

QCFI 5S Manual



Quality Circle Forum of India

www.qcfi.in

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**GUIDELINES FOR CERTIFICATION OF
5-S (WORKPLACE MANAGEMENT SYSTEM)**

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CONTENTS

S.No	SECTION	DESCRIPTION	PAGES
01	01	PREAMBLE AND OBJECTIVES OF MANUAL	03
02	02	QCFI & INTRODUCTION	04-05
03	03	ORGANIZATION OF QCFI	06
04	04	ADMINISTRATION	07
05	05	CERTIFICATION PERSONNEL	08-09
06	06	ON-SITE ASSESSMENTS	10-12
07	07	EVALUATION SYSTEM	13-18
08	08	ABSTRACT OF 160TH BOD	19

PREAMBLE AND OBJECTIVES OF THE MANUAL

- 02.01 :** These guidelines are being issued by QCFI as guidelines for Assessors/Lead assessors who are trained to certify organizations with proven competence in implementation of 5-S (workplace management system). This is a quality initiative creating a congenial workplace environment, resulting in better quality, reduced cost, higher employee productive engagement & satisfaction, safe and environment-friendly workplace.
- 02.02 :** All trained and certified personnel who carry out assessment activities are obliged to familiarize themselves with the principles and rules of the quality system, comply with the defined quality standard and strive for continuous improvement.
- 02.03 :** Quality system effectiveness is ensured by periodic internal assessments.
- 02.04 :** This document is issued to ensure that uniform procedures are followed for assessment / certification of organizations/Units.
- 02.05 :** This document is to be issued to only certified assessors of 5-S system.
- 02.05 :** Details of 5-S Workplace management system is given in the 'Practical Guidebook on Five S'.

QUALITY CIRCLE FORUM OF INDIA INTRODUCTION

- 03:01:** Quality Circle Forum of India (QCFI), established in the year 1982, as a non-profit, non-political organization, under the A.P. Public Society's Act, is recognized as the nodal institution representing the Quality Circle movement in India. The Head Quarters of QCFI is located at 306, 3rd Floor, Navketan Chambers, Secunderabad, 500003. QCFI has successfully implemented Quality concepts, under the TQM umbrella, across several industries that have experienced phenomenal enhancement of their work process and productivity after the implementation of the Quality concepts.
- 03.02 :** QCFI has been representing India in several international forums. QCFI is one of the International Coordination Committee Members representing India in the 14-Nation- body, to organize International Conventions on Quality Control Circles (ICQCC), annually. QCFI has organized four International Conventions in India till date.
- 03.03 :** QCFI organizes Chapter and National Conventions, every year, where employees of various member organizations present their case studies and technical papers discussed by leading Quality Concept practitioners.
- 03.04 :** In-house training and orientation programs are one of QCFI's strength. .QCFI has been effectively providing training, developing trainers and assessors and handholding implementation for significant number of organisations in India
- 03.05 :** Union of Japanese Scientists and Engineers (JUSE), Japan has endorsed QCFI for joint certification of 5S with effect from 26th November 2016.

OBJECTIVES OF QCFI:

- To be the National Organisation for promotion, propagation, and advancement of the theory and practice of all quality concepts.
- To act as a Central clearing House for information on Quality Circle and other Quality team concepts.
- To serve as a common forum and platform for all those interested and engaged in the operation of Quality concepts with a special focus on Quality Circles and provide opportunities to discuss related matters with a view to sharing knowledge and experience by way of seminars, workshops, conferences, conclaves, publications, audio-visuals etc, and enable the promotion of participation culture and empowerment of people.
- To help interested Units and individuals to launch and operate Quality Circles and other Quality concepts, involving top management to first line employees.
- To organise training and development programmes for All level Employees on Total Quality and all the Quality concepts.
- To undertake/sponsor research programmes designed to further all quality concepts a with special focus on Quality Circles.
- To improve, enrich and uplift the quality of work-life and to provide opportunities for self-development and mutual development through Quality Circle and other Quality concepts.
- To felicitate, recognize, and otherwise encourage those who have contributed significantly to the achievement of the objectives of the Forum.
- To engage in activities calculated to benefit and promote the welfare and wellbeing directly or indirectly of the members of the Forum.
- To cultivate and promote a high standard of moral ethics among its members.
- To associate with other national and international bodies engaged in a similar pursuit in furthering the interest of all **Quality concepts including Quality circles.**
- To be and always continue to be a non-profit, non-political non-partisan and non-sectarian Forum.

ORGANISATION - QCFI

- 04.01:** Quality Circle Forum of India (QCFI) has:
- a) Patron members.
 - b) Individual members.
 - c) Institutional members.
 - d) Technical, Scientists & Public Institutional Members.
- 04.02:** An Executive Board with elected Directors, from the members, manages the affairs of the forum. A President, elected by the Executive Board members heads the Board and the Board also elects two Vice-Presidents and one Treasurer. Regular administration is carried on by an Executive Director and he carries out the administration as per the Board's policy and directives.
- 04.03:** QCFI has chapters/centers/sub-chapters, all over the country, in 34 locations as of 5th March 2022, to propagate the Quality Circle and other Quality Concepts, integrated with TQM. Each chapter has a Governing Council that in line with the QCFI's policies and procedures. A Chairman, Vice- Chairman, Secretary and Treasurer are elected from among its Governing Council members.
- 04.04:** Chapters/centers/sub-chapters draw its council members among the Life Members from industries, institutions, and individuals keen to contribute, to carry on its activities.
- 04.05:** QCFI HQs and chapters play an important role in the Human resource development in the various enterprises (manufacturing industries, service organizations educational institutions, public utility services, etc., including government offices) for achieving better work environment, higher quality, productivity and capacity utilization.

ADMINISTRATION

05.01 : GENERAL

- 05.01.01:** QCFI has organized itself to provide Certification Services to member Organizations (including Manufacturing units, Services Organizations , Educational institutions etc.) in the field of 'Workplace Management System' (Five-S).
- 05.01.02:** The Board of Directors of QCFI, represented by its President has approved the certification process, as outlined in this manual.
- 05.01.03:** The implementation of the 'Workplace Management System, (Five-S), is assessed for various areas, included in the scope of the assessment by a team of assessors from QCFI.
- 05.01.04:** The assessors are certified by an internal certification system of QCFI, defined in section 06 of this manual.
- 05.01.05:** The findings of the assessment team member(s) are discussed with the organization/Unit; and based on a satisfactory evaluation report by lead assessor and/or assessor(s), a certificate of compliance on behalf of QCFI is awarded by the lead assessor/assessor
- 05.01.06:** The validity of the certificate would be corresponding to the level of certification as per section 8 from the date of issuance, subject to satisfactory sustenance of the system, verified through surveillance assessments.
- 05.01.07:** Surveillance assessments will be conducted, once in 6 months by QCFI certified assessors of HQ and Chapter alternatively. Surveillance assessment just before re-certification assessment shall be conducted by certified assessor deputed by QCFI HQ only.
- 05.01.08:** The scope of the assessment (i.e. the coverage of the system) can be modified by the member organization and informed to QCFI.
- 05.01.09:** Records of all assessments performed, including the observations shall be maintained as documented information by QCFI for 4 years
- 05.01.10:** A re-assessment of all or part of the areas shall be recommended/advised by the lead assessor in the following cases
- (i) the findings of the assessments are not satisfactory
 - (ii) self-assessment / management assessment has not been conducted satisfactorily,
 - (iii) surveillance assessment has not been conducted.
 - (iv) incomplete documentation as per FIVE-S requirements.
- 05.01.11:** Records relating to assessments (both certification and Surveillance) shall be maintained by the unit, for any review/ reference, for a period of 4 years from the date of certification except rough assessment sheets are to be maintained till the next surveillance assessment by QCFI.

CERTIFICATION PERSONNEL

06.01: Requirements:

- 06.01.01:** QCFI has competent, trained and certified professionals, qualified as per the requirements of the 'Workplace Management System' (Five-S) and assessing its effective implementation. QCFI has created a system of certifying professionals as assessors to increase the pool of assessors
- 06.01.02:** An '**Assessor**' shall have a 'Degree/ Diploma' in any discipline, passed in Five-S training cum assessor programme by QCFI HQ with a minimum 70% score. He must have conducted minimum 10 assessments of the zones in minimum 3 units (including own unit) in presence of Lead Assessor deputed by QCFI HQ within one year of nomination.
- 06.01.03:** An 'Assessor' shall be elevated to a '**Lead Assessor**' after 10 satisfactory overall assessments done in different units duly approved by the Lead Assessor within two years after becoming Assessor.
- 06.01.04:** A 'Lead Assessor' shall be elevated to a '**Master Lead Assessor**' after conducting 10 different sectors on satisfactory assessments duly approved by the committee through interview within three years after becoming a Lead Assessor.
- 06.01.05:** Validity of Assessor / Lead Assessor / Master Lead Assessor is for three years. Extension of the validity shall be on approval of the committee by QCFI HQ for the next three years.
- 06.01.06:** Persons who are involved in implementation of the 5 S system in the unit will not be deputed for pre-certification/certification/re-certification.
- For the surveillance assessment, QCFI HQ will depute the assessor.
- 06.01.07:** Two consecutive surveillance assessment will not be done by same assessor. Alternate surveillance will be done by QCFI HQ and chapter associated in implementation.
- 06.01.08:** The number of assessors employed on any site assessment would depend upon the nature of business of the organization/Unit, the manpower employed, and the scope of the certification required.

06.01 : Roles and responsibilities:

Lead Assessor/ Master Lead Assessor:

1. He/ she should ensure that the tasks of certification are carried out in an appropriate, technically correct manner.
2. Ensures that only qualified certified personnel are deputed for the assessment.
3. Informs the management about the certification outcome.
4. Signs the certificate pertaining to the assessed and evaluated FIVE-S management system.
5. Shall maintain confidentiality of the information gathered during the assessment.

Assessors:

1. He/ she shall ensure that the assessment process is carried out by him/her as per the assessment procedure.
2. Shall be guided by the Master lead assessor / lead assessor, wherever required.
3. In case of discrepancies, shall seek the assistance of the Master lead assessor / lead assessor to resolve the issues.
4. Shall maintain confidentiality of the information gathered during the assessment.

ON-SITE ASSESSMENTS

07.01.01: Preliminary Assessment:

07.01.02: QCFI HQ will depute Assessor(s) for a preliminary gap assessment of the implementation of the 5-S system on receipt of the report from the company detailing their readiness for assessment.

07.01.03: The assessor(s) will discuss the scope of the certification assessment (whether for the full or part of the plant), and generally verify the documentation in accordance with physical / virtual verification (including the manual prepared by the organization) and suggest measures in the areas where implementation needs improvement with respect to QCFI 5S system.

07.01.04: The organization shall take action for improvements, verify the effectiveness of the action taken and inform QCFI of their readiness for the pre-certification assessment.

07.02: Pre-Certification / Certification / Re-Certification Assessment:

07.02.01: QCFI HQ will depute the Assessor, Lead Assessor / Master Lead Assessor for the certification assessment.

07.02.02: The Master Lead Assessor/ Lead assessor prepares the plan of assessment, giving details like date, duration, areas of assessment, by assessor etc.

07.02.03: The Lead Assessor / Master Lead Assessor would guide them in performing the assessment or alternately, the assessor may use the agenda prepared by the member organization.

07.02.04: The Master Lead Assessor / Lead Assessor will conduct an opening meeting wherein the Head of the organization/unit and HODs being assessed would be present.

- 07:02.05:** After a brief introduction of the personnel present, the Lead assessor would explain the methodology of the assessment, the system of evaluation, discrepancies observed-viz: Observations, non-conformance and points for improvement. Based on the evaluation criteria, if the overall score is 70% and above, respective unit will qualify for the 5 S certification from QCFI.
- 07:02.06 :** The lead assessor would also declare that all information gathered during the assessment would be kept confidential.
- 07:02.07:** The lead assessor shall verify the implementation of the requirements of the system, in each area, through verification of documents, records, activities and interaction with the assesses, evaluate the compliance and award marks.
- 07:02.08:** The assessor shall also record the deficiencies identified in each area, specifying the actual place, and nature of the deficiencies.
- 07:02.10:** The Lead assessor shall also discuss the deficiencies with the assesses,
- 07:02.11:** In case of any problem with respect to assessment, the Lead Assessor contacts the coordinator of the respective unit.
- 07:02.12:** On completion of the verification activities, the assessors shall discuss the findings among themselves and come to a decision.
- 07:02.13:** These observations and conclusions are discussed with the top management of the organization.
- 07:02.14:** If the non-conformances (deficiencies) are not major in nature, the lead assessor will issue the certificate.
- 07:02.15:** An assessment report shall be prepared by the Lead Assessor and given to the organization, giving details of the deficiencies observed so that the organization can analyze, decide on the corrective/ preventive action and implement them.
- 07:02.16:** The organization shall take necessary action to correct / prevent such deficiencies, verify the effectiveness of the implementation and inform QCFI, before the next surveillance assessment.
- 07:02.17:** The organization should apply for the final certification within 60 days (2 Months) on completion of pre-certification.
- 07:02.18** Re-certification must be sought within 2 months of expiry of certification to avoid gap assessment / pre certification assessment.

07.03: Surveillance Assessment:

07.03.01: QCFI HQ shall organize surveillance assessments as per the clause 05.01.07., as per the terms of the certificate.

07.03.02: The assessment shall be conducted by trained and competent lead assessor, in all the areas as per the scope.

07.03.03: The lead assessor shall also verify the effectiveness of the corrective/ preventive action taken by the unit on the deficiencies identified during the previous assessment(s).

07.03.04: A record of observation shall be prepared and handed over to the assessed unit.

07.04: Renewal / Re-certification Assessment:

07.04.01: Renewal / Recertification assessment shall be conducted as mentioned in clause 07.02

07.04.02: All areas covered by the scope shall be assessed.

07.04.03: Any change in scope, as indicated by the organization shall be included for consideration by the Lead assessor.

07.05: Records:

07.05.01: Records of all the assessments, including the evaluation of the results shall be maintained by QCFI HQ for 4 years.

**QCFI GUIDELINES FOR 5-S CERTIFICATION
(WORKPLACE MANAGEMENT SYSTEM)**

**Doc: 5S: 02
Rev: 02
01:04:2023
Section: 02**

ZONE NO./Name					
Sl.No	Audit Point	Wtg A	SC B	AxB	Remarks
1	System of Audit	3		0	R1
2	Jagruti Group	3		0	R2
3	Action taken on remarks in rough audit sheet	5		0	R3
4	Regularity of council meeting	3		0	R4
5	Awareness about 5S	3		0	R5
6	Status of 1S	5		0	R6
7	Status of 2S	5		0	R7
8	Status of Cleanliness	4		0	R8
9	Individual responsibility	3		0	R9
10	Action on lowest marks in self audit Status of "Action to be taken/job to be done"	3		0	R10
11	5S Home	4		0	R11
12	Status of Standard practices	3		0	R12
13	Follow-up of Standard practices	4		0	R13
14	Visual Management	4		0	R14
15	General Feeling about benefit from 5S	3		0	R15
16	Before & After status Photograph	3		0	R16
17	Zone/Sub zone Leader room	4		0	R17
18	HOD's Room	5		0	R18
19	Special Activity	2		0	R19
20	Display of score board & action taken for improvement	3		0	R20
21	Presentation to steering committee	3		0	R21
22	Action taken on previous management audit	5		0	R22
ZONAL PERCENTAGE				0	
Score				0.00	
	1 = Very Bad				
	2 = Bad				
	3 = Average				
	4 = Good				
	5 = Very Good				

**QCFI GUIDELINES FOR 5-S CERTIFICATION
(WORKPLACE MANAGEMENT SYSTEM)**

**Doc: 5S: 02
Rev: 02
01:04:2023
Section: 02**

S.No	Organisation:	Date:		
A. BASIC REQUIREMENTS		Wtg.	Score	Total
1	Steering committee meeting and outcome	5	0	0
2	Presentation of zone report by zone head	5	0	0
3	5S at Home	10	0	0
4	Micro level checklist	5	0	0
5	Jagruti group	5	0	0
B. CREATING AWARENESS AND TRAINING PROGRAMME				
1	Awareness Programme to All employees including associates	5	0	0
2	Specialised Programme for Area convenors/council members	5	0	0
3	Development of 5S trainers	10	0	0
4	Refresher programme of all employees per year	10	0	0
5	Development of 5S Assesor	10	0	0
C. PROMOTIONAL ACTIVITIES				
1	Display of Posters/Slogans/Hordings	5	0	0
2	Distribution of handbills once in a year	2	0	0
3	Poster, slogan, quiz competition once in a year	2	0	0
4	5S March past once in a year	2	0	0
5	Provision of Literature and Books	2	0	0
6	Plant visit by other organisation/unit	2	0	0
7	Arrangement of visits to reputed 5S organisation/unit	2	0	0

**QCFI GUIDELINES FOR 5-S CERTIFICATION
(WORKPLACE MANAGEMENT SYSTEM)**

**Doc: 5S: 02
Rev: 02
01:04:2023
Section: 02**

D. STATUS OF PUBLIC PLACES/ COMMON AREAS/ NO MANS LAND/HIDDEN AREA				
1	Main Gate/ Other gates of factory	2	0	0
2	Cycle/Scooter /Car Stands	2	0	0
3	Canteen/pantry/lunch room	2	0	0
4	Library/Records	2	0	0
5	Common Toilets	2	0	0
6	Roads	2	0	0
7	Greenery and cleanliness	2	0	0
8	Drainage System	2	0	0
9	Stair cases & Below Stair cases	2	0	0
10	Common Drinking water places	2	0	0
11	Notice Boards/Display Boards	2	0	0
12	Overhead Tanks	2	0	0
13	Roof	2	0	0
14	Telephone wiring	2	0	0
15	Electric Wiring and Junction boxes	2	0	0
16	Guest House, Community Halls & Club	2	0	0
17	Display of safety equipments	2	0	0
18	Visual Management of surrounding area	2	0	0
19	Unnecessary items/lying unidentified of surrounding areas	2	0	0
20	Availability of dustbins	2	0	0
21	Seiri museum	2	0	0
22	Red tag areas	2	0	0
23	Condition of scrap yard	2	0	0
24	Condition of hidden area	2	0	0

**QCFI GUIDELINES FOR 5-S CERTIFICATION
(WORKPLACE MANAGEMENT SYSTEM)**

**Doc: 5S: 02
Rev: 02
01:04:2023
Section: 02**

E: EVALUATION OF FIVE S STATUS OF ZONES				
1	Effectiveness of 5S self audit	10	0	0
2	Effectiveness of 5S Management audit	10	0	0
3	Overall Status of zones	20	0	0
4	General feeling about safety status through 5S	5	0	0
5	Status of offices (Unit Head/HOD/Coordinator) Coordinator offices	5	0	0
F: ADDITIONAL ACTIVITIES IN DIFFERENT ENTITY				
1	5S in Government Bodies (Panchayat, Village office, Police Station Municipality , etc.)	2	0	0
2	5S in village	2	0	0
3	5S in school	2	0	0
4	5S in Hospitals (PHC, Dist. Hospitals etc.)	2	0	0
5	5S in shops	2	0	0
6	5S in worship places	2	0	0
7	5S in Vendor/Supplier units	3	0	0
		200		0
	PERCENTAGE %			0

Score
1 = Needs drastic improvement
2 = Needs improvement
3 = Average
4 = Good
5 = Very Good

LEVEL 4 – GLOBAL

1. Assessment will be subject to 70% and above score in item 'A' Basic requirement
2. If any activity started within 15 days prior to the audit, maximum 30% of the marks will be given for such activities
3. If any activity is started within 15 days to 1 month prior to the audit then maximum 60% marks will be given for such activities
4. 20% of employees in each level of Sr. Management, Middle Management and Task force to be covered in 5S home every year
5. Certificate will be valid for 3 year subject to six monthly surveillance audit
6. Development of at least 1 trainer for every 100 employees or 50 whichever is lower
7. Visit by minimum of 4 units as given in Sl. No. 6 item C
8. 5S implementation other than plant minimum 7 entity from 3 different category as given in Sl.No. 1to6 item F
9. 5S implementation in Vendor/supplier minimum 5 units as given in Sl. No. 7 item F
10. 75% marks qualify for certificate
11. 80% and above qualify for QCFI JUSE application

LEVEL 3 – ACHIEVER

1. Assessment will be subject to 70% and above score in item 'A' Basic requirement
2. If any activity started within 15 days prior to the audit, maximum 30% of the marks will be given for such activities
3. If any activity is started within 15 days to 1 month prior to the audit then maximum 60% marks will be given for such activities
4. 10% of employees in each level of Sr. Management, Middle Management and Task force to be covered in 5S home every year
5. Certificate will be valid for 3 year subject to six monthly surveillance audit
6. Development of at least 1 trainer for every 100 employees or 5 whichever is lower
7. Visit by minimum of 3 units as given in Sl. No. 6 item C
8. 5S implementation other than plant minimum 2 entity from 2 different category as given in Sl.No. 1to6 item F
9. 5S implementation in Vendor/supplier minimum 1 units as given in Sl. No. 7 item F
10. 70% marks qualify for certificate
11. 75% and above qualify for QCFI JUSE application

LEVEL 2 – DEVELOPER

1. Assessment will be subject to 70% and above score in item 'A' Basic requirement
2. If any activity started within 15 days prior to the audit, maximum 30% of the marks will be given for such activities
3. If any activity is started within 15 days to 1 month prior to the audit then maximum 60% marks will be given for such activities
4. 10% of employees in each level of Sr. Management, Middle Management and Task force to be covered in 5S home every year
5. Certificate will be valid for 3 year subject to six monthly surveillance audit
6. Development of at least 1 trainer for every 100 employees or 5 whichever is lower
7. Visit by minimum of 2 units as given in Sl. No. 6 item C
8. 5S implementation other than plant minimum 3 entity from 2 different category as given in Sl.No. 1to6 item F
9. 5S implementation in Vendor/supplier minimum 2 units as given in Sl. No. 7 item F
10. 70% marks qualify for certificate
11. 75% and above qualify for QCFI JUSE application

LEVEL 1 – INITIATOR

1. Assessment will be subject to 70% and above score in item 'A' Basic requirement
2. If any activity started within 15 days prior to the audit, maximum 30% of the marks will be given for such activities
3. If any activity is started within 15 days to 1 month prior to the audit then maximum 60% marks will be given for such activities
4. 10% of employees in each level of Sr. Management, Middle Management and Task force to be covered in 5S home every year
5. Certificate will be valid for 3 year subject to six monthly surveillance audit
6. Development of at least 1 trainer for every 100 employees or 5 whichever is lower
7. Visit by minimum of 1 units as given in Sl. No. 6 item C
8. 5S implementation other than plant minimum 2 entity from 2 different category as given in Sl.No. 1to6 item F
9. 5S implementation in Vendor/supplier minimum 1 units as given in Sl. No. 7 item F
10. 70% marks qualify for certificate
11. 75% and above qualify for QCFI JUSE application

**QCFI GUIDELINES FOR 5-S CERTIFICATION
(WORKPLACE MANAGEMENT SYSTEM)**

**Doc: 5S: 02
Rev: 02
01:04:2023
Section: 02**

Following is the extract of the Recommendations considered by the Executive Board in their 160th Board Meeting:

Certificate validity will lapse in case the unit has not undergone a surveillance assessment for more than 12 months. Accordingly, the same will be uploaded to QCFI 5S portal.

In case of re-certification if the unit has not conducted a surveillance assessment post-certification, then the unit must apply for reassessment. Based on the reassessment the recommendations will be made for certification as mentioned above.

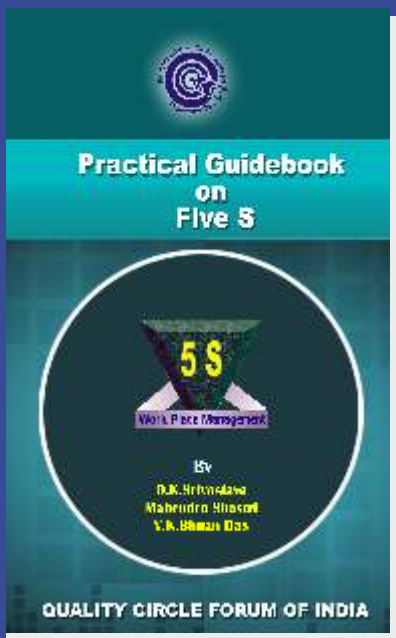
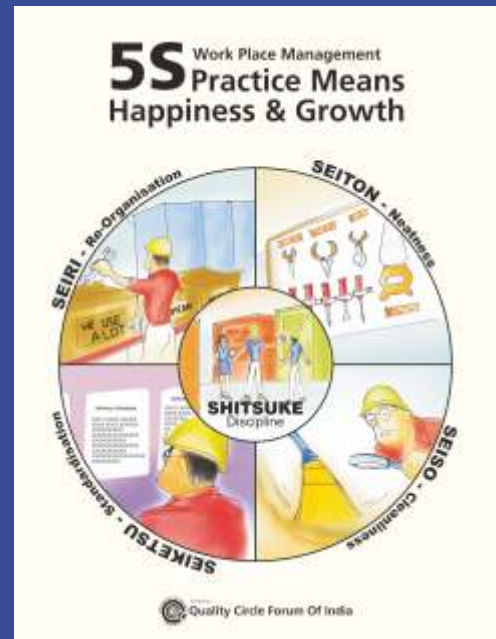
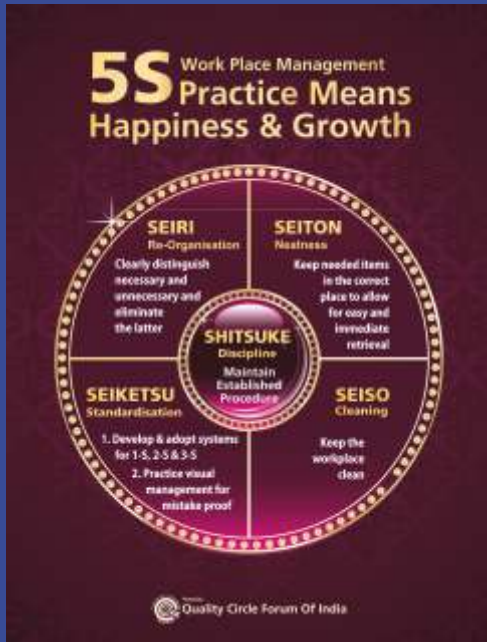
Validity of surveillance assessment will be subject to assessment by approved faculty as mentioned in the QCFI Headquarters website from time to time.

Trainer for conducting training, Lead Accessor, Lead Assessor for assessment, surveillance, certification, and recertification assessment of 5-S.

1. Identified trainer, Lead Accessors, and Lead Assessor should be a life member of QCFI
2. Only certified train trainers by QCFI will be eligible for the conduct of 5S training for QCFI. Their name will be displayed in QCFI Headquarters portal
3. Validity of the certified trainers, lead accessor, and the lead assessor will be 3 years subject to reassessment by the 5-S panel deputed by the board. Qualified Lead Accessor will only be eligible for assessment assessments and surveillance assessments. Which will be updated in QCFI Headquarters portal
4. Qualified Lead Assessor will only be eligible to conduct certification and re-certification assessments.
5. Updating the names of Trainers, Lead Accessor and Lead Assessor will be subject to approval by the 5S panel
6. Certified Lead Accessor and Lead Assessor cannot be part of pre-certification, certification, and re-certification directly unless deputed by QCFI Headquarters
7. Six monthly surveillance assessments will be conducted alternately by Lead accessor of respective Chapter and QCFI HQ nominated assessor. In case of variations in the surveillance assessment carried out by Chapter and QCFI Headquarters identified trainers, 5S panel will review the case and will make necessary recommendations. In case of two times significant variation is observed (5% and above) by any lead assessor, may not be allowed for the assessment in future.
8. Certification, Surveillance, Recertification assessment report by Chapter and QCFI Headquarters identified Trainers, Lead Accessor, Lead Assessor needs to be submitted to QCFI Headquarters for review and upload in 5S portal.

All the Certified Trainers, Assessors, Lead Accessors, Lead Assessors have to go to refresher programme and qualify the test within 6 months otherwise their old certificate will not be valid after 30th September 2022. Certificate issued will be valid for three years.

5S POSTERS



WORK PLACE MANAGEMENT (5-S) REGISTER

NAME OF UNIT :

NAME OF ZONE :

NAME OF SUB ZONE :

REGISTER NUMBER :

QUALITY CIRCLE FORUM OF INDIA

FIVE -S WORK PLACE MANAGEMENT

Self Development by Five-S
There is a popular saying that Cleanliness is next to Godliness. Our habits have given importance to cleanliness for temples. This is applicable to all walks of life. Social and economical status of any society is seen by its roads and streets, public places and residential houses, their cleanliness and discipline. This is also applicable to industrial organisations. Japan has adopted this concept and modernised the level of good house keeping to be a partner in the global industrial competition and developed the FIVE-S system.

1S = SEIRI (Segregation/Reorganisation)
2S = SEITON (Neatness)
3S = SEISO (Cleanliness)
4S = SEIKETSU (Standardisation)
5S = SHITSUKE (Discipline)

What is Five-S?
Five-S system with five steps to Better Workplace Management and maintenance of clean and safe workplace, machines, equipments etc. Each step of Five-S is an improvement activity. Therefore:

1S - SEIRI
Look around your workplace and ask yourself whether the things and items used are needed/required?

Those items which can be used by you, should be returned to the owner. Those items which are not useful to you or may be used by other person / department / unit or which may be used for repair or which are unusable should be separated and disposed on them.

2S - SEITON
Decide a place for everything / item and keep everything in the place and label it for easy identification.
While deciding the place, keep in mind the frequency of use, weight, design, nature, safety etc.

3S - SEISO
Clean your work place, your machine / equipment etc. by yourself. While cleaning take care to inspect the working condition of machine parts etc. This will help in identifying existing problems.

