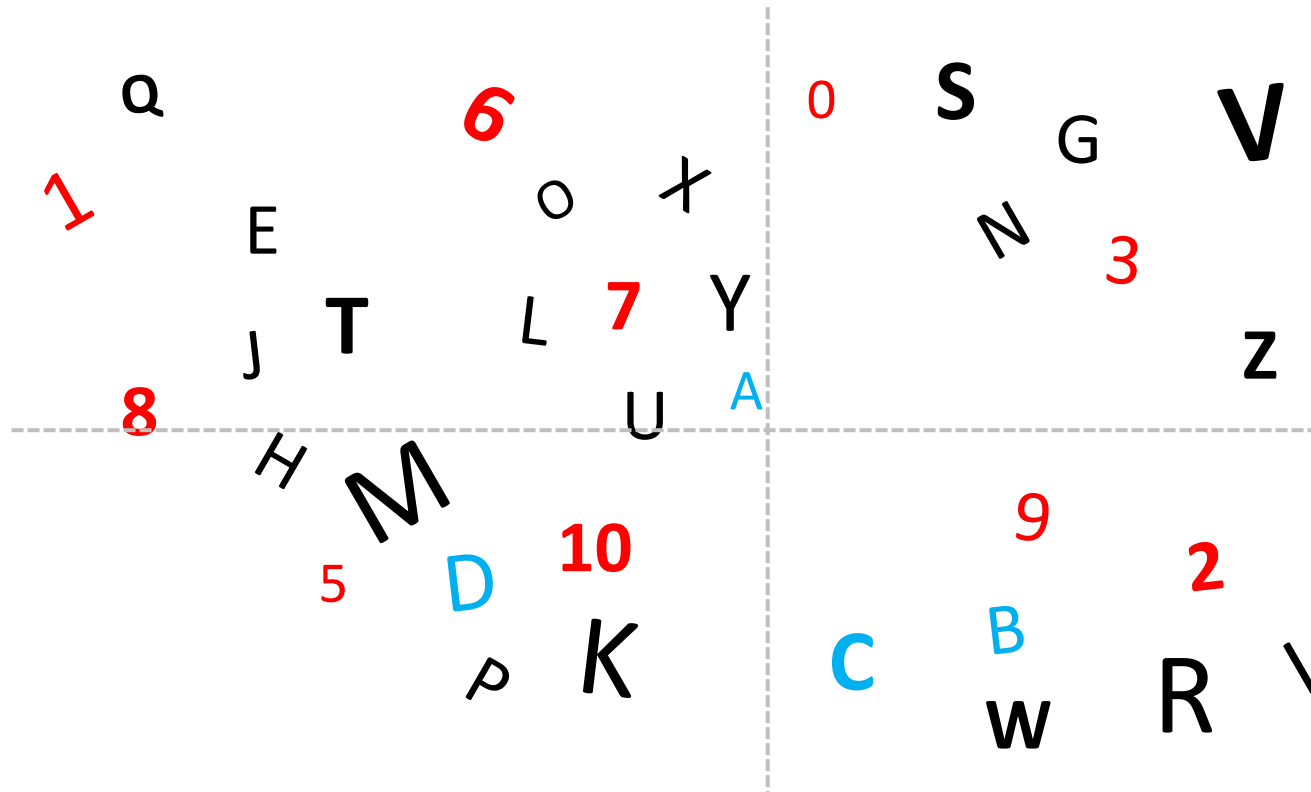
How Quick Can You Do Your Job?





5S

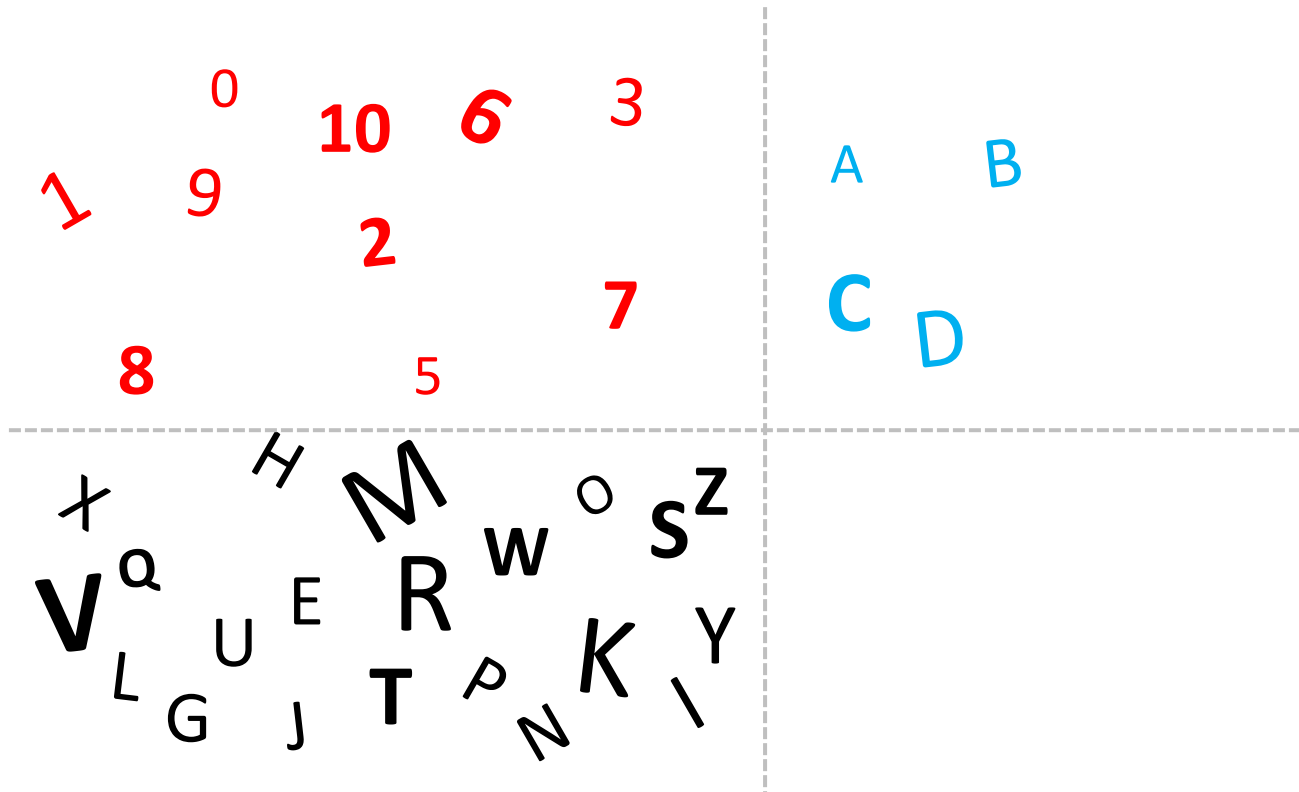
How Quick Can You Do Your Job?





5S

How Quick Can You Do Your Job?





# 5S

## How Quick Can You Do Your Job?

	A	B	C	D	E		G	H
	I	J	K	L	M	N	O	P
	Q	R	S	T	U	V	W	X
	Y	Z	0	1	2	3		5
	6	7	8	9	10			



# 5S

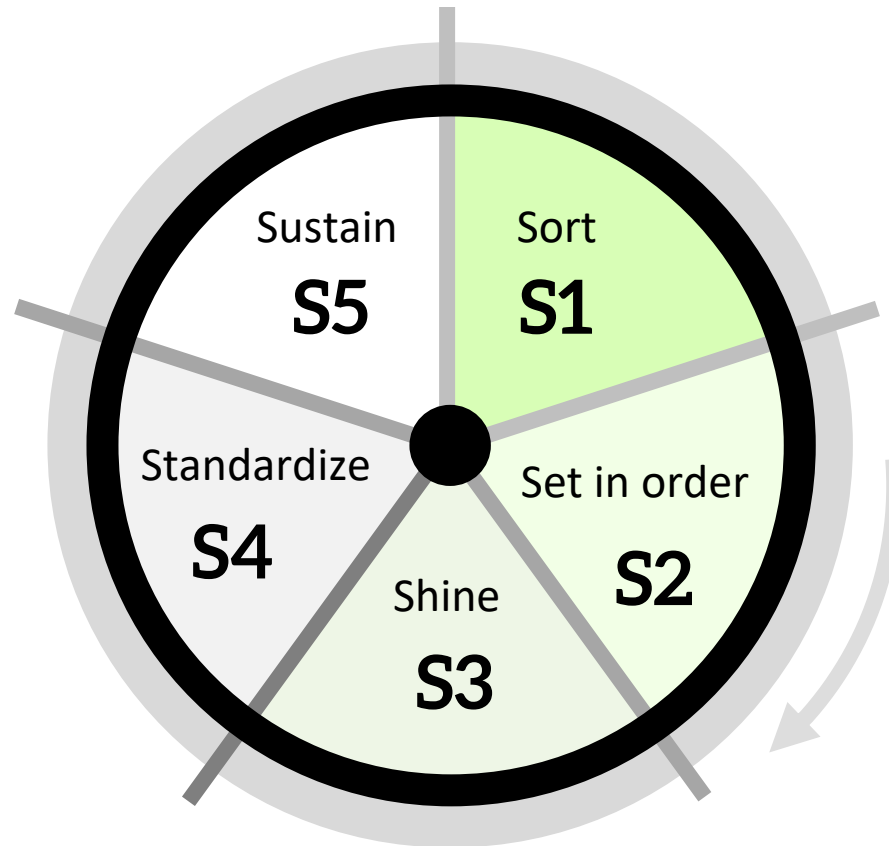
## How Quick Can You Do Your Job?

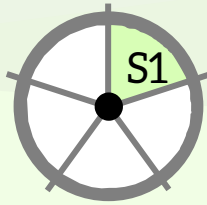
A-H	A	B	C	D	E		G	H
I-P	I	J	K	L	M	N	O	P
Q-X	Q	R	S	T	U	V	W	X
Y-5	Y	Z	0	1	2	3		5
6-10	6	7	8	9	10			

Now, link the numbers from 1 to 10 in ascending order



**5S**





# 5S

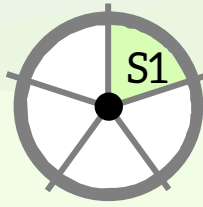
## Sort / SEIRI

Refers to the practice of going through all the items in the workplace and keeping only what is needed.

Items such as parts and tools which are excess to requirements should be either stored offsite or discarded.

The goal is to clear the area from distractions to concentrate on what will remain in the workplace.





# 5S

Sort / SEIRI

## What to Sort?

Tools and equipment

Stationery items

Dies, jigs and fixtures

Documents & papers

Materials & packaging

Magazines & books

Machine parts

Measuring instruments

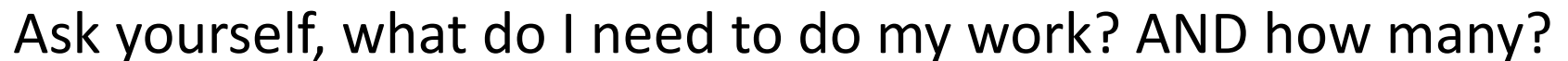
Clothes & consumables

Cleaning tools & materials

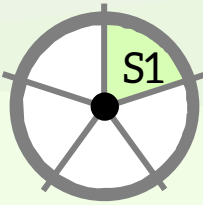


Any item in a may be:

1. Used a lot.
2. Used less frequent.
3. Never be used.



5S



## Sorting Strategies

Remove items which are . . .

Unusable



Occasionally  
used



Broken /  
defected



Obsolete /  
aged



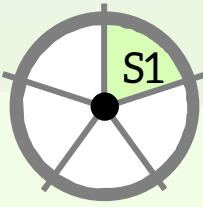
Redundant



Expired



# 5S



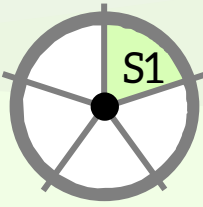
## Sort Strategies

### Look . . .

- ▶ Inside and at the top of racks and cabinets.
- ▶ On shelves and workstations.
- ▶ On the floor and in the aisles.
- ▶ Inside rest areas, test facilities and the outside area.
- ▶ Under covers and in closed areas.



Do not allow secret warehousing of parts or tools



# 5S

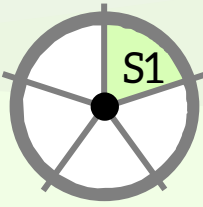
## Sort Strategies

### Remember to sort out . . .

- ▶ Unnecessary documents in files.
- ▶ Computer files and emails.



Archive or delete files that are no longer needed

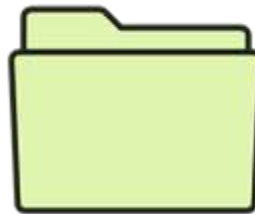


# 5S

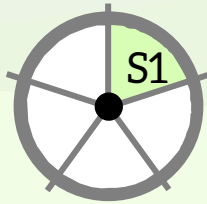
## Sort Strategies

### Useful Questions . . .

1. Do you regularly clear out unnecessary information?
2. Is the directory structure simple?
3. Can you find the files easily?







# 5S

## Sort Strategies

Example of items that need to be removed . . .

Broken tools, supplies or inspection equipment

Non-working electrical tools and equipment

Defective and excess spare parts

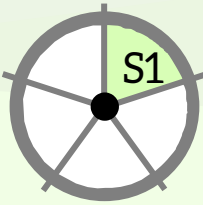
Unneeded items that accumulate

Old rags and other cleaning supplies

Unneeded files, manuals & paperwork

Outdated posters, signs and memos

# 5S

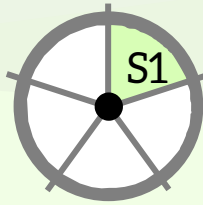


## Sort Strategies

- ▶ Develop criteria for sorting everything.
- ▶ Items which are not required in the area should be stored offsite, sold, scraped, or discarded.
- ▶ Define standards for eliminating unnecessary items.
- ▶ Define standards for waste disposal.



# 5S

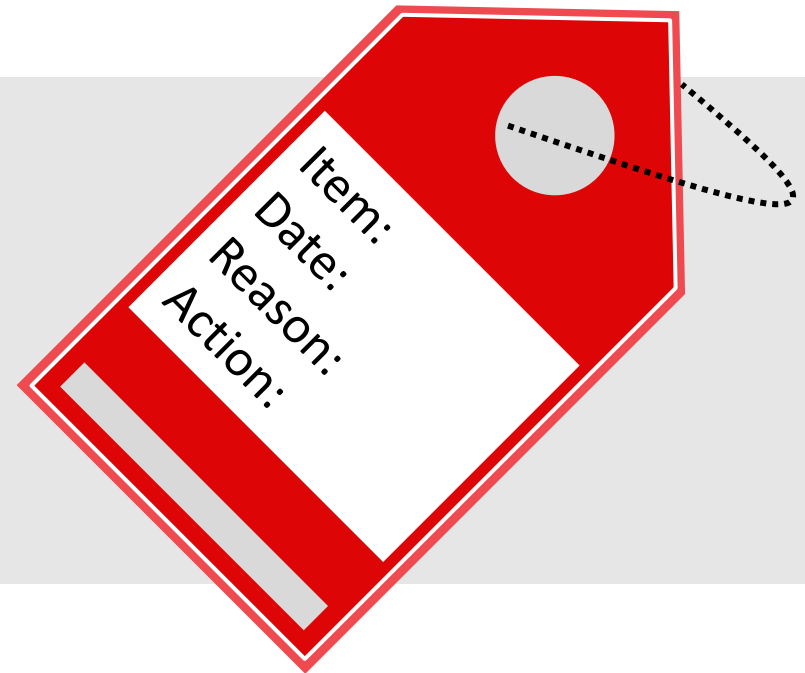


## Sort Strategies

### Use the **Red Tag Technique**

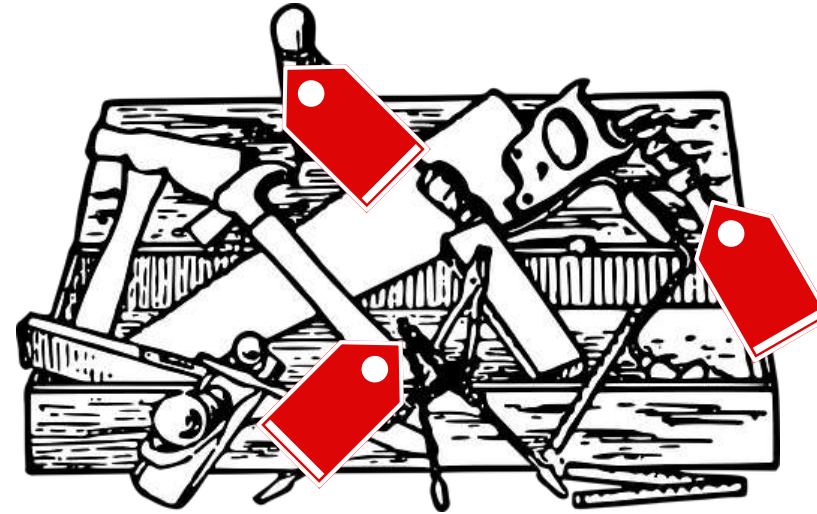
A labeling tool used to highlight what is necessary in an area

The goal is to determine if anyone thinks an item is necessary and in what quantity



## Sort Strategies

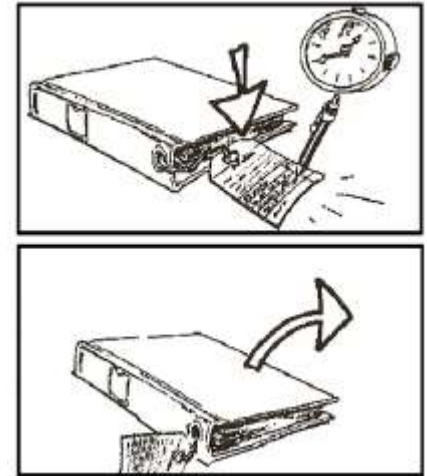
1. Set a time-frame to evaluate the items in the workplace (two weeks for example).
2. Identify a temporary holding area to be used for this exercise.
3. Go through the area and red tag the potentially unneeded items.
4. Write notes on the tags about what to do with the items (move to the temporarily holding area, discard, scrap, archive, sell, keep, etc.).



Put red tags on the items for a limited period during which their usage is evaluated

## Sort Strategies

5. Evaluate the usage of the red tagged items after the predefined time-frame.
6. Throw away or scrap obvious rubbish, broken and obsolete items.
7. Sell or move the items that are obviously not required or occasionally used to the temporary holding area.
8. Relocate the rest of the items in terms of their usage frequency.



Not needed?  
Red tag it!

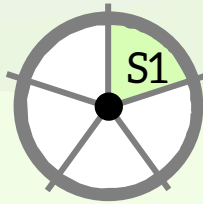
## Sort Strategies

After one month or two, question the need of items at the temporary holding area:

- ▶ Return the items if determined necessary.
- ▶ Discard, scrap or sell the items if determined unnecessary.
- ▶ Relocate the rest outside the work area.



The items that are not pulled from the area should be relocated or get rid of



## Sort Strategies

**RED** **TAG**

Area found: \_\_\_\_\_

Item name: \_\_\_\_\_

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

Tagged by: \_\_\_\_\_

**Category:**

<input type="checkbox"/> Tool	<input type="checkbox"/> Equipment
<input type="checkbox"/> Raw material	<input type="checkbox"/> Packaging
<input type="checkbox"/> Machine part	<input type="checkbox"/> Instrument
<input type="checkbox"/> Stationary	<input type="checkbox"/> Documentation
<input type="checkbox"/> Furnishing	<input type="checkbox"/> Consumable
<input type="checkbox"/> Other _____	

(MFG.) TAG#: 159392 [www.citoolkit.com](http://www.citoolkit.com)

**RED** **TAG**

**Reason for Red Tag:**

<input type="checkbox"/> Unusable	<input type="checkbox"/> Occasionally used
<input type="checkbox"/> Defected	<input type="checkbox"/> Obsolete/ Aged
<input type="checkbox"/> Redundant	<input type="checkbox"/> Expired
<input type="checkbox"/> Other _____	

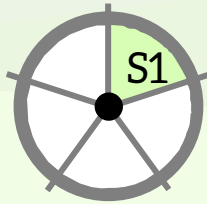
**Action to Take:**

<input type="checkbox"/> Return back	<input type="checkbox"/> Sell
<input type="checkbox"/> Discard	<input type="checkbox"/> Scrap
<input type="checkbox"/> Relocate _____	
<input type="checkbox"/> Other _____	

**Supporting Information:**

\_\_\_\_\_

\_\_\_\_\_



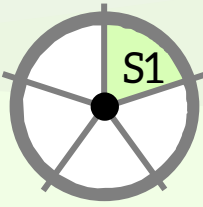
# 5S

## Sort Strategies

### Sort and Store By Frequency of Use . . .

Priority	Frequency of use	Action
Low	<ul style="list-style-type: none"><li>- Once per year or more</li><li>- Less than once a year</li></ul>	Discard if not needed or store away from the workplace
Average	<ul style="list-style-type: none"><li>- Once per month</li><li>- Once per week</li></ul>	Store offline
High	<ul style="list-style-type: none"><li>- Once per day</li></ul>	Locate at the workplace





# 5S

## Sort Summary

Things accumulate

Keep only those items that are required TODAY

Remove everything else

These strategies break the 'Just In Case' mentality

When in doubt, use the red tag technique

This will result in a less cluttered workplace & a more effective use of time and space

## Set in Order / SEITON

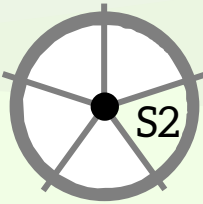
Refers to the practice of arranging the required items and make it easy for anyone to locate and access them (without searching for them).

Once you have eliminated all the unneeded items, get back to the left items and organize them in a way that makes it easy to find what is needed.



It should be obvious at a glance when an item is not in its designated place

# 5S

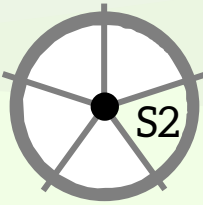


## Set in Order / SEITON

Think about how you perform your work, and how adjusting the location of your equipment and tools could make you more productive with less ergonomic stress.



# 5S



## Set in Order / SEITON

It defines **where** and **how** the items to perform the work should be arranged.

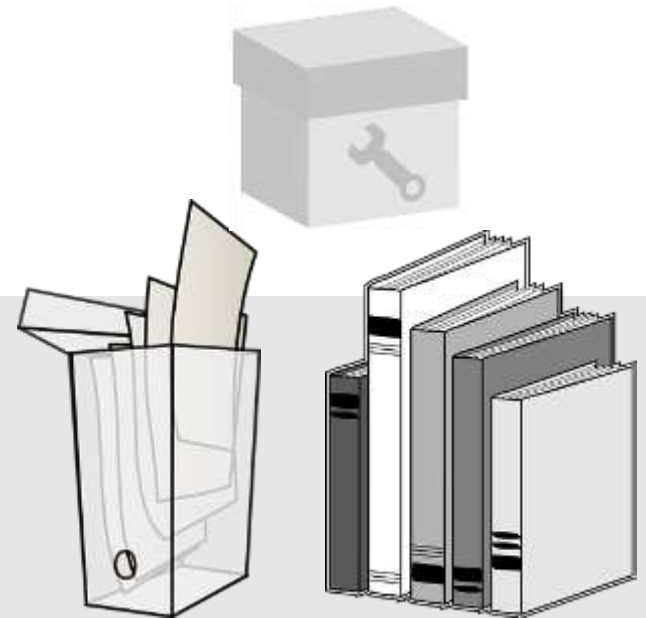
Ask yourself: Where should I locate this item?

Shelves,  
racks and  
cabinets

Disks and  
workstations

Drawers  
and storage  
bins

On walls  
and floors



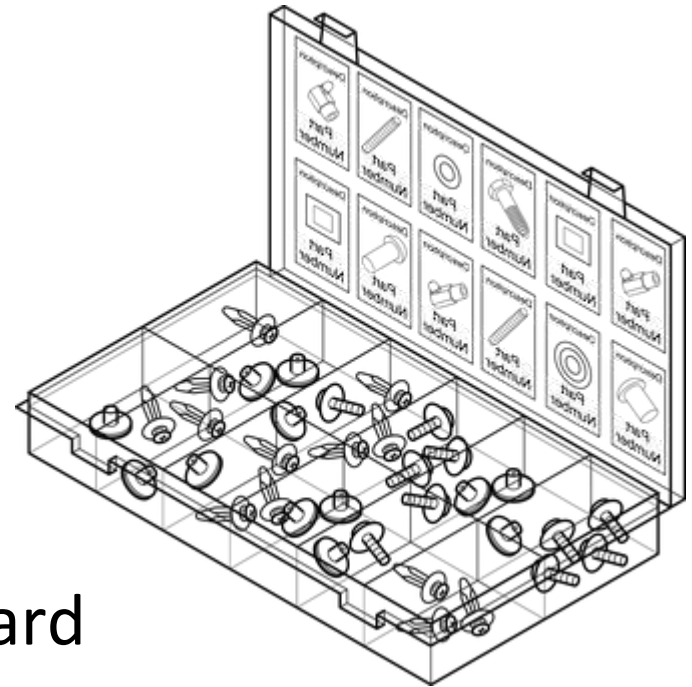
## Set in Order Strategies

- ▶ Assign positions for all equipment, tools, parts and materials.
- ▶ Everything should have its designated place.
- ▶ Store items by frequency of use and at the point of use.
- ▶ Organize the items into the most logical, ergonomic, and effective way possible.



## Set in Order Strategies

- ▶ Organize **normal items** in modular cabinets, drawers, shelves and racks.
- ▶ Organize **small items** into storage bins, boxes and cans.
- ▶ Organize **large items** in standard well-labeled floor or outside areas.



## Set in Order Strategies

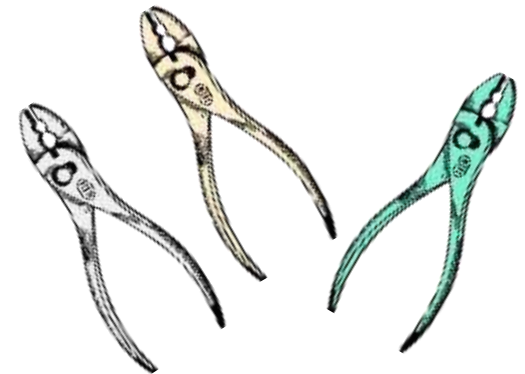
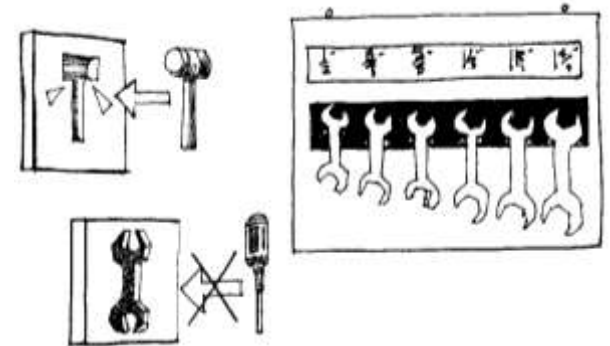
- ▶ Eliminate locks and covers as they hide secret inventory and lost parts and tools.
- ▶ Use a tool checklist to ensure all the proper tools are available.
- ▶ Arrange workstations so that each task can be carried out safely & comfortably.
- ▶ Improve ergonomics and consider long-run and short-run ergonomic issues.
- ▶ Improve wiring organization.



Change to an open storage system

## Set in Order Strategies

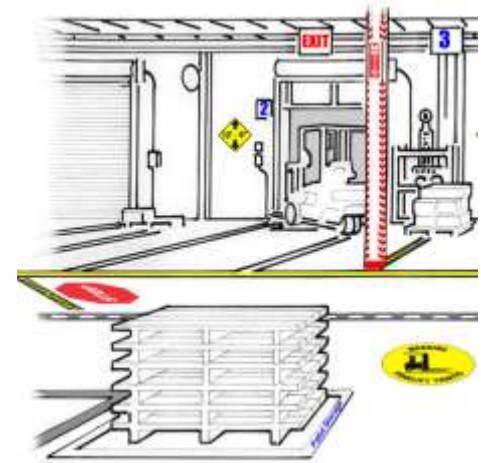
- ▶ Place shared tools on shadow boards.
- ▶ Use different colored paint or tape to assign tools for different departments or individuals.
- ▶ Use functional carts when conducting changeovers, maintenance or cleaning.
- ▶ Introduce zoning for carts, movable tools, etc.
- ▶ Ensure safety equipment is easily accessible.





## Set in Order Strategies

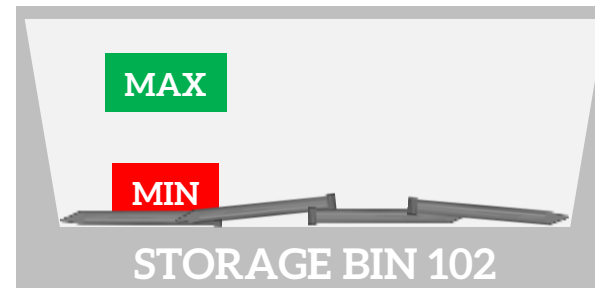
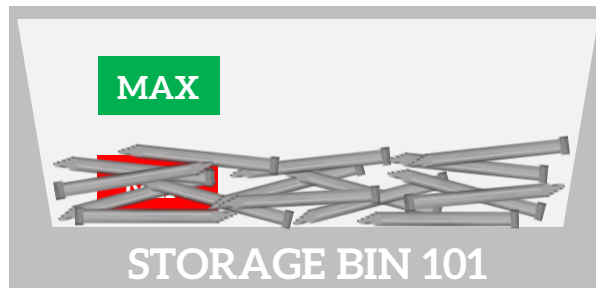
- ▶ Keep clear standardized labels (barcodes, if applicable) on work areas, doors, shelves, boxes, bins, hangars, content lists, etc.
- ▶ Use tape or paint to mark and label floors, isles, storage areas, parking areas, delivery areas, staking areas, and the locations of safety equipment.
- ▶ Ensure highlighting traffic lanes & walkways.
- ▶ Stack pallets correctly and ensure FIFO is being followed.



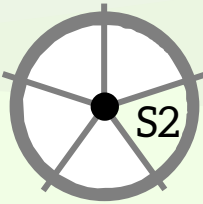
**Question:** Some painting is often better done in later stages, why?

## Set in Order Strategies

- ▶ Mark positions of storage areas clearly.
- ▶ Use colors and labels to define inventory levels and reorder triggers (min-max system and two bins system).

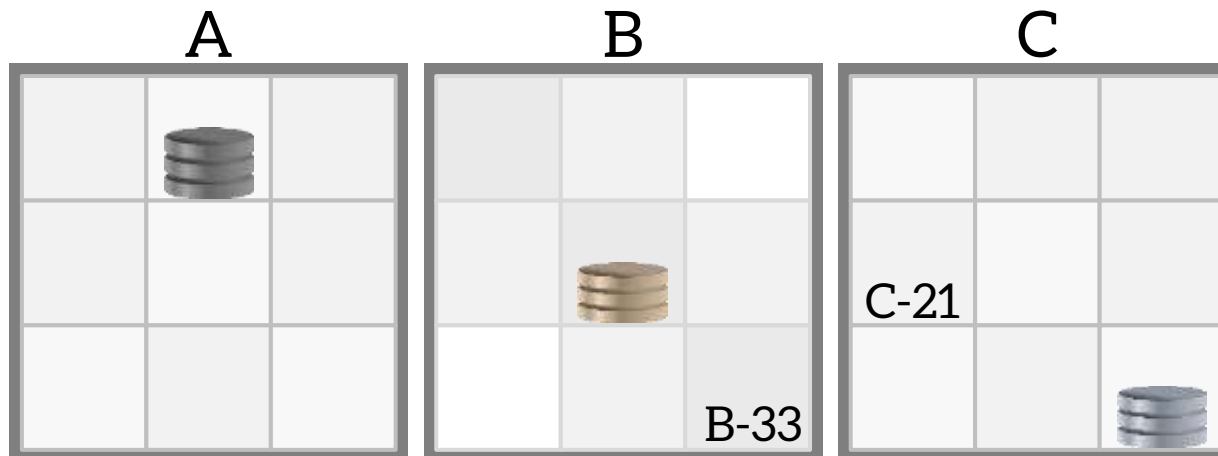


# 5S



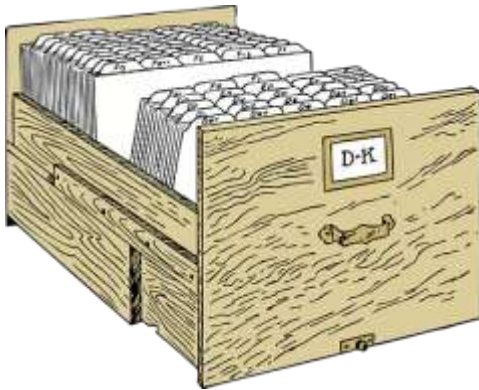
## Set in Order Strategies

- ▶ Place frequently used items in the 'strike zone'.
- ▶ Use the three-point identification system (rack-row-column).

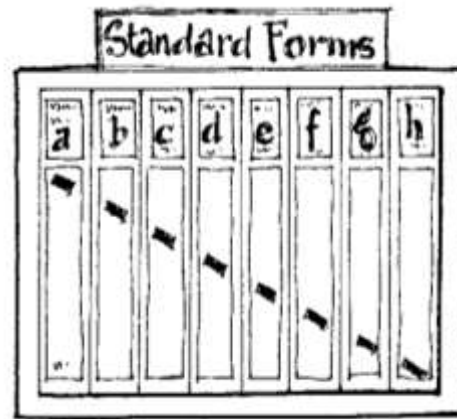


Sometimes aisles are included in the identification

## Set in Order Strategies



In offices, label files, folders, drawers, shelves and racks



Label shelves and books so that they are easy to identify and return to their proper place



Provide shelves for frequently used manuals, catalogs and procedures

## Set in Order Strategies

15 years  
service



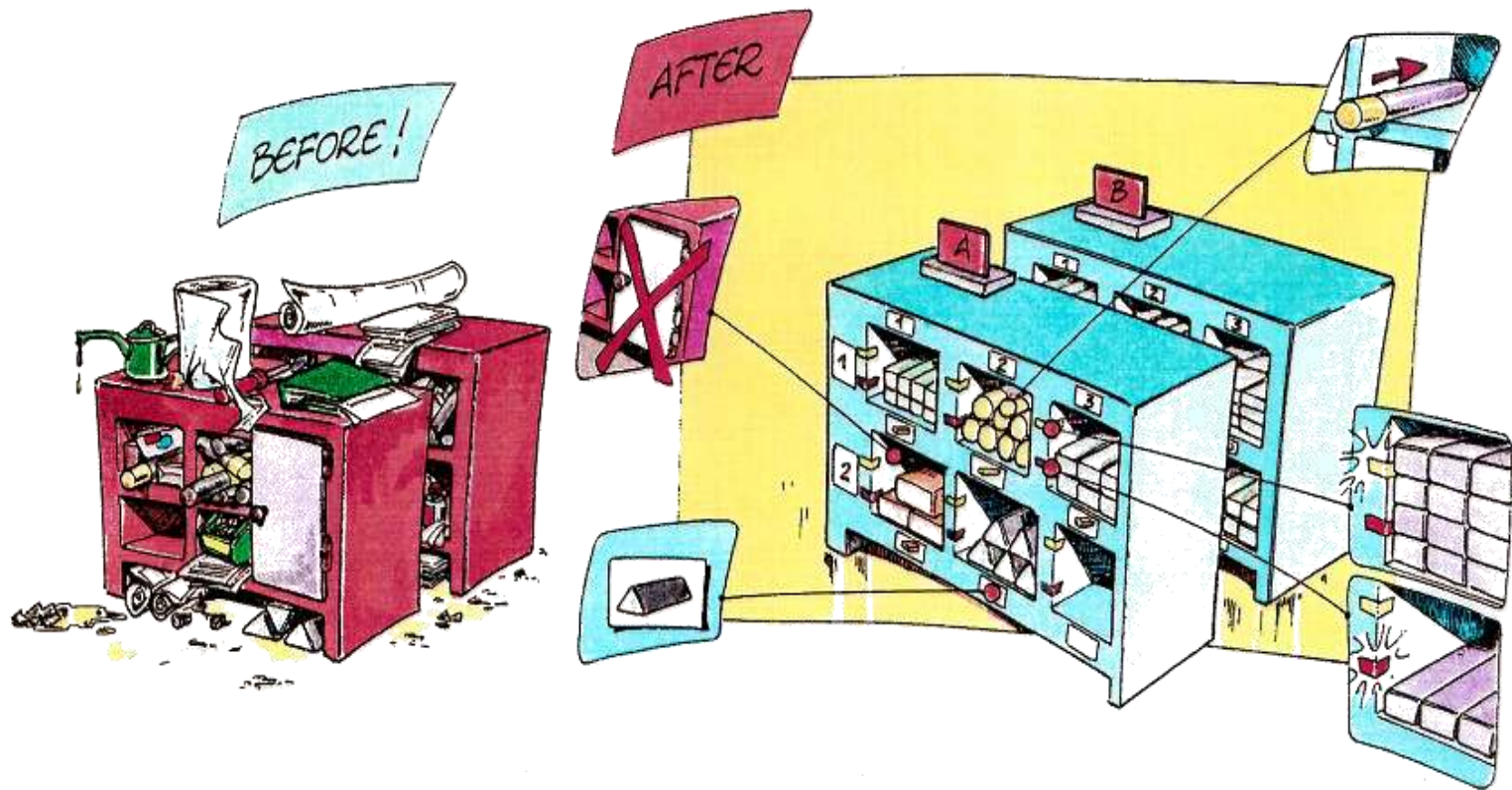
New  
Starter



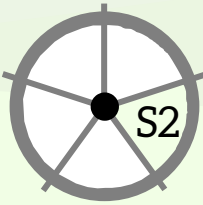
Make things easy for this guy

# 5S

## Set in Order Strategies



# 5S

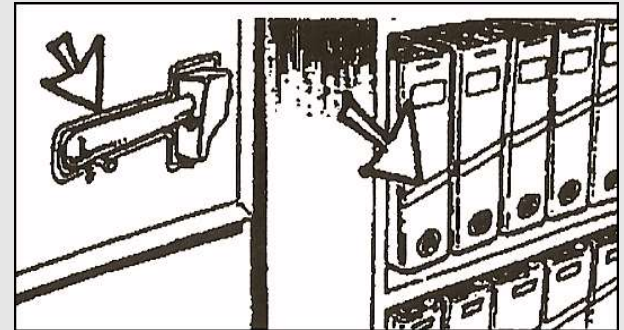


## Set in Order Summary

Everything is needed needs a place

Make things easy to find for new starters

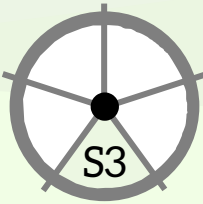
Make rules on the return of items in place



This will increase effectiveness in the workplace

Improves flow and reduces wasted time and motion

A place for everything and everything in its place



## Shine / SEISOU

Aims of creating a clean workplace without rubbish, dirt or dust.

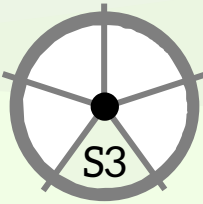
If the area is clean and tidy, it would be easier to spot problems and abnormalities such as:

- ❑ Repeated contamination.
- ❑ Oil spills.
- ❑ Vibration and abnormal sounds.
- ❑ Air leaks.
- ❑ Paper clutter.





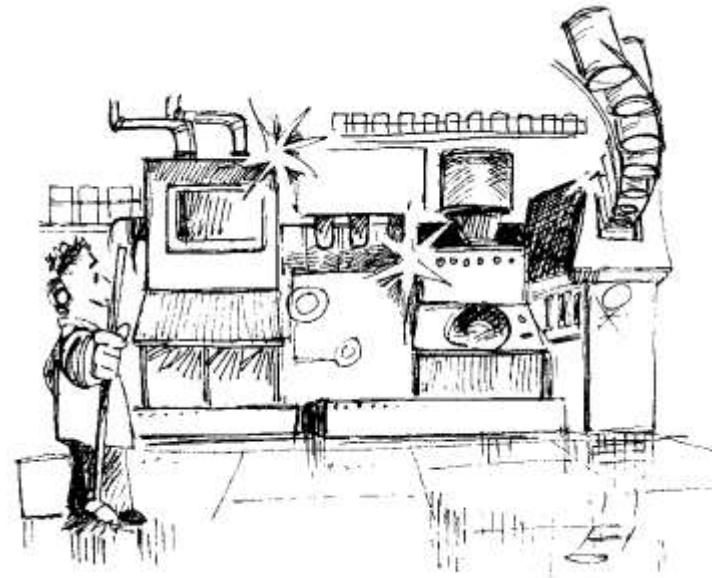
# 5S



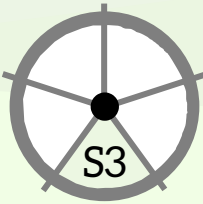
Shine / SEISOU

## Other benefits:

- ▶ Makes the work area safer and more pleasant to work in.
- ▶ Helps in creating ownership of the work area.
- ▶ These issues if left unattended could lead to equipment failure and loss of production (or service time).



# 5S

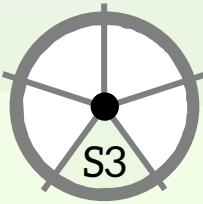


## Shine Strategies

- ▶ Eliminate all forms of dirt, contamination and clutter.
- ▶ Thoroughly clean, dust, polish, wash and sweep frequently and as needed.
- ▶ Clean all tools, machines, and equipment (by the people who use them).
- ▶ Clean up spills on floor and walls.
- ▶ Deal with the causes rather than symptoms of dirt, leak and clutter.
- ▶ Clean even the places where most people do not notice.

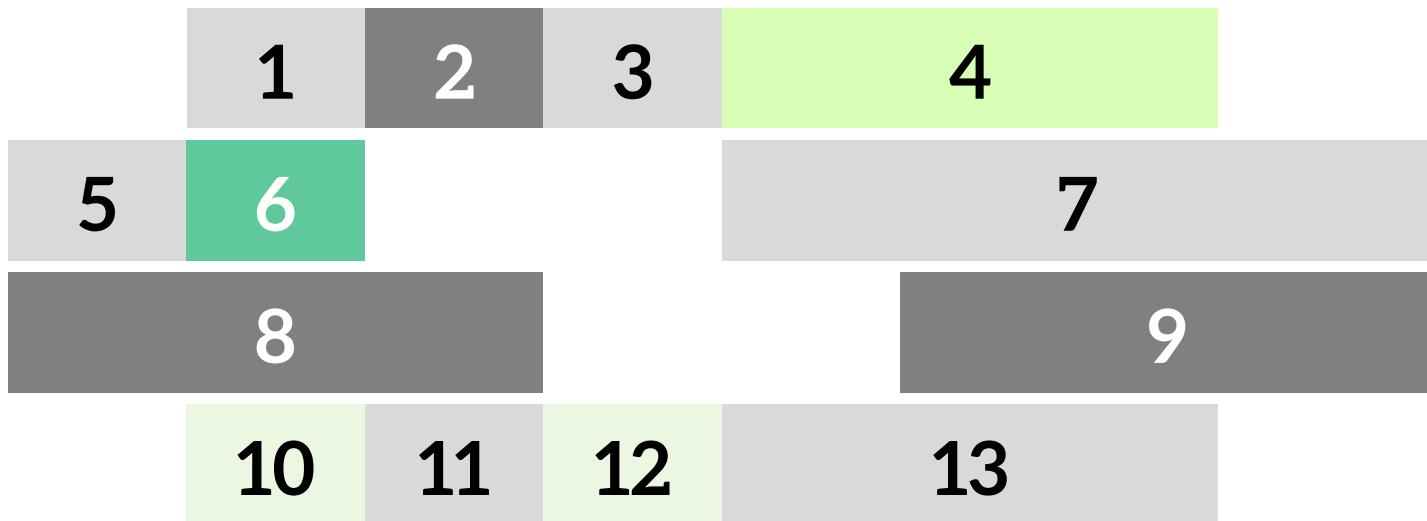


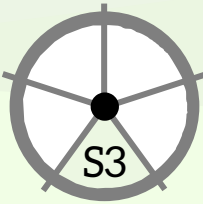
# 5S



## Shine Strategies






- ▶ Make sure floors and isles are empty as possible.
- ▶ Divide the workplace into **zones** and allocate people to take charge of each zone.



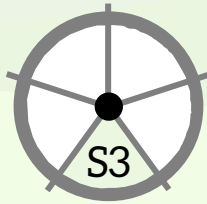


## Shine Strategies

- ▶ Create procedures for continued daily shine tasks.
- ▶ Establish a duty schedule and assign responsibilities.
- ▶ Ensure showing which tasks must be performed, when, & by whom.

	Monday	Tuesday	Wednesday	Thursday
				
				
				

# 5S



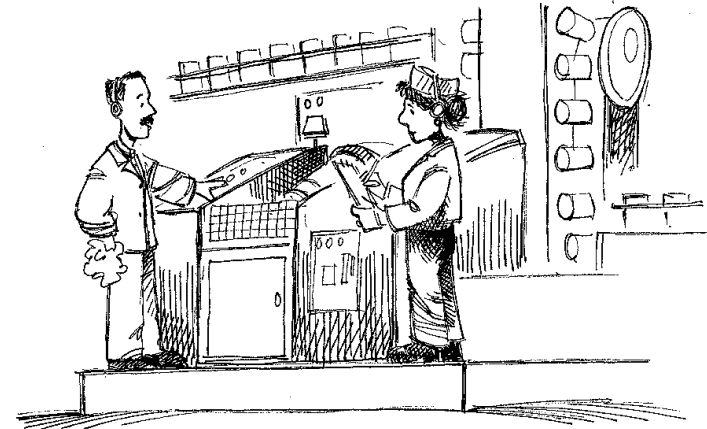
## Shine Strategies



Identify the waste disposal storage area and regularly clean it



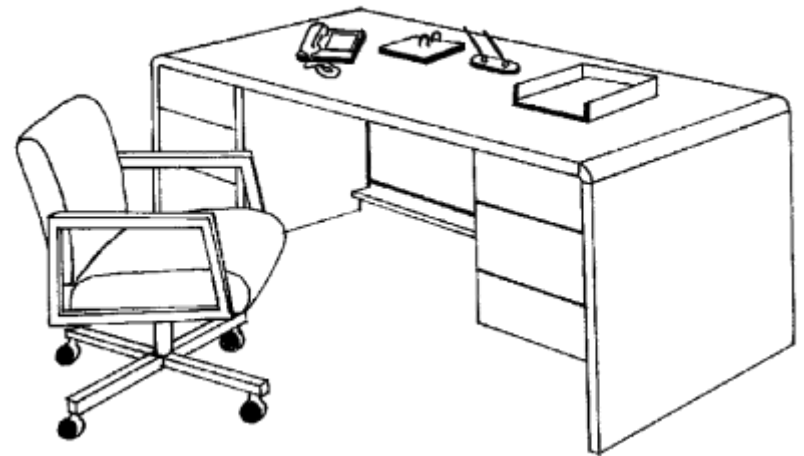
Ensure cleaning tools and materials are easily accessible



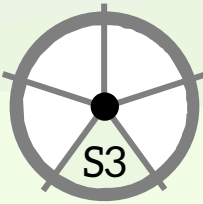
Use cleaning inspection checklists

## Shine Strategies

- ▶ Ensure floors and walls in good condition.
- ▶ Paint floors, walls, machines and tools.
- ▶ Don't forget computers, furnishings, cabinets, storage bins, workstations and display boards.
- ▶ Everybody is a janitor of own desk, shelves and equipment (even the CEO).
- ▶ Keep rest areas full of flowers, natural light, etc.



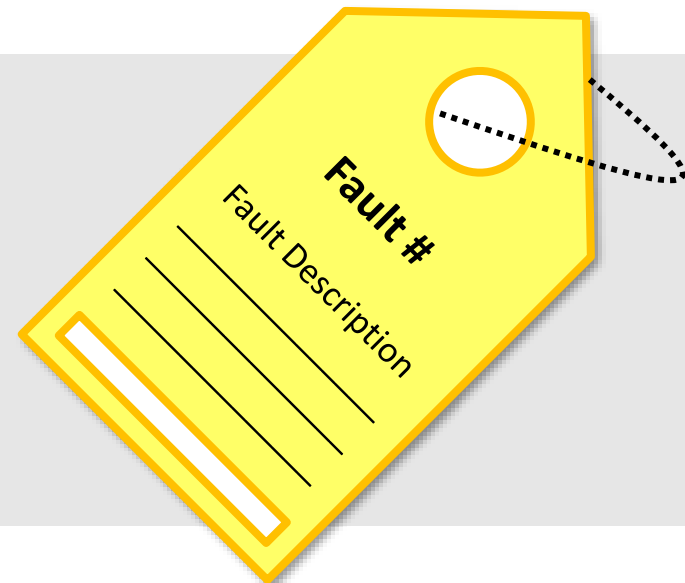
# 5S



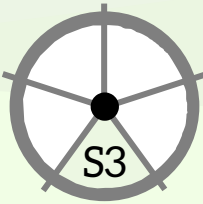
## Shine Strategies

Use fault identification tags while cleaning to indicate any faults.

Remove the tag  
when the  
problem is fixed



5S



## Shine Summary

Eliminate ALL spots. Create a spotless workplace

No dirty machine can produce clean products

Clean to Inspect – Inspect to Detect – Detect to Correct – Correct to Perfect

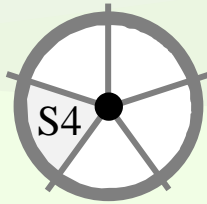
Cleaning should be a part of the daily routine & should not be postponed to some future time

Make the work area a safe and a better working place to improves morale and productivity

See workspace through customers eyes



# 5S

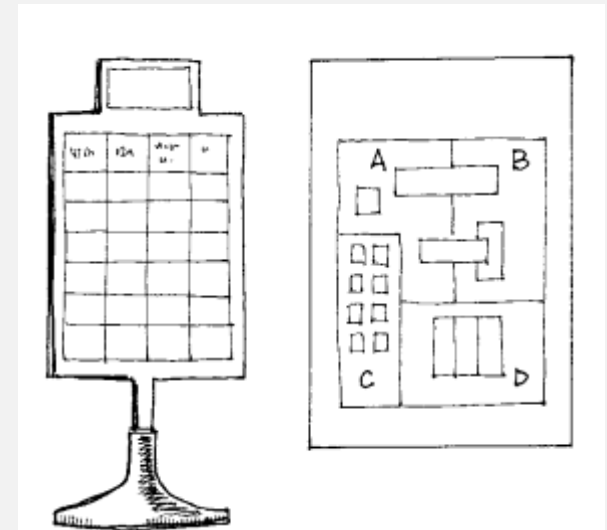


## Standardize / SEIKETSU

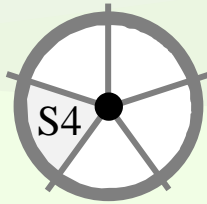
Keeping the workplace clean and tidy is a real challenge and can only be achieved if standards are established and adhered to.

Standardize refers to setting up standards to keep the workplace clean and organized.

As you learn more, update and modify your standards to make the 5S practices simpler and easier.

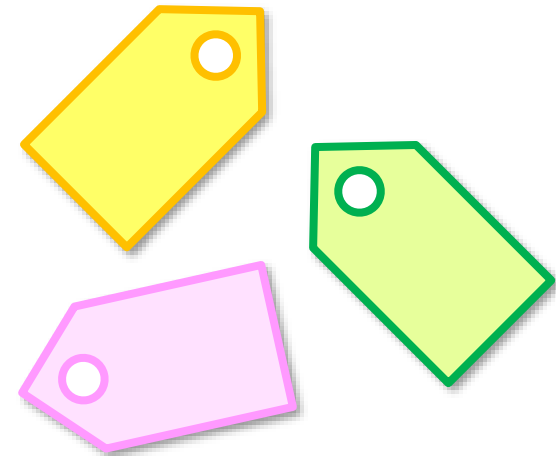
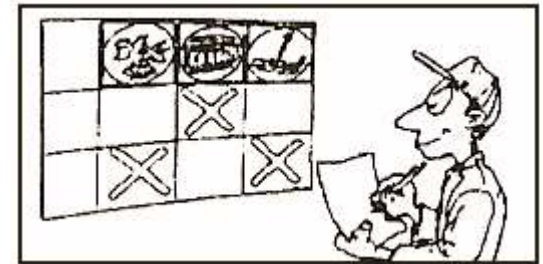


# 5S



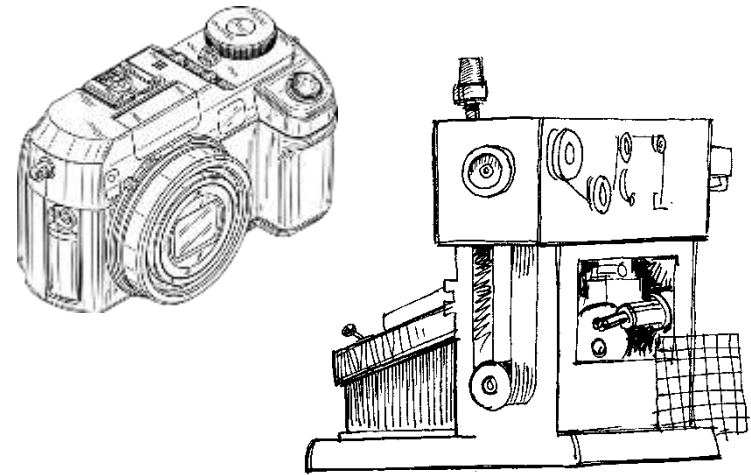
## Standardize Strategies

- ▶ Establish procedures and schedules to ensure the consistency of implementing the first three 'S' practices.
- ▶ Ensure everyone knows their duties of performing the sorting, organizing and cleaning.
- ▶ Ensure everything is done by everyone in a similar manner.
- ▶ Make 5S part of the daily routine.
- ▶ Establish basic standards to be followed including color coding & labels design.



## Standardize Strategies

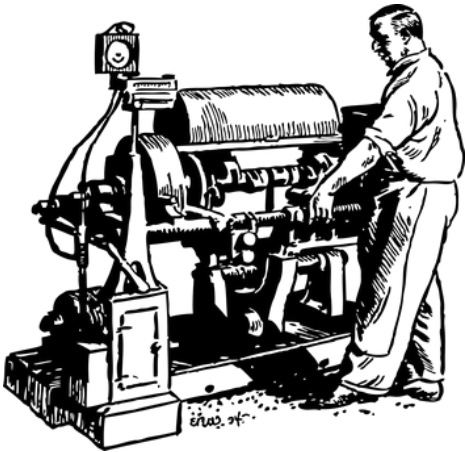
- ▶ Use photos and short instructions to help keep everything as it should be and remind people of the standards.
- ▶ Post standard guidelines, area maps and "after" photos in visible places.
- ▶ Use easily understandable words and phrases.
- ▶ Introduce creative visual management practices to promote consistency and create process stability.



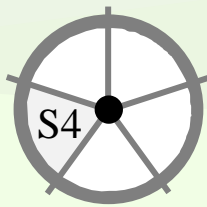
# 5S

## Standardize Strategies

- ▶ To ensure standards are being met, review the status of the work area regularly using 5S audit checklists.
- ▶ Use machine cleaning/lubrication check sheets.

Machine	Items to clean
	1.
	2.
	3.
	Items to lubricate
	1.
	2.
	3.

5S Audit Board											
<b>5S AUDIT CHECKBOARD</b>											
<input checked="" type="checkbox"/> Clean floor	<input type="checkbox"/> Empty trash										
<input type="checkbox"/> Organize tools	<input type="checkbox"/> ...										
<input type="checkbox"/> ...	<input type="checkbox"/> ...										
<input type="checkbox"/> ...	<input type="checkbox"/> ...										
<table border="1"> <tr> <td>SEIRI</td> <td>✓</td> </tr> <tr> <td>SEITON</td> <td></td> </tr> <tr> <td>SEISO</td> <td>✓</td> </tr> <tr> <td>SEIKETSU</td> <td></td> </tr> <tr> <td></td> <td>%</td> </tr> </table>		SEIRI	✓	SEITON		SEISO	✓	SEIKETSU			%
SEIRI	✓										
SEITON											
SEISO	✓										
SEIKETSU											
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# 5S

## Standardize Strategies

### 5S Audit Checklist Example

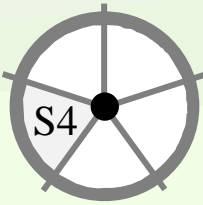
#	Checklist item	Criteria	Exist?	Rating
<b>Sort - SEIRI</b>				
1	Parts and stock items	No unnecessary items are left or stored in the workplace		
2	Machines and equipment	All machines and pieces of equipment are in regular use		
3	Jigs, tools and fixtures	All jigs, tools, fixtures and fittings are in regular use		
4	Other storage area	Storage area is defined to store broken, unusable or occasionally used items		
5	Standards for disposal	Standards for eliminating unnecessary items exist and are being followed		
<b>Set in order - SEITON</b>				
6	Tools and equipment	Storage of tools and equipment is well organized for ease of take and return		
7	Stored items	Stored items and parts are well organized		
8	Labeling	Labels exist to indicate locations, containers, boxes, shelves and stored items		
9	Quantity indicators	There are clear indications of maximum and minimum stock quantities		
10	Outlining / dividing lines	Dividing lines are all clean as per standard		
11	Safety	Safety equipment easily accessible and in good condition		
<b>Shining - SEISO</b>				
12	Building structure	Floors, walls, ceilings & pipework are in good condition and free from dirt/dust		
13	Racks and cabinets	Racks and cabinets are kept clean		
14	Machines, equipment & tools	Machines, equipment and tools are kept clean		
15	Stored items	Stored items are kept clean		
16	Lighting	Lighting is enough and all lighting is free from dust		
17	Ventilation	Good movement of air exist through the room (to limit the spread of viruses)		
18	Pest control	Pest control exists and effective		
19	Cleaning tools	Cleaning tools and materials are easily accessible		
20	Cleaning responsibilities	Cleaning assignments are defined and are being followed		
<b>Standardize - SEIKETSU</b>				
21	Visual controls	Visual controls such as color-coding, flow charts, and labeling are established		
22	Procedures	Procedures for maintaining the first three S's are being displayed		
23	5S documentation	5S checklists, schedules and routines are defined and being used		
24	Responsibilities	Everyone knows his responsibilities, when and how		
25	Regular Audits	Regular audits are taking place using checklists and measures		
<b>Sustain - SHITSUKE</b>				
26	5S System	5S seems to be the way of life rather than just a routine		
27	Success stories	Success stories are being displayed		
28	Rewards and recognition	Rewards and recognition is part of the 5S system		
Other Comments				

Manufacturing

#	Checklist item	Criteria	Exist?	Rating
<b>Sort - SEIRI</b>				
1	Cabinets and shelves	No irrelevant reference materials, documents, drawings, etc.		
2	Desks and tables	No irrelevant reference materials, documents, etc.		
3	Drawers	No excess pieces of equipment, documents, etc.		
4	Other storage area	Storage area is defined to store unneeded items and out-dated documents		
5	Standards for disposal	Standards for eliminating excess exist and are being followed		
<b>Set in order - SEITON</b>				
6	Desks, shelves & cabinets	Free of accumulations of papers and other objects		
7	Tools and equipment	All tools and equipment are stored in a fixed place		
8	Easy of take and return	Tools and equipment are well organized for ease of take and return		
9	Storage labels	Labeling of cabinets, shelves and files allows immediate identification		
10	Documents	Documents are filed in accordance with the Record Retention Guidelines		
11	Display areas	Displays are tidy, free of clutter, labeled and up-to-date		
12	Safety	Safety equipment easily accessible and in good condition		
<b>Shining - SEISO</b>				
13	Floor	The floor is kept clean and no signs of damage		
14	Building structure	Walls and ceilings are in good condition and free from dirt/dust		
15	Racks and cabinets	Racks and cabinets are kept clean and in good condition		
16	Equipment and tools	Equipment and tools are kept clean and in good condition		
17	Furniture	Desks, tables and other furniture are kept clean		
18	Lighting	Lighting is enough and the angle and intensity of illumination are appropriate		
19	Ventilation	Good movement of air exist through the room		
20	Trash containers	Trash containers are emptied on a regular basis		
<b>Standardize - SEIKETSU</b>				
21	Display boards	Visual controls and display boards are up-to-date		
22	Procedures	Procedures for maintaining the first three S's are being displayed		
23	5S documentation	5S checklists, schedules and routines are defined and being used		
24	Responsibilities	Everyone knows his responsibilities, when and how		
25	Regular Audits	Regular audits are taking place using checklists and measures		
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26	5S System	5S seems to be the way of life rather than just a routine		
27	Success stories	Success stories are being displayed		
28	Rewards and recognition	Rewards and recognition is part of the 5S system		
Other Comments				

Offices

# 5S



## Standardize Summary

Where there are no standards there can be no improvement

Standardization is doing the right things right all the time

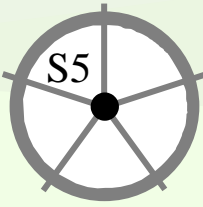
Everything should be done by everyone in a similar manner

To be effective, 5S must become part of the daily routine

Each improved standard becomes the basis of future improvements

Visual management is important to facilitate easy understanding of these standards

# 5S

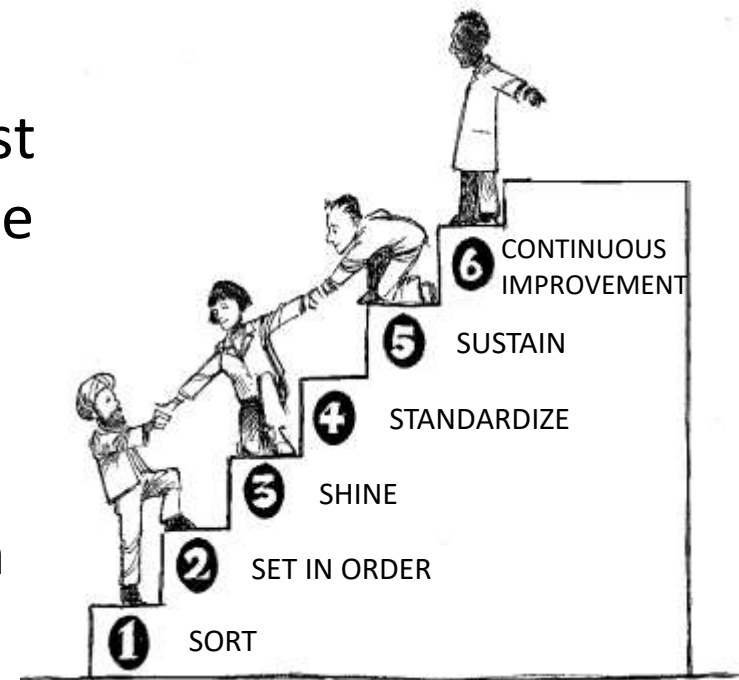


## Sustain / SHITSUKE

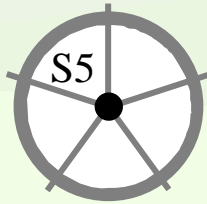
Sustain refers to maintaining what have been accomplished over the long term.

It is the **disciplined** application the first four practices for the 5S program to be successful.

Once the first four phases have been implemented, you must now focus on sustaining what has been achieved.







# 5S

## Sustain / SHITSUKE

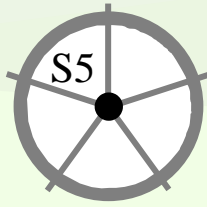
It is by far the **most difficult** part to implement.

Very often we overlook the need to sustain improvements.

Many companies have found themselves with cluttered and dirty areas after their attempt to implement 5S.







# 5S

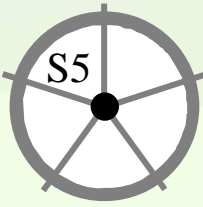
Sustain / SHITSUKE

## 5S tends to fail when:

- ▶ There is a lack of organizational readiness.
- ▶ There is a lack of ownership from the top.
- ▶ Leadership does not place continuous focus on it.

Leadership must buy in and establish a culture where 5S excellence is expected and nothing less is tolerated.





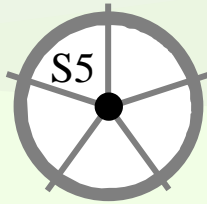
# 5S

## Sustain / SHITSUKE

Do not allow a gradual decline back to the old ways of operating.

**The focus should be on the following . . .**





# 5S

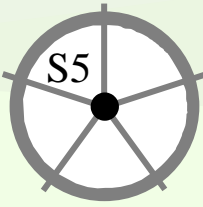
## Sustain / SHITSUKE

Sustaining is the effective interaction of the People, Processes and Systems.



Proper planning, training, monitoring and a formal system of accountability must exist for the program to ensure its successful continuation

# 5S

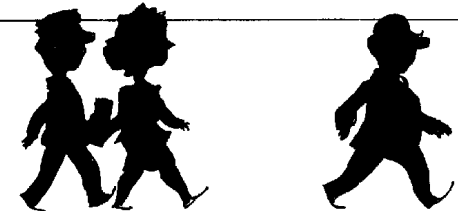


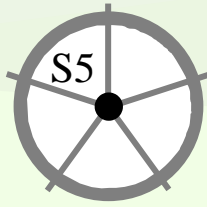
## Sustain Strategies – People

- ▶ Ensure everyone in the company knows the benefit of implementing the 5S program.
- ▶ Demonstrate the value to employees in what they do and how it impacts them in a positive way.
- ▶ Ensure everyone is involved and held accountable.
- ▶ Train everyone on the 5S principles.
- ▶ Make 5S part of the new employee induction process.



TRAINING →





# 5S

## Sustain Strategies – People

Ensure everybody is participating in the 5S program.



### Management

- Drive and support
- Provide resources
- Monitor progress
- Lead by example



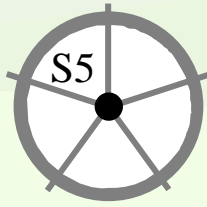
### Supervisors

- Lead projects
- Facilitate
- Maintain rules
- 5S daily routines



### Supervisors

- Learn
- Suggest ideas
- Help co-workers
- 5S daily routines



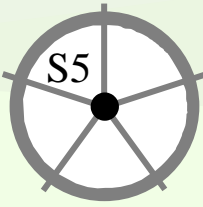
# 5S

## Sustain Strategies – Processes

- ▶ Ensure all areas are covered by the 5S program.
- ▶ Improve the work structure to support the new practices.
- ▶ Enforce the standards through policies and procedures.
- ▶ Make it part of health and safety.
- ▶ Make it part of daily Gemba meetings and Kaizen events.



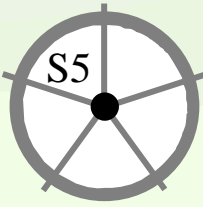
# 5S



## Sustain Strategies – Systems

- ▶ Use 5S posters and signs to remind of the benefits.
- ▶ Audit the effectiveness of the 5S program.
- ▶ Monitor results through appropriate metrics and analysis.
- ▶ Communicate audit and performance results to all employees.
- ▶ Reward and recognize the efforts and accomplishments.





# 5S

## Sustain Summary

Just telling someone to do it does not work

Keep the process going by ongoing training and communication

Practice and repeat until it becomes a culture

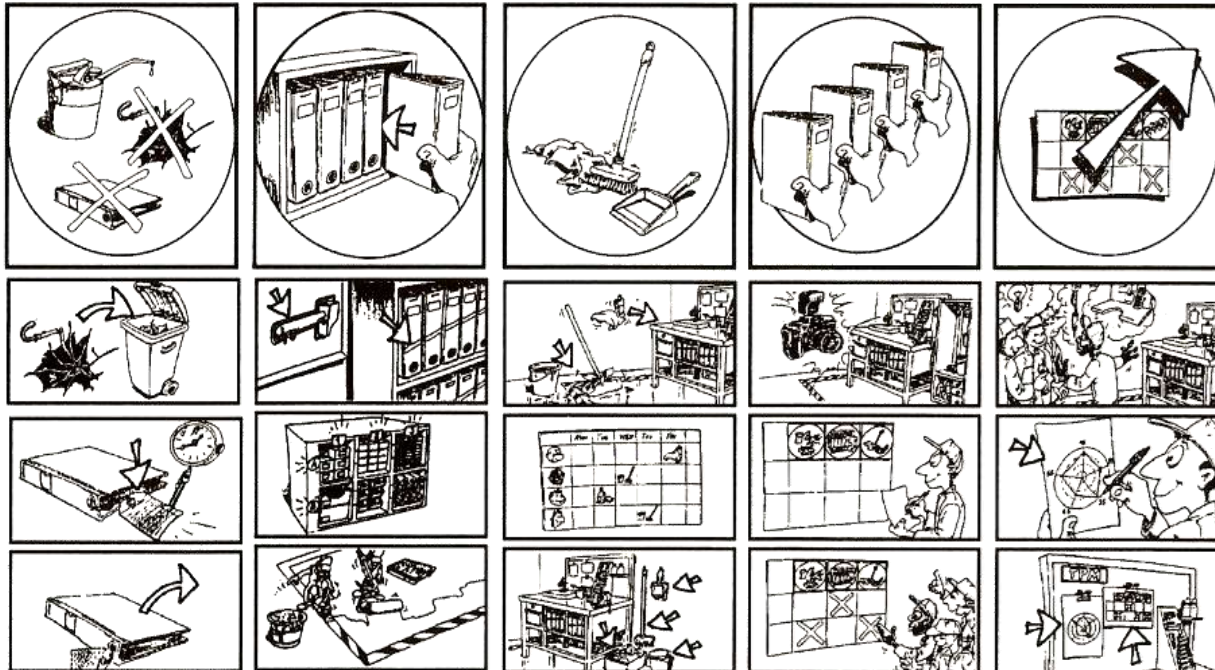
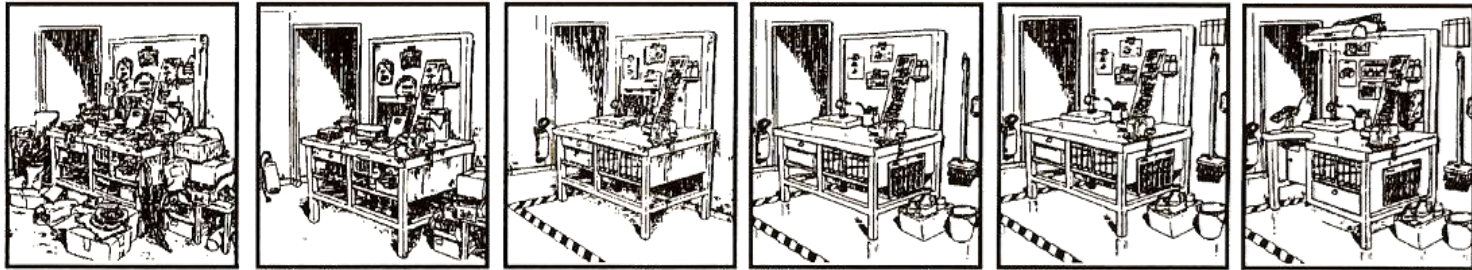
Make it a way of life

Review and monitor what have been accomplished

Lead by example



# 5S



# 5S

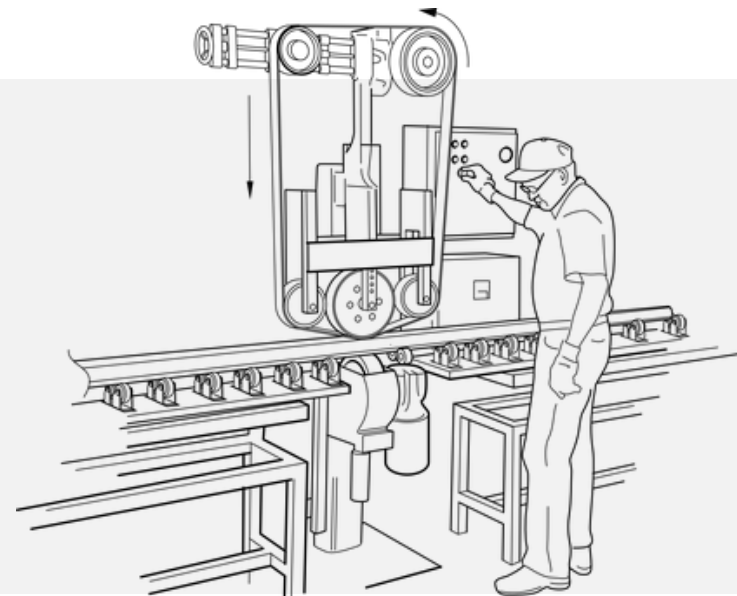
## How to Implement 5S

The best approach is to start with a pilot area and use it as a model for the rest of the areas. Keeping it small and simple is better than starting big and having too many issues to deal with at the same time.

Start with  
whatever is  
the simplest

OR

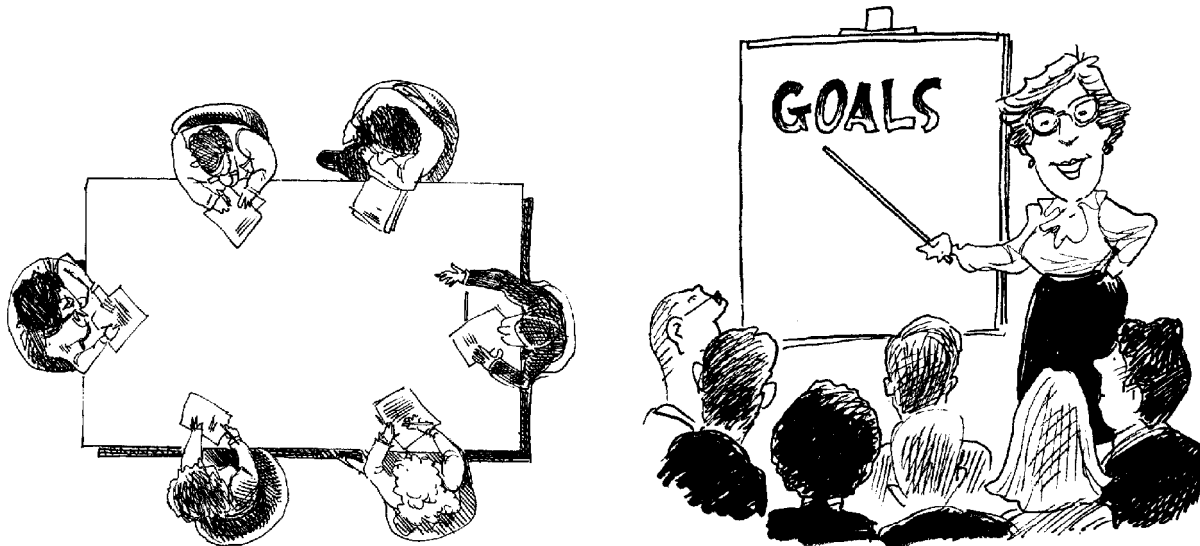
Find a problem  
for which 5S  
plays a key  
role in its  
solution



# 5S

## How to Implement 5S


1. Establish a 5S team and appoint a team leader.
2. Ensure the team understands the goals of implementing the 5S program.
3. Provide initial 5S training to the team.



# 5S

## How to Implement 5S

4. Observe the area and evaluate the current situation.
5. Collect data and take the 'BEFORE' photos.
6. Brainstorm with the team to identify opportunities for improvement.

Photos	Improvement Ideas
	1.
	2.
	3.
	4.
	5.
	6.
	7.

# 5S

## How to Implement 5S

7. Establish an improvement plan that details the activities, responsibilities and timeframe. Include in the plan the required resources and any financial requirements.

What	Who	When	Resources	\$
1.				
2.				
3.				
4.				
5.				

# 5S

## How to Implement 5S

8. Implement the plan to improve the area. Spend proper time on each 'S' to implement the strategies.



S1



S2



S3



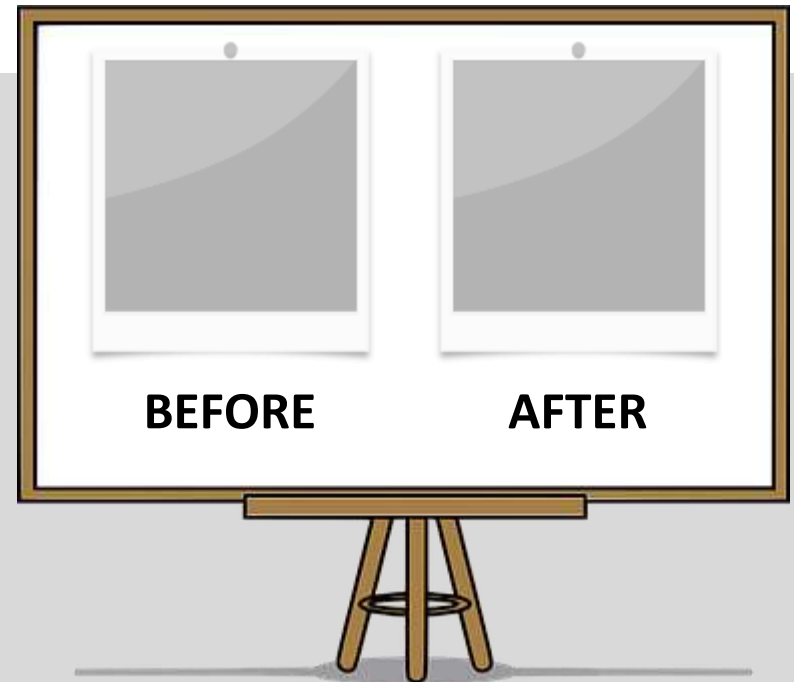
S4

# 5S

## How to Implement 5S

9. Audit the area and take the 'AFTER' photos to showcase the improvements.

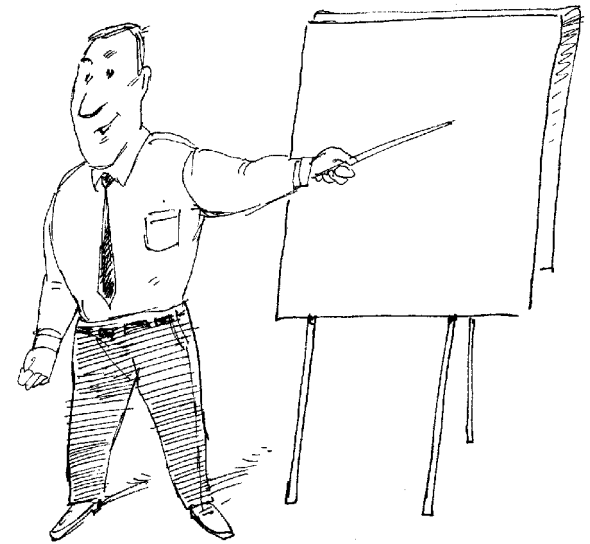
'BEFORE' and 'AFTER' photos allows everybody to see at a glance if the present situation meets the standard



# 5S

## How to Implement 5S

- 10. Publish the outcomes on the 5S notice boards.
- 11. Reward and recognize the efforts.
- 12. Develop and implement a control plan to sustain the improvement in that pilot area.
- 13. Report the outcomes to the management team. This is going to be a justification why you should carry on with the program.

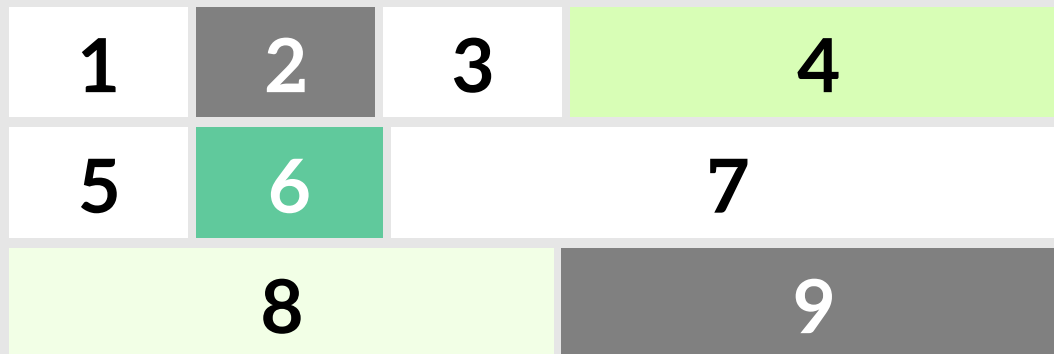
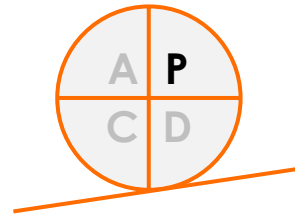




# 5S

## Implementing a Full Scale 5S Program

Once you have succeeded in the pilot area, you can now start implementing the 5S program in full scale.



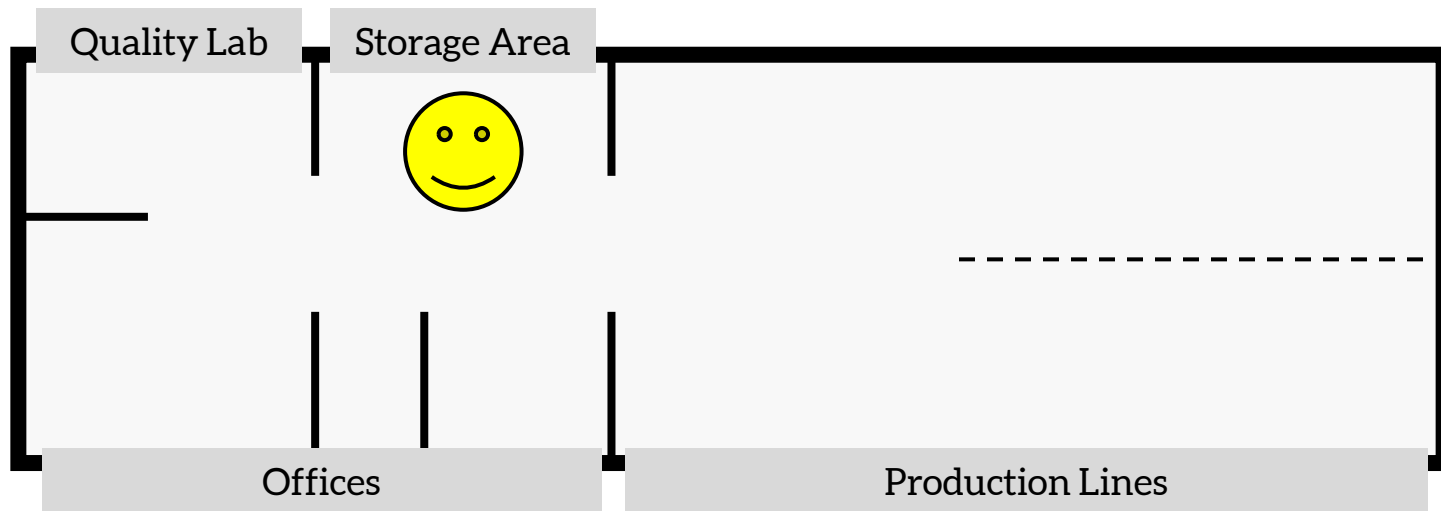
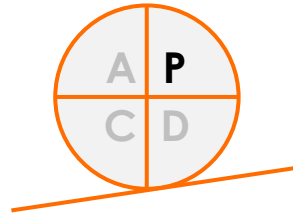
Divide the workplace into **zones** and allocate people to take charge of each zone. *Make layout of each zone (mark zones)*

# 5S

## Implementing a Full Scale 5S Program –

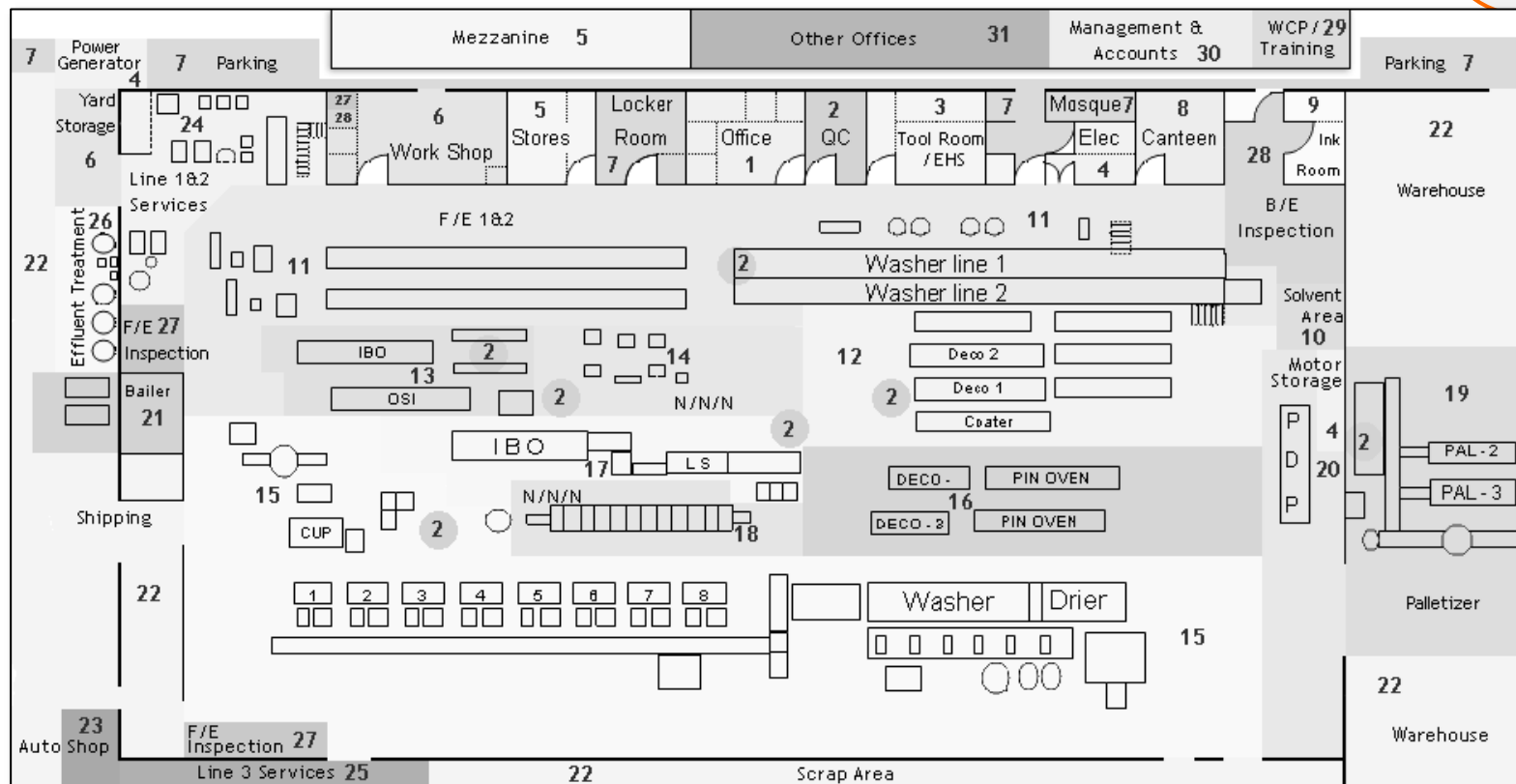
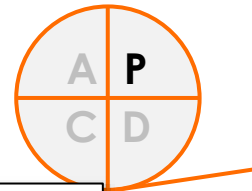
### Select the Areas

Start by selecting the areas where you need to implement improvements using 5S.



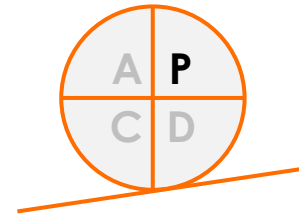
# 5S

## Implementing a Full Scale 5S Program – Select the Areas - **Example**



# 5S

## Implementing a Full Scale 5S Program – Select the Areas - **Example**



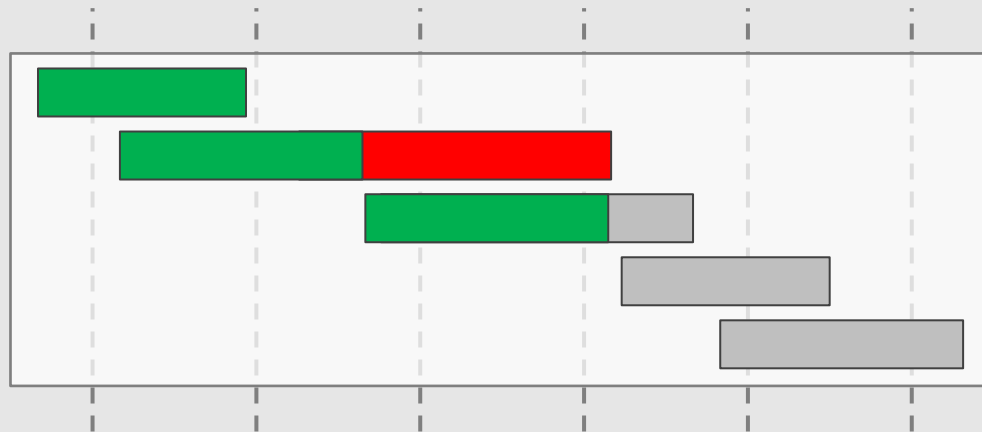
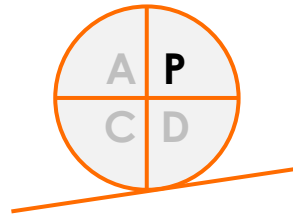
Area #	Area Name	5S needed?	5S Leader
6	Workshop	Yes	Zekaria
3	Tooling room	Yes	Sami
5	Spare parts store	Yes	Emir
2	Quality labs	Yes	Peter
8	Cafeteria	No	Ahmad
22	Warehouse	Yes	Adam
5	Mezzanine	Yes	Pablo
23	Auto shop	Yes	Kerem
33	Shipping office	Yes	Jamal

An example of 5S  
areas and the  
responsible  
people

# 5S

## Implementing a Full Scale 5S Program

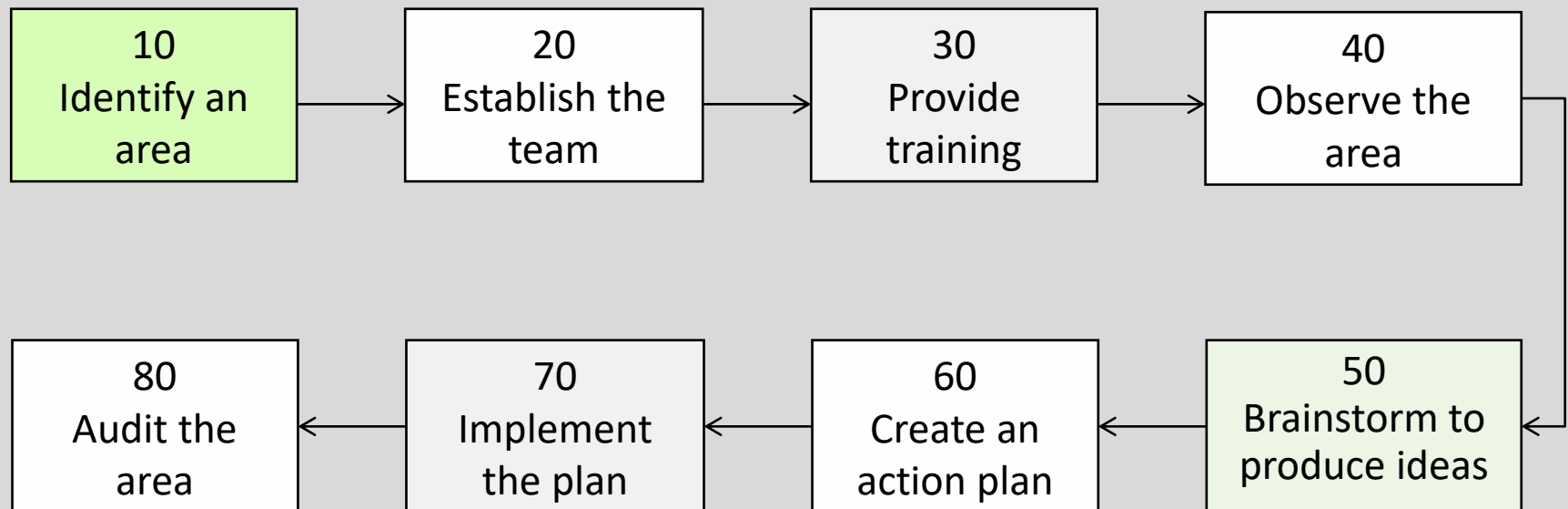
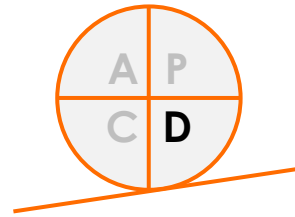
- ▶ Create an integrated plan to progress area by area.
- ▶ Begins at the company level (include controls for sustain).
- ▶ Then have an improvement plan per area.



# 5S

## Implementing a Full Scale 5S Program

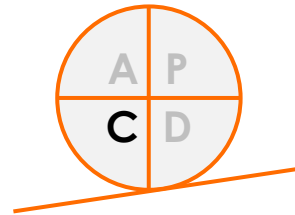
You then need to start with the pilot area and use it as a model for the rest of the areas (as we discussed previously).



# 5S

## Implementing a Full Scale 5S Program

- ▶ The progress and effectiveness of the program should be evaluated regularly.
- ▶ This can be achieved using the **5S audit checklist**.

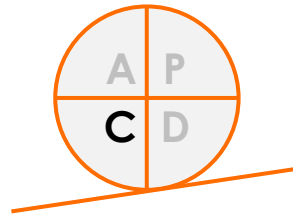


SEIRI	✓
SEITON	
SEISO	✓
SEIKETSU	
	%

Managers and supervisors should participate in these reviews

# 5S

## Implementing a Full Scale 5S Program – 5S Audit Report Example

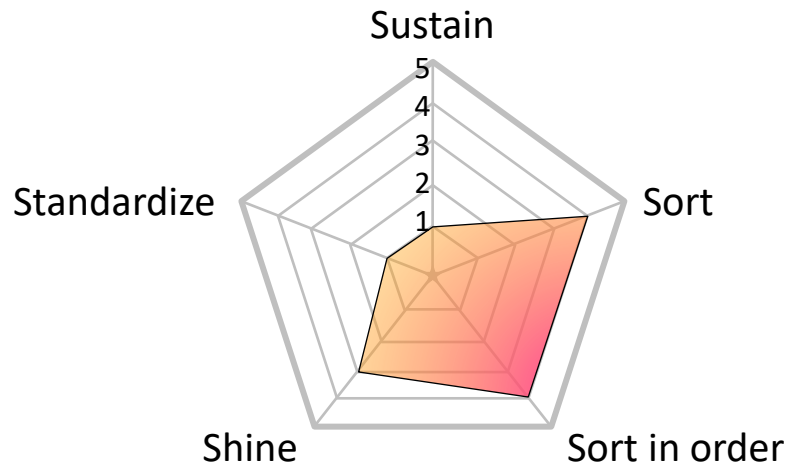
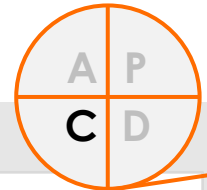


Work Area: Workshop									
Checklist item	week 1	week 2	week 3	week 4	week 5	week 6	week 7	week 8	week 9
No unneeded items		X	X						
Waste management									
Items in place			X		X				
Files in place	X								
Cleanness			X	X					
Lighting						X			
Ventilation		X							
Cleaning tools	X		X	X					
Pest control									
SOPs followed	X			X					
Display boards	X	X			X				
	64%	73%	64%	73%	82%	91%			

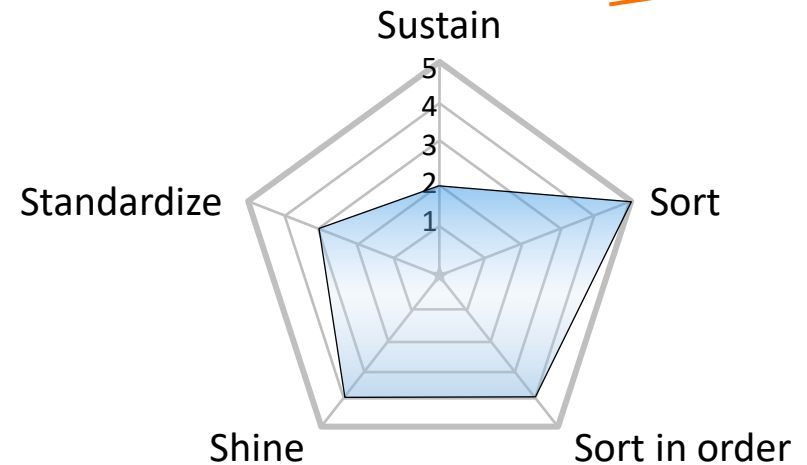


# 5S

## Implementing a Full Scale 5S Program



**Workshop**



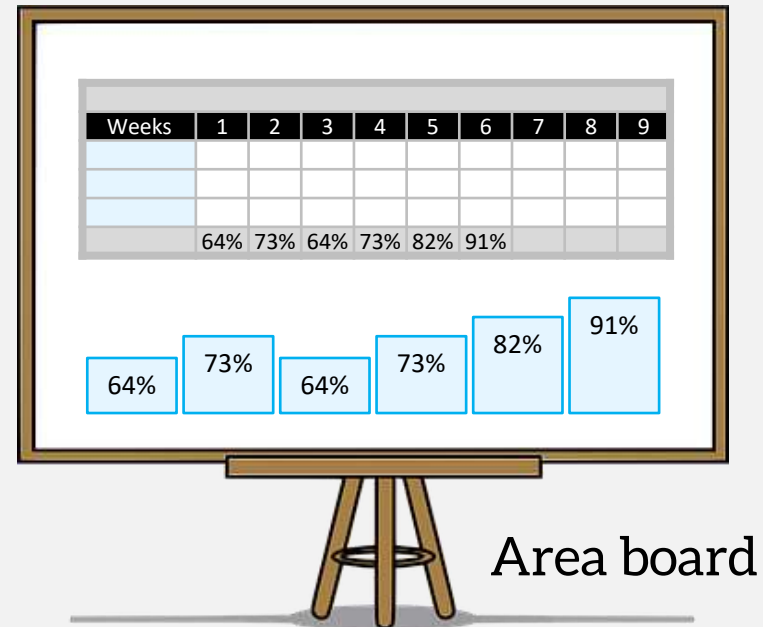
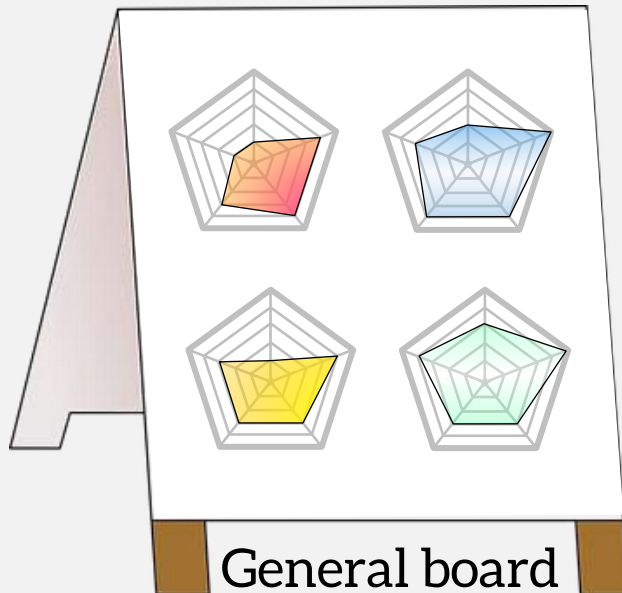
**Tooling room**

**Radar charts** can be used to track the 5S progress (and compare)

An overall **score** for each section can be calculated

# 5S

## Implementing a Full Scale 5S Program



Establish **information boards** to include the audit results

An effective audit ends up with a list of **improvement actions**

5S

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