

5S GUIDE

Simplifying and Organizing Workspaces

***"A place for everything, and everything
in its place."*** Benjamin Franklin

What is 5S?

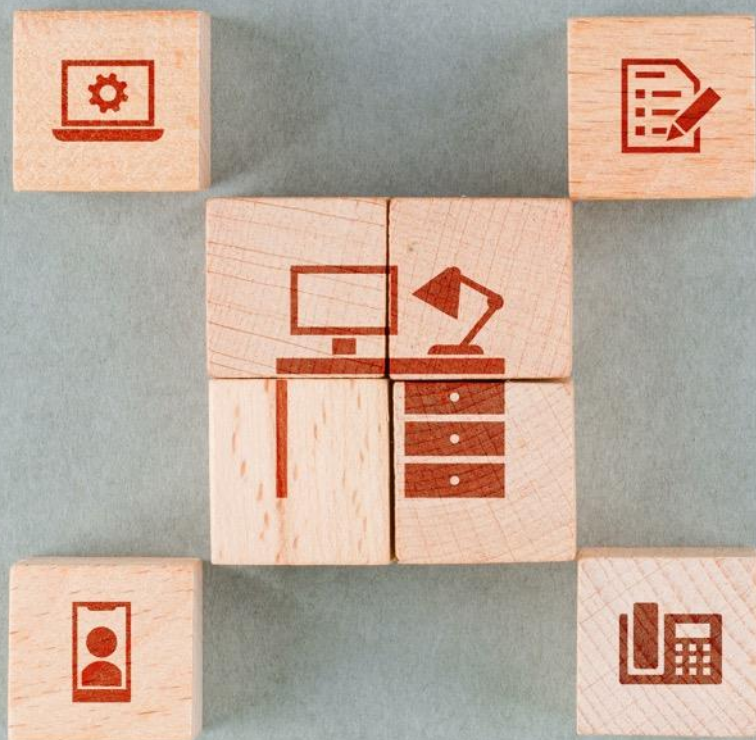
A FRAMEWORK FOR OPERATIONAL EXCELLENCE

Hiroyuki Hirano spread the term “5S” in his 1995 book. It derives from five Japanese words: “**Seiri**” (sort), “**Seiton**” (straighten), “**Seiso**” (scrub), “**Seiketsu**” (standardize), and “**Shitsuke**” (sustain). Each term represents a step in this approach to workplace organization.

The 5S methodology enables a **reduction in search time** and **facilitates access to materials** and **information** in need, bringing various benefits:

- Increased efficiency and productivity
- Optimized workspace by reducing waste and maximizing space utilization
- Improved quality
- Enhanced employee motivation and engagement
- Increased safety and ergonomics

The 5S methodology is versatile and **applicable to any work environment**, whether **physical** or **digital**. This includes small areas, such as a **production station**, a **desk**, or a **personal computer**, to larger spaces, such as **production lines**, **warehouses**, or **open spaces**. In all these scenarios, the sequence of steps to improve workplace organization is the same. The 5S methodology is one of the foundations of Lean Kaizen.

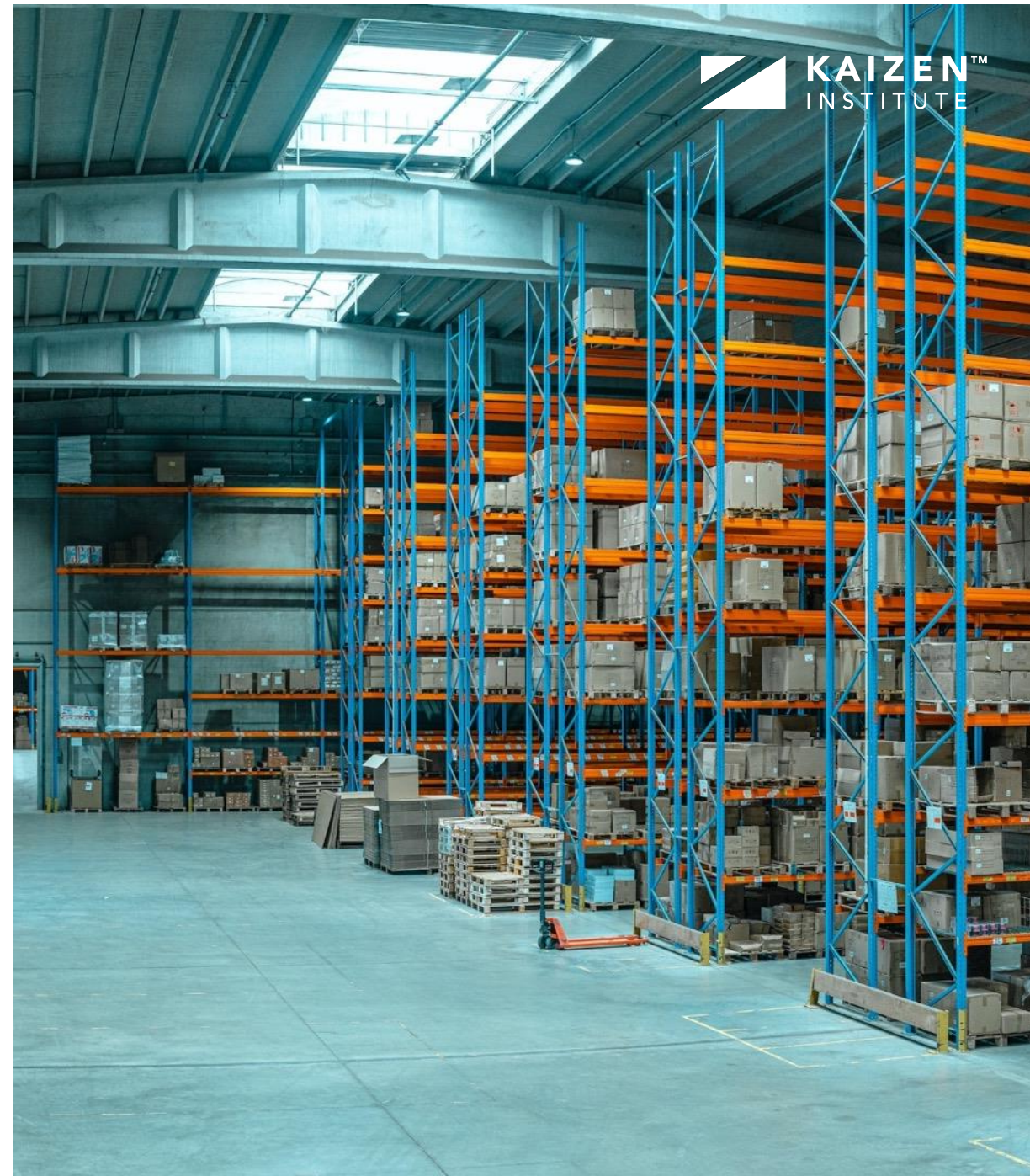


5S and Lean Manufacturing

AN INTERDEPENDENT RELATIONSHIP

The 5S principles are fundamental to Lean Manufacturing. Lean Manufacturing focuses on **maximizing value for the customer** and **eliminating waste**, and the 5S provides the foundation for this purpose by establishing an organized, efficient work environment, able to make waste visible.

Implementing the 5S is often one of the first workshops recommended in the context of Lean Manufacturing. The reason is evident: **basic workplace organization is necessary before processes can be optimized.**





These are the **5S components**, applicable to **physical, transactional, and virtual environments**, from production lines to office desks and digital spaces

1.

SEIRI

Sort what is necessary and what is not

2.

SEITON

Straighten what is needed in a simple and visual way

3.

SEISO

Scrub to restore the area and equipment to original operating conditions

4.

SEIKETSU

Standardize to maintain the new conditions

5.

SHITSUKE

Sustain to comply with and improve the standards



5S in different environments

GEMBA	5S CRITERIA	WORKING AREA	STORAGE AREA
PHYSICAL	<ul style="list-style-type: none"> • Frequency of use, weight and size 	<ul style="list-style-type: none"> • Workstation/Line • Equipment and tools • Lab/Workshop 	<ul style="list-style-type: none"> • Racks/Shelves
TRANSACTIONAL	<ul style="list-style-type: none"> • Frequency of use (typically smaller items) 	<ul style="list-style-type: none"> • Desk/Office • Meeting room/ Classroom • Office equipment 	<ul style="list-style-type: none"> • Office supplies • Archive
VIRTUAL	<ul style="list-style-type: none"> • Number of clicks and time spent trying to access files, folders or emails 	<ul style="list-style-type: none"> • Desktop • Emails and personal management of information (Outlook) • Software/ Browser 	<ul style="list-style-type: none"> • Shared folders

5S in different environments

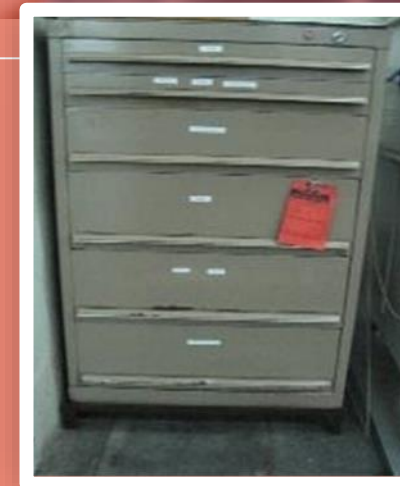
	PHYSICAL	TRANSACTIONAL	VIRTUAL
SORT	Label obsolete or slow-moving items	Remove everything, pick what is required	Move everything to a "sorting" folder, select and organise required items
STRAIGHTEN	Criteria: Frequency of use, weight and size	Criteria: Frequency of use (typically smaller items)	Criteria: Number of clicks and time spent trying to access files, folders or emails
SCRUB	Clean the workplace thoroughly and regularly	Equipment should function as expected	Run performance checks, remove temporary files, perform antivirus checks, keep the desktop uncluttered
STANDARDISE	Create standards to organize and label equipment for easy and quick identification	Focus on common areas and items that may be moved around a lot	Create standards that focus on maintenance routines such as Outlook archiving
SUSTAIN	Make use of effective visual management to keep track of and record 5S audits	Make use of effective visual management to keep track of and record 5S audits	Make use of effective visual management to keep track of and record 5S audits

1st S Sort

Eliminate what is unnecessary

- Define what is necessary
- Identify what is not necessary
- Free the workplace of what is not necessary
- Search inside shelves, under machines, in lockers, filing cabinets, etc.

5S
RED TAG
Date:
Area:
Description



Visual way to indicate a problem and accelerate its resolution

Use the **red tag** to **signal a problem** that **cannot be solved** (lack of decision autonomy or dependence on a third party to remove)

2nd S Straighten

A place for everything and everything in its place

- Materials and equipment should be stored according to **frequency of use, weight** and **size**
- Files, folders, and software should be organized to reduce the **number of clicks and search time**

PRIORITY	FREQUENCY	WHERE TO STORE
LOW	Equal to or less than once per year	Remove and send to centralized storage location
MEDIUM	Once per semester Once per month	Store in the department warehouse
HIGH	Once per week Once per day Once per hour	Keep in the workplace/area

A clear visual system to **prioritize** and **store** items, ensuring **faster identification** and **resolution** of storage-related issues

3rd S Scrub

Cleaning allows problems to become visible

- **Clean** and **inspect** the workplace
- Eliminate **sources of dirt**
- **Restore** furniture and equipment to **original operating conditions**
- Visually identify (red tag) problems that cannot be solved immediately

Line 6 Cleaning Sequence
Responsible: line operator

- 1 Clean platform with mop.
Frequency: once a day (end of the day)
Empty tray and clean floor with mop.
Frequency: whenever you accumulate grease in the inspection base and at the end of the day
- 2 Clean trays with compressed air.
Frequency: whenever grease accumulates.
- 3 Clean the stop with a cloth and cleaning solution.
- 4 Machine cleaning with compressed air and floor with mop.
Frequency: whenever grease accumulates.
- 5 Clean floor with mop.
Frequency: end of the day.
- 6 Machine cleaning with compressed air and floor with mop.
Frequency: whenever grease accumulates.
- 7 Clean glue stations with the help of an iron and the floor with a squeegee.
Frequency: whenever glue accumulates.

Workstation Cleaning Standard

Daily

- Clean all floor disks (USE BROOM AND GARBAGE SHOVEL/VACUUM)
- All equipment ensure that both table and scale are dirt free.
- Ensure that the Eco Bags are kept free.

Monthly

- Clean tubes;
- Ceiling;
- Machines;
- Windows.

AUTONOMOUS 5M+1M+1M WEEKLY ROUTE

DATE	TIME	AREA	DESCRIPTION	STATUS	REMARKS
2023/10/27	08:00	Line 6	Cleaning with compressed air	OK	
2023/10/27	08:30	Line 6	Check the grease clean side table and scale and ensure that they are clean	OK	
2023/10/27	09:00	Line 6	Clean machine table	OK	
2023/10/27	09:30	Line 6	Clean machine table	OK	
2023/10/27	10:00	Line 6	Clean machine table	OK	
2023/10/27	10:30	Line 6	Clean machine table	OK	
2023/10/27	11:00	Line 6	Clean machine table	OK	
2023/10/27	11:30	Line 6	Clean machine table	OK	
2023/10/27	12:00	Line 6	Clean machine table	OK	
2023/10/27	12:30	Line 6	Clean machine table	OK	
2023/10/27	13:00	Line 6	Clean machine table	OK	
2023/10/27	13:30	Line 6	Clean machine table	OK	
2023/10/27	14:00	Line 6	Clean machine table	OK	
2023/10/27	14:30	Line 6	Clean machine table	OK	
2023/10/27	15:00	Line 6	Clean machine table	OK	
2023/10/27	15:30	Line 6	Clean machine table	OK	
2023/10/27	16:00	Line 6	Clean machine table	OK	
2023/10/27	16:30	Line 6	Clean machine table	OK	
2023/10/27	17:00	Line 6	Clean machine table	OK	
2023/10/27	17:30	Line 6	Clean machine table	OK	
2023/10/27	18:00	Line 6	Clean machine table	OK	

Visual tools to enhance **cleaning practices** and ensure **workplace standards** are upheld

4th S Standardize

Standardization ensures the sustainability of the previous 3S

- Use **visual standards** to highlight **defined locations**
- **Establish rules** for the **use of materials** and **equipment**
- **Use colour codes** and **symbols** to facilitate the identification and use of materials and equipment
- **Define standards for maintenance** of materials and equipment
- **Define responsibility** and **frequency** for **updating the standards**



Use visual tools like **OPLs** (One Point Lessons) to **simplify training** and ensure consistent application of **workplace standards**

5th S Sustain

Sustaining allows us to fulfill and improve standards

- **Adhere** to the **standards every day**
- **Improve** the standards
- **Audits** should be **performed periodically** to ensure the healthy state of the Gemba
- The **maintenance** and **improvement** of the **workplace organization** is a **continuous process**



The first 4Ss ensure that the material location and quantity has been defined. To **sustain the standard** it is essential to have an **efficient stock management** process.

Stock management can be done in several ways, either by automatic resetting via the system, or through physical cards or visual aids within the workplace – **Kanban**

5S Planning

Set 5S
challenge

Map current workplace
organization

Define 5S
roadmap

Before starting 5S, an **initial audit** must be carried out to understand the **starting point** and identify **improvement opportunities**.

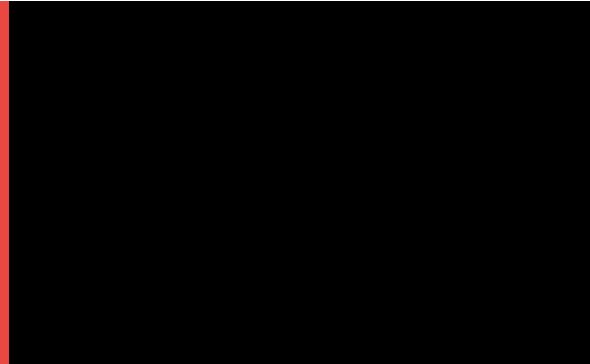
The team leader will also become better acquainted with the tool and its objectives.

KNOWING THE **BASELINE** IS A
GOOD **REFLECTION EXERCISE**

[Explore our 5S Training Offer](#)

Application physical examples

Floor markings



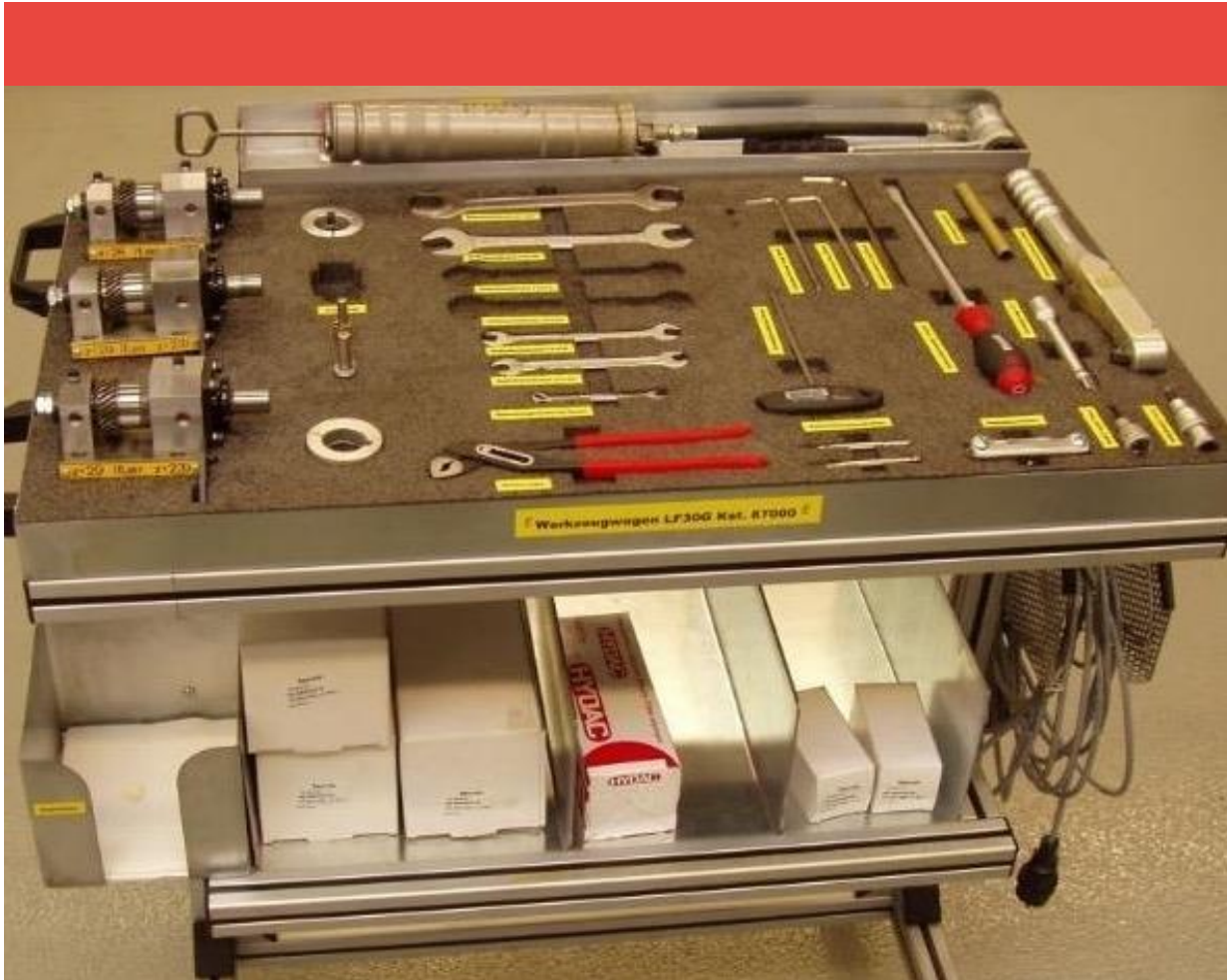
Application physical examples Floor markings



Application physical examples Cleaning kit



Application physical examples Labels



Application physical examples

Maintenance workshop



Application physical examples Organization of spare parts



Application physical examples Shadow boards



Application physical examples Before / After



Application physical examples Before / After



Application physical examples Before / After



Application transactional examples

Shadow boards



Application transactional examples

Archives



Application transactional examples

Office layout

NORMA SALA DE FORMAÇÃO

Material disponível na sala:

- 36 cadeiras
- 8 mesas
- 2 quadros brancos e 2 apagadores
- 1 flipchart
- 1 projector
- 1 comando para o projector
- 2 comandos para o ar condicionado
- 1 comando para a tela de projecção
- 1 cabo para ligação do projector ao computador



No final das sessões, sala arrumada de acordo com o layout definido.

Utilização do Projector:

1. Ligar o projector ao computador através do cabo disponível
2. Ligar o projector no respectivo comando
3. Pressionar o botão "Menu" [A], seleccionar "Input", "Computer 1" com as setas azuis [B] e pressionar o botão "Select" [C]
4. No final da utilização, desligar o projector e o cabo e arrumar nos locais definidos



Utilização do Ar Condicionado:

1. Ligar o ar condicionado utilizando o botão do comando
2. Ajustar a temperatura nos botões
3. No final da utilização, desligar o ar condicionado e arrumar o comando no local definido



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NORMA SALA DE REUNIÕES

Material disponível na sala:

- 6 cadeiras
- 2 mesas
- 1 quadro branco e apagador
- 1 flipchart
- 1 LCD
- 1 comando para o LCD
- 1 comando para o ar condicionado
- 1 cabo para ligação do LCD ao computador



No final da reunião, sala arrumada de acordo com o layout definido.

Utilização do LCD:

1. Ligar o LCD ao computador através do cabo disponível
2. Ligar o LCD no respectivo comando
3. Escolher a fonte "PC" utilizando o respectivo comando
4. No final da utilização, desligar o LCD e o cabo e arrumar nos locais definidos



Utilização do Ar Condicionado:

1. Ligar o ar condicionado utilizando o botão do comando
2. Ajustar a temperatura nos botões
3. No final da utilização, desligar o ar condicionado e arrumar o comando no local definido



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Application transactional examples Before / After



Application transactional examples Before / After

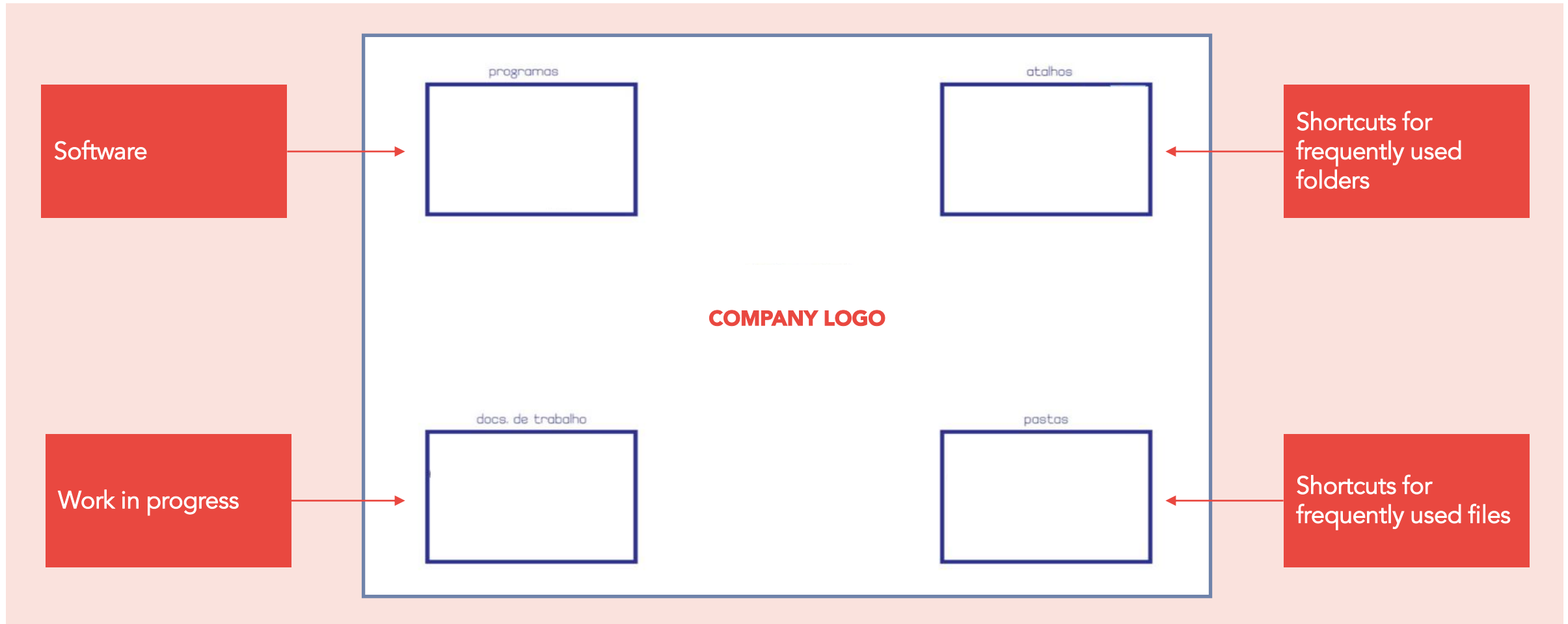


Application transactional examples Before / After



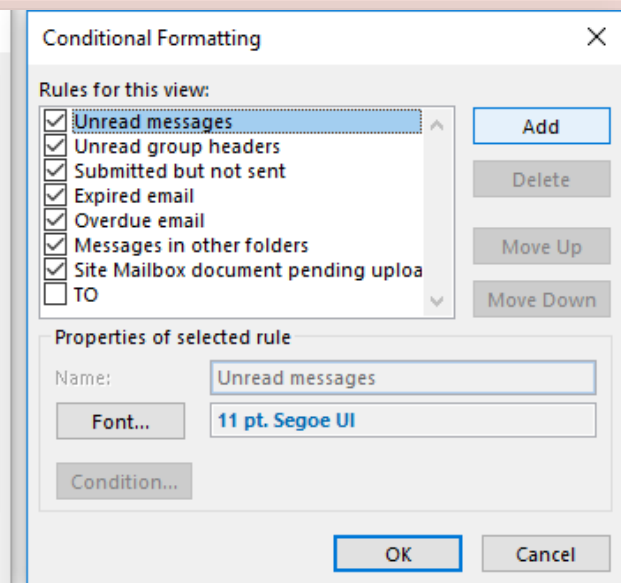
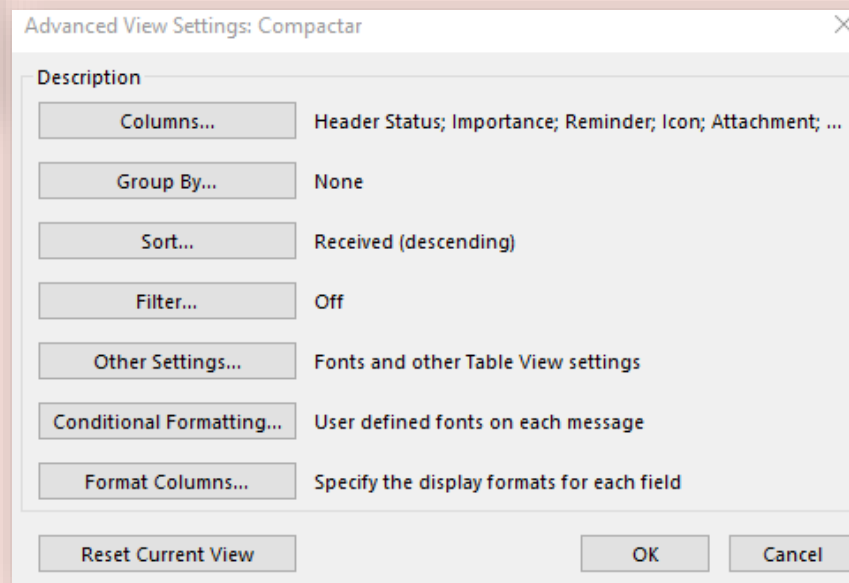
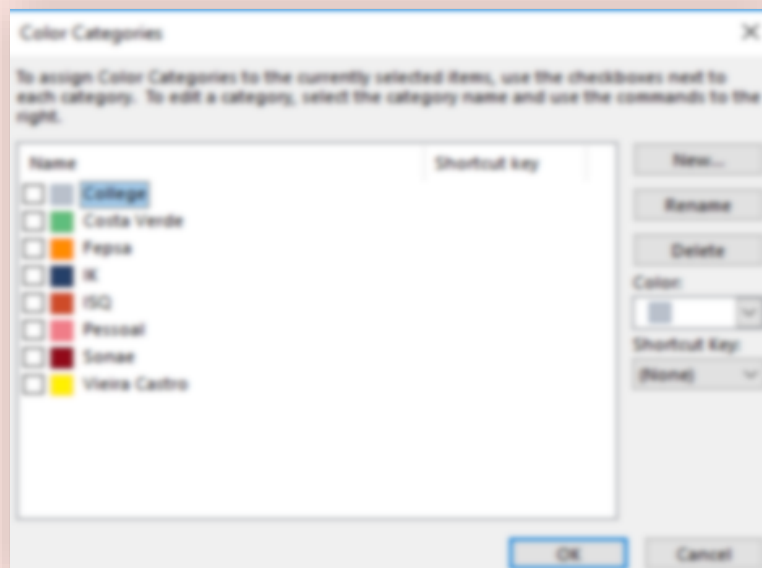
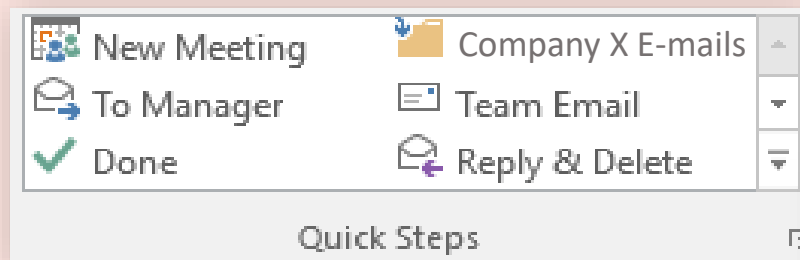
Application virtual examples

Desktop background areas

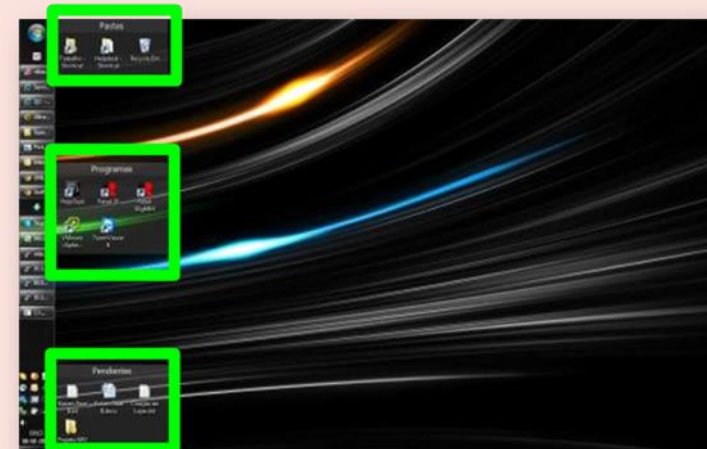


Application virtual examples

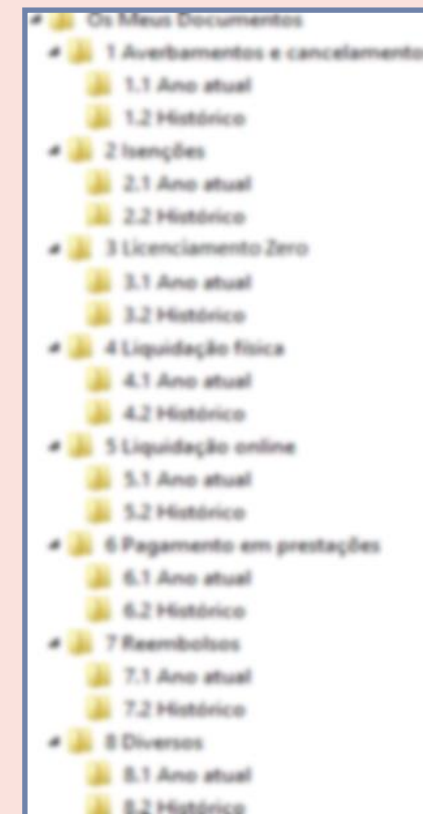
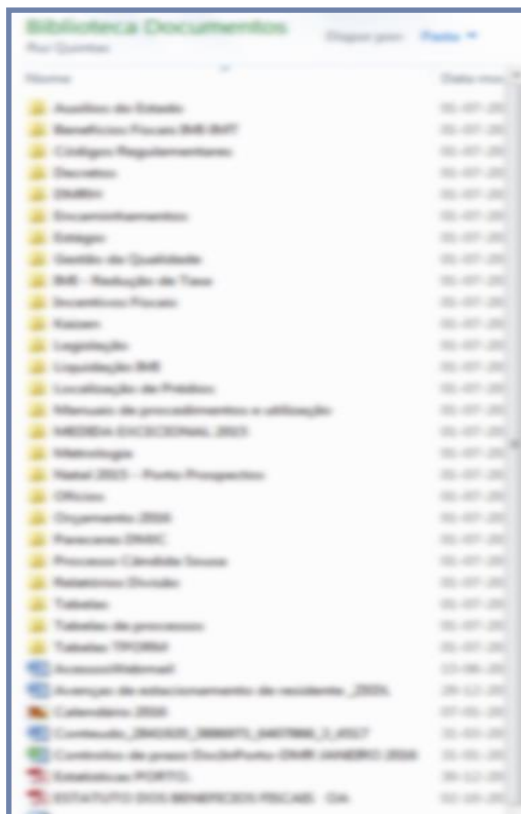
Microsoft Outlook



Application transactional examples Before / After



Application transactional examples Before / After



5S: Tackling Inefficiencies and Driving Improvements



5%

of workspace is occupied with material that is no longer needed



7%

of machine downtime can be reduced with 5S implementation



93%

of companies say that a well-organized workplace contributes to the use of safe practices



23%

of working time is spent searching for the correct information to perform work



82%

of companies affirm that after organizing the workplace, workers are more committed to their job

Continuous Improvement prepares organizations for disruption

and guarantees that **change is transformed** into a **competitive advantage**

KAI

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+

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改善

**CONTINUOUS
IMPROVEMENT**



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