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The 5S

Agenda

1. The 5S: What is it ?
2. The 5S purpose and benefits ?
3. The 5S:
    a) Sort
    b) Set In Order
    c) Shine
    d) Standardize
    e) Sustain
    f) The 6th S: Safety
4. Summary

Introduction

What is it ?

The 5S is a system of **visual management** to improve and maintain an efficient workplace.

The 5S **systematically removes unnecessary** steps and "stuff" from the working areas to **improve workflow**

Introduction

SORT	SET IN ORDER	SHINE	STANDARIZE	SUSTAIN
Remove and separate what is not needed and tag it	Organize items for easy access	Keep things clean and tidy as you work	Develop rules and keep positive results	Make it a habit and teach others to improve
SEIRI	SEITON	SEISO	SEIKETSU	SHITSUKE

Introduction

Purpose and Benefits

- Reduce the number of **mistakes** from employees and suppliers.
- **Reduce** employee **training time.**
- Reduce **search time** in locating tools, parts and supplies.
- Reducing the **number of parts** stored in inventory and carrying costs.
- Reduce **unnecessary human motion**.
- Improve floor **space utilization.**
- Improve employee **safety** and **morale.**
- Improve product **quality.**
- Extend equipment life through more frequent **cleaning** and **inspection.**

"Lean is a way of thinking to adapt to change, eliminate waste, and continuously improve."

Mr. Ohno In A Discussion with Mr. Cho. Toyota Motor Company

Sort

Remove and separate what is not needed and tag it

Sorting is the activity to **segregate** through all items in a location and **removing all unnecessary items** that has little or **no value** keeping them around the working area.

Sort

Remove and separate what is not needed and tag it

- Items useful and necessary?
- Keep handy only what is needed
- Use a frequency action table
- Place "red tag" (temporary)

FRECUENCY LEVEL	DESCRIPTION	ACTION
HIGH	Daily	Keep at workplace
MEDIUM	Weekly	Store at storage room
LOW	Monthly / Quarterly	Store away from area (or dispose)

Sort

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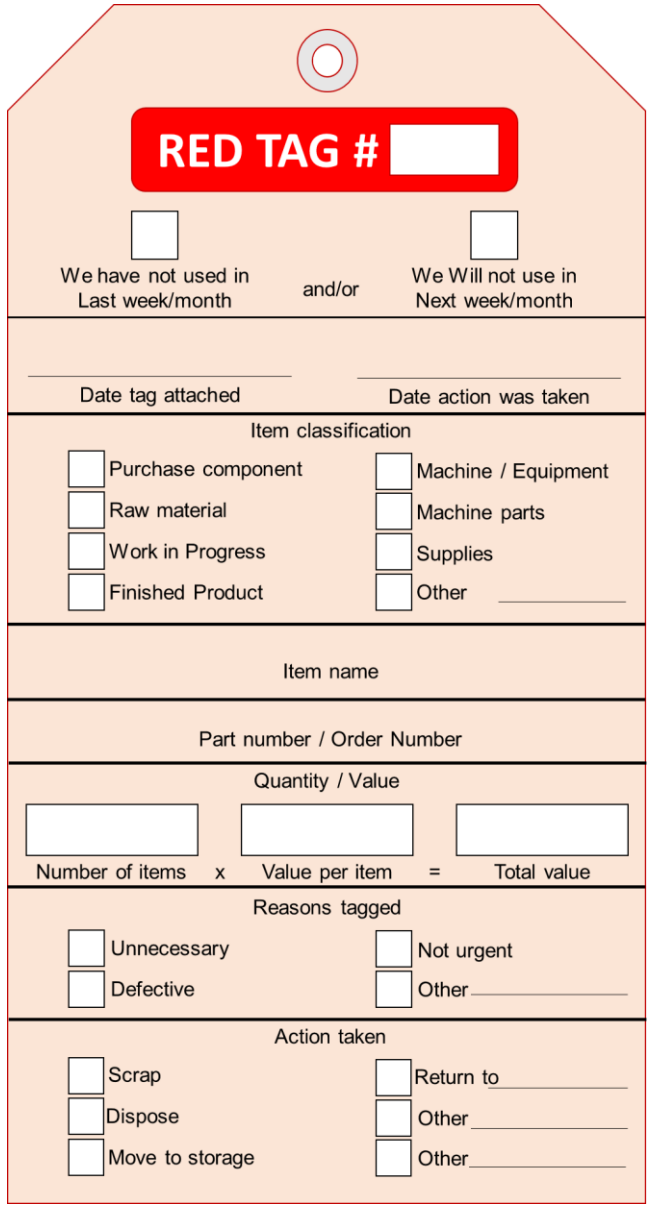
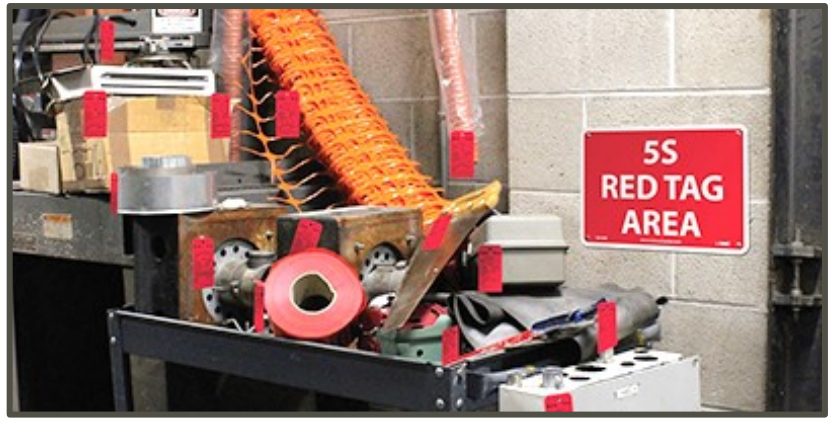


Sort

Implementation

- Evaluate whether their presence at the location is **useful** or **necessary**.
- **Remove unnecessary** items, and if something cannot remove immediately send it to a "**Red Tag Area**".
- Keep the working floor clear of materials except for those that are in use for **production**.



Set in Order

Organize items for easy access

Set in order or straighten is putting all necessary items in the **optimal place** for fulfilling their function in the workplace.

Set in Order

Organize items for easy access

- Organize based on **proximity**
- Make them **easy to find**
- Assign **fixed locations**
- Use "**Shadow boards**"
- Assign lead based on **5s Map**
- Use 5S **color legends**

Set in Order

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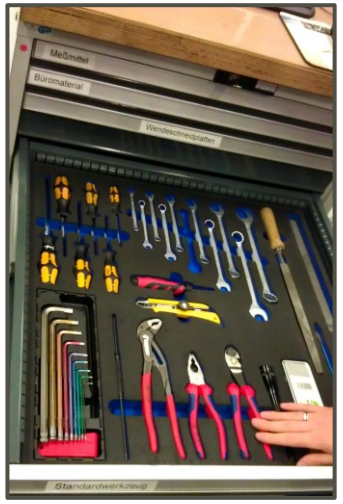
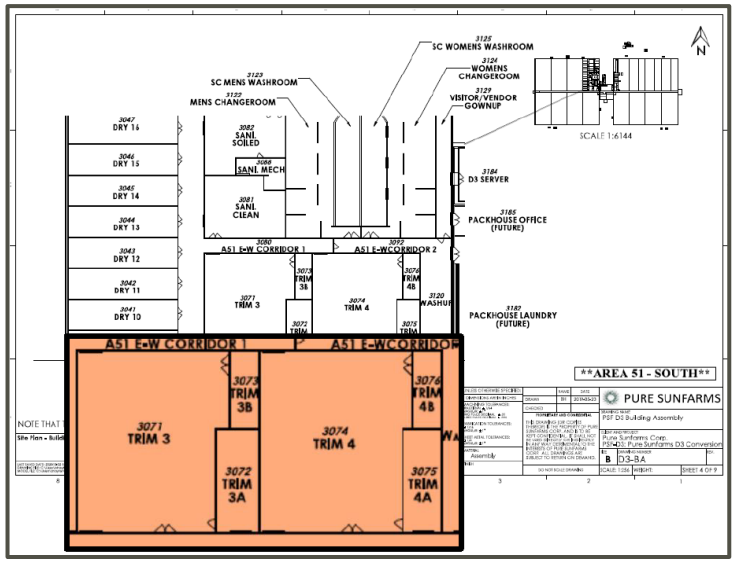


Set in Order

Implementation

- Draw up a **map** and then implement it
- **Physically arrange** the workplace first, and then map it out
- We **map as we go**, testing ideas and writing what works well



5s - Color Legend		
COLOUR		USE:
YELLOW		Aisleway & Traffic Lanes, Work Cells, Egress Path
WHITE		Production -OR- Racks, Machines, Carts, Benches and other equipment that doesn't fall under any other color guidelines.
RED		Defect/ Scrap Area, Waste, Red Tag Holding
ORANGE		Material or Product Inspection area.
GREEN		Materials and Production: Finished Goods
BLUE		Materials and Production: Raw Materials / WIP
BLACK &	YELLOW STRIPE	Areas which present physical or health risks to employees. To indicate extra caution is to be exercised.
RED &	WHITE STRIPE	Areas to be kept clear for safety reasons (emergency exits, electrical panels, fire-fighting equipment.

Shine

Keep things clean and tidy as you work

Shine is sweeping or cleaning and inspecting the workplace, tools, and machinery regularly.

Shine

Implementation

- Improves the production process efficiency and safety, **reduces waste, prevents errors** and **defects**.
- Keep the workplace **safe** and **easy** to work in.
- Keep the workplace **clean** and **pleasing** to work in.
- When in place, anyone not familiar with the environment must be able to **detect any problems** within 50 feet in 5 sec.

Shine

Implementation

- **Clean** the workplace and equipment daily, or at another appropriate (high frequency) cleaning interval.
- **Inspect** the workplace and equipment while cleaning.

Standarize

Develop rules and keep positive results

Standardize is to **normalize the processes** used to sort, order and clean the workplace.

Standarize

Develop rules and keep positive results

- Establish procedures to ensure repetition
- Use visual controls
  - ✓ Shadow boards
  - ✓ Floor marking
  - ✓ Signs
  - ✓ Labels
  - ✓ Red tags
- Implement audit / assessment checklist
- Assign teams to own specific areas

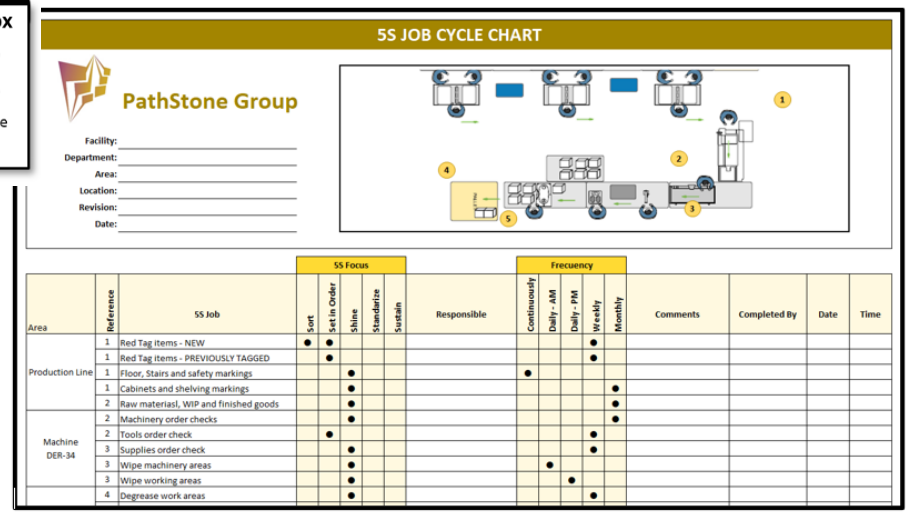
Standarize

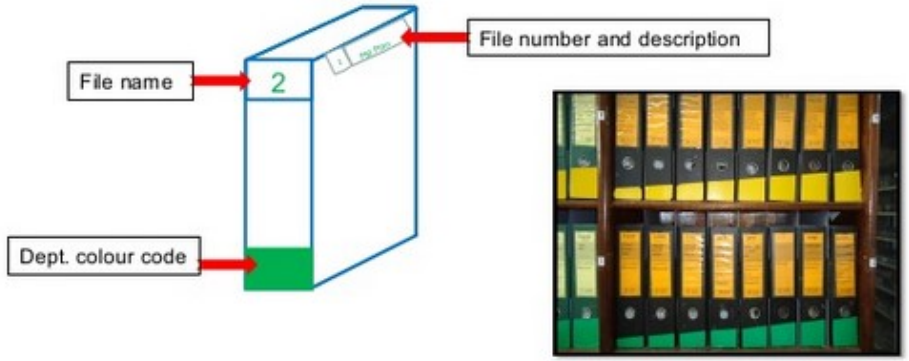
Implementation

- Develop a **work structure** that will support the new practices and make it part of the daily routine.
- Ensure **everyone** knows their responsibilities of performing the sorting, organizing and cleaning.
- Use **photos** and **visual controls** to help keep everything as it should be.
- Use a **5S Job Cycle Chart.**
- Review the status of 5S implementation regularly using **audit checklists**.

TOOLBOX

Job Cycle Chart





Sustain

Make it a habit and teach others to improve

Sustain or **self-discipline** is implementing **behaviors** and **habits** to maintain the established standards over the long term and **managing the 5S for success**.

Sustain

Make it a habit and teach others to improve

- **Continuous** Training
- Listen to the team, maintain **motivation**
- **Solve** from its roots, do not band-aid issues
- Implement Standard **5S Assessment**
- Have a **communication** board
- Listen to the Sixth S !: **Safety**

Sustain

Implementation

- Organize **training** sessions.
- Perform **regular assessments** to ensure that all defined standards are being implemented and followed.
- Implement **improvements**. People inputs can be precious for identifying improvements.
- When issues arise, identify their cause and implement the **changes** necessary to avoid recurrence.

TOOLBOX

5S Assessment

5S Assessment

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Area:
Auditor:
Date:

	Checklist item	Criteria	Exist?	Rating	Comments
	Sort - SEIRI				
	Cabinets and shelves	No irrelevant reference materials, documents, drawings, etc.	No	1	
	Desks and tables	No irrelevant reference materials, documents, etc.	No	3	
3	Drawers	No excess pieces of equipment, documents, etc.	Yes	4	
4	Other storage area	Storage area is defined to store unneeded items and out-dated documents	No	3	
5	Standards for disposal	Standards for eliminating unnecessary items exist and are being followed	Yes	2	
S2	**Set in order - SEITON**				
6	Tools and equipment	Locations of tools and equipment are clear and well organized	Yes	4	
7	Materials and products	Locations of materials and products are clear and well organized	Yes	3	
8	Labeling	Labels exist to indicate locations, containers, boxes, shelves & stored items	No	2	
9	Inventory control	Evidence of inventory control exists (i.e. Kanban cards, FIFO, min & max)	No	3	
10	Outlining / dividing lines	Dividing lines are clearly identified and clean as per standard	Yes	3	
11	Safety	Safety equipment and supplies are clear and in good condition	Yes	5	
S3	**Shine - SEISO**				
12	Building structure	Floors, walls, ceilings & pipework are in good condition & free from dirt/dust			
13	Racks and cabinets	Racks, cabinets and shelves are kept clean			
14	Machines and tools	Machines, equipment and tools are kept clean			

BEFORE

AFTER

The 6th S: Safety

Safety First

While the sixth S is not a part of the original Lean concept developed at Toyota, implementing it can help **improve productivity** and **eliminate waste**.

The 6th S: Safety

Safety First

- **Accidents** Waste Time
- **Injuries** Slow Work
- Safety Improves **Organization**
- Improves Employee **Confidence**
- Positive WorkSafe **Inspections**

LEARNING HUB

The 5S Game

Takeaways

- The 5S is a **Foundation** for Lean Strategy.
- **Avoid** the temptation to initiate Continuous Improvements before implementing a successful 5S program: **Clean the Kitchen before cooking the dinner.**
- Is not difficult to implement but is **difficult** to sustain, assess frequently.
- The 5S approach is not a **one-time event**, but an ongoing cycle, change management is key.

Thank You

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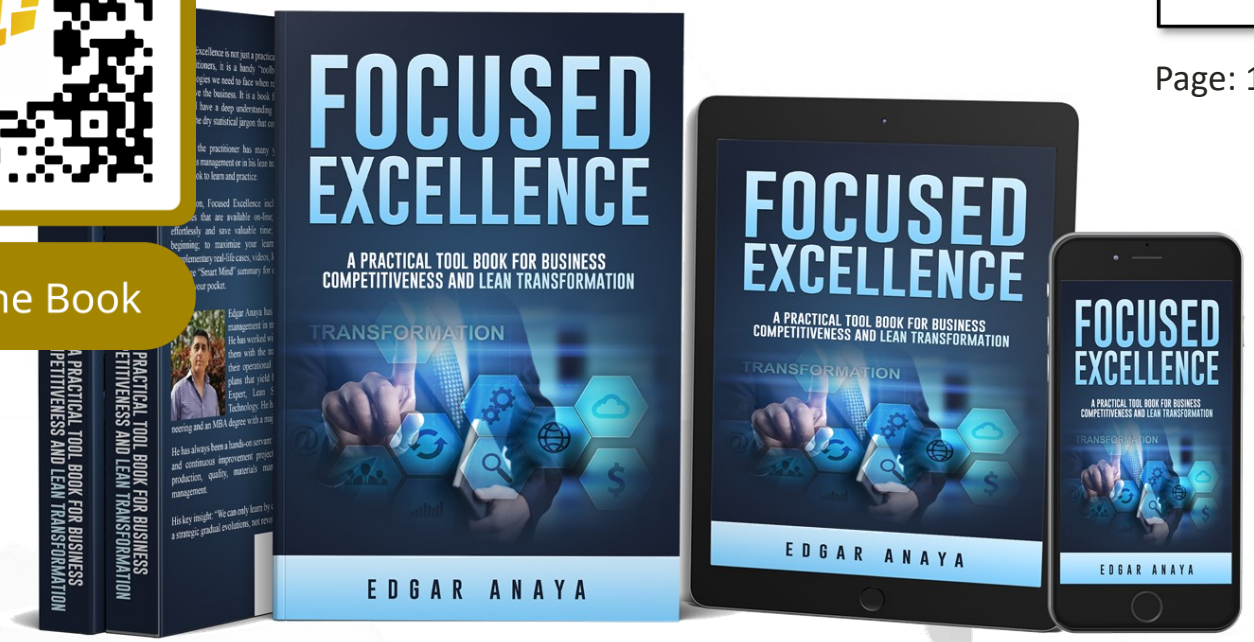

TOPIC
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Reference: Focused Excellence by Edgar Anaya

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A Practical Tool Book for Business Competitiveness and Lean Transformation