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Last week Quality Digest Magazine asked: "Does your company measure customer satisfaction? If so, how well does top management review and respond to that data?" Here are the results:

Does your company measure customer satisfaction?

- Yes **88.9%**
- No **10.2%**
- I don't know. **0.9%**

If so, how well does top management review and respond to that data?

- Very well. Top management regularly reviews this data and makes decisions based upon it. **41.5%**
- Somewhat. Top management could improve how often it reviews the data and acts upon it. **36%**
- Poorly. Top management rarely reviews the data, or when it does, rarely takes it into account when making decisions. **17%**
- It doesn't apply. Our company doesn't measure customer satisfaction. **5.4%**

## "ANNOUNCEMENT"

In our March Newsletter, we informed our readers about our new company website look and content. We also announced acquiring another domain name [www.qualityguru.com](http://www.qualityguru.com) which is linked to our Sustainingedge website. Our vision was to use it as a portal to announce and include white papers, presentations and material, upcoming events of interest, and a quality improvement bulletin board for all to utilize. Currently, there are two presentations posted at this site for review.

Due to minimal feedback for ideas and suggestions for Quality Guru, we are launching a contest for the month of May 2005 for *Anyone* that submits ideas and suggestions for this website. Put your creative hats on and tell us what you would like to see, read, and be involved with that would benefit you and your organization!

**Prize: \$50.00 Visa Gift Certificate**  
Call us or email [admin@sustainingedge.com](mailto:admin@sustainingedge.com)



# The 5S's Pillars of Workplace Organization

## 5S's & Workplace Organization

The discipline of 5S is a fundamental building block of a Lean Enterprise. Good 5S improves quality, cost, safety, the customer experience, and enables World Class Performance. It is easily applied to any business and any process, by anyone. There are many reasons to begin your Lean journey with 5S:

- It can be done today
- Everyone can participate
- Waste is made visible
- Has a wide area of impact
  - Improves set up times
  - Improves quality
  - Improves safety
  - Improves morale
  - Improves productivity

### Steps of 5S

There is an order and logic to how 5S is carried out. 5S is much more than cleaning the work area. It doesn't make sense to start by arranging things neatly, if most of those things are not needed. The five 'S' words below are the steps of 5S.

Step	Name	Action	Catch Phrase
1	<b>Sort</b>	Remove unnecessary items from the workplace	"When in doubt, throw it out"
2	<b>Straighten</b>	Locate everything at the point of use	"A place for everything, and everything in its place"
3	<b>Sweep</b>	Clean and eliminate the sources of filth	"The best cleaning is to not need cleaning"
4	<b>Standardize</b>	Make routine and standard for what good looks like	"See and recognize what needs to be done"
5	<b>Sustain</b>	Sustain by making 5S second nature	"The less self-discipline you need, the better"

### The Five Steps

#### Sort

The first step of the "5S" process refers to the act of throwing away all unwanted, unnecessary, and unrelated materials in the workplace. People involved in Sort must not feel sorry about having to throw away things. The idea is to ensure that everything left in the workplace is related to work. Even the number of necessary items in the workplace must be kept to its absolute minimum. Because of Sort, simplification of tasks, effective use of space, and careful purchase of items follow.

## Straighten

Straighten, or orderliness, is all about efficiency. This step consists of putting everything in an assigned place so that it can be accessed or retrieved quickly, as well as returned in that same place quickly. If everyone has quick access to an item or materials, work flow becomes efficient, and the worker becomes productive. The correct place, position, or holder for every tool, item, or material must be chosen carefully in relation to how the work will be performed and who will use them. Every single item must be allocated its own place for safekeeping, and each location must be labeled for easy identification of what it's for.

## Sweep

Sweep, the third step in "5S", says that 'everyone is a janitor.' Sweep consists of cleaning up the workplace and giving it a 'shine'. Cleaning must be done by everyone in the organization, from operators to managers. It would be a good idea to have every area of the workplace assigned to a person or group of persons for cleaning. No area should be left unclean. Everyone should see the 'workplace' through the eyes of a visitor - always thinking if it is clean enough to make a good impression.

## Standardize

The fourth step of "5S", Standardize is more or less translates to 'standardized clean-up'. It consists of defining the standards by which personnel must measure and maintain 'cleanliness'. Standardize encompasses both personal and environmental cleanliness. Personnel must therefore practice 'this starting with their personal tidiness. Visual management is an important ingredient of Standardize. Color-coding and standardized coloration of surroundings are used for easier visual identification of anomalies in the surroundings. Personnel are trained to detect abnormalities using their five senses and to correct such abnormalities immediately.

## Sustain

The last step of "5S", Sustain means 'Discipline.' It denotes commitment to maintain orderliness and to practice the first 4 S as a way of life. The emphasis of Sustain is elimination of bad habits and constant practice of good ones. Once true Sustain is achieved, personnel voluntarily observe cleanliness and orderliness at all times, without having to be reminded by management

**Interested in learning more how a combined 5S approach and Lean methods can be applied to improve your organizations performance?**



**Sustaining Edge Solutions delivers a one-day workshop on "The 5S's Pillars of Workplace Organization." Our workshop includes a handy Reference Guide providing detailed information on 5S's steps, needs, tips, and more including a roadmap to 5S Implementation success.**

**See our Training Services at**

[www.sustainingedge.com](http://www.sustainingedge.com)