

5s program

Implementing 5S

The 6p s

- **Proper Preparation and Planning Prevents Poor Performance.**
- 5S implementation needs to be planned thoroughly if you want a smooth and effective implementation

5s champion

- Who is “sponsoring” the lean initiative?
- Drive must come from the top.
- The need for change.

Lean consultant / trainer

- Who will provide expertise and guidance?
- Hire consultant or employ expert.
- Need someone with experience of several implementations
- Someone with proven track record
- Someone able to motivate and lead

Internal expert

- Provide materials and support
 - Training videos
 - Presentations
 - Books
 - Posters
 - Training
- Eventually you may replace an external consultant with your own internal expert.

The steps of 5s

- **Seiri – Sort (Clearing)**
 - clearly separating necessary from unnecessary, and remove unnecessary
- **Seiton – Set in order (Configure)**
 - visually arrange and identify items for ease of use and retrieval
- **Seiso - Shine & Check (Clean & Check)**
 - keep the workplace clean (not pretty) to allow problems to be identified
- **Seiketsu - Standardise (Conformity)**
 - continually monitor the level of clearing, organising and cleaning
- **Shitsuke - Sustain – (Custom & Practice, Consensus)**
 - work towards a shared set of values regarding clearing, organising and cleaning

Pre-launch planning and training

- Hearts and minds
- Area and team selection
- Measures of performance
- Current state measurement
- Pre-launch training

Hearts and minds

- Management commitment
- What is lean, 5S, 7 wastes
- What are the benefits
- Visit 5S company – videos/photographs
- Explain process

Area and team selection

- Select pilot area
 - Worst area in company?
 - Define boundaries precisely
 - Select team
 - Area supervisor to lead
 - Bulk of team the people in the area of implementation
 - Select individuals from other areas to join
 - More likely to ask questions and challenge
 - Can transfer learning to other areas

Measures of performance

- What is important and what do we need to improve?
 - Quality – number of defects
 - Delivery – On time in Full
 - Cost
 - Efficiency – parts/hour/person
 - Distance moved
 - Space required

Current state measurement

- Take photographs of area
 - Include behind machines, inside cupboards, under benches.
- Implement measures of performance and collect data.
 - At least 4 weeks before launch

Current state photographs



Pre-launch training

- All team members;
- Lean and 5S outline
- Benefits of lean and 5S
- 7 wastes
- Visit 5S company photographs/videos

Pre-start planning

- Identify and purchase any likely required tools and materials (Use experience of expert)
 - Cleaning materials
 - Red tags
 - Floor marking tape
 - Paint
 - Labeling machine

5s steps 1 to step 3 - blitz

- Detailed training of 5S steps 1 to 3
- Implement step 1; whole team for 2 to 3 hours depending on size of area.
 - Maintain momentum
 - Organize red tag auction at the end of day 1
- Organize team to implement steps 2 and 3
- Duration 2 to 4 days depending on size and complexity of the area.
- Last afternoon – plan outstanding actions.
 - Racking, new tools, etc.

2 weeks break

- Implement outstanding actions
- Continually improve what the team does
- Team reviews for 30 minutes every few days

5S standardization

- Review / revisit first three stages
- Train team in 4th stage of 5S
- Team plans and implements standardization.
 - SOPs
 - Audits
 - Signage, Workflow, floor markings
- Plan outstanding actions

2 weeks break

- Team meets regularly (every 2-3 days) to review progress.
- Undertake planned actions

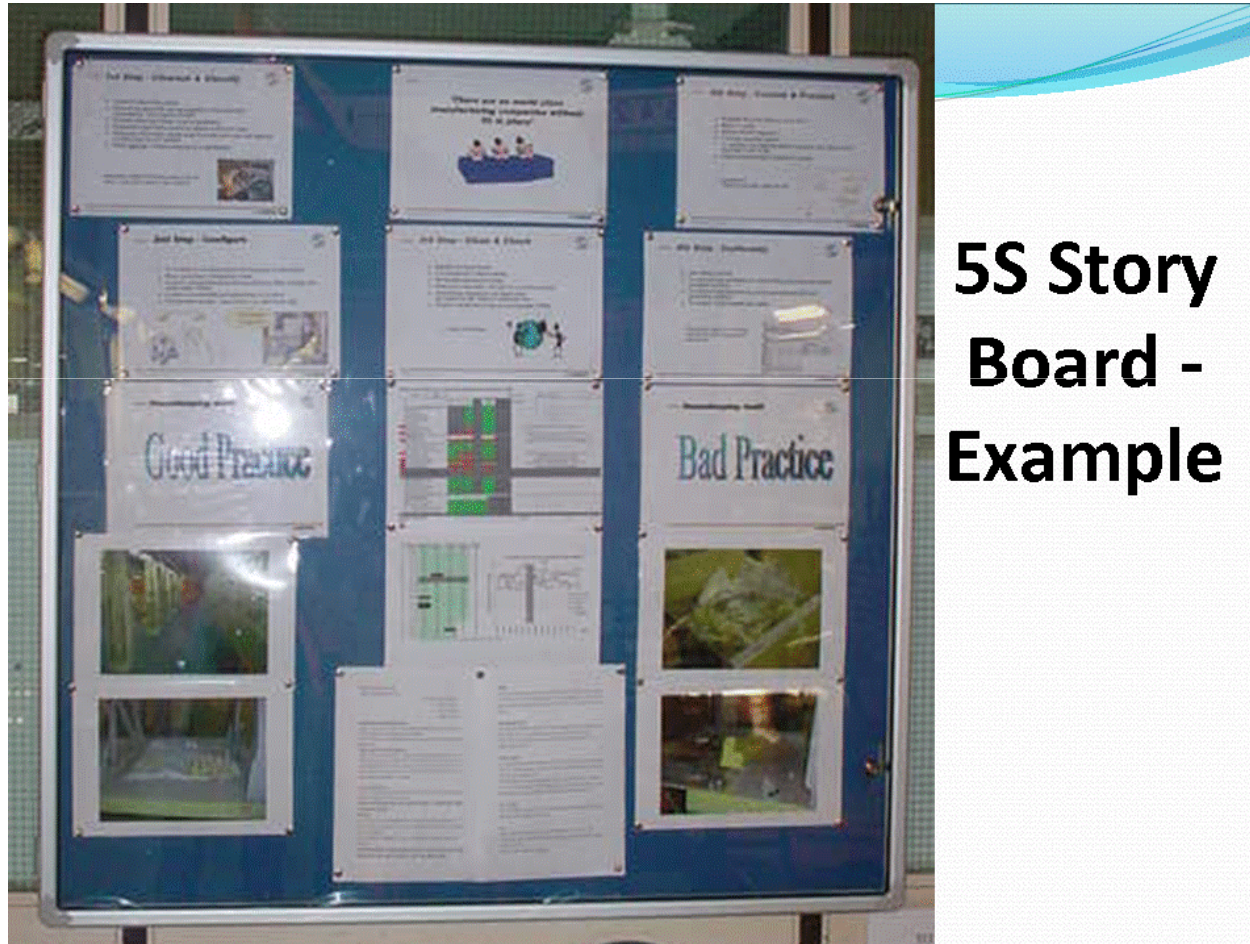
5S review and Sustain

- Team reviews previous 4 stages
- Review performance measures and highlight improvements and any problems
- Take photographs of new current state
- Create 5S story board

Before and after photos



5S story board example



Sustaining 5s

- Review story board
 - Old photographs vs new current state
 - Performance measures
 - Before and after.
 - Presentation by team to management
 - Congratulations from management (Pizza time)

Sustaining what has been achieved

- Allocate time and responsibility to cell team for continual improvement
- Make responsible for their performance measures
- Provide training for team leader / operators
 - Leadership, management, problem solving
- Regular review by management

Planned roll out

- Select next areas and teams
 - Not just production;
 - Stores
 - Offices
 - Dispatch
 - Everywhere
- First team makes presentation to new teams
- Repeat the process.

5S sustain

- Management support and commitment
 - Audits – competitions / prizes
 - Daily walk by management
 - Management review of each cells improvements and plans
- “Does anyone want to go back to how it was?”

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