



Good Practice Guide



Factory Improvement Programme

WHAT IS 5S ?

5S is a methodology for organizing, cleaning, developing and sustaining a productive work environment. The methodology originates from a Japanese housekeeping idea named because of the five Japanese words each beginning with the letter “se” or “shi”. They are “Se-iri”, “Se-iton”, “Se-iso”, “Se-iketsu” and “Shi-tsuke”.

PROSPECTIVE USERS:

All staff members of a factory must be involved in the practice of 5S.

5S can be applied in any factory that wishes to implement a set of workplace organization rules designed to increase efficiency and help enable manufacturing on a clean, streamlined factory floor.

PROBLEMS ADDRESSED

When applied to a factory, 5S can help you solve the following types of common problems:

- Space crowded with parts and tools
- Unneeded items stacked between workers
- Excess inventory on the floor
- Excess items and machines hinder process flow
- Equipment is dirty and not serviced regularly
- Needed equipment, such as tools, is difficult to find.

DEFINITIONS

Seiri (sort)

Distinguish the necessary things from the unnecessary and dispose of the unnecessary. This is the priority area.

Seiton (straighten)

Arrange the necessary items in an orderly fashion so they are easily accessed and selected for use.

Seiso (scrub)

Clean your workplace to keep floors and equipment tidy.

Seiketsu (standardize)

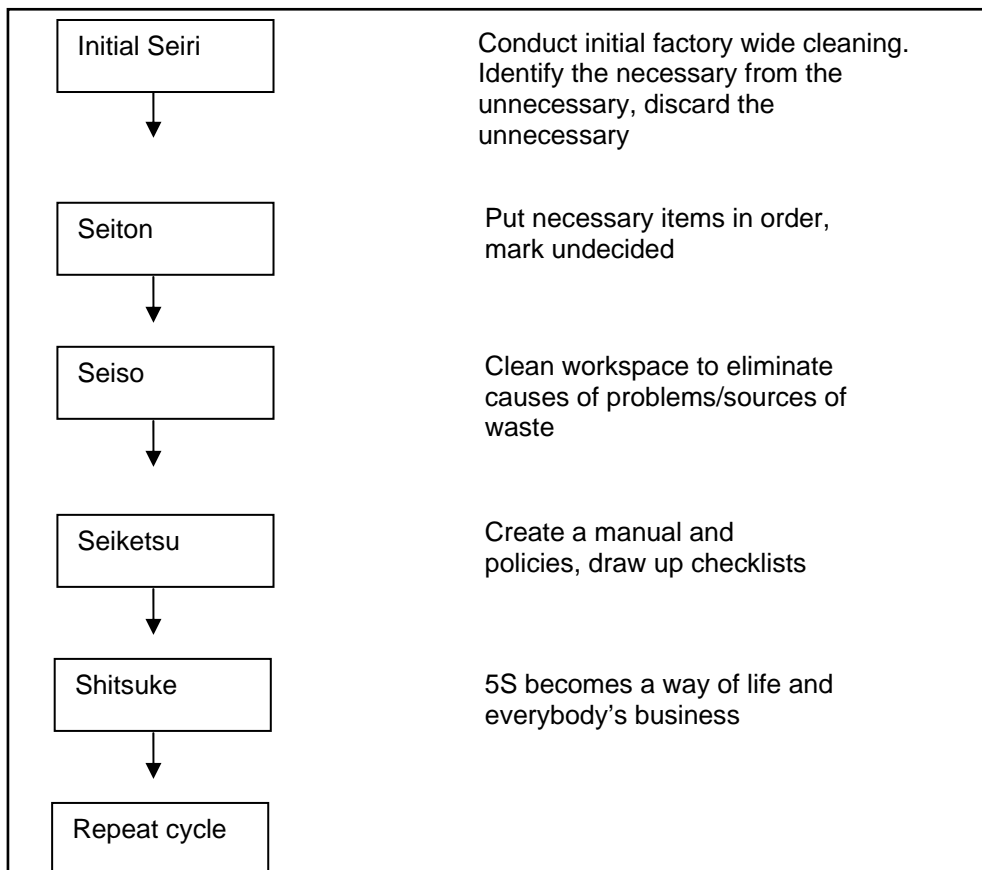
Continually maintain the order, neatness and cleanliness.

Shitsuke (sustain)

Do things spontaneously without being told. Train everyone in the workplace to follow good work habits so that it is a matter of personal pride and self-respect.

PROCESS

The following flowchart explains the implementation process of 5S:



Steps in implementation

There are six main steps to implement 5S:

- Prepare.
- Official announcement of 5S implementation by the CEO.
- Big clean-up involving all colleagues.
- Initial Seiri: "Clean-Up Day".
- Implement on a daily basis the "Seiri", "Seiton" and "Seiso" stages, using the checklist provided below.
- Regularly carry out an audit.

To ensure a successful 5S implementation:

- Get everybody to participate.
- Believe in the workers' good nature.
- Let organizers understand their role.
- Make a plan with schedules and targets.
- Advance step by step steadily.
- Reach agreement with each other.

The following checklist can be used to ensure proper implementation during a 5S process.

Item		Check points
Seiri	Discard unnecessary things	<ul style="list-style-type: none"> • Are there any unnecessary items lying around? • Is there any neglected wiring or piping? • Are there products or tools lying on the floor? • Is there a place to put unnecessary items? • Are tools in the right place? • Are there any unnecessary items or personal belongings on the work desk?
Seiton	Put the necessary things in order	<ul style="list-style-type: none"> • Are things placed at the right angle? • Are there clear signs pointing to the main passage and the storage area? • Can tools be used easily when required? • Are stock items piled at an appropriate height? • Is anything obstructing a person when they are working or walking? • Is there anything dangerous (e.g. obstruction or hole) in the passageway? • Is there any obstruction around fire-equipment? • Are doors of control or operating boxes secure? • Is information signage clearly visible?
Seiso	Clean up everywhere	<ul style="list-style-type: none"> • Are floors or passageways free from oil or dust? • Are the machines clean? • Is there any dirty or defective wiring or piping? • Is the inside of the control-box or power box clean? • Is there any neglected part of the floor? • Is there any drain pipe that's not working? • Is there any residue in the oil service tank or filter? • Is there any dirty oil supply inlet? • Is there any insufficient lighting?
Seiketsu	Ensure standards are in place	<ul style="list-style-type: none"> • Are there standards for cleanliness, organization and neatness? • Are good practices shared and standardized? • Is there a daily maintenance system? • Do all workers have the necessary protective clothing? • Are visual displays used to help and warn workers?
Shitsuke	Check workplace practices	<ul style="list-style-type: none"> • Are specific checks carried out daily? • Are daily instructions / reporting done at the right time? • Does each worker keep their workspace clean and tidy? • Does each worker wear the required protection? • Does each worker arrive on time?

RESOURCES REQUIRED

- Start with education and training
- Ensure that you have continuous commitment and support from the top management
- Involve everyone – no-one is an observer
- Continually repeat the 5S cycle in order to reach higher standards.

POSITIVE IMPACT

In addition to organising, cleaning, developing, and sustaining a productive work environment, 5S is an important technique for building workplace co-operation as it relies on teamwork and joint problem-solving skills to accomplish all five levels.

CHALLENGES AND PITFALLS

Everyone in the organization must be fully committed to implementing the 5S process. Workers and management at all levels must take responsibility to keep their work area clean and orderly if 5S is to be achieved.

INDICATORS FOR MONITORING

It is important to regularly carry out an audit of 5S implementation. This can be achieved by reviewing the abovementioned checklist.

Further Information Available:

FIP References

Module 1 - Workplace Co-operation

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