

5S Workplace Organisation

You would use this approach to make best use of workspaces and to empower team members to take responsibility for organising and improving the workplace.

Projected performance gains



Improved

- Ownership
- Visibility



Reduced

- Waste

What investment is needed to understand the concept?

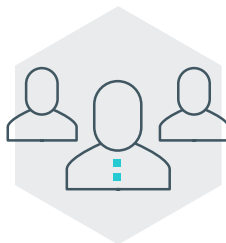
DIFFICULTY



Simple

A highly accessible way to involve the team directly in making rapid improvement. The challenge comes in sustaining the gains

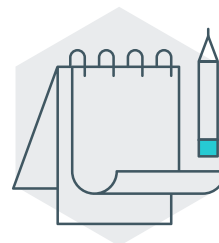
ACTIVITY



Team

Best results come from bringing together a team who usually work in the area you are looking to improve

EQUIPMENT



Some

Low cost investment in items such as floor tape, whiteboards, labelling and potentially low cost tooling

Explanation of the concept

Quite simply, 5S is a proven method of organising the workplace. The 5 S's originally come from 5 Japanese words beginning with S, but there is no need to try to learn or remember them. They have typically been translated as:

Sort

- Get rid of any items which are not regularly required in the workplace
- Don't use up "prime" space with unnecessary or infrequently used items.

Straighten

- A place for everything and everything in its place
- Design clear locations for everything
- Make it easy to find things, and easy to put things away
- Make it obvious when items are missing
- Think shadowboards, floor-marking, cuboard, file and drawer organisation.

Sometimes Straighten translates as Set (in Place) and Sweep translates as Shine.

Sweep

- As it sounds, literally "sweep" (clean/ shine/ paint) to restore the area
- Define how an area can be "swept" a little and often
- Think of visually "sweeping" an area, casting your eyes around the workplace, to make sure everything is in the correct place.

Standardise

- Get the team to set a new standard for the area
- Make it visual.

Sustain

- Create a simple system to sustain and continue to improve the workplace organisation
- This typically involves a regular audit, conducted by the team, with support from managers and leaders who conduct periodic checks
- It can also be a good idea to get teams to support audits in other teams / departments to spread best practices.

What type of improvement should I expect?

Before 5s

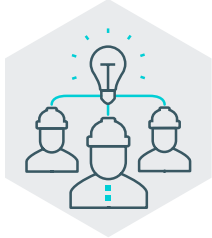
- People looking for tools, files and components
- Untidy areas anywhere on the premises
- Unlabelled files, drawers, cabinets shelves: do they contain unmarked items that nobody really knows what they're for?
- Space taken up by obsolete or broken items
- Unused papers and files in the workplace
- Obvious dust and dirt
- Tools stored in boxes, left out on work benches and the floor
- Worn out tools
- Packaging left in the workspace

After 5s

- Standardised tools laid out on shadow boards
- Everywhere on the premises is clean and tidy
- Everything placed in its labelled location when not in use
- Everything on the premises is serviceable
- Broken items have been removed to a quarantine area
- Operating procedures on display at workstations
- People tidying and cleaning their work areas
- Red tags attached to some equipment
- Photographs of how the area should be organised on show

What action should I take?

1.



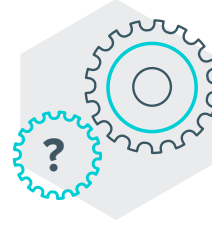
Select an area of the factory to pilot 5S

2.



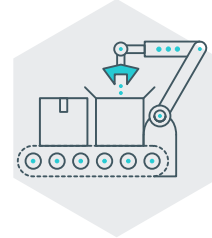
Gather a team of people that usually work in the pilot area and explain the 5S concept

3.



Gather a team of people that usually work in the pilot area and explain the 5S concept

4.



Carry out a Sort (or 'red tag') exercise

5.



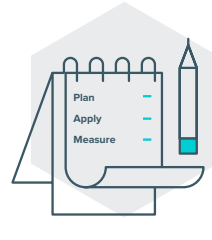
Develop and implement an Improvement Plan

6.



Create visual standards

7.



Audit regularly with the team and support continuous improvement

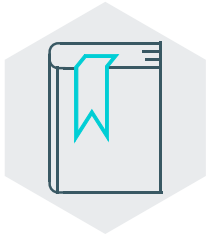
4. The 'red tag' exercise

- Remove all unnecessary items from the workplace
- Where not sure, apply a 'red tag' to the item and store in a quarantine area
- At the end of an agreed time, either dispose of the items or define a better storage location.

5. What should your improvement plan include?

- How to 'straighten'
- Defining storage locations, labelling, shadowboards, floor marketing etc
- What 'sweep' to carry out
- Cleaning, painting, restoring.

Recommended resources



Hirano. H. (1996) 5S for Operators: 5 Pillars for the Visual Workplace. Productivity Press.

ISBN: 1563271230

Suzaki. K. (1987) The New Manufacturing Challenge. The Free Press.

ISBN: 0-02-932040-2

Bicheno. J. (2004) The New Lean Toolbox. Picsie Books.

ISBN: 0-95412441-3



[GC Business Growth Hub Manufacturing Factsheet 07: Value Add and 8 Wastes](#)

[GC Business Growth Hub Manufacturing Factsheet 13: Visual Management](#)

Glossary

Red Tags: Literally red parcel tags, used to itemise anything put in a quarantine area during the Sort phase. Obviously they don't have to be red!

Waste: An activity that a customer would not be willing to pay for.

For more advice, case studies and additional factsheets visit: www.businessgrowthhub.com/manufacturing

Workshop Name:			Score:			Date:		
Completed By:			Previous Score:					
NO	CHECK ITEM	DESCRIPTION	SCORE					
			0	1	2	3	4	5
SORT	1	Materials or parts	Is everything in the workplace required?					
	2	Machine/other equipment	Are there any unused machines or other equipment around?					
	3	Other parts & materials	Are there any parts or items left around out of your control?					
	4	Visual control	Is it obvious which items have been marked as unnecessary?					
SUB TOTAL								
SET	5	Location indicators	Are shelves and other Storage areas marked with location indicators and addresses?					
	6	Item indicators	Do the shelves have signboards/distinct labels showing which items go where?					
	7	Quantity indicators	Are the maximum and minimum allowable quantities indicated?					
	8	Demarcation of walkways and inprocess inventory areas	Are white lines or other markers used to clearly indicate walkways and storage areas?					
	9	Equipment and tools	Are Jigs and tools arranged rationally to facilitate picking them up and returning them?					
SUB TOTAL								
SHINE	10	Floors	Are floors kept shiny and clean and free of dust,waste, water and oil?					
	11	Machines	Are machines wiped clean often and kept free of dust, swarf, oil and any other debris?					
	12	Cleaning and checking	Is equipment inspection, (clean & check) combined with equipment maintenance?					
	13	Cleaning responsibilities	Do the Team take responsibility for overseeing cleaning operations?					
	14	Habitual cleanliness	Do operators habitually sweep floors and wipe equipment without being told?					
SUB TOTAL								
STANDARDISE	15	Improvement memos	Are improvement ideas regularly being generated and discussed within the team?					
	16	Improvement ideas	Are improvement ideas being acted on with a process in place for implementation?					
	17	Key procedures	Are standard procedures written, clear and actively used?					
	18	Improvement plan	Is the line team showing commitment to Continuous Improvement?					
	19	Activity boards	Is the 5S board regularly reviewed and updated?					
SUB TOTAL								
SUSTAIN	20	Sense of Urgency	Is everyone adequately trained & in full understanding of the 5S procedures?					
	21	Guiding Team	Are all tools and parts being stored correctly?					
	22	Clear Vision	Are Red and Yellow tags being generated?					
	23	Clear Vision	Are procedures & audits up to date and regularly reviewed?					
	24	Communication	Are the first 3S;s (Sort, Straighten & Sweep) being maintained?					
SUB TOTAL								