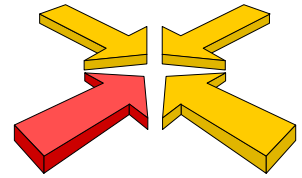


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The 5S

Programme

(Shortened web edition)

by
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Table of Contents

THE 5S PROGRAMME 3

1 SORTING OUT 3

2 SETTING IN ORDER 4

3 SHINE AND SWEEP 4

4 STANDARDISE 4

5 SUSTAIN 5

6 EXERCISE 5

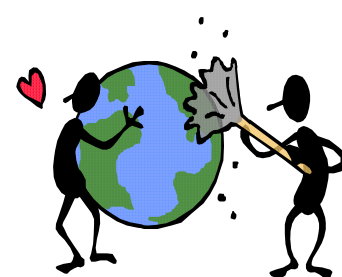
The 5S Programme

In this workbook you will:

- ↳ Look at the 5S programme:
 - ✂ Sorting out (first S)
 - ✂ Setting in order (second S)
 - ✂ Shining and Sweeping (third S)
 - ✂ Standardising (forth S)
 - ✂ Sustaining (fifth S)

A very important principle in lean is flow. This means that movement of material (toward the customer) and information (towards the customer and supplier) must proceed without any hindrance.

One obstacle to flow is a disorganised work area. For example, if you have to look for a tool, you cannot work on a product so it gets delayed. If a team member has to ask what to do next, communication may need improving.



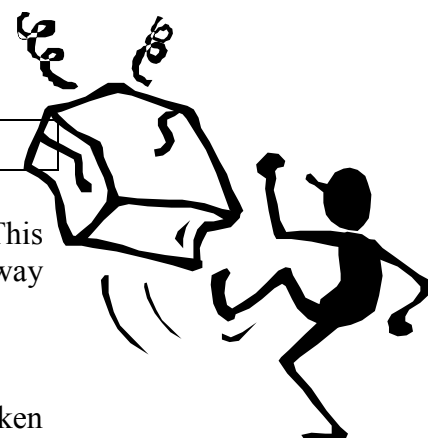
The 5S programme not only looks at how to improve the work area but also how to motivate people to constantly improve their working environment. This is probably why 5S is frequently the first programme a factory that wants to become lean will implement. 5S is a constant companion of lean – or, in other words it, like lean, it never ends. Improvement steps may get smaller as time goes on but everyone must still strive to make their work place:

- More efficient (easier to find things, easier to see what is missing)
- Safer (in more than one sense)
- Capable of producing only quality products or services

1 **Sorting Out**

Sorting out your work station is the first step of the 5S programme. This means items that are not needed for day-to-day work are moved away from your work station. These items include:

- ☐ Unnecessary materials and other inventory
- ☐ Tools which are not/no longer required (including broken tools)
- ☐ Out-of-date instructions
- ☐ Unnecessary furniture, filling cabinets and shelves
- ☐ Dirt and other waste, etc.



2 *Setting in order*

Probably the most interesting and time-consuming part of the 5S programme is setting things in order. This step aims at arranging the work place and its associated tools, equipment and inventory in the optimal location so that you and your team members work as efficiently as possible. To this end you should:

- a) Decide on appropriate locations
- b) Mark these locations (e.g. with a label)

After this step people don't have to look for things or go and fetch frequently used items but have them within easy reach.



3 *Shine and Sweep*

Now it is time to give everything a good clean. The initial shine and sweep campaign includes all equipment and the entire work space, e.g. benches, floors, windows, walls, pipe work etc. This is not a casual dusting but a vigorous scrubbing. The aim is that everything is in tip-top condition and ready to use. You should bring everything into the ideal condition so that you only have to maintain it afterwards. This is the standard you should adhere to.

4 *Standardise*

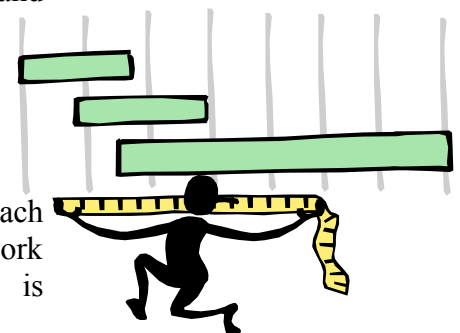
After the workplace is re-organised the new, refurbished state has to become the standard. Everything should be in "Chief Executive's visit" state at all times. The idea is that it is easier to keep something going than starting it after it has fallen into disuse. This means that, not only the work area has to be changed, but also the attitude of the team leader and all team members. 5S is essentially a team effort!

Here is how to standardise:

- 1) Allocate roles and responsibilities.
- 2) Develop a cleaning routine for each day (initially 10 min each day). This routine should be displayed in the relevant work area detailing what needs doing each day and who is responsible for each task.
- 3) Create a standard by, for example, displaying photos of how the area should look like after each work day.

Here are some further pointers:

- ☞ Don't rely on verbal communication; diagrams or written standards are better.

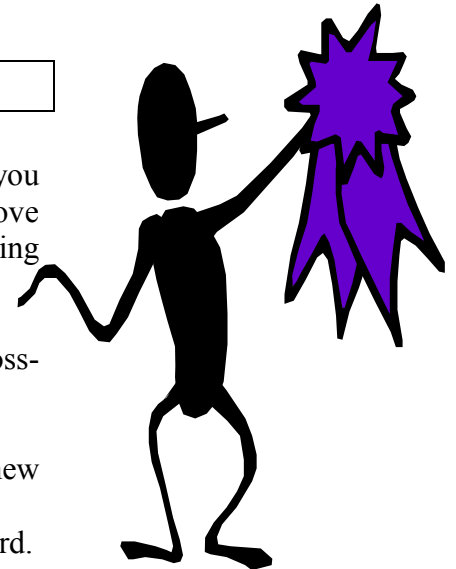


- ☞ Make sure everyone understands that 5S is everybody's responsibility.
- ☞ Strive to improve the cleaning routine.

5 Sustain

The final step is to sustain the 5S programme. That is to say that you should go through the first four steps on a continual basis to improve your work area and cut down further on waste. To this end the following should be done:

- ☞ Introduce an auditing procedure, e.g. train people in cross-departmental audits.
- ☞ Publish the results of these audits on a regular basis.
- ☞ Monitor or measure and record performance against the new standard.
- ☞ Take corrective action when performance falls below standard.



6 Exercise

1. Analyse the present situation.
 - Ask yourself: Do I need everything (parts, tools and instructions) that is in my office/on my desk or workbench? If not, sort it out.
2. Develop fixed storage locations.
3. Develop a standard storage policy.
4. Keep storage rules
 - Audit yourself (after a week, a month): Do I still keep to my storage rules?
5. Devise your own 5S audit sheet:
 - Leave a space for improvement ideas.

