

The 5S System Comes to Tapecon

If Tapecon Employees Spend More Time Looking For The Right Tools Than Using Them, It's Time for 5S.

5S is the Lean Manufacturing Term for the Visual Workplace Organization System.

The 5S System is a series of activities designed to improve workplace organization and standardization. Benefits of lean manufacturing cannot succeed in a workplace that is cluttered, disorganized, or dirty. Poor workplace conditions lead to wastes such as extra motion to avoid obstacles, time spent searching for things, and delays due to defects, machine failures, or accidents. Establishing basic workplace conditions is an essential first step in creating a manufacturing cell. In many companies, employee teams use the 5S system to improve and standardize workplace conditions for safe and effective operation. The 5S philosophy focuses on simplifying the work environment, reducing waste, and improving quality and safety.

Sort: Eliminating materials that do not belong in the work area. Sorting is an excellent way to free up valuable floor space and eliminate such things as broken tools, obsolete jigs and fixtures, scrap, and excess raw material.

Set in order: Eliminating time wasted looking for things, creating logical storage. Strategies for effective storage are painting floors, outlining work areas and locations, shadow boards, and modular shelving/cabinets for needed items such as trash, brooms, mops, and buckets- *"A place for everything, and everything in its place."*

Shine: Clean religiously, clean for grime, and inspect while you're cleaning. Once you have eliminated the clutter and junk that has been clogging your work areas and identified and located your necessary items, the next step is to thoroughly clean the work area. Daily follow-up cleaning is important in order to maintain this improvement. Workers take pride in a clean and clutter-free work area, and the "shine" step will help create ownership in the equipment and facility.

The Tapecon Manufacturing Team will serve as the program committee for the 5S System. Training and education will begin right away in both facilities, so that the results can be evaluated.

5S kicks off at Tapecon:

Rochester: Thursday, 10/6/05

Buffalo: Wednesday, 9/28/05

Manufacturers who have implemented 5S are:

*Improving quality: Achieving better work
standardization: Decreasing changeover time: Improving
safety: Reducing storage costs: Reducing cycle times:
Reducing machine down time: Improving the work
environment: Improving company morale: Reducing
waste: Making a positive impression on customers:
Increasing efficiency and organization: Increasing
profitability: Becoming more competitive in the
marketplace.*

Standardize: Make all work areas the same, so procedures and abnormalities are obvious. Once the first 3 'S's' have been implemented, you should concentrate on standardizing best practices in your work area. Allow employees to participate in the development of such standards. They are a valuable, but often overlooked, source of information regarding their work.

Sustain: Internalize the rules and make them habits. This by far is the most difficult "S" to implement and achieve. Human nature resists change, and more than a few organizations have found themselves with a dirty, cluttered shop a few months after their attempts to implement 5S. The tendency is to return to the status quo and the comfort zone of the "old way" of doing things. Sustaining focuses on defining a new status quo and standard of workplace organization.

Once fully implemented, the 5S System can have a profound effect on continuous improvement in the workplace.



**Rochester Facility
5S Example.**

**At left:
Before 5S
implementation.**

**On right:
After.**