5S: SORT – How do we do it?

- Identify the area we are SORTING
- Define the criteria for attaching Red Tags
- Allocate a holding area for all dubious items
  - This should be in the 5S area, but marked as being the “quarantine” holding area
- Take lots of “before” photos
- Prepare a Red Tag Board in the 5S area:
  - To note tags produced, actions outstanding, and a summary of the total numbers of tags
- Red Tag all items meeting the criteria (aim for 4 Tags minimum per person)
- Look everywhere - “waste” is all around the office!
- Get an “independent” person to go around and challenge the team on what they have tagged and not tagged

Red Tag Criteria

<table>
<thead>
<tr>
<th>Priority</th>
<th>Frequency of use</th>
<th>Action required</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Daily</td>
<td>Store at the workplace, where it is needed</td>
</tr>
<tr>
<td>Medium</td>
<td>Once per week, once per month</td>
<td>Store together, near the workplace</td>
</tr>
<tr>
<td>Low</td>
<td>Less than once per year</td>
<td>Throw away, or store away from the workplace</td>
</tr>
<tr>
<td></td>
<td>Unusable items</td>
<td>Throw away</td>
</tr>
</tbody>
</table>

- Evaluate the Red Tag items:
  - The team looks at the items tagged to check:
    - Have we tagged anything we definitely need?
    - Have we tagged anything that belongs to another department, section or organisation?
    - What is useless, unclear or useful?
    - Are some things useful, but on a longer time-scale?
    - How do we dispose of the items tagged that we don’t want?
    - Have we challenged what we really need and don’t need?
5S: SET-IN-ORDER – How do we do it?

- Area by area, get the team to put all the items they need in what they consider the best place
- Take photos “after” and display them to show what “good” looks like and where everything should be (the new “Standard”)
- Place items in the workplace according to their frequency of use:
  - Keep similar equipment and materials together
  - Use signs or colour-coding to indicate where things should be stored
  - Make it as easy as possible to put things back (big holes and labelled gaps!)

5S: SHINE – How do we do it?

- Decide if the work area needs a major clean-up and if so, how that can be done
- Put in a major effort over a short period of time to get the whole area up to the required standard
- Take photos of the newly cleaned area and put them up in the area to show the standard
- Agree what needs to be cleaned daily and by whom (produce a rota)
- Carry out regular cleanliness inspections

5S: STANDARDISE – How do we do it?

- Decide who is responsible for keeping each element of the first 3S up to the required standard and ensure they do it
- Integrate the 3S duties into everyone’s day to day work:
  - We should each have regular daily or weekly 3S activities as part of our job, irrespective of grade or function
- Instigate regular audits on the office’s 5S performance
- Keep applying the Seven Wastes to drive waste out of the process as this usually impacts positively on 5S

5S: SUSTAIN – How do we do it?

- Inspect before and after working
- Keep encouraging and recognising those who participate and never ignore those who slacken
- Use Information Boards to provide recognition to the team and to show visitors what has been achieved
- Keep talking about the 5S, don’t let them become a low status activity
- Use the results of 5S audits to drive continuous improvement
- Always be ready to “Red Tag”, or run further Red Tag events
- Invite “critical friends” to visit