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Safe, Clean and Organized – The 5S Revitalization Program
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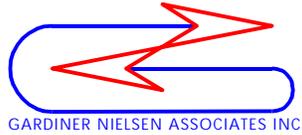
Safe, Clean and Organized

*Creating a workplace
where quality products
can be made with pride*

The 5S Revitalization Program

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Written by Anders Nielsen

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WHAT'S IT ALL ABOUT

Everyone wants to work in a safe, clean and well organized place. So why isn't it that way everywhere? Well, it's easy to lose sight of the basics when you are busy all the time. Just getting the product out the door can sometimes seem like too much.

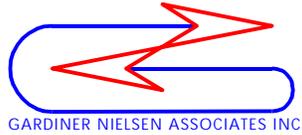
There is a solution—make tidiness and safety a part of what you do all the time. This is called **5S**, and more and more companies are using it to combine competitiveness with safe, satisfying jobs.



5S is sometimes called the basic manufacturing disciplines, because it ensures high predictability in production, allows modern methods and equipment to be used properly, and provides more opportunities for job satisfaction.

Here's how it works: It gets everyone involved in making the workplace clutter-free, well organized and clean. Keeping things that way is made an integral part of how you work (not by cleaning up all the time, but by preventing the mess in the first place.) In the process, it makes it much easier to do your job. This means that you can spend time making your job, your work area, and what you make, better.

By the way—this goes for those of you who work in an office too.



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CLUTTER-FREE

To create the workplace of your dreams, start just like you would at home—throw out all the things you don't really need or use. How do you know what to throw out? Ask yourself—when was the last time this was used by any of us? If you can't remember, get rid of it. Or if it was a long time ago (say, more than a few weeks), you don't need it right in your area. Put it back in stores so you can get it when you really do need it. You're thinking—what if I suddenly need it? Well, let me tell you, that it is time to break the habit. Because that's how you got all that useless stuff in the first place. It's been shown that it's easier to

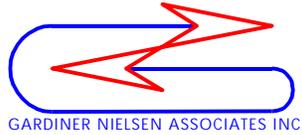


replace something than to keep it for that “once in a blue moon.” And you know, you probably can't find it anyway when the time comes. So, go ahead, get rid of it. In the garbage, out of your area, away with it.

Easier said than done, however. It takes planning and a team effort to do it right. Use a red tag to mark items to consider for removal. Discuss them in your group or in the improvement committee. Make sure you know how to dispose of something safely first. Then take action.

Keep your area clutter-free by constantly checking for surplus material. And use the tips we'll show you next, to keep useless things from piling up again.

So, how much did you find?



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A PLACE FOR EVERYTHING

Throwing stuff out is a lot of fun. But now comes the next step: Without getting the area organized, it won't stay clutter-free for long. Start by looking at what's left, and decide where to store it.

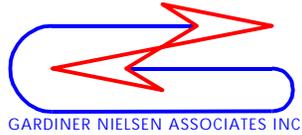
Try this—If you use it all the time, keep it handy, say within a step or two: Tool pouches or tools suspended above the work area work well; carts or special storage bins right where you work make it easy to get small parts; everything at an easy height, to avoid bending and lifting improves safety. Don't be afraid to move shelves and racks to the best place. Tools,



parts and other things that you use once or twice a day, or less often, should be stored farther away. You might be sharing them with others, so find a central spot where everyone can get them. Get everything remaining out of your area completely. Don't clutter your area with things you don't use very often..

Pay attention to how much you store as well. Why keep the whole set at hand, when you only use one size wrench? Do you really need a week's worth of parts? The less space you use, the easier it will be to make a proper space for what you do need.

Make sure incoming work is stored close to you. Change the area so you don't have to walk to put finished work away; avoid bending or reaching, when putting parts away. Mark the aisles and walk ways with lines on the floor, and keep them clear at all times.



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EVERYTHING IN ITS PLACE

Once you have decided where everything goes, start looking for ways to make keeping the area tidy easy, so you can control it better. This is where all the previous work pays off. With good organization you will keep up with your work, and you will always find the right tool and enough parts to keep working safely and produce good quality. No more looking, no more lost time, no more frustration. In other words, you can take pride in a job well done.

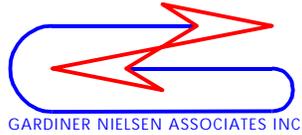
Great, and how is that done? Well, start by labeling and indicating what goes where. Shadow boards, color coding, and symbols are useful. Make the systems easy to see. Put tools in the order you use them for the job at hand, make kits for special jobs. Put a list of what is inside a cabinet on the outside, so you don't have to search.



Control quantities by designing special bins and storage units that are just the right size for what you need. Place a reorder card in the bin, so you remember to get more parts before you run out.

Mark the floor storage spots for incoming parts baskets, and regulate the quantity to what you need in your area. If you tend to suddenly get excess materials, put in an overflow area, and work to clear it first.

Design baskets so parts are easy to count. Make them small, so you can carry them yourself.



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CLEAN & BRIGHT

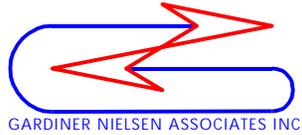
To really get the workplace ship-shape, it needs to be cleaned and brightened up. Start by getting rid of the dirt and grime accumulated over the years. Clean the ceiling, the lights, on top of beams and crane rails, and work your way down to the floor. As you go, fix what needs fixing, like broken windows, cracked floors, and doors that don't close right. Then give it all a fresh coat of paint—why not try white, to really brighten up the plant, and provide better visibility, for improved quality and less eye fatigue.



Don't stop yet. Now, it's the machines' turn. Same story—clean, fix, paint, and watch them shine. If you think they are dirty on the inside, take them apart, and clean there too. Remember to throw out anything you might have missed during the first round of clearing up.

OK, I hear you saying it—"it'll just get dirty again, so why bother?" That's true, if all you did was just cleaning (and really, who wants to do that all the time.) But I want you to do more. Put on your thinking caps, and start coming up with lots of ideas for how to stop the dirt right in its tracks. Contain it (with pans, cowls, guards, whatever it takes), or eliminate it all together (by sealing it in, using dust hogs, stopping over-lubrication, and so on). If all else fails, set up a rapid response team, and clean up spills right away.

I can't guarantee you'll never have to clean again, but with **5S** you will do a lot less of it.



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CLEANING = CHECKING

There is a well known **5S** statement “cleaning equals checking.” This means that whenever you are cleaning a machine, or putting things back where they belong, you should take an extra moment and check if everything is right. It’s like checking the oil when you gas up. You don’t expect to find a dry dipstick, but you do it just to make sure. If you make it a habit, you will never have the (expensive) problem of running out of oil.



Let’s see how this works at work. With the proper training, everyone can learn to look after their equipment. Start by learning, and checking, the basic settings and fluid levels, and that sort of thing. When you give your machine a wipe, check that it’s still properly adjusted. With a little more training, you might be able to tighten the odd loose screw or nut. In fact, there is a set of maintenance tasks referred to as **C.L.A.I.R.** or **C**leaning, **L**ubricating, **A**ddjusting, **I**nspecting, and **R**epairing. With the right training, anyone operating a machine can learn to do these jobs (and thereby freeing up the maintenance department to concentrate on the more difficult stuff, like rebuilding and improving equipment.) Work with the maintenance department to set up a training and certification program before you start.

So, try to learn more about your machine, look after it as if you owned it, and pretty soon, your factory (or office) will be running more smoothly.



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KEEP IT UP

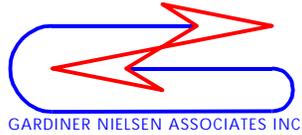
So far, we have seen how to create a better workplace. “All right,” you say, “but it won’t stay that way. We’ve cleaned and organized in the past. And it just got dirty and messy again. Why bother!”

I’m sure everyone likes to work in a clean and tidy workplace. But if no one cares, it won’t be that way. And it’s hard to rely on just habit or even pride to keep it neat. We all get a little bit lazy and sloppy after a while, and suddenly everything is back to where it was. And those reward systems they use also lose their appeal after a while—how many hats and mugs with “Team of the Month” do you really need?



When basic order and cleanliness are seen as an essential part of quality and customer service, as well as what you really want in a workplace, then it makes sense to take this more seriously. Think of cleaning and tidying up not as a menial task, but as a part of what you are supposed to do at work. Make sure everyone knows what is required of them and take responsibility, by including 5S in the quality program (ISO9000 or QS9000 are examples.) I am not just making this up. Lots of companies are finding that a clean tidy workplace pays off. Quality improves with better lighting and organization, and some places have seen breakdowns become a thing of the past. Clearing up tripping hazards improves safety.

Go for it, and see what you can do. Set your standards and stick to them.



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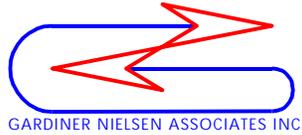
TEAMWORK

You may already belong to a team where you work. If you don't, now's the time to form one. Teams get more done, and there is more encouragement and enthusiasm in a team. When it comes to solving problems, you know what they say, "two heads are better than one."



As a team, you own your area. It's yours to look after and take the best care of. You set the rules and standards as a group, and become a part of the team by sticking to the rules. And it feels pretty good to accomplish something as a team. After all, what kind of celebration can you have by yourself?

It isn't all roses, though. All the people who work in the area are a part of the team. You might not have thought about the people on another shift (you know, the ones you blame when the place is a mess), as a part of your team. Well, they are. So you need to find a way to communicate with them, to let them have their say when it comes to making decisions, and to feel that you are all one big team. You can use bulletin boards, email, short meetings at shift change, and whatever you can think of. The important thing is that there is one way, the team way, to do things like cleaning and checking, and keeping things ship-shape. The machines and the work are the same all the time. The way everyone does their job should be the same all the time as well.



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TAKE IT PERSONALLY

Not so fast, though. Remember, a team is only a team as long as each member is playing by the same game plan. So it comes down to—YOU. You have to participate, you have to agree, and you have to do what you agreed to do, if

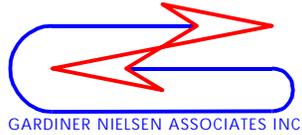


this is going to work. And remember, you want it to work, don't you? Because if it does, work is easier, and you can go home and feel that you got something worthwhile done. It's called job satisfaction, and it's something we all want. It can be difficult to

achieve in many work places. But with the **Safe, Clean and Organized Workplace Program**, it can be achieved. It's not easy, but just wait till you start seeing results—you'll never look back again.

Personal responsibility isn't just a sink or swim thing. There's plenty of help available. You'll get training in everything you need; and lots of time to practice so you can get really good. And not just how to do all the things we have been talking about, but problem solving techniques, how to run a meeting, how to be a team leader, and how to listen and encourage others to speak up.

Remember your supervisor? Well, now he or she's also your coach, ready to help you when you can't figure it out yourself. In fact, there will be a lot more support for those that actually do the work, because the front line is where the product is made, and where quality and customer service comes from.



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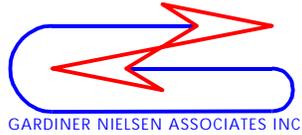
TAKE NOTICE

Let's talk a little more about how the team's area works. You'll soon agree that you need some way to tie it all together, and put it out for all to see. Well, many teams prefer a bulletin board for this. It can be used for all kinds of notices and lists, and gathers everything in one place. You'll know everything you need to know at a glance.

You might have thought of picking a name for your team—Aisle Two Tigers, or The Bills (if that's your favourite football team), or just Line 3 Team—well, that could go at the top of the board. List the team members, maybe even with a photo. Who's present today, and who's on vacation or away sick, is useful. Perhaps you have documented what skills each team member has been trained in—list that too (it's called a skills matrix.) Then comes a map of the area, with what needs cleaning and checking, and what each machine is called. It might be useful to show how the product flows through the area, and even what parts are added or what is done at each station. Put up notices about projects being worked on, which machines need to be serviced or looked at by maintenance, what your daily production goal is, and things like that.



You get the idea—the bulletin board is the hub of the team. It's where you meet at the start of the shift, and the first place you look for news.

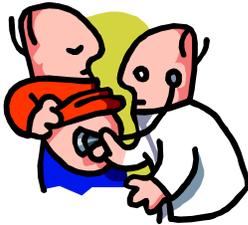


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HOW ARE WE DOING?

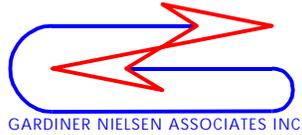
Since this is about improving your work area, as well as quality and customer service, you need to know if what you are doing is working. You've set goals—well, you need to keep score.

You'll want to know about the quality of the product you produce. Try asking those who use it whether it meets their needs. If you machine parts that are assembled by another team, ask them if they fit like they should; in the office, see if you did everything right. You should be able to get surveys from customers on product performance (or count what is returned as unfit for use.) You also want to know if your customer (inside the plant, or outside) gets the product on time, and in the right quantity.



Check how you are doing in terms of keeping your area clean, free from clutter and obsolete things, well organized, and generally neat and tidy. Make sure that quantities don't exceed the allowed amounts. Check to see if notices on your board are up to date, and placed in the right spot (you did create spots for everything when you set up the board, didn't you?)

There are many ways to check. Some teams prefer to take pictures to show progress; others have come up with a list of questions to be answered, and get a score. Some do it themselves, and others invite another team to check, just so it's all fair.



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ARE WE THERE YET?

- Have you looked at all items in your area, and removed everything not used?
- Is inventory kept to a few days' usage or less?
- Are aisles and walk ways clearly marked?
- Have you given everything a storage place?
- Are aisles and walkways clear at all times?
- Are you using labels, color codes and special storage places to locate and control everything?
- Is everything stored in its proper place?
- Is the workplace clean from ceiling to floor?
- Is the workplace well lit and comfortable?
- Do you contain or control all dust and dirt?
- Do you respond rapidly to deal with all spills?
- Have you been taught how to carry out some or all of the C.L.A.I.R. tasks when you clean?
- Have any machines been taken apart to clean them on the inside, and rebuild them?
- Are you using a check sheet when you clean and check machines?
- Have teams been set up to take ownership of their work areas?
- Does each team have a bulletin board?
- Are bulletin boards neat and up to date?
- Has the team decided how to do things and written these down in a set of standards?
- Are all team members following the rules?
- Have you set personal goals for performance?
- Do you receive training and coaching to help you achieve your goals?
- Are you motivated to do the best you can?
- Has the team developed a way to keep track of how it is doing in quality, customer service and workplace cleanliness and organization?
- Does the team meet to review the results?
- Are things getting better?

*Copies of this booklet are available from Gardiner Nielsen Associates Inc.
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