

# 5S Resource

for workplace organization & visual management

## **5S, the five pillars of a high performing and efficient organization:**

In the 21st century, business is running at a faster speed where continuous improvement (CI) of efficiency is a question of survival. 5S is a globally proven method to help to create a high performing, effective and self-sustaining culture.

It helps an organization to improve its efficiency, productivity and reduce safety defects to a significant amount. This is considered as a sure success method for removing all clutter, excess items and tools from the workplace, and organizing the required items in such way that they are easy to find, use, replace and maintain.

Due to the fast-growing competition, industrial facilities and service industry throughout the planet are transforming to Lean and other popular productivity and efficiency-improving techniques by implementing 5S as a basement for all CI initiative.

### **What is 5s?**

5S is a tool for **workplace organization**. 5s means: Sort, Straighten, Shine, Standardize and Sustain.

**The goal of 5S** is to increase productivity, and primarily by reducing non-value adding activities (the wastes, The 7 Muda of Lean) from the system. The better your workplace is organized, the fewer search, transport and waiting times will arise at a workplace.

It will save a significant amount of working time which can be used value-adding activities that leads to better productivity, profitability. It will give competitive advantages over competitors. But more than 90% of the organizations in which the tool is used, it has not achieved the benefits that it could achieve.



5s was originated in Ford Production System as CANDO and then late 1950s in Japan, Taiichi Ohno, creator of 5S framework gave a systematic and universal approach.

Since the 5S has been adopted organizations around the globe, across all sectors and industry. It has been called the Acid test for any organization to examine the adaptability and sustainability of continuous improvement projects.

**5S is an ongoing, iterative, five steps program that results in:**

**Improved workflow**

**Improved safety**

**Higher Performing equipment**

**Higher product or service quality**

**Greater productivity & efficiency**

**Greater employee & customer satisfaction**

**Lower operations cost**

**Enhance team work & self management**

**Expose problem in the floor to solve**

**Eliminate destructions**

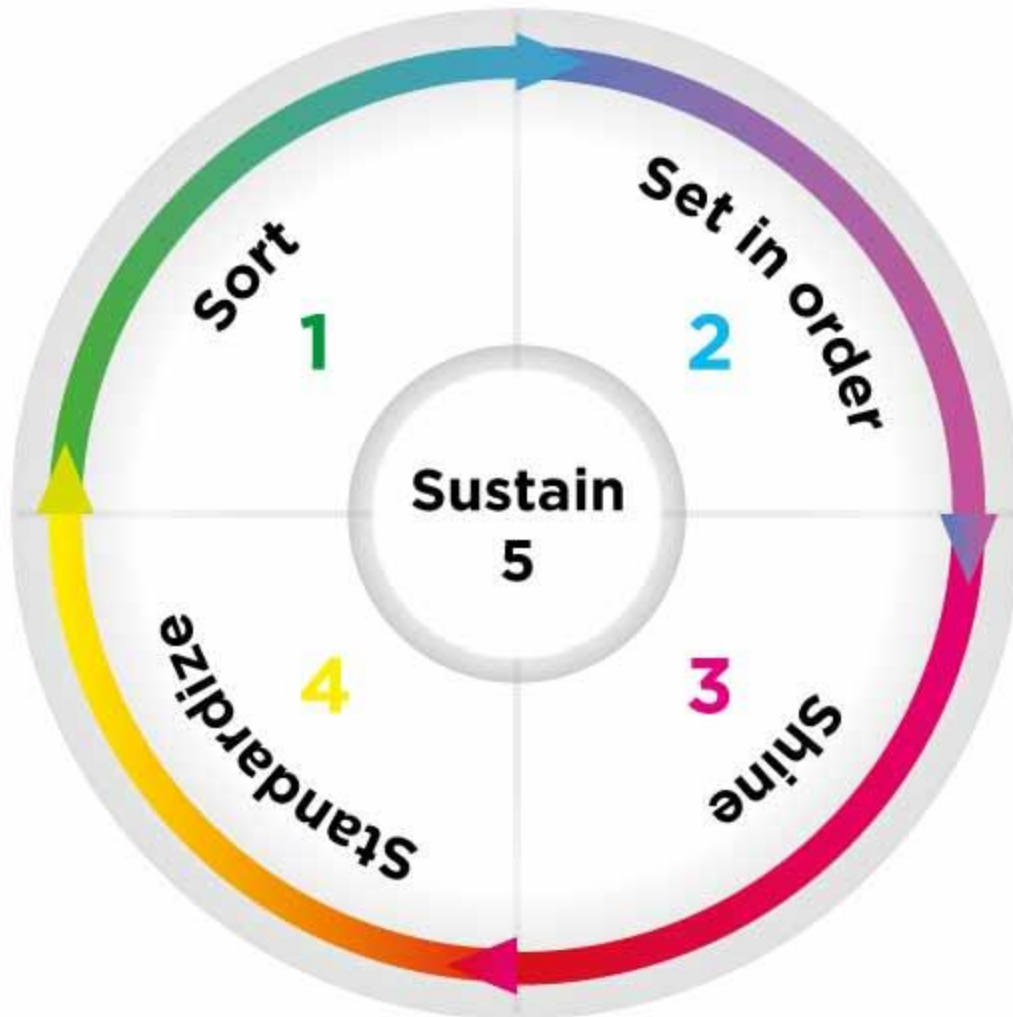
According to some researches, 5S can bring potential improvements in an operation:

<b>Benefit</b>	<b>Potential improvement</b>
<b>Safety</b>	<b>Up to 70% reduction</b>

<b>Space</b>	<b>5%-60% reduction</b>
<b>Productivity</b>	<b>15%-50%+ increase</b>
<b>Pride &amp; morale</b>	<b>Significantly improved</b>
<b>Absenteeism</b>	<b>20%-50% reduction</b>
<b>Wasted motion</b>	<b>20%-50%+ reduction</b>
<b>Kaizen mind</b>	<b>Number of suggestions 1500%+ increase Pride &amp; morale</b>

### The 5 phases of 5S:

- Sort (Seiri): No unnecessary items at the workplace- “When in doubt, throw it out!”
- Set in order (Seiton): Anyone can instantly find, take, and return any needed item- “A place for everything, and everything in its place”
- Shine (Seiso): Deviations become visual by cleaning- “Cleaning = inspection; Cleaning with meaning” to keep the floor and machine in always workable condition to avoid time loss.
- Standardize (Seiketsu): Visualize the 5S standards in the workplace- “Make the standard the best way the easiest way in everyday life”
- Sustain (Shitsuke): Everybody follows the standard until we have a better one- “Stick to it and Make a Way of Life”



### **Challenges in adopting 5s at an organization**

5S is a continuous snail speed ongoing process, it is not an isolated short-term project. Unfortunately, organizations considered the 5S project as fancy and nice to have a project to fulfill KPI's of some individuals or to eyewash the customers as a good practice of housekeeping.

5S is not cleaning, neat, housekeeping or good arrangement of a physical item, it's more of psychological transformation rather than a physical change in organizing stuff on the floors, and it is a process to transform the mentality of staff to 5S mindset to declutter the unnecessary items from the mind (mental 5s).

Execution of 5s is a big challenge where the organization will require a highly experienced, knowledgeable sense with positivity and highly trained in a soft skill,

neuro and psychological part of human as it ultimately deals with the human mind rather than physical execution of 5s in the shop floor.

The next big challenge is to keep the program alive and sustained for this there are few guidelines to use 5S in a meaningful way from the start.

The most common problem is that the installed 5S standards are **not retained in the long term**. The discipline of keeping the 5S standards tend to slow down over time, so that wastes that were previously eliminated visible again.

One of the solutions for this lies in the correct use of the 5S audit and the corresponding improvement course of 5S standards **being embedded in the daily way of working**.

Implementation of 5S begins with the creation of an internal team and committee of 5S team leaders. This group is assigned to actively manage and support the system from 'Sort' through 'Sustain'.

Depending on a facility's size, a team may be as small as a single individual or include a broad cross-section of managers and workers with diverse facility roles. Individuals with strong leadership skills and enthusiasm should be considered as top candidates for this team.

After the team selection and kick off 5S, an Introductory Communication of 5S to be embedded throughout the organization.

### **Conclusion**

To get a measurable result, the first advice would be **to enter 5S primarily in the slowest process step** in the process (the bottleneck). When you increase productivity using 5S, not only does that team notice it, but also all teams in the process, because the slowest step in the process determines the pace of the entire line.

Finally, if you use your tool in a smart way, a good 5S implementation leads to measurable **improvements in quality and deliver the reliability** that your customers can also experience. This means this simple tool can have a major impact on your organization.

Another, benefits of 5S that problems become visible at an early stage in the system, managers can waste less time firefighting and will be able to spend more time to **structurally improve processes and develop their team members**.