



# Keys to Implementing a Successful 5S Program

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# Agenda



- Shift in Culture – The hidden “S”
- Keys to Success
- Lessons Learned
- Celebrating Successes
- My greatest 5S Success



# Shift your Culture



- Key to successful implementation requires shift in company culture.
  - Message needs to be from all levels of Organization
  - Needs to be consistent
  - Needs to never waiver
  - Needs to be celebrated



# Not “Program of the Month”



- Foundation for World Class Manufacturing and Total Productive Maintenance (TPM)
- Sort doesn't mean throw away
- Focused 5S training can send wrong message
- Don't create special team. Everyone needs to live 5S
- Build into Daily Performance:
  - Daily Monitoring
  - Employee Feedback
  - Aligned with production objectives



# Set a Strong Example

- Management must Lead by Example
- Through Actions not Words
- No one gets a “free pass”
- Is everyone sending the right message about 5S?



# Set Clear Expectations



- Define what is expected
  - Before and After Photos
  - Audit Consistency
  - Redefine Job Descriptions to include 5S



# Before and After – LOTO Cabinet



# Before and After – 6<sup>th</sup> Floor BH





# Before and After – Chip Carts



# 5S Evaluation



- Auditing performance of 5S is critical.
- Everyone should be doing it.
- Worry less about a score and more about improvement
- Calibrate everyone on expectations
  - If 3 people evaluated an area for 5S, would you get the same results?
  - AB Audit Changes – Change to Yes / No vs 0-5 scoring



# Audit Sheets (Y/N vs. 0-5)



Name:		SS Area:		Previous Score	0%	Archive and Chart
		Brew Tech I				
Date Audited:		Date Completed:		Current Score	####	Clear Contents
<b>Cabinets</b>				<b>Drawers</b>		
	Question	0-No 1-Yes	Corrective Actions:	Question	0-No 1-Yes	Corrective Actions:
Sort	Do all of the items in the cabinet belong there?			Do all of the items in the drawers belong there?		
	Is everything that needs to be in the cabinet present?			Is everything that needs to be in the drawers present?		
	Is the top of the cabinet free from clutter?					
Set	Do all the contents of the cabinet have a designated place where they belong?			Do all the items in the drawers have a designated drawer or place in a drawer?		
	Does each type of item belong in only one location? (ex. paper towels are stored in one place, not several)			If appropriate, are drawers divided into areas for separate contents?		
Shine	Is the cabinet in good working order?			Do the drawers themselves function properly (none are stuck, handles work, etc.)		
	Are all the items inside the cabinet in good working order?			Are the drawers themselves free of dirt and debris?		
	Is there dirt or debris on or in the cabinet itself?			Are the contents of the drawer clean and in good repair?		
Standardize	Is there a photo present of what the cabinet should look like?			If appropriate, are the separate sections of drawers labeled or outlined properly?		
	Is the outside of the cabinet labeled?			Are the drawers labeled on the outside with their contents?		
	Are there minimum and maximum quantities listed for all of the contents of the cabinet?			Are there minimum and maximum quantities listed for all of the contents of all the drawers?		
	Are all labels accurate and current?			Are all labels accurate and current?		



# Audit Sheets (Y/N vs. 0-5)



Clear Sheet

## Workplace Audit Sheet

Archive and Chart

Area	AP Audit Area		
Date	4/25/2013	Auditor	Vega

Score	40
Previous Score	40

		0 = Very Poor	1 = Poor	2 = Fair	3 = Good	4 = Excellent	Audit score					Comments	
No.	Check Item	Description					0	1	2	3	4		
Sort	1	Materials or parts	Are there any unneeded materials, spare parts, or signage present?					4					
	2	Visual control	Is it obvious which items have been marked as unnecessary?					0					no pictures
	3	Materials & Equipment	Is there obsolete, unused, duplicate, or surplus materials or equipment present?					4					
	4	Visual control	Are posted notices current with regard to content?					0					
	5	Personal Belongings	Is there uncontrolled personal equipment (including PPE) or belongings in the area?					4					
							<b>Total</b>		12				
Set In Order	6	Location indicators	Are shelves and other storage areas clearly marked/labeled indicating item location?					0					
	7	Quantity indicators	Are maximum and minimum quantities indicated where required?					0					no min/max sheet
	8	Area Layout	Is there as 5S map or layout for the area?					0					no 5S map
	9	Storage Areas	Is storage area arranged to ensure repetition of storage without duplication?					0					
	10	Safety Equipment Access	Are any items stored in a manner that blocks access to fire equipment or escapes?					4					
							<b>Total</b>		4				



# Close the Loop



- Evaluations are only useful if you do something with them
  - Review Results with the Team
  - Find Common Themes of Success or Needs for Improvement
  - Focus on Biggest issues. 5S builds in layers upon itself
- Celebrate Successes and discuss areas of Improvement
  - Recognize everyone who is looking to Improve
  - Use caution celebrating “Cleanest Workspace” or “Best Department” or punishing for the “worst”. It can send the wrong message.
  - Recognition can take many forms.



# 5 Keys to Implementing 5S



- Not “Program of the Month”
- Set a Strong Example
- Set Clear Expectations
- Close the Loop
- Celebrate Success



# The Ah-Hah! Moment



- The journey with 5S in Utilities Maintenance





**Questions?**