PULSE!

Spirit of India

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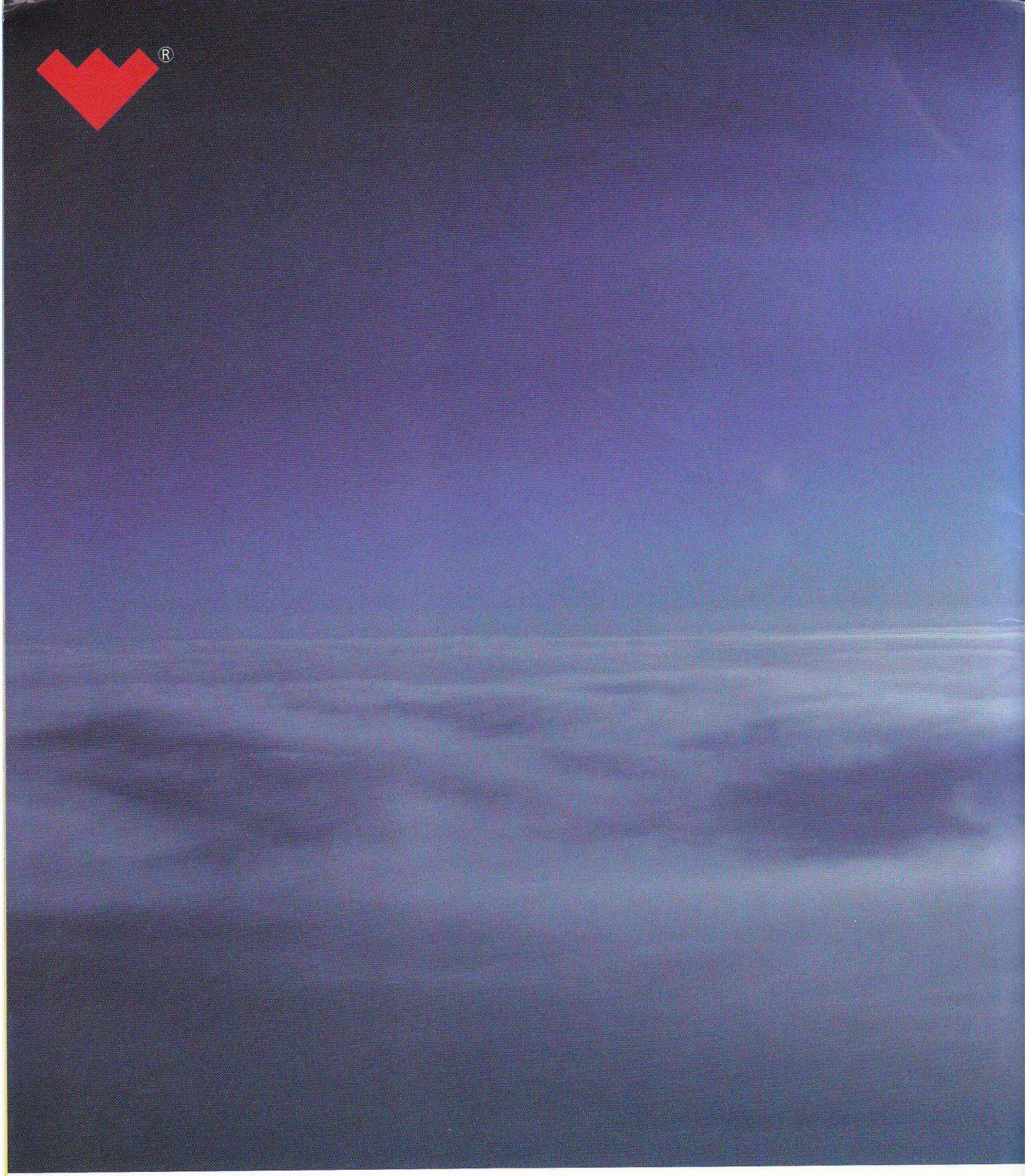

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5S and KAIZEN

5S is the name of a workplace organization methodology that uses a list of five Japanese words which, translated into English, start with the letter S. The list describes how items are stored and how the new order is maintained. The decision making process usually comes from a dialogue about standardization which builds a clear understanding among employees about how work should be done. It also instills ownership of the process in each employee.

THE 5S'S ARE:

1 **SEIRI MEANS SORTING:** Go through all tools, materials, etc. in the plant and work area. Keep only essential items. Everything else is stored or discarded.

2 **SEITON MEANS STRAIGHTEN OR SET IN ORDER:** There should be a place for everything and everything should be in its place. The place for each item should be clearly labeled or demarked. Items should be arranged in a manner that promotes efficient work flow. Workers should not have to repetitively bend to access materials. Each tool, part, supply, piece of equipment, etc. should be kept close to where it will be used (i.e. straighten the flow path).

3 **SEISŌ MEANS SHINING OR CLEANLINESS (SYSTEMATIC CLEANING):** Keep the workplace clean as well as neat. At the end of each shift, clean the work area and be sure everything is restored to its place. This makes it easy to know what goes where and ensures that everything is where it belongs. A key point is that maintaining cleanliness should be part of the daily work - not an occasional activity initiated when things get too messy.

4 **SEIKETSU MEANS STANDARDIZING:** Work practices should be consistent and standardized. Everyone should know exactly what his or her responsibilities are for adhering to the first 3 S's.

5 **SHITSUKE MEANS SUSTAINING THE DISCIPLINE:** Maintain and review standards. Once the previous 4 S's have been established maintain focus on this new way and do not allow a gradual decline back to the old ways. While thinking about the new way, also be thinking about yet better ways. When an issue arises such as a suggested improvement, a new way of working, a new tool or a new output requirement, review the first 4 S's and make changes as appropriate.

KAIZEN (Japanese for "improvement" or "change for the better") refers to a philosophy or practices that focus upon continuous improvement of processes in manufacturing, engineering, supporting business processes, and management. It has been applied in healthcare, government, banking, and many other industries.

When used in the business sense and applied to the workplace, kaizen refers to activities that continually improve all functions, and involves all employees from the CEO to the assembly line workers. It also applies to processes, such as purchasing and logistics that cross organizational boundaries into the supply chain. By improving standardized activities and processes, kaizen aims to eliminate waste.

Kaizen was first implemented in several Japanese businesses after the Second World War, influenced in part by American business and quality management teachers who visited the country. It has since spread throughout the world.

Kaizen is a daily activity, the purpose of which goes beyond simple productivity improvement. It is also a process that, when done correctly, humanizes the workplace, eliminates overly hard work and teaches people how to perform experiments on their work using the scientific method and how to learn to spot and eliminate waste in business processes. In all, the process suggests a humanized approach to workers and to increasing productivity: "The idea is to nurture the company's human resources as much as it is to praise and encourage participation in kaizen activities.

Successful implementation requires "the participation of workers in the improvement". People at all levels of an organization can participate in KAIZEN. The format for KAIZEN can be individual, suggestion system, small group or large group.

5S AND KAIZEN TRAINING AT SHPL

In early 2010, it was decided by SHPL to start the journey towards operational excellence and to adopt 5S and KAIZEN methodology as an effective tool. To achieve this, the basic training of 5S and KAIZEN was imparted to each employee in two batches from April 6th to 9th at SHPL facility.

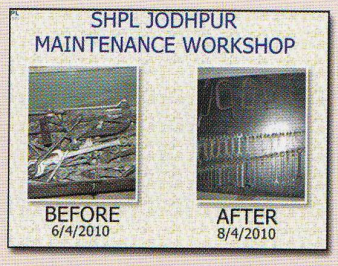
The journey began with embarking on 5S followed by KAIZEN. After going through the basics of 5S and KAIZEN by theoretical presentation, teams of different departments were formed and the campaign continued for 4 days. The target was to free up the working space in plant, lab, maintenance, admin block etc. with minimum inventory and minimize non-value added activities. All team members participated enthusiastically, leading to improvement in internal processes, reduction in paperwork and increase in internal/external customer satisfaction.

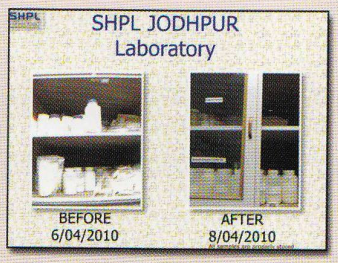
Under KAIZEN exercise,suggestions and ideas were sought from personnel to improve diverse processes in their respective departments. This resulted in an overwhelming feedback with innovative and cost effective solutions for various processes/systems being received.

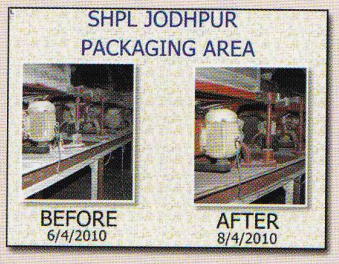
Final audits were done and team from maintenance department got "5S Champions" trophy with the production team being the Runner-up. Certificates were given to all for active participation This journey has just begun and SHPL is committed for continual improvement.

As it is important to have continuous education about maintaining standards, any changes affecting the 5S and KAIZEN programme, the management of SHPL is committed to provide training by refresher courses at periodic intervals.

Lastly, we express our heartiest gratitude and appreciation to Mr. Himanshu Amaliyar, HR Coordinator, Weatherford Drilling & Production Services (India) Pvt. Ltd., Vadodara, Gujarat for providing all the support starting from conceptualization of 5S and KAIZEN to providing first-class trainer for the same at SHPL.







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