



5 "S" System A Lean Manufacturing Tool



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ORIGINS OF 5S

The 5S System is one of several popular and simple-to-follow management tools, designed to improve workplace efficiency through facility organization. An offshoot of management methods, developed during the American “Industrial Revolution,” the system is a descendent of manufacturing philosophies used in Japan’s post-WWII reconstruction. In both cases, these early forms of the 5S System were developed to help managers and work area personnel systematically achieve total organization and standardization in the workplace.



Since the Japanese first began implementing an early form of 5S in their own factories, decades ago, workplace safety and efficiencies experienced dramatic improvements and eventually eclipsed those in America. By the mid-1980s, managers at some of the largest U.S. based factories were taking serious notice of these Japanese efficiencies. As a result, American managers began successfully applying similar systems and methods in domestic facilities. One of these systems is known globally today as “5S.” Once U.S. factories began implementing 5S, managers encountered many of the same dramatic efficiencies and cost reductions once seen only in Japan.

The term “5S” originates from five Japanese words starting with the letter “S.” They are Seiri, Seiton, Seiso, Seiketsu and Shitsuke. The literal translation of: seiri is tidiness, seiton is orderliness, seiso is cleanliness, seiketsu is standardization and shitsuke is discipline. To simplify the system further, five English words starting with the letter “S” were used to describe each of these elements (Table 1). Of course, not all facilities use these exact words in their own implementation and have substituted terms better suited to their specific applications.

5S Terms Translated

Japanese Terms	English Translations	5S Terms	Definitions
Seiri	Tidiness	Sort	Throw away rubbish and unrelated materials
Seiton	Orderliness	Set in Order	Set things in proper place for quick retrieval/ storage.
Seiso	Cleanliness	Shine	Clean the workplace /Everyone should be a janitor.
Seiketsu	Standardization	Standardize	Standardize the way of maintaining cleanliness.
Shitsuke	Discipline	Sustain	Make it a way of life. This means commitment.

Table 1

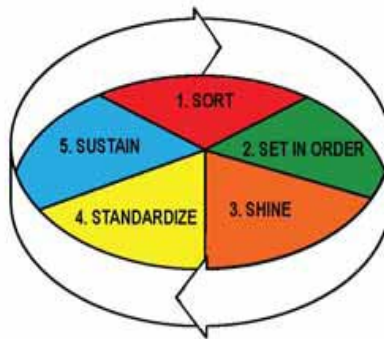
IMPLEMENTATION

Facilities throughout the world are transforming to Lean and other popularly used techniques for improving facility efficiencies by implementing 5S first. The result is helping these facilities identify inefficiencies before taking-on the more complex and universally applied systems, such as Lean. In fact, many 5S steps overlap elements of these other systems. Having 5S already in place lays the groundwork for a much easier and a more successful Lean Manufacturing implementation.

The 5S System, as described in the 5S Flowchart (Fig 1), is comprised of five steps. Each step plays a integral role in helping facilities successfully implement and sustain the 5S System. Once each step has been implemented, the 5S System is designed to function indefinitely. To achieve this, managers and work area personnel must embrace the system by integrating it into their daily work routines. Keep in mind, reaching the final step in 5S signifies the completion of implementation, but never ends the system. 5S should continue to cycle through previous steps, as appropriate, so a facility remains organized for maximum efficiency.

5S Flowchart

Fig. 1



Implementation of 5S begins with the creation of an internal committee of 5S Team Leaders. This group is assigned to manage this system from “Sort” through “Sustain.” Depending on a facility’s size, the committee may be as small as a single individual or comprised of many 5S Team Leaders. Disciplined leaders, coming from a variety of management, supervisory and work area personnel levels, should be actively promoting 5S from its inception.

Compared with many other workplace efficiency systems, 5S should take little time to implement. Of course, each facility must have a strategy for implementation in place to move forward on 5S. Researching a facility for 5S implementation may require several days of regular facility-wide meetings with work area personnel and 5S Team Leaders to gather information and discuss ideas.

In some cases, facilities will require a more comprehensive reorganization during the “Set in Order” step to achieve success. Before moving forward on any facility reorganization, seek the consent of all potentially affected managers (Facility Maintenance, Safety, Production Managers, etc). This can help smooth the transition into 5S and may even provide new and more effective options for implementation.

Once a facility has developed a formal plan for implementation, the system can move forward. All personnel are encouraged to actively participate in 5S. This requires proper training on how implementation will improve their workplaces. It should also define each individual’s role and describe the benefits of 5S.

BENEFITS

For facility managers, one of the main benefits of 5S implementation is the creation of new sources to track workplace inefficiencies. Measurements can now highlight facility issues and establish standards, so goals are achieved. This requires good record keeping by 5S committee members. Current levels of production, profit, injuries and expenditures should all be recorded so the success of the system can later be fully evaluated. Even photographs of workplace conditions and records of each individual's routine-task-times are all documented prior to 5S implementation.

These records are then compared to all phases of the system and used to strategically correct workplace inefficiencies. These "before-and-after" records, not only helps work area personnel see the "fruits of their labor," but provide managers with the convincing evidence they need to advocate the continued use of 5S.

TYPICAL 5S BENEFITS

Over the course of a facility's 5S implementation, many long-term benefits will also be realized. Facilities typically experience many unforeseen benefits from implementing 5S. Although these may not be apparent for a period of months or even years. One long-term benefit, commonly experienced, is a reduction in workplace injuries. This, in turn, can positively impact a multitude of other unforeseen aspects of a facility. Health care costs may be reduced and even increases in production, through reductions in lost time, are realized. The list of long-term benefits from 5S implementation is quite extensive, but also unique to individual facilities.

In one documented implementation by a national truck trailer manufacturer, 5S played a central role in helping to reduce workplace accidents and related lost time. In a 2003 article by Rick Weber of Trailer-BodyBuilders.com, Wabash National was found to have reduced its OSHA recordable incident rate by 44%, which puts it below the industry average. Managers implementing 5S at the company's warehouse facility found the days-away-from-work rate was reduced by 50% and days-away-from-work "workday rate" saw a 67% reduction, in cases per 100 work area personnel.

Although these statistics are fairly dramatic, many facilities have experienced similar results when 5S was properly implemented and sustained

VISUAL COMMUNICATION

Organization in the industrial workplace is rarely improved through work-flow and physical redesign alone. Proper visual identifications are known to vastly improve a facility's organization and efficiencies in many ways.

Like a filing cabinet, tabbed by category and color-coded, proper Visual Communication gives work area personnel throughout a facility clear and accurate identifications of locations, procedures, hazards, inventories, equipment and tools. The result can turn a clunky operation into a "well-oiled machine," so customers are better served and time and money is saved!

Visual Communication is a key element in 5S implementation and plays a leading role in helping turn a traditional manufacturing system into a Lean one. Introduced in the second step of the 5S System, or "Set in Order," Visual Communication helps facilities organized all tools, inventory and features through proper identifications.

Visual Communication, or sometimes referred to as "visual systems," is shown to have a dramatic impact on the workplace and can be an especially effective tool in curbing many of the production issues facing managers today. Online surveys, conducted by America Online® and Salary.com® in 2005 and another survey, conducted by Microsoft® in 2008, found work area personnel waste an average of over 2 hours per day.

Why is this phenomenon occurring and what can be done to change it? Often, reasons can be traced back to a lack of proper Visual Communication. In many facilities, work area personnel are incapable of efficiently completing simple tasks because the necessary information is not available.

When this occurs, work can't be completed in a predictable time and production suffers. Work area personnel also have very different levels of knowledge about a facility and when inventory and tools aren't properly identified, unnecessary frustrations in the workplace occur.

Developing a workplace where inventories, materials, tools and equipment are all well-marked and clearly identified is an effective solution to help reduce wasted time. Results are often far-reaching and have been found to boost: productivity, quality levels, customer satisfaction while reducing workplace injuries. The list of benefits is near limitless!

Research done by the Wisconsin Manufacturing Extension Partnership (WMEP) found Visual Communication was very beneficial to the workflow of a metal fabrication plant. Statistics showed the facility was able to increase inventory turns 67%, reduce inventory by 35% and increase on-time shipping to 99%.

In a window manufacturing facility's implementation, WMEP documented a 35% increase in productivity and 45% decrease in overtime. These statistics provide a glimpse of what is possible for facilities willing to move forward on their own implementation of the 5S.



SORT

In 5S, the word “Sort” is used to describe the first step in implementation. The goal is to filter through all workplace inventories and tools so needless items, redundancies and hazards can be sorted-out of the workplace. A build-up of unnecessary items is a serious issue in any facility. Clutter impairs productivity, creates hazards and frustrates work area personnel by limiting job performance. Eliminating this clutter can go a long way in reducing these and other workplace issues. To efficiently carry-out this 5S step, criteria for removal should be established. Start by prioritizing items already known to be useless, or a needless hazard. Items incapable of complete elimination may require off-site storage.

Each item’s purpose, uniqueness and importance to job function should be evaluated to provide criteria for removal. Unnecessary items will then become more obvious, including duplications, allowing sorting to be accomplished with efficiency.

An item’s frequency-of-use is also excellent criteria for determining an item’s value to a work area. By maintaining a record of last use, this can be effectively gauged. As one would expect, regularly used items are eliminated from the list, while items rarely used receive greater consideration for removal.

Items found to meet the criteria for removal are marked using a Visual Communication method known as “Red-Tagging.” Nonessential items are identified with a preprinted “red tag” and then must be logged in a book for removal. Red tags should provide space to describe proper sorting actions in simple terms and document a log number for tracking. Actions are generally provided on red tags as a checklist and describe whether an item should be returned, moved or discarded.



To properly store items meeting criteria for removal, create individual red tag zones near work areas. Assure each zone is visually identified. This allows work area personnel to easily locate and identify work area red tag zones and understand their purpose. These zones will provide a local red tag storage area for easy depositing or retrieval.

Once “work area” red tag zones have been created, they should be divided into two storage sections. Dedicate one section to unused items and the other to infrequently used items. This helps to keep red-tagged items organized by value and provides easier access. Keep in mind, hazardous materials may require a separate zone so they can be stored safely.

Limit storage time in work area red tag zones to no longer than five days. This allows items to be retrieved from these zones, should they be found to be essential. After this time period expires, items are moved to a “central” red tag zone. Work area personnel may still retrieve items from this final stop, but again, for only a limited time.

Finally, the company should dispose of all items remaining in the central red tag zone through donation, recycling, trash or resale.

To help facilitate Sort, assure proper signage and labeling are used wherever helpful. Red tag storage locations and directions should always be clearly indicated. To complete the implementation of Sort, create a checklist of steps work area personnel will follow to complete Sort, independently, as part of their daily work routines.

GENERAL STEPS TO PUT “SORT” INTO ACTION:

1. Record work area duty task-times and photograph work areas prior to 5S implementation
2. Establish criteria for sorting
3. Dedicate space to a work area red tag storage zone
4. Red tag, document and move items to these zones
5. Relocate items to central red tag zone once established time has expired



SET IN ORDER REFERENCE FORM -1

Work Area

Date

Initials

SORT IMPLEMENTATION CHECKLIST		QUICK REFERENCE STEPS
Workplace photographed prior to 5S implementation Red-tagging manger selected Duty task-times recorded prior to implementation Logbook created for red-tagging records Criteria established and time allotted for sorting Red-tag zones designated near work areas Work area red-tag zones well marked Nonessential items red-tagged for removal Nonessential items moved to work area red-tag zones Logbook updated Central red-tag zone established and marked Red-tag zone storage times established Record duty task-times and photograph workplace	1 RED-TAGGING PREPARATION	
	A. Identify items known to be unnecessary B. Consider tagging items rarely used C. Identify items unnecessarily duplicated D. Identify items found to have no function	
	2 BEGIN IMPLEMENTATION	
	A. Designate items and fill-out red tags B. Securely attach red-tags to items C. Safely move red-tag items to work area zone D. Allow personnel to review and retrieve items E.	
3 "WORK AREA" RED TAG ZONES		4 "CENTRAL" RED TAG ZONE
A. Dedicate a space for work area red-tag zone B. Assure space is adequate and easily accessible C. Clearly mark with signs & floor tape to eliminate confusion D. Set storage expirations, so items rotate out regularly E. Section work area red-tag zones by type		A. Dedicate a space for central red-tag zone B. Assure space is adequate and easily accessible C. Clearly mark with signs & floor tape D. Set storage expirations, so items rotate out regularly E. Divide work area red-tag zones by type
REGULAR WORK DUTY TASK TIMES		
Name	Duty	Time (Min:Sec)

SET IN ORDER

Once “Sort” is complete, 5S Team Leaders can begin to move forward on a more comprehensive system of organization. Known as “Set in Order,” this step is dedicated to helping a facility find permanent storage locations for every item and visually identifying their locations.

From hammers to forklifts, every necessary item inside and around a facility requires a dedicated place for storage. This way everyone knows the exact location of any item and needless searching is eliminated. Items stored unreasonably far from their areas of regular use should be relocated to closer proximities. This not only decreases lost time, it can help reduce workplace injuries. In some cases, modular shelving and cabinets should be installed. Storage locations can then be easily customized, since production requirements may change frequently.

Tackling this step requires active participation by all 5S Team Leaders. This is best facilitated through regularly scheduled meetings where leaders discuss progress and share ideas for improvements. Keep in mind, items will continue to be sorted-out from a facility as nonessential items are discovered. This means returning to “Sort” as necessary.



In this step, many new storage locations are created and current levels of Visual Communication require critical evaluation. Uniformity and visibility levels are two important factors to consider when initiating a Visual Communication campaign. Before marking anything, establish a facility standard for all signs and labels to be used. 5S Team Leaders and work area personnel should all participate in this process. Current signage sizes, graphics, colors and text should all be evaluated for perceive dissuues and documented. Standards can then later be developed from this evaluation before marking takes place. One common Visual Communication standard facilities should begin to consider is setting a minimum size limit for hazard and warning signs. This is to assure visibility at a distance. Of course, each standard should be tailored to meet a facility’s individual needs and help simplify implementation and its continued use.

Once Visual Communication standards are established, signage and labeling must properly identify new and old storage locations and facility features. Breaking old habits can be difficult, so training and regular reinforcement of that training may be necessary. Facility hazards or features, requiring identification, must all be properly identified with labels or signs. Visual or auditory devices may be useful in some cases, so work area personnel are properly alerted to potential hazards or workplace issues. Finally, begin to track the movement of storage locations with a log book. This will help all employees more easily find items, now in new locations, and reduce needless searching.



Workflow

- Provide signage indicating workflow directions
- Provide signage with facility maps.
- Provide signage with legends to simplify instruction

Inventory & Material

- Assure “Right to Know” (RTK) labels are affixed as needed
- Install modular shelving & cabinets where appropriate and properly identify
- Assure storage is flexible so changes can be easily made
- Mark warehouse floors where storage boundaries are not well-defined.
- Assure pipes, valves, tanks and other storage cylinders are clearly identified



Make sure all labels and signs are easy to read and provide all of the critical information you need to communicate. Clear and explanative labels give personnel the right information to act upon. Durable labeling and signage supplies, designed for use in the industrial workplace, provide the maximum service to help your facility operate more efficiently.





With a proper Visual Communications, a facility not only works safer, but is much more efficient. Safety equipment, Inventory and tools are more likely to stay in order because storage locations are well identified.

Identifying 5S work areas can be beneficial in helping personnel recognize the areas they are responsible for. It also adds an element of pride when each name "proudly" displays each individual responsible for a designated work area.



PROCEDURES/INSPECTIONS

- Assure electrical systems are properly identified with directions
- Describe equipment operation with signage
- Utilize devices to eliminate mistakes
- Install electronic visual and auditory alerts at proper locations



In the 5S System, the word “Shine” refers to the critical cleaning and basic maintenance duties work area personnel incorporate into their daily routines. Once in place, Shine soon becomes an invaluable step in this system.

A poorly kept workplace is a clear sign of inefficiency and facilities operating in these conditions may very well be losing money. Dirty environments are known to hide issues and allow leaks, squeaks and vibrations to go unnoticed. Ultimately, this results in production losses and likely will affect many unforeseen elements in a facility. By eliminating these issues, work area personnel will become more productive and safer on-the-job.

Truly cleaning a facility, however, requires more than just simple sweeping and dusting. All debris or contaminants, not belonging in the workplace, must be eliminated. Dust, dirt and fluids all fall into this category and requires removal.

To put Shine into action, work area personnel must have access to cleaning supplies designed for use in their specific work areas. A detailed cleaning checklist, describing work area items and features, should be posted within each work area. Items such as desks, equipment, tools, inventories, storage areas, floors and lighting are all common workplace items and features requiring routine cleaning.

To help a workforce fully embrace Shine, cleaning periods must follow well-defined-schedules. This regularity gives work area personnel the opportunity to fulfill their cleaning responsibilities during a dedicated time, while reminding them of its importance.

Where possible, assign work area and tool cleaning responsibilities to personnel who regularly utilize them. This helps them develop a pride in their work, while maintaining accountability. Work area personnel should also be encouraged to monitor the cleanliness of all areas they are assigned to clean as well as neighboring spaces. This aids in identifying even the tiniest abnormalities and pre-failure conditions sooner.

Maintaining Shine in the workplace goes well beyond basic cleaning. Work area personnel should participate in making basic repairs to all visible surfaces during scheduled cleaning times. This may include repainting equipment, walls, floors or any other visible surfaces.

The benefits of Shine may not be immediately apparent, but often ripple throughout a company and positively influence entire facilities. Even seemingly unrelated departments, such as sales, are known to benefit from a successful Shine implementation in work areas.

As morale and safety improve, work area personnel become motivated to keep their work areas clean. However, the battle to maintain Shine is never-ending and 5S Team Leaders must be diligent in continuing to monitor their assigned work areas. Like the domino effect, Shine helps many previously unforeseen issues become more evident and allows them to be fixed quicker. When issues do occur, the most comprehensive solution is absolute elimination of all sources of contamination. This, of course, is rarely possible in the industrial workplace. Integrating additional efficiency improving methods into this step may help wherever cleanliness goals are not being achieved.

Two, more popular, methods include “Poka-Yoke” (Mistake-Proofing) and “Root-Cause-Analysis” (RCA). Poka-Yoke is a Japanese method, designed to permanently eliminate reoccurring errors from the workplace. Like 5S, leaders follow steps to achieve desired goals. However, this method is usually implemented as the result of an individual error and not applied as a facility-wide system.



In brief, Poka-Yoke is implemented once an error occurs. Leaders research the error and associated operations. All possible reasons for its occurrence are analyzed and documented. This information is then used to identify losses in terms of time and money.

After the cause of the error is pin-pointed, physical devices are used to eliminate the cause. These devices are commonly referred to as “shut-outs” or “limit-switches” and typically used to completely eliminate or help limit access to error-causing activities. Other commonly used devices may include

mechanical, procedural or visual controls to immediately alert work area personnel of incorrect actions.

“Root-Cause-Analysis” (RCA) is another useful method, utilized to trace errors to the “what,” “how” and “why.” What caused an error and how it occurred are believed to be easily identifiable in RCA. Why an error occurred often requires more effort, but yields the majority of necessary information for correction.

A general belief that “errors do not just happen” is strongly advocated in the RCA method. Leaders embrace this belief and use it as motivation to trace errors to a well-defined cause. As part of this error-tracing, work area personnel linked to an error are asked to describe each step they took leading to an error. They can then explain what led them to make incorrect choices. Eventually, an error’s “Root-Cause” becomes evident and 5S Team Leaders use this information to revise procedures and eliminate reoccurrences. Either method, or both, may be of aid during any step in this system’s implementation.

STEPS TO ACHIEVE “SHINE” SUCCESS:

1. Photograph workplace prior to Shine implementation
2. Explain Shine to work area personnel as a group and establish a set goal
3. Develop a uniform test to evaluate cleanliness
4. Stock the appropriate cleaning supplies for individual workspaces
5. Post a calendar of Shine days and times in work areas
6. Post a calendar of work of Shine inspection days and times in work areas
7. Assign individual cleaning and self-monitoring responsibilities
8. Implement by cleaning and eliminating small imperfections
9. Record duty task-times and photograph the work area after implementation



Work Area	Date	Initials																		
<p>SHINE IMPLEMENTATION CHECKLIST Eliminate obvious unclean areas</p>																				
<p>Photograph workplace prior to Shine implementation Develop a uniform inspection method to track progress Explain Shine to work area personnel as a group & establish goals Seek input on criteria used to evaluate work areas during inspections Request Shine suggestions from work area personnel</p> <p>Review work area with personnel to establish complete Shine duty list Seek Shine list input and approval from managers</p> <p>Build a checklist of cleaning duties, for reference during inspections Stock the appropriate cleaning supplies for work area</p> <p>Assign cleaning and self-monitoring responsibilities Assure Shine duties are rotated equally amongst all work area personnel</p> <p>Develop a calendar with Shine dates and times (preprinted) Post calendar of Shine dates & times in work area</p> <p>Monitor personnel during first scheduled Shine period</p> <p>Be available to help answer questions and resolve cleaning issues Focus on implementing more general Shine duties first</p> <p>Eventually expand Shine work to include more detailed cleaning duties Consider incorporating small repairs and painting into Shine duties Implement by cleaning and eliminating small imperfections During inspections, seek input from work area personnel</p>	<p>QUICK REFERENCE STEPS</p> <p>1. SHINE PREPARATION</p> <p>A. Eliminate obvious unclean areas B. Remove garbage regularly C. Create list of contaminants for removal D. Create a list of locations to be checked daily</p> <p>2. SHINE IMPLEMENTATION</p> <p>A. Provide proper non-damaging solvents B. Stock appropriate amount of cleaning supplies C. Assign individual to maintain supplies D. Assure cleaning supplies will be accessible</p> <p>3. SHINE CALENDER</p> <p>A. Create calendar with dates & times marked B. Rotate dates & times to eliminate conflicts C. Educate personnel on proper procedures D. Develop cleaning checklist for work area E. Post Calendar in work area for reference</p>																			
<p>REGULAR WORK DUTY TASK TIMES</p>																				
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Standardize

The final backbone of the 5S System is to “Standardize!” This is the step where previously implemented steps become more permanent fixtures in the workplace. It also helps create uniformity in the workplace and seamlessly integrates 5S duties into work area personnel and management daily routines.

Regular 5S meetings with 5S Team Leaders will help formulate a facility’s 5S standards. Managers should remember to consult work area personnel for input and pare unnecessary or obsolete duties from the list as necessary.

5S duties, required in all steps, are best standardized with a “work area duty-list.” Names of work area personnel should then be associated with each of these duties. Where possible, duties should be rotated amongst all work area personnel and scheduled. Once a duty-list is developed, seek management approval for a standardized implementation. All potentially affected managers (Facility Maintenance, Safety, Production Managers, etc.) should have an opportunity to review these duty-lists prior to implementation.

Once formally approved by management, work area maintenance standards can be uniformly applied throughout a facility. These new duty assignments, and related checklists, are then reviewed by work area personnel and implemented immediately. Assure work area checklists are strategically posted within work areas, so duties are clearly displayed. 5S standards can then function autonomously, making them easier to manage and clarifying work area personnel responsibilities.

Many other elements of the 5S System will also require standardization. As described in the “Set in Order” step, a facility’s Visual Communication should have standards to follow. In this step, more formalized standards for Visual Communication may also be developed. Minimum and maximum sizes for fonts and pictograms should be established, along with a standardized system of color coding.

Colors help work area personnel more rapidly and clearly distinguish items in a facility. Colors should be associated with item categories so each provides instant recognition from a distance. For this to function properly, work area personnel must first understand what categories these new standardized colors will describe. A facility’s color code should follow all governing codes and standards and have the approval from management. A legend of this standardized color code should then be posted throughout a facility.

Work area personnel must be encouraged to embrace the system, indefinitely. This is because each individual plays a critical role in the overall success of 5S. They should be tasked to monitor conditions in their own work areas and neighboring spaces on a regular schedule. Managers will continue to be relied upon for guidance during this implementation stage and on an on-going basis.

These 5S System methods should continue to be used even as work environments change and as familiarity with the system grows. This is why nothing about 5S should be “written in stone.” Team Leaders should, instead, help the system to evolve over time. Within individual work areas, Work area personnel should regularly participate in 5S standard improvements by developing new approaches to improve the system.



PUTTING “STANDARDIZE” INTO ACTION:

1. Managers meet with work area personnel regularly to review the 5S System.
2. Implement employee provided ideas once management-approved.

Standardized duty-list examples, used for posting within individual work areas:

5-S SHINE DUTIES (MONDAY SWING-SHIFT)			
JOB	DESCRIPTION	PERSONNEL	START TIME
STORE	Assure all work area items to proper storage locations	NICK	11:45pm
SWEEP	Sweep and dust work place from top to bottom	JEFF	11:45pm
WASH	Clean contaminants (Dust, dirt or other debris.)	JANET	11:30pm
EMPTY GARBAGE	Properly dispose of work area garbage collected in cans	ROBIN	11:50pm
RESTOCK	Ready inventory, tools and equipment for next shift	PHIL	11:15pm

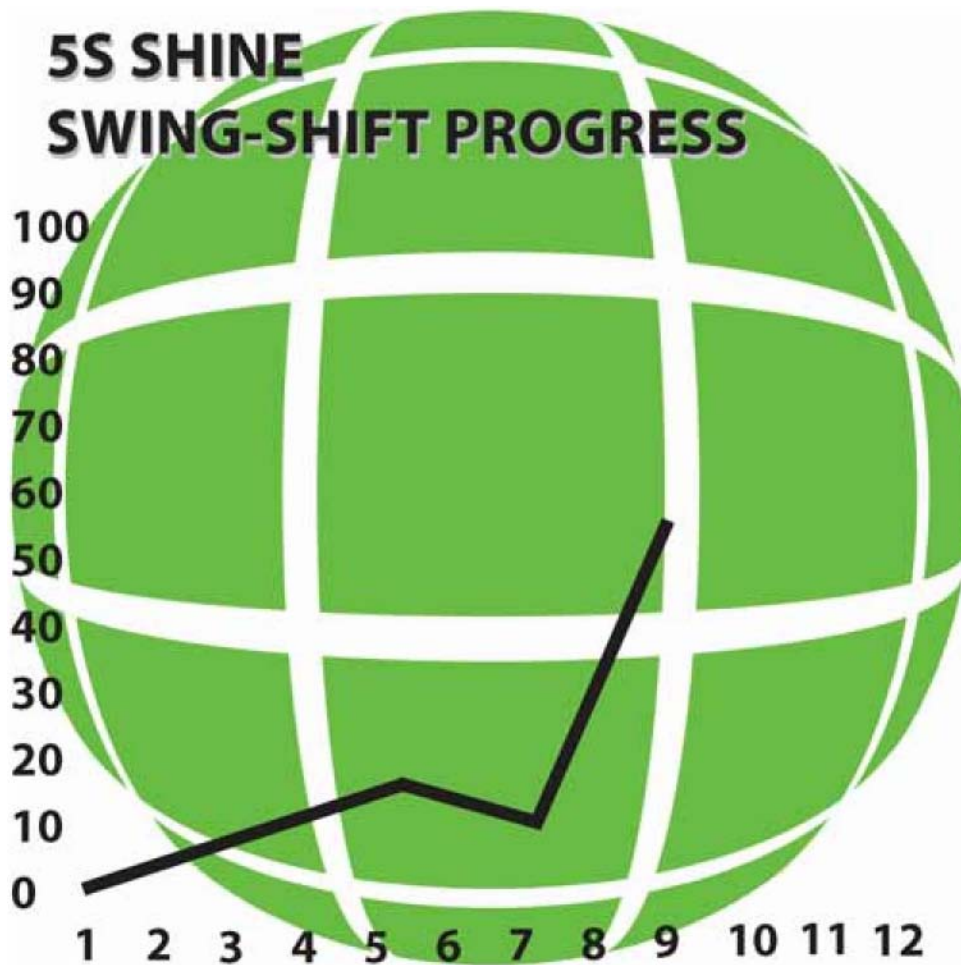
Standardized weekly duty-list examples, for posting in 5S Team Leader work areas:

5-S WEEKLY TEAM LEADER SHINE DUTIES (SWING-SHIFT)			
MANAGE	DESCRIPTION	TEAM LEADER	DAY/TIME (30 min)
MEET	Team Leaders and workers resolve issues and share successes	LINDA	Mondays/4pm
INSPECT	Review work area conditions and document issues	LINDA	Tuesdays/12pm
REPAIR	Direct workers in painting visible surfaces where necessary	ROBERT	Wednesdays/5pm
REVIEW	Worker daily duty schedule, adjusted where necessary	LYNN	Thursdays/4pm
REFILL	Assure workers have proper cleaning supplies for work areas	ROBERT	Fridays/4pm

Standardized monthly duty-list, for posting in 5S Team Leader work areas:

5-S MONTHLY TEAM LEADER SHINE MEETINGS (SWING-SHIFT)			
MANAGE	DESCRIPTION	TEAM LEADER	DAY/TIME (30 min)
SCHEDULE	Organize and manage 5S Committee Meeting	ROBERT	2nd Tue@4pm
REVIEW	Hold progress evaluation to discuss and resolve issues	LYNN	3rd Tue@4pm
FORMULATE	Look to improve current processes	ALL LEADERS	3rd Thurs@4pm
SHARE	Inform workers of new implementations and seek feedback	LINDA	3rd Thurs@11pm
IMPLEMENT	Seek management approval on changes and implement	LINDA	3rd Fri@4pm

3. Help the 5S System remain flexible to changes by allowing for continual adjustments to workplace procedures, checklists, diagrams or any 5S System aid.
4. Other internal system leaders, such as International Organization for Standardization (ISO) managers, should be actively involved with the 5S System and integrating it into existing requirements and standards to reduce redundancy.
5. Update documentation to reflect the changes. If your company has an ISO Coordinator, get the person involved to assure compliance with ISO requirements.



Sustain

The final step in 5S implementation is dedicated to sustaining the system indefinitely. This means each previous step must now become embedded into a facility's daily operations so the system can be sustained permanently.

In this step, work area personnel should be expected to complete assigned 5S duties routinely and with little supervision. Signage, displaying scheduled 5S System duties and directions, should be properly displayed in strategic locations so confusion is eliminated. 5S education will now be integrated into existing "new-worker training programs." This will help all work area personnel immediately understand their roles and help maintain uniformity. Although 5S should now begin to function more independently, sustaining the system will require assertive system maintenance throughout this step.

5S Team Leaders must set examples by following-through on scheduled work area inspections, without exception. Calendars, identifying dates and times of all 5S meetings should be provided to 5S Team Leaders and all facility managers. This dedication to sustaining the system will be the catalyst for continued 5S success and inspire work area personnel to embrace the 5S System as well.

Monthly work area progress evaluations are another important element of Sustain. These evaluations provide managers an opportunity to record and gauge successes. Utilizing a rating system, work area personnel are provided the feedback they need to make improvements where necessary. Results of progress evaluations are generally based on issues and successes documented during weekly work area inspections. A point system should be developed to help accurately track progress. 5S Team Leaders may wish to award one point, per duty, when cleanliness standards are achieved and deduct two points, per duty, when standards are not met. Work area personnel should rapidly learn the standards for each duty by how points are awarded or deducted. Make sure to explain why points were deducted whenever this occurs.

Sustain 5S with monthly progress evaluations, for posting in work areas and 5S Team Leader work areas:

5-S MONTHLY PROGRESS EVALUATIONS (SWING-SHIFT)			
REVIEW	DESCRIPTION	TEAM LEADER	DAY/TIME
STORAGE	Have items been returned to proper storage locations?	LINDA	Last day of month@11pm
SWEEPING	Is work area swept and dusted from top to bottom?		
WASHING	Are contaminants (Dust, dirt or other debris.) removed?		
GARBAGE	Has garbage been properly disposed of in work area?		
RESTOCKING	Are inventory, tools and equipment restocked for next shift?		

Rating points should always be awarded uniformly, throughout all work areas. This adds an element of fairness to the system, helping work area personnel feel goals are achievable. Uniformity also provides 5S Team Leaders with reliable data, so ratings properly reflect what's actually occurring in the workplace.

Now this final step is in play, go back and photograph the conditions of all work areas and re-record work area personnel routine-tasks-times. Make sure to also collect current figures for

production, profit, injury and expenditures. Where possible, organize this data by work area and begin transferring ratings to an electronic spread sheet. Graphs and charts can then be used to provide work area personnel and managers easy-to-understand visual progress reports.

Once this data collection system is in place, goals for individual work areas and entire facilities can be established. Banners and signage, displaying 5S progress, should be displayed to help work area personnel better visualize set goals and achieve them.

Remember to maintain an open dialog with work area personnel to encourage the sustained use of 5S. This is critical in assuring the system is, indeed, working properly and all work area personnel are truly benefiting from its implementation.

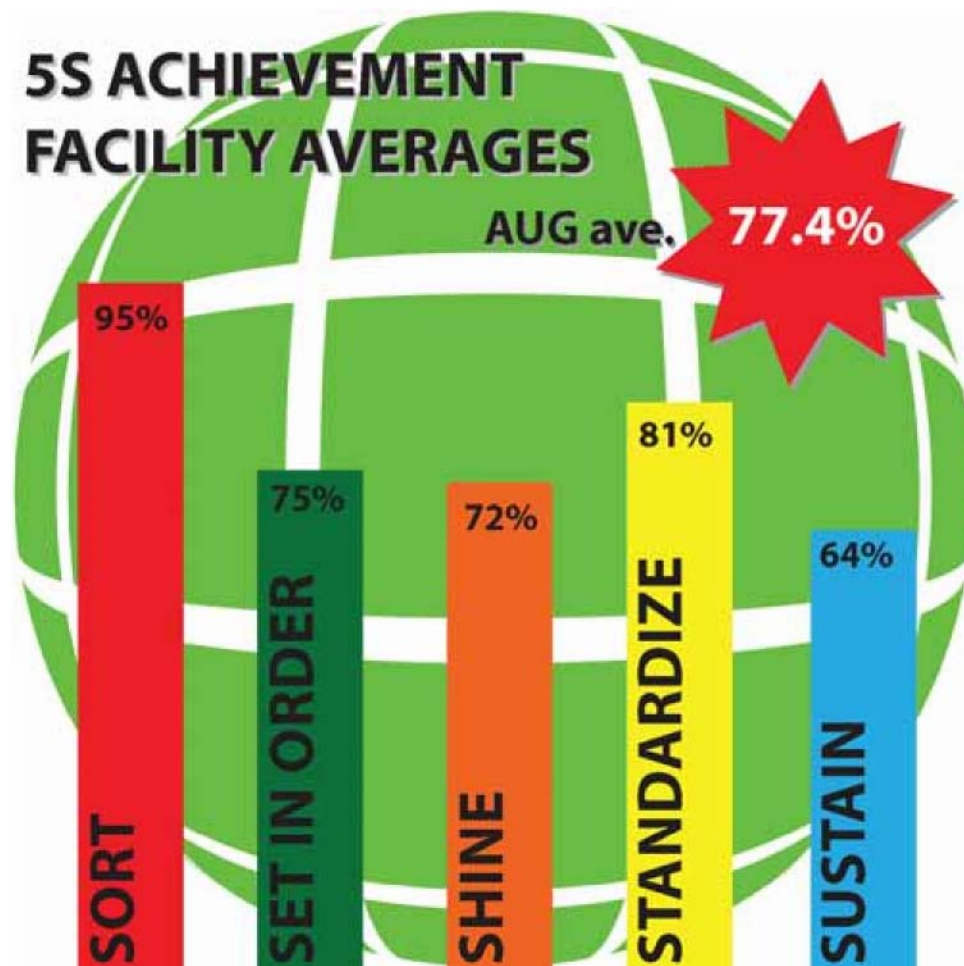
Expanding the use of 5S beyond the work area is another excellent way to help sustain the system. This way, the importance of sustaining of the system is universally understood throughout a facility and supported. Make sure to immediately communicate successes in 5S to all work area personnel, wherever they occur. Internal publications, awards, signs or banners are all excellent devices to recognize achievements. Once work area personnel feel good about their contributions, they will be motivated to sustain the 5S System and even suggesting improvements.

Similar 5S System evaluations, described in Standardize, can also be applied to all steps of the system. This helps a facility's personnel visualize their overall achievement and recognize areas requiring improvement. Make sure these results are well posted in a location where personnel will see their achievements daily.



STEPS TO PROGRESS FROM IMPLEMENTATION TO SUSTAINING:

1. Provide work area personnel formal calendars for work area inspections and meetings.
2. Hold scheduled work area meetings and inspections.
3. Continue to document work area personnel feedback and implement once management approved.
4. Communicate 5S successes using internal publications, signs, awards and banners.
5. Look to work area personnel for 5S improvements and monitor success
6. Record duty task time record (Post-5-S-Implementation)



SUSTAIN REFERENCE FORM -5

Work Area

Date

Initials

SUSTAIN CHECKLIST		QUICK REFERENCE STEPS
Provide employees formal inspection & meeting calendar Hold scheduled work area meetings and inspections Continue to document feedback from work area personnel Communicate successes with awards and banners Consider implementing an internal 5S publication Continue to regularly meet with other 5S team leaders Begin to formalize facility-wide 5S duties with team leaders Rotate facility-wide 5S team leader management-duties Record duty task times Continue to record duty task times periodically Photograph current work area conditions Continue to photograph work area conditions periodically Develop a scrap book or electronic file for storing 5S records Display photographs in progress reports Meet with other 5S Team leaders to review facility progress Post results on facility-wide "Achievement Board" Continue to follow through on 5S team leader duties	1 SUSTAIN PREPARATION	
	A. Design calendars for each work area B. Include general tasks in calendar C. Assure visual accessibility to calendar D. Update as necessary	
	2 HOLD REGULAR MEETINGS	
	A. Formalize work areas meetings B. End meetings with inspections C. Address concerns at close of meeting D. Implement approved employee ideas	
		3 COMMUNICATE SUCCESS
		A. Communicate successes immediately B. Utilize internal publications & awards C. Display successes with graphs D. Continuously look for 5S success
4. LOOK TO WORK AREA PERSONNEL FOR IDEAS		
A. Maintain an "open door policy" B. Involve employees in finding issue solutions C. Document employee suggestions D. Implement management approved suggestions		
REGULAR WORK DUTY TASK TIMES		
Name	Duty	Time (Min:Sec)

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