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## How to Implement Positive Changes in Your Workplace

Help your business to be organised by adapting the 5S methodology system.

### What is 5S?

5S is an age-old workplace system that will help your business recognise, analyse and solve problems, contributing to the overall efficiency of your workplace. Originating from as far back as the 16th century with Venetian shipbuilders streamlining their systems, it was then developed and founded after World War II by Hiroyuki Hirano within his overall approach to production systems and derived from Japanese words known as Kaizen (meaning good change or change for the better). It is the

process of continuous small improvements within business and manufacturing activities. Derived over all stages of any practice with every small improvement making its own contribution to the process.

### How does 5S Assist People in Workflow?

All persons involved in a process are encouraged to continuously examine it and contribute to any improvements. Kaizen studies are never long drawn out sustained processes; limit them to short periods of time with continuous improvements involving planning, doing, checking and acting. Kaizen's way of thinking leads to newer and innovative ways of doing the same work with the adoption of fresher techniques leading

to enthusiasm and the continued increase in the morale and involvement of employees. These small continual improvements will undoubtedly add up to major benefits resulting in improved productivity and quality, improved safety, quicker delivery times, reduced costs and overall greater customer satisfaction.

### What are the Long Term Benefits of 5S?

The 5S process is a systematic approach, which leads to foolproof systems, standard policies, rules and regulations which give rise to healthy work cultures. 5S of Kaizen is one of the most popular and successful ways to start and continue a program, it may help you to reveal a number of workplace

inefficiencies such as non-productive and wasted activities, wasted employee skills, injuries, over production, supplier mistakes, excess inventory, inefficient and unnecessary transportation costs, under utilised factory and office space to name a few. An organised workplace reduces wasted time, a clean workplace reveals problems, and encouraging employees to reveal these difficulties will systematically eliminate them. By being aware of these problems you can make improvements in product quality, employee retention, production capacity, safety and morale, the utilisation of office and factory floor space and overall better communications.

### How do you start 5S?

Defining the Kaizen cycle of 5 phases starts with standardising an operation, then measure that operation to find the processing time and how much inventory is required for this process. Training is, as always, the first step and the 5 primary phases are;

- Sort, Orderliness, Tidiness (Seiri)
- Straighten, Systemise, Organise, Neatness (Seiton)
- Shine, Systematic Cleaning (Seiso)
- Standardise (Seiketsu)
- Service, Sustain, Self Discipline (Shitsuke)

Kaizen's 5 elements include: Teamwork, Personal Discipline, Increased Morale, Quality Circles and Suggested Improvements.

Following is a description of each phase, to help you implement them into your workplace;

### 1. Sort

- Sort the useful from the unnecessary
- Throw away all trash and unrelated materials
- Go through all of your tools, materials and inventory, the only things that should remain in a certain area are the essential items, parts, tools and instructions required to do the job or for each task at hand
- Store or discard the unnecessary
- Prioritise things as per their requirement and keep them in easily accessible places
- Create signs for work stations

### 2. Straighten, Systemise, Organise

- Create and arrange an orderly flow in the workplace with parts, equipment and

- instructions all in their right place
- Everything has a place; everything in its place – preventing loss of waste and time
- Keep frequently used items at the workstation and establish areas for their storage. When not in use return these items to the marked location
- Prevent accumulation of unnecessary items

### 3. Shine, Systematic Cleaning

- Do a spring clean, keep the workplace and all equipment clean, tidy, functional and organised – preventing machinery and equipment deterioration
- Clean work areas at the end of each day/ shift and make sure things are put back into their correct area. This ensures the work space is safe, easy and ready for the next user and order is sustained
- Consider painting, sweeping, dusting, washing, cleaning your work area to make it shine
- Clean and inspect whilst “shining”, replace any worn, defective or unsafe components or equipment
- Find safety hazards, loose wires, sharp corners, cracked hoses etc. and repair

### 4. Standardise

- Ensure consistent procedures, create rules and set ups.
- Have a variety of diverse templates, training and systems available, which will empower your people with the right tools and methods to improve
- Routinely perform preventative maintenance, usually by the people acquainted with that work area
- Maintain cleanliness and orderliness

### 5. Service, Sustain, Self Discipline

- Ensure disciplined adherence to procedures and rules and periodically conduct 5S audits
- Keep things in working order, make commitments
- Management should monitor the use of 5S, encourage best practices and provide structure and support
- Ensure safe manufacturing process policies

There is often another 3 phases included, although not traditional “phrases” they are however inherent in the 5S methodology system;

- Safety – being closely interwoven with every one of the traditional 5S categories. Standard measures is that an uncluttered workplace is a safer workplace, a well maintained piece of equipment is a safer piece of equipment, a clean work place is a safer workplace.
- Security – Identify and address risks to key business categories including business practice of developing and implementing risk management and security practices
- Satisfaction – by building satisfaction in the workplace you are effectively creating harmony, fun and building enjoyment in your work

By following 5S Best Practices you will help your work area be organised, clutter free, safe, efficient and easy to work in. 5S is the basics for companies pursuing lean manufacturing.

### 10 Rules of Lean Manufacturing

1. Reduce wastage
2. Keep inventory to a minimum
3. Maximum turns
4. Production will be determined by customer demand
5. Needs will be determined by customer requirements
6. Keep training up to date – “Do it right the first time”
7. Keep training up to date – “Empower workers”
8. Rapid equipment changeover
9. Partnership with Suppliers
10. Adopt a Continuous Improvement Culture

Kaizen, when used correctly, can be a valuable business tool and works extremely well as a method of improving your company's efficiency and productivity. It's valuable and important for managers to understand and use it correctly whilst allowing input from people in your workplace.

Need help in establishing a Kaizen system within your workplace, or perhaps would like a hand in some tips in implementing these principles and get some check lists working in your premises, or simply require a sounding board or mentor to bounce ideas off then please email [john@controlzone.com.au](mailto:john@controlzone.com.au) for a free guide or contact ControlZone on 1300 546 726, or visit our web page: <http://www.controlzone.com.au> We can help you focus your attention on gaining control of your business.