Standard Operating Procedure

5S Shop Audit Form

Background:

5S Workplace Organization is one of the key foundational Lean tools and is often the starting point for any organizational Lean transformation. Those who have embarked on the 5S journey have experienced the challenges with implementing such significant change, and in particular, as it relates to sustaining their improvement efforts.

The 5S Shop Audit form is the tool utilized to implement the "5th S", sustaining the improvement, so that the organization doesn't fall back into old habits and fail at implementing Lean transformation.

5S Auditing

We've all heard the old adage, what gets measured, gets done. This statement is the basis for why organization's implement 5S auditing to sustain improvement efforts.

5S audits ensure a regular check on the ability to meet new workplace organization standards put in place as a result of 5S implementation. Without checking regularly and scoring ourselves on our level of compliance to the standard, things have a tendency to slip back to previous habits, resulting in failed efforts to implement 5S workplace organization. This is far too common in many organizations, leading to increasing the already significant resistance to future transformational activities.

For those who do implement 5S auditing, simplicity is the key. Having an audit that is too detailed, and too comprehensive, may sound good in theory, only to result in a excessive demands on time, leading to a struggle to ensure that audits are done on a regular basis. A better solution is to keep it simple, and to focus on main areas that are prone to slippage. Once the team consistently meets expectations, audit items can be changed out to cover additional items where success at sustaining is less than desired.

The audit sheet included here is an example of a good starting point. The items on the list, however, can be modified to suit your specific circumstances.

Standard Operating Procedure:

1. Print a hard copies of the audit form, and make them readily available to the team members responsible for auditing

2. Determine who will audit what, and at what frequency

3. It is critical that all areas are assigned for auditing to ensure clarity, and that all areas are kept in a state consistent with the standard

4. When the appropriate audit time arrives, the assigned auditor takes a copy of the audit form, and walks the work area in the order of the items listed on the form

5. The auditor quickly scans the area and arrives at a decision as to whether or not the area is a "pass" or a "fail". To aid in their assessment, there is a brief description on the form that indicates what the expected standard is to be met

6. Additional comments about each item can be listed under the "comments" section, if desired. These are often helpful at explaining what led the auditor to the rating they have selected

7. After all items have been audited, a final score is arrived at, and an overall 5S rating selected from the Scoring Legend

8. The audit, and related score, should be posted on the 5S communications board in the work area for all to see

9. If the audit results in the identification of issues at meeting the standard, a quick team huddle (or discussions during the daily toolbox meeting) should be made, in order to communicate the issues, and ensure corrective action is taken to prevent the issue from reoccurring

10. Once the team has demonstrated consistency at meeting all audit items, the audit can be revised to include more challenging items, if deemed necessary to drive continued improvement efforts

Outcomes:

Having a robust, regularly conducted review process for adherence to 5S standards is a critical component in any 5S implementation. Without auditing, it is virtually impossible to sustain improvements, and to establish a culture of continuous improvement throughout the organization.

5S audits help ensure organizations are able to continue to build on continuous improvement activities, and to help achieve maximum value from their investment in Lean implementation activities