

Putting the Japanese Style "5S" Method to Work

A five step process to organize your workplace, home or school which will result in higher quality, productivity and less stress

Japanese Word	Meaning	English equivalent
1 SEIRI	CLEARING UP	SORT
2 SEITON	ORGANIZING	SET
3 SEISO	CLEANING	SHINE
4 SEIKETSU	STANDARDIZING	STANDARDISE
5 SHITSUKE	TRAINING & DISCIPLINING	SUSTAIN

SEIRI – Clearing up – (SORT)

Aim-Remove clutter, save space, reduce stock levels, create a pleasant workplace, reduce mental stress due to clutter, convert unwanted things to cash, - to avoid "a cluttered mind through a cluttered workplace"

- Classify – sort everything around your home, factory or office into
 - not required at all- to be discarded
 - not required now but may be required later – store away from workplace
 - not required regularly but required occasionally, like once a year, once a quarter – store away
 - required regularly – keep close at hand
- Start with your purse, handbag, bunch of keys, diary, drawer, cupboards, - clean out all unwanted things.
- Classify all furniture, equipment (typewriters etc), forms, stationery, stocks, files spare parts, boxes, magazines, newspapers.
- Separate for disposal. Don't be sentimentally attached to your belongings that you no longer need. Discard old clothes, shoes.
- Separating things for discarding can be done by systems such as "red tagging".
- Finally have a set of rules for discarding – after the initial clean up nothing should get collected again. For example have a rule for your old newspapers – sell them regularly once in 3 months. Notices on your Notice Board should be removed as soon as they are out of date. Old reports, calendars, files should all have a date of removal.

SEITON – Organizing/Orderliness – (SET)

Aim-Prevent wasted time by having to search for things – Have a place for everything and keep everything in its place. Everything must be visible. You should locate anything within 10 seconds, and be able to return them to its "home". All rooms and halls must be numbered. Have a grid reference system. Ensure proper lighting, ventilation etc. in all areas.

- Place direction boards in public areas. Have demarcated areas for parking. All Trolleys etc. must have a unique parking place.
- Install "visual control" – all filing cupboards and cabinets must have a list of Contents pasted outside. Have a good labeling system with large letters – preferably Laser printed. Label all light switches, fans, etc. Have specific places for all tools
- Color code all registers, files etc. for easy identification. Colour code keys, locks padlocks

- Storage areas for all forms etc. must be labeled. Have open storage system rather than a closed storage system.
- Promote X-axis and Y-axis mentality. This means keep all furniture, pictures, notices, photographs perfectly aligned.

SEISO – Cleanliness (SHINE)

Aim-A clean workplace which reduces errors, and improves motivation through a pleasant workplace. A clean workplace improves employee health. A clean machine improves machine health.

- Instill a system of personal cleaning culture rather than depending only on janitorial services, office helpers, domestic help.
- Promote preventive cleaning. Promote an obsession for cleanliness. E.g. Clean your telephone whenever you use it.
- Have a cleaning responsibility map and a schedule. Have a cleanliness checklist. Clean something every hour.
- Have a five minute cleaning time daily in the factory, office, school or home and encourage everybody's participation.
- Heads of Division to inspect cleanliness regularly. Top management should demand cleanliness and set an example.

SEIKETSU – Standardization (STANDARDIZE)

Aim – To maintain an environment where all the first three S's are implemented in the same manner throughout the organization, and where all filing systems, labeling, organizing and cleaning methods are standardized. Standardizing can be extended to other areas such as letter writing, dating etc. Use 24-hour clocks e.g. 0830 h to 1630 h.

- Have a "visual control" system. Have a comprehensive checklist to ensure everything is according to a standard procedure.
- Evaluate the status of different units and compare. Encourage self-evaluation.

SHITSUKE – Training & Disciplining (SUSTAIN)

Aim – To create a working environment where everyone is excited about keeping the place orderly and clean, with a high level of commitment by the top-level management.

- Teach 5S to everyone
- Have a 5S competition. Have 5S photo displays before and after 5S. 5S slogan competitions, poster competitions, dramas.
- Have regular 5S evaluations.
- Have a "one is best" campaign in the office – One hr meetings, one page memos, one copy filing, one location files and equipment etc. Think of preventive 5S, i.e. How to prevent unnecessary things getting collected, things getting disorganized, dust and dirt getting collected etc.

- HAVE A 5S INSPECTION TIME EVERY WEEK, Inspection by Head of Division Once a month, by the CEO once a quarter. Start a 5S-patrol team. Discuss 5S implementation at the staff meeting. Insist on a 5S way of life.

DESCRIPTION OF THE ISO 9000 STANDARD

The International Standardization Organization (ISO) has established five standards regarding the Quality Systems used between two parties to ensure production according to an agreed upon quality level. These standards (and their corresponding ANSI/ASQC) names in brackets) are

- ISO 9000 (Q 90)
- ISO 9001 (Q 91)
- ISO 9002 (Q 92)
- ISO 9003 (Q 93)
- ISO 9004 (Q 94) (ISO 8402 Quality terminology)

The standards listed above are used as contracts between customers and suppliers. These standards insure the customer that the supplier has the required control over its own process. The standards used under such circumstances are ISO 9001, ISO 9002, and ISO 9003. These standards differ somewhat, mainly regarding the extent of what they cover.

ISO 9001 Development, Design, Production, Installation, and Servicing. This standard is used as an agreement between a customer and supplier when the objective is to specify requirement with the intent to prevent deviations in all stages – from development and design at the supplier, to service calls at the customer. The supplier takes complete responsibility, including the design of the product.

ISO 9002 Production and Installation

This standard is used as an agreement between a customer and supplier when the primary objective is to prevent and/or discover deviations during production and installation, and prevent the repetition of such deviations. The supplier takes responsibility for meeting given product requirements (known as a common design or specification) from the customer.

ISO 9003 Final Inspection and Testing

This standard is used as an agreement between a customer and supplier when the primary objective is to ensure the supplier's capability of a) discovering possible deviations during final inspection and testing, and b) executing any necessary corrective actions in order to meet the given requirements.

Other Standards:

ISO 9000 Guidelines for the selection and use of the standards.

ISO 9004 A model for controlling a company's or an organization's activities, who for their own benefit wish to implement and use a Quality System.

The mission of a Quality System is to:

- Increase the knowledge about a company's own processes and functions
- Ensure the continuity in quality activities
- Minimize the risk for misunderstandings due to unclear responsibilities
- Streamline administrative procedures
- Increase the ability to satisfy customer demands

