

5S audit form

40 questions, 0–4 scale. Circle the score, and after the audit copy the results into the Excel file ("Scores" tab).

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AREA	AUDIT DATE	AUDITOR	SECOND AUDITOR / AREA OWNER						AUDIT NO. IN EXCEL
No.	Audit question	What to check	0	1	2	3	4	NA	Notes / evidence (photo no.)
1S Sort (Seiri)									
1.1	There are no items in the area that are unnecessary for current work (tools, materials, parts, documents).	Worktops, shelves, cabinets, floor, the space behind machines and on top of cabinets. Control question: do you use it every shift or every week?	☐	☐	☐	☐	☐	☐	
1.2	Items with no owner or unclear purpose carry a red tag with a decision deadline.	Are the tags hanging? Do they have a date and a decision owner? Does the tag register match what lies in the area?	☐	☐	☐	☐	☐	☐	
1.3	The quarantine zone (red zone) is designated, labelled and emptied regularly.	Location and marking of the zone, dates on tags, whether the zone has turned into a dumping ground.	☐	☐	☐	☐	☐	☐	
1.4	Materials, semi-finished and finished goods are present in the necessary quantities only (per min/max).	Compare quantities in the area with the set limits; check pallets at the machine and WIP containers.	☐	☐	☐	☐	☐	☐	
1.5	Damaged, worn or faulty tools and equipment are removed from the area or clearly marked.	Tool drawers, holders, measuring instruments, carts, ladders, guards.	☐	☐	☐	☐	☐	☐	
1.6	Documents and instructions at the workstation are current, and outdated ones have been removed.	Versions and dates of instructions, check sheets, notes on walls and machines.	☐	☐	☐	☐	☐	☐	
1.7	Personal and non-production items (clothing, drinks, food, phones) are only in designated places.	Worktops, machine panels, tool cabinets, bins.	☐	☐	☐	☐	☐	☐	
1.8	There are no hidden stockpiles in cabinets, drawers or under tables.	Open three cabinets or drawers at random, look under tables and behind racks.	☐	☐	☐	☐	☐	☐	
2S Set in Order (Seiton)									
2.1	Every item has a fixed, marked place (outline, tool shadow, label or location address).	Pick five items at random and ask for their place to be shown.	☐	☐	☐	☐	☐	☐	
2.2	Layout follows frequency of use: the most frequent within hand's reach, the rarer further away.	Watch the work for 5 minutes: how many steps, bends and searches are there.	☐	☐	☐	☐	☐	☐	
2.3	Storage locations have a marked minimum and maximum level.	Min/max lines on racks, kanbans, shelves; do employees know them?	☐	☐	☐	☐	☐	☐	
2.4	Floor marking (zones, routes, pallet positions) is legible, and fire equipment and emergency exits are accessible.	Condition of paint or tape; does anything block extinguishers, hydrants, electrical cabinets and routes?	☐	☐	☐	☐	☐	☐	
2.5	Racks, cabinets and containers are clearly labelled (labels understandable to a new person).	Labels: uniform, visible from 2–3 m, current and resistant to shop-floor conditions.	☐	☐	☐	☐	☐	☐	
2.6	A missing or misplaced item is visible at once (visual check within 30 seconds).	Ask: can you see that something is missing? Check tool shadows, outlines, colour indicators.	☐	☐	☐	☐	☐	☐	
2.7	Cables, hoses and wires are organised and neither hinder work nor create a trip hazard.	Walkways, workplaces, dangling pneumatic hoses, extension cords.	☐	☐	☐	☐	☐	☐	
2.8	Waste bins and sorted waste have a fixed, marked place.	Colours, labelling of fractions, accessibility, no mixing of waste.	☐	☐	☐	☐	☐	☐	

Scale: 4 exemplary | 3 good | 2 partial | 1 poor | 0 none | NA not applicable. When in doubt, score lower. For scores 0–2 take a photo and enter an action in the plan.

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No.	Audit question	What to check	0	1	2	3	4	NA	Notes / evidence (photo no.)
3S Shine (Seiso)									
3.1	Floors, worktops and machines are clean (no dust, chips, oil, material residue).	Run a finger over a machine surface, look under the machine, on top of cabinets and in corners.	☐	☐	☐	☐	☐	☐	
3.2	The cleaning plan clearly states: what, who, how often and with what is cleaned.	Is the plan posted, current, filled in and understandable also for the night shift?	☐	☐	☐	☐	☐	☐	
3.3	Cleaning tools and supplies are available on site, complete and in working order.	Brooms, dustpans, rags, absorbents, vacuum cleaner: place, completeness, condition.	☐	☐	☐	☐	☐	☐	
3.4	Cleaning is combined with inspection: leaks, looseness, seepage and damage are reported.	Ask the operator what they noticed recently while cleaning; check maintenance requests.	☐	☐	☐	☐	☐	☐	
3.5	Sources of contamination (leaks, dust, process waste) are identified and eliminated at the source.	List of sources, guards, trays, extraction; actions recorded in the action plan.	☐	☐	☐	☐	☐	☐	
3.6	Lighting works and is clean; guards, windows and information boards are legible.	Lamps, displays, machine windows, sensor covers.	☐	☐	☐	☐	☐	☐	
3.7	Waste bins are not overfilled and are emptied according to schedule.	Fill level, surroundings of the bins, emptying schedule.	☐	☐	☐	☐	☐	☐	
3.8	Oil and chemical zones are sealed and clean; spill trays and absorbents are available.	Trays, drums, refuelling points, safety data sheets, completeness of absorbents.	☐	☐	☐	☐	☐	☐	
4S Standardize (Seiketsu)									
4.1	The area's appearance standard (photos of the target state) is available in the area and current.	Reference photos: are they posted, do they match reality, update date.	☐	☐	☐	☐	☐	☐	
4.2	Marking rules (colours, labels, symbols) are uniform in the area and consistent with plant rules.	Compare with the neighbouring area: do colour and label mean the same thing?	☐	☐	☐	☐	☐	☐	
4.3	Roles and responsibilities are defined: area owner, 5S leader, people responsible for zones.	A board with names or a responsibility matrix; do employees know who is responsible for what?	☐	☐	☐	☐	☐	☐	
4.4	Visual management works: markings, indicators and information boards are complete and legible.	Min/max indicators, level and pressure markings, boards, zones.	☐	☐	☐	☐	☐	☐	
4.5	A daily (5-minute) 5S checklist exists and is actually filled in.	Completion over the last 10 days and whether entries match the real state of the area.	☐	☐	☐	☐	☐	☐	
4.6	Standards are visual (photos, drawings, colours) and understandable without reading long instructions.	Ask a new person to recreate the standard from the document.	☐	☐	☐	☐	☐	☐	
4.7	New employees are trained in the 5S standard of their area, and the training is documented.	Entry in the workstation training record; a conversation with the most recently hired person.	☐	☐	☐	☐	☐	☐	
4.8	Changes (new machine, layout change, new product) result in an update of the 5S standard.	Recent changes in the area and the date of the last standard update.	☐	☐	☐	☐	☐	☐	

Scale: 4 exemplary | 3 good | 2 partial | 1 poor | 0 none | NA not applicable. **When in doubt, score lower.** For scores 0–2 take a photo and enter an action in the plan.

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AREA			AUDIT DATE		AUDITOR		SECOND AUDITOR / AREA OWNER						AUDIT NO. IN EXCEL	
No.	Audit question		What to check		0	1	2	3	4	NA	Notes / evidence (photo no.)			
5S Sustain (Shitsuke)														
5.1	Employees keep order up to date, without reminders or inspection.		Unannounced observation: behaviour during the shift and the state of the area in the middle of it.		☐	☐	☐	☐	☐	☐				
5.2	The daily 5 minutes at the end of the shift (cleaning and check) is carried out.		Ask the shift whether and when they do it; check the state at the start of the next shift.		☐	☐	☐	☐	☐	☐				
5.3	Audits take place on schedule, and the results are posted in the area.		Schedule versus completion, results board, how current the last result is.		☐	☐	☐	☐	☐	☐				
5.4	Actions from previous audits are completed on time.		Action plan: number open, overdue, findings repeating from audit to audit.		☐	☐	☐	☐	☐	☐				
5.5	Management regularly visits the area and checks 5S on site (gemba).		Visit records, conversation with employees about the manager's last visit.		☐	☐	☐	☐	☐	☐				
5.6	Employees know the 5S rules and can explain what their duties are.		Ask 2–3 people: what is a red tag? What are you responsible for in 5S?		☐	☐	☐	☐	☐	☐				
5.7	Employee ideas and comments about 5S are collected and considered, and authors get feedback.		Suggestion box or board, number of submissions, response time.		☐	☐	☐	☐	☐	☐				
5.8	5S results are trended and discussed in meetings; the score holds at the target level or rises.		Trend chart on the board, review minutes, direction of the last three results.		☐	☐	☐	☐	☐	☐				

Criterion	Sum of points	Scored questions (excl. NA)	Max. (× 4)	Score %
1S Sort				
2S Set in Order				
3S Shine				
4S Standardize				
5S Sustain				
OVERALL SCORE (average of the 5 S scores)				

S score = sum of points ÷ (number of scored questions × 4). **Overall** = average of the 5 S scores. Target: ≥ 80%. Needs improvement: 60–79%. Critical: < 60%.

Scale: 4 exemplary | 3 good | 2 partial | 1 poor | 0 none | NA not applicable. **When in doubt, score lower.** For scores 0–2 take a photo and enter an action in the plan.

THREE KEY OBSERVATIONS

AUDITOR'S SIGNATURE

AREA OWNER'S SIGNATURE

RED TAG

Tag no. _____

ITEM / DESCRIPTION

AREA / LOCATION

QUANTITY

TAGGED BY

DATE TAGGED

REASON FOR TAGGING

- | | |
|---------------------------------------|--|
| ☐ Unneeded | ☐ Damaged |
| ☐ Surplus | ☐ Unknown purpose |
| ☐ Contaminated | ☐ Other |

DECISION (MADE WITHIN 7 DAYS)

- ☐ Stays (returns to its place)
- ☐ Move to another area
- ☐ Sell or transfer
- ☐ Scrap / dispose

DECISION OWNER

DECISION DEADLINE

COMPLETION DATE

SIGNATURE

Do not remove the tag without a decision. Enter it in the register (Excel: Red_tags).

5S-F02

RED TAG

Tag no. _____

ITEM / DESCRIPTION

AREA / LOCATION

QUANTITY

TAGGED BY

DATE TAGGED

REASON FOR TAGGING

- | | |
|---------------------------------------|--|
| ☐ Unneeded | ☐ Damaged |
| ☐ Surplus | ☐ Unknown purpose |
| ☐ Contaminated | ☐ Other |

DECISION (MADE WITHIN 7 DAYS)

- ☐ Stays (returns to its place)
- ☐ Move to another area
- ☐ Sell or transfer
- ☐ Scrap / dispose

DECISION OWNER

DECISION DEADLINE

COMPLETION DATE

SIGNATURE

Do not remove the tag without a decision. Enter it in the register (Excel: Red_tags).

5S-F02

RED TAG

Tag no. _____

ITEM / DESCRIPTION

AREA / LOCATION

QUANTITY

TAGGED BY

DATE TAGGED

REASON FOR TAGGING

- | | |
|---------------------------------------|--|
| ☐ Unneeded | ☐ Damaged |
| ☐ Surplus | ☐ Unknown purpose |
| ☐ Contaminated | ☐ Other |

DECISION (MADE WITHIN 7 DAYS)

- ☐ Stays (returns to its place)
- ☐ Move to another area
- ☐ Sell or transfer
- ☐ Scrap / dispose

DECISION OWNER

DECISION DEADLINE

COMPLETION DATE

SIGNATURE

Do not remove the tag without a decision. Enter it in the register (Excel: Red_tags).

5S-F02

RED TAG

Tag no. _____

ITEM / DESCRIPTION

AREA / LOCATION

QUANTITY

TAGGED BY

DATE TAGGED

REASON FOR TAGGING

- | | |
|---------------------------------------|--|
| ☐ Unneeded | ☐ Damaged |
| ☐ Surplus | ☐ Unknown purpose |
| ☐ Contaminated | ☐ Other |

DECISION (MADE WITHIN 7 DAYS)

- ☐ Stays (returns to its place)
- ☐ Move to another area
- ☐ Sell or transfer
- ☐ Scrap / dispose

DECISION OWNER

DECISION DEADLINE

COMPLETION DATE

SIGNATURE

Do not remove the tag without a decision. Enter it in the register (Excel: Red_tags).

5S-F02

5-minute checklist

Completed by the operator at the end of the shift. Report deviations to the leader and write them below.

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AREA / WORKSTATION	SHIFT					MONTH / YEAR					AREA LEADER			
Check point	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Date (dd.mm)														
1. Tools and materials are back in their places	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2. There are no unneeded or personal items at the workstation	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
3. Floor around the workstation is clean, no leaks or residue	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
4. Machine and guards are clean, no new leaks	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
5. Waste bins are emptied or below 80%	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
6. Walkways and access to fire equipment are clear	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
7. Workstation matches the standard (photo)	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
8. Anomalies recorded and reported to the leader	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Signature (initials)														

Tick ✓ when met; for a deviation write "X" and describe it below. Each week the leader reviews the list, and findings go into the action plan.

Date	Pt	Anomaly description (what, where)	Reported by	Plan no.

5S action plan

Each finding = one action with an owner and a deadline. Update the status as you go and copy entries into Excel (Action_plan).

AREA					PERIOD		PLAN OWNER			
Lp.	Date	Source	Crit.	Problem description (fact)	Corrective action	Owner	Deadline	Prio.	Status	Closed
0	12.03.26	5S audit	2S	No labels on rack R-04	Print and mount labels	5S leader	26.03.26	Med.	Open	
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										

Source: 5S audit / Daily check / Gemba / Employee report. **Crit.:** 1S-5S. **Prio.:** H high, M medium, L low. **Status:** Open / In progress / Closed / Cancelled. **Escalation:** overdue +1 day reminder, +7 days talk with the area manager.

Monthly 5S review record

A 30–45 minute meeting. A fixed agenda, and decisions with owners and deadlines.

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DATE	CHAIR	ATTENDEES			
Area	Score %	Change (pp)	Open	Overdue	Notes

AGENDA AND NOTES

1. Audit results and trend5 min
2. Overdue and oldest actions, decisions needed from management10 min
3. Red tags past deadline5 min
4. Good practice to replicate5 min
5. Management visits (gemba) and employee ideas5 min
6. Plan for the next month5–10 min

Decision / task	Who	Deadline	Plan no.

CHAIR'S SIGNATURE

NEXT REVIEW (DATE)