

Chapter 1 : Ford Motor Company and Total Quality Management (TQM): A History

Introduction 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 [Osada,].

Also see the section "Recent Blog Posts" in the sidebar of the blog or click on "next" near the bottom of a post in the blog. TQM places strong focus on process measurement and controls as means of continuous improvement. Before reading more about TQM, it might be helpful to quickly review the major forms of quality management in an organization. These are briefly described at the top of the Quality Management topic. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and loyal customers. However, TQM is not something that happens overnight. While there are a number of software solutions that will help organizations quickly start to implement a quality management system, there are some underlying philosophies that the company must integrate throughout every department of the company and at every level of management. Whatever other resources you use, you should adopt these seven important principles of Total Quality Management as a foundation for all your activities. Quality can and must be managed. Many companies have wallowed in a repetitive cycle of chaos and customer complaints. They believe that their operations are simply too large to effectively manage the level of quality. The first step in the TQM process, then, is to realize there is a problem and that it can be controlled. Correct the process and then train your people on these new procedures. If, for example, your shipping department is falling behind, you may find that it is because of holdups in manufacturing. Go for the source to correct the problem. Every employee is responsible for quality. Everyone in the company, from the workers on the line to the upper management, must realize that they have an important part to play in ensuring high levels of quality in their products and services. Everyone has a customer to delight, and they must all step up and take responsibility for them. Quality must be measurable. A quality management system is only effective when you can quantify the results. You need to see how the process is implemented and if it is having the desired effect. This will help you set your goals for the future and ensure that every department is working toward the same result. Quality improvements must be continuous. Total Quality Management is not something that can be done once and then forgotten. Real improvements must occur frequently and continually in order to increase customer satisfaction and loyalty. Quality is a long-term investment. Quality management is not a quick fix. TQM is a long-term investment, and it is designed to help you find long-term success. Before you start looking for any kind of quality management software, it is important to make sure you are capable of implementing these fundamental principles throughout the company. This kind of management style can be a huge culture change in some companies, and sometimes the shift can come with some growing pains, but if you build on a foundation of quality principles, you will be equipped to make this change and start working toward real long-term success. Additional Perspectives on Total Quality Management.

Chapter 2 : The Eight Elements of TQM

5S is a workplace organization method that uses a list of quite similar to the one accompanying this article appeared in a manufacturing-management book in

This paper is meant to describe the eight elements comprising TQM. Key Elements TQM has been coined to describe a philosophy that makes quality the driving force behind leadership, design, planning, and improvement initiatives. For this, TQM requires the help of those eight key elements. These elements can be divided into four groups according to their function. Foundation – It includes: Ethics, Integrity and Trust. Building Bricks – It includes: Training, Teamwork and Leadership. Binding Mortar – It includes: Roof – It includes: Foundation TQM is built on a foundation of ethics, integrity and trust. It fosters openness, fairness and sincerity and allows involvement by everyone. This is the key to unlocking the ultimate potential of TQM. These three elements move together, however, each element offers something different to the TQM concept. Ethics – Ethics is the discipline concerned with good and bad in any situation. It is a two-faceted subject represented by organizational and individual ethics. Organizational ethics establish a business code of ethics that outlines guidelines that all employees are to adhere to in the performance of their work. Individual ethics include personal rights or wrongs. Integrity – Integrity implies honesty, morals, values, fairness, and adherence to the facts and sincerity. The characteristic is what customers internal or external expect and deserve to receive. People see the opposite of integrity as duplicity. TQM will not work in an atmosphere of duplicity. Trust – Trust is a by-product of integrity and ethical conduct. Without trust, the framework of TQM cannot be built. Trust fosters full participation of all members. It allows empowerment that encourages pride ownership and it encourages commitment. It allows decision making at appropriate levels in the organization, fosters individual risk-taking for continuous improvement and helps to ensure that measurements focus on improvement of process and are not used to contend people. Trust is essential to ensure customer satisfaction. So, trust builds the cooperative environment essential for TQM. Bricks Basing on the strong foundation of trust, ethics and integrity, bricks are placed to reach the roof of recognition. Training – Training is very important for employees to be highly productive. Supervisors are solely responsible for implementing TQM within their departments, and teaching their employees the philosophies of TQM. Training that employees require are interpersonal skills, the ability to function within teams, problem solving, decision making, job management performance analysis and improvement, business economics and technical skills. During the creation and formation of TQM, employees are trained so that they can become effective employees for the company. Teamwork – To become successful in business, teamwork is also a key element of TQM. With the use of teams, the business will receive quicker and better solutions to problems. Teams also provide more permanent improvements in processes and operations. In teams, people feel more comfortable bringing up problems that may occur, and can get help from other workers to find a solution and put into place. There are mainly three types of teams that TQM organizations adopt: Quality improvement teams or excellence teams QITs – These are temporary teams with the purpose of dealing with specific problems that often recur. These teams are set up for period of three to twelve months. Problem solving teams PSTs – These are temporary teams to solve certain problems and also to identify and overcome causes of problems. They generally last from one week to three months. Natural work teams NWTs – These teams consist of small groups of skilled workers who share tasks and responsibilities. These teams use concepts such as employee involvement teams, self-managing teams and quality circles. These teams generally work for one to two hours a week. Leadership – It is possibly the most important element in TQM. It appears everywhere in organization. Leadership in TQM requires the manager to provide an inspiring vision, make strategic directions that are understood by all and to instill values that guide subordinates. For TQM to be successful in the business, the supervisor must be committed in leading his employees. A supervisor must understand TQM, believe in it and then demonstrate their belief and commitment through their daily practices of TQM. The supervisor makes sure that strategies, philosophies, values and goals are transmitted down through out the organization to provide focus, clarity and direction. A key point is that TQM has to be introduced and led by

top management. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company and in creating and deploying well defined systems, methods and performance measures for achieving those goals. Communication – It binds everything together. Starting from foundation to roof of the TQM house, everything is bound by strong mortar of communication. It acts as a vital link between all elements of TQM. Communication means a common understanding of ideas between the sender and the receiver. The success of TQM demands communication with and among all the organization members, suppliers and customers. Supervisors must keep open airways where employees can send and receive information about the TQM process. Communication coupled with the sharing of correct information is vital. For communication to be credible the message must be clear and receiver must interpret in the way the sender intended. There are different ways of communication such as: Downward communication – This is the dominant form of communication in an organization. Presentations and discussions basically do it. By this the supervisors are able to make the employees clear about TQM. Upward communication – By this the lower level of employees are able to provide suggestions to upper management of the affects of TQM. As employees provide insight and constructive criticism, supervisors must listen effectively to correct the situation that comes about through the use of TQM. This forms a level of trust between supervisors and employees. This is also similar to empowering communication, where supervisors keep open ears and listen to others. Sideways communication – This type of communication is important because it breaks down barriers between departments. It also allows dealing with customers and suppliers in a more professional manner. Recognition – Recognition is the last and final element in the entire system. It should be provided for both suggestions and achievements for teams as well as individuals. Employees strive to receive recognition for themselves and their teams. Detecting and recognizing contributors is the most important job of a supervisor. As people are recognized, there can be huge changes in self-esteem, productivity, quality and the amount of effort exhorted to the task at hand. Recognition comes in its best form when it is immediately following an action that an employee has performed. Recognition comes in different ways, places and time such as, Ways – It can be by way of personal letter from top management. Also by award banquets, plaques, trophies etc. Places – Good performers can be recognized in front of departments, on performance boards and also in front of top management. Time – Recognition can given at any time like in staff meeting, annual award banquets, etc. Conclusion We can conclude that these eight elements are key in ensuring the success of TQM in an organization and that the supervisor is a huge part in developing these elements in the work place. Without these elements, the business entities cannot be successful TQM implementers. It is very clear from the above discussion that TQM without involving integrity, ethics and trust would be a great remiss, in fact it would be incomplete. Training is the key by which the organization creates a TQM environment. Leadership and teamwork go hand in hand. Lack of communication between departments, supervisors and employees create a burden on the whole TQM process. Last but not the least, recognition should be given to people who contributed to the overall completed task. Hence, lead by example, train employees to provide a quality product, create an environment where there is no fear to share knowledge, and give credit where credit is due is the motto of a successful TQM organization.

Chapter 3 : 5S System, a powerful quality management philosophy | ToolsHero

Total Quality Management (TQM) is a lean manufacturing management concept. It is similar to Six Sigma in that the fundamental philosophy of TQM is to reduce production and service defects, increase customer satisfaction with the product, and streamline supply chain management.

Service relationship with internal customers Never compromise quality Customer driven standards The Concept of Continuous Improvement by TQM TQM is mainly concerned with continuous improvement in all work, from high level strategic planning and decision-making, to detailed execution of work elements on the shop floor. It stems from the belief that mistakes can be avoided and defects can be prevented. It leads to continuously improving results, in all aspects of work, as a result of continuously improving capabilities, people, processes, technology and machine capabilities. Continuous improvement must deal not only with improving results, but more importantly with improving capabilities to produce better results in the future. The five major areas of focus for capability improvement are demand generation, supply generation, technology, operations and people capability. A central principle of TQM is that mistakes may be made by people, but most of them are caused, or at least permitted, by faulty systems and processes. This means that the root cause of such mistakes can be identified and eliminated, and repetition can be prevented by changing the process. Preventing mistakes defects from occurring mistake-proofing or poka-yoke. Where mistakes recur, stopping production until the process can be corrected, to prevent the production of more defects. If the current reality does not include important preconditions, TQM implementation should be delayed until the organization is in a state in which TQM is likely to succeed. If an organization has a track record of effective responsiveness to the environment, and if it has been able to successfully change the way it operates when needed, TQM will be easier to implement. If an organization has been historically reactive and has no skill at improving its operating systems, there will be both employee skepticism and a lack of skilled change agents. If this condition prevails, a comprehensive program of management and leadership development may be instituted. A management audit is a good assessment tool to identify current levels of organizational functioning and areas in need of change. An organization should be basically healthy before beginning TQM. If it has significant problems such as a very unstable funding base, weak administrative systems, lack of managerial skill, or poor employee morale, TQM would not be appropriate. People need to feel a need for a change. Kanter addresses this phenomenon by describing building blocks which are present in effective organizational change. Departures from tradition are activities, usually at lower levels of the organization, which occur when entrepreneurs move outside the normal ways of operating to solve a problem. A crisis, if it is not too disabling, can also help create a sense of urgency which can mobilize people to act. In the case of TQM, this may be a funding cut or threat, or demands from consumers or other stakeholders for improved quality of service. After a crisis, a leader may intervene strategically by articulating a new vision of the future to help the organization deal with it. A plan to implement TQM may be such a strategic decision. Such a leader may then become a prime mover, who takes charge in championing the new idea and showing others how it will help them get where they want to go. Finally, action vehicles are needed and mechanisms or structures to enable the change to occur and become institutionalized. Task identification would include a study of present conditions assessing current reality, as described above ; assessing readiness, such as through a force field analysis; creating a model of the desired state, in this case, implementation of TQM; announcing the change goals to the organization; and assigning responsibilities and resources. This final step would include securing outside consultation and training and assigning someone within the organization to oversee the effort. This should be a responsibility of top management. In fact, the next step, designing transition management structures, is also a responsibility of top management. In fact, Cohen and Brand and Hyde assert that management must be heavily involved as leaders rather than relying on a separate staff person or function to shepherd the effort. An organization wide steering committee to oversee the effort may be appropriate. Developing commitment strategies was discussed above in the sections on resistance and on visionary leadership. Special all-staff meetings attended by executives, sometimes designed as input or dialog sessions, may be used to kick off the

process, and TQM newsletters may be an effective ongoing communication tool to keep employees aware of activities and accomplishments. Management of resources for the change effort is important with TQM because outside consultants will almost always be required. Choose consultants based on their prior relevant experience and their commitment to adapting the process to fit unique organizational needs. While consultants will be invaluable with initial training of staff and TQM system design, employees management and others should be actively involved in TQM implementation, perhaps after receiving training in change management which they can then pass on to other employees. A collaborative relationship with consultants and clear role definitions and specification of activities must be established. In summary, first assess preconditions and the current state of the organization to make sure the need for change is clear and that TQM is an appropriate strategy. Leadership styles and organizational culture must be congruent with TQM. If they are not, this should be worked on or TQM implementation should be avoided or delayed until favorable conditions exist. Remember that this will be a difficult, comprehensive, and long-term process. Leaders will need to maintain their commitment, keep the process visible, provide necessary support, and hold people accountable for results. Use input from stakeholder clients, referring agencies, funding sources, etc. TQM can be a powerful technique for unleashing employee creativity and potential, reducing bureaucracy and costs, and improving service to clients and the community. Conclusion TQM encourages participation amongst shop floor workers and managers. What Is Total Quality Control?

Chapter 4 : TQM (Total Quality Management) - www.nxgvision.com

In the present industrial scenario and global competition Total Quality Management is best known concept for achieving any business excellence. The three important Quality Concepts for this are identified as 5-S (Workplace Management), Kaizen (Continuous improvement) and TPM (Total Productive maintenance).

After reading you will understand the basics of this powerful quality management tool. What is Total Quality Management? Total Quality Management is an extensive and structured organization management approach that focuses on continuous quality improvement of products and services by using continuous feedback. Total quality management originated in the industrial sector of Japan Since that time the concept has been developed and can be used for almost all types of organizations such as schools, motorway maintenance, hotel management and churches. Nowadays, Total Quality Management is also used within the e-business sector and it perceives quality management entirely from the point of view of the customer. This saves the organization the time that is needed to correct poor work and failed product and service implementations such as warranty repairs. Total Quality Management can be set up separately for an organization as well as for a set of standards that must be followed- for instance the International Organization for Standardization ISO in the ISO series. Total Quality Management principles Total Quality Management has a number of basic principles which can be converted to the figure below. Whatever efforts are made with respect to training employees or improving processes, only customers determine, for example through evaluation or satisfaction measurement, whether your efforts have contributed to the continuous improvement of product quality and services. Employee involvement in the development of products or services of an organization largely determines the quality of these products or services. Ensure that you have created a culture in which employees feel they are involved with the organization and its products and services. Process centred Process thinking and process handling are a fundamental part of total quality management. Processes are the guiding principle and people support these processes based on basis objectives that are linked to the mission, vision and strategy. Integrated system Following principle Process centred, it is important to have an integrated organization system that can be modelled for example ISO or a company quality system for the understanding and handling of the quality of the products or services of an organization. Strategic and systematic approach A strategic plan must embrace the integration and quality development and the development or services of an organization. Decision-making based on facts Decision-making within the organization must only be based on facts and not on opinions emotions and personal interests. Data should support this decision-making process. Communication A communication strategy must be formulated in such a way that it is in line with the mission, vision and objectives of the organization. This strategy comprises the stakeholders, the level within the organization, the communications channels, the measurability of effectiveness, timeliness, etc. Continuous improvement By using the right measuring tools and innovative and creative thinking, continuous improvement proposals will be initiated and implemented so that the organization can develop into a higher level of quality. Practical approach Total Quality Management When you implement total quality management, you implement a concept. It is not a system that can be implemented but a line of reasoning that must be incorporated into the organization and its culture. These basic assumptions are: Assess the current culture, customer satisfaction and the quality system. Determine the critical processes that can make a substantial contribution to the products and services. Create teams that can work on process improvement for example quality circles. Managers support these teams using planning, resources, and by providing time training. Management integrates the desired changes for improvement in daily processes. After the implementation of improved processes, standardization takes place. Awareness and feedback lead to an overall improvement of the entire process. Support this for example by means of a reward model, i. Management by Objectives , and recognition. What is your experience with total quality management? Are the mentioned TQM principles relevant are there new ones? Share your experience and knowledge in the comments box below. If you liked this article, then please subscribe to our Free Newsletter for the latest posts on Management models and methods. More information Dale, B. Administrative science quarterly, Total quality

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Chapter 5 : 5S (methodology) - Wikipedia

This article explains the 5S System, developed by Sakichi Toyoda, in a practical www.nxgvision.com reading you will understand the basics of this powerful quality management tool.

After reading you will understand the basics of this powerful quality management tool. In an effort to streamline the assembly process, workers used quality process production to build ships in hours instead of days or weeks. Basically all with the same aim: The 5S System is not complex and straightforward to implement. However, every execution needs a proper plan. There are five 5S System phases: Secure for the future 1. Seiri Select a 5S System area to start with and assign a team. Remove unnecessary items and dispose of them properly. Remove all parts not in use back to general store. Segregate unwanted material from the workplace and dispose of them properly 2. You can use this table: Seiso A clean work environment motivates, is safer and makes efficiency increase cleaning and maintaining is more than dusting and hovering. Embed the cleaning routines in the standard daily work of the employee. Set a cleaning scheme expressing clearly: Make sure to have participation of all levels and disciplines incl. Emphasise that the cleaning is clean to inspect. Look for sources of contamination. This way we identify the room for improvement which could ultimately lead to less cleaning. Seiketsu Standardize the best practices in the work area. Standards are needed so all work in the same fashion. Make your standards visible. By doing so they are better controllable and easier to maintain. Maintain high standards of housekeeping and workplace organization at all times. Shitsuke Stimulate all to maintain the high standards. Role modelling is the key aspect here. Managers, team leads, supervisors will make the difference in this phase! Set up training for new employees. Perform regular audits and hand over improvement feedback to the team of the audited area. Over time standards will change. Could be due to new machines, new procedures, safety rules or simply due to the fact that the overall area improved. Adjust the 5S standards together with all involved. Remember that the 5S responsibility and competence over time has sunk in to the lowest level of your organisation. If they walk the talk together with the higher ranks you have built a solid foundation for future success. The 5S System practices should be part of the performance improvement plan and operational excellence strategies. The 5S System message spread by a manager whose workplace does not live up to the 5S System standard loses credibility instantly. Choose your pilot project wisely. Choose a manageable space. Assure to have taken pictures prior to the start of a 5S System. Do make picture afterwards from "before" to pictures. Managers sometimes tend to forget that people perform best when fuelled within a fun, not hostile environment. Changes which are fun are mostly easier adopted into the daily routine. And if so, how do you use it and what are your general results and learning lessons? Are the basics the same or are there additional success factors? Share your experience and knowledge in the comments box below. If you liked this article, then please subscribe to our Free Newsletter for the latest posts on Management models and methods. More information Gapp, R. Implementing 5S within a Japanese context: Management Decision, 46 4 , The Toyota way to lean leadership: Achieving and sustaining excellence through leadership development. Productivity Press; Spi edition. Systems2win Excel templates for implementing a Lean 5S Program. Retrieved [insert date] from ToolsHero: Your rating is more than welcome or share this article via Social media!

Chapter 6 : Introduction and Implementation of Total Quality Management (TQM)

TQM (Total Quality Management) is a very complex management method that puts emphasis on the quality management in all dimensions of the organizational life. It goes beyond quality management and it is also a method of strategic management and it is a management philosophy for all of the organization activities.

TQM A core definition of total quality management TQM describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work. Total Quality Management TQM describes a management approach to long-term success through customer satisfaction. Total Quality Management Principles: The 8 Primary Elements of TQM Total quality management can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Here are the 8 principles of total quality management: Customer-focused The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement—training employees, integrating quality into the design process, upgrading computers or software, or buying new measuring tools—the customer determines whether the efforts were worthwhile. Total employee involvement All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment. Process-centered A fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers internal or external and transforms them into outputs that are delivered to customers again, either internal or external. The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation. Integrated system Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM. Micro-processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization. Business performance must be monitored and communicated continuously. Every organization has a unique work culture, and it is virtually impossible to achieve excellence in its products and services unless a good quality culture has been fostered. Thus, an integrated system connects business improvement elements in an attempt to continually improve and exceed the expectations of customers, employees, and other stakeholders. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component. Continual improvement A major thrust of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations. Fact-based decision making In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history. Communications During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness. These elements are considered so essential to TQM that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate. The methods for implementing this approach come from the teachings of such quality leaders as Philip B. Edwards Deming , Armand V. Feigenbaum , Kaoru Ishikawa , and Joseph M.

Chapter 7 : Five S (5S) Tutorial - ASQ

Basic Concepts of 5S-KAIZEN-TQM Approach. KAIZEN Training of Trainers. KAIZEN Facilitators' Guide ≠ Total Quality Management (TQM) is a multi-

The Hong Kong 5-S Campaign In order to promote the 5-S practice in Hong Kong, it is important that a massive promotional campaign be launched together with a easily accessible training programme. Each delegate was given a copy of the 5-S Workbook and attended two half-day sessions in consecutive weekends. In between the two Saturdays, the delegates had to do the 5-S Audit at their own organisation. Ten photos had to be taken, one each for the good and bad examples of 5-S. There was a written test on the second day, and each delegate would be awarded the 5-S Lead Auditor Certificate if they pass both the live audit and the written test. Since launched in April 98, over 5, Lead Auditors had been trained, including a number of in-company training for the manufacturing, service, health, education and public sectors. In May , a questionnaire survey was conducted to find out the suitability, importance, difficulties and benefits of 5-S implementation, based on a sample size of delegates who attended the Annual 5-S Convention. The findings are shown in Figure , and they are summarised as follows. Moreover, workshop areas finds most benefit when compared with office and home. Moreover, majority people consider self-discipline as the most important element out of the 5-S. Amongst these, safety, quality, productivity and image are more important to them. One interesting finding is that, for those respondents know about ISO , ISO and OHSAS , they all agreed that 5-S is useful as a stepping stone for their certifications " a distinctive skew towards point The major difference is that the 5-S manual is very thin not more than 50 pages, and including 50 standard photos. Since launched in , 16 companies have been registered, and many more are in the process. The feedback from the senior executives of the sampled companies are quoted below. A Construction Company "The Hong Kong construction industry most operates under very low profit margins due to the competitive nature of the prevailing tendering systems. The hair-split difference between profit and loss are largely determined by how good our firm can organise, standardise and discipline our daily activities. We have found the 5-S useful in helping us to meet the quality and delivery requirements of our clients. In view of the vast volume of work as well as data handled by the Maintenance Division, there is a need to adopt a systematic approach to organise information and manage our operations in order to provide a better service to public housing residents. The use of 5-S techniques provides a solid foundation for the implementation of the Quality Management System in the Maintenance Division. The 5-S has provided us with a framework for implementing our principles effectively and systematically. In order to achieve this, we are totally committed to provide quality product and services to our customers. Our experience has confirmed that the 5-S practice is a very useful tool for us to provide a pleasant and customer-centred environment, making eating a completely new and exciting experience. Staff can easily understand the simple and effective tools under the 5-S and apply them in their daily work with improved results. In addition, implementation of the 5-S provides a pleasant working environment conducive to staff morale and productivity. When added with the points of the 5-S element, the quality, environmental and safety management systems can be steered towards TQM as shown in the flow diagram below: A successful story was recorded in one of the construction sites in Tseung Kwan O in the Kowloon Peninsula. It has now been widely recognised as a model site for the construction industry, with zero accident, little quality problem, high productivity and meeting target completion date. More accurate comparative data before and after changes are being collected in order to show more significant statistical results and analysis based on different site conditions. Conclusions The 5-S practice is a well-recognised methodology used by the Japanese for improving the work environment. It was found to be key to quality and productivity. This paper details the proprietary 5-S audit methodology and reports on how it has been adopted and adapted to the Hong Kong business environment through the training programme and case studies conducted by the Industry Department. The 5-S practice is useful because it helps everyone in the organisation to live a better life. It is the starting point of a TQM programme. In fact, many successful organisations, east or west, have already included some aspects of the 5-S in their routines without being aware of its existence as a

formalised technique. The Hong Kong Government is fully committed to promoting the 5-S practice in order to help industries to improve their competitiveness. It is therefore hoped that this paper will serve as a seed and a working manual to promote such an effective and important quality techniques world-wide. Five Keys to a T. Environment, Asian Productivity Organization, Tokyo. Sam is the Editor of the Managing Service Quality Journal and a guest editor for four international journals on quality management, with over 80 publications himself.

Chapter 8 : Total quality management - Wikipedia

Total Quality Management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work.

They can be translated from the Japanese as "sort", "set in order", "shine", "standardize", and "sustain". Other translations are possible. Sort Seiri [edit] 1S "a red tag area containing items waiting for removal. Seiri is sorting through all items in a location and removing all unnecessary items from the location. Reduce time loss looking for an item by reducing the number of items. Reduce the chance of distraction by unnecessary items. Increase the amount of available, useful space. Increase safety by eliminating obstacles. Check all items in a location and evaluate whether or not their presence at the location is useful or necessary. Remove unnecessary items as soon as possible. Keep the working floor clear of materials except for those that are in use to production. Set in order Seiton [edit] 2S "simple floor marking. Seiton is putting all necessary items in the optimal place for fulfilling their function in the workplace. Make the workflow smooth and easy. Place components according to their uses, with the frequently used components being nearest to the workplace. Arrange all necessary items so that they can be easily selected for use. Make it easy to find and pick up necessary items. Assign fixed locations for items. Use clear labels, marks or hints so that items are easy to return to the correct location and so that it is easy to spot missing items. Seiso is sweeping or cleaning and inspecting the workplace, tools and machinery on a regular basis. Keep the workplace safe and easy to work in. Keep the workplace clean and pleasing to work in. When in place, anyone not familiar to the environment must be able to detect any problems within 50 feet in 5 sec. Clean the workplace and equipment on a daily basis, or at another appropriate high frequency cleaning interval. Inspect the workplace and equipment while cleaning. Seiketsu is to standardize the processes used to sort, order and clean the workplace. Develop a work structure that will support the new practices and make it part of the daily routine. Ensure everyone knows their responsibilities of performing the sorting, organizing and cleaning. Use photos and visual controls to help keep everything as it should be. Review the status of 5S implementation regularly using audit checklists. Also translates as "do without being told". Ensure that the 5S approach is followed. Perform regular audits to ensure that all defined standards are being implemented and followed. Implement improvements whenever possible. Worker inputs can be very valuable for identifying improvements. When issues arise, identify their cause and implement the changes necessary to avoid their recurrence. Variety of 5S applications[edit] 5S methodology has expanded from manufacturing and is now being applied to a wide variety of industries including health care, education, and government. Visual management and 5S can be particularly beneficial in health care because a frantic search for supplies to treat an in-trouble patient a chronic problem in health care can have dire consequences. Old equipment hides the new equipment from the eye and forces people to ask which to use" [16].

Chapter 9 : What is Total Quality Management? - www.nxgvision.com

Total quality management (TQM) consists of organization-wide efforts to "install and make permanent a climate where employees continuously improve their ability to provide on demand products and services that customers will find of particular value."