



Visual Workplace - A Prerequisite To Becoming World Class

5S As A Tool To Create And Maintain The
Visual Work Place

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Agenda

- 
- 5S Overview
 - 5S Setup
Implementation
 - 5S Shop Floor
Activities
 - Sustaining 5S

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55 Exercise

Step 1

Locate and count the numbers 1-50. Raise your hand when you finish. You have 40 seconds.



Step 2

Locate and count the numbers 1-50. Raise your hand when you finish. You have 40 seconds.





Step 3



Locate and count the numbers 1-50. Raise your hand when you finish. You have 40 seconds.

37	10	35	17	16	43	25
1	4	26	44	8	34	7
2	27	36	24	15		
11	20	29	6	42	33	
3	12	39	13	31	4	33
	48		40	1	3	32
	30	21	22	49	50	5

Step 4

Locate and count the numbers 1-50. Raise your hand when you finish. You have 40 seconds.

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50

Step 5

Find which numbers are missing. Raise your hand when you finish. You have 40 seconds.



Step 6



Find which numbers are missing. Raise your hand when you finish. You have 40 seconds.

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50

What Is 5S?

... process and method for creating and maintaining an organized, clean, high-performance workplace

- Everything needed to performing an activity is identified, located and arranged for ease of use.
- A conditioning discipline for kaizen

Necessity of 5S

- Method of standardizing work areas
 - Utilizing the same standard establishes clear accountability across all shifts to all employees.
- Enables visual management
 - Tools, fixtures and other work
 - Eliminates wastes/losses or unproductive time during assembly
 - Facilitates processing hygiene, quality & safety
- Promotes employee satisfaction

Essential Condition for Abnormality Management

The Essence of 5S

It's all about Organization and Discipline ... **not** housekeeping!
 There are different expectations & levels of organization for each level.

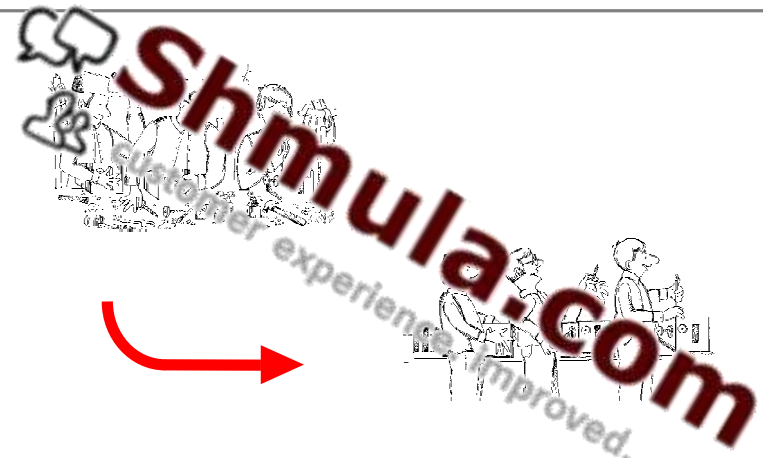
Level	Key Activity	Key Learning or Discipline
1. Segregate & Discard	Red Tag	Remove unnecessary items
2. Arrange & Identify	Assign & Label	Design "Home" for everything"
3. Clean & Inspect	Clean	Inspect & Maintain
4. Standardize	Revisit Frequently	"Put it back" all the time
5. Sustain	Plant-wide	Expand ownership & Leverage the gains

The Ten Commandments of 5S

1. Communicate the 5S rationale, roles, expectations & implementation strategy
2. **Everyone** is responsible
3. Ownership, credibility & leadership are the critical success variables
4. Management levels **must** be committed and "area visible"
5. Apply 5S principles consistently in all areas (office/factory)
6. Link 5S activities with all other kaizen initiatives
7. Supervisors must ensure their area meets 5S standards each day
8. Ensure the quantification and display of 5S results
9. Acknowledge & promote "model areas" and recognize successful teams
10. Establish a culture of "If you drop it, pick it up" and "Don't get caught walking over or past an abnormality" (personal credibility)

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Step 1: Sort – Segregate & Discard



"When in doubt, move it out, and throw it out."

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Step 1: Sort – Segregate & Discard



“When in doubt, throw it out.”

Step 1: Sort – Segregate & Discard

• Survey the work area for unnecessary items, and tag them out

- Discard as much as possible
- Organize the remaining necessary items
- Use the Red Tagging process

Step 1: Sort – Segregate & Discard

Red Tagging: Helpful Hints

- Identify a disposition area to put items removed
- Use a Red Tag to track item disposition
- Train all participants in proper red tag procedure
- Be fair—go all areas together
- **Don't** red tag people!
- **Don't** compromise. *If in doubt, move it out!*
- Necessary items can be tagged if improvements are known or suggested
- **Don't** put multiple tags on any one item
- Be reasonable about decorative items, family pictures, plants, etc.

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Step 1: Sort – Segregate & Discard

Red Tag Examples

Production Areas	Office Areas
Cabinets / Tool boxes	Books
Components	Business
Documentation	Forms
Gauges	Cabinets
Machines	Containers
Packaging Materials	Correspondence
Parts	Equipment
Prints	Magazines
Shelves	Paper
Supplies	Parts
Tables	Samples
Tooling	Shelves
Towels	Supplies
Trash	Digital files

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Step 1: Sort – Segregate & Discard



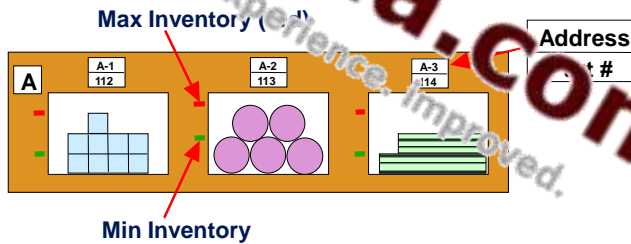
Red Tag The Cart!!!!

Step 2: Separate – Arrange & Identify

-
- Work in process WIP
 - Cutting tools, gauges, & lubricants
 - Tools and jigs
 - Information

Step 2: Separate – Arrange & Identify

- Define placement by frequency of use
- Determine address system with part number and address
- Label containers with part number and address
- Note minimum and maximum quantity (if appropriate)
- Make good arrangement habit (follow steps 1–4)



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Step 2: Separate – Arrange & Identify



"A place for everything, and everything in its place"

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Step 2: Separate – Arrange & Identify



“A place for everything, and everything in its place”

Lab Drawer



Step 2: Separate – Arrange & Identify



Step 2: Separate – Arrange & Identify

Information



FACTORY VIEWS



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Step 3: Shine – Clean & Inspect Daily

• Identify cleaning activities and routine maintenance required

• Provide well equipped cleaning supply stations

• Have painting and marking supplies available

• Identify individual ownership for all areas

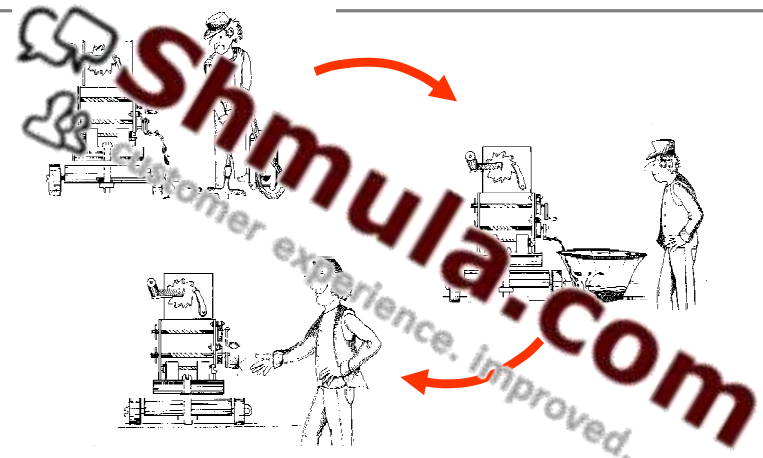
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Step 3: Shine – Clean & Inspect Daily



"A clean workplace enhances quality, safety, and pride"

Step 3: Shine – Clean & Inspect Daily



"If it doesn't get dirty then it doesn't need to be cleaned"

Step 4: Standardize – Revisit Frequently

Setup daily shift hand-off rules

Identify normality

- Conduct weekly 5S audits to uncover 5S abnormalities
- Determine root cause(s) of any 5S abnormalities
- Implement countermeasures for abnormality prevention

Step 4: Standardize – Revisit Frequently

Daily Operator 5S Checklist

- Wrenches, gauges, items removed from area
- Parts storage (organized & labeled)
 - All parts in designated place
 - All parts in required quantity
- Standard WIP at designated level (per standard operations documentation)
- Foot printing (all carts & parts in place)
- Shadow boards (all tools in place)
- Air lines off the floor and properly stored
- Brooms & dustpans in designated areas
- Floor clean & free of debris
- Equipment clean & functional
- Standard operations documentation (posted, current, in good condition)
- Gauges are functional
- Measurements are within limits
- Equipment is running at proper specifications

Step 4: Standardize – Revisit Frequently



Step 4: Standardize – Revisit Frequently



Step 4: Standardize – Revisit Frequently



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Step 5: Sustain – Motivate To Sustain

- Leadership is the key
- Management at all levels *must* be committed
- Supervisors must ensure that the shop floor meets 5S principles at the end of each day
- Respond immediately when 5S doesn't meet the principles
- Use standard operations for monitoring adherence
- Quantify results of workplace inspections
- Prominently display each area's results

Management must lead by example: "Walk the Talk..."

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Step 5: Sustain – Motivate To Sustain

- Implementation of a 5S performance board
- Leadership sets the example:
 - Supervisors perform daily checklist reviews
 - All levels participate in audits
 - All levels ensure countermeasures are implemented
- Promote positive results in company communications
- Remember: Management must be lead by example and appeal to worker pride and competitive spirit
"If you drop it, pick it up"

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Step 5: Sustain – Motivate To Sustain

Measurements Drive Behavior

The collage includes a 'Kaizen Newspaper' table with columns for Problem, Action, Who, When, and Result. It also features a radar chart titled 'Inventory - 5S Audit Results' and several data sheets with tables and charts.

Problem	Action	Who	When	Result
Shedule de det for 100%	Maunadi ka jarda	ojha	1/23	
100% 100%	100% 100%	100%	1/23	
100% 100%	100% 100%	100%	1/23	
100% 100%	100% 100%	100%	1/23	
100% 100%	100% 100%	100%	1/23	
100% 100%	100% 100%	100%	1/23	
100% 100%	100% 100%	100%	1/23	
100% 100%	100% 100%	100%	1/23	
100% 100%	100% 100%	100%	1/23	
100% 100%	100% 100%	100%	1/23	

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Step 5: Sustain – Motivate To Sustain

- Get everyone involved
- Periodic senior management involvement is essential!
- Integrate 5S principles into daily work requirements
- Communicate needs of 5S to all participants, show it is valued
- Be consistent in following 5S principles in all areas (office/factory)
- Follow through—5S takes effort and persistence
- Link 5S activities with all other kaizen initiatives
- Remember, 5S is a foundation for world class

- What are the obstacles you face in implementing 5S?
- How do you sustain 5S?

customer experience. improved.

The Ten Commandments of 5S

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7. Supervisors must ensure the their area meets 5S standards each day
8. Ensure the quantification and display of 5S results
9. Acknowledge & promote "model areas" and recognize successful teams
10. Establish a culture of "If you drop it, pick it up" and "Don't get caught walking over or past an abnormality" (personal credibility)

5S Exercise

- Conduct a 5S audit of the delta site using the 5S Score Sheets
- Identify action items based on the 5S score sheets and fill out kaizen newspapers

Promote 5S With Awareness Signs and Posters



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