



5S



WORKPLACE ORGANIZATION GUIDELINES

A Step-by-Step Guide for 5S Success



MSCTM

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5S Workplace Organization Guidelines

STEPS

COMMENTS

1. Assess the level of 5S needed/requested. Decide if Quick or Standard Pace implementation. Submit proposal.	Take a tour, interview people, make an assessment of the current workplace organization status (see 5S assessment tool).
2. Estimate and present the level of work required to meet the need and/or requested.	Based on the assessment results, highlight the areas that need work and the effort it will take. 3 days or 5 weeks.
3. If management is willing go ahead and committed. Educate them on 5S, what it can do, what will it take and get commitment (see Note 1)	Train top management using the same 5S training used for workers, (see 5S Training). This should be both classroom and hands-on. Use office 5S for hands on exercise.
4. Develop a 5S Committee and/or Audit team (management in small companies)	The committee needs to include decision makers, member of staff, if possible the owner, president or CEO himself.
5. 5S Committee (or management) establish a 5S plan. Select first area to organize, define 5S area limits, locate red tag and display area. Obtain any items needed before event	Committee decides which areas and sequence of work. Establishes the red tag and 5s display area. Any standards to be used across departments. Budget for 5S implementation with timeline. Committee meets monthly to discuss actual vs. plan.
6. Create a 5S team for the area selected	The 5S team should include workers from the area, mechanic, supervisor, and an engineer if possible. Also include one outsider. Define the boundaries of the area.
7. Train the team on the principles of 5S. One option is to train supervisors and they train their workers	Train workers (see 5S training) on 5s using the Learn and Apply approach (hands on). 2 hours class room + 8 hours hands-on (steps 8 thru 12).
 8. Sort (seiri-organization). Start with Sort, go to area, take before pictures. When in doubt! Throw it out! Separate needed from unneeded (see Note 2), Daily if possible.	All work in sorting. Create a red tag area (see Note 2). All is suspect. Ask: Does it have a function in this area? Is it needed- how often? How much? By whom? People will resist throwing things out. Need to be firm and practical. Set a time limit. Disposition procedure.
 9. Set in Order (seiton – orderliness) A well labeled place and/or limits for everything, and everything in its place within its limit.	This step can be done before, after, or at the same time as Shine (step 10.) The best is to establish a place or limit for an item, (see Note 3). clean the area and then label. A (before and after) layout is a good idea for looking at the entire area. Spaghetti diagram is often used. Divide the team into sub-areas. Focus on incoming, in-process, outgoing tools/materials.
 10. Shine (seiso - cleanliness) Daily if possible. A clean work-place is a healthy and safe work-place.	Remember that 5S is not just a cleaning exercise. Must do all 5Ss to Sustain improvements. Hospital clean is the goal. (see Note 4)
 11. Standardized cleanup (seiketsu – standardized cleanup) A Standard is like a wedge that stops improvements from regressing.	This should be done with or by workers. It needs to be simple and visual. It needs to address - What, Who, When and How. Post it at point of use (laminated if possible). The best test for determining a good standard is its usage. (see Note 5)
 12. Sustain (shitsuke – discipline) Discipline that keep existing wedges in place and new ones installed.	This is the most difficult of all S's. It requires formal procedures with lots of follow-up and discipline. (see Note 6)
13. CELEBRATE!	Upper management speech and awards

Note: If quick pace focus on what, who, when. Keep all busy and effective. Assign a documentation specialist to take pictures, measure before and after, make standards, presentation, red tag area disposition. Make the 5S Display Board. (See 5S Display Board Model). If Standard pace spend 4 hours per week in all 5Ss.



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A well labeled place and/or limits for everything, and everything in its place within its limit.



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13. CELEBRATE!

COMPANY

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