



## THE SECRET TO JAPANESE SUCCESS

- Developed by *Hiroyuki Hirano*
- **Create a Better Working Environment and a Consistently High Quality Process**

# The 5 S



- **SEIRI – Sort out**
- **SEITON – Orderliness/Arrangement**
- **SEISO – The Cleaning/Shine**
- **SEIKETSU – Standardise**
- **SHITSUKE - Sustain/Discipline**

# SEIRI – Sort out



**SORT**

Keep only  
necessary items  
in the workplace.

- Decide what you need (necessary) and remove unnecessary items  
(**RED TAG TECHNIQUE**)
- All tools, gauges, materials, classified and then stored
- Fights the habit to keep things because they may be useful  
**SOMEDAY**
- The idea is to ensure that everything left at the workplace is related to work

# RED TAG TECHNIQUE



- Ask staff to go through every items in the workplace , if needed in what quantity
- NOT NEEDED = RED TAG IT
- Store it in RED TAG AREA for a week
- Allow the staff to reevaluate the needed items , at the end of the week needed items be returned to work place

# RED TAG TECHNIQUE- Results

PRIORITY	FREQUENCY OF USE	HOW TO USE
Low	Less than once per year Once per year	Throw away Store away from the workplace
Avg.	Once per month Once per week	Store together but offline
High	Once Per Day	Locate at the workplace

# SEITON – Orderliness/Arrangement



SET IN ORDER

Arrange items  
to promote  
efficient workflow.

- Arrange the necessary items in order
- This step is all about putting things to its assigned place so that it can be accessed easily & quickly
  - Designated locations
  - Use tapes and labels
  - Ensure everything is available as it is needed and at the “point of use”
- PLACE FOR EVERYTHING AND EVERYTHING ON ITS PLACE

# **SEISO – The Cleaning/Shine**



**SHINE**

Clean the work  
area so it is  
neat and tidy.

- After the first cleaning when implementing 5 S , daily follow up cleaning is necessary in order to sustain the improvement
- Divide areas into zones and Define responsibilities for cleaning
- Tools and equipment must be owned by an individual
- **CREATE A SPOTLESS WORLPLACE BY VEIWING THROUGH THE EYES OF VISITORS**

# SEIKETSU – Standardise



## STANDARDIZE

Set standards  
for a consistently  
organized workplace.

- Once the 3 S are in place , it should be set as an standard so as to keep best practices in place
- Develop procedures, schedules
- Continue to assess the use and disposal of items
- Regularly audit using checklists and measures of housekeeping
- **TURN IT TO NATURAL, STANDARD BEHAVIOUR AND HABIT**



# **SHITSUKE - Sustain/Discipline**



## **SYSTEMATIZE**

**Maintain  
and review  
standards.**

- Develop an attitude to maintain other 4 S alive create discipline in whatever you are doing
- The effect of continuous improvement leads to less waste , better quality and high morale, cleaner workplace & faster leads times

# TEST FOR 5S

- 30 SECOND RULE
- ONE MUST LOCATE THE ITEM WITH IN 30 SECOND IF 5S IS PROPERLY IMPLEMENTED
- ALSO APPLIES TO THE ELECTRONIC RECORDS RETRIEVAL



## 5 S Benefits

1. NEAT & CLEAN WORKPLACE
2. SMOOTH WORKING
3. NO OBSTRUCTION
4. SAFETY INCREASES
5. PRODUCTIVITY IMPROVES
6. QUALITY IMPROVES
7. WASTAGE DECREASE
8. VISUAL CONTROL SYSTEM
9. EMPLOYEES MOTIVATED
10. WORKSTATIONS BECOME SPACIOUS
11. MACHINE MAINTENANCE COST DECREASE



# Example – Community college Reprography centre



The improvement efforts of a reprographics shop at a community college. Using the lean tool, 5S, the team sorted, organized and optimized the flow of product through their shop resulting in improved customer service and satisfaction.

[http://www.youtube.com/watch?feature=player\\_embedded&v=o3hh6141awE](http://www.youtube.com/watch?feature=player_embedded&v=o3hh6141awE)

**Before**



**After**



# Before implementation of 5S



- Benefits**
- \$60,600 Cost Avoidance**
    - found supplies
    - discontinued unneeded services
  - \$125,000 Cost Avoidance**
    - Reduced total space by 24%

# After

