

5 S & Visual Control





Module Objective

Introduction to
5S

Steps in
5S

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Visual Control

Introduction to
Error Proofing

5S Project
Assignment

By the end of this module, the participant should be able to:

- Understand the Purpose of 5S, Visual Control and Error Proofing
- Understand the 5S and Visual Control Concepts
- Implement 5S and Visual Control at Workplace
- The Structure needed to sustain 5S and Visual Control
- Error Proofing in 5S (Prevention)



5S & Visual Control in Lean (TPS System)

Introduction to
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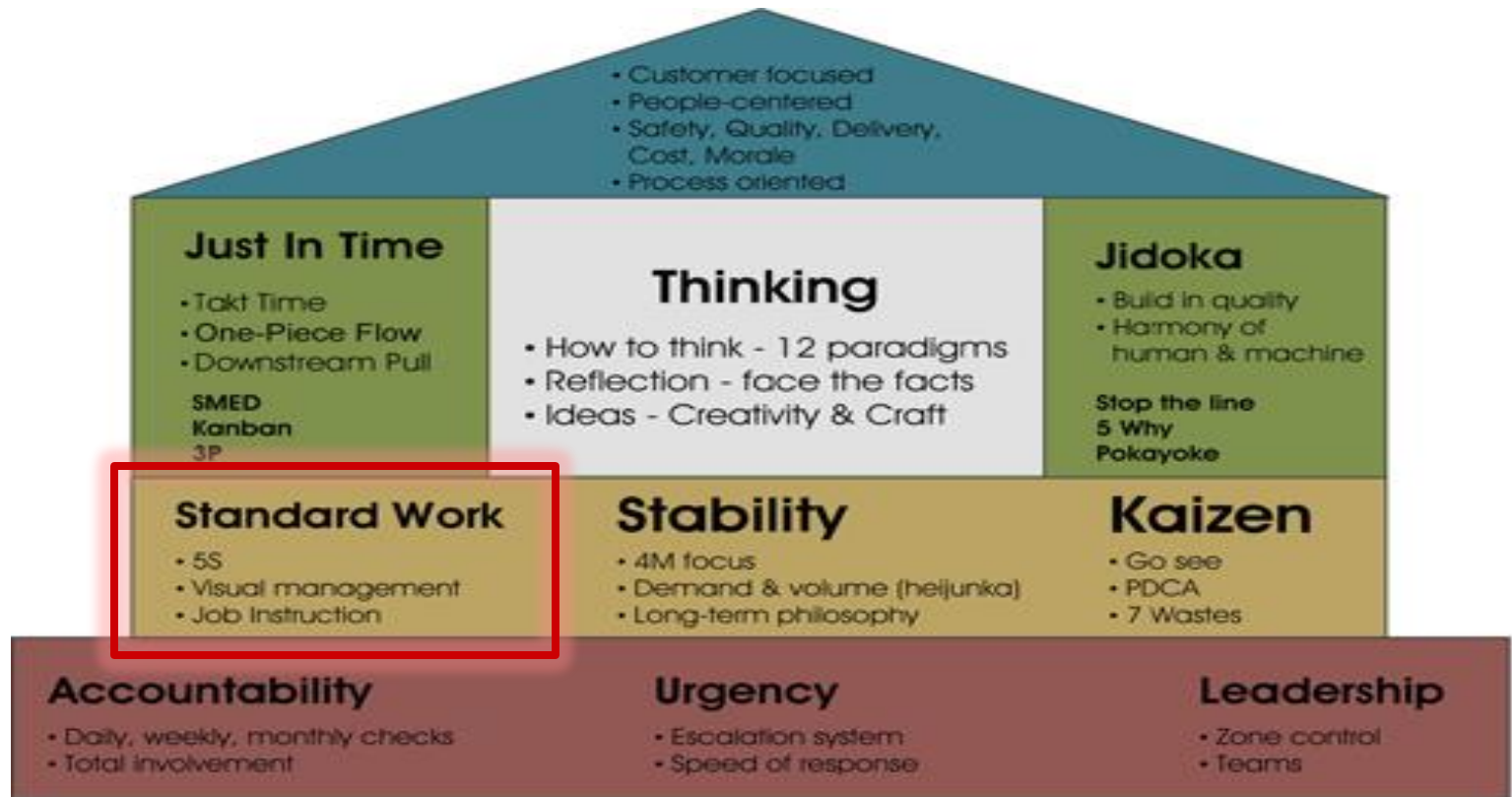
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5S and Visual Control is one of the LEAN pillars that assist in the *identification and steady elimination* of waste (*MUDA*), the improvement of Quality , Cost and Lead time.



Eye of a Customer

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**“First
impression
reflex the
Company’s
image
and
reputation”**



How Would You Feel Walking Through These Areas ?

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- As a new customer whose product is supplied from here.
- Discuss in team and share your thoughts !!!



What is 5S

Introduction to
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- A “discipline cycle” for good housekeeping to achieve **greater organize, efficiency and discipline** in the workplace. It is derived from the Japanese words **seiri, seiton, seiso, seiketsu** and **shituke** and adopted to English equivalents of sort, simplify, shine, standardize and sustain.

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Why use :

Structured way to improve the workplace condition, processes and products

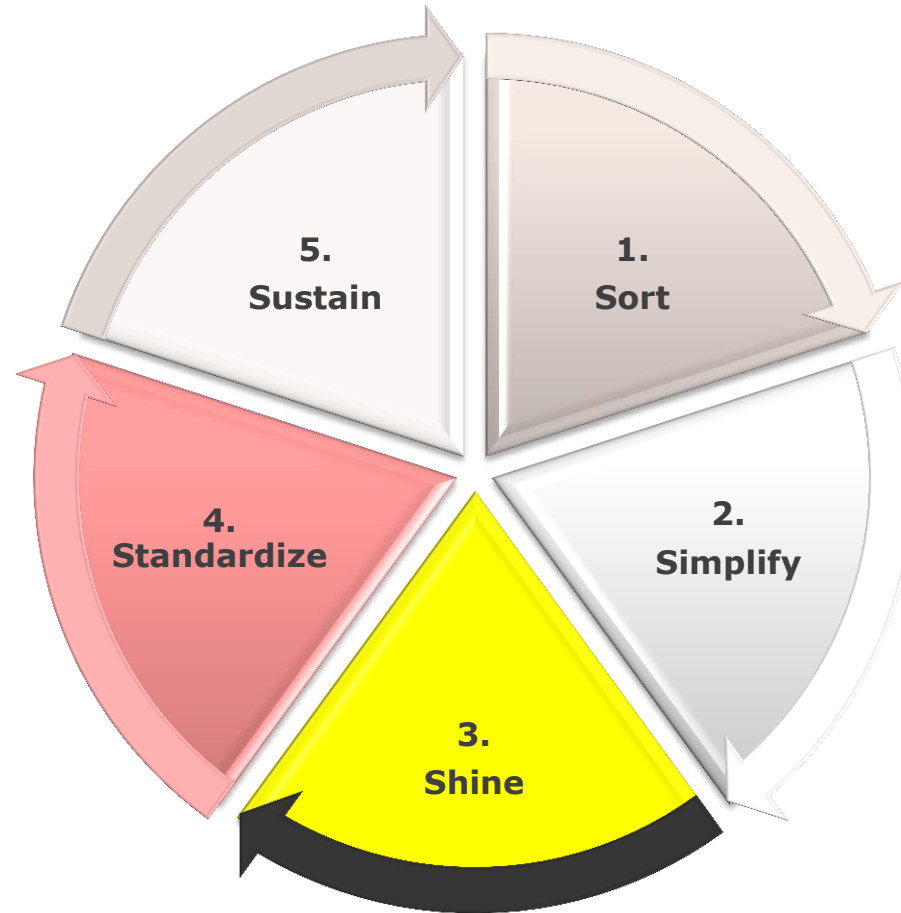
Enables anyone to distinguish between **normal and abnormal** conditions at glance

Is the foundation for continuous improvement, zero defects, cost reduction and **safety**.

Reduce the time **waste of searching** for tools, documents and information.



5S Cycle



Each step is crucial and continuous !!!



Lets Use 5S to Improve This Area

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Step 1: Sort

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1.

- Segregate between NECESSARY and the UNNECESSARY using **RED TAG**.

2.

- Discard the unnecessary

3.

- Occasionally used items are moved to more organized storage

We





Step 1: Sort

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What is Necessary to Keep?



Step 1: Sort – Red Tagging (Sample)

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RED TAG		
Category (Check appropriate Box)		Tag No : RT 00001
<input type="checkbox"/> 1. Equipment or machines <input type="checkbox"/> 2. Fixture, tools, or dies <input type="checkbox"/> 3. Measuring instruments <input type="checkbox"/> 4. Production material (raw, in-process, defective, finished, etc.) <input type="checkbox"/> 5. Non-production material (supplies, perishable tools, etc.) <input type="checkbox"/> 6. Office or administration material <input type="checkbox"/> 7. Other (specify) <input type="text"/>		
Item Name :	Qty :	
Date Item Tagged :		
Reason (Check appropriate box)		
<input type="checkbox"/> 1. Not needed ever <input type="checkbox"/> 2. Not needed soon (this month) <input type="checkbox"/> 3. Defective <input type="checkbox"/> 4. Scrap or obsolete material <input type="checkbox"/> 5. Use not known <input type="checkbox"/> 6. Out of place <input type="checkbox"/> 7. Other (specify) <input type="text"/>		
Identified By :	Area : Department :	
Disposal Method (Check appropriate Box)		
<input type="checkbox"/> 1. Move to separate storage site <input type="checkbox"/> 2. Sell as Scrap. <input type="checkbox"/> 3. Others (specify) <input type="text"/>		
Red Tag Holding Area Log-In Date	Holding Area Removal/ Disposal Date	Authorized Signature
<input type="text"/>	<input type="text"/>	<input type="text"/>
This sheet should be attached to item		



Step 2: Simplify

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1.

- Keep things in order so that they are **ready for use** when needed

2.

- Item should be located according to **frequency of use**

3.

- Set **quantity limit** and use shadow box

4.

- **Label** everything(visually organize the work place)



Office



Workshop



Chemical Store

“A Place for Everything and Everything in its Place”



Step 2: Simplify - Example(continue)

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A Place for Everything and Everything in its Place



Step 2: Simplify - Example(continue)

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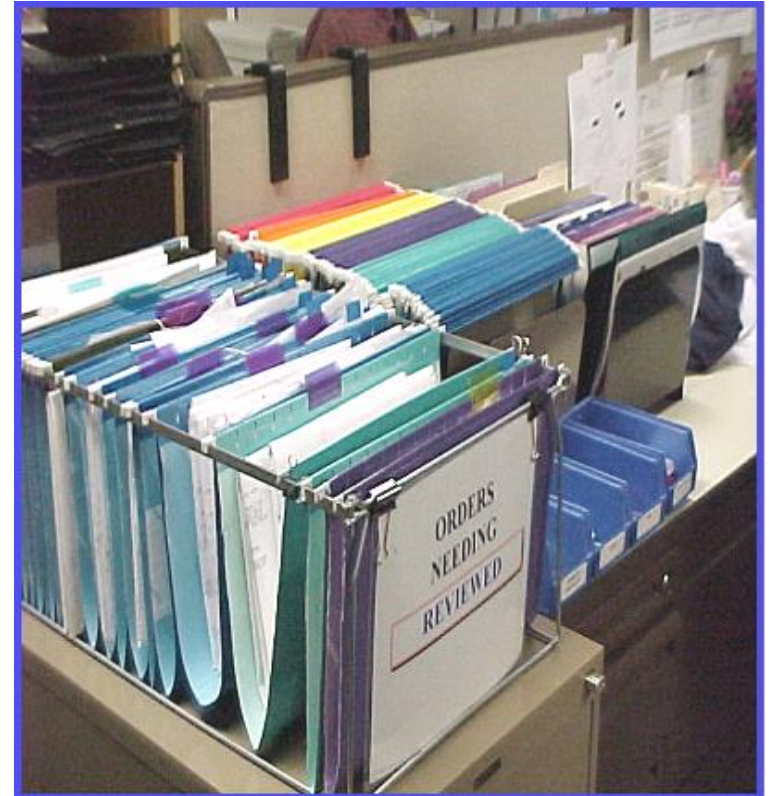
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Color Code Examples



Step 2: Simplify - Example(continue)

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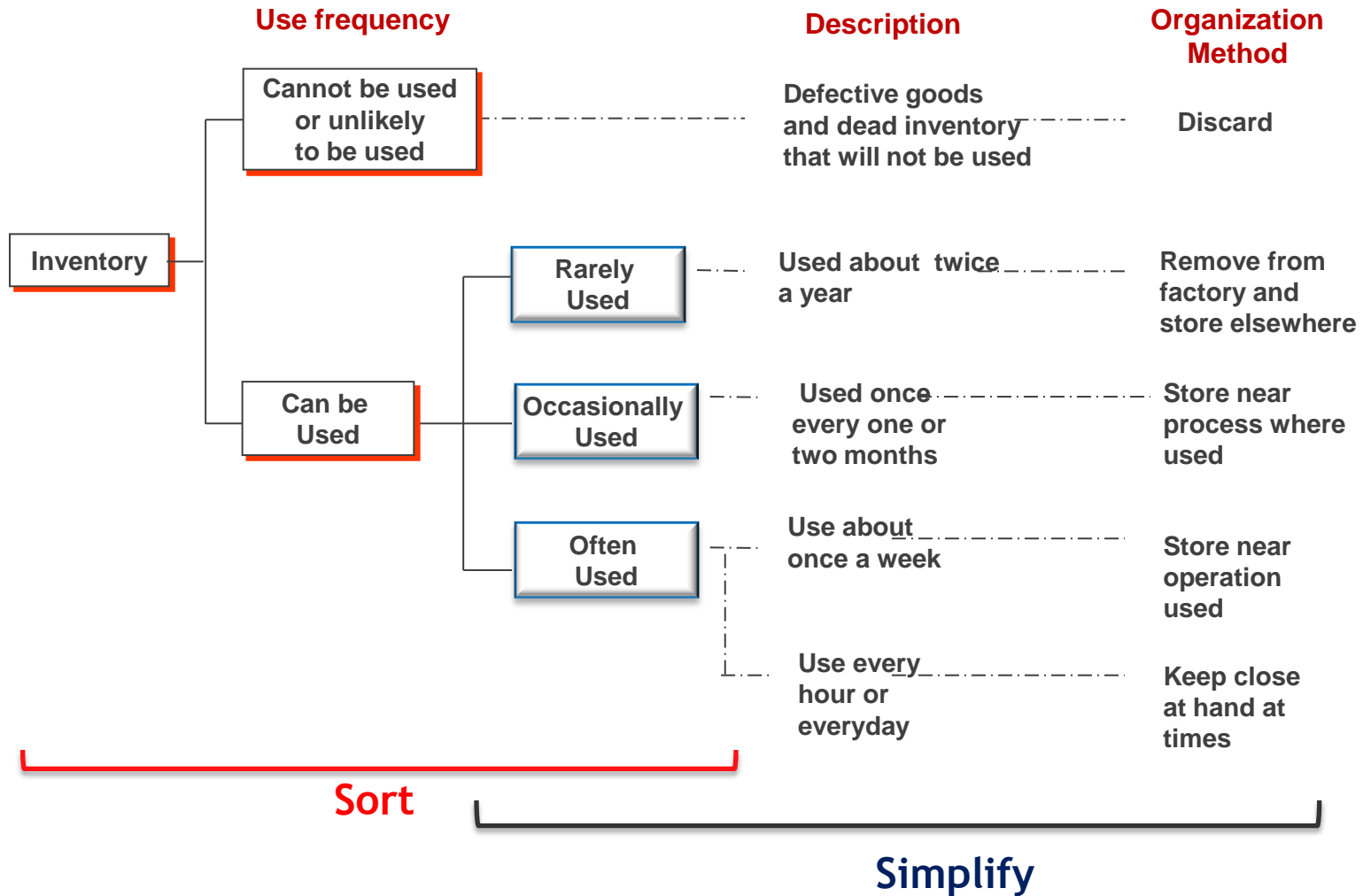


Essential Items Arranged



Step 2: Simplify – Inventory Ground Rule

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Step 3: Shine

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1.

- Make work place shine and clean

2.

- Display board are current and updated

3.

- Documents are maintained and organized

4.

- Create "Shine" schedule



A Clean Workplace Enhances Quality, Safety and Pride



5S Project Assignment

Why “Shine” Schedule is important ?



Improvements Gained After the First 3S's

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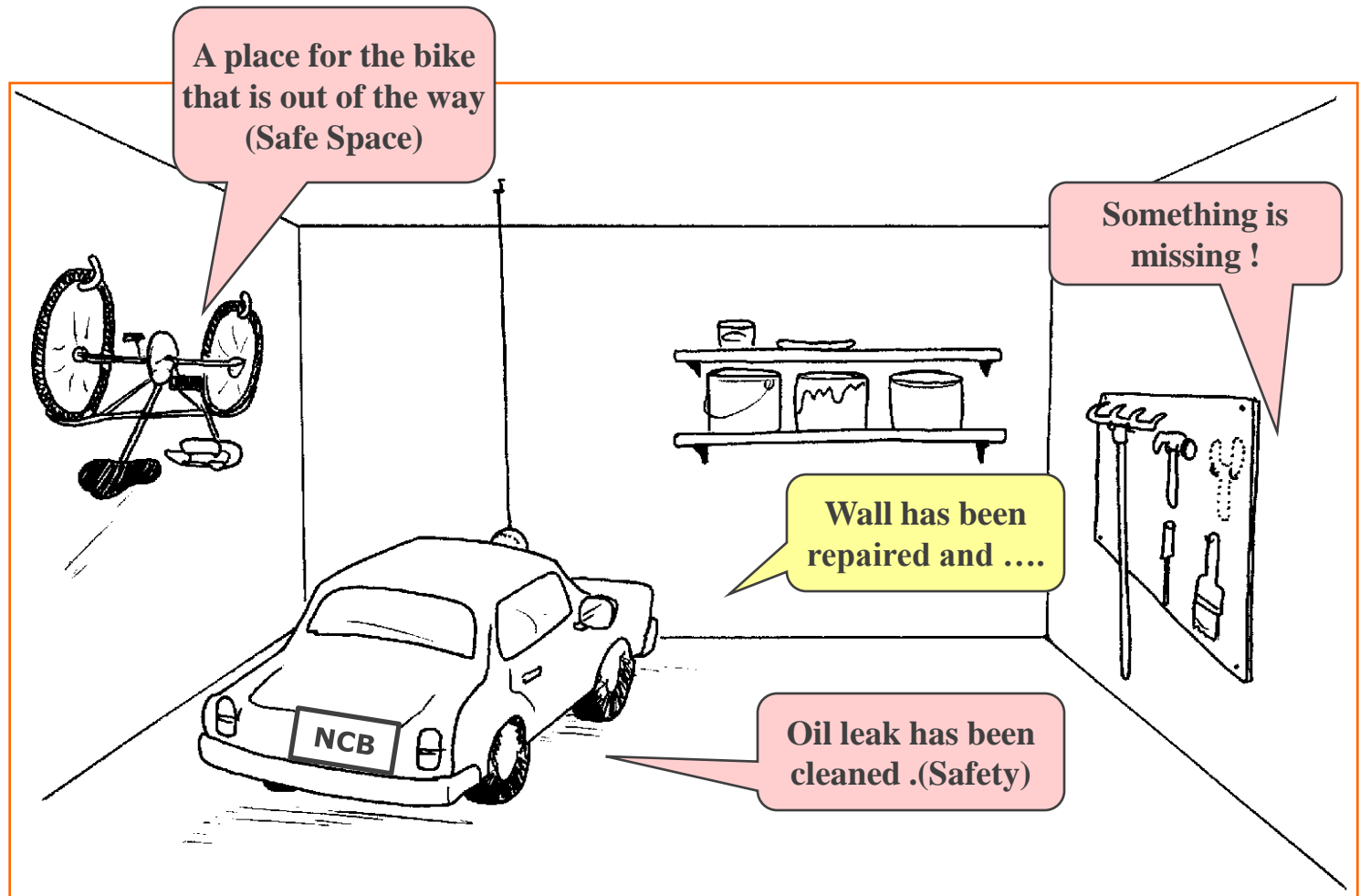
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What Else Can We Now See ?



Step 4: Standardize

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1.

- Define standard method of sort, simplify and shine

2.

- Use visual process control

3.

- Intensified the 5S activities

4.

- Create 5S agreements and share information



Ready Return !



Avoid Searching !



**Can easily see if something
is wrong !**

Abnormalities are Quickly Recognized and Eliminated



Step 4: Standardize – Create Clear Expectation

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Create a standard
photo, sop or
ground rules to be
followed..





Step 4: Standardize – Create Clear Expectation

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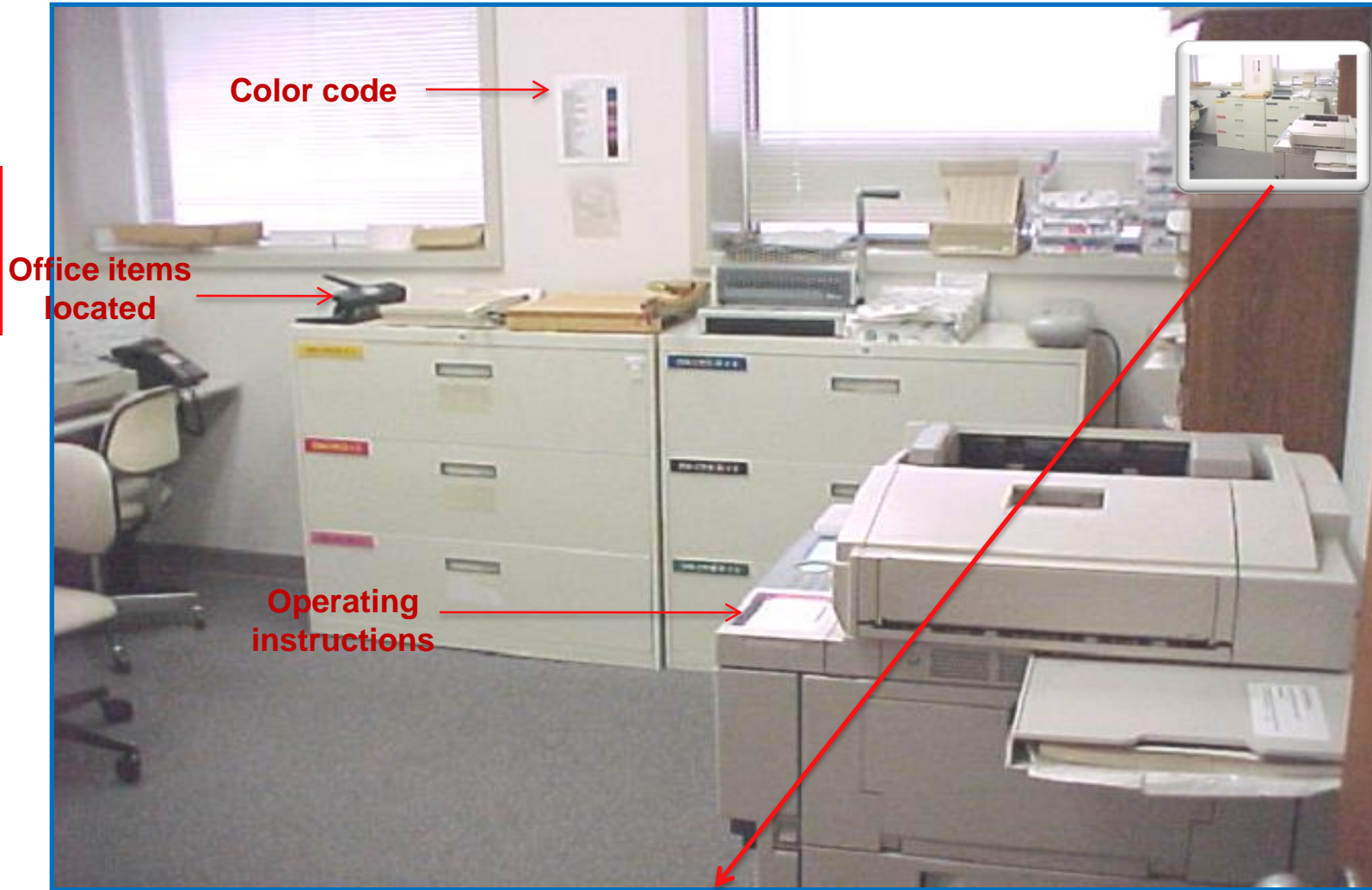
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This area should be maintained as per the photo



Step 4: Standardize – Create Clear Expectation

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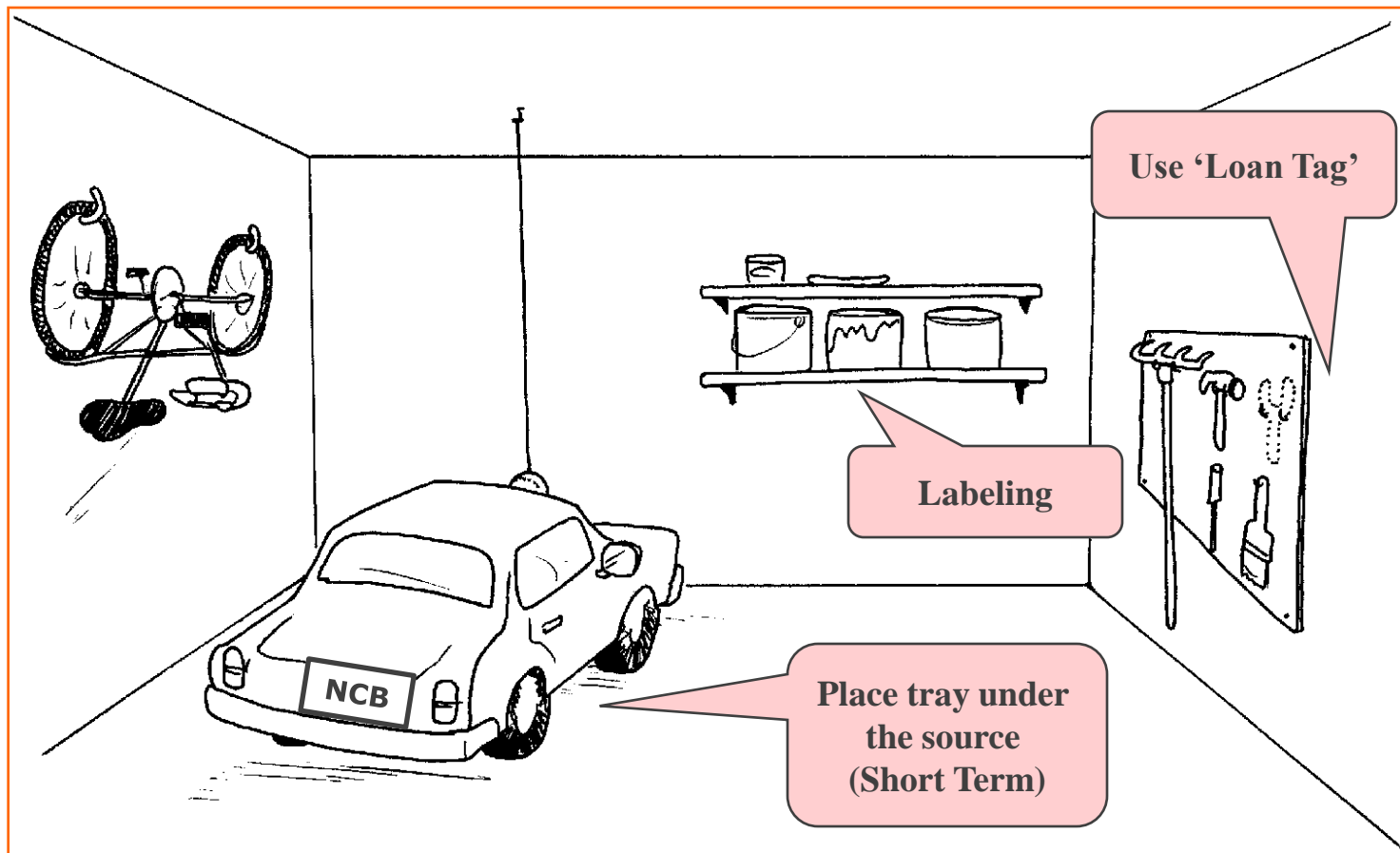
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How “Standardize” can make this garage better?



Step 5: Sustain

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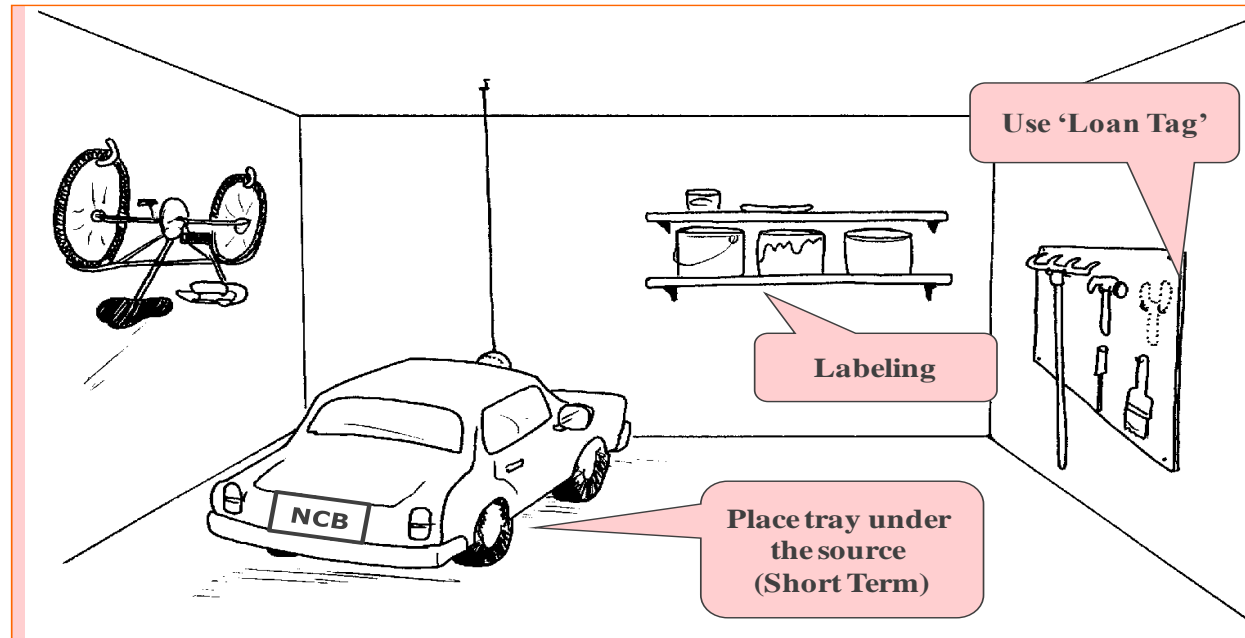
5S
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1. • Create 5S audit form and audit schedule
2. • Ensuring participation of management in reviewing
3. • Display the results and findings for corrective action
4. • Give recognition(Best 5S department....etc)



We are what we repeatedly do. Excellence then, is not an act but a habit.



Step 5: Sustain – Audit Sheet

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5S Routine Audit Form										
Audit Date: _____				Area Audited: _____						
Auditor(s): _____				Area Rep(s): _____						
Scoring Legend	Green	Yellow	Red	# of Problems	If item is not applicable to the area, score N/A and do not include in the final total	5	3-4	2	1	0
	>=70%	50%-69%	<=49%	Score		1	2	3	4	5
Category	Item				N/A					
SORT	Distinguish between what is needed and not needed									
	Are unneeded equipment, tools, furniture, etc. present in the area?									
	Are any Red Tagged items more than 3 weeks old?									
	Are personal belongings properly stored?									
SIMPLIFY	A place for everything and everything in its place									
	Are aisle/walk ways and workstations clearly marked and identified?									
	Are jigs, fixtures, tools, equipment, & inventory properly identified and in their correct locations?									
	Are items put away after use?									
SYSTEMATIC CLEANING	Are there max. and min. indicators for supplies?									
	Cleaning and looking for ways to keep the workplace clean/organized									
	Are cleaning materials easily accessible?									
	Are equipment and work station kept clean and free of oil, grease and debris?									
STANDARDIZE	Are designated walkways/stairs free of dirt, oil, grease and dust?									
	Are lines, labels and signs clean and unbroken?									
	Maintain and monitor the first three categories									
	Are display boards used, organized, current and tidy?									
SUSTAIN	Are employees dressed appropriately and prepared?									
	Have specific cleaning tasks been assigned?									
	Are trash bins and scrap/recycle containers emptied on a regular basis?									
	Stick to the rules									
SUSTAIN	Is the 5S program discussed at Key Indicator/Crew Meetings?									
	Are the tools in place to sustain the 5S program?									
	Overall, is the area maintaining 5S rules and disciplines?									
TOTAL					/					
% SCORE					%					



Step 5: Sustain – Audit Result Example

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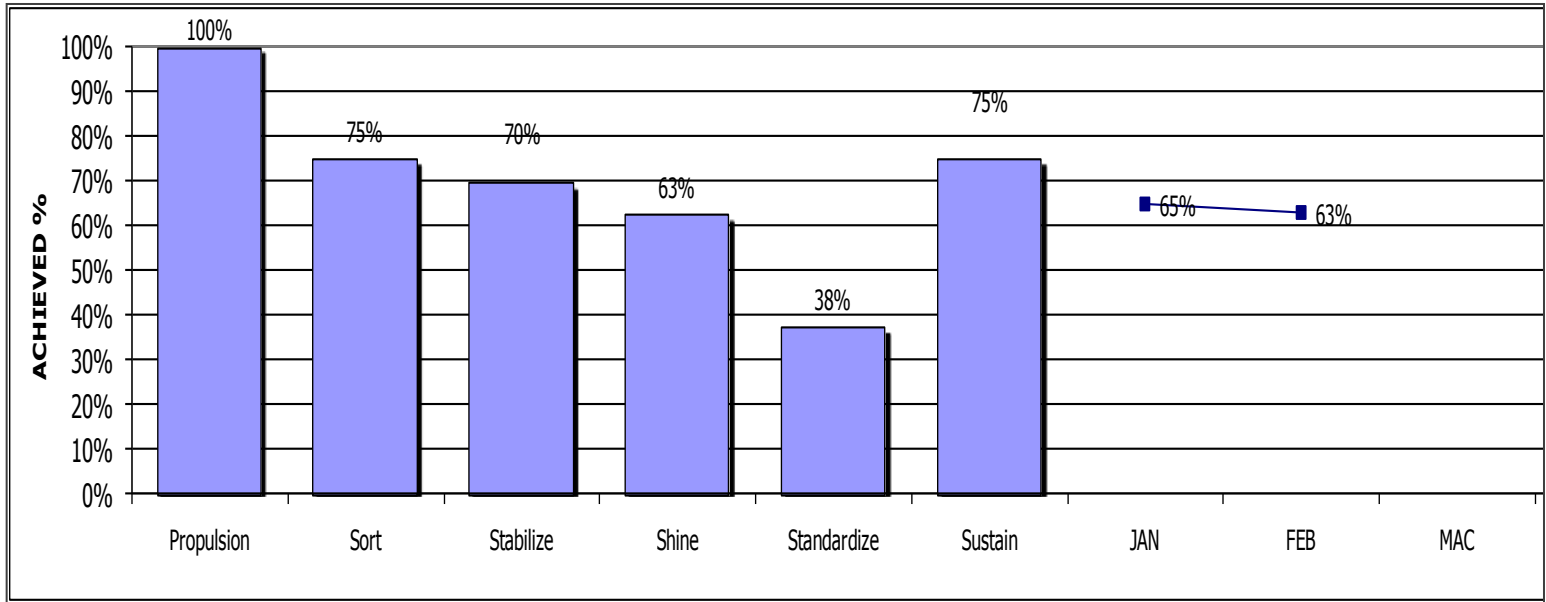
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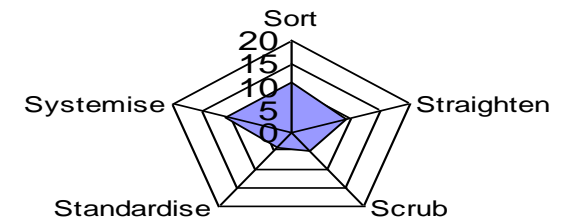
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AREA : International Payment Swift
AUDITED BY : Ravichanthar Subramanian
DATE : 10/8/2007

5S Radar Score



Tahap Pencapaian 5S

LEVEL 5 <i>Peningkatan Berterusan</i>	Kawasan yang memiliki masalah kebersihan dikenalpasti dan langkah pencegahan diambil	Barang-barang yang diperlukan boleh didapati dengan mudah dan dalam masa 30 saat.	Masalah yang berpotensi dikenalpasti dan langkah pencegahan didokumenkan.	Langkah berkesan untuk penyusunan kawasan dikongsi bersama dan digunakan.	Punca masalah dihapuskan dan langkah peningkatan dilaksanakan bersama dengan pencegahan.
LEVEL 4 <i>Fokus terhadap kebolehpakaian</i>	Jadual pembersihan dan tanggungjawab pekerja didokumenkan dan dipatuhi	Barang-barang yang diperlukan disusun secara minima berdasar kepada kekerapan penggunaannya.	Pembersihan tempat kerja dan pemeriksaan dibuat secara harian.	Langkah yang berkesan untuk penyusunan kawasan digunakan.	Punca dan kekerapan masalah direkodkan dan langkah pencegahan diambil.
LEVEL 3 <i>Kesan yang Tampak</i>	Pembersihan awal dilaksanakan dan punca kekotoran dikenalpasti dan diperbaiki.	Barang-barang yang diperlukan disenaraikan dan disusun di tempat khas dan dilabelkan.	Penunjuk dan papan tanda diletakkan dan ditandakan untuk kawasan bekerja	Barang-barang yang dikehendaki dilabel dan pengawalannya didokumenkan.	Amalan 5S dijalankan secara rutin secara berkumpulan.
LEVEL 2 <i>Fokus terhadap Asas</i>	Barang-barang yang penting dan tidak penting dikenalpasti dan yang tidak diperlukan dibuang.	Barang-barang yang diperlukan disimpan dengan selamat dan disusun dengan teratur.	Kawasan yang penting ditandakan untuk pemeriksaan.	Penyusunan kawasan dan tempat kerja didokumenkan dan dikawal.	Langkah awal 5 S telah dilaksanakan dan ditampal di tempat kerja.
LEVEL 1 <i>Baru permulaan.</i>	Barang-barang yang dipakai dan tidak dipakai berselerak di seluruh tempat kerja.	Barang-barang di letakkan merata-rata di kawasan kerja.	Barang-barang penting yang telah diperiksa tidak dikenalpasti dan ditanda.	Penyusunan kawasan kerja tidak selalu dipatuhi dan tidak direkodkan.	Pemeriksaan tempat kerja dibuat secara rawak dan tiada langkah pengawalan.
	Sisih	Susun	Sapu	Seragam	Sentiasa amal



Step 5: Sustain – 5S Goal Time Frame

5-S Levels Of Achievement

LEVEL 5 <i>Continuous Improvement</i>	Cleanliness problem areas are identified and mess prevention actions are in place.	Needed items can be retrieved in 30 seconds with minimum steps.	Potential problems are identified and countermeasures documented.	Proven methods for area arrangement and practices are shared and used.	Root causes are eliminated and improvement actions include prevention.
LEVEL 4 <i>Focus On Reliability</i>	Cleaning schedules and responsibilities are documented and followed.	Minimal needed items arranged in manner based on retrieval frequency.	Work area cleaning, inspection, and supply restocking done daily.	Proven methods for area arrangement and practices are used in the area.	Sources, frequency of problems are noted w/ root cause & corrective action.
LEVEL 3 <i>Make It Visual</i>	Initial cleaning is done and mess sources are known and corrected.	Needed items are outlined, dedicated locations are labeled in planned quantities.	Visual controls and indicators are set and marked for work area.	Agreements on labeling, quantities, and controls are documented.	Work group is routinely checking area to maintain 5-S agreements.
LEVEL 2 <i>Focus On Basics</i>	Necessary and unnecessary items are identified; those not needed are gone.	Needed items are safely stored and organized according to usage frequency.	Key area items are marked to check and required level of performance noted.	Work group has documented area arrangement and controls.	Initial 5-S level is established and is posted in the area.
LEVEL 1 <i>Just Beginning</i>	Needed and not needed items are mixed throughout the area.	Items are randomly placed throughout the workplace.	Key area items checked are not identified and are unmarked.	Work area methods are not always followed and are not documented.	Work area checks are randomly done and there is no 5-S measurement.
	<i>Sorting</i>	<i>Simplifying</i>	<i>System Clean</i>	<i>Standardize</i>	<i>Sustaining</i>

Do assessment, where are you now ?



Step 5: Sustain – 5S Board

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Establish and Visualize 5S Team, Responsibility and Results



5S at Estate

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Location: Bukit Rajah Estate – Jalan Acob Div.

Process Description : Structure loose fruits loading at the platform.

Problem Description : Slow down of loose fruits loading at the platform

Key Improvement : Structural and speed up the loose fruits loading at the platform and dispatch on time.

Before



Loose fruits dumped on the ground.

After



Loose fruits dumped on the open bag. Speed up loading work.



5S at Estate

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Assignment

Location: Bk Kerayong Est.

Process Description :Field maintenance

Problem Description :Narrow spray circle (6 feet radius)

Key Improvement :Wider spray circle (6 feet radius) as per ARM this will improve Loose Fruits visibility in Inner Circle

Before



Narrow spray circle (< 6 feet radius)

After



Wider spray circle (6 feet radius)



5S at Mill

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Location: Kerdau POM

Process Description : Walk way below the press station.

Problem Description : Sludge leakage

Key Improvement : Repair leakage, clean the walk way and establish 5S schedule.

Before



Sludge leakage of oil, water and fiber.

After



Cleaned walk way.



5S at Office

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Location: Office

Process Description : Improve office walk way

Problem Description : Obstacles along the walk way might cause an accident.

Key Improvement : Improve office walk way.

Before



Obstacles along the walk way..

After



Walk way free from any obstacle.



5S at Storage Area

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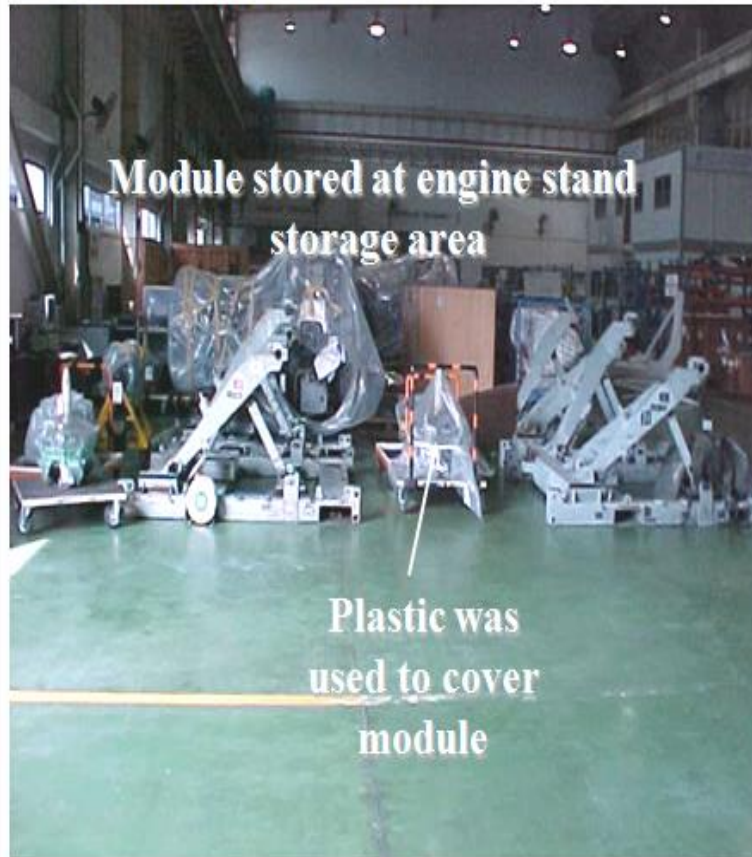
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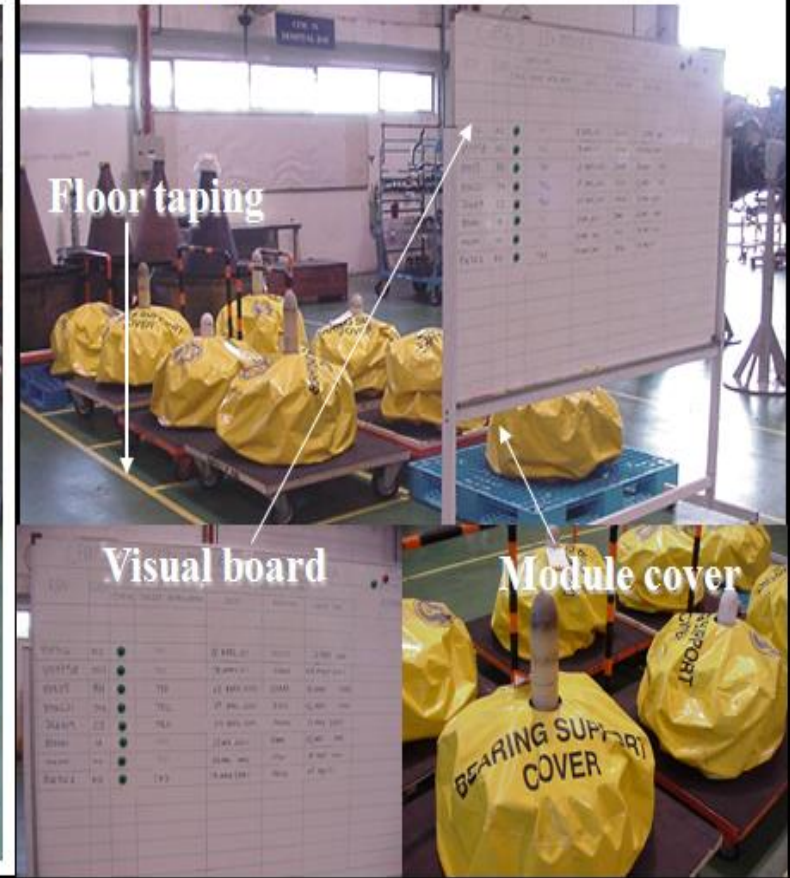
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Before Improvement



After Improvement





5S in Tool Box

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Before Improvement



After Improvement





This Offices Need a 5S!!

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An office or a store?



Is this a safe environment ?



Where does this person work ?



Stationary cupboard or dump ?



Workstation or "Storage" station ?

STEP	SUPER 5S PROGRAMS	PHASE	PENETRATION AND ADVANCEMENT												MAINTENANCE AND UPGRADING																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
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1	<u>Preparations</u> * Understanding philosophy and benefits 5S by CEO * CEO's visit to Super 5S model companies * CEO's commitment to Super 5S implementation * Organize Super 5S Working Committee * Appoint Super 5S facilitators * Train Super 5S facilitators and practitioners		→																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															</

5S Deployment

First 3S in 4month

5S TOOL BOX

Promotion Tools

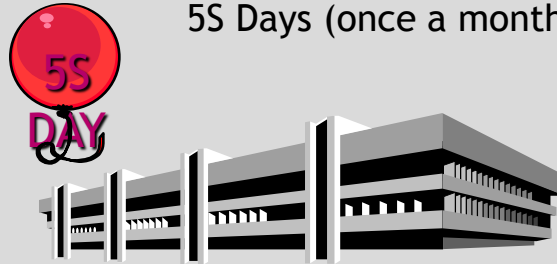
5S Newsletters

What is Seiton?

Seiton is arranging necessary items in good order so they can easily be selected for use

Implementation Tools

5S Days (once a month)

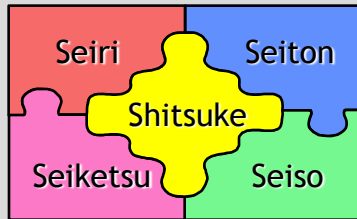


Evaluation Tools

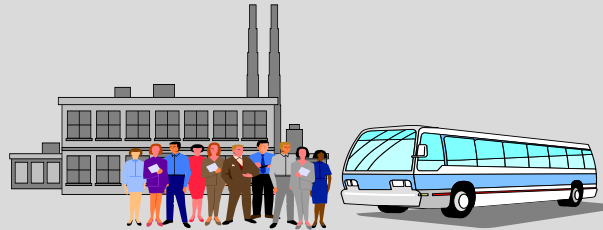
5S Guidance Stickers



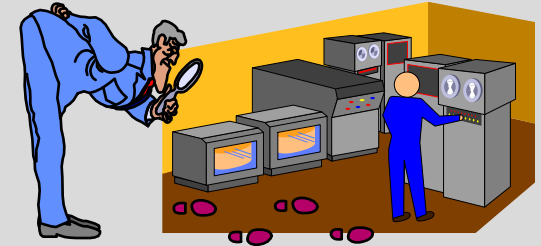
5S Posters



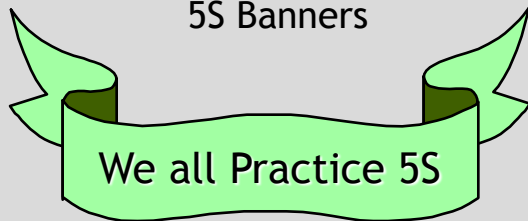
5S Study Tours



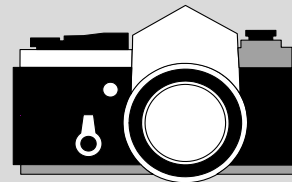
CEO's Inspection Tours



5S Banners



Photographing for Improvement



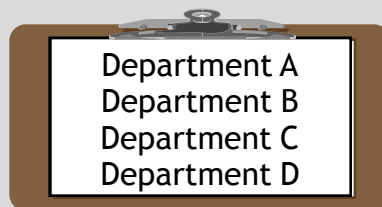
5S Checklists



5S Badges



5S Inter-Department Competition



Congratulations!





Communication Effectiveness

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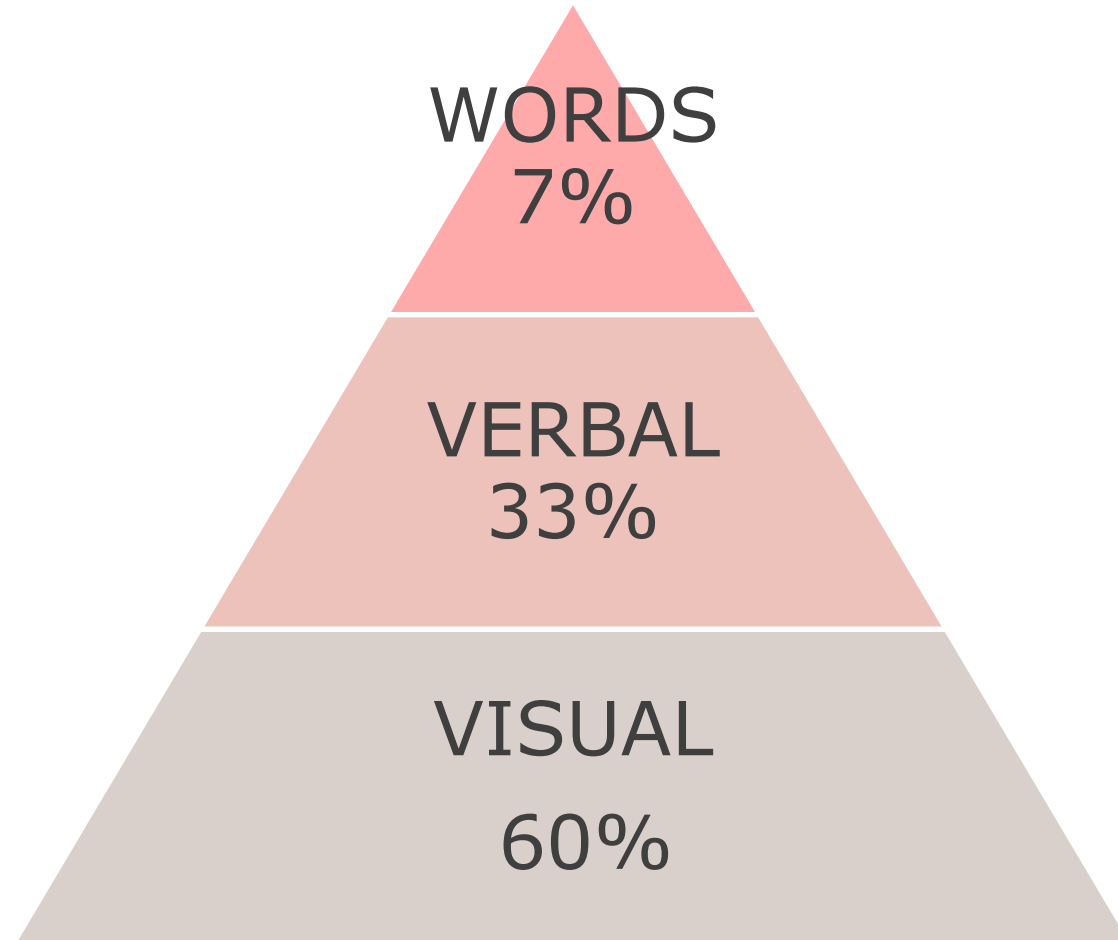
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Visual is the Most Effective Way of Communication



What is Visual Control

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- *“Is a method which visual tools are use to enable us to understand the status of a an area in 5 minutes or less by simple observation without use of computers or speaking to anyone.”*

Why use :

Enables anyone to distinguish between normal and abnormal conditions at glance

Process status / standards is easily understood and quickly communicated

Reduce the time waste of searching for information

To control and simplify work processes



What is Visual Control (continue)

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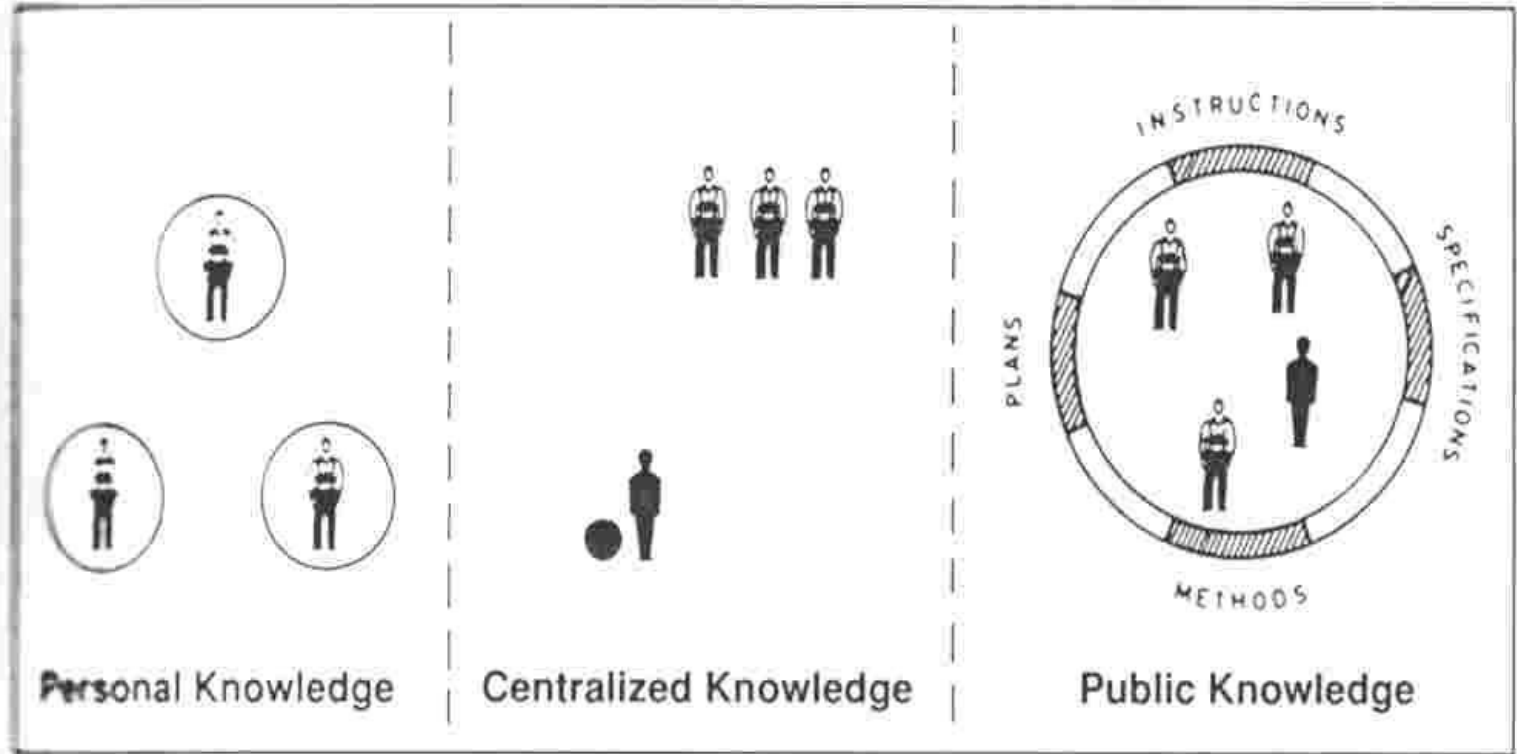
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Visual Control Means Sharing Information

From Michel Greif - The Visual Factory



No Visual Control



Visual Control



What is Visual Control (continue)

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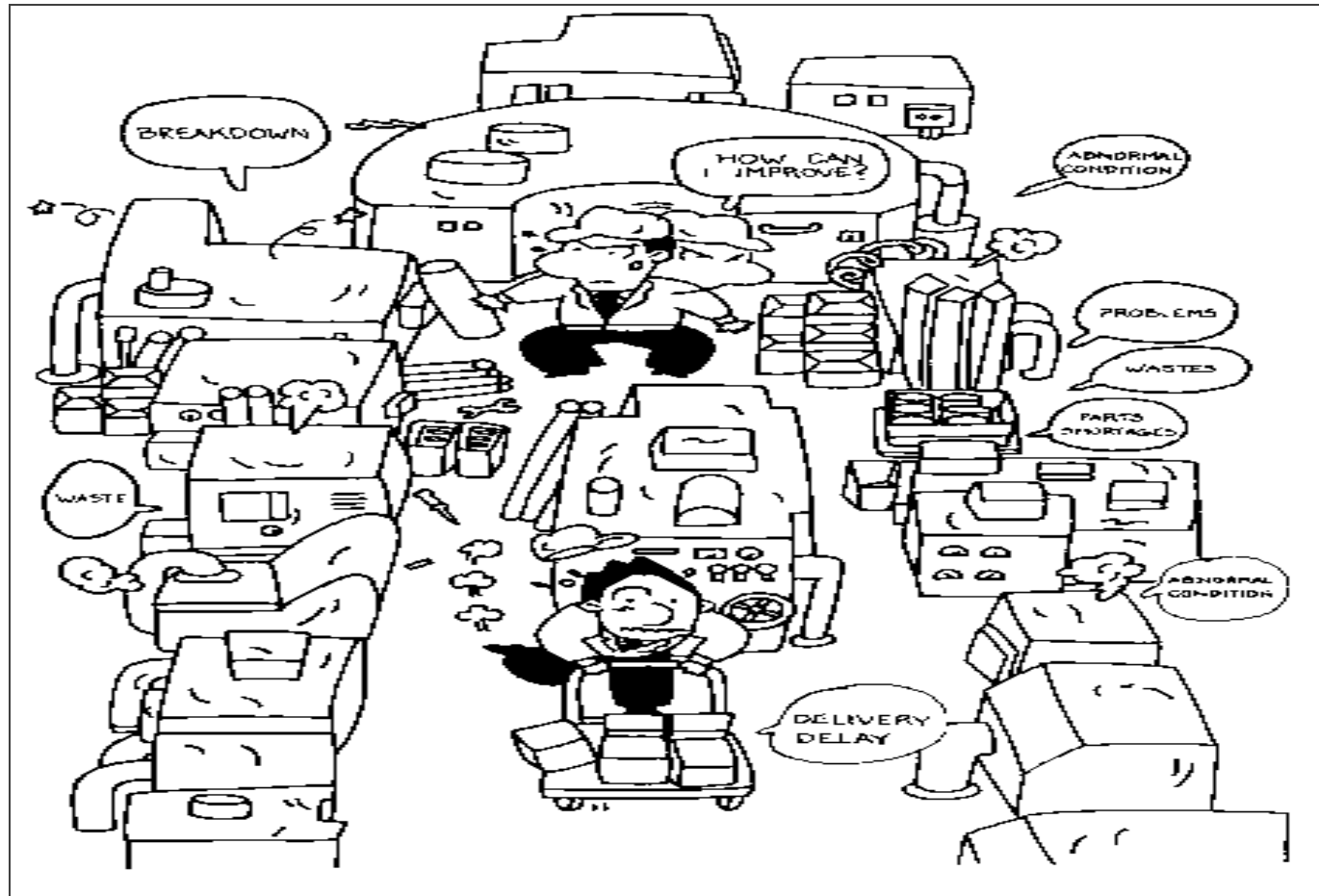
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Many Critical Information Might be miss without Visual Control



What is Visual Control (continue)

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What Visual Controls Do:

- ✓ show how to do the job
- ✓ show how things are used
- ✓ show where things are stored
- ✓ control inventory levels
- ✓ show performance status
- ✓ indicate when people need help
- ✓ identify hazardous areas
- ✓ mistake-proof the operation

A Visible Method of Communication



Exercise # 1

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Verbal vs Visual



Types of Visual Control

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- **Signs/Labels:** Show Where Tools, Inventory, ect. Must Go
- **White Demarcators:** Tape or Paint Marks Off Pathways, Inventory Locations, etc.
- **Red Lines/Floor Marks:** Show Where Inventory Should Be Stocked to (No Higher) - Sometimes Written on Storage Area
- **Andons:** When Abnormalities Occur, Mounted Andons (Alarm Lamps) Will Alert Supervisors to the Problem Immediately
- **Production Boards:** Show Required & Actual Outputs for an Area
- **Standardized Work Chart:** Easy-to-Read Graphical Representation of Process Layouts, Work Procedures.
- **Defective Item Displays:** Shows Number of Defective Items & Types of Defects (i.e., Checksheets, Pareto Charts, etc.)



Developing Visual Control

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1. Ownership of Visual Control board/signage/display
2. “What to improve” ? - Discuss with team! Team must perceive Visual Control as a need, as a tool.
3. Set realistic and precise target to be put on Visual Control

4. Choose simple method

Reference lines - Red = Target, Blue = Actual

Symbols - Sun = Off target, Star = Achieve target

Colors - yellow = Off target, Green = On target

5. Do it! “Think BIG, start SMALL”

Do not seek perfection too quickly Team members participate & give feedback

6. Use it ! It should trigger ACTION.

Place it in “public places”, along common walking path. Use for meetings and daily hand-over to highlight issues



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VISUAL FACTORY COLOUR CODE



WALKWAYS



WORKSTATION



BINS / CLEANING STATION



KANBANS



N.S.M.R. AREA



W.I.P.



HAZARD



GENERAL ITEMS LOCATION

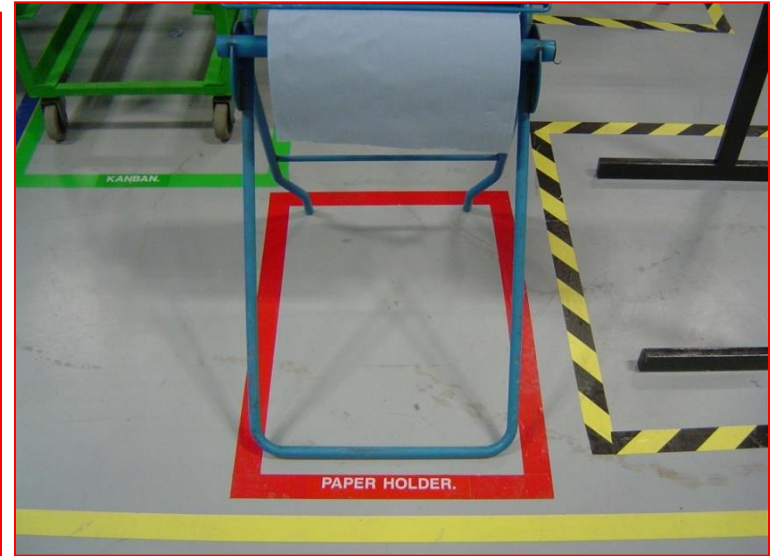


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Example : Visual on Process Flow

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Example : Visual on SOP

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5S Project Assignment

Period	PLANNED	ACTUAL
1	128	128
2	192	192
3	256	256
4	320	320
5	384	512
6	448	576
7	512	640
8	576	704
9	640	768
10	704	832
11	768	896
12	832	960
13	896	1024
14	960	1088
15	1024	1152
16	1088	1216
17	1152	1280
18	1216	1344
19	1280	1408
20	1344	1472
21	1408	1536
22	1472	1600
23	1536	1664

Output Charts



Example : Visual on TPM Schedule

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Example : Visual on Team Performance

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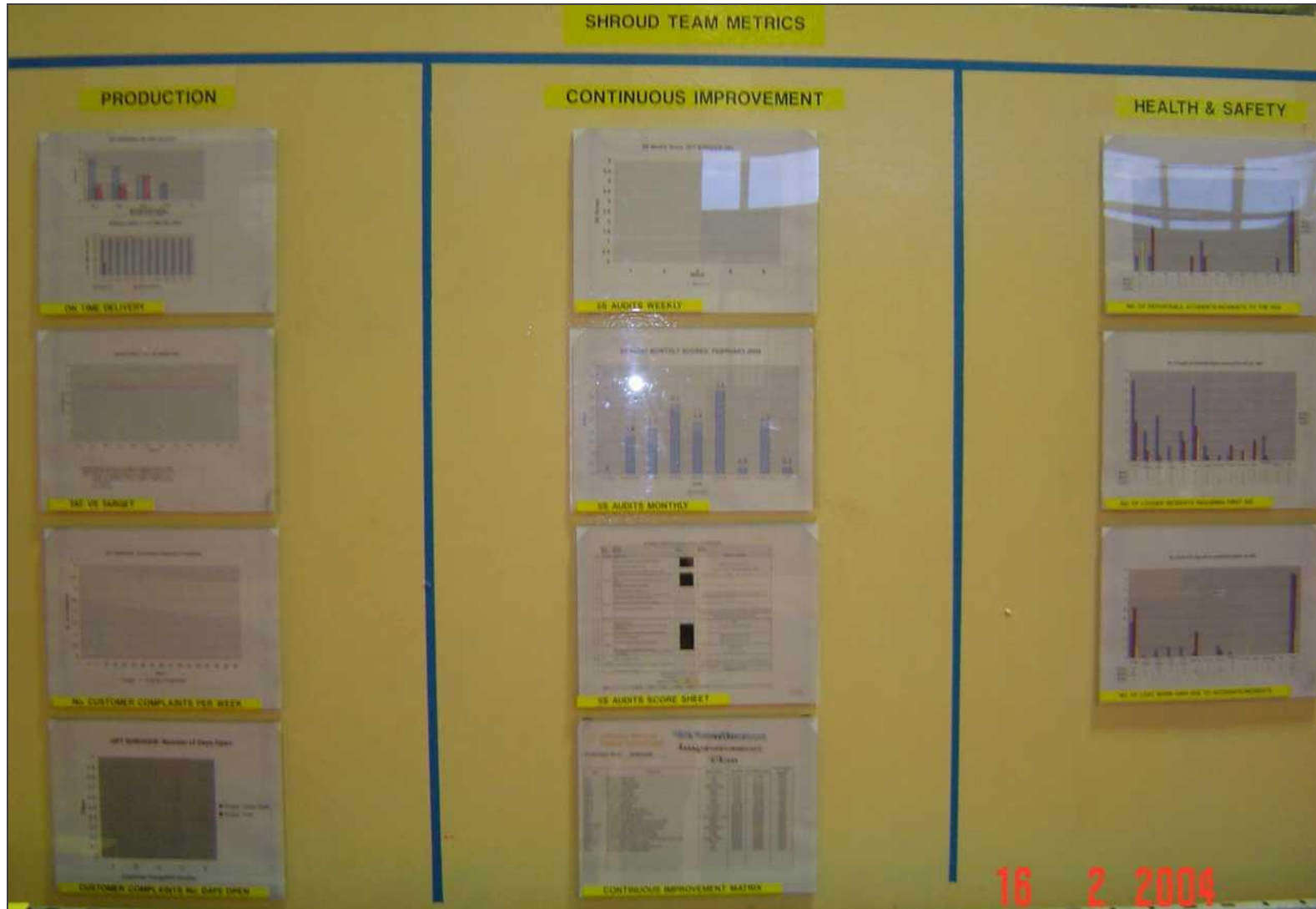
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Example : Visual on Safety Equipment

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Example : Visual on Quality Control

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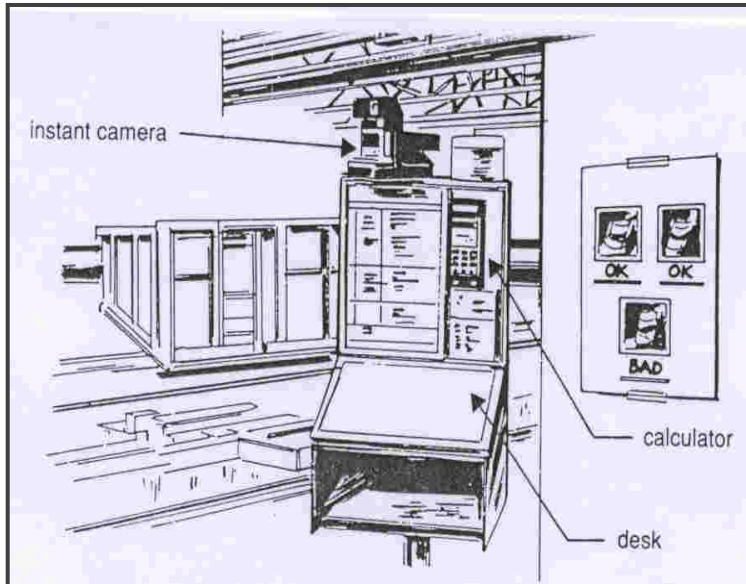
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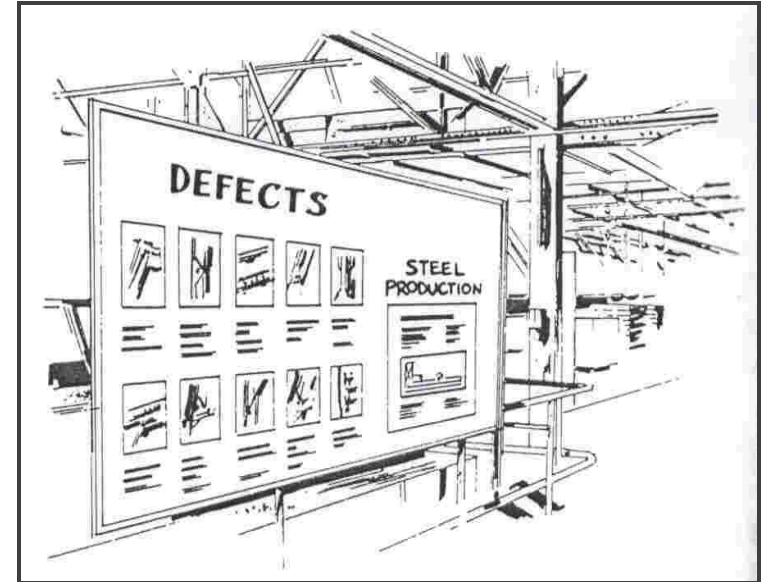
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Visual Inspection Reference -
Define standards visually
- Illustrates abnormalities



Visual Process Flow
- shows major defects

*From Michel Greif -
The Visual Factory*



Example : Visual on Inventory

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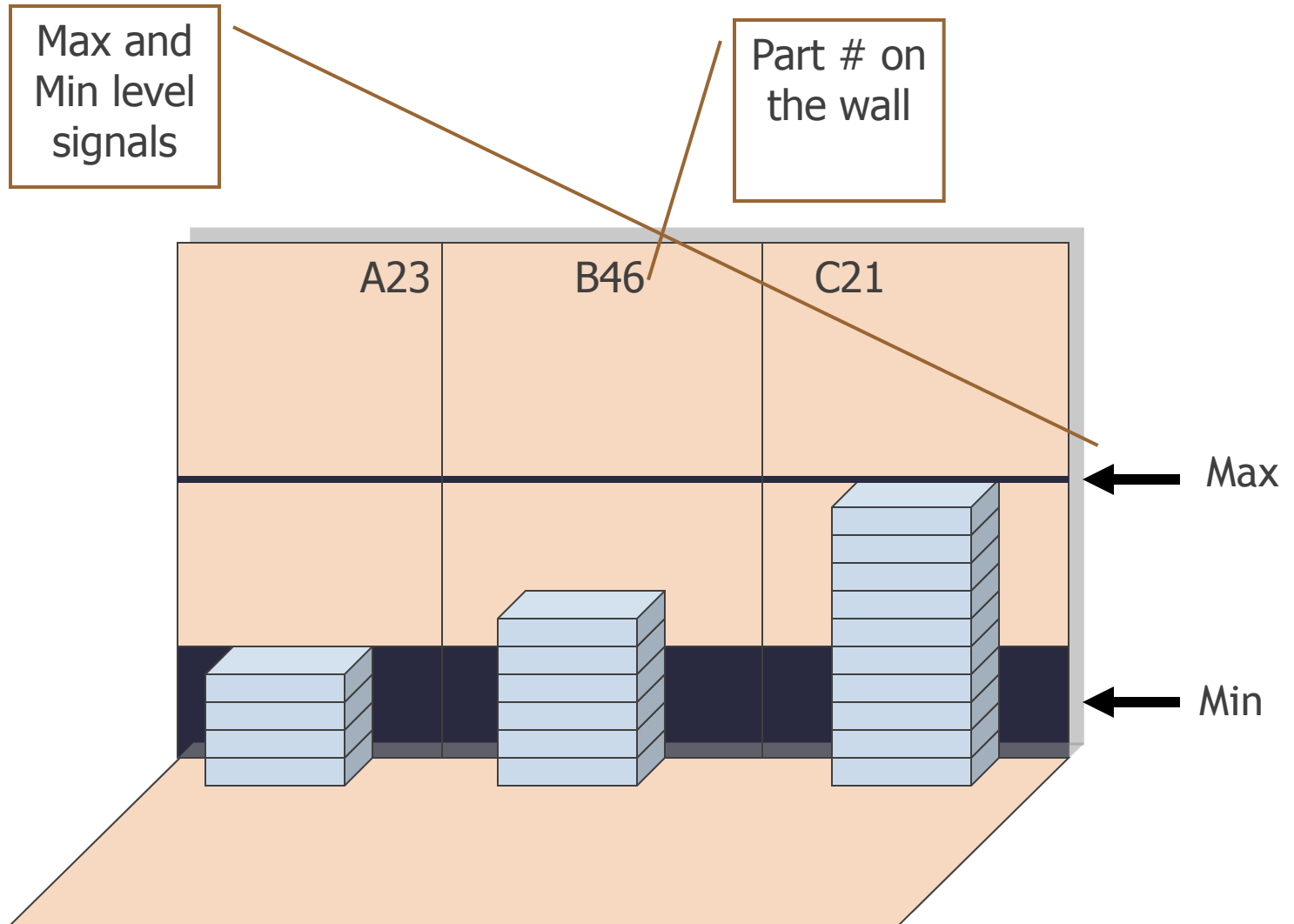
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Summary

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By the end of this module, the participant are now able to:

- Understand the Purpose of 5S and Visual Control
- Understand the 5S and Visual Control Concepts
- Implement 5S and Visual Control at Workplace
- The Structure needed to sustain 5S and Visual Control

5S Work-Out at KKS KEMPAS Workshop

	Day 1	Day 2	Day 3
AM	<ul style="list-style-type: none"> • Opening by the host • 5S Awareness training • Steering & working committee setup. 	<ul style="list-style-type: none"> • Briefing for Sort activity • Start Sorting activity 	<ul style="list-style-type: none"> • Continue Shine activity • Standardize activity • Develop Cleaning schedule & 5S corner
	Lunch	Lunch	Lunch
PM	<ul style="list-style-type: none"> • Workout preparation meeting (people, tools....etc) • Current situation (Before photos) 	<ul style="list-style-type: none"> • Set in Order(Simplify) • Shine activity 	<ul style="list-style-type: none"> • Handover meeting

Workout Preparation

- Form team – Team Leader and members
Tubuhkan satu pasukan- Ketua Pasukan dan Ahli2
- Assistant to mirror the Facilitator.
Assistant mengikut langkah fasilitator
- Area Layout – Divide into zone.
Kawasan workshop dibahagi mengikut zon
- Cleaning tools.(next slide)
Alatan pembersihan
- Transport equipment – move heavy items
Alat pengangkutan untuk menggerakkan barangan berat
- Briefing / Rest area – for briefing the 3S steps.
Tempat rehat dan taklimat – untuk taklimat langkah-langkah 3S.
- Break time and area. (AM, PM, Lunch...etc).
Masa dan tempat rehat. (AM, PM, makan tengahari...dll).

Tools required:

Alatan yang diperlukan

- All the necessary cleaning equipment/tools
Alatan pembersihan yang diperlukan.
- Marking accessories; labelizer, alphabet stencil
Aksesori penanda, labelizer, stensil huruf.
- Gloves, paint, paint roller, scrapper
Sarung tangan, cat , roller cat, scrapper.
- Flipcharts
Flipcharts
- Paints: red, blue, yellow and black
Cat: merah, biru, kuning dan hitam
- Notice Board(4 x 6 feet) – 5S corner
Papan notis (4x6 kaki) – sudut 5S



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T H A N K
Y O U