



## p-TIPS

## Cleaning up (Successful 5S)

The beginning of the calendar year is a good time to start (or restart) a 5S effort. Sorting out the workplace, discarding unnecessary items, and making all look shiny and fresh can give a significant productivity boost in the new year. The added standardization and self-discipline of a successful 5S initiative add to overall efficiency. Kevin McManus of [greatsystems.com](http://greatsystems.com) acknowledges that many organizations fail when trying to put a 5S process in place and offers tips on how yours can succeed.

- 1) Don't see your 5S initiative as a stand-alone effort. Make 5S practices a part of all other performance and productivity improvement efforts. Don't form a specific team, but let everyone know that they are expected to be a 5S actor.
- 2) Require management to set a strong 5S example. Managers should be the neatest and have the best-organized work areas.
- 3) Require every supervisor and manager to enforce 5S practices on a daily basis. If they see a 5S violation and don't point it out, that sends the message that the behavior is OK. They should also compliment order and cleanliness.
- 4) Incorporate 5S expectations into every employee's job description. Let those expectations become part of the performance appraisal and give feedback if they are not met. Include the expectations in all work group meetings.
- 5) Clearly and visually define what each 5S workplace should look like. "Before and after" photos help people understand where problems exist and how they can be resolved. Other groups can visit high-performing 5S work areas to discuss the differences they see.
- 6) Modify procedures and work instructions to keep 5S changes alive. Allow sufficient time for things to be cleaned and put away and for waste to be discarded safely.
- 7) Create a 5S punch list and show regular progress toward its completion. After getting started, those first major cleaning tasks won't have to be done again. When tidiness is habitual, the necessary jobs can be punched off the list and improvement can be continuous. Post the list in conspicuous sites for easy review and quick checking of things to be done.