

5S



Lean:

- Business methodology that started in Japan.
- Focused on getting rid of waste.
- Eliminates work activities that takes time – but do not add value
- Employees are respected and empowered



The Eight Wastes: D.O.W.N.T.I.M.E.

1. Defects –mistakes, errors
2. Overproduction – making more than you need
3. Waiting – waiting for anything
4. Non-Utilized Talent – failing to listen to the ideas of *all* employees
5. Transportation – excessive movement of raw material, paperwork, finished products, etc.
6. Inventory – keeping more inventory than you need
7. Motion – inefficient movement of the employee. Poor ergonomics
8. Extra Processing – doing *more* work than you need to



Value: Anything your customer would happily pay you for... IF they knew you were doing it

Time:

Work Time = Cycle time (CT). When the part is actually being worked on

Wait Time = Queue time (QT). When the part is waiting to be worked on

Lead Time = Work time + Wait time. How long the customer waits to receive their product



5S:



Sort:

- Form a company 5S team. Select a leader from each area.
- Plan your RED TAG event.
- Go through every drawer, cabinet, toolbox, filing cabinet, etc.
- Get rid of clutter - items that are not used.

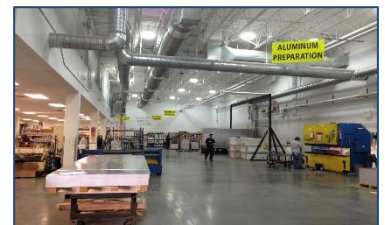


Set in Order:

- Reorganize the work area.
- Create flow – minimize wasted motion (i.e. cellular design).
- Designate “homes” for everything.
- Label the “homes” with a professional label-maker.
- Label all shelves, cabinets, etc. (no “unanswered questions”).
- Identify logical “work zones” (i.e. Shipping, Administration, Receiving, etc.).
- Create an “Address System” for these work zones (i.e. “S1” = Shipping area 1).
- Label all tools, electrical cords, trash bins, staplers etc. with it’s new 5S address.

Shine:

- The daily cleaning part of 5S.
- 100% participation. Every day. No exceptions.
- Sound an alarm – All employees stop and clean. **Start with 15 minutes per day*



Standardize:

- Create cleaning checklists. Take pictures of what “clean” looks like.
- Create SOP’s, where necessary (i.e. explain how to clean a particular area or machine).
- Make sure every employee and every work area is cleaned to the same standard.

Sustain:

- Management supports the 5S program. No exceptions.
- Management sets aside time, every day, for cleaning. No exceptions
- Management maintains necessary 5S supplies (Windex, brooms, mops, label maker, etc.).
- Management includes 5S on all employee performance appraisals.
- Management recognizes and rewards 5S excellence (aka “skin in the game”).