



MAHALUXMI STEELS

HOUSEKEEPING IMPROVEMENT WITH IMPLEMENTATION OF “5-S” APPROACH

Doc. No.:
QP-MHLS-5S-01
Revision : 04
Date : 01.04.2024

“5-S’ WORKPLACE MANAGEMENT SYSTEM MANUAL

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PREPARED BY	REVIEWED BY	APPROVED BY
Mr. Puneet Gupta	Mr. Bharat Gupta	Mr. Sanjay Gupta



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‘5-S’ (Work Place Management) POLICY

WORK SHOP (Mahaluxmi Steels), Ludhiana is Committed to Improve ‘Work Place Management’ through implementation of “5-S Methodology” to :

- Enhance Team Spirit & Morale of Employees
- Create Culture of Continuous Improvement
- Provide Safe Workplace
- Reduce Machinery Breakdown
- Reduce Wastages
- Improve Work Efficiency
- Create Employees Engagement

Date: 01.04.2024

---Signed---
(Partner)

(Mahaluxmi Steels – Ludhiana)

PREPARED BY	REVIEWED BY	APPROVED BY
Mr. Puneet Gupta	Mr. Bharat Gupta	Mr. Sanjay Gupta



Workplace Improvement and Management

Introduction:

There have been many attempts to instill quality. All such efforts may remain incomplete until and unless a suitable environment for the creation and sustenance of Quality is provided. The 5s principle pioneered by Toyota in Japan focuses upon creation of a premier quality workplace wherein quality can take firm roots.

5s principles are therefore an important pre-requisite and an integral part of any efforts directed towards initiating, implementing, intensifying and integrating total quality into normal work life.

5s principles have time and again proven their effectiveness wherever they have been practiced with devotion and diligence. Just as cleanliness is next to Godliness, a 5s work environment is the hallmark of a sound foundation for quality.

WORKPLACE IMPROVEMENT THROUGH 5S

The 5S Approach...

5s is a participation programme, it is a very effective approach to improving our work environment and total quality. It becomes a base for continuous improvement in the organisation.

Summary

5s is a systematic approach to good house-keeping. It is today gaining strong support in most industries. There are an increasing number of companies which are implementing 5s with greater involvement of people within the organisation.

Why is it becoming popular among companies?

Simply because:

1. Workplace becomes clean and nicely organised.
2. Shop floor and office operations become easier, quicker and safer.
3. Results are visible to everyone; insiders and outsiders.

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4. Visible results enhance generation of more new ideas.
5. People become automatically devoted and disciplined.
6. People become proud of a clean and organised workplace.
7. Resultant “Good Company” image generates more business and thus, profits.

Some significant benefits observed at a company practicing 5s include:

1. Happier employee with high morale.
2. Greater people involvement.
3. Low employee turnover.
4. Increased number of suggestions.
5. Better use of floor space.
6. Less work in progress and inventories.
7. Better flow of work.
8. Low machine breakdown rates.
9. Low accident rates.
10. High product quality.

What are the 5s:

The concept of good housekeeping has been with the Japanese for a very long time. At home, in school, children are disciplined to adhere to good house keeping practices. However, it was only in the early 1980s that good house keeping became a pertinent issue in Japanese industries as companies realised its powerful contribution to productivity and quality management.

The basis for good housekeeping in Japanese companies is a concept popularly known as 5s. This stands for the five good housekeeping concepts in Japanese.

5s	Original Japanese	Meaning in English
1s	<i>SEIRI</i>	Sort out unnecessary items in the workplace and discard them.
2s	<i>SEITON</i>	Arrange necessary items in good order so that they can be easily picked for use. <ul style="list-style-type: none">• A place for everything• Everything in its place.
3s	<i>SEISO</i>	Clean your workplace thoroughly so that there is no dust on floor, machines and equipment.
4s	<i>SEIKETSU</i>	Maintain high standard of housekeeping at workplace

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		at all times.
5s	<i>SHITSUKE</i>	Train people to follow good housekeeping disciplines automatically

SEIRI: SORT OUT ITEMS AND DISCARD UNNECESSARY ONES

5 questions about Seiri:

1. Do you find items scattered in your workplace?
2. Are papers, boxes, files and other items left in disorganised manner?
3. Are the tools and equipment placed in safe places?
4. Are all the items sorted out and placed in designated spots?
5. Are tools and stationery properly sorted and stored?

SEITON: ARRANGE A PLACE FOR EVERYTHING AND EVERYTHING AT ITS PLACE

5 Questions about Seiton:

1. Are passages, ways and storage places clearly indicated?
2. Are commonly used tools and stationery separated from those seldom used?
3. Are containers and boxes stacked up properly?
4. Are fire extinguishers and hydrants readily available?
5. Are the grooves, cracks or bumps on the floor which hinder work or safety?

SEISO: CLEAN YOUR WORKPLACE THOROUGHLY

5 Questions about Seiso:

1. Are the floor surfaces dirty?
2. Are machines and equipment dirty?
3. Are wires and pipes dirty or stained?
4. Do lubricants and dust dirty machines?
5. Are shades, light bulbs and light reflectors dirty?

SEIKETSU: MAINTAIN A STANDARD

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5 Questions about Seiketsu:

1. Are anybody's clothes dirty and untidy?
2. Is there sufficient lighting?
3. Is the noise or heat at your workplace causing discomfort?
4. Is the roof leaking?
5. Do people eat at designated place only?

SHITSUKE: TRAIN PEOPLE TO BE DISCIPLINED

5 Questions about Shitsuke:

1. Are regular 5s checks conducted?
2. Do people clean up without reminders?
3. Do people follow rules and instructions?
4. Do people wear their safety gear properly?
5. Do people assemble on time?

‘Principle of 5 S’

The 5S are prerequisites for any improvement program. As waste is potential loss, so eliminating waste is a gain.

5S Philosophy focuses on effective work place organization, simplifies work environment, reduces waste while improving quality and safety.

There is no hope for efficiency or quality improvement with dirty work place, waste of time and scrap.

Potential Benefits of 5S

Implementing 5S methods in the plant would help the company to reduce **waste** hidden in the plant, improve the levels of **quality** and safety, reduce the **lead time** and **cost**, and thus, increase company's **profit**. The potential benefits of 5S can be summarized by the following as: -

- Increase sales (market share).
- Save costs.
- Provide a safety working environment.
- Standardize the operating procedure.
- Employees and customers satisfaction
- Increase productivity.
- Improve product quality.
- Reduce manufacturing costs.
- Ensure on-time delivery.

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- Provide a safety working environment

Implementation Procedure of 5S

Depending on company's situation, the 5S can be implemented in different manners. However, many companies feel that the following procedure is quite effective:

1. Organize the program committee. **(PLAN)**
1. Develop a plan for each S. **(PLAN)**
2. Publicly announcement the start of the program. **(DO)**
3. Provide training and education to employees. **(DO)**
4. Select a day and everybody cleanups his/her own working area. **(DO)**
5. Select a day and everybody organizes his/her own workplace.**(DO)**
6. Evaluate the results of 5S. **(CHECK)**
7. Self-Examination and Take corrected actions. **(ACTION)**

Guidelines for Practicing 5S

In this section, the general guidelines for implementing 5S are provided. These guidelines were generated based upon actual examples collected from the field or literature. Therefore, to fully understand these principles, review them with examples may be needed.

Guidelines for Practicing Seiri

- Separate needed items from unneeded items.
- Remove unneeded items from working areas:
 - Items never used: discard.
 - Item not needed now: store them.
- Remove all excess items from working areas, including workpieces, supplies, personal items, tools, instruments, and equipment).
- Use red tag to get rid of unneeded items.
- Store items needed by most people in a common storage area.
- Assign a person to organize and manage the common storage area.
- Store items only needed by each individual in his/her own working area.
- Organize working / storage area.

Guidelines for Practicing Seiton

Objectives:

- Needed items can be easily found, stored and retrieved.
- First-in first-out (FIFO).
- Save space and time.

Guidelines:

- A place for everything and everything in its place.
- Place tools and instructional manual close to the point of use.
- Design the storage areas such that the entrance is wider and the depth is shallower.
- Layout the storage area along the wall to save space.
- Place items such that they are facing toward passage for easily access.
- Store similar items together. Different items in separate rows.

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- Don't stack items together. Use rack or shelf if possible.
- Use small bins to organize small items.
- Use color for quickly identifying items.
- Clearly label each item and its storage areas (lead to visibility).
- Use see-through cover or door for visibility.
- Use special designed cart to organize tools, jigs, measuring devices, etc., that are needed for each particular machine.

Guidelines for Practicing Seiso

Objectives:

- Cleanliness ensures a more comfortable and safe working place.
- Cleanliness will lead to visibility so as to reduce search time.
- Cleanliness ensures a higher quality of work and products.

Guidelines:

- Use dust collecting covers or devices to prevent possible dirt or reduce the amount of dirt.
- Investigating the causes of dirtiness and implement a plan to eliminate the sources of dirt.
- Cover around cords, legs of machines and tables such that dirt can be easily and quickly removed.
- Operators clean their own equipment and working area and perform basic preventive maintenance.
- Keep everything clean for a constant state of readiness

Guidelines for Practicing Seiketsu

- Use dust collecting covers or devices to prevent possible dirt or reduce the amount of dirt.
- Investigating the causes of dirtiness and implement a plan to eliminate the sources of dirt.
- Cover around objects to prevent from dust.
- Keep everything clean for a constant state of readiness.

STEPS: -

First step : Training managing staff

The first training was given to managers, foremen and line leaders. In addition to the course, frequent visits on the shop floor revealed numerous examples of lack of order, tidiness, but dust, obsolete parts or documents still lying around...

This was the moment to memorize initial status and kick-off improvement ideas. (In the same time we worked on 5S, we introduced KAIZEN: CONTINUOUS IMPROVEMENT spirit)

Taking pictures to keep in mind original state, by collecting more pictures as project goes on, makes a nice before/after album.

Those visits on the ground were *invasions*, as no drawer or closet was safe before inspectors, showing lack of **personal 5S**.

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Second step : effective starting of 5S

Managers, foremen and line leaders taught the **5S** spirit and techniques to their teams, top-down. Once explanations given, first improvement ideas, enriched with the new ones, from workers, technicians and employees, were given a planning for action. The plant was sliced into sectors and responsibility of **5S** split among the sections. Top management issued basic **5S** rules, a kind of table of laws, stating about stacking heights, stacking zones and so on. Over five months, one **S** per month, sections had to turn ideas (eg: planned actions) into reality. First actions consisted mainly in cleaning, sorting and marking inventory zones, corridors... Progress and compliance to rules were monitored by a monthly **5S patrol**.

5S Patrol

Some managers, foremen or line leaders were entitled both as responsible for **5S** in their area and patrolman. Chairman of that organization was the Quality Insurance manager. To involve everybody, two different workers were chosen each month, to join the patrol. Patrol used evaluation sheets, based on the company rules. A couple of "inspectors" were given several sectors to check. Two patrols could check a same sector. Patrol planning was done so that each sector was checked over the months. At the end of each audit (patrol), evaluation sheets with notes and remarks were gathered and discussed.

The **5S committee** chairman (Quality Insurance manager) gathered the sheets and calculated a global result. A chart with all results was finally displayed.

5S Improvement Requests could be issued to some responsible person, requesting a concrete answer to some specific point. This person should respond quickly, proposing a deadline for clearing that troublesome point.

Third step : turn 5S into daily task

When **5S** were kicked-off and this system understood, it was ready to be turned into regular job. **Yearly 5S target** were assigned to divisions, as a part of their quality targets. Average result of all monthly **5S audits** should meet that target. So patrols were kept after kick-off period.

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PROCEDURE :

1. PURPOSE

The Purpose of this procedure to adopt approach to its business to evaluate its workplace organization capability & visual management standards in order to achieve high levels of quality, safety , Environment & productivity through continual improvement.

2. SCOPE

This procedure is applicable to all process & areas in the organization/work place.

3. RESPONSIBILITIES

- 3.1 Zone wise demarcation of the entire Work Premises
- 3.2 '5-S' Committee for Review of the Implementation
- 3.3 Head of the Location is overall responsible for implementation

4.0 DESCRIPTION: - A proper & step by step process has to be followed to make “5-S” successful.

4.1 PLAN-DO-CHECK-ACT Approach to 5S to be followed as following -

PLAN:-

- 1. Committee for “5-S” is to be formed.
- 2. Plan is to be prepared for each “S”.
- 3. Zone wise demarcation of entire working premises is to be done
- 4. Incharge of each Zone is to be appointed
- 5. Zone identification Board with Photo of the Zone Incharge is to be displayed in each Zone.
- 6. “5-S” Awareness Boards are to be displayed at key location in the Premises.

DO:-

- 1. Starting of the program is announced publically.
- 2. Banners & required posters are put at appropriate location for awareness in the Organization.
- 3. “5-S” training is provided to every employee (Staff / Workers).

CHECK:-

- 1. Entire Organization is audited based on “5-S” check sheet – Weekly by “5-S Committee”
- 2. Monthly Verification by 05 Members Empowered Committee.
- 3. Gaps are identified in each area.

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ACT:-

1. Corrective & preventive action are taken against the gap identified.
2. Monitoring is done to review the effectiveness.

4.2 “5-S” PRINCIPLE which needs to be focused are as following-

- **SEIRI** – Organisation / Sort out
- **SEITON** – Orderliness/Systemize
- **SEISO** – Cleaning/Shining
- **SEIKETSU** – Standardisation
- **SHITSUKE** – Sustain / Discipline

4.3 Methodology of 5S implementation -

1. SEIRI:-

- Decide what you need
- Remove unnecessary clutter
- All tools, gauges, materials, classified and then stored
- Remove items which are broken, unusable or only occasionally used

RED TAG TECHNIQUE:-

- Procure “Red Tags” for identification.
- Staff to review each item in Gemba / Workplace
- Ask self-question “needed or not needed & needed in what quantity”
- Put red tag on items not needed.
- Store unwanted items in “Red Tag Area”
- Make a List of all ‘Red Tag Items’
- Make a decision for ‘Disposal’ of the unwanted / Excess / Waste Material.

FOR WAVERING ITEMS:-

- Place the suspected items in the “Red Tag Area” for one week with intimation to all HODs
- Allow the staff to review the items for its utility in their respective area
- At the end of the week usable items should be lifted by concerned & unwanted items to be scrapped after due approval.

2. SEITON:-

- Once eliminate all unneeded items.
- Organise layout of tools and equipment
- Designated locations
- Use tapes and labels
- Ensure everything is available as it is needed and at the “point of use”.
- Every item’s location to be fixed & the same shall be placed at its identified location

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3. SEISO:-

- Create a spotless workplace
- Identify and eliminate causes of dirt & eliminate the need to clean
- Sweep, dust, polish and paint wherever required
- Divide areas into zones
- Define responsibilities for cleaning with target date
- Tools and equipment must be owned by an individual
- Ultimately focus on removing the need to clean

4. SEIKETSU:-

- Generate a maintenance system for the first three ie Seri, Seiton & Seiso
- Develop procedures, schedules, practices
- Continue to assess the use and disposal of items
- Regularly audit using checklists and measures of housekeeping
- Real challenge is to keep it clean & its sustenance

5. SHITSUKE:-

- Means inoculate courtesy & good habits
- Driving force behind all 5S
- Deming’s point number 1: Constancy of purpose

Focus:

- Make it a way of life
- Part of health and safety
- Involve the whole workforce
- Develop and keep good habits

5.0 Review of “5-S” to be done on daily basis by each Zone in charges & monthly compiled status to be put up to MD for his suggestions & guidance.

6.0 Record :-

1. List of ‘Red Tag’ Item List
2. 5-S Audit Check Sheet
3. Location Wise – Management Review Meeting – Minutes to be recorded

7.0 Reference :-

- “5-S” Implementation Approach.
- Location Wise “5-S” Implementation Committee
- **List of Zone Wise Identification of the entire Premises.**

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‘5-S’ WORKPLACE MANAGEMENT – VERIFICATION LIST

- Frequency to conduct this Verification : On Monthly Basis between 01st to 07th day

	Current Audit Status				
Area/Section:	Clearing Up	Organizing	Cleaning	Standardize	Self-Discipline
Date :					
Verified By :					

5 S	S. No	Item Description		Evaluation Criteria	Target Date for Completion	
Clearing	1	Remove Un-necessary Items	1.1	Necessary and Un-necessary Items have been identified.		
			1.2	Un-necessary Items have been identified and kept separate.		
			1.3	Necessary items are identified and stored as per degree of need, frequency of use.		
			1.4	Un-necessary and rejected Items are disposed as per schedule (scrap components, tools, gauges, desks, benches, etc.)		
	2	Floor Cleaning	2.1	Sweeping is evident in section as oil, coolant, chip, dirt, etc are not observed on floor		
			2.2	Floors are in safe working condition (non-slippery, floor peel off, pits on floor etc.)		
			2.3	Components are not observed lying on floor or rejection items are not kept on floor.		
	3	Bulletin Boards	3.1	Bulletin Boards are displayed at prominent places and are in clean condition.		
			3.2	Old outdated Bulletins are not displayed		
			3.3	Display of 5'S' improvements is carried out by section		
		Emergency equipment	4.1	Emergency equipment like fire extinguishers, water hoses relevant to section are available (appropriate fire extinguishers are available)		
			4.2	Emergency equipment is stored in prominent place, easy to locate and considering accessibility.		
			4.3	Circuit breakers , emergency stops are colour coded for visibility and identification		
			4.4	Adherence to safe work practices (safety shoes, goggles, machine guards, authorized personnel operating forklift, hoist, etc.)		
	1'S'	VERIFICATION for Completion : YES / NO				

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Organising	5	Material/ Fixture/Tools storage arrangement	5.1	Storage areas are clean and accessible	
			5.2	Identification and place specified for material, tools, gauges, fixtures, etc.	
			5.3	Items are stored in storage arrangement considering quantity, mix-up, FIFO concept (First In First Out)	
	6	Equipment maintenance	6.1	Machines and equipment are kept clean by daily care	
			6.2	Critical machines/equipment have been identified	
			6.3	Critical points of daily maintenance checks are clearly marked on machines and equipment (oil levels, pressure levels, etc.).	
			6.4	Machine and equipment checksheets are displayed and adhered to (machine cleaning, coolant change, oil filling, etc.)	
	7	Aisleways	7.1	Aisleways are clean and clearly demarked	
			7.1	Aisleways are free of encroachment (material, trollies, bins not on aisleways)	
	2'S'	VERIFICATION for Completion : YES / NO			
5 S	S. No	Item Description	Evaluation Criteria		
Cleaning	8	Machines and Equipment storage	8.1	Machines, cabinets and equipment are free of unnecessary items	
			8.2	Proper guards and deflectors are being used to avoid chips falling on floor	
			8.3	Fool proofing (Poka-Yoke) done to avoid mistakes	
	9	Tools and Gauges	9.1	Tools, jigs and fixtures, gauges are clean and kept at identified place	
			9.2	Tools, jigs and fixtures are stored considering frequency of use, accessibility and free of any risk of damage	
			9.3	Measuring instruments with valid calibrations are only used and stored	
			9.4	Callibration frequency and schedule displayed for Tools, Jigs, fixtures and gauges	
	10	Document storage	10.1	Specified place for document storage in section (leave cards, quality reports, audit reports, etc.)	
			10.2	Documents are stored in orderly manner (labeled clearly as to contents, responsibility for control and revision)	
			10.3	Section is free of obsolete and un-necessary documents	
			10.4	Document control schedule is displayed and adhered to.	
	3'S'	VERIFICATION for Completion : YES / NO			

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Standardise	11	5 'S' Control and Maintenance	11.1	Defined responsibility & system is in place for maintaining Clearing Up, Organizing and cleaning	
			11.2	5'S' Audit conducted Internally and periodically	
			11.3	Review of 5'S' with Action Plan	
			11.4	Evidence of Progress Trend (5'S', Downtime, Rejection and Quality)	
4'S'	VERIFICATION for Completion : YES / NO				
Self-Discipline	12	Orderliness	12.1	5 ' S ' drill is known to people and practiced regularly	
			12.2	Projects undertaken by SDT for workplace improvement in a area (1 project: 1 section)	
			12.3	Evidence of improvements derived from adopting 5'S' Methodology (improvements carried out from Previous audit)	
			12.4	Sharing and replication of 5 'S' improvements of this section in other areas/locations	
5'S'	VERIFICATION for Completion : YES / NO				

NOTE / REMARK (If any) :

VERIFICATION CONDUCTED BY

VERIFICATION REPORT – REVIEWED & APPROVED BY

NAME :

NAME :

SIGNATURE :

SIGNATURE :

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SAMPLE OF “5-S” ZONE IDENTIFICATION BOARD

“ 5 – S ”
ZONE IDENTIFICATION
BOARD

ZONE No. : 01 (ONE)

Area :

From: _____ To: _____

ZONE INCHARGE : Mr. _____

PHOTO



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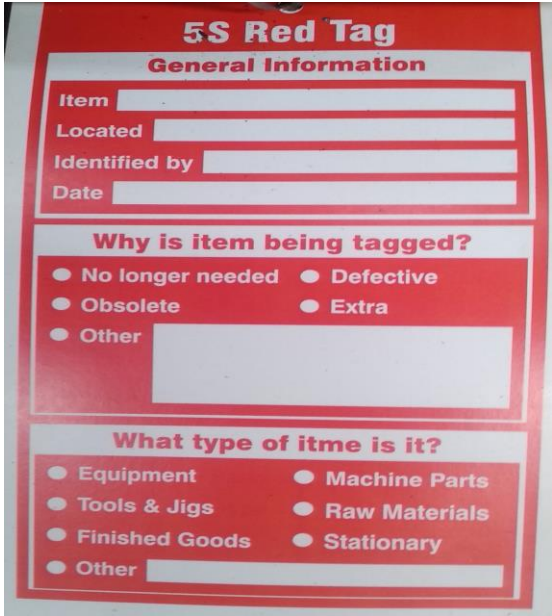
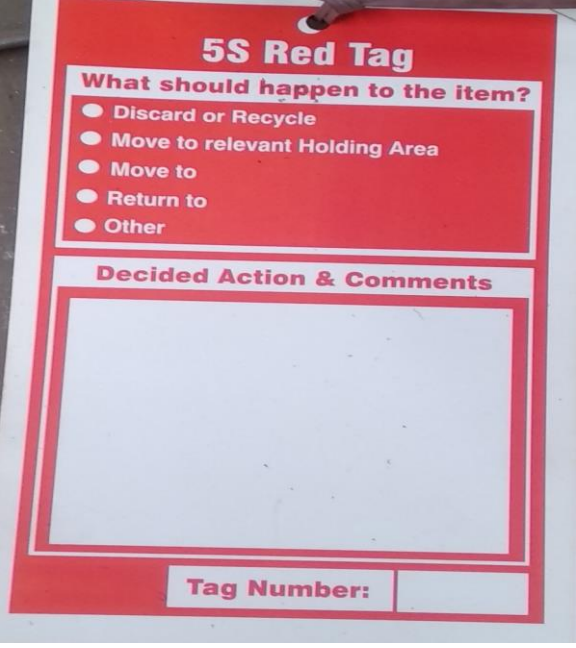


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SAMPLE OF "RED-TAG" (To be marked/affixed on Watse/Unwanted material/item)

FRONT SIDE	BACK SIDE
 <p>5S Red Tag General Information</p> <p>Item <input type="text"/> Located <input type="text"/> Identified by <input type="text"/> Date <input type="text"/></p> <p>Why is item being tagged?</p> <p> <input type="radio"/> No longer needed <input type="radio"/> Defective <input type="radio"/> Obsolete <input type="radio"/> Extra <input type="radio"/> Other <input type="text"/> </p> <p>What type of itme is it?</p> <p> <input type="radio"/> Equipment <input type="radio"/> Machine Parts <input type="radio"/> Tools & Jigs <input type="radio"/> Raw Materials <input type="radio"/> Finished Goods <input type="radio"/> Stationary <input type="radio"/> Other <input type="text"/> </p>	 <p>5S Red Tag</p> <p>What should happen to the item?</p> <p> <input type="radio"/> Discard or Recycle <input type="radio"/> Move to relevant Holding Area <input type="radio"/> Move to <input type="radio"/> Return to <input type="radio"/> Other </p> <p>Decided Action & Comments</p> <p><input type="text"/></p> <p>Tag Number: <input type="text"/></p>

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