

# Stand Down Events for 5S

## The Thirst for Rapid Improvement

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A Kaufman Global White Paper

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## Introduction

There are many tools and techniques that have been used by businesses to achieve rapid change, including activities facilitated through Kaizen Events or Rapid Action Teams. These techniques are often based on the concept of needing to resolve specific manufacturing or business issues, and are planned to take place over a typical five-day period or more. In our fast-paced world, taking just one week to find and implement solutions to known problems is frequently considered “longer than necessary.” With higher expectations and less time to reach them, more and more organizations are jumping onto the idea of holding what are known as Stand Down Days.

A Stand Down Day is an intense, one-day problem-solving event that results in identifying prioritized solutions. A fully effective Stand Down Day requires the entire business to participate in a focused “stand down” against waste elimination. While these events can be oriented towards a broad range of improvement initiatives, they are most often focused on kick-starting 5S implementations.

This white paper describes a typical, best practice 5S Stand Down Day in order to explain how to effectively execute one of these rapid action events within the concept of a broader Lean transformation. We will look at this activity within the typical Lean framework of Plan-Do-Check-Act (PDCA), where the process is broken down into manageable pieces.



**Figure 1** - PDCA is an interactive four-step management method used in business for the control and continuous improvement of processes and products. PDCA was made popular by Dr. W. Edwards Deming, who is considered by many to be the father of modern quality control.

## Plan

The “P” or Plan component of a 5S Stand Down is unquestionably the most significant critical success factor since the objective of any “Stand Down” is to orchestrate, in one day, a series of tasks that can typically extend over weeks of uncoordinated activities. Such orchestration needs more than a maestro; it requires “music sheets” and the combined skills of an entire orchestra. Let’s break the planning component down into five steps:

### Step 1: Obtain Buy-in from the Site Leadership Team

Obtaining buy-in is not just “lip service.” In actuality, it means wholehearted involvement from top management to commit their entire workforce to shutdown normal operations and office activities. There must be a single site-wide focus on creating a “world-class” working environment, in which every employee will be proud to work. The CEO or site leader should be the sponsor for the event to ensure visible involvement from every person on his leadership team. Each functional leader, from the top of the organization down, should be given full accountability for their specific area of responsibility.

### Step 2: Create Momentum through Publicity

Maximize available communication channels to ensure the workforce understands the significance of what is being planned, and how their participation in driving the outcome can have far-reaching impacts on the overall success of the business. Leverage your marketing team, create wall-sized posters and / or flyers on every notice board, and make pictures and video displays available in public spaces. Email notifications should be sent to all employees. Most importantly, be sure to organize group planning sessions within each functional area of the facility / organization, getting them wrapped up (and bought in) into the process early on.

### Step 3: Establish a Core Planning Team

Using an internal change agent (or Lean Leader) as the central focal point for the overall implementation planning, a 5S Stand Down Core Team needs to be established. The team should include one supervisor or functional leader from each area of the facility,

including both shop floor and office spaces. Prior to the Stand Down Day, each member of the core team must publish a list of planned 5S activities to be handled by their respective employees. THERE SHOULD BE NO EXCLUSIONS! The Core Team will be taken through full 5S training prior to the event, and in turn, each functional leader / supervisor will explain the concepts of 5S to their team members. Arrangements must be made to accommodate multiple shifts.

#### Step 4: Build the Stand Down Plan

The 5S Stand Down Core Team members will be responsible for consolidating the 5S activities identified within each of their respective areas of responsibility. Although these tasks will occupy at least 90% of the work day, there are also a number of “all hands” activities to be organized — starting at 8 a.m. sharp to ensure adequate time for completion. Activities include:

- Event Sponsor to kick-off the 5S Stand Down
- The Lean Leader to outline the plan for the day
- Organized barbecue-style lunch for all hands
- Progress checks throughout the day
- Event Sponsor to do an end-of-day wrap up

The overall plan should be published and posted in each of the functional areas of the facility where the 5S Stand Down is being executed, which should be all areas of the business.

#### Step 5: Advance Planning of External Support

Success in meeting the day’s activities will depend, in part, on gathering the necessary supplies, prepping workspaces, and, perhaps most importantly, getting several external contractors involved. Typically, this planning component is handled through Procurement and Facilities Management, with requirements being defined by the Lean Leader. Overall, the following support functions are needed:

- Three times the number of empty dumpsters must be made available for metal, wood, plastic, and general trash. The contractor for this work must be available all day for emptying and replacing filled dumpsters. Specific containers

should be made available for recyclables

- An on-site shredding truck must be available for handling confidential waste throughout the day.
- A contractor must also be available to handle the removal of all electronic waste.
- A welding and cutting service should be on-site to break down large metal items into pieces that can be handled by standard-sized dumpsters.
- Catering team should be made available to provide a barbecue-style lunch for all participants

The following supplies need to be obtained in advance:

- Standard plastic bags for general recyclable trash
- Large-sized trash bags for non-recyclables
- Paint supplies for floor markings, tracks, etc.
- Large brooms for sweeping up each area
- Label makers and refills for each functional area
- Maximum availability of forklifts and drivers

Areas throughout the facility need to be cleared and marked-off with colored “warning” tape (with yellow and black stripes) to identify areas where one of the following types of materials will be placed.

- Red tag area for placing unwanted materials (see **Figure 2**).



**Figure 2** - During the 5S Stand Down Day, participants will red tag items deemed unnecessary and able to be discarded.



As in any highly orchestrated event such as a 5S Stand Down, there should always be an overt activity to celebrate achievements and provide recognition to those who went “above and beyond” in delivering outstanding results. To ensure that the efforts put into the 5S Stand Down Day are adequately sustained, there should be a two-week period where the Site Leadership Team reviews and monitors the results in each of the functional areas of the facility. Upon completion, an awards banquet for all hands should be held. Led by the event sponsor, the agenda should include results-oriented presentations and the disbursement of awards to those teams and individuals who most contributed to the overall success of the Stand Down Day. An awards banquet not only makes everyone aware of the accomplishments made, but it also provides a means of identifying ongoing continuous improvement expectations, recognizing personal achievement and maintaining excitement around sustaining change.

## Act

It should hardly be necessary to mention that no element of a Lean Transformation can be designated as a success without the appropriate sustainment techniques being implemented. For a 5S Stand Down Day, this is particularly critical. There are two key components to keep in mind.

1. **Implement a 5S audit process within each functional area of the site and designate an accountable person to monitor and track 5S sustainment on a periodic basis.** This is an integral part of the Lean Daily Management System® (LDMS®), Kaufman Globals’ proprietary management system for small workgroups that provides a means for sustaining and expanding the results of an implementation. Results should be reported regularly (see **Figure 4**).
2. **Define any required follow-up tasks.** If any objectives of the Stand Down Day were not met 100%, action plans must be put in place and tracked to ensure a final wrap-up of the 5S implementation site-wide. These plans will be specific by functional area and will be monitored

through the LDMS process as mentioned in Item 1. These action plans should be targeted for completion within a maximum period of 30 days.

| 5S Workplace Evaluation Sheet                                                                                                                                                                   |                                                                                                                              |        |        |        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------|--------|--------|
|                                                                                                                                                                                                 | Area 1                                                                                                                       | Area 2 | Area 3 | Area 4 |
| <b>SORT</b>                                                                                                                                                                                     | <i>Distinguish between what is necessary and unnecessary (move it out)</i>                                                   |        |        |        |
| Criteria was developed to determine what is necessary.                                                                                                                                          | NO                                                                                                                           | YES    | YES    |        |
| Unnecessary items are identified, tagged, recorded and moved to a temporary holding area.                                                                                                       | YES                                                                                                                          | YES    | YES    |        |
| Only necessary equipment, tools, furniture, documents, files, inventory, supplies or materials are in the area.                                                                                 | YES                                                                                                                          | YES    | NO     |        |
| The area is free of buildup of unnecessary items. Aisleways, corners are free of obstructions/surplus/VIP or unused items.                                                                      | NO                                                                                                                           | NO     | NO     |        |
| Unnecessary items are moved out of the temporary holding area.                                                                                                                                  | YES                                                                                                                          | NO     | NO     |        |
| <b>SORT SCORE</b>                                                                                                                                                                               | 3                                                                                                                            | 3      | 2      | 0      |
| <b>SORT LEVEL</b>                                                                                                                                                                               | 3                                                                                                                            | 3      | 3      |        |
| <b>STRAIGHTEN</b>                                                                                                                                                                               | <i>A place for everything and everything in its place. Workcells are setup to benefit the employee and/or area backlogs</i>  |        |        |        |
| Organization of all work areas has been defined & developed. Locations of necessary items have been developed. Labels, locators, lines, color-coding, content list are utilized as appropriate. | NO                                                                                                                           | YES    | YES    |        |
| Common files or tools are easy for anyone in the group to find, use and return to it's correct location. Items are centralized where possible.                                                  | YES                                                                                                                          | YES    | NO     |        |
| It is obvious when items are not in their correct place.                                                                                                                                        | NO                                                                                                                           | NO     | NO     |        |
| The following 3 criteria is used: Items used daily 80 % are stored close at hand, the 45 degree rule is applied as relevant, items are typically in the "strike zone".                          | YES                                                                                                                          | YES    | YES    |        |
| The number of duplicate items and storage places have been reduced to one wherever possible. Height and quantity limits are observed.                                                           | YES                                                                                                                          | YES    | YES    |        |
| <b>STRAIGHTEN SCORE</b>                                                                                                                                                                         | 3                                                                                                                            | 4      | 3      | 0      |
| <b>STRAIGHTEN LEVEL</b>                                                                                                                                                                         | 3                                                                                                                            | 4      | 3      |        |
| <b>SANITIZE</b>                                                                                                                                                                                 | <i>Visual/physical sweeping actions developed to maintain work areas and prevent old habits from recurring</i>               |        |        |        |
| There are labels on all cabinets, bookshelves, desks, workbenches, file drawers, shadow boards, catalogs and libraries.                                                                         | NO                                                                                                                           | NO     | NO     |        |
| Item location markers, shadow boards and identifying lines are established.                                                                                                                     | YES                                                                                                                          | NO     | NO     |        |
| Guidelines exist for visual and physical sanitizing frequency: who's responsible, what to check and where to check.                                                                             | NO                                                                                                                           | YES    | YES    |        |
| Items are orderly and safe, are in their designated locations.                                                                                                                                  | YES                                                                                                                          | NO     | YES    |        |
| All other sweeping problems have been addressed such as aisleways, storage areas, workbenches, desks, file content aids, common files and libraries.                                            | NO                                                                                                                           | YES    | YES    |        |
| <b>SANITIZE SCORE</b>                                                                                                                                                                           | 2                                                                                                                            | 2      | 2      | 0      |
| <b>SANITIZE LEVEL</b>                                                                                                                                                                           | 3                                                                                                                            | 3      | 3      |        |
| <b>STANDARDIZE</b>                                                                                                                                                                              | <i>Establish standard guidelines that everyone follows to monitor and maintain Sort, Straighten and Sanitize conditions.</i> |        |        |        |
| Standard guidelines exist for conditions of Sort, Simplify and Sweep                                                                                                                            | YES                                                                                                                          | YES    | YES    |        |
| Standard guidelines are posted and visible.                                                                                                                                                     | NO                                                                                                                           | NO     | NO     |        |
| Everyone understands their 5S responsibility: what, when, where, and how often to monitor and maintain these standards                                                                          | NO                                                                                                                           | NO     | NO     |        |
| The 5S display board, area map, after photos and arrow diagrams are utilized.                                                                                                                   | NO                                                                                                                           | YES    | YES    |        |
| Only needed items are where they belong, easy to locate, and easy to replace. A standard exists for maintenance and clean                                                                       | YES                                                                                                                          | NO     | YES    |        |
| <b>STANDARDIZE SCORE</b>                                                                                                                                                                        | 2                                                                                                                            | 2      | 3      | 0      |
| <b>STANDARDIZE LEVEL</b>                                                                                                                                                                        | 3                                                                                                                            | 3      | 3      |        |
| <b>SUSTAIN</b>                                                                                                                                                                                  | <i>All areas and every individual participates in the 5S's activities.</i>                                                   |        |        |        |
| A self-discipline plan exists including periodic 5S training, management participation, ongoing 5S communication and total employee involvement.                                                | NO                                                                                                                           | NO     | NO     |        |
| 5S activities are part of everyone's daily and weekly routines.                                                                                                                                 | YES                                                                                                                          | YES    | YES    |        |
| Last week, 5S inspections were performed in accordance with the areas standardized guidelines.                                                                                                  | YES                                                                                                                          | YES    | YES    |        |
| All work related and personal items are properly stored in their designated locations.                                                                                                          | NO                                                                                                                           | NO     | YES    |        |
| 5S display boards are current.                                                                                                                                                                  | YES                                                                                                                          | YES    | YES    |        |
| <b>SUSTAIN SCORE</b>                                                                                                                                                                            | 3                                                                                                                            | 3      | 4      | 0      |
| <b>SUSTAIN LEVEL</b>                                                                                                                                                                            | 3                                                                                                                            | 3      | 4      |        |
| <b>TOTAL 5S FOR ALL LEVELS</b>                                                                                                                                                                  | 13                                                                                                                           | 14     | 14     |        |
| <b>TEAM AVERAGE LEVEL SCORE</b>                                                                                                                                                                 | 2.6                                                                                                                          | 2.8    | 2.8    |        |

**Figure 4** - 5S workplace evaluation sheets provide a consolidated summary for monitoring and tracking progress against each element of 5S, including sort, straighten, sanitize, standardize and sustain.

## Conclusion

This white paper has used a 5S example for demonstrating the power of a Stand Down Day. However, this same approach can be leveraged for other activities as well, including implementing quick hits from a modified affinity exercise, or making facility layout changes to support cycle time improvements. There are endless possibilities. The concept holds strong, so long as the appropriate support and planning is in place to deliver the stated objectives. Never underestimate the value of team dynamics when taken to the ultimate level of participation. Stand Down Days are as rewarding as they are FUN! There is truly no better method for satisfying the “thirst for rapid improvement.”

## **About Kaufman Global**

Kaufman Global is a proven implementation partner that focuses on accelerating performance. For 20 years we have worked with clients around the world to drive enterprise-wide change initiatives and cultural transformations. Leveraging Lean, Six Sigma and proprietary change management techniques, Kaufman Global delivers structured implementation and transformation projects that enable sustainable operational and financial results.

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