



5S – Workplace Organization Kaizen Training

“The Five Pillars of Lean”

Onsite – 3 Days, 8 Hours/day – Optimum class size 6 - 9 students

Training Description:

5S Workplace Organization and Standardization:

This training instills a five-step highly disciplined housekeeping technique. This technique provides the ‘how to’ for a manufacturer to clean up the typically disorganized work area and ensure the success of lean manufacturing on the shop floor.

The 5 steps are:

- * **Sort** through all items and remove unneeded items
- * **Set in Order** remaining items, set limits, create temporary location indicators
- * **Shine** or clean everything and use cleaning as inspection
- * **Standardize** the first 3 S’s by implementing visuals displays and controls
- * **Sustain** the gains through self-discipline, training, communication and total employee involvement.

Training Objective:

Students will experience and learn the basic 5S methodology

- Complete visual order & minimum waste of motion in the work area
- Maximize value adding work
- Point-of-Use Communications resulting in reduced scrap & rework
- Safety and improved Quality of Work Life
- A basis for Continuous Improvement
- “RED” Tagging Unneeded Items List
- Hands on experience with Setting-in-Order (Visuals)
- Workplace 5S Sustaining Plan and 30-day Kaizen To-Do List

Skill Attainment:

5S Kaizen training will provide a clear understanding and application of the 10 step kaizen process for improvement using the Deming Cycle of continuous improvement; Plan, Do, Check and Act. This training will be used over again and again and will become the standard method for addressing improvement opportunities going forward. The 5S technique provides the ‘how to’ to clean up the production and office areas that lets employees “see” for the first time the waste that is inherent to the process. This basic tool will become the first step for students to eliminate waste and to streamline work areas.

These skills are transferable within the company, industry and are highly desirable by any manufacturer



5S Workplace Organization Kaizen

Training Agenda *(Delivered over 3 days)*

Step 1

Define the Problem:

- Training will be focused on problem definition, and the tools utilized in the development of this statement. Including spaghetti chart development
- Understanding and quantification of the financial impact of the improvement planned.
- Brainstorming

Step 2

Define the Current Situation

- Document the Current flow of material, parts, information, people and equipment in the designated area.
- Use 5S workplace checklist
- Begin **Sorting** using the “Red Tag” method and log unwanted items
- Begin to build the workplace display and Kaizen Storyboard

Step 3

Visualize the Ideal Situation

- Use many of the same tools of the previous activity to begin developing the ideal situation., (Spaghetti diagram, 5S Workplace Checklist)
- Consider the implementation of lean concepts where applicable
- Insure all team members are on the same page

Step 4

Define Measurement Targets

- Understand the Financial Impact Analysis Checklist and utilize as a guide to the process
- Use the Kaizen Storyboard to list the key measurements
- Record Current and Desired Measures
- Discussion with those impacted to insure buy in and confirm Management Support is in place.

Step 5

Brainstorm / Try-Storm Solutions to Problem

- Identify areas to **“Set In Order”**
- Consider Lean concepts such as Point of Use Storage, optimizing Plant Layout, Visual Controls, Kanban, Pull Systems, etc.



- Mock-up / simulate work stations setting in order tools, materials, work flow and limiting quantities and space requirements
- Identify barriers

Step 6

Develop Kaizen Plan

- The Kaizen Plan is used to focus and direct the improvement activities and to seek approval from Management if necessary.
 - Document wastes to be eliminated
 - Identify required resources that may be called upon to accomplish the changes planned such as; material handling, maintenance / electrical, engineering, etc.
 - Establish Implementation responsibilities, due dates/time
 - Make area personnel aware of changes that will take place

Step 7

Implement Plan

- Using the Kaizen Plan make changes and observe closely when the changes are made and note unexpected problems and work to resolve them as quickly as possible.
- Continue to **Sort** and “Red Tag” and track items on the Red Tag Tracking Sheet.
- Use the Mocked up simulation document to “Set In Order” the items left in the area
- **Shine** by cleaning and inspecting machines, equipment, tools and the area in general

Step 8

Prepare Standardizing Plan and Example Standards

- Prepare a 5 S Standardization chart
- Wherever possible Prepare examples of written standards to maintain Sort, Set in Order, and Shine (e.g. Ongoing Red Tag Rules, standard shadow boards, incoming and outgoing material locations, standard cleaning supplies, etc.)
- Use photographs and checklists to develop standards
- Create a 30 day to-do list with responsibilities

Step 9

Prepare Summary Documents

- Input results of the Financial Impact Analysis Checklist
- Finish building the Workplace Display and Kaizen Storyboard
- Highlight before and after results including drawings and pictures
- Complete Sustainment presentation to management and identify team member delivery responsibility

Step 10



Ongoing Sustainment Plans

- Using the 30 day to-do list, list all the short term actions that are necessary to standardize the change
- Develop recommendations to sustain the improvements
- Build the Continuous Improvement Billboard including condition metrics, short and longer term plans to standardize and sustain the improvements