

SHITSUKE, SUSTAIN – THE FIVE STEP OF THE 5S METHODOLOGY

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Abstract: *A useful tool for organizing jobs is the 5S methodology, which is essentially a program structured in five stages to obtain systematically: organization, cleanliness and standardization in the workplace, thus contributing to improving productivity, reducing quality nonconformities and job security problems, being a method that involves employees from all hierarchical levels using standards and discipline. In fact, the last two stages Seiketsu (Standardizing) and Shitsuke (Sustain) presuppose the use of Soft methods in which the emphasis falls on the development of skills and habits, teamwork rules, methods for accepting changes and reducing resistance to change, having impact at the level of the observable behaviors of those involved and the acceptance of the organizational culture.*

Keywords: Shitsuke, Sustain, 5S Methodology

1. Introduction

The last step of the process aims to create an organizational culture for continuous improvement and the assumption by all employees at all hierarchical levels of the permanent task of maintaining the results achieved with effort within the first four stages of the 5S methodology. Sustaining change is one of the two soft components of this qualitative approach and can be summed up in one word as self-discipline and compliance with the previous 4 S's. Since it is a concept that must be “anchored” in the individual and collective mentality of employees, its implementation requires a common will of all employees to keep order and to practice the first 4S as a current way of working. This step aims for 5S to become a habit in any workplace to aim at maintaining the standards reached and their continuous improvement, with each production cycle and/or every day [1].

2. The Need for the Five Step

Shitsuke, or Sustain, in the 5S methodology is indeed crucial for fostering a culture of continuous improvement within an organization. This final step emphasizes the ongoing commitment of all employees at every level to maintain the standards set by the previous four steps: Sort, Set in Order, Shine, and Standardize.

In Sustain, the goal is to stick to the new rules. Workers keep the new standards in place and practice the first three steps every day until they become automatic and the accepted way of doing things. This final step often proves the most challenging. However, without sustaining the new system, all the cost and effort that went into creating it will prove pointless.

The Sustain phase of 5S often requires training and good communication, but it eventually will lead to employees becoming

comfortable with 5S procedures.

There is a discussion regarding the last two stages of the 5S methodology regarding the clear delimitation of these last two stages which, at first glance, would overlap in places.

On the one hand, 4S (Seiketsu) involves the establishment and determination of rules and provisions of a mandatory and rigorous character to enforce compliance with the results achieved during the first three stages, i.e. a formal discipline carried out by means of normative regulations. On the other hand, 5S (Shitsuke) instead implies a desire and an individual assumption of the need to maintain and improve the level reached, or in other words it means a self-discipline achieved through the awareness and motivation of all employees to keep a clean working environment, orderly, healthy, open and pleasant [3].



Figure 1: The five stages of the 5S methodology [2]

The ways in which these last two steps can be put into practice depends largely on the specifics of the organization and its ability to get employees to respect these “boundaries”. Strong organizations or structures with a military character have an advantage created by the strong specific organizational culture that limits in some

places the desire for freedom of expression of employees, imposing a series of obligations freely assumed by them upon acceptance/entering the organization.

For these reasons, the 5S stage (Shitsuke) seems to be the most difficult and the most time-consuming to achieve because it involves a behavioral change at the individual and collective level, which also attracts a socio-cultural change required by understanding the need and accepting the requirements of 5S not as a set of rules imposed by coercion but as a way of being and ultimately as a way of life for employees.

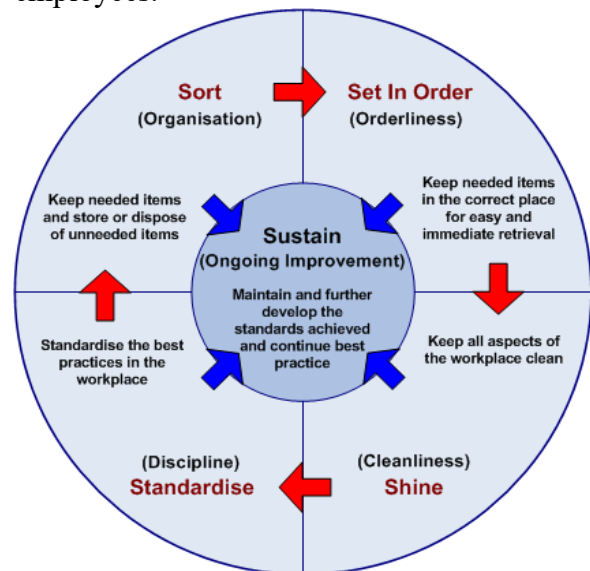


Figure 2: The connections between the five stages of the 5S methodology [4]

Appropriate tools to support and support the implementation of these changes generated by the 5S stage (Shitsuke) include:

1. Direct and indirect communication through individual and group discussions, visual management elements, presentation boards, leaflets, brochures, newsletters with the results of audits and competitions, posters, etc. The purpose of these communication actions is to explain the specific concepts and methods of work, to motivate and attract employees to the permanent application of 5S concepts so that

2. Allocating time by applying the “5 minutes daily for cleaning” rules available and written in the specific instructions for each workplace;
3. Responsible planning by clearly establishing in the job description the responsibility for the permanent application of the 5S criteria;
4. Internal marketing through competitions organized between employees/teams/compartments/structures;
5. Manuals, standards, procedures, trainings;
6. Leadership by personal example of the “Do like me” type, through which the

7. Recognizing/rewarding the efforts of employees in the application of 5S, which can take different forms: verbal highlighting, displaying the photo of the employee/employees with outstanding results on the board dedicated to this, granting material advantages from simple diplomas, plaques, badges, trips with the family /team buildings sponsored by the organization, up to monetary rewards in the form of salary bonuses (figure 3) or even promotions to higher positions;

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Dezapturi salariale	Nr.Unit.	Sume	Deduceri si venituri impozabile	Sume
Spor noapte -Ore	40,00	74,00	Deduceri	70,00
Realizat regie - Ore	192,00	1.423,00	Nr.pers.intretinere	0,00
Beneficii impozabile	20,00	187,00	Impozit	328,00
Premii	0,00	110,00	Ajutor soneaj	12,00
Ore suplimentare -Ore	32,00	237,00	CAS	243,00
Alte sume	12,00	178,00	Asig.sanatare	127,00
Abonament	0,00	50,00	Reg.pansie privata	
Bonus Productivitate	0,00	85,00		
Prima Calitate	0,00	170,00		
Bonus SS	0,00	38,00	Retineri din brut si din net	Sume
Total Brut		2.315,00		
Rest plata		1.635,00		
Salariu incadrare		1.250,00		
Salariu tarifar orar		7,41		

Figure 3: Extract of “salary flier” with salary bonus for applying 5S

8. Visits to disseminate the 5S experience between departments/structures;
9. Periodic analyzes of the level of performance achieved to prevent the loss of the advantages obtained after the

10. Periodic audits within the staged system of 5S audits as well as the permanent hierarchical verification of compliance with the rules. The 5S check will be performed

daily by the team/department head, the section head will check weekly or monthly and the top management will perform quarterly checks through the quality assurance department in the institution. 5S audits are carried out by auditors who use forms specific to this type of audit, customized to the verified 5S stage but also to the specifics of the area, the audited compartment. This type of audit as a general objective is to follow the recorded progress, stabilize the deviations from the rules, determine the needs, identify the activities that require the modification of the standard operating procedures and the inclusion in the 5S system of all the equipment, processes and structures within the respective organization. As a rule, these audits have a periodicity of audit/month and have an unexpected character, as a result they are not planned and are not announced to the auditees. Moreover, the choice of the audited area is random so that the level of objectivity of the audit is maximized. The results of the audit activities are displayed in visible places, either in the audited area or in an area with general access (conference room, dining room, central halls, entrance to the institution, changing rooms, etc.). The way of presentation may differ from situation to situation, but it is advisable to use graphic presentation, through photographs (which present reality) or different ones that emphasize the comical, relaxing side of the situation and which do not disturb/offend the persons concerned. Periodically (monthly or quarterly) rankings can be generated with the best and/or the least good results of the audits carried out during this period, with the presentation of the reward for the positive results, so that it is known that the concerns in this field are rewarded. Conditions are created to motivate all employees.

Here's how Shitsuke contributes to creating

an organizational culture for continuous improvement:

1. Consistency: Shitsuke ensures that the practices established during the initial implementation of 5S are consistently followed over time. This consistency helps in ingraining good habits and routines within the organizational culture.
 2. Ownership and Accountability: By making all employees responsible for maintaining the organized and efficient workplace, Shitsuke fosters a sense of ownership and accountability. When everyone feels responsible for the cleanliness, organization, and efficiency of their workspace, they are more likely to take proactive steps to ensure its upkeep.
 3. Attitude of continuous improvement: Shitsuke reinforces the idea that improvement is an ongoing process rather than a one-time effort. Employees understand that maintaining the gains achieved through 5S requires continuous vigilance and improvement. This mindset encourages them to constantly seek out ways to streamline processes, reduce waste, and enhance productivity.
 4. Empowerment: Shitsuke empowers employees at all levels of the organization to identify and address issues in their work environment. By encouraging everyone to take ownership of their workspace and processes, employees feel empowered to suggest improvements and implement changes without fear of reprisal.
 5. Cultural Transformation: Over time, the consistent application of Shitsuke can lead to a cultural transformation within the organization. It becomes ingrained in the company's DNA to prioritize efficiency, cleanliness, and organization. This cultural shift not only improves day-to-day operations but also lays the foundation for long-term success and sustainability [5].
- In essence, Shitsuke Sustain is not just about

maintaining the results of the 5S methodology; it's about nurturing a culture where continuous improvement is the norm, and everyone is actively engaged in making incremental enhancements to their work environment and processes.

3. Conclusions

The essence of auditing activities is represented by the identification of opportunities for improvement and following the analysis of the obtained results, the managers on different hierarchical levels will have to find and solve the existing non-conformities and in the situation where the evolution does not bring the expected results, to elaborate and apply the necessary and mandatory preventive or corrective actions to improve the 5S score.

The foundation of Shitsuke is the elimination of bad habits and the generalization of good practices. Without

supporting change, everything can quickly return to a situation similar to the one at the beginning. The success of the 5th S depends on the ability to combat the resistance to change of those affected by the effects of change and removed from the comfort determined by the daily routine. The plan to change conceptions, mentalities and habits must start from the phrase "If you want, you can!" [5].

The role of the 5th S is to provide information, to create through repetition and practice good practices and positive habits, but above all it must make employees want to apply 5S themselves through active involvement in the achievement of individual tasks what falls to them in their area of responsibility.

5S is not an activity of a few weeks, and the advantages of this method only appear when all 5S are applied cyclically.

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