A large number of our Operational Excellence improvement ideas revolved around our own work environment, and many of these were able to be addressed through the 5S methodology. During the week of November 28, 2016 every area within Facilities Services participated in implementing rapid 5S Kaizens. The transformation was fast and impressive. All FS areas, including each of the other shops, stores, projects, and administration also organized their own 5S Kaizen events.

It didn’t take long for these improvements to become highly visible. And, along the way, we had some fun!

It is not enough to do your best; you must know what to do, and then do your best.

DR. W. EDWARDS DEMING
What is 5S?
A Key Lean Improvement Tool...

5S is a structured process used by work teams to systematically organize their work environment and improve workplace productivity, safety and efficiency on an ongoing basis.

The benefits of using a 5S program at Facility Services include:

**Increased Productivity** - The complete removal of unnecessary items along with efficient workplace maximization is sufficient to help develop improved productivity with minimal wastage of time. Less time spent searching through unnecessary items means more time spent working.

**Improved Safety** - Following methodical procedures of cleaning, limits the possibility of unfortunate mishaps. Also, the reduction in unnecessary travel through the workspace environment further minimizes the risk of sustaining injuries by limiting exposure to hazardous situations elsewhere in the facility.

**Reduction in Waste** - A clear and organized workplace with proper labeling provides workers the flexibility to replace damaged items in the designated places, thereby minimizing the total number of misplaced and lost tools and equipment.

**Worker Commitment** - 5S emphasizes on worker participation by streamlining their work and allowing them to provide inputs to make productive changes in the overall design of the workplace and also to carry out its maintenance tasks.

Other benefits: Promotes self-discipline; Achieves a clean and well-organized work environment; Makes your job(s) easier; Promotes teamwork and pride; Impresses customers and potential customers; and Increases process know-how.
EXAMPLES OF 5S KAIZEN RESULTS

the BEFORE...and the AFTER

The results were impressive. Thank you to the trades and staff that were able to participate.
THE STEPS TO 5S
Achieving great things one step at a time...and it all starts with you!

1. **SORT**: Reduce work station clutter. We need to create a work station that contains only those items needed to perform the work.

   **HOW?** Review all items physically present at the work station. “Red Tag” and remove all items not needed.

2. **STRAIGHTEN**: A place for everything and everything in its place. We want to minimize worker movement and effort.

   **HOW?** Position and organize storage and use visual means to reduce worker movement and space needed.

3. **SHINE**: Thoroughly clean work area and equipment to “nearly new” condition. The goal is to create a spotless work station to help with efficiency and effectiveness.

   **HOW?** Thoroughly clean / paint surfaces to restore to “nearly new” condition. Find and fix the sources of dirt and contamination.

4. **STANDARDIZE**: Ensure alignment on common 5S standards and “ways of working”.

   **HOW?** Identify and develop the 5S standards needed at a workstation. Train employees on the standards and their benefits. Implement new standards on a pilot basis, refine and improve the standards.

5. **SUSTAIN**: Monitor 5S performance and take action to maintain and improve performance. Embed 5S thinking and practices into your workplace culture.

   **HOW?** 5S Team develops desired 5S performance targets. Everyone personally commits to support 5S and to model 5S behavior.