



# Red Tagging

Focused Improvement Consulting



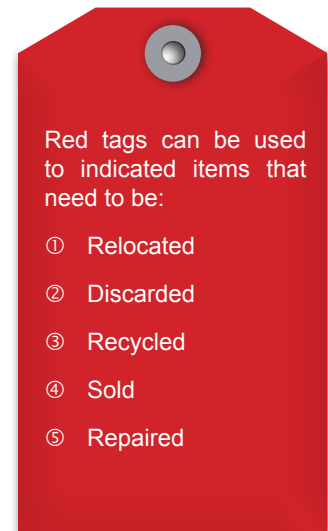
## Overview

Red tagging is a key step in the Five S 'sorting' process & can be applied to both office & operational environments.

To help identify unneeded items in the workplace or items that are stored in the wrong location, a red tag process is used. Red Tags are a useful visual management tool as they easily communicate to other staff members that the tagged items require attention.

The objective of the red tag process is to separate items that are required as part of an employees daily work, versus those that are used infrequently or are redundant.

It is essential that the employees that work in the area are the ones that conduct the review & identify what is not needed. It is the managers / supervisors role to support the process.



## Pre Requisites

In order for the red tag process to be effective, there are a number of pre requisites that need to be established.

### Identify the necessary roles

✦ In order for the tagging process to be effective, the following roles are required:

Role	Responsibility
Team Members	<ul style="list-style-type: none"><li>Actively participates in Red Tagging activities.</li><li>Identifies items that are damaged, redundant etc.</li><li>Brings issues that are not being resolved to the Manufacturing Coordinators / Team Leaders** or the Quality Circle Lead attention.</li></ul>
Management Team	<ul style="list-style-type: none"><li>Provides site governance for the Red Tagging process.</li><li>Regularly reviews the Red Tag Holding Area to make decisions on the disposition of the Red Tagged items.</li></ul>
Subject Matter Expert (SME)	<ul style="list-style-type: none"><li>Provides guidance for the delivery of Red Tagging activities in the location when implementing Five S.</li></ul>
Five S 'champion' or leader	<ul style="list-style-type: none"><li>Coordinates the site Red Tagging activities</li><li>Follows action plans.</li><li>Delegates responsibilities to relevant staff.</li><li>Coordinates the delivery of training to employees.</li><li>Maintains the Red Tag Register.</li></ul>
Team Leaders**	<ul style="list-style-type: none"><li>Effectively delivers the Five S Red Tagging activities.</li></ul>

\*\* Titles may differ per site. They are defined as First Level Broad Band Employees

Figure 1A - Individual Five S Red Tag Responsibilities

## Pre Requisites

### 2. Select a work area

- ★ Select a work area that requires the application of the Five S process.
  - Ideally this is done in conjunction with the team working in that area & they are engaged to help improve the effectiveness & efficiency of their workspace.

### 3. Identify a Red Tag holding area

- ★ Create & make visual a Red Tag Holding area.
  - The Red Tag Holding area can be a temporary location near the area where the Five S activity is occurring.
  - It is important that the holding area does not cause any potential safety or quality issues. (I.e. trip hazards, blocks emergency exits, food sanitation issues etc.)
  - Consult with your local safety & quality representatives to ensure there are no issues.
- ★ The area needs to be clearly identified as the holding area. At a minimum this should include:
  - Signs clearly identifying the area;
  - Area cordoned off.

### 4. Purchase Red Tags

- ★ Ensure that the team has an appropriate number of red tags available for use.
  - Refer to Figure 2A & 2B for an example of the company's standard.
- ★ Ensure that the tags are easily accessible to those needing to use them.

**5S RED TAG**

(1) ITEM / PART DETAIL

ITEM NAME: \_\_\_\_\_  
 PART NUMBER: \_\_\_\_\_  
 QUANTITY: \_\_\_\_\_

(2) CATEGORY

SUPPLIER PARTS       RAW MATERIAL  
 WORK IN PROGRESS     TOOLS / JIGS  
 CONSUMABLES           IT EQUIPMENT  
 PRODUCT OR EQUIP     STATIONARY  
 FURNITURE               OTHER

(3) REASON FOR RED TAG

NOT REQUIRED           OLD / OBSOLETE  
 EXTRA                   DEFECTIVE  
 EXPIRED                 SCRAP  
 UNKNOWN OWNER       OTHER: \_\_\_\_\_

Figure 2A - Red Tag example (front)

**5S RED TAG**

(4) ACTION TO TAKE

SCRAP / DISPOSE       KEEP WHERE IT IS  
 MOVE TO LOCAL HOLDING AREA  
 MOVE TO GENERAL HOLDING AREA  
 SELL / AUCTION  
 RETURN ITEM TO VENDOR  
 LEND THE ITEM OUT  
 OTHER: \_\_\_\_\_

(5) DETAILS

DATE: \_\_\_ / \_\_\_ / \_\_\_      TAG NUMBER:

RAISED BY: \_\_\_\_\_  
 NOTES: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**FABUFACTURE**

Figure 2B - Red Tag example (back)

# Red Tagging

[Your Company Name]

## Process

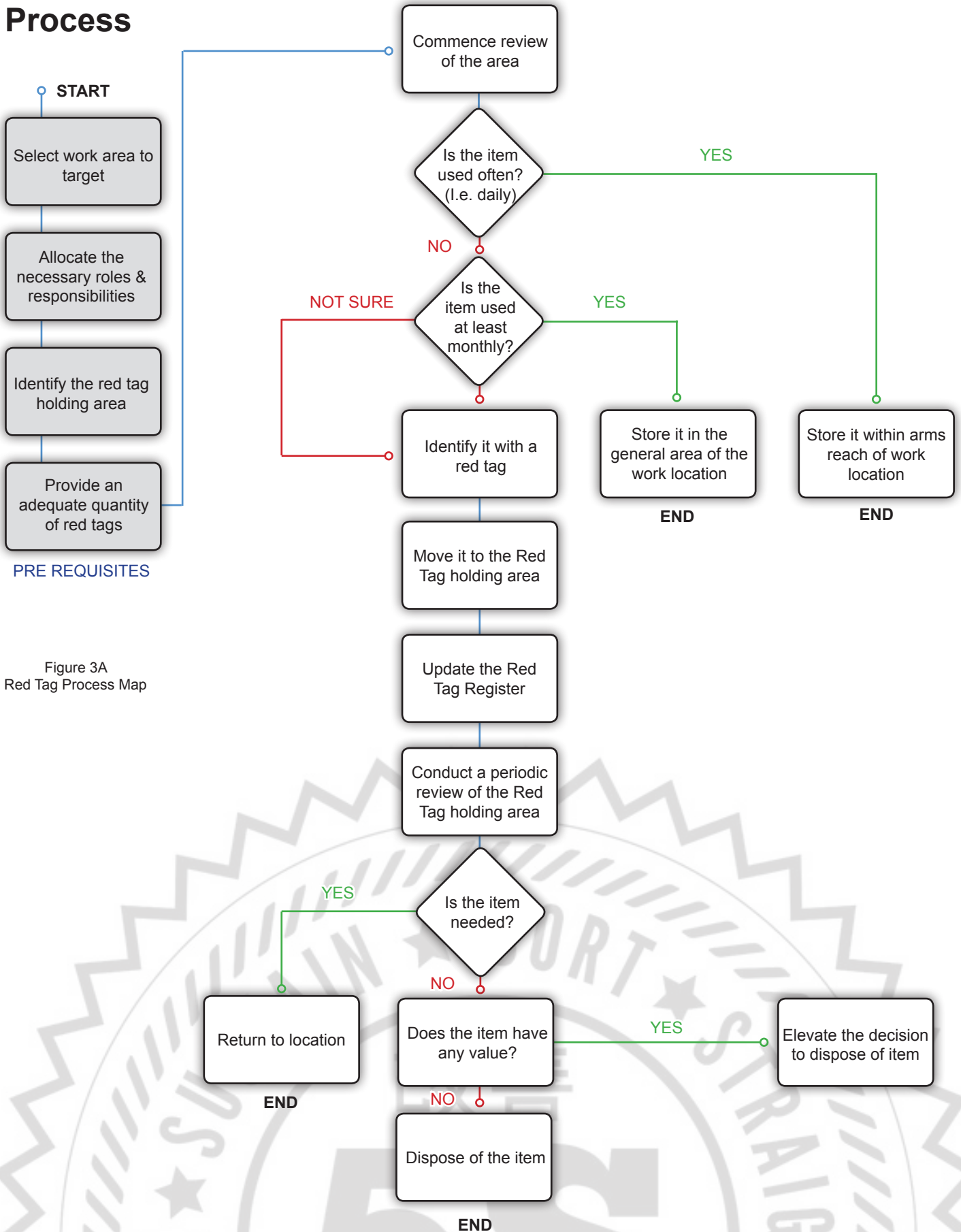


Figure 3A  
Red Tag Process Map

## Process

### 1. Review area & sort

- ✦ Establish sorting rules by providing a clear definition of “current needs” so that everyone understands what unneeded items are. (Refer to Figure 4A below for an example.)
- ✦ Employees then walk through the targeted area of the facility to review all items in the area & determine whether they are required.

Frequency of Use		Storage Location
Seldom Used	2 - 4 times a year	Remove & store elsewhere.
Occasionally	6 - 12 times a year	Store near the workplace.
Often	Every week or day	Store close to its place of use. Ideally <3 steps away.

Figure 4A - Frequency of Use Table

**Note:** The walk through must be conducted by the employees from the area being improved. If supervisors, managers or visitors from other departments do the sorting, employees will feel disrespected & will not buy into the process.

- ✦ Apply the sorting step to everything, including production equipment, tools, cabinets, book shelves, parts, raw material & part inventories, work-in-process, (WIP) finished products etc.

**Note:** Some employees will express concern about sorting. Listen carefully to any concerns, but don't be afraid to remove items that are clearly not needed.

### 2. Attach red tags

- ✦ Attach red tags to any misplaced or unused items identified.

**Note:** If there is disagreement with an item being red tagged, it needs to be discussed with the person who tagged it before a final decision is made.

- ✦ The tag needs to be completed with the following information:

- The name / description & quantity of the item.
- What category the item is. (I.e. stationary, furniture etc.)
- The reason it has been tagged.
- What corrective action is required.
- Tag details. (Who raised it, date items were moved to holding area & the tag number.)

- ✦ Ensure that the red tag is left on the item with all details completed.

**Note:** Do not tag an entire shelf or rack. (I.e. Attach individual tags to individual items.)

## Process

### 3. Move items

- ✦ Once tagged, physically move all portable items to the Red Tag holding area.
  - Refer to the [Pre Requisites](#) section for more detail on the holding area requirements.
- ✦ A register of all Red Tagged items must be used to track the status of the items held in the Red Tag holding area or those still attached to items in the work area.
  - The Red Tag register must include the following information:
    - Name / description of each item;
    - The reason it is in the holding area;
    - The person responsible;
    - Date added;
    - Removal / decision date.
  - Refer to [Figure 5A](#) for an example.
- ✦ The Red Tag register is the responsibility of the Five S champion or delegate to update.

### 4. Review & evaluate items

- ✦ The Red Tag register should be reviewed during one of the daily or weekly Short Interval Control (SIC) meetings.
  - The aim of this step is to greatly reduce the risk of accidentally disposing of items with value. It also takes the pressure off employees who may fear blame if they make mistakes during tagging.
- ✦ Evaluate all items & allocate them to one (1) of the following three (3) categories:
  - ① The item can be removed immediately for disposal.
  - ② Equipment will be removed in the long term. (I.e. this delay maybe due to depreciation, capital review etc.) These items should be labelled “frozen” or “mothballed” to indicate the delay.
  - ③ Items are returned to the work area. (There needs to be justification as to why it is being returned.)
- ✦ Allocate responsibility for the removal of the items & add target dates to the register.
- ✦ Continue to review the red tag holding areas periodically.
  - All items in the area should be matched against those on the register to ensure that nothing has gone missing.
  - Continue the process until all red tag items have been removed.



**People don't fail,  
processes do**