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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