

5S – THE FIVE PILLARS OF AN EFFECTIVE WORKPLACE

Three-day workshop

1. What is 5S?

5S originated in the late 1950's in Toyota, Japan, and has since been adopted by many western organisations, across all sectors. The basic premise of 5S is that personnel who work in any geographical area of the organisation (e.g. the development laboratory, the manufacturing area, the upstairs offices, the reception foyer, the warehouse etc.), have responsibility for the layout, workflow, cleanliness and safety of that area. 5S results in

- improved workflow
- a high standard of housekeeping
- higher performing equipment
- improved safety
- higher product quality
- greater productivity
- greater customer satisfaction and
- lower costs.

The title 5S is derived from 5 Japanese words that indicate a progressive approach to workplace organisation, viz. Seiri, Seiton, Seiso, Seiketsu and Shitsuke. These are most commonly translated in English as

Sort
Set-in-Order
Shine
Standardise
Sustain

The 5S pillar principles are summarised in appendix A.

2. Three Day 5S Event - Learning Objective & Deliverables

At the end of this event participants will

- (i) understand 5S objectives, methods and how to ensure sustained implementation, and
- (ii) be enabled to implement and sustain 5S in their own workplace.

2.1 Workshop Preparation

In preparation for the event management team members must:

- understand and be prepared to participate actively as 5S team members in their own areas;
- appointment of an appropriate 5S champion and 5S committee, and
- agree to establish a sustaining and recognition process for all areas.

In consultation with Lean Ireland, the client company will select a 5S champion, and a clearly defined geographic area in the plant in which to conduct the initial 5S workshop/exercise. Lean Ireland will advise the client on location selection, preparation for the event, and likely follow-up actions required after the event to ensure success.

3. Who Should Attend?

All employees working in the selected pilot area should attend the training. The Lean Ireland 5S implementation plan involves the facilitation of a 5S event in a selected area of the organisation, over a three-day period. All personnel in the area participate in the training, and a selected subset actually work on the 5S transformation activities. Personnel within the organisation who will have responsibility for 5S implementation (i.e. the committee) together with potential 5S internal trainers, committee members and interested senior management team members, to a maximum of 15 people.

4. 5S Event Timetable (3 days)

Day 1		
08.30	<u>Workshop/ preparation:</u> <ul style="list-style-type: none"> Intro to 5S, Sort, Set-in-order (theory & application – video & discussion) Preparation of all materials and personnel for area exercise 	<u>Facilitator:</u> Lean Ireland consultant <u>Participants:</u> Workshop theory – all personnel in area
11.00	<u>Area exercise:</u> <ul style="list-style-type: none"> Division of area & personnel responsibilities Pink tags/sort exercise, removal of clutter, disposition Identification of set-in-order opportunities 	Area exercise – as many as possible personnel in area, plus trainers & committee members (up to 15 personnel)
17.00	Review of day's activities. Plan for day 2 & close	
Day 2		
08.30	<u>Workshop/preparation:</u> <ul style="list-style-type: none"> Set-in-order & Shine (theory & application – video & discussion) 	Facilitators and participants as above
11.00	<u>Area exercise:</u> <ul style="list-style-type: none"> Complete set-in-order & shine in area Identify & post Set-in-Order & Shine action list Establish 5S communication area 	
17.00	Review of day's activities. Plan for day 3 & close	
Day 3		
08.30	<u>Workshop/preparation:</u> <ul style="list-style-type: none"> Standardise (theory & application) 	Facilitators and participants as above
11.00	<u>Area exercise:</u> <ul style="list-style-type: none"> Complete standardise exercise Identify & post Standardise timetable 	
15.00	<u>Debrief</u> <ul style="list-style-type: none"> Review of 5S activities & preparation of presentation for management team (MT) Presentation by 5S team to SMT Next Steps Management commitment to changes 	Senior management team
17.00	<ul style="list-style-type: none"> Next steps & close 	

Table 1. Lean Ireland 5S three-day event

4. Sustaining the Effort - post workshop follow up - optional

Some days or weeks following the three-day workshop Lean Ireland will provide an optional extra train the trainer half day workshop for personnel nominated to be 5S trainers in house (rough guide is 1 trainer per 100 personnel), and guidance for the 5S committee. We will provide advice on how to structure the training and implementation activities to derive best business benefit and advice on pacing the programme such that employees embrace and welcome 5S, and participate actively in the change process.

Lean Ireland will also review the area in which 5S was initiated and make recommendations for continued improvement if applicable. Lean Ireland will provide advice to ensure the "Standardise" and "Sustain" elements are established to ensure lasting 5S success.

We will also provide ongoing support to the 5S site champion and committee as required.

5. Contact

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