

5 S Certification Program

Preface

National Productivity Organization intends to launch a new, competency-based paradigm and strategy for producing and certifying 5S Auditors and companies in Pakistan. The proposal calls on the NPO to spearhead the development of a common framework, standards, and scheme for certification and accreditation of 5S auditors training and 5S certifications to the companies/organizations across the country. Such a new role and initiative by the NPO is considered timely and necessary for empowering the various stakeholders so as to bring them to center stage in preparing qualified and certified 5S Auditors and companies respectively.

In Pakistan, lots of institutions are conducting training programs and activities on various 5S improvement tools and techniques. But none of the institutions has come up so far to prepare the qualified 5 S Auditors and declare companies with 5S Certified status. NPO has the ability to bridge this gap by utilizing its intellectual capital and wide network.

Today establishment of a common framework for competencies and standards for not only productivity professionals but also for the organizations looking forward to achieve business excellence would contribute in fulfilling the following causes:

1. Provide timely opportunity to forge synergies and strategic alliances among the various stakeholders
2. To achieve robust NPO competencies in productivity training and education
3. Enable NPO to gain credibility and recognition in Pakistan
4. Facilitate the build-up, transfer, and sharing of productivity expertise.

Realizing the importance of 5 S certification and standardization, National Productivity Organization has decided to launch the 5S certification of the companies and to produce qualified auditors. The proposal for the capacity building of the Auditors will be submitted separately.

Introduction

If you want to get a first idea of the productivity awareness of an organisation or its general work culture, walk around its premises and observe the housekeeping practices – the way the floors are swept, the work tables organized, the tools and stationery stored, the machines and equipment cleaned and maintained, personal items kept etc. These often tell more than any financial statement. They are closely linked to the flow of activities, employees' morale, product and service quality and inventory level. An organisation with good housekeeping practices is able to control costs, foster greater safety, enhance customer satisfaction and reduce staff turnover.

Good housekeeping contributes to productivity improvement and the basis for good housekeeping is the concept popularly known as 5S

Steps to 5S

5S refers to the five structured programs using the Japanese principles of seiri, seiton, seison, seiketsu, and shitsuke-or commonly referred to as sort, set, shine, standardize and sustain, respectively.

- **Seiri:** *to sort and throw away unnecessary items*
- **Seiton:** *To arrange necessary items in a neat, proper manner so that they can be easily retrieved for use; and to return them to their proper locations after use*
- **Seiso:** *To clean and inspect your workplace thoroughly so that there is no dust on the floor, machines and equipment*
- **Seiketsu:** *To maintain a high standard of workplace organization by keeping everything clean and orderly at all times*
- **Shitsuke:** *To make the previous four steps part of the daily routine and to observe self-discipline through continuous practice*

Although there are different anglicized versions of the Japanese words within the context of Lean, the 5S is collectively alluded to as the “Pillars of Good Housekeeping”.

The implementation of the 5S concept is within the reach of any organisation – private or public, manufacturing or service, large, medium-sized or multinational.

The five steps to good housekeeping provide for more than a way to maintain order. They provide for a framework for performing maintenance checks and stimulating ideas improvement. They are the foundation for more responsible behavior as they involve the responsibility and commitment of every member of the organisation, from the top management to the shop floor worker. And the ultimate goal of housekeeping activities is to reduce cost and increase productivity: An organisation which applies

5S does not pass on the cost of non-value adding activities to the customer. When 5S practices are implemented, a world-class workplace is achievable.

Out Comes of the 5S Certification

- ◆ Safety (preventing accidents),
- ◆ Productivity (eliminating wastes/ reworks),
- ◆ Quality (preventing errors)
- ◆ And equipment maintenance (reduction in breakdowns)

The other benefits of certified with 5-S

- ◆ Internationally recognized and as a global pioneer
- ◆ A recognition that the institution has an excellence work environment and superior quality management system
- ◆ The first step to superior management (efficiently helps institutions to run other quality management system)
- ◆ The reputation of Association and regular press release serve as an efficient advertising tool
- ◆ The established 5-S Manual could help the organizations to manage employees systematically
- ◆ Cultivate good habits among the employees and a mindset of continuous improvement
- ◆ Professional advices and recommendations from our experienced auditors
- ◆ Regular audit ensures the 5-S Principle is effectively executed
- ◆ Establish an institutional culture and standardized system

NPO 5S Certification: the Procedure

The procedure for applying as 5-S certified institution

1. **Training and execution of 5-S**
Establishes 5-S management system and efficiently promotes and executes 5-S Principe
2. **Applying Certification**
Submits application forms and agreement
3. **Arranging audit**
Fee, date, time and schedule
4. **Submission of 5-S manual (2 weeks ahead of audit)**
CD-Rom (1) and Manual (1) for audits
5. **Receiving audit schedule (1 week ahead of audit)**
Confirms audit details information and sends out invoice

6. Audit

Sample based audit

7. Submission of correction plan after the audit and payment (2 weeks after the audit)

Submits revised 5-S manual and CD-Rom, Correction plan for non-conformity issue and audit fee

8. Issuance of Certificates from NPO

NPO sends out 5-S certificate, logo and label

9. Surveillance audit

Annual or bi-annual surveillance audit at the convenience of the applicant / beneficiary

5S: A Time Tested and Proven Approach

5S is a management tool from Japan, focused on fostering and sustaining high quality house keeping. Implementing 5S results in clean, orderly and safe environment at home and at work.

NPO 5S Certification: the Process

1. A team of 5 auditors will audit the Gemba (workplace) proposed for certification. Two audits, spread over the period of one year will be conducted.
2. The audited organization shall keep the following relevant information
 - ◆ General background of the organization
 - ◆ Sections or departments where 5S is applied
 - ◆ Photos of the section or department where 5S is applied
 - ◆ Tangible and intangible benefits gained
 - ◆ Documented proof: support structure for 5S (like a formal 5S coordinator), training on 5S conducted and attendance sheets, Standards (for color codes, etc) and proof of regular 5S activities
3. Following two random audits and on the basis of the auditors report, eligibility of the 5S certification will be considered.

4. A certificate will be awarded by National Productivity Organization, Ministry of Industries & Production, Government of Pakistan to any organization which has successfully implemented 5S practices.

The National 5S Certification, introduced by NPO, aims to develop and sustain the productivity culture across Pakistan. Achieving the certification is public declaration of commitment to higher quality housekeeping and continuous improvement to meet the customer needs.

Summary of Services

- I). Stage-1 Pre-assessment
- II). Stage-II Initial Certification
- III). Stage-III Special Audit
- IV). 1st Surveillance
- V). 2nd Surveillance
- VI). Certification Renewal

These services will be charged as mentioned below.

NPO 5S Certification: Terms & Conditions

1. Who can apply?

5S is within the reach of any private and public organization. It can be practiced by any organization in any sector: manufacturing, commerce, service, health, education etc and may be applied in the school as well.

2. 5S Certification (Stage-I) Fee

| Category | Description | | Fee (PKR / day) |
|----------|-------------|----------------|-----------------|
| | Employees | Turnover (PKR) | |
| Large | <250 | <250 Mil | 50,000 |
| Medium | 100-250 | 10-25 Mil | 40,000 |
| Small | >100 | >10 Mil | 30,000 |

Besides fee, boarding & lodging charges will be borne by the beneficiary. In case NPO has to make arrangement, NPO will charge the same on actual basis.

Please see attached costing sheet (F/D) for details.

3. Certification Criteria: Pass or Fail

| Grade | Status | Company Qualification Criteria | Score% |
|-------|--------------|--|--------|
| A | Certified | Company is fully approved as 5S Practitioner. Factory must provide a detailed time and action plan for all areas required improvements | >80% |
| B | Qualified | Company is fully approved as 5S Qualified. Company must provide a detailed time and action plan for all areas required improvements. Company is expected to achieve Certified level status within 6 months time. | 71-80% |
| C | Approved | Company gets approved status due to its awareness about 5S Kaizen and also few improvements are practically applied. Company must provide 3 months Time and Action plan to get Qualify level. | 61-70% |
| F | Unacceptable | 5S Audit shows that Company is totally out of scope due to poor awareness of 5S Kaizen and department's shows lack of systems and practices. | <60% |

Note: NPO will be the certifying body for all levels.

4. Certification Validity

The certifications to be issued will have validity for three years.