

5-S

The 5-S practice is a technique used to establish and maintain quality environment in an organisation. The name stands for five Japanese words: Seiri, Seiton, Seiso, Seiketsu and Shitsuke

These words are shorthand expressions for principles of maintaining an effective, efficient workplace. These are:

- Seiri: Sort
- Seiton: Set in Order
- Seiso: Shine
- Seiketsu: Standardize
- Shitsuke: Sustain

Seiri

Seiri: Sort

- The first S focuses on eliminating everything not required for the work being performed i.e. keep only what is absolutely necessary, get rid of things that you don't need, i.e. simplify.
- Sorting is an excellent way to free up valuable floor space and eliminate such things as broken tools, obsolete jigs and fixtures, scrap and excess raw material.

Seiton: Set in Order

- Seiton is the second of the 5S and focuses on efficient and effective storage methods. It refers to efficient placement and arrangement of equipment and material.
- It works on the principle to create a location for everything, i.e. organize.
- It is based on philosophy "A place for everything and everything in its place."

Seiso: Shine

It refers to clean everything and keep it clean, i.e. tidiness and cleanliness.

- Eliminated the clutter and junk that has clogged work areas.
- The next step is to clean thoroughly the work area.

Seiketsu: Standardize:

- Implement Seiri, Seiton and Seiso plant wide, i.e. standardize and ongoing process.
- Once the first three 5S's have been implemented, concentrate on standardizing best practice in work area.
- Allow employees to participate in the development of such standards.

Shitsuke: Sustain

This is the most difficult S to implement and achieve. Human nature is to resist change. The tendency is to return to the status quo and the comfort zone of the "old way" of doing things.

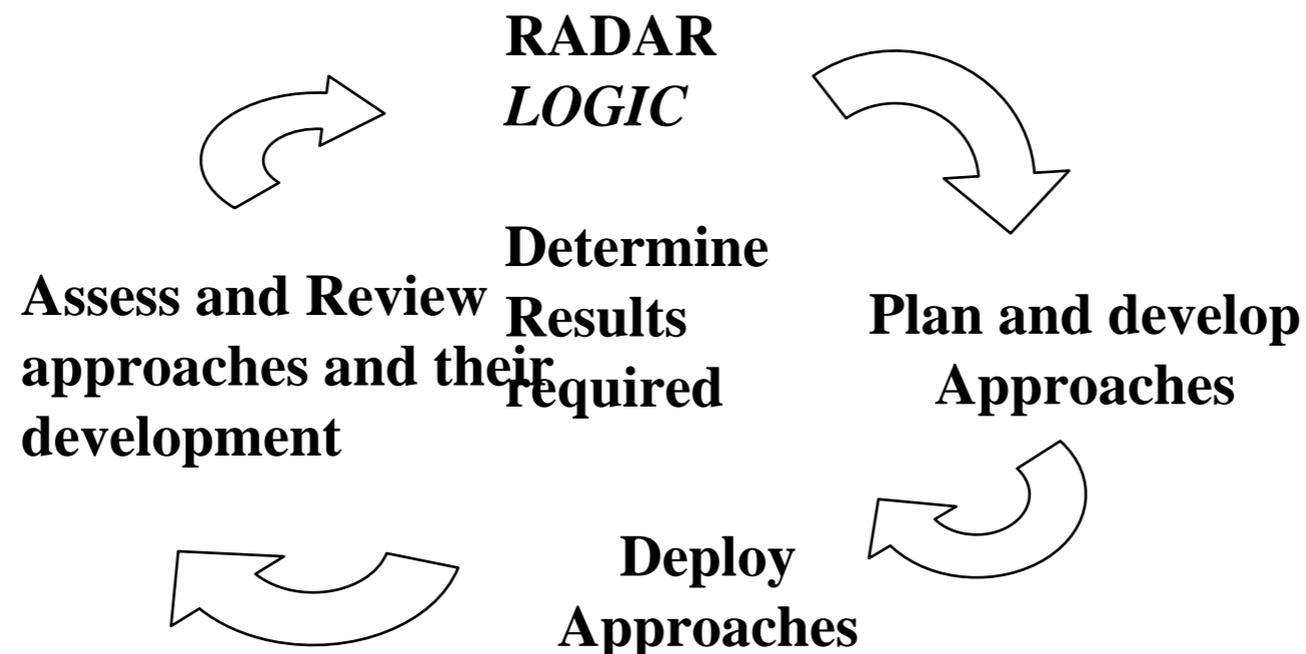
- Sustain focuses on defining a new status quo and standard of work place organization.
- It assures that everyone continues to follow the rules of 5S, i.e. stick to it.
- It believes in the philosophy of discipline with leadership.

JAPANESE	ENGLISH	MEANING	TYPICAL EXAMPLE
1. Seiri	Structurise	Organisation	Throw away rubbish
2. Seiton	Systemise	Neatness	30-second retrieval of a document.
3. Seiso	Sanitise	Cleaning	Individual cleaning responsibility.
4. Seiketsu	Standardise	Standardisation	Transparency of storage.
5. Shitsuke	Self-discipline	Discipline	Do 5-S daily

THE EFQM EXCELLENCE MODEL

The EFQM Excellence Model consists of nine criteria. Five of these are ‘Enablers’ and four are ‘Results’. The ‘Enabler’ criteria cover what an organisation does.

- The ‘Results’ criteria cover what an organisation achieves. ‘Results’ are caused by ‘Enablers’.
- At the heart of the model lies the logic known as RADAR. It consists of four elements, Results, Approach, Deployment, Assessment and Review.



RADAR

This logic states that an organisation needs to focus on

- **Results:** Determine the Results aims as a part of policy and strategy making process. These results cover the performance of the organisation, both financially and operationally, and the perceptions of its stakeholders.
- **Approach:** Plan and develop an integrated set of sound approaches to deliver the required and results both now and in the future.
- **Deploy:** The approaches in a systematic way to ensure full implementation.
- **Assess and Review:** The approaches followed based on monitoring and analysis of the results achieved and on ongoing learning activities. Based on this identify, prioritise, plan and implements where needed.

The following describes the nine criteria, sub-criteria and the specific elements of the RADAR concept that should be addressed for both 'Enablers' and 'Results'.

There are five Enabler criteria-

- Leadership
- Policy and strategy
- People
- Partnerships and Resources
- Processes

The four Results criteria-

- Customer Results
- People Results
- Society Results
- Key Performance

Each criterion consists of a number of sub-criteria. When using the model within an organisation, for example for the purposes of self-assessment, the Approach, Deployment, Assessment and Review element of the RADAR logic should be addressed for each Enabler sub-criterion and the Results element should be addressed for each Results sub-criterion.

CRITERION 1: LEADERSHIP

It refers to how leaders develop and facilitate the achievement of the mission and vision, develop values required for long term success and implement these via appropriate actions and behaviours. It covers the following area:

CRITERION 2: POLICY AND STRATEGY

It refers to how the organisation implements its mission and vision via a clear stakeholder focused strategy, supported by relevant policies, plans, objectives, targets and processes.

CRITERION 3: PEOPLE

It includes the way an organisation manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organisation level. Organisation plans these activities in order to support its policy and strategy and the effective operation of its processes.

CRITERION 4: PARTNERSHIPS AND RESOURCES

It is the way an organisation plans and manages its external partnerships and internal resources in order to support its policy and strategy and the effective operation of its processes. Partnerships and Resources cover the following five sub-criteria that should be addressed.

CRITERION 5: PROCESSES

It represent the way processes are systematically designed, improved and managed. It also covers the way products and services are designed, developed, produced, delivered and serviced.

CRITERION 6: CUSTOMER RESULTS

It represents what the organisation is achieving in relation to its external customers. This are the measures of customer's perception about the organisation. Depending on the purpose of the organisation, customer perception measures includes : Overall Image, Products and Services, Sales and after sales support, Loyalty.

CRITERION 7:PEOPLE RESULTS

It shows what the organisation is achieving in relation to its people.

CRITERION EIGHT-: SOCITY RESULTS

It represents what the organisation is achieving in relation to local, national and international society as appropriate. Society Results covers the following two sub-criteria that should be addressed.

a.Perception Measure: These measures are the society's perception of the organisation.

b.Performance indicators: These measures are the internal ones used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict perceptions of society..

It is what the organisation is achieving in relation to its planned performance. Key performance results cover the following two sub-criteria that should be addressed.

a.Key performance Outcomes

These measures are key results planned by the organisation and which, depending on the purpose and objectives of the organisation, may include those relating to:

- i) Financial outcomes such as Share Price, dividends, gross margins, net profit, sales etc
- ii) Non- financial outcomes including: Market share, time to market, volumes, success rate

b.Key performance indicators

These measures are the operational ones used in order to monitor, understand, predict and improve the organisation depending on the purpose and objectives of the organisation and its processes, they may include those relating to:

- Processes:
- External resources including partnerships such as Supplier Performance, Supplier price etc
- Financial such as Cash flow items, Depreciation, Maintenance costs, Return on equity etc
- Buildings, equipment and materials such as Defect rates, Inventory turnover etc
- Technology such as Innovation rate, Value of intellectual property, Patents etc
- Information and knowledge such as Accessibility, Integrity etc