Organizing the Workplace to Maximize Productivity

A 5S/Workplace Organization Resource Guide

Center for Industrial Services
INSTITUTE *for* PUBLIC SERVICE

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About UT CIS

The University of Tennessee Center for Industrial Services (UT CIS) delivers technical assistance and training to businesses and communities throughout Tennessee. UT CIS has the real-world experience and expertise to give businesses and communities the tools they need to grow, succeed, and create good jobs.

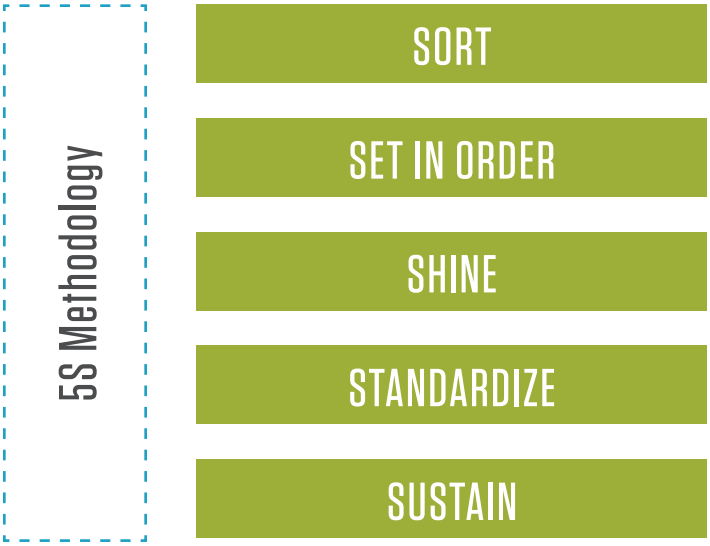
Since 2018, UT CIS has completed over 380 projects with Tennessee manufacturers exceeding one billion in customer reported economic impact.

What is 5S?

5S is a simple system that allows you to standardize an operation, manage the exceptions and measure and improve over time.The 5S methodology includes five phases that turn organization into a step-by-step system allowing your workplace to become more productive.

An organized work area reduces excessive motion and wasted time looking for the right tool. When everything has a place, it is easier to spot something missing or misplaced.
A clean work area draws attention to problems or safety hazards. A clean floor helps spot any leaks or spills. Encouraging people to watch for and address problems can result in a positive change to an organizations culture.

The 5S methodology implemented as part of a larger business model will reduce waste, improve quality, promote safety, and drive enterprise wide continuous improvement.



Why is 5S important?

5S achieves real results that are immediately measurable. By eliminating time that is wasted on searching for or waiting for tools, supplies, or information you gain value added production time that increases overall productivity. 5S is a means to an end.

A typical 5S implementation will achieve 50 to 75 percent increase in production time and considerably less machine downtime as equipment issues are identified and repaired faster. What could you do with 50% more production time?

Scenerio: First impressions are everything. Imagine you are a new employee at Company ABC. You are excited to begin your manufacturing career and show up on the first day excited to become part of a team building a world class product. You show up a few minutes early and met your new supervisor. The supervisor gives you a quick tour stopping at your new workstation...and it's a disaster. The equipment is dirty, the tools have been thrown onto the table and you can't even see the tabletop surface underneath all of this mess.

How would this affect your morale and productivity? As a new employee, what would you need to do in order to start your day? How do you know what product is good or bad? How do you even know what to work on? What would a potential customer think?

The 5S system is designed to improve productivity through organization, identification, maintenance, and sustainability. Its end goal is to increase productivity and profits while improving employee morale. The 5S system is a not a series of steps that are carried out one time but rather the pillar of a strong continuous improvement culture. 5S focuses on keeping everything in its place to maintain consistency in the work environment. Eliminating inconsistencies reduces disruptions to production processes, resulting in a more predictable quality of output.

Typical 5S Benefits

More:

- Workplace Utilization
- Productivity
- Employee Safety
- Machine Setup Time
- Employee Morale
- Process Control
- Product Quality
- Equipment Reliability

Less:

- Non Value-Added Activities
- Wasteful Inventory Transportation
- Mistakes and Errors
- Excess Inventory Costs
- Ergonomics Issues
- Workers Comps Costs
- Employee Orientation and Training Time
- Time Searching, Waiting for Tools, Information Parts, Supplies, Inventory
- Clutter and Disorganization

Pain Points

Organizations that could greatly benefit from 5S may be experiencing the following pain points:

- **Lost Production** because operators are waiting on supplies, parts or information.
- **Operators away from workstation** looking for tools, PPE, parts, inventory
- High rate of **defects and rework**.
- **Equipment is dirty**; maintenance cannot identify new leaks.
- **Setup times** are longer than ten minutes.
- Workforce spends **significant time "cleaning up"** before a customer visit.
- **No space** for new equipment or workspaces.
- Material handlers **moving inventory around**.
- **Excessive time and manpower** needed to conduct yearly inventory.
- Employees have "**hidden stashes" of supplies** or tools (increases costs).

Starting with 5S

Before beginning your 5S journey, it is important to understand the current company culture and any past experiences. There are three common attitudes toward implementing 5S:

We have done this in the past, but it did not "stick". In this situation the best way to kick start a new effort is to start with top level commitment and training. Evaluate the reasons 5S did not "stick" the first time.

- Was 5S treated as a "flavor of the month" program?
- Was it "pushed" by a plant manager or CEO that is no longer with the company?
- Was 5S considered "housekeeping" that was done the last five minutes of each shift?
- Did the previous program have associated metrics that were regularly updated and discussed?

Review the above questions as a leadership team before restarting to provide a solid basis for sustainment and continuous improvement.

We have already implemented 5S. If you have already started implementing 5S but are still experiencing the pain points, then it is time to evaluate your efforts.

- Has everyone been trained on 5S and its benefits?
- Is 5S ingrained into your work processes and a part of new workflow design?
- Are you regularly observing workspaces and identifying improvement opportunities?
- Are you tracking (and acting on) relevant metrics?

Take a walk through your operation, do you see faded banners on the walls, obsolete floor markings, unorganized workstations, old data on production boards? If so, refer back to the first scenario.

We have never heard of 5S. Keep reading!

Choosing An Area

Select small target areas or zones to begin your 5S implementation. When choosing a starting place consider:

- Overall likelihood for success in terms of current team culture
- Level of production – does a particular area need to achieve more?
- Are safety incidences higher at a certain workstation or machine?
- Where do you have the longest setup/ changeover time?
- Do you need to improve equipment uptime on a particular machine?
- Is the office environment the better place to start?

Showing the success in a pilot area will give others a reason to buy-in to the system, creating a sustainable foundation for a successful 5S system.

Choosing A Team

The most important aspect of choosing a 5S area team is making sure you DO NOT leave the operators out. The operators that work in the process each day are your most valuable players. They know what does and does not work, how to finesse equipment that is not properly maintained, and how to produce quality parts from a subpar process.

Aside from primary operators, the area supervisor and a maintenance technician are invaluable. The supervisor will provide support and remove roadblocks while the maintenance technician can expedite any work order requests.

In today's manufacturing environment, a team of four to six participants is sufficient to implement 5S in a reasonably sized area. Including team members from other departments; especially the office, is a great way to spread enthusiasm for and understanding of the 5S system. It also gives other departments the opportunity to understand other aspects of the process.

Traditionally, 5S is implemented during a three to five-day kaizen event in which all hands are on deck and production is halted. For most companies, that is not a viable option. Set an implementation schedule that works for your production needs and stick to it.

Levels of Support

Top Management Role	Middle/Line Management Role	Frontline Employee Role
Be a mentor Set the vision Initiate the 5S system Provide resources Lead by example	Facilitate the 5S process Lead by example Provide 5S training Remove roadblocks Empower workforce	Participate actively Give suggestions Respect other's opinion Be a good team player Maintain discipline

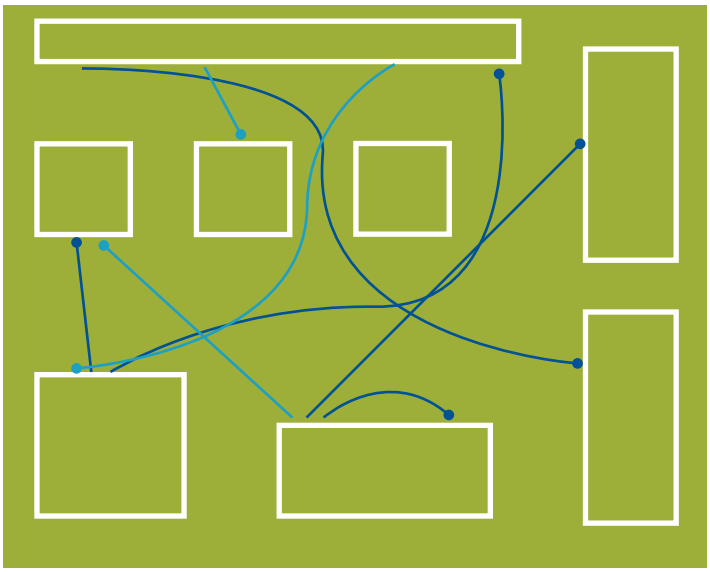
All levels of management must understand and practice the 5S methodology to provide an example to other employees. Top management will set the vision and support that vision throughout the organization. Middle and line managers will have a direct role in leading and coordinating the 5S process. The front-line employees are the most important group for any type of improvement activity. They will be directly impacted by the changes but also have firsthand knowledge of how to improve the process.

Understand the Current State

Once a team is determined, the next step is to establish a baseline for the target area. This process will help determine improvement ideas and make it possible to measure success.
To establish a baseline process:

1. Take before photos of the area. Photos are a great way to show the before and after states. Take the after photos from the same perspective as the before photos.
2. Build a spaghetti diagram (see next page for directions) documenting the operator, material, and information flow.
3. Document baseline metrics like number of steps, material flow distance, amount of downtime or delay due to searching or waiting, current throughput, and lead time.
4. Conduct an initial 5S audit.
5. Complete a workstation requirements form. It is important to understand the purpose of the workstation:
   - What activities happen in the area (materials dropped off and picked up, component part and tool storage, paperwork, testing, PPE storage? Others.) – include a template.
   - What tools and information are required?

Drawing a Spaghetti Diagram



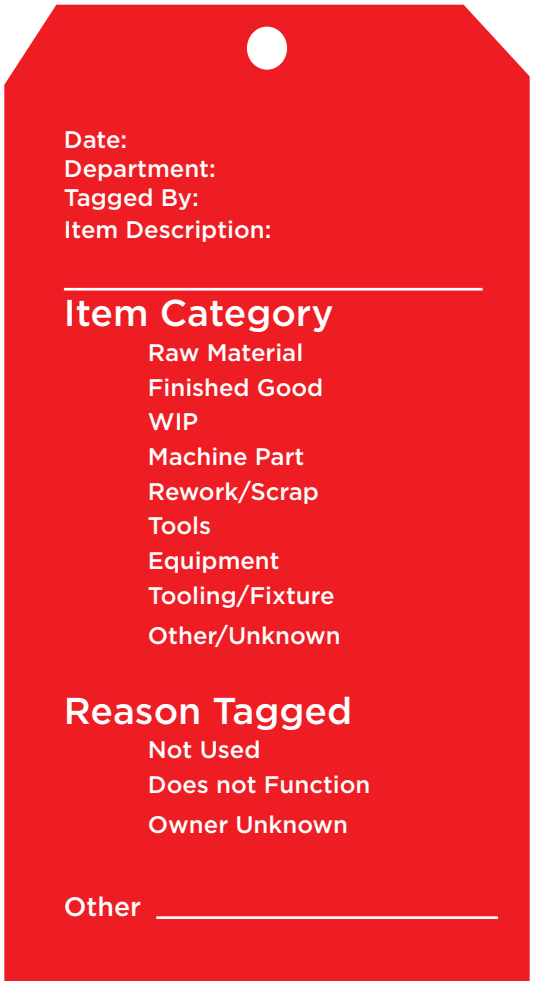
1. Start with a blank layout of the work area.
2. Track the movement of the operator, materials, and information.
3. Document the number of steps and flow distance.
4. Rearrange the work area to reduce movement.

Using Red Tags

This first “S” is where workers will make decisions that lead to a clutter-free workspace; the visual cues of the 5S red tags are a vital part of the process. Before starting the Sort phase, you will need to work with red tags.

Red Tags - as shown on the right - are used to identify items in the work area whose immediate use or need is unclear. 5S Red Tagged items should be placed in a separate location called a Red Tag Holding Area.
To begin using Red Tags, follow these steps:

1. Determine the location of a Red Tag Holding Area.
2. Set up and identify the Red Tag Holding Area.
3. Identify a Red Tag Holding Area manager
4. Develop and post rules and standards for the Red Tag Holding Area.



5. Identify unused, unnecessary, or misplaced items
6. Complete a red tag for each item
7. Attach red tag to the item
8. Move the item to the red tag holding are
9. Items will be held for no longer than 30 days

Red Tag Holding Area Guidelines

- **The Red Tag Holding Area Manager will log all items in the Red Tag Item Log**
- **Items should not remain in the holding area longer than 30 days.**
- **Locate the red tag holding area so that it is visible (not hidden in the back).**
- **Employees may add to or remove items from the red tag area as needed.**

Step 1: SORT

Sort simply means to go through everything in your work area and only keep items that are used on a frequent basis. All other items are red tagged, stored outside the area, or discarded. The Item Disposition List will help determine what to do with items used infrequently.

When In Doubt, Move It Out

Question everything in the work area. Your goal is to understand:

- When was an item last used? (never ask, "Do you need this?")
- What is an item used for?
- Who uses the item?
- What quantity of the item is required for current hourly/daily production rates?
- Would removing the item negatively impact production?

As a rule of thumb anything that has not been used in the past two weeks should be red tagged. A red tag does not mean an item needs to be thrown away; it simply means an item is not used where it is. Once items have been tagged, they may be moved to the red tag area.

What to Look For

- **Rusty parts or tools**
- **Excessive inventory and supplies**
- **Things covered in dust from lack of use**
- **Redundant parts or tools in cabinets and drawers**
- **Obsolete fixtures, jigs, parts, equipment**
- **Outdated information**
- **Defective parts, tools, and equipment**

Category	Action
Obsolete	• Sell • Hold for depreciation • Give away • Throw away
Defective	• Return to supplier • Recycle • Schedule repair/rework
Scrap	• Place in red tag area for disposition
Used Daily	• Store at point of use
Used Once per Week	• Store at workstation
Used Less than Once per Month	• Store in an accessible area outside the immediate workstation
Seldom Used	• Place in red tag area for disposition
Unknown	• Place in red tag area for disposition

Item Disposition List

1. For each red tagged item, determine the category within which it belongs.

2. Determine the action required and write it on the red tag and/or the Red Tag Item Log.

3. The red tag area manager is responsible for properly storing and disposing of items in the red tag area.

4. The operators and 5S team are responsible for properly storing items that will remain in the work area.

Step 2: SET IN ORDER

The Set in Order goal is to arrange tools, equipment, and parts so that they encourage work flow. This process lets everyone know what goes where, and gives them confidence that everything is where it needs to be.

A Place for Everything and Everything in Its Place

Set in Order Process

1. Identify and gather needed supplies (bins, labels, tags, colored tape, etc).
2. Use the spaghetti diagram to set the new layout flow (if applicable).
3. Use the workstation requirements form to determine required tools, materials, information, etc.
4. Analyze the work area for additional improvement opportunities and look for ways to reduce sources of waste and error as well as to make the workplace more visually instructiive.

Set in Order Guidelines

- Tools belong to the workstation or machine – not the operator
- Eliminate Searching Waste.
- Walking in a straight line is better than walking around things.
- The more often an item is used, the closer it should be to where it is used.
- Make it easy to locate and get an item.
- Make it easy to return an item after use.
- Eliminate empty space if possible.
- Have only one row of items on shelves.
- Avoid storing items in piles.
- Apply the First in First Out rule.
- Avoid storing materials or supplies on the floor.
- Eliminate doors and drawers when possible.
- Avoid private collections of supplies and equipment.

Questions to Consider

- Where should items be located to make them most accessible for the normal pattern of the work?
- How can you tell, at a glance, if an item is there, or if the normal pattern of work has been broken?
- What should happen, immediately, if that normal pattern of work is broken?

Set In Order Guidelines

Equipment & Tools

- Utility pipes, conduits, compressed air hoses, gas cylinders and electrical systems are clearly labeled.
- Tools are kept near the point of use, organized, and labeled.
- Gauges and indicators are marked so abnormalities can be quickly detected.

Quality

- Quality standards are visually designed and properly displayed.
- Examples of acceptable and unacceptable outputs are posted.
- Quality performance trends are displayed.

Procedures

- The latest version of work instructions and job aids are posted.
- Visual or auditory signals are employed to alert operators to abnormal conditions.
- Mistake-proofing devices are used to prevent human and machine errors.

Inventory/Material Handling

- Line side inventories (inventory type, max/min quantity, location, etc.) are clearly marked.
- Storerooms (shelf, rack and bin labels, restocking indicators, barcoding, etc.) are organized and marked.
- Inventory delivery routes are marked, and replenishment procedures are posted.

Safety

- Provide hazard warnings and safe work instructions at the point of need.
- Locations for lockout/tag out devices, eye wash stations, first aid stations, safety showers, etc., are clearly marked.
- Proper personal protection equipment is easy to access and ready for use.

Step 3: SHINE

Shine is not about “housekeeping”. The goal of the Shine phase is to return the work area and equipment to a “like new” condition and then maintain that condition. The end goal is having the ability to quickly identify abnormal conditions. For example, it is easier to see an oil leak if it drips on a clean floor.

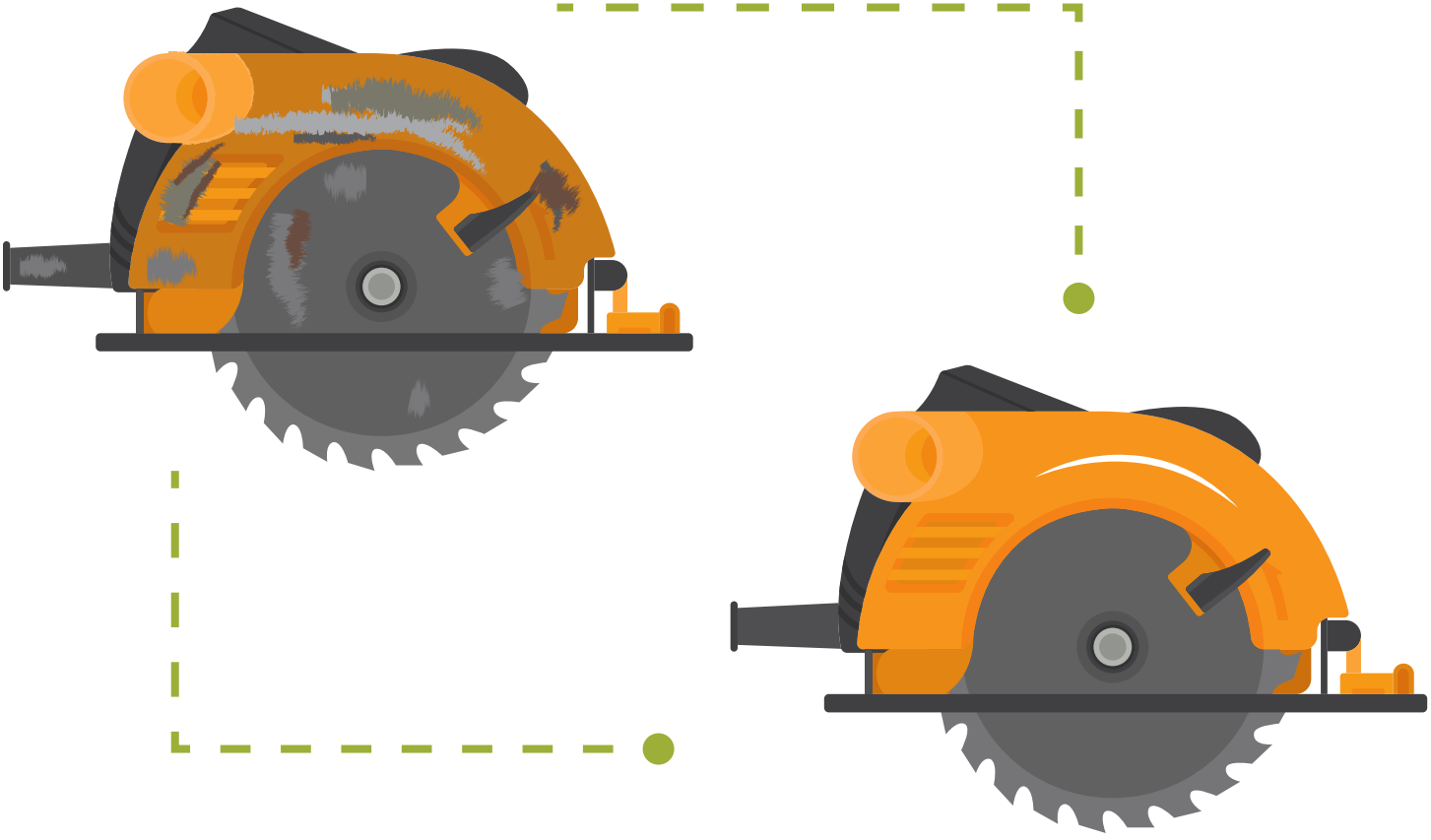
Make It Look and Run Like Brand New

Shine Procedures

1. Check to see if everything is in its place.
2. Check to see if you need to replace anything.
3. Check specific equipment for necessary repairs.
4. Check everything; see if deep cleaning, repair, or replacement is needed.
5. Shine and inspect through cleaning every shift.

Use the Shine Cleaning Plan to:

- Determine shine activities, frequencies, and assignments.
- Identify appropriate cleaning methods, tools, and supplies.



Step 4: STANDARDIZE

Maintain the first three S's

Standardize is fundamentally about establishing clear, unambiguous norms and is initiated after the workspace has been sorted, organized, and cleaned. Standardizing work areas and procedures ensure the first three phases are maintained. In order to accomplish this step: assign and integrate 5S responsibilties, schedule 5S tasks and audit the results.

Standarizing the workspace has many benefits:

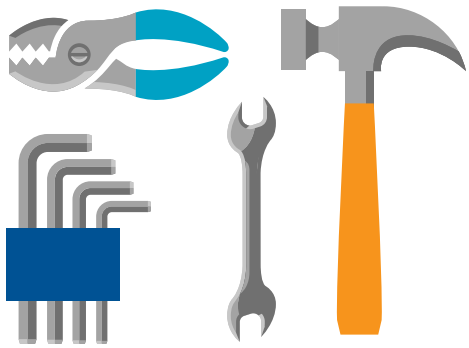
- Ability to maintain a great first impression with customers and new employees.
- Easier to train new employees and cross train current employees.
- A safer workplace with fewer errors and quality defects.
- Consistency in products and services provided to customers.
- Operators are able to identify abnormal conditions.
- Each employee knows what needs to be done, when it needs to be done, and exactly how to do it.

Key Questions to Address and Mitigate:

- Have procedures/work instructions been created or updated based on changes introduced in the previous steps?
- Do operators share a common approach to accomplishing tasks in the work area?
- Is there a system by which procedures/ labels/schedules, etc. are regularly maintained, reviewed and improved in the future?
- How can we prevent accumulating unnecessary items?
- How can we prevent tools and items from not being returned to the right place?
- What daily inspection is needed to quickly address equipment issues?
- How can we create a visual workplace?

Implementing a visual workplace can serve as the key sustaining force of a 5S implementation.

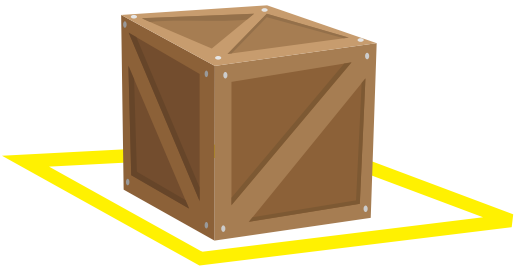
Visual management is designed to create a work place that is self-explaining, self ordering, and self improving. Visual management provides the operational status in a easy to understand format, conveys information, instructions and feedback, and makes problems, abnormalities or deviations from standards visible to everyone.



Common Visual Control Techniques

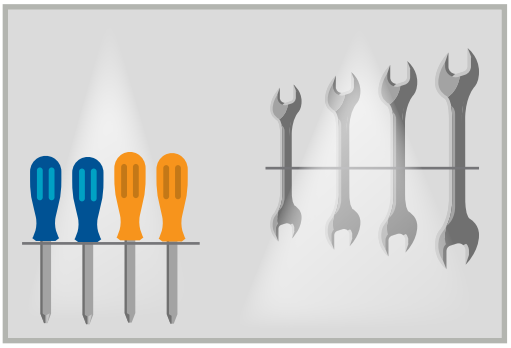
DRAWER FOAM

FLOOR MARKINGS

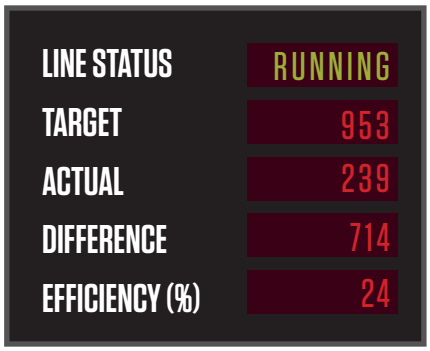


SIGNS

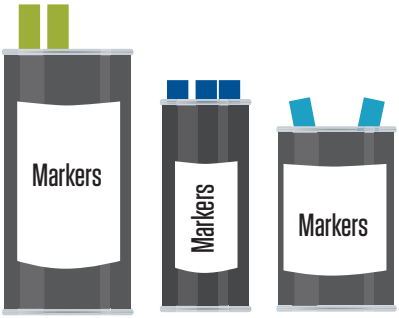
SHADOW BOARDS



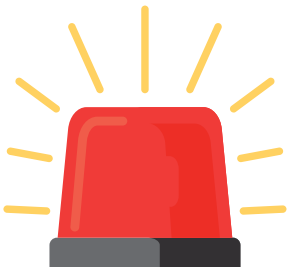
STATUS BOARDS



LABELS



ANDON LIGHTS



The main purpose of visual controls, commonly implemented during standardize, is to organize the workplace so that anyone can quickly see the current status of your operation.

OSHA/ANSI Floor Marking Color Code Chart

These color code recommendations are widely accepted and comply with any interpretation of OSHA or American National Standards Institute (ANSI) codes.

YELLOW

Most pathways - Aisleways, Traffic Lanes, Work Cells, Transport Equipment

WHITE

Racks, Carts, Benches, and other Uncategorized Equipment

RED

Defects / Scraps / Red Tag

ORANGE

Material or Products for Inspection

BLUE

Raw Materials

BLACK

Works in Process Materials

GREEN

Materials & Manufacturing: Finished Goods

GRAY / BROWN / PURPLE

Markings not Covered by Other Color Standards

RED & WHITE

Areas to be Kept Clear (ex: Electrical Panels)

BLACK & YELLOW

Areas Pressenting Physical or Health Risks

BLACK & WHITE

Areas to be Kept Clear for Operational Purposes

GREEN & WHITE

Emergency Areas Such as Eye Wash and First Aid Stations

Step 5: SUSTAIN

The most common complaint about 5S is "we couldn't sustain it." The two major causes of this failure are:

- Employees are not involved in every step of the process
- Management naively assumes that employees will instantly understand the value of 5S and will practice it.

5S is a never-ending daily process in which Sustain means not only sustaining the gains, but also to keep improving workplace organization.

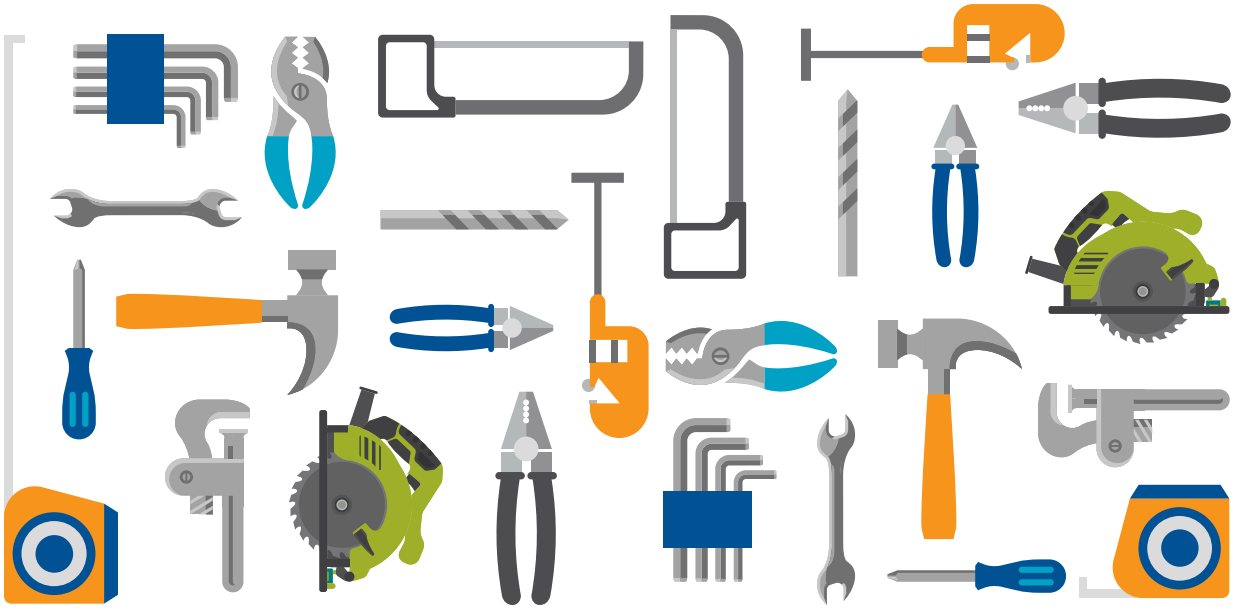
Sustain Procedure

- Stick to the rules to keep the workplace well-ordered and run by agreed-upon standards.
- Ensure that all workers have been trained in the procedures.
- Use the results of regular 5S audits to implement further improvements.
- Inform and encourage participation through 5S concepts and skills training, 5S communications boards, photo displays, one-point lessons, study groups, and daily and weekly 5S activities.

Supporting Continuing Committment

Sustain Questions to Consider

- Have the 5S benefits been adequately communicated to all stakeholders?
- Is the workforce trained to carry-out the 5S activities?
- Is there a system in place to monitor and follow-up 5S tasks?
- Are 5S audit results communicated and corrective actions implemented?
- Are measures in place to ensure work areas and processes are regularly evaluated and improved?



5S PLANNING TOOL

STEPS	QUESTIONS
1. Establish 5S Target Areas **Strategy: Find areas that will show remarkable success and give teams experience with 5S.**	• Where do bottlenecks exist? • What area creates frustration and wasted time? • Which areas have clear boundaries and ownership? • How much resistance might be involved? • Who will need to be on board? • How much time do you and potential team members have? • What are the measurable sources of waste for improvement? • Do these improvement measures support organizational/ area goals?
2. Determine time commitment and establish implementation dates. **Strategy: Determine the extent of 5S activity for this to be successful.**	• How large is the area? • How many people can do 5S work in this area without getting in each other's way? • How long would it take to conduct: Sort? Set in Order? Shine? • How many people would need to give input to agree to standardization? • Is the potential outcome worth the resources required? • What lead times are needed for team scheduling, ordering special supplies, etc? • Are there any slow times or peak activity times to consider - daily, weekly, seasonal?
3. Determine resource requirement estimates. **Strategy: Consider detailed requirements to adequately complete the 5S activity.**	• What additional equipment might be needed? • What are potential issues for handling items in • the area, e.g. sharing or ownership with other departments or shifts? • What maintenance/facilities help can you anticipate?

5S PLANNING TOOL

STEPS	QUESTIONS
4. Select the team. **Strategy: Your team is your best resource; assign members that best know the area and can most benefit from the experience.**	• Who works in the area? Who complains the most? • Who could be a champion for the results? • Is it possible to include members from associated groups?
5. Determine who you will need help from and key stake holders. **Strategy: Early identification of the support you will need for the event itself, as well as for successful implementation. benefit from the experience.**	• Who interfaces with these areas? Consider users and suppliers that have a stake in the changes. • What specific resource support will you need for each of the 5S Steps? • Who can give you a valuable, informed opinion regarding the changes?
6. Identify potential issues and a plan for resolution. **Strategy: Anticipate potential situations that are likely to surface; identify long-standing situations that will require resolution.**	• Are there issues that need to be resolved at the Leadership level? How will Leadership be informed? • Who else will need to be on board?

5S PLANNING TOOL

STEPS	QUESTIONS
7. Identify Expectations and Measures. **Strategy: Align with organizational measures.**	• What needs to change in the area? • What is the vision for the work area after the 5S? How can we measure the change to show success? • What baseline data do we have? • What baseline data do we need to collect?

5S IMPLEMENTATION SUPPLY

PPE

- Gloves
- Tyvek suits
- Safety glasses
- Face shields
- Ear plugs

Baseline

- Rolling tape measure
- Butcher paper/white board
- Markers (different colors)
- Blank 5S audit form
- Clipboards
- Camera
- Blank Workplace Scan Form
- Blank Initial Cleaning Plan Form

Sort

- Assorted tools (to take items apart if needed)
- Red tag area “rules”
- Item Disposition form
- Blank Red Tag Item form
- Dedicated fork truck or pallet jack
- Bins or boxes for small items
- Red tags

Set in Order

- Area map and spaghetti map
- Label maker and label material
- Floor marking tape
- Colored bins, organizers
- Required workstation tools & supplies
- Drawer foam
- Shadow board materials

Shine

- EPA Approved Cleaner/Degreaser
- Cleaning rags
- Spray bottles
- Scrapers
- Brooms/mops, mop buckets
- Plastic pails w/handles
- Pressure washer
- Paint supplies (brushes, rollers, paint)

Standardize

- No specific supplies needed
- Develop standard procedures, checklist, etc.
- Address the “key questions” list
- Tags to flag maintenance issues

Sustain

- Total employee involvement
- Management support
- 5S communication and training for new employees

5S AUDIT

DATE _____ AREA _____ AUDITOR _____

LAST AUDIT DATE _____ LAST AUDIT SCORE _____ NEXT AUDIT DATE _____

0	1	2	3	4	5
NO EFFORT	SLIGHT EFFORT	MODERATE EFFORT	AVERAGE RESULTS *MINIMUM ACCEPTABLE*	ABOVE AVERAGE RESULTS	OUTSTANDING RESULTS

QUESTION #	SORT	SCORE
1	Only the required **EQUIPMENT** is present in the area. All obsolete, broken, or unnecessary equipment not required for current projects are removed from the area or red tagged for removal.	
2	Only the required **TOOLS** are present in the area. Tools not required for current projects are re- moved from the area or red tagged for removal.	
3	Only the required **FURNITURE** is present in the area. All obsolete, broken, or unnecessary work- benches, shelves, chairs, lockers, etc. not required for current projects are removed from the area or red tagged for removal.	
4	Only the required **SPARE PARTS** and **MATERIALS** are present in the area. Items not required for current projects are removed from the area or red tagged for removal.	
5	Only the required **PAPERWORK** is present in the area. Outdated or irrelevant memos, instructions, reports, posters, etc. are removed from the area.	
6	All **TRIPPING HAZARDS** such as electrical wires and equipment cables are removed from all working, standing, and walking areas.	
	"SORT" TOTAL SCORE:	

5S AUDIT

QUESTION #	SET IN ORDER	SCORE
1	EQUIPMENT/MACHINERY is clearly identified (numbered, named, color coded, etc.) and placed in a properly identified location. Critical maintenance points are clearly marked.	
2	TOOLS have a designated storage area that is within reach of the user/ operator. The location is properly labeled, and a system is in place to identify tools that are absent.	
3	When applicable, FURNITURE is clearly identified (numbered, named, color coded, etc.) and placed in a properly identified location.	
4	Locations for CONTAINERS, WIP's, BOXES, BINS, etc. are clearly defined via signs or marked/taped lines and properly labeled.	
5	PAPERWORK is properly labeled and has a clearly identified location that is away from work sur- faces.	
6	Work areas requiring PERSONAL PROTECTIVE EQUIPMENT (PPE) are clearly marked (floor tape, safety signs/labels, etc.).	
7	STOP SWITCHES AND BREAKERS are properly maintained, highly visible and located for easy access in case of emergency.	
8	FIRE HOSES, FIRE EXTINGUISHERS and other emergency equipment are prominently displayed and are unobstructed.	
9	FLOORS/AISLES are clearly marked; forklift lanes, exits, dangerous areas, paths of egress, walk- ways, aisles, etc. are all marked with visible lines (floor tape/floor paint).	
10	Working conditions are ERGONOMICALLY FRIENDLY- Tools and other items needed for daily work are stored at appropriate heights, anti-fatigue mats are in place where applicable, related safety signage is displayed clearly, etc.	
11	The work area layout accommodates EASY UNOBSTRUCTED EXIT in case of emergency. The emergency exit route is posted in a conspicuous location for all to see.	
	"SET IN ORDER" TOTAL SCORE:	

0	1	2	3	4	5
NO EFFORT	SLIGHT EFFORT	MODERATE EFFORT	AVERAGE RESULTS *MINIMUM ACCEPTABLE*	ABOVE AVERAGE RESULTS	OUTSTANDING RESULTS

5S AUDIT

QUESTION #	SHINE	SCORE
1	All TOOLS are kept clean and in good working order and stored in a manner to keep them clean and free from risk of damage.	
2	WORK SURFACES (Machines, workbenches, dies, and other equipment including electrical boxes) are kept clean and painted.	
3	WALLS, PARTITIONS, RAILS, ETC. are kept clean and painted.	
4	FLOORS are free from dirt, debris, oil, parts, hardware, empty boxes, etc. and all drains (if applicable) are clear of debris and clogs.	
5	PAPERWORK is kept clean and protected from dirt and other contaminants.	
6	CONTAINERS, BOXES, BINS, ETC. are clean and not cracked, torn, or otherwise damaged. When stored, they are neatly stacked in their correct location.	
7	All PERSONAL PROTECTIVE EQUIPMENT (PPE) is maintained in sanitary and reliable condition and is properly store in an easily accessible and labeled location when not in use.	
8	All CLEANING EQUIPMENT is neatly stored and is readily available when needed.	
9	All EQUIPMENT SAFETY-related warnings, signs, labels, floor lines, etc. are all clean, easy to read, not torn or damaged, and provide adequate protection.	
10	There is a posted SCHEDULE showing times, frequency, and responsibilities to clean areas of the workplace such as windows, corners, walls, doors, tops of cabinets, etc.	
	"SHINE" TOTAL SCORE:	

0	1	2	3	4	5
NO EFFORT	SLIGHT EFFORT	MODERATE EFFORT	AVERAGE RESULTS *MINIMUM ACCEPTABLE*	ABOVE AVERAGE RESULTS	OUTSTANDING RESULTS

5S AUDIT

QUESTION #	STANDARDIZE	SCORE
1	TOOLS, EQUIPMENT, PAPERWORK, FURNITURE, ETC is stored neatly in designated areas and are returned to their proper locations after use.	
2	Equipment MAINTENANCE RECORDS are visible and clearly state when maintenance last occurred.	
3	PRODUCT WASTE (shavings, containers, liquids, wrappers, etc.) is consistently and regularly cleaned up and removed from the work area.	
4	PREVENTATIVE MEASURES have been implemented to ensure the work area meets 5S guidelines (e.g. systems that do not allow waste to accumulate such as containers to collect product debris from machines)	
5	The WORK ENVIRONMENT satisfies the requirements of the work being performed- Lighting brightness and color, temperature, air flow and quality, etc.	
6	The RESULTS OF THE PREVIOUS AUDIT are posted and clearly visible for the entire team.	
7	AREAS FOR IMPROVEMENT identified during the previous audit have been addressed and completed.	
	"STANDARDIZE" TOTAL SCORE:	

QUESTION #	SUSTAIN	SCORE
1	A member of MANAGEMENT has participated in a 5S activity such as an audit or other activity within the past 3 audit periods.	
2	RECOGNITION is given to teams who get involved in 5S activities.	
3	TIME AND RESOURCES are allocated to complete 5S activities and improvement suggestions	
4	All operators, team leaders, supervisors, etc. are assigned 5S ACTIVITIES to be completed at least once a week.	
5	The team took the INITIATIVE to make improvements to the workplace that were NOT identified during the last audit.	
	"STANDARDIZE" TOTAL SCORE:	

5S AUDIT

	Sort	Set in Order	Shine	Standardize	Sustain	Total
Individual Score						
Maximum Score	30	55	50	35	25	195

Audit Score: _____

195

Areas for Improvement:

WORKSTATION REQUIREMENTS FORM

For each Workstation, identify the activities that are required to be performed there. List all resources used to perform the activities (equipment, tools, materials, information). Consider how and where these resources will be stored at the Workstation.

Workstation	Activities	Equipment	Tools	Materials	Information

RED TAG ITEM LOG

Tag Number	Item Tagged	Reason for Tagging	Notes/Disposition

ITEM DISPOSITION LIST

CATEGORY	ACTION
Obsolete	• Sell • Hold for depreciation • Give away • Throw away
Defective	• Return to supplier • Recycle • Schedule repair/rework
Scrap	• Place in red tag area for disposition
Trash	• Throw away • Recycle
Not Used in This Area	• Place in red tag area for disposition
Used Daily	• Store at point of use
Used Once Per Week	• Store at workstation
Used Less Than Once Per Month	• Store in an accessible area outside the immediate workstation
Seldom Used	• Place in red tag area for disposition
Unknown	• Place in red tag area for disposition

DETAILED "WHAT TO LOOK FOR" LIST

Search These Spaces:

- Floors
- Aisles
- Work surfaces
- Corners near entrances, exits and stairs
- Behind/under workbenches & equipment
- Along interior and exterior walls
- Toolboxes

Look for Unused Furniture:

- Chairs
- Desks
- Carts
- Filing cabinets
- Benches

Look for Unused Equipment:

- Jigs
- Tools
- Cutting bits
- Dies
- Inspection gear
- Gauges
- Carts
- Conveyance tools

Check Walls and Boards for:

- Out-of-date items
- Useless signboards and messages

Look for Unused Supplies:

- Spare parts
- Small parts
- Spare inventory
- Raw materials
- In-process inventory

Sort Storage Spaces:

- Lockers
- Carts
- Storage shelves
- Floors
- Workbenches

Look for Other Unused items:

- Dishes
- Trash cans
- Personal items
- Clothes
- Tools

SHINE CLEANING PLAN

Target Area: _____

Directions:

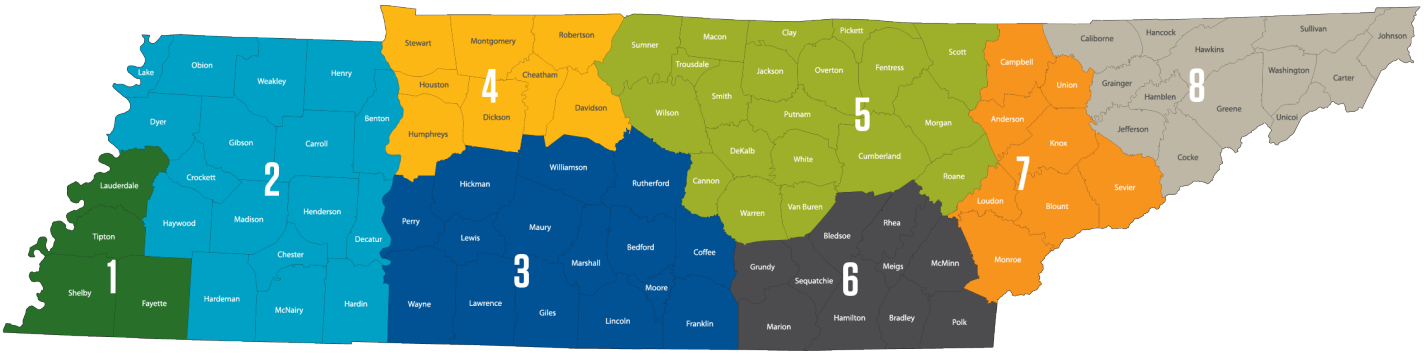
1. Identify the target area and enter it above.
2. Decide what the task is and where it should happen, and list it in the appropriate column below.
3. Decide who will perform the task and when, and list it below.
4. Determine which materials and tools you need and list them below.

Task	Location	Who	When	Materials & Tools Needed

Ready to Start Implementing 5S in Your Facility?

Now that you understand what 5S is and how it works, it's time to start implementing. UT CIS can help you at any stage of this process and provide your team with 5S training. To learn more, please visit https://bit.ly/CIS_5S or contact your local Solutions Consultant.

Find Your Local Solutions Consultant



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