

5S IN THE WORKPLACE

Sort, Set, Shine, Standardize, Sustain





BACKGROUND & PURPOSE

What is 5S and why is it important to Jay Industries?

5S: BACKGROUND

- The 5S system is a lean manufacturing tool that improves workplace efficiency and eliminates waste.
- There are five steps in the system, each starting with the letter S.
- 5S was created in Japan, and the original “S” terms were in Japanese.

Step Name	Japanese term	Explanation
1. Sort	Seiri (tidiness)	Remove unnecessary items from each area
2. Set In Order	Seiton (orderliness)	Organize and identify storage for efficient use
3. Shine	Seiso (cleanliness)	Clean and inspect each area regularly
4. Standardize	Seiketsu (standardization)	Incorporate 5S into standard operating procedures
5. Sustain	Shitsuke (discipline)	Assign responsibility, track progress, and continue the cycle

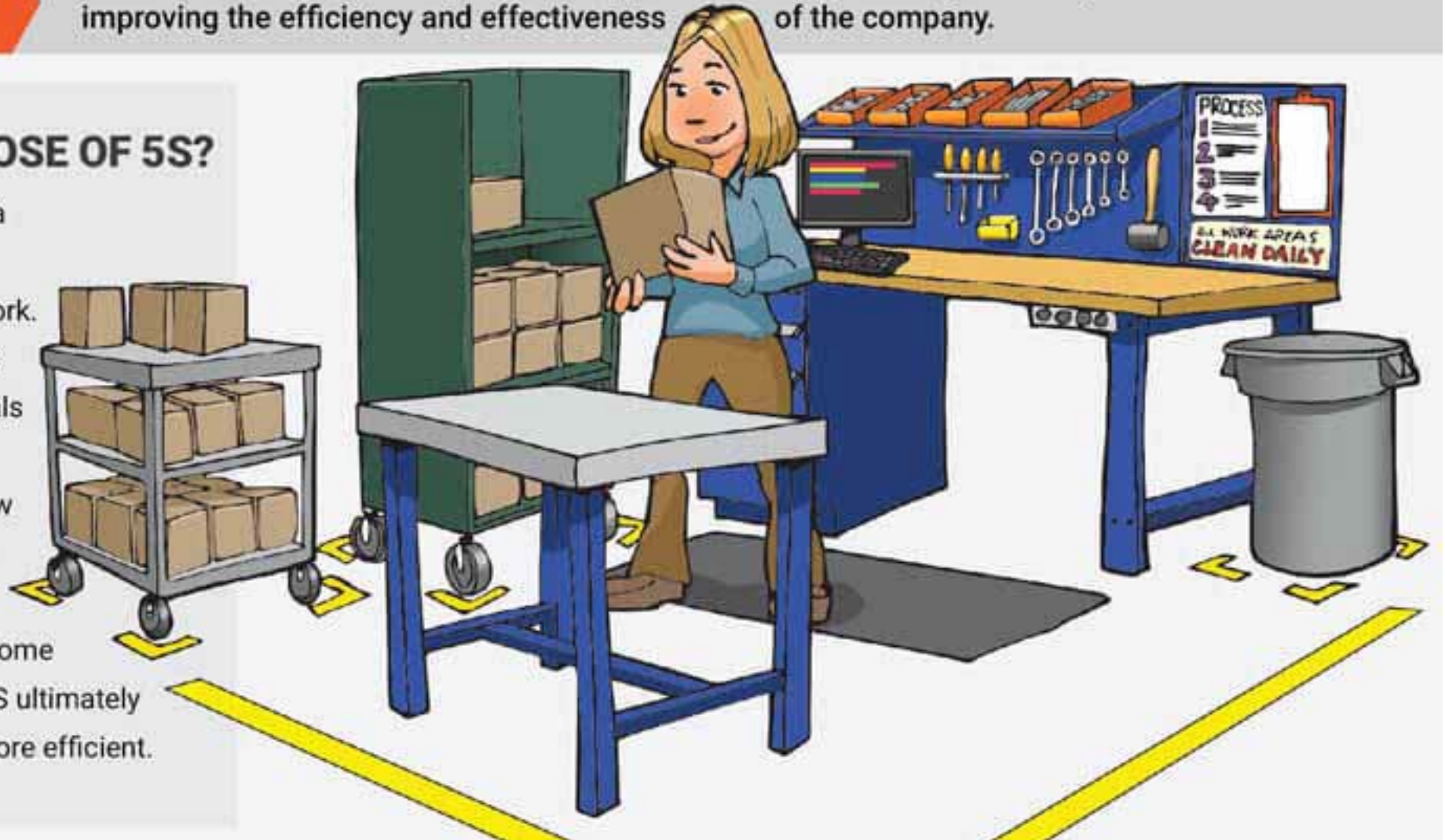
5S IS THE FOUNDATION OF ANY LEAN PROGRAM

WHAT IS 5S?

The 5S methodology is a systematic approach to workplace organization, aimed at improving the efficiency and effectiveness of the company.

WHAT IS THE PURPOSE OF 5S?

The purpose of 5S is to make a workplace function better by making it an easier place to work. This occurs by making spaces make sense: tools and materials are placed in logical locations based on who needs them, how frequently they're needed, etc. Spaces are cleaned regularly. Cleaning and organization become habits. When used correctly, 5S ultimately makes processes safer and more efficient.



5S: PURPOSE

- Reduce cycle times.
- Reduce time spent looking for tools.
- Reduce the number of work accidents.
- Increase floor space.
- Improve working conditions.
- Improve quality.
- Improve customer satisfaction.
- Improve morale.





S1: SORT

Distinguish between what is needed and not needed.

S1: SORT

- The main purpose of Sort is to get rid of any items in your work area that NEVER get used and are just taking up valuable work space.
- If you are unsure if an item gets used in an area, it should be marked with a RED TAG.
- The RED TAG is placed on the item and left at the machine/work station for about a month.
- If the item is not used within that time it will be removed from the work area.



5S RED TAG

ATTACH TAG TO ITEM

Date _____ Tagged by _____

Item Description _____

Found Where? _____

ITEM TYPE

<input type="checkbox"/> Raw Materials	<input type="checkbox"/> Tools
<input type="checkbox"/> Finished Goods	<input type="checkbox"/> Instruments
<input type="checkbox"/> WIP	<input type="checkbox"/> Equipment
<input type="checkbox"/> Furniture/Fixture	<input type="checkbox"/> Documents
<input type="checkbox"/> Other	

WHY DID YOU TAG THIS?

<input type="checkbox"/> No Longer Used	<input type="checkbox"/> Unknown Owner
<input type="checkbox"/> Doesn't Work	<input type="checkbox"/> Safety Issue
<input type="checkbox"/> Surplus	<input type="checkbox"/> Wrong Location
<input type="checkbox"/> Other	

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5S RED TAG

ACTION TO TAKE

<input type="checkbox"/> Trash/Discard
<input type="checkbox"/> Recycle
<input type="checkbox"/> Hold _____
<input type="checkbox"/> Move to _____
<input type="checkbox"/> Contact _____
<input type="checkbox"/> Other _____

ACTION COMPLETED

Date _____ Manager's Initials _____

COMMENTS

No.





S2: SET IN ORDER

A place for everything and everything in its place.

S2: SET IN ORDER

- Set in Order means to arrange items in your work space that you use frequently so that they can be **EASILY** and **QUICKLY** found.



- **ALL** food and drink containers should **NEVER** be sitting in your work area as this does nothing but crowd your area and makes it hard to find what you are looking for. It could also lead to contamination issues.



S3: SHINE

Cleaning and staying organized.

S3: SHINE

- Shine is making sure that everything is clean and functioning as it should.
- Follow your cleaning schedule each day.
- Use your time wisely. If your machine is down, clean your work area.





S4: STANDARDIZE

Maintain and monitor Sort, Set, and Shine.

S4: STANDARDIZE

- “Maintain and monitor sort, set, and shine.”
- “Standardize” is when you develop a discipline and routine for SORT, SET, and SHINE.
- Fill out and follow your 5S Cleaning Checklist each day.
- The last 15 minutes of your shift or during any downtime you should be completing your 5S cleaning tasks.
- Weekly audits of every work area are performed to make sure 5S is being done correctly.

2YC60 A ASSEMBLY CELL				
DAY	SHIFT	TASK	OPERATOR	SUPERVISOR
MONDAY	1ST	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off yellow guarding around light curtains. Wipe off control panel.		
MONDAY	2ND	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off power shut off box top and sides.		
TUESDAY	3RD	Sweep work area. Remove any unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off sample/first piece board and all hanging work instructions.		
TUESDAY	1ST	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off Plex Station, keypad, and tablet screen. *USE ONLY A CLEAN RAG OR A DRY MICRO FIBER RAG* Wipe off printer.		
TUESDAY	2ND	Sweep work area. Remove any unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off inside walls and outside surfaces.		
WEDNESDAY	3RD	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off yellow guarding around light curtains. Wipe off control panel.		
WEDNESDAY	1ST	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off power shut off box top and sides.		
WEDNESDAY	2ND	Sweep work area. Remove any unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off sample/first piece board and all hanging work instructions.		
THURSDAY	3RD	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off Plex Station, keypad, and tablet screen. *USE ONLY A CLEAN RAG OR A DRY MICRO FIBER RAG* Wipe off printer.		
THURSDAY	1ST	Sweep work area. Remove any unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off inside walls and outside surfaces.		
THURSDAY	2ND	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off yellow guarding around light curtains. Wipe off control panel.		
FRIDAY	3RD	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off power shut off box top and sides.		
FRIDAY	1ST	Sweep work area. Remove any unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off sample/first piece board and all hanging work instructions.		
FRIDAY	2ND	Sweep work area. Remove all unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off Plex Station, keypad, and tablet screen. *USE ONLY A CLEAN RAG OR A DRY MICRO FIBER RAG* Wipe off printer.		
MONDAY	3RD	Sweep work area. Remove any unnecessary items. (Cardboard, empty containers, etc.) Blow out and clean assembly cell. Wipe off inside walls and outside surfaces.		

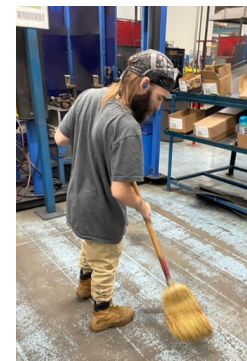
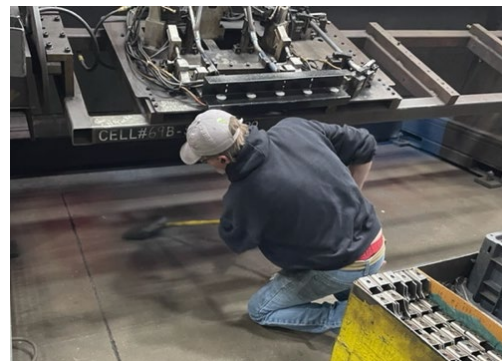
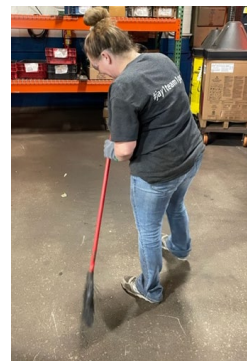
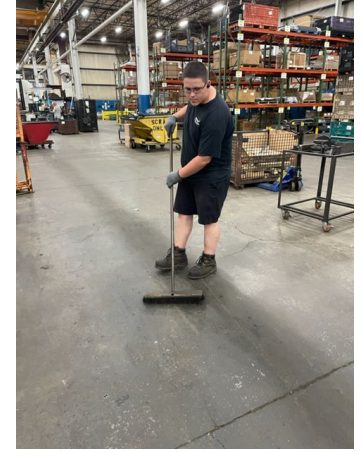


S5: SUSTAIN

Make 5S a habit.

S5: SUSTAIN

- Sustain is when a culture is created that follows the 5S steps/procedures on a daily basis.
- 5S is a team effort and everyone needs to do their part for 5S to be successful.





SCORING & COMMUNICATION

5S: SCORING

- Each week, a 5S Audit is conducted on every work area.
- Scores are based on a set of criteria that goes along with your 5S Cleaning Checklist and following the principles of 5S.

5S AUDIT CRITERIA

Use this criteria sheet for every audit. The purpose of this criteria sheet is to make sure that everyone is using the same standards to score each area. Each set of criteria is worth a maximum of 25 points and an overall total of 100 points.

SORT (Organization)

Distinguish between what is needed and not needed.

- 0 (No Effort): 5 or more unnecessary items found in an area and/or unorganized.
- 1 (Very Poor): 4 unnecessary items found in an area and/or unorganized.
- 2 (Poor): 3 unnecessary items found in an area and/or unorganized.
- 3 (Good): 2 unnecessary items found in an area and/or unorganized.
- 4 (Very Good): 1 unnecessary item found in an area and/or unorganized.
- 5 (Excellent): all items in the area are necessary and properly organized.
- N/A (Not Applicable): no score given, does not apply to the work area.

SET-IN-ORDER (Orderliness)

A place for everything and everything in its place.

- 0 (No Effort): 5 or more extra items/tools found in an area and/or not in the correct location.
- 1 (Very Poor): 4 extra items/tools found in an area and/or not in the correct location.
- 2 (Poor): 3 extra items/tools found in an area and/or not in the correct location.
- 3 (Good): 2 extra items/tools found in an area and/or not in the correct location.
- 4 (Very Good): 1 extra item/tool found in an area and/or not in the correct location.
- 5 (Excellent): no extra items/tools found in the area and/or everything in its proper location.
- N/A (Not Applicable): no score given, does not apply to the work area.

SHINE (Cleanliness)

Cleaning and staying organized.

- 0 (No Effort): None of the area is clean, no tasks completed.
- 1 (Very Poor): 20% of the area is clean, only one day of tasks were completed.
- 2 (Poor): 40% of the area is clean, two days of tasks were completed.
- 3 (Good): 60% of the area is clean, three days of tasks were completed.
- 4 (Very Good): 80% of the area is clean, four days of tasks were completed.
- 5 (Excellent): 100% of the area is clean, all tasks were completed for the week.
- N/A (Not Applicable): no score given, does not apply to the work area.

STANDARDIZE (Adherence)

Maintain and monitor sort, set, and shine.

- YES (Excellent): 100% complete (5 points)
- NO (Needs Improvement): less than 100% complete (0 points)
- N/A (Not Applicable): no score given, does not apply to the work area.

5S: SCORING

- You are scored on a 0-5 scale on 20 different areas.
- 100 total points are possible each week.
- Each department is given a weekly score/percentage.
- These scores are posted on the 5S Communication Boards every week when the audits are finished for all departments.

5S AUDIT SCORE SHEET									
DEPARTMENT:			WORK AREA:			AUDITOR:		DATE:	
SORT (Organization)			Distinguish between what is needed and not needed.					COMMENTS	
1. Is the area clear of any unnecessary tools?	0	1	2	3	4	5	N/A		
2. Is the area clear of any excess personal items?	0	1	2	3	4	5	N/A		
3. Is the area free from any food, wrappers, open containers?	0	1	2	3	4	5	N/A		
4. Is the area clear of unused cardboard, empty containers/totes, or any other unnecessary items?	0	1	2	3	4	5	N/A		
5. Are containers/boxes stacked & organized neatly?	0	1	2	3	4	5	N/A		
SET-IN-ORDER (Orderliness)			A place for everything and everything in its place.					COMMENTS	
1. Are all tools, gages, and fixtures in their correct location?	0	1	2	3	4	5	N/A		
2. Are there items placed on top of the machine, cabinets, or equipment?	0	1	2	3	4	5	N/A		
3. Is the area clear of multiple dirty gloves/rags?	0	1	2	3	4	5	N/A		
4. Are aisles/walkways clear and access available (to shelves/work stations)?	0	1	2	3	4	5	N/A		
5. Are cleaning materials easily accessible & properly stored?	0	1	2	3	4	5	N/A		
SHINE (Cleanliness)			Cleaning and staying organized.					COMMENTS	
1. Are trash containers emptied on a regular basis?	0	1	2	3	4	5	N/A		
2. Are surfaces wiped down on a regular basis? (fixtures, work tables/shelves, control panels, yellow guarding around light curtains)	0	1	2	3	4	5	N/A		
3. Is the plex station (computer, printer, stand) wiped down on a regular basis?	0	1	2	3	4	5	N/A		
4. Are guard rails, safety guards, I-beams, wiped down on a regular basis?	0	1	2	3	4	5	N/A		
5. Is the floor swept and free from trash, dirt, oil, and scrap?	0	1	2	3	4	5	N/A		
STANDARDIZE (Adherence)			Maintain and monitor the first three categories.					COMMENTS	
1. Are daily cleaning tasks being completed by the operator?	NO					YES		N/A	
2. Does the operator understand the value of 5S?	NO					YES		N/A	
3. Were improvement ideas from the last audit acted upon?	NO					YES		N/A	
4. Is the 5S cleaning checklist being filled out daily by the operator?	NO					YES		N/A	
5. Is the 5S cleaning checklist being filled out daily by the supervisor?	NO					YES		N/A	
COMMENTS:			ISSUES	SCORE	TOTAL POINTS= _____ / _____				
			None	5	90% OR HIGHER= GOOD				
			1	4	80% OR HIGHER= NEEDS IMPROVEMENT				
			2	3	70% OR HIGHER= POOR				
			3	2	69% OR LOWER= MINIMAL TO NO EFFORT SHOWN				
			4	1					
	5+	0							

5S: COMMUNICATION BOARDS

- Communication boards are in every building of Jay Industries.
 - Sarca: near main restrooms.
 - Kronis: between main restrooms.
 - Broshco: E-Coat break room and near main entrance beside time clocks.
- These boards will have audit scores posted and other important 5S information.
- The boards are updated weekly.



5 S's of Lean

S1

SORT

Distinguish between what is needed and not needed. When in doubt, throw it out

S2

SET IN ORDER

There is a place for everything, and everything is in its place

S3

SHINE

Cleaning and looking for ways to keep it clean. Adopt cleaning as a form of inspection

S4

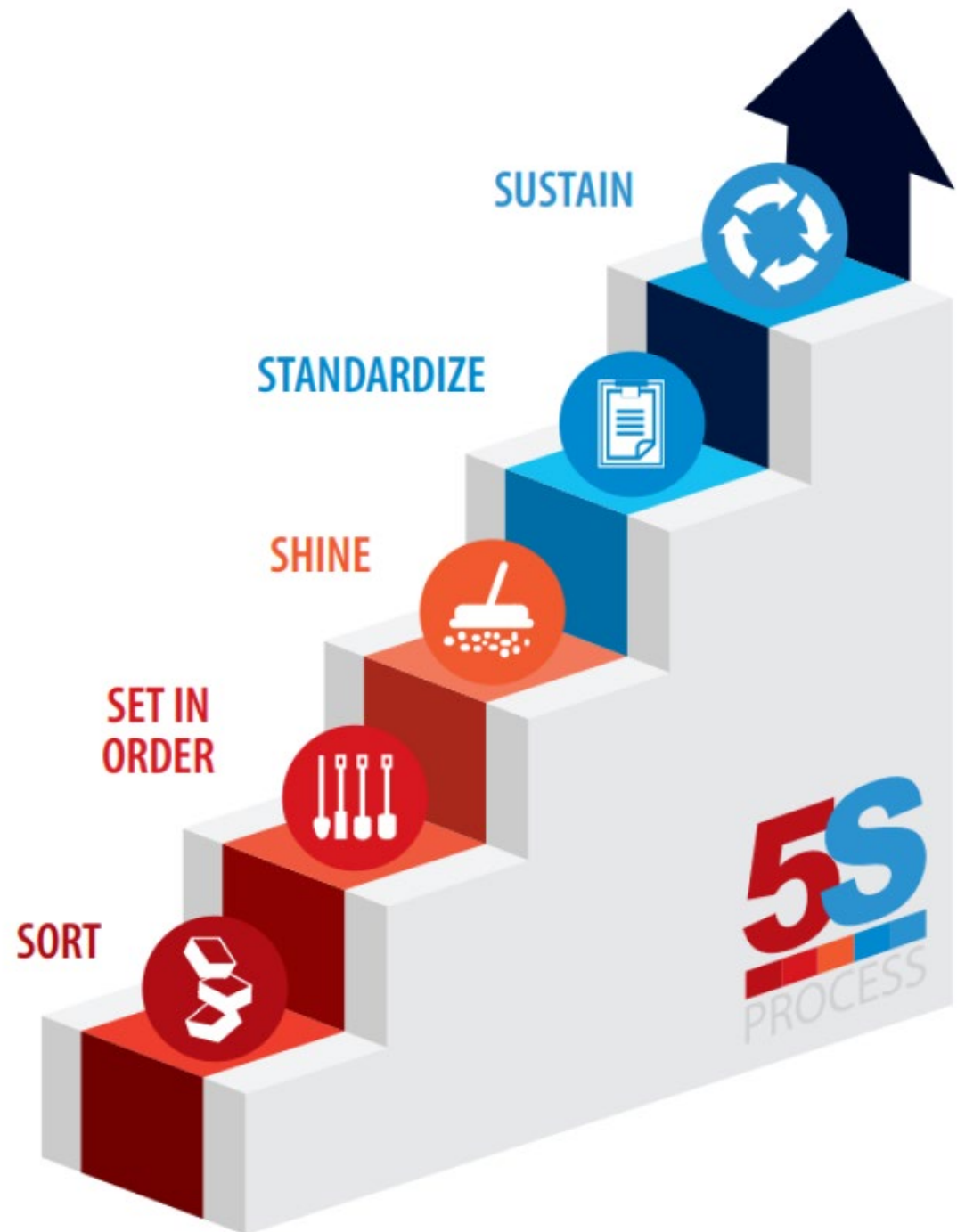
STANDARDIZE

Standardize everything and make standards visible so that all abnormalities can be easily and immediately be recognized.

S5

SUSTAIN

Stick to the rules and maintain the first four S's. The workplace is well-ordered and runs by agreed-upon procedures.



Benefits of 5s

Safety - Slips & Trips

Quality - Contamination

Efficiency - Organization

Morale - Employee Pride

Customer - Impressions

5S LEAN WORKPLACE



1. SORT

Organization – keeping only what is necessary and discard everything else – when in doubt, throw it out



2. SET IN ORDER

Orderliness – arranging and label only necessary items for easy use and return by anyone



3. SHINE

Cleanliness – keeping everything swept and clean for inspection – for safety and preventative maintenance



4. STANDARDIZE

Standardized cleanup – the state that exists when the first three pillars or “S’s” are properly maintained



5. SUSTAIN

Sustaining the discipline– making a habit of properly maintaining correct procedures