



**ACCUFORM**<sup>®</sup>  
Justrite Safety Group

**SAFETY IDENTIFICATION**

# Implementing & Sustaining a 5S/Lean Program

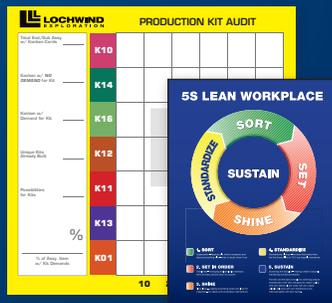


# The 5S Experts

For years, Accuform has been a leader in the field of 5S – helping businesses promote efficiency and productivity while also eliminating waste. We’re more committed than ever to helping you streamline your facility’s operations with everything from KPI boards to 5S red tag supplies, to motivational banners, marking tapes, and beyond. Let us help you promote a more organized – and safe – work environment by implementing 5S tools and practices.

## INFORM

KPI boards and posters keep your employees aware of proper procedures and goals.



## PROTECT

From PPE-ID™ Charts to Store-Boards™ that eliminate clutter, we have what you need to keep workers safe.



## MOTIVATE

Ensure everyone’s working together and following the program with an array of motivational posters and banners.



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# Businesses managed by savvy leaders are always looking to:

- Reduce safety hazards
- Squeeze costs out of work processes and inventory
- Establish or strengthen the worksite culture of safe behaviors and attitudes
- Find and eliminate potential combustible dust risks on site
- Improve communications with the workforce
- Reduce defects; improve quality; improve maintenance; increase teamwork, morale, and productivity; gain better customer impressions; and speed up delivery times.

A broad strategy to accomplish these goals is to implement the Japanese 5S methodology. 5S is used at worksites large and small to gain competitive advantages in terms of: safety; efficiency; visual communications; a clean,





well-organized work environment; production gains; and strong, positive cultural values and beliefs. 5S also aims to eliminate the “seven deadly wastes”: overproduction, unnecessary transportation, excess inventory, defects, over-processing, time wasted while waiting, and wasted employee motions and movement.

5S rests on five “pillars”:

- 1) seiri, or sort;
- 2) seiton, or set in order or systematize;
- 3) seiso, or sweep or shine;
- 4) seiketsu, or standardize; and
- 5) shitsuke, or self-discipline or sustain.

## Before you decide to implement 5S

The many positives of 5S are well-documented. But before you roll out a 5S initiative, first give thought to the philosophy of 5S—what it is and what it is not; the challenges you’ll face and the commitments you’ll need to make; and why 5S implementations succeed or fail.

To start, it’s wise not to call 5S a “program.” Programs have beginnings and endings. Employees have seen

many programs come and go, and they can be perceived as “flavors of the month” or fads. 5S is anything but a fad. It also should not be presented to your workforce as simply an amped-up housekeeping effort. 5S is not reserved for janitors and cleaning crews. It’s not about pushing brooms. It’s also not a list of rules handed down by top management with no input from the workforce. And it’s not a subject that can be taught to your employees in a single classroom training session.

If your employees perceive 5S as “just the latest program” launched by management, with:

- 1) little training;
- 2) lots of rules and lists of action items;
- 3) layers of inspections;
- 4) no opportunity for employees to develop and customize planning and execution;
- 5) a lack of communication; and
- 6) no indication that the organization is committed to 5S for “the long run,”

5S will likely die due to backsliding, lack of traction, negligence, apathy and cynicism.



## The importance of culture

5S has the potential to change your work culture in many positive ways. But to turn that potential into a sustainable reality will require the active involvement—buy-in—of everyone in your organization. The Japanese go so far as to call 5S a way of life. It is a daily practice. It requires concentration, discipline, dedication, commitment, even deep-rooted devotion. Longtime work habits, shortcuts, and improvisations will need to change.

This won't happen without a change in work behaviors and mindsets. And the behaviors and attitudes necessary to support 5S won't be developed without a work culture that values and believes in 5S as "the way things are done around here." This will take time, patience, education, much communication, senior leadership support and active involvement, and sustained worker engagement. Bad habits die hard. Many supervisors and employees will question if 5S will "stick." Without constant encouragement and communication, your early champions of 5S will tire of selling the benefits, explaining the step-by-step processes, and modeling the right behaviors and mindset. Eventually they will pull back, fatigued and overwhelmed.





## Start with a pilot project

As with many new organizational initiatives, 5S can be rolled out by starting small and building on early success. Target an “island of excellence”—one department, one work process, one location in your facility. Form an implementation team made up of laborers, operators, supervisors, and managers. The team will conduct a needs assessment for the pilot target; evaluate the work environment, work conditions and work flow; observe current work behaviors, and survey workers about their attitudes and beliefs regarding their jobs.

This homework and research will determine:

1) what kind of and how much employee education is needed;

2) how best to communicate the introduction of 5S through signage, posters, shadow-boards, newsletters, internal emails, and social media;

3) goals for 5S improvements (waste reduction, defects reduction, safety improvements, etc.);

4) how to track progress and give feedback toward attaining those goals through visual communications—scoreboards, messaging, signage, shadow-boards; and

5) how to celebrate—recognize and reward—5S achievements.

For 5S to succeed, everyone in your organization must own 5S. They must believe that housekeeping, accident prevention, waste reduction, optimized productivity and consistent operational results are within their control—and not the responsibility of someone else. They must actively care about their work environment and go beyond the call of duty to clean up clutter, and spot ergonomic problems and equipment deterioration. Employees must think and take actions beyond their own work station or work cell. They become their coworker brothers’ and sisters’ keepers. They look at their work space as their homes. It can’t be stressed enough—5S is not a housekeeping program; it’s a culture of planning, organization, communication, efficiency, safety, ownership, and accountability.

Realizing the benefits of 5S won’t happen overnight. Your employees must be sold that 5S daily practices are not drudgery, but in the end will save them time (less waiting around), hassles, energy (less “get up and go to get something somewhere”); it will help them avoid injuries—ergonomic-related sprains and strains as well as slips, trips and falls; and it will make their job easier to do. 5S can save your organization time and money and improve quality and production, but you need to be able to answer an employee’s bottom line question about 5S: “What’s in it for me?”

5S is a five-step process. Each step must be completed before moving on to the next step. Keep in mind that these steps can be implemented on a factory floor, in an office, on a loading dock, in a warehouse—5S is not limited to manufacturing operations.



# 1

# SORT

Clear out, clean up, and identify needs for the immediate work space

After your 5S pilot team has done its homework, audited, conducted training, etc., for the first targeted location, Step 1 is Sort. Criteria are set for removing—by red-tagging—all tools, materials, equipment, etc. not needed to get a job done. How frequently a tool or any other item is used for a job determines where it will be placed or located. When red-tagging, ask:

- Is this item needed?
- If it is needed, is it needed in this quantity?
- If it is needed, how frequently is it used?
- If it is needed, where should it be located?

Items used hour by hour or day by day should be kept within arm's reach of the point of use. Items or equipment used once a week or once a month should be kept within the work area. Less frequently used items should be stored in a more distant location. Unneeded or obsolete

items should be stored in a designated holding area. All of these storage locations, near and far, must be clearly identified by signage for visual control of items. Holding areas can be outlined using floor marking tape and other forms of boundary lines. Take photographs and/or videos of the work space before and after Step 1 – Sort, and display these visuals to encourage continued employee engagement.

# 2

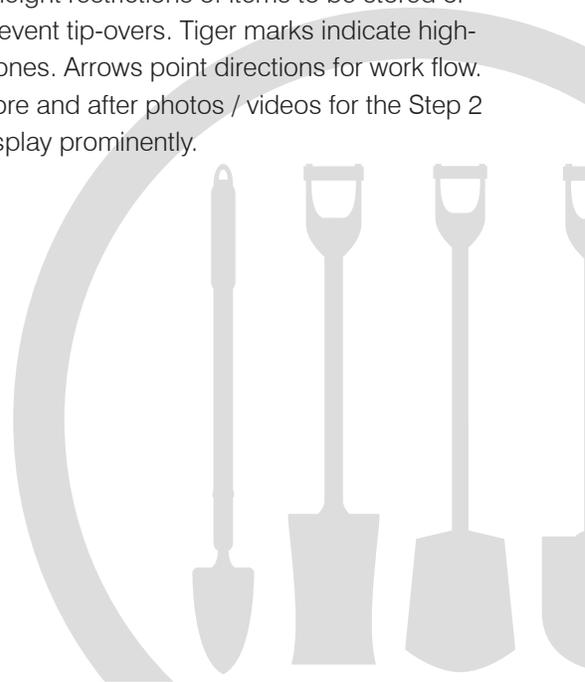
# SET IN ORDER

Organize items, designate storage locations, and define procedures for use

Workers at this point conduct an honest needs assessment. What do I need to do my job? Where should I locate each item I need? How many of each item do I really need? Shadow boards can be set up within easy reach of work stations, with the silhouette or “shadow” of the shape of each frequently used item outlined for organized placement and easy, quick access. List and prominently post for the information of every employee where items are to be found. Employees must know where to quickly find every item. Label storage lockers, cabinets, drawers, cupboards, etc. so employees know what content is contained within. This visual marking saves time when looking for what you need. Locate needed items so they can be retrieved in 30 to 60 seconds with minimum steps.

Map out the work flow and floor plan of the area showing where everything is “set in order.” Divider lines mark aisles and work station boundaries. Marker lines show the

position of equipment. Range lines indicate the operating scope or sweep of doors and moving equipment. Limit lines show the height restrictions of items to be stored or stockpiled to prevent tip-overs. Tiger marks indicate high-hazard safety zones. Arrows point directions for work flow. Again, take before and after photos / videos for the Step 2 process and display prominently.



# 3

# SHINE

Clean and maintain the area's appearance and establish preventative maintenance

This is the point in the 5S process where daily cleaning becomes a habit. The work space is cleaned before starting the job and prior to finishing the task. Ten or 15 minutes should be set aside daily for sweep and shine activity. Use this daily cleaning routine to inspect the work space and equipment for defects. Check each and every part and location.

This visual and hands-on inspection will prevent dirt and contamination. It is especially critical for finding any combustible dust accumulations that have the potential for devastating fires and explosions. Every item causing contamination should be red-tagged. Employees and 5S teams should conduct root-cause analysis to uncover why any contamination is occurring and how to correct it. A log should be maintained for each work space area where spillage, leakage, dust, and other contamination has been found. The log should record the location of the problem, the nature of the problem, who is responsible for taking action to correct the problem, the time/date when a

solution will be implemented, and exactly how the solution will be implemented. Again, this logging documentation is especially important to prevent combustible dust disasters.

Logs should be displayed prominently to build the 5S essentials of employee ownership and accountability for sweeping, shining, and finding and fixing problems. Also to be prominently displayed are owner check sheets positioned near each employees work area. These check sheets list job tasks that require daily or weekly maintenance and cleaning, with "owners" of the tasks checking off each item as it is completed daily or weekly.

# 4

# STANDARDIZE

Set roles and responsibilities to ensure efficient process improvement

This step is essential to create and sustain your work culture values and beliefs associated with good housekeeping, safety, quality, communication, teamwork, and production efficiency. Cultural values and beliefs—“the way things are done around here”—are the bedrock of 5S norms of behavior. To standardize 5S and embed it for long-term sustainability, you need to verify as completed the first three steps of 5S. Signage should be used to communicate employees progress and achievements in these first three steps. Visual communication is essential for 5S to gain traction and acceptance in the workforce and maintain momentum.

Routine and standard operating procedures need to be established and communicated in order for the first three steps of 5S to be regularly repeated. Also to be standardized at this time are all red-tagging procedures, shadow boards, position lines, and the labeling of all items and storage containers and holding areas. Cleaning schedules are standardized using the 5S owner check sheets. Single-point instructions are posted and visibly

prominent to document and communicate 5S procedures for steps 1, 2, and 3 for each workstation or workspace. The individuals responsible for following and carrying out these instructions are identified for accountability.

5S inspection teams, consisting of employees, supervisors, upper management, plant engineers, safety managers, and maintenance personnel regularly audit and evaluate the execution of the first three steps of 5S. As with behavior-based safety observation and feedback processes designed to change at-risk work behaviors into safe behaviors, 5S inspection teams should accentuate positive 5S behaviors, practices, and good performers with encouraging, immediate feedback. Lapses in 5S practices should be immediately addressed, not with shame and blame, but with conversational corrective feedback, probing and listening, and coaching.

# 5

# SUSTAIN

Maintain and reinforce involvement in achieving goals

It takes self-discipline on the part of everyone in your organization to sustain 5S and achieve its many benefits. Visual communications—message boards, storytelling boards, scoreboards, signs, banners, poster, etc.—are critical to sustaining self-discipline. Your employees must be aware of—and recognized for—5S accomplishments such as targeted decreases in defect rates and injury and illness rates, and improvements in inventory management, lead times, delivery times, and productivity measures.

5S implementation never reaches an end point—a point where you can say, “OK, we’re done with 5S.” Once you cycle through the five steps, go back and repeatedly check on activities relating to each of the steps. In this way, 5S is an ongoing process, an organic culture, not a program with start and finish dates. 5S sustainability

is necessary to meet the challenges of employee turnover, supervisor turnover, new management, new equipment, new product lines, continuous maintenance and housekeeping, and the inevitable changes to work environments and work flows.

**SAVE TAGS!**  
**SAVE MONEY!**

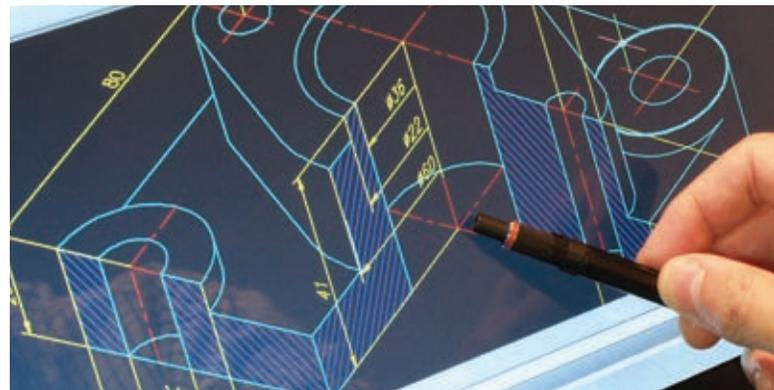


# TAGS BY-THE-ROLL

*Never Run Out of Tags Again!*

Why have a pack of tags when you can have a roll of tags? Tags By-The-Roll (made with our exclusive PF-Cardstock) are available in quantities of 100 and 250 tags. Housed inside an eye-catching, octagon-shaped, cardboard dispenser box, Tags By-The-Roll allows you to keep tags clean, organized, and ready-for-use. Never run out of tags again!

▲ TAG NOT TO SCALE



## Going beyond what the 5S's mean

In 2017, more than 50 years after its introduction in Japan as the Toyota production system, or “The Toyota Way,” you very likely know – and use – some of the tools of lean manufacturing and one of its essential elements, 5S processes:

- Shadow boards are printed with full-size shadows for keeping everyday tools, equipment, and materials organized and accounted for. The durable boards, wall-mounted or mobile, are placed near work stations and show readily-available tools to maintain machinery, equipment, and operations. Inform employees where to find the tools they need, where to return them, and what items are missing - without wasting time.

- Identification labels help create visual factories using dozens of sizes, shapes, and color combinations to designate and differentiate pallet racks, aisles, totes and bins, tools, machinery, shelves, wires and piping among other facility components.
- Site-Boards™ and scoreboards are visual communication centers that inform workers about key performance indicators (KPIs) such as production and quality targets, schedules, plans, operational progress or problems. Dry-erase laminates are used to frequently and quickly change and update metrics and messages.

Products such as these are manifestations of The Toyota Way principle number 7: “Use visual controls so no problem can be hidden.”

# Growing popularity

Lean/5S tools and techniques have been widely adopted in the United States to give businesses a competitive advantage in tight times. Since the Great Recession of 2007-2009, the U.S. economy has sputtered and crawled back to what is still meager economic growth, at an annual rate of 1.6 percent in 2016, and 1.9 percent between October and December—the slowest pace since 2011, according to the Commerce Department. Most forecasts anticipate gross domestic product (GDP) growth in the modest range of 2-3 percent annually through 2020.

Thus, running streamlined and standardized operations, eliminating all forms of waste, cutting costs, and improving workplace safety, product quality, and customer satisfaction – all tenets of lean/5S – have become almost staples for business survival, growth, and sustainability.

The 2010 Compensation Data Manufacturing survey found that 69.7 percent of manufacturing companies used lean practices. The most popular practice was 5S – sort, set, shine, standardize and sustain – used by 69.2 percent of manufacturers.

A 2013 study of Midwestern U.S. manufacturers by the University of Illinois at Springfield further revealed how almost universal some lean practices have become. Work standardization was reported by 97 percent of survey respondents. Using visual controls to detect problems was reported by 80 percent. Applying 5S criteria was practiced by 73 percent. Use of other lean practices included: reduce set up time (85 percent); cycle time reduction (81 percent); total quality management (88 percent); parts standardization (74 percent); improved production scheduling (80 percent); and performing value-add analysis to identify non-value activities (83 percent).

## Beyond manufacturing

Global consultant McKinsey and Company has said that lean is one of the biggest management ideas of the past half-century, no less revolutionary than Henry Ford's original assembly line. And lean/5S practices have spread beyond manufacturing to almost any type of business.

- For example, it's reported that aircraft worth \$100 million or more routinely sit idle at gates, and turnaround times between flights vary by upward of 30 percent. Lean techniques cut hours to minutes with a new changeover system.

- For restaurants and food service operators, lean techniques improve food quality and customer service by trimming waste, labor costs and wait times, leading to increased customer loyalty.
- Healthcare, from physicians' offices to outpatient surgery clinics to hospitals and nursing homes, uses standardized shift handoffs, behavior-based checklists, disciplined hygiene practices, personal protective equipment (PPE), and cues to encourage patients to speak up about concerns or questions. The result: improved patient care and satisfaction, and reduced infections, medication errors and readmissions.
- In education, the visual factory has become the visual school. Shadow boards, store drawers, color-coded markings and classroom communication centers, often dry-erase white boards, enable even pre-school children who can't yet talk to practice 5S – sorting out toys, playthings and clothing at the end of class, putting supplies back where they belong, and cleaning up clutter and finding lost objects.
- Disney studied the behavior and attitudes of visitors in its theme parks and discovered that customers respond to different emotional cues at different times of the day. Disney park employees were trained accordingly. In morning hours, employees communicate in a more enthusiastic style, when families are fresh and eager to start their day at the park. By late afternoon, when fatigue and irritability creep in, employees switch to a more calming style of communication. This eliminates waste (employee behavior not desired by customers) and improves customer experience. And as anyone who has visited a Disney park knows, Disney employees – called "cast members" – excel at practicing 5S. High-volume crowd traffic flows day and night unimpeded by trash or park equipment and guided by an array of signs, messages and visual cues comprehended by Disney's international customers.

## Defining "going lean"

For lean/5S practices to have such universal applications, you need to understand the underlying principles that apply to the use of commonplace tools such as inventory-marking dots, color-coded racks and document holders, shadow boards, PPE dispensers, hazard warning signs, scoreboards, floor markings and various visual controls. "Going lean" is really about changing an organization's culture, "the way things are done around here."

Lean is a business improvement methodology that, when planned and executed with care, patience and determination from senior leadership on down, promotes:

- 1) understanding cultural core values by all employees;
- 2) continuous improvement;
- 3) error-proofing;
- 4) standardization of work methods;
- 5) flexible production;
- 6) efficient inventory management; and
- 7) predictive, preventive (not just reactionary) maintenance.

And in terms of 5S specifically, it's critical not to think of it as a housekeeping program. 5S is not a list of rules given to janitors and cleaning crews. It's not about pushing brooms. 5S is a workplace culture, too. The Japanese call it a way of life, a daily practice requiring concentration, discipline, dedication and commitment. Long-ingrained work habits, shortcuts, improvisations, and risk-taking must undergo a "culture change."

## 5S is not a program

5S should not be even considered a "program." It is a never-ending, cyclical process. Programs are campaigns or initiatives with launches and landings, beginnings and endings. Often programs start with some sort of kickoff rally and end with an awards and recognition celebration. The final "S" in 5S is "sustain." To embed 5S in an organization for the long term you need leadership will and modeling, employee input, sufficient resource allocation, and norms of behavior (sort it out, set it in order, shine and sweep, disciplined conformance to standard work methods, and sustaining activities – regular reviews, updated goals, plans, and continuous improvement strategies).

Message boards, storytelling boards, scoreboards, signs, banners, and posters sustain interest and involvement in 5S. Shadow boards, position lines, tool drawers, containers, cabinets, holding areas, cleaning schedules, inspection schedules, audits and evaluations are necessary to reinforce behavioral norms.

If these tools and techniques are not deployed properly, 5S (and lean principles in general) run the risk of becoming another "flavor-of-the-month" program. Initial enthusiasm wanes, employee 5S "champions" become fatigued and disillusioned, management support disappears, discipline is lost, and employees feel scammed, set up and tricked. Eventually they pull back, and become apathetic or outright resistant.



# Waste and losses

Lean/5S targets the seven deadly wastes, or “Muda,” in Japanese:

- Overproduction
- Unnecessary transportation
- Excess inventory
- Defects
- Overprocessing
- Time wasted while waiting
- Wasted worker motions and movements; work-related ambiguity, confusion, hesitancy

Lean is also a framework to attack the six big production losses – universal causes of waste in manufacturing:

- Breakdowns
- Setups and adjustments
- Small stops
- Reduced speed
- Startup rejects
- Production rejects

You can add a seventh major production loss – accidents. Whether they harm people or damage physical property (or both), accidents cost money, cause work stoppages and downtime, and often require repairs, replacements (for injured workers or damaged parts or equipment), restarts, and adjustments.

Eliminating waste and lost time achieves the objective of lean/5S, which is to create more value for customers with fewer resources. And it creates a safer workplace.

## “Respect for people”

All this cannot be accomplished without adhering to the lean mantra: “respect for people.” This is the philosophy at the heart of lean and 5S. Respect your customers and your workforce. Don’t keep them waiting or idling. Make work easier for employees; improve service and products for customers. Running safe operations is certainly a form of respecting people.

But lean/5S goals cannot be accomplished without practicing another principle: “Gemba.” This is a Japanese philosophy that calls for getting out of your office, from

behind your desk, and spending time with your people where they work, on the line, in the warehouse, at work cells and stations. You need to be where the real action occurs. “Gemba” promotes first-hand observation, conversations, feedback, and problem-solving.

## The visual factory

Visual controls, visual management, visual cues – the visual factory – bring 5S and lean techniques to life. We naturally react to visual stimuli – traffic lights; speed limits and signals of your real-time driving speed; and police, ambulance or fire-engine flashing lights. It’s imperative to incorporate visuals to get lean, to “make things easier for everyone.”

The guiding principle of visual management is put succinctly: “Make things obvious.” The current status of your work system, working conditions, and operational performance must be visible and accessible to be quickly comprehended by your workforce. Visuals – universal symbols, color codes, floor markings, flashing alarms and tagged equipment and parts all direct accurate and efficient employee decision-making.

Further, visuals give clear signals that minimize confusion, ambiguity, and errors. They leave no room for misunderstandings compared to verbal instruction and descriptions. What is spoken can be misinterpreted, misunderstood or not heard above environmental noise. Visual controls reduce inter-personal conflicts and friction that can arise in the workplace due to miscommunication.

Visual management – scoreboards and message centers – provides real-time information updates and status reports. It allows employees to understand their influence on the organization and how the organization is performing – trends in safety, quality, productivity, delivery, cost, and errors. It is non-verbal information management.

Visual communication is also practical. Visual aids give workers more sense of control, self-efficacy, and ownership. Signs, labels, shadow boards, document holders, floor direction, and holding area markers show where things belong – where to find them and where to return them. They can illustrate how to set up and operate equipment, assemble or test parts, and when to replenish.

# 5S/Lean Solutions Catalog

From Front Gate to Back Dock

- 5S Shadow and Communication Boards (Store-Boards™/Site-Boards™)
- Store-Drawers™ – Custom Tool Foam Organizers
- Floor Markings for Aisles & More
- Signs & Tags for 5S/Lean
- 175,000+ Stock & Custom Solutions

To download the catalog, visit [Accuform.com/5S](http://Accuform.com/5S)

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Kanban w/ NO DEMAND for Kit	K14		
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Unique Kits Already Built	K12		
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TAPE MEASURE 16"

7/64" HEX KEY BALL END

WIRE COLLETS 2 AWG 8KV    2 AWG 15KV

1/4" SLOT STUBBY

**RED TAG AREA**

**ALL ITEMS MUST BE TAGGED**

NO. \_\_\_\_\_

**RED TAG**

DATE \_\_\_\_\_

LOCATION \_\_\_\_\_

DESCRIPTION OF TOOL \_\_\_\_\_

STATUS \_\_\_\_\_

THE CUSTOM EXPERTS – SIGNS, TAGS, LABELS, & MORE!

# CUSTOM SIGNS

MADE EASY... MADE FAST

Customizing your safety program creates an environment that motivates your workforce, improves teamwork, and helps establish safety goals. We drive positive change in your safety culture through effective communication.

- No Set-Up Fees
- No Minimums
- Your Message
- Your Colors
- Your Brand



Download our Whitepaper "Safety's Paradigm Shift – Personalize It!" by visiting [Accuform.com/Whitepaper](http://Accuform.com/Whitepaper)



**ACCUFORM**<sup>®</sup>  
Justrite Safety Group

SAFELY MADE IN THE USA. 



# 5S/LEAN LEADERS

5S PROMOTES STANDARDIZED PROCEDURES TO IMPROVE PRODUCTIVITY, QUALITY, SAFETY, AND WORKER ATTITUDES, WHICH CAN INCREASE PROFITABILITY AND ELIMINATE WASTE



## “What’s in it for me?”

Visual products answer the age-old “what’s in it for me?” attitude of workers. This attitude can disrupt lean/5S practices, which have been described as “a completely different worldview of how to compete in business.” What’s in this worldview for the workforce? Signs point to a work environment where people are safe from harm, order and cleanliness are the norm, obstacles are taken seriously and opinions count. A work atmosphere is created that gives employees the ability and confidence to do the work themselves (no one else can). This is the realization of lean’s “respect for people” core value.

## Competitive advantages

Realizing the potential of lean/5S provides competitive advantages that go beyond waste reduction, cost reduction and customer value-add. Meeting KPIs; knowing who inspected an item, when and where; tracking tool use and ownership; and raising the visibility of schedules and goals promotes accountability. Understanding the flow of production – specific holding areas, floor marking directions, arrows, signs, inventory color coding, use of shadow boards and tool drawers – increases worker

engagement and productivity. Far-reaching lean/5S tentacles influence:

- Strong, positive cultural values and beliefs
- Attitudes and behaviors
- Safety
- Problem-solving
- Appropriate resourcing
- Smart goals
- Transparency
- Motivation
- Quality
- Communication
- Awareness – situational awareness
- Flexibility
- Ownership
- Pride, morale, trust, openness

These advantages go beyond the practical application of common lean/5S products: signs, labels, tags, posters and banners, scrolling messages and scoreboards. Don’t take these tools for granted. Take them for all they are worth. Create a culture that benefits your business, your customers, and your employees.

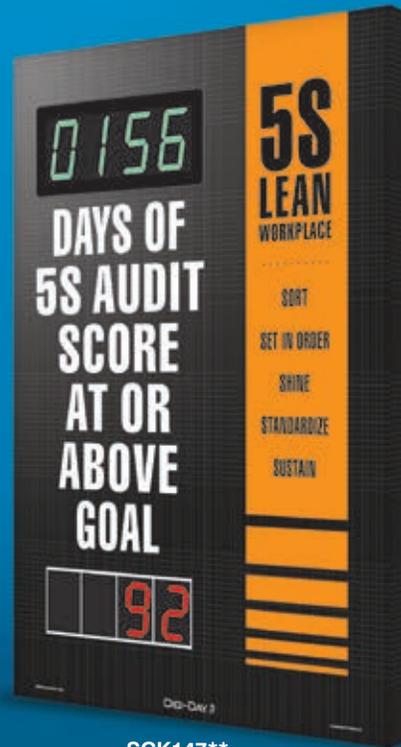
# 5S Digi-Day® 3 Electronic Scoreboards

Keep workers informed and motivated to hit goals.

- 28"H x 20"W x 1"D aluminum construction
- Four-digit, bright LED display with 2 1/2"H numbers
- Digit colors can be adjusted to reflect goal status: green for days over goal, red for days under
- Built-in hidden rear mounting brackets
- Operates on 110/120 VAC with 8-ft. power cord and AC adapter
- IP65 tested for dust and water resistance\*

*\*Power receptacles exposed to wet environments should be plugged into a GFI outlet with waterproof protective receptacle cover. Mount these scoreboards under protective overhang or covered area.*

*\*\*SCK147 includes one (1) electronic display to count days and one (1) magnetic display with changeable numbers to set your goal.*



SCK147\*\*



SCK148

EACH  
\$249.45

## Personal Digi-Day® Wearable Scoreboard

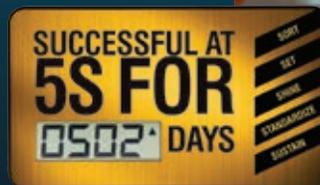
Proudly wear your personal commitment to safety or lean initiatives!

- Number advances automatically every 24 hours
- Measures 2"H x 3 1/2"W
- Four digit, black LCD display with 3/8"H numbers
- Includes self-adhesive magnetic pin and lithium battery
- Weighs 0.8 oz.
- Sold individually

EACH  
\$19.99



SCD501



SCD502



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