5S

- 5S –

Order and Discipline in favor of Lean

Marris Consulting

Paris , 12 of April 2010
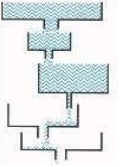
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5S, is one of the preferred tools for any improvement approach, enabling the change of habits and acquiring new mindset

- The 5 « S » are the initials of five Japanese words.

- It is a systematic tool that enables the improvement of good organization of workstations that leads to an enhanced safety, quality and productivity performance.

- A practice that characterizes the desire, at all levels, to get rid of the unnecessary and/or laborious, to organize the essentials, and thus maintain a clean and orderly environment.

- A way of rethinking the work environment, to focus on mastering its organization and developments in a collective and participatory improvement process.

- A general approach that can be deployed in all sectors of the company :

  - workstations in production units,

  - non-production areas (courtyard, entrance, surroundings),

  - offices and meeting rooms (documents, phone placement,…),

  - walls(outdated information, visual communication),

  - computers (duplicate or outdated programs),

  - …

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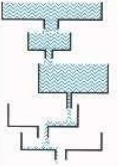
5S translated into all languages

Japanese	English	ر	French
❑ **Seiri** 整理	❑ **Sort** Identifying and designing what is useful and eliminate what is not.	❑ نز u	❑ **S'organiser –** **Eliminer –** **Débarrasser**
❑ **Seiton** 整頓	❑ **Set In Order** Finding a place for everything and put each thing in its place (ORDER AND METHOD).	❑ ر	❑ **Situer – Ranger**
❑ **Seiso** 清掃	❑ **Shine** Obtaining impeccable cleanliness of the workstation and maintain it by eliminating sources of dirt and cleaning difficulties.	❑ ١	❑ **Scintiller - Nettoyer**
❑ **Seiketsu** 清潔	❑ **Standardize** Define a "standard" based on the achieved results and ensure its maintenance.	❑ ١ إ	❑ **Standardiser**
❑ **Shitsuke** 躾	❑ **Sustain** Respect the established standard and continuously improve the organization by evolving the mindset.	❑ مار إ	❑ **Suivre, Progresser, Faire évoluer**
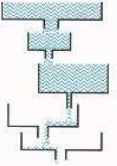
The 5S approach contributes to the performance and efficiency of every society in the medium and long term.

▪ **Security:**
Because the elimination of clutter and causes of anomalies plays an important role in safety.

▪ **Efficacity :**
Because the 5S aim to eliminate causes of time lost.

▪ **Quality of products:**
Because having tools in good condition is an important factor in the quality of manufactured products.

▪ **Breakdowns:**
Because maintenance of machines and tools is one of the objectives of the 5S.

▪ **Brand image:**
Because clean and organized workshops present a positive image of the company.

Not only does the physical environment change, but behaviors as well (teamwork, discipline, respect for rules).
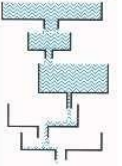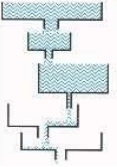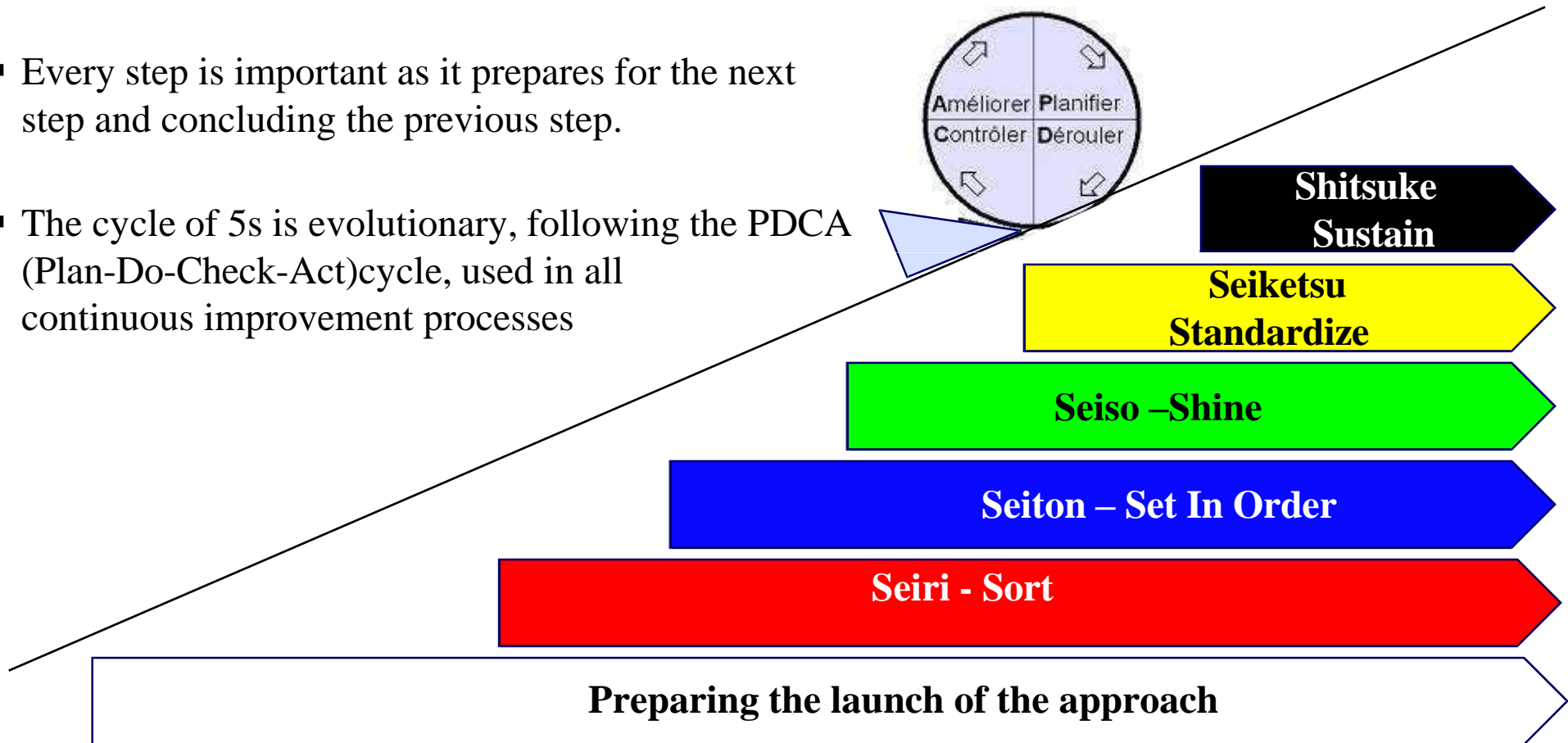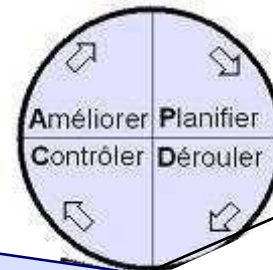
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The process of implementing the 5s method must follow 6 steps

- To deploy the 5s approach, the company must decide to adopt a logic and adhere to the methodology.

- Every step is important as it prepares for the next step and concluding the previous step.

- The cycle of 5s is evolutionary, following the PDCA (Plan-Do-Check-Act)cycle, used in all continuous improvement processes

Améliorer | Planifier
Contrôler | Dérouler

Shitsuke Sustain

Seiketsu Standardize

Seiso –Shine

Seiton – Set In Order

Seiri - Sort

Preparing the launch of the approach

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There is no 5S approach without the commitment of the management and all employees.

> **Preparing**

- 5S is a company culture supported by the management of the organization.

- A 5s coordinator, reporting to the director of the 5S approach, is the responsible for ensuring the proper implementation of this culture. She/He will be in charge for facilitating the process (monitoring the deployment plan, conducting audits, etc.) as well as coordinating the Steering Committees.

- 5S, requires a minimum level of training (Lean Tool).

- 5S is a winning team effort (with no hierarchical distinction, a leader and members).

- There is no progress without measurement, an audit schedule should be developed, along with photographs that can demonstrate the improvement.

- Communication about progress of the approach is primordial.

5S requires rigor, discipline, teamwork, participation and commitment from everyone involved, but it does not necessarily require significant investments.

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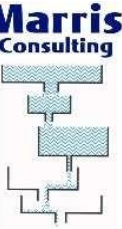
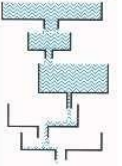## The first "S" is a crucial step

Seiri - Sort

CLEAR and keep clear

▪ **Distinguish between useful and unnecessary.**

▪ **Prioritize elements and eliminate what is unnecessary.**

Methodology :

- ▪ Eliminate what hinders

- ▪ Know what is needed to work properly.

- ▪ Define the right amount of necessary for the smooth functioning of your activities.

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The second S is a step of rigor, innovation and imagination.

Seiton : Set In Order

# Set In Order and keep things in order

Be able to find what is needed, when it is needed, while respecting the three criteria:

- **Safety (preventing falls and accidents)**
- **Quality (preventing mixing and non-conformities)**
- **Efficiency (minimizing non-value-added-time)**

Methodology :

- Understand and analyze the situation
- Choose the place for each object
- Decide how to organize each object
- Respect the rules of organization

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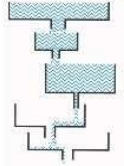
Le 3ème S, Scintiller - Nettoyer, est l'essence de toute démarche 5S

> **Seiso – Shine**

Clean and keep it clean

Keep it clean and utilize cleaning as a:

- **Control mode**
- **Kaizen workshop**
- **TPM (Total Productive Maintenance) or self maintenance- workshop**

Methodology :

- Respect the equipment that is used, keep it clean and maintain a clean working environment.
- Control dust, dirt and impurities that may cause defects, breakdowns or accidents.
- Detect problems while they are still minor through cleaning.

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This step is the result of maintaining the rules for organizing workstations described in the previous steps and the determination to sustain the 5S approach over time

> **Seiketsu :**
> **Standardize**
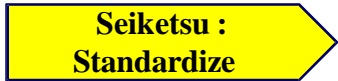
Standardize an keep it in order

Standardize by establishing rules through visual management so that everyone:

- **Respects the defined organization**

- **Immediately detects any malfunctions**

Methodology :

- Formalize the collective defined rules through visual aids.

- Standardize the rules and apply them methodically.

- Clearly define the responsibilities of each participant.

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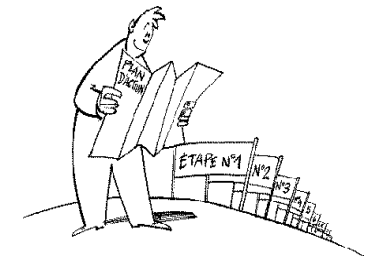# The 5S cannot succeed without rigor and personal commitment

Shitsuke : Sustain

Sustain and maintaining with rigor

Systematically apply specific rules to develop new habits.

Methodology :

- Respect the collective defined rules,

- Perpetuate the 5S approach by applying it with precision,
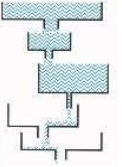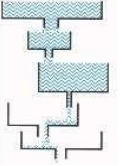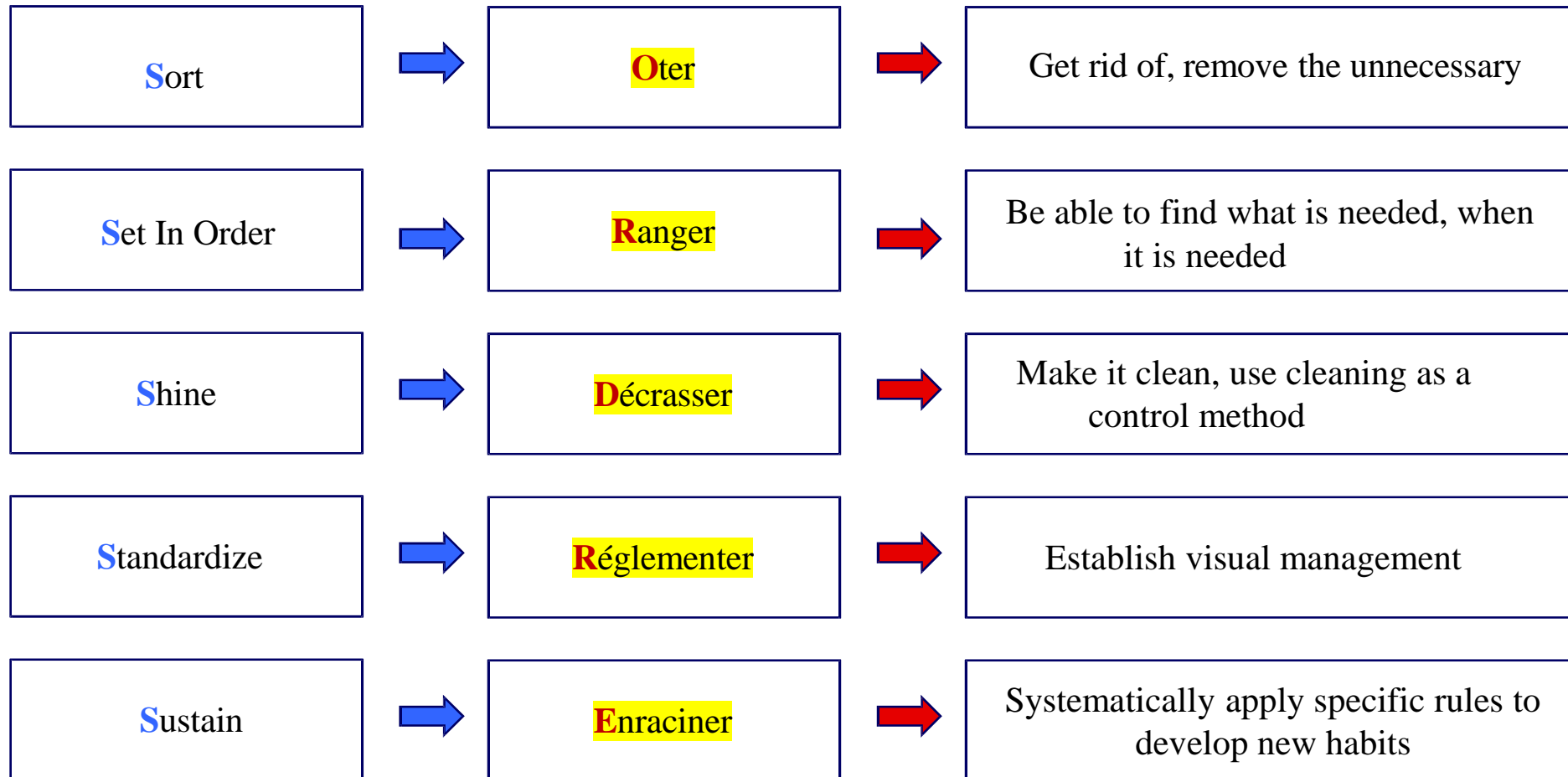
- Operate as a self-managing team.

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5S: The ultimate weapon to eliminate waste and take the first step towards improving performance.

Sort	**O**ter	Get rid of, remove the unnecessary
Set In Order	**R**anger	Be able to find what is needed, when it is needed
Shine	**D**écrasser	Make it clean, use cleaning as a control method
Standardize	**R**églementer	Establish visual management
Sustain	**E**nraciner	Systematically apply specific rules to develop new habits

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5S is one of the tools of continuous improvement and change, is not as easy as it seems to implement and sustain.

- The 5S is not complicated

- Having the support of the management and hierarchy is important

- The 5S is based on concrete and on-site actions

- A 5S approach should be broken down into successive stages without going back

- There is no progress without measurement

- Results should be recognized and known

- Improvement is proportional to the efforts made, individual and collective involvement is necessary.

- All sectors of the company are involved in a 5S approach

Rigor, discipline and adherence to rules are essential values that cannot be overlooked.

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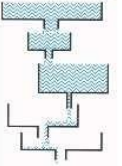
- Some references

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Some references

- **Books**

  - 5S by Takashi Osado,

  - Guide pratique des 5S pour les managers et les encadrants par Christian Hohmann,

  - 5 Pillars of the visual workplace by Hiroyuki Hirano.

- **Website** : http://chohmann.free.fr/lean/lean_thinking.htm

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