

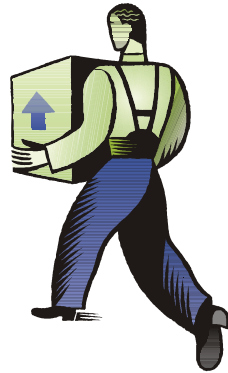
The 5S System:

TOOLS FOR WORKPLACE ORGANIZATION AND STANDARDIZATION

LE203 The 5S System: Workplace Organization and Standardization

GETTING STARTED

Getting Ready for 5S



Form a Core Implementation Team

The team leads the 5S process and should include area workers for knowledge and understanding, outside workers for a fresh eye, a department manager for quick decisions, and a facilitator for guidance.

Identify a Project Using the Team Charter

Define the target area's geographic boundaries and its functions.

Perform a Workplace Scan

- Mark the boundaries of the area.
- Draw an area map and arrow diagram.
- Take “before” photos.
- Use the Workplace Scan Checklist to assess your current state and measure control points.”

Create a Workplace Scan Display

The display includes “before photos” and scan results, plus “after” photos to show progress. The display, posted in the work area, encourages involvement and understanding. Remember: You need to go where the action is! You can't implement 5S from a conference room; you have to go to the shop floor.

1. SORT

Sort Through and Sort Out

Sort Procedure

1. Sort through items in the area.
2. Keep what is needed.
3. Eliminate what is not needed.
4. Reduce the number of items to the quantity required at any given time.

Sort Checklist

- Review and use the Item Disposition List as the criteria for red tagging.
- Gather needed supplies, including Red Tags.
- Set up a Red Tag Holding Area, mark the location, identify a Red Tag Holding Area manager, write and post standards and rules for item disposition.
- Create and implement an initial Sort plan to purge the area of unnecessary items.
- Fill out a log sheet listing all items removed from the area.
- Continue to Sort, through Red Tagging, as the other 5S System steps are implemented.

2. SET IN ORDER

Set in Order and Set Limits

Set in Order Procedure

1. Analyze the current situation by updating the Workplace Scan Display Checklist.
2. Target specific issues.
3. Decide where things belong.
4. Make it visually obvious where and how things belong.

Set in Order Checklist

- Determine the criteria for relocating out of place items. Who needs to be contacted regarding relocation, who will actually do the relocating, what policies and procedures affect relocation, and when is the best time to relocate?
- Identify and gather needed supplies (bins, labels, tags, colored tape, etc).
- Identify and relocate large items. Use the Area Map and arrow diagram to find the best location for large items; create and obtain approval of a moving plan; move the items; identify and implement location indicators for the items that have been moved.
- Identify and relocate small items. Determine the best location, move them, and identify and implement location indicators.



3. SHINE

Shine and Inspect Through Cleaning

Shine Procedures

1. Check to see if everything is in its place.
2. Check to see if you need to replace anything.
3. Check specific equipment targets for necessary repairs.
4. Check everything; see if deep cleaning, repair, or replacement is needed.
5. Shine and inspect through cleaning every shift.

Shine Checklist

- Systematically determine targets and assignments.
- Make sure all workers know their assignments.
- Determine appropriate cleaning methods.
- Get the right tools and supplies.
- Perform initial cleaning of targets using the Initial Cleaning Plan.
- Replace wires, hoses, tubes, etc.

4. STANDARDIZE

Standardize and Share Information

Standardize Procedure

1. Identify and categorize a condition to standardize.
2. Brainstorm potential control ideas.
3. Select, test, and adopt control ideas.
4. Assign responsibilities for condition maintenance.
5. Maintain and monitor those conditions.

Standardize Checklist

- Prepare the standardization chart.
- Identify standardization issues.
- Identify and attain desired conditions for Sort, Set in Order, and Shine.
- Make all standards clear and obvious.
- Monitor and improve all standards.
- Continue to implement Sort, Set in Order, and Shine to improve conditions.

5. SUSTAIN

Sustain an Organized Workplace

Sustain Procedure

1. Stick to the rules to keep the workplace well-ordered and run by agreed-upon standards.
2. Ensure that all workers have been trained in the procedures.
3. Inform and encourage participation through 5S concepts and skills training, 5S Communication Boards, photo displays, one-point lessons, study groups, and daily and weekly 5S activities.

Sustain Checklist

- Create a plan for Sustaining.
- Ensure that you have management support for the plan.
- Inform everyone in the area about the 5S standards and their purposes.
- Create and maintain a 5S Communication Board and other communication devices to ensure that everyone in the area has a basic understanding of the 5S System.
- Make 5S activities part of daily work through the 5-minute 5S.
- Continue to improve standards and visual methods to make the standards obvious.
- Maintain Total Employee Involvement (TEI).

