5S

a user's guide to achieving sustained
organization and a visual workplace

What is 5S?

If your company is like most organizations today, you're searching for a competitive edge. Something that will **reduce costs**, **increase sales** and make you **more agile** in a changing business environment.

Well you've found it.

Simply put, 5S is a systematic approach to workplace organization. But it's also much more than that. 5S is about efficiency, competitiveness and survival. It is a deceptively simple system that creates an organized and productive workplace.

But it's not just about cleaning up and eliminating toolboxes. 5S creates a workplace environment that can adapt and succeed in these turbulent times. Chaos and unproductively are your enemies; organization and efficiency are your allies.

If implemented correctly and followed diligently, 5S will lead to:

- ✓ Lower costs
- ✓ Better quality
- ✓ Improved safety
- ✓ Increased productivity
- ✓ Higher employee satisfaction

From the offices of upper management to the workstations in the factory, the power of this system will quickly reveal itself in your bottom line.
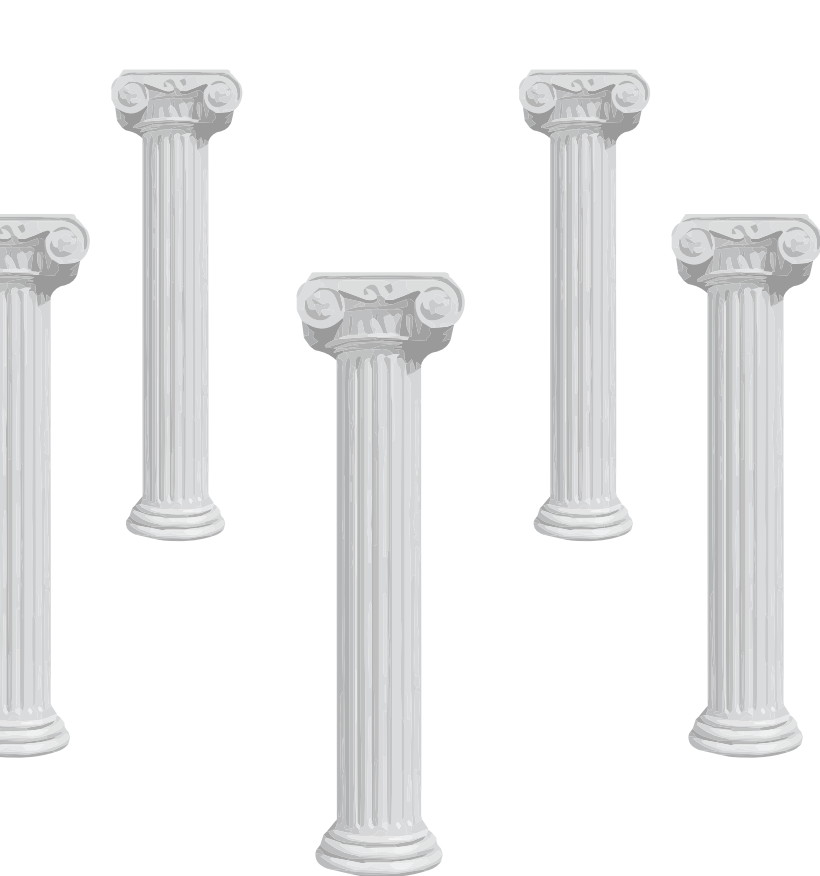
ⓘ 5S is sometimes called the **five pillars** because just like the physical pillars that hold up a structure, 5S has five elements that support the effectiveness of the system.

And just like the pillars of a building, if one was to weaken or fail, the entire structure would fall.

The 5 steps of 5S

Originally developed by Hiroyuki Hirano for manufacturing companies in Japan, the principles of 5S translate well to the laboratory, the repair facility, and even the corporate office. Almost any workplace environment will benefit from the structure and efficiency that this model provides.

Sort

Eliminate all the things in the workspace that are not being used and store them away.

Set In Order

Arrange the items used on a daily basis so that they can be easily accessed and quickly stored.

Shine

Everything is cleaned and functioning properly.

Standardize

Develop routines for organizing your work spaces as well as visual cues to assist in the process.

Sustain

Create a culture that follows the steps of 5S on a daily basis.

Sort

Sort is the process of removing all the items that are not needed for current production from the workspace.

The goal is to eliminate all of the unneeded tools and materials and to create a space that is free of clutter- this allows for a workflow free from distraction.

If you do not use it on a daily basis – **throw it out**. Leave only the things that you absolutely need to get you job done. This includes tools, materials and machinery.

Sorting is the cornerstone of 5S.
It will get rid of problems like:

- Tools and materials impeding workflow
- Wasted time looking for parts and tools
- Stockpiling unnecessary and expensive inventory
- Safety hazards resulting from clutter

Identifying unneeded parts and tools is not always an easy task. Employees and managers get so used to the chaos that they don't even see it anymore. 5S has an effective tool that will help you with your sort – it's called the **Red Tag** Strategy.

The Red Tag Strategy is a great way to identify all of the objects that need to be removed from the workplace. When you see something that you think may need to be removed, you literally put a "red tag" on it. This is a flag that lets everyone know that this item needs to be evaluated.

There are a few actions that can be taken at this point:

Need Red Tags? See our selection online at www.creativesafetysupply.com

1 Leave the item where it is

2 Relocate the item

3 Dispose of the item

4 Place in Red Tag Holding Area*

ⓘ * The Red Tag Holding Area is a central location where you can put items that you aren't fully sure about disposing yet. Perhaps you're not sure of the quantity that you need at the workstation. Or maybe you don't know how often you need it, or if you need it at all.

When executing the Sort step, you must be vigilant and ruthless. Doing this first step correctly will lay the groundwork and ensure a successful implementation of the 5S model.

Set in Order

Set in Order is the process of putting everything in a place that is easy to get to and easy to put away. Everything should be clearly marked so that anyone could easily find its proper home.

You begin the Set in Order phase of 5S only when the Sort phase is complete. This phase will be useless if there is unnecessary clutter in the workspace.

Anyone that has ever shared a workbench, a laboratory or an office space with other people knows that searching and losing items can be a big problem.

How many man-hours have been wasted looking for lost or misplaced tools?

The goal of Set in Order is to create a standardized and consistent way to store and retrieve tools and materials. The key here is **standardization**. The user must develop this system based on how often the tools and materials are accessed, and the process by which they are used.

Some guidelines to consider:

- If items are used together, store them together.
- Put the frequently used items closest to the user.
- If possible, devise a let-go system in which tools are attached to a retractable cord and automatically go back to stored position.
- Place items so that the user's twisting and bending is kept at a minimum when accessing them.
- Arrange tools and materials in order of use.

The Set in Order step utilizes several different strategies to accomplish its goals, including (but not limited to):

Label & Sign Strategy

Uses labels and signs to indicate where workplace items are to be stored, which items are to be stored there, and exactly how many items belong there.

Paint & Tape Strategy

Used to clearly mark walkways from working areas. Separating operational areas from walking areas allows for a safer & smoother flow of goods in the facility.

Tool Outline Strategy

Creates a visual home for your tools. Each tool has an outline drawn of the tool so that you know exactly where it goes, and so that you also know when a tool is missing.

Label & Sign Strategy

A key component to any organization program, labeling is the easiest way to quickly & visually identify proper placement of items, tools, and equipment. This makes it easy for even people unfamiliar with your system to locate items, and return them to the right place. It also helps with sustaining organization processes, because once everything is properly labeled, it's easier for employees to keep 5S in focus on a daily basis.

In addition, larger signs, banners, or posters can be used to boldly convey messages of organization or safety, including reminders of the 5S process.

Together, these create a great backbone for any visual organization or safety program.

5S Steps Awareness Package
www.creativesafetysupply.com

Maintenance work area organized and labeled with the LabelTac 4 Industrial Labeling System. Find out more at www.labeltac.com

Professional labels from any PC.

Create durable, 100% custom labels in-house while saving up to 75% vs using other labeling methods.

Safety | **Lean & 5S** | **Facility** | **Pipe Marking** | **Arc Flash**

Visit **www.labeltac.com** for more info

LABELTAC

Paint & Tape Strategy

Painted or taped lines are often associated with Safety (pedestrian paths, forklift and equipment paths, etc) but they are also very useful for marking work areas, as well as locations for pallets, raw materials, finished goods, shipping areas, hazardous areas and other static locations.
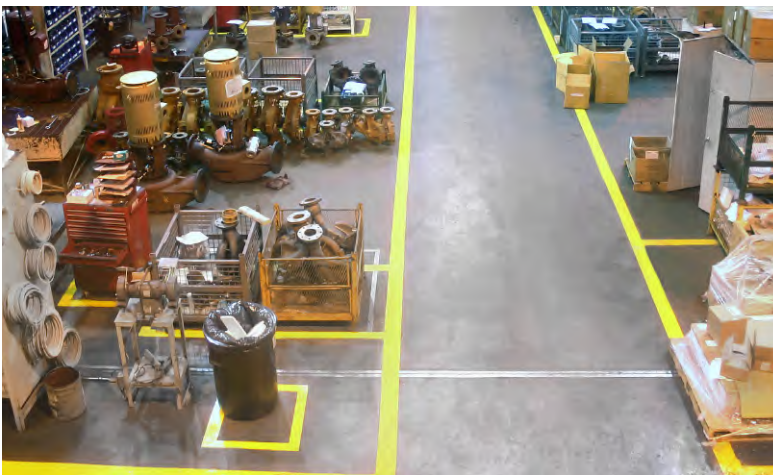
Production floor utilizing floor tapes for marking paths and work areas

Industrial Floor Tapes such as *SafetyTac* are often preferred to painted lines as they are more resistant to foot and forklift traffic and don't require long dry times which can cause costly downtimes. They are also easier to clean and require less upkeep.

OSHA/ANSI Floor Marking Color Code Chart

Yellow	White	Red	Orange
Most pathways, including: Aisleways, Traffic Lanes, Work Cells	Production, Racks, Machines, Carts, Benches, and other uncategorized equipment	Defects / Scraps / Red Tag	Material or Product Inspection OR Energized Equipment Warning

Blue	Black	Green	Gray/Purple/Brown
Materials & Manufacturing: Raw Materials	Materials & Manufacturing: Works In Progress	Materials & Manufacturing: Finished Goods	Markings that do not fall under other color standards

Black & Yellow	Red & White	Black & White	Green & White
Areas presenting Physical or Health Risks- Extra caution should be exercised	Areas to be kept clear for safety (ex: Emergency Access Points, Electrical Panels, etc.)	Areas to be kept clear for operational purposes (non-safety related)	Health Emergency areas such as Eye Wash Stations and First Aid Stations

Paint & Tape Strategy (continued)

Often times companies with 5S organization programs will use thinner vinyl tapes (0.25" to 2" width) of different colors to mark workbenches and work cells to create visual cues for employees, or to mark the locations of tools or equipment that shouldn't move. This helps keep work areas clear of clutter and keeps these static items in their optimal positions.

A typical office work cell utilizing colored vinyl tape and labels for organization

This work cell organization system can be used for work cells of any kind- in both office and industrial settings. This will improve workflow and result in better productivity and time management. Additionally misplaced items and equipment are easy to spot.

Smart Stripe Tape is an ideal choice for work cell taping and light floor marking. It is available in 10 different OSHA-standard colors and is very durable.

Unlike most vinyl tapes, it features a removable backing, and won't curl, stretch, or snag.

For more information about Smart Stripe Tapes, visit us at **www.creativesafetysupply.com**

Tool Outline Strategy

Tool outlining simply means that you create a visual outline of your tool to be able to quickly return it to its proper home.

For pegboards and other hanging tool systems, this is done using painted or vinyl cutouts of your tools, which are then placed behind the tools. Vinyl "tool outlines" are preferred since they are easier to apply and require no maintenance. This method is called shadow boarding.

For tool drawers, you can use customizable foam to create a tool organization system to not only see where the proper homes are for your individual tools and see when they are missing, but also to help protect your toolbox and tools from damage.

Tool Outline Vinyl from www.creativesafetysupply.com

Simply trace your tools on the back, cut out, and apply!
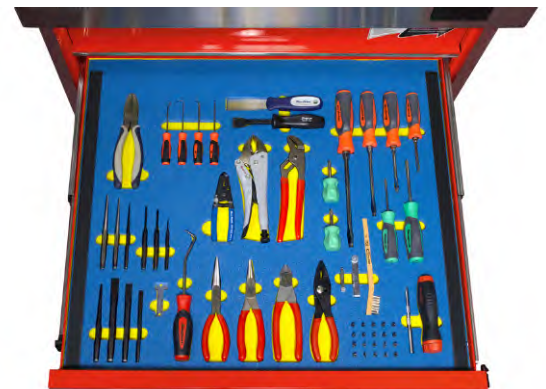
Custom Foam Tool Organizers available at www.creativesafetysupply.com

In the first step you eliminated the chaos of the workspace, and in this second step you've put in place a logical system of organization. Now we move to the third pillar of the 5S philosophy – Shine.

Shine

Shine literally means to remove all the dirt and the grime and to keep it that way <u>on daily basis</u>. You want to get it clean and keep it clean.

You eliminated clutter with Sort and you organized with Set in Order, now it's time sanitize with Shine.

When you implement this step, two things will happen. First, your employees will love coming to work in such a clean and bright environment. And second, because you are keeping the equipment and your surroundings in such great shape, you will have fewer injuries and fewer equipment breakdowns.

And that means **greater productivity** and **fewer costs**.

With the 5S system, cleaning is <u>everyone's</u> responsibility. Although you may still use a janitorial staff to tackle the daily large-scale jobs, the detailed cleaning will be done by your employees. You must train your staff to view dirt and chaos as an intolerable situation. It must be a culture that is followed from the CEO down to the apprentice.

Standardize your cleaning program for best results. Train your employees how to do it correctly. Make sure that they know what they are responsible for and give them the tools to do the job. Utilize checklists and diagrams for consistency.

Employee inspecting welding equipment during the daily shine process.

Cleaning is just the first part of Shine. The daily Shine ritual should also include **inspection** and **routine maintenance**.

As your employees are doing their daily cleaning routine, they should be inspecting the tools and machinery for damage or defects as well. Include it in the daily checklist to make sure it gets done.

Periodic routine maintenance should also be done at this time. Some examples would be to check the oil level in the machinery, tighten up belts, hoses, nuts and bolts, or to check if tools need sharpening.

The goal for Shine is to keep everything in great working order to ensure that it doesn't break down and that it lasts for as long as possible.

Clean and properly maintained tools and machines also greatly increase the safety level in the workplace. Less injuries and less down time equate to higher morale and higher productivity.

What if an employee sees a pool of oil that wasn't there before, or notices a safety hazard?

If it's a quick fix, put a maintenance tag on it on notify your supervisor. If it is something that needs further evaluation, there should be a maintenance log that you can fill out that will ensure further action.

And don't forget your computers and other office equipment! They are some of your most valuable and important items. Teach your employees how to clean and maintain them properly. They need to be defragmented (PC's) and air-dusted periodically to keep them in prime running order.

Everything is coming together. The groundwork has been set for a successful 5S implementation. Now we move on to the pillar that will be the glue that keeps it all together: Standardize.

Standardize

Standardize creates a system of tasks and procedures that will ensure that the principles of 5S are performed on a daily basis.

We all have our own way of doing things. This kind of individuality is great in our personal lives because it makes life much more interesting and fun.

But non-conformity can be unproductive in the workplace. If your employees started doing things their own way, then things will start to get missed and conditions will slowly start to deteriorate.

The Standardize pillar seeks to utilize a set of schedules and checklists that can be easily followed so that each step is performed exactly the same way every day.

This way, each employee knows what he needs to do, when he needs to do it, and exactly how to do it.

There is no room for uncertainty.

Standardize uses three steps to make sure that the 5S pillars are getting done consistently and correctly:

Make sure that each employee knows his responsibilities.

If they don't know exactly what is expected of them, then how can they do it?

They should have a clear understanding of their daily and weekly Sort, Set to Order and Shine tasks. Their responsibilities should be clearly written out on a checklist or a chart so that it can be easily accessed throughout the day.

Make it a part of their daily routine.

If you train your employees correctly, they will be executing the steps of 5S without even thinking about it

'That wrench is out of place- its home is here.' -or- 'I know the next tool I need is the screwdriver because my tools are stored in the order that I use them.' No extra thought is needed; they flow through their daily routine because they can see that it makes sense.

Periodic evaluation.

Once the steps are in place, you can evaluate the performance at regular intervals.

You can either form a committee made up of employees of different departments, or assign it to department supervisors. Either way, you will need a system to ensure that tasks are consistently getting done.

** Check out our helpful downloadable 5S Audit Scorecard available at www.creativesafetysupply.com

Standardize is essential to the success of your 5S implementation. If your staff has procedures to follow to complete the steps, you will ensure long-term success and reap all of the rewards of 5S.

Sustain

Sustain is the final pillar of the 5S system and its chief objective is to give your staff the commitment and motivation to follow each step, day in and day out.

Once you start the 5S model in your place of business, you will see the improvements very quickly. But the key to key to long term success is simple – **diligence**.

Have you ever gone on a diet to lose a few pounds? In the beginning, you really keep at it. You stay away from those French fries, eat more fruits and veggies, and may even go for a jog a couple of days a week. You lose six pounds in two weeks.

But inevitably, you start to slip. You're out with friends and you indulge in dessert. Or you hit your favorite fried chicken joint. It's only this one time, you say. Before you know it, you're back to your old bad habits and have gained all of your weight back.

That's just human nature. If there is nothing to keep you motivated, you will start to cut corners and slip. **The fifth pillar, Sustain, is designed to keep your staff motivated and on track.**

Here are some great techniques to keep your staff motivated:

Assign the time to do it.

Give your staff the time to do the steps correctly. For example, designate the fifteen minutes before lunch and shift end as Shine time. During this time, their main focus is cleaning and organizing according to their checklists.

Start from the top.

Your whole organization must be on board if 5S is going to work in the long run. If your employees see that management is not following the steps, do you think that they will continue to do it?

Create a reward system.

Have friendly competitions between departments each month and reward the winner. Buy them lunch, let them go early one day, or give them priority parking. It doesn't have to break the bank; you just want to show them your appreciation for a job well done.

Get everyone involved.

Form a committee made up of employees and supervisors of different departments. Their job will be to oversee the implementation of 5S for a fixed period, maybe six months. Then you can rotate in new members.

Let them see it.

Posters, banners and newsletters can be a constant reminder of the importance of 5S.

That's it. With these five pillars you will see a remarkable change in your workplace. But there is one more point we want to cover.

The "6th S": Safety

Traditionally there are only 5 pillars or steps in the 5S system, but many companies and organizations opt for adding a sixth pillar: Safety. This system is then usually referred to, naturally, as "6S".

Safety plays such a critical role in any company, and goes hand in hand with proper organization, so it makes a lot of sense to highlight it at the same time as 5S. In fact, implementing the 5S model is a huge first step in creating a safe environment for you and your staff.

What are some other things you can do?

- Make sure that your employees have the correct equipment for their job. Hardhats, coveralls, gloves and steel toe shoes are some typical items required in the warehouse or manufacturing complex.

- Train your staff to use the equipment correctly. Heavy equipment, electronics, forklifts and power tools are all dangerous to those who use them incorrectly.

- Easy to understand labels, signs and space markings contribute a great deal to creating a safe, visual workplace.

- Train your staff on exactly what to do in an emergency. From the seemingly small incidents like cuts and bruises, to the larger ones like injuries and fire, each employee should know what they need to do or whom they need to notify.

Summary

5S is a system, a philosophy and a culture. The true power of 5S reveals itself when your whole organization embraces its ideals and your employees see that your business is transforming itself.

The 5S model for workplace efficiency and organization is both powerful and simple. It has the potential to transform your company into a safe and productive warehouse, manufacturing facility or office.

One of 5S's most powerful aspects is that it's a **visual model**. Each tool has an outlined home and each pathway is marked with lines. Vision is our dominant sense, and because 5S uses colors and lines and labels to organize, following the steps becomes second nature very easily.

Remove the clutter with Sort, organize with Set to Order, clean with Shine, set your routine with Standardize and motivate with Sustain.

It's that easy.

CREATIVE
safety supply

Here at Creative Safety Supply, we have helped thousands of companies of all sizes with many aspects of their 5S & Safety program implementation. Our knowledgeable staff can help you find solutions custom tailored to fit the individual needs of you and your company.

We offer a variety of useful tools including:

- **Red Tags & Tag Boards**
  for clutter removal and sorting

- **Floor Tapes**
  for floor and workspace marking

- **Tool Outline Vinyl**
  for shadow boarding tool walls

- **5S Books and DVD's**
  for learning more about 5S

- **5S Audit Scorecards**
  for periodic evaluations

- **Label Printers**
  for organization and safety signage

- **Floor & Wall Signs**
  for communicating facility messages

- **Custom Foam Tool Kits**
  for tool drawer organization

- **5S Banners & Posters**
  for continual 5S step reminders

- **5S Starter Kits**
  for easy 5S implementation

We're here to help.

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