Lean 6S: 5S+ Safety

Description: 5S-CANDO (Seiri, Seitori, Seiso, Shitsuke, Seiketsu = Clearing Up, Arranging, Neatness, Discipline, Ongoing Improvement) is an ongoing process of workplace organization and continual improvement. It supports safety (the 6th S) along with lean manufacturing considerations such as motion efficiency, visual controls, and single unit flow, and quality considerations line preventive maintenance. The result is a clean and organized workplace in which abnormalities (such as leaking oil or hydraulic fluid, and dropped parts) become immediately visible, and in which safety is promoted by the absence of clutter.

Objectives of the Presentation:
- Know the history of 5S as practiced at the Ford Motor Company during the early part of the 20th century, including its proven deliverables
- Know the 5Ss:
  - Seiri = Clearing Up. Remove unnecessary items from the workplace. "When in doubt, throw it out (or move it offline, or sell it to somebody who can use it)." Know how to use red tags to identify items for removal or disposal.
  - Seitori = Arranging. "A place for everything, and everything in its place." This avoids the waste involved in searching for tools, parts, and other items, and it supports single minute exchange of die (SMED).
  - Seiso = Neatness. A clean workplace makes abnormalities visible very quickly. Leaking oil or hydraulic fluid cannot hide on a clean floor.
  - Shitsuke = Discipline. Preventive maintenance, which supports ISO 9001:2015 and prevents unplanned downtime, and cleaning become routine. Rudyard Kipling described the concept as, "Mind you keep your rifle and yourself jus’ so." The concept of scheduled preventive maintenance in industry is more than 100 years old, as described by Frederick Winslow Taylor’s Shop Management (1911).
  - Seiketsu (Standardization) = Ongoing Improvement. This includes not only continual improvement and standardization of the methods involved, but also best practice deployment to related operations. This supports ISO 9001:2015’s provision for organizational knowledge.
- Safety: the 6th S. Safety is achieved through an active program of safety audits, a workplace safety committee, preventive maintenance, lockout-tagout, and "Can't rather than don't" as practiced by Henry Ford. This means that engineering controls that make accidents impossible ("Can't") are preferable to telling workers, "Don't put your hand in the machine when it is running."

Why should you Attend:

Henry Ford demonstrated that 5S-CANDO (it was then not known as such) delivers proven returns in terms of quality, productivity, and safety. The program has evolved considerably since then, and is a prerequisite for single minute exchange of die. It may even eliminate the need for more factory space because organization of the existing space allows it to be used more efficiently.

Areas Covered:
  - Clearing Up supports quality, productivity, and safety by removing clutter from the workplace. Obsolete items may be sold to release cash for productive uses. This also supports ISO 9001:2015 7.1.4, Environment for the operation of processes, with regard to the physical environment.
  - Arranging reduces waste motion (in searching for tools and parts) and facilitates SMED. SMED, in turn, facilitates small lot production rather than accumulation of inventory due to long production runs. It also, on a larger scale, promotes tool organization to minimize transportation time between operations as illustrated in a spaghetti diagram. Arranging also involves visual controls (such as tool shadowboards) that make it easy to find items, and also to notice what is missing.
  - Neatness supports quality, productivity, and safety by making abnormalities visible quickly.
  - Discipline prevents machine breakdowns (productivity) and defects (quality), and supports the equipment related aspects of ISO 9001:2015 7.1.3, Infrastructure.
  - Standardization and ongoing improvement include best practice deployment, which in turn supports ISO 9001:2015 7.1.6, Organizational Knowledge. As stated by Henry Ford, "The benefit of our experience cannot be thrown away" (Today and Tomorrow, 1926).
- Safety
- "Can't rather than don't," and engineering controls make accidents impossible.
- Lockout-tagout, an example of "can't rather than don't," originated at the Ford Motor Company.
- The safety hiyari ("scare report") empowers any employee to report a potential safety problem.
- A workplace safety committee can audit for hazards.
- Pennsylvania employers should be aware of how a qualified safety committee can reduce worker's compensation premiums by 5 percent.

Topic Background:

Many aspects of 5S originated at the Ford Motor Company during the early part of the 20th century, and delivered enormous success in terms of safety, quality, and productivity. 5S is now a prerequisite for many lean manufacturing activities, which will not work effectively without it, and it also supports quality and safety. A good 5S program will help the organization answer ISO 9001:2015 audit-related questions that begin, "How does the organization...?" and it also promotes safety, the 6th S.

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