

5006: 5S Appraisal Tools

Quality Improvement Secretariat

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5S Appraisal Tools

1	5S Leadership of the CEO & Management	Very poorly Implemented	Poorly Implemented	Farley Implemented	Well Implemented	Very Well Implemented
	Rule & Commitment of Top Management, Sustainability of 5-S activity, Training Program for middle Mgt., Setting up 5-S Committees, 5-S Campaigns					
1.1	5-S knowledge/Understanding/Awareness of Executives & Supervisors	Managers has NO knowledge on 5S	Managers has little knowledge on 5S	There is general knowledge on 5S and understanding aware of it	Managers has strong knowledge. Understanding, Awareness of 5S	Managers has strong knowledge/Understanding/Awareness of 5S and disseminating to other workers
1.2	5-S knowledge/Understanding/ Awareness of Executive & Supervisors	No involvement/ Commitment of managers	Little Involvement / Commitment of Manager	Managers has general knowledge on 5S & implementing in limited areas	Managers are taking initiative to implement 5S in the working place and progress in seen	5S involvement & Commitment of Executives & Supervisors is strongly observed with evidence
1.3	5-S Monthly progress meeting Minutes & Audits by Patrol teams etc.	No Meeting / Patrolling held	Meeting/Patrolling are scheduled but not conducted	Meeting/Patrolling are scheduled & irregularly conducted	Meeting/Patrolling are scheduled & conducted but week record keeping	Meeting/Patrolling are scheduled & conducted & record kept properly
1.4	5-S Manual developed with many relevant details	No 5-S Manual found	Knows the necessity of manual but manual is not developed	References and necessary documents are collected for manual development	It is on the process of manual development	5-S Manual developed with many relevant details
1.5	Evidence of Training conducted for Management staff	No evidence of training	5-S Concept is disseminated	Training is conducted in OJT level	All managers trained but no record or report	All managers trained with record and training mechanism

2	SEIRI (SORTING)	Very Poorly Implemented:	Poorly Implemented:	Farley Implemented:	Well Implemented:	Very well Implemented:
	Clutter free environment in Premises, Inside Offices, Work Place, etc. Evidence of removal of unwanted items should be all around					
2.1	Outside & Inside areas of the premises free of clutter	Lots of clutter found outside & inside areas the premises	Often clutter found outside & inside areas the premises	Clutter found outside & inside areas the premises occasionally	Clutter found outside & inside areas the premises exceptionally	Outside & inside areas the premises completely free of clutter
2.2	Unwanted items removed from Premises, Offices, Work Place, etc.	Lots of unnecessary items found in working place	Unnecessary items are often left in working place without notice	Unnecessary items are seen at Premises, Offices, Work Place, etc occasionally	Unnecessary items are completely removed from Premises, Offices, Work Place, etc.	Unwanted items are completely removed from Premises, Offices, Work Place, etc. and stored in Unnecessary item or discarded

2.3	Tops & insides of all cupboards, selves, tables, drawers, etc free of unwanted items	Lots of unnecessary items found tops & insides of all cupboards, selves, tables, drawers, etc	Unnecessary items are still seen on tops & insides of all cupboards, selves, tables, drawers, etc	Unnecessary items are occasionally found tops & insides of all cupboards, selves, tables, drawers, etc	Unnecessary items are removed from tops & insides of all cupboards, selves, tables, drawers, etc	Tops & insides of all cupboards, selves, tables, drawers, etc completely free of unwanted items and stored in Unnecessary item store or discarded
2.4	Walls are free of old Posters, Calendars, Pictures	Lots of old Posters, Calendars, Pictures, Stickers are found on walls	Old Posters, Calendars, Pictures, Stickers are still seen on walls	Old Posters, Calendars, Pictures, Stickers are occasionally found on walls	Old Posters, Calendars, Pictures, Stickers are removed from walls	Walls are completely free of old Posters, Calendars, Pictures, and display instructions are given
2.5	Notice Boards – Current Notices with removal instructions	Lots of old notices found & papers are displayed on top of other paper	Old notices found are often seen & papers are displayed on top of other paper	Old notices found are seen occasionally & still papers are displayed on top of other paper	Only Current notices are seen on the notice board but no removal instruction are given	Only Current notices are seen on the notice board removal instruction are give & followed
2.6	Rules for disposal with Red tags, etc	No rules for disposal of unnecessary items from	Rules for disposal of unnecessary items is developed but not followed by staff	Rules for disposal of unnecessary items is developed and utilized with limited item/area	Rules for disposal with red tags is developed and practiced for all items.	Rules for disposal with red tags is and practiced with proper record keeping
2.7	Maintenance/Prevention of sorting projects established with mechanism to reduce Paperwork, stocks, etc	No evidence of maintenance prevention of sorting projects established	Maintenance/Prevention of sorting projects established but no implementation mechanism	Maintenance / Prevent of sorting . Projects established with mechanism to reduce paperwork Stocks for limited areas	Maintenance/Prevention of sorting Projects established with mechanism to reduce paperwork stocks for major areas.	Maintenance/Prevention of sorting Projects established with mechanism to reduce paperwork stocks for all areas

3	SEFTON (SETTING 1 ORGANISATION)	Very poorly implemented	Poorly implemented	Farley implemented	Will implemented	Very will implemented
	Ability to find whatever is required with the least possible delay, evidence of eliminating the waste of time throughout the institute/ organization					
3.1	Photographic evidence of pre 5-S implementation and after wards	No pictures taken before 5S	Picture were taken before and after 5S but sight is not maintained and difficult to compare	Pictures were taken before and after 5S but no update	Pictures were taken before and after 5S and updated but not well stored	Pictures were taken before and after 5S and updated regularly. Pictures are kept in order (time / erase)
3.2	Visual control methods adopted to prevent mix-up	No knowledge on visual control methods	Little knowledge on visual control methods but not adopted	There is knowledge on visual control methods but applied for limited area	Visual control methods is adopted for all areas but ...	Visual control methods is practiced and there is evidence of reduction of mix-up
3.3	Directional Boards to all facilities from the Entrance onwards	No directional board displayed	Directional boards are displayed to very limited areas	Directional boards are displayed to major areas (OPD, Wards, Lab etc)	Directional boards are displayed to majority of areas	Directional boards to facilities from the Entrance onwards

3.4	Hospital / Stores, etc, have corridor / Floor/ Direction clearly marked all machines / Rooms {Toilets have identification labels}	No direction marked	Direction marks observed at very limited areas	Direction marks observed at major areas	Direction Clearly marked to all facilities but meanings are not well know by stuff and visitors	Direction Clearly marked to all facilities and meanings are well know by stuff and visitors
3.5	Equipement / Tools {Files, etc arranged according to “Can see”, “Can take out” & “Can return” principle X – Axis, Y- Axis alignment is evident every there	No labels for identification of machines / rooms [toilets ...]	Limited machines / rooms / toilets have identification labels	Majority of machines / rooms / toilets have identification labels	All machines / rooms / toilets have identification labels but label size and font size are not standardized	All machines / rooms / toilets have identification labels with standardized label size and font size
3.6	Visual control methods for defect / rework / files / equipment & to prevent mix-up	Equipment (tools/ files, etc are NOT arranged	Equipment /tools / files, etc are arranged but no consideration of work flow	Equipment [tools / files, etc are arranged but no consideration of work flow	Equipment / tools / files, etc are arranged in proper way with consideration of work flow	All Equipment / tools / files, etc, arranged according to “Can see”, “Can take out” & “Can return” principle
3.7	Gangways clearly marked with passage ways / entrances & exit lines / curved door openings / direction of travel	X-Axis, Y-Axis alignment is not applied	X-Axis, Y-Axis alignment is applied in limited areas, and often disorganized	X-Axis, Y-Axis alignment is evident in limited areas, (notice boards)	X-Axis, Y-Axis alignment is evident in major areas	X-Axis, Y-Axis alignment is evident everywhere and practiced all the time
3.8	Switches, Fans, Regulators, etc labeled	Visual control methods are on applied	Visual control methods are developed but not applied	Visual control methods are applied for limited items and areas	Visual control methods are applied for major items and areas	Visual control methods are applied for all Defects but rework / files / equipment and to prevent mix-up
3.9	Maintenance methods of setting established	Gangways are NOT marked	Gangways are NOT marked in limited areas	Gangways clearly marked with major areas	Gangways clearly marked with all necessary areas	Gangways clearly marked with all necessary areas and maintaining of marks are well known and followed by staff and visitors
3.10	Photographic evidence of pre 5-S implementation and after wards	Switches, Fans, Regulators, etc are NOT labeled	Some switches, fans, regulators, etc are labeled	Majority of switches, fans, regulators, etc are labeled	All switches, fans, regulators, etc are labeled	All switches, fans, regulators, etc are labeled and there is evident of reducing unnecessary movement
3.11	Visual control methods adopted to prevent mix-up	NO measures taken of maintaining setting activities	Maintenance methods of setting established but practiced	Maintenance methods of setting established and applied in limited areas	Maintenance methods of setting established and applied in major areas	Maintenance methods of setting established and applied in all areas, followed by all staff

4	SEISO – (SHINING / CLEANLINESS)	Very Poorly implement	Poorly implement	Fairley implement	Well implement	Very well implement
	The cleanliness all round the instruction should have been carried out according to the 5-S concepts					
4.1	Floors, walls, windows, toilets, change rooms in working order and dean	Majority of areas of floors, walls, windows, toilets, change room not in working order at dirty	Floors, walls, windows, toilets, change rooms are dean in limited areas but not in working order	Floors, walls, windows, toilets, change rooms are clean in major areas but not in working order	Floors, walls, windows, toilets, change rooms in working order and clean in major areas	Floors, walls, windows, toilets, change rooms in working order clean
4.2	Daily self cleaning (3 min/ 5 min.) is practices	No Daily cleaning activity practiced	Self cleaning is planed but practiced	Self cleaning (3 Min/5 Min) is practiced but not daily basis	Daily self cleaning (3 Min / 5 Min) is practices with all staff participation	Daily self cleaning (3 Min / 5 Min) is practiced with all staff participation and checked list is use
4.3	Cleaning responsibility Maps and schedules displayed	No Cleaning responsibility Maps or job allocation and schedules displayed	Changing responsibility Maps or job allocation and schedules displayed but not followed by limited staffs	Changing responsibility Maps or job allocation and schedules displayed but followed by limited staffs	Changing responsibility Maps or job allocation and schedules displayed but not followed by majority of staff	Changing responsibility Maps and schedules displayed and followed by all staff at all shift
4.4	Waste bin strategy is implemented	No waste bin strategy	Waste bin strategy is developed but not applied	Waste bin strategy is developed and applied in limited areas	Waste bin strategy is developed and applied in major areas	Waste bin strategy is developed and applied in all areas
4.5	Use of adequate cleaning tools is evident	No adequate cleaning tools are placed in the area	Only few cleaning tools are seen and these are not in good working condition	Few and proper cleaning tools are placed in the area and these are in working condition	Adequate cleaning tools are placed to clean for major areas	Adequate cleaning tools are used for cleaning of all areas and handled properly
4.6	Storage of cleaning tools – Brooms/ Mops/ Other equipment	Cleaning tools - Brooms/Mops/ Other equipment are not stored properly	Cleaning tools - Brooms/Mops/ Other equipment are stored are one place but some of them are out of order	Cleaning tools - Brooms/Mops/ Other equipment are stored by tools in one place	Cleaning tools - Brooms/Mops/ Other equipment are stored properly	Cleaning tools -Brooms/Mops/ Other equipment are stored in one place with labels and hangers
4.7	Machines/Equipment/Tools/Furniture at a high level of Cleanliness & maintenance schedules displayed	Machines / Equipment / Tools / Furniture are not cleaned, out of order, or in trouble	Only few Machines/Equipment /Tools/Furniture at a high level of Cleanliness	Some Machines / Equipment / Tools / Furniture at a high level of Cleanliness	Majority of Machines / Equipment / Tools / Furniture at a high level of Cleanliness Maintenance schedule is not displayed yet	Machines / Equipment / Tools / Furniture at a high level of Cleanliness & maintenance schedule displayed
	General appearance of cleanliness all round					
4.8	Floors, Walls, Windows, Toilets, Change Rooms in working order and clean	General appearance of the area is dirty, smelly and disorganized	General appearance is clean but disorganized	General appearance is clean, tidy and organized in limited areas	General appearance is clean, tidy and organized in major areas	General appearance of Cleanliness all round

5	SEIKETSU(STANDARDIZATION)	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	High level of standardization in all activities carried out in SEIRI, SEITON and the evidence of such standards being practiced all around					
5.1	5-S procedures adopted & standardized on Check lists & Labels	No 5-S procedures adoption & standardization on Check lists & Labels	5-S Procedures adopted but not standardized on Check lists & Labels	5-S Procedures adopted and standardized on Check lists & Labels at limited areas	5-S Procedures adopted and standardized on Check lists & Labels at major areas	5-S Procedures adopted and standardized on Check lists & Labels at all areas
5.2	5-S Procedures adopted & standardized in Corridors / Isles & Gangways	No 5-S Procedures adoption & standardization in Corridors / Isles & Gangways	5-S Procedures adopted but not standardized in Corridors / Isles & Gangways	5-S Procedures adopted & standardized in Corridors / Isles & Gangways at limited areas	5-S Procedures adopted & standardized in Corridors / Isles & Gangways at major areas	5-S Procedures adopted & standardized in Corridors / Isles & Gangways at all areas
5.3	Orderliness in the use of Corridors / Isles & Gangways by Pedestrians	No rules/ regulation for the uses of Corridors / Isles & Gangways by Pedestrians	Rules/ regulation for the uses of Corridors / Isles & Gangways is developed but applied	Rules/ regulation for the uses of Corridors / Isles & Gangways is developed & applied to limited areas for maintain orderliness	Rules/ regulation for the uses of Corridors / Isles & Gangways is developed & applied to major areas for maintain orderliness	Rules/ regulation for the uses of Corridors / Isles & Gangways is developed & applied to all areas for maintain orderliness
5.4	Visuals on Danger / Open & Shut directional Labels on Valves / Doors	No visualized symbols / marks / signs for Danger / Open & Shut directional Labels on Valves / Doors	Symbols / marks / signs for Danger / Open & Shut directional Labels on Valves / Doors has designed but not applied	Symbols / marks / signs for Danger / Open & Shut directional Labels on Valves / Doors has designed & applied in limited areas	Symbols / marks / signs for Danger / Open & Shut directional Labels on Valves / Doors has designed & applied in major areas	Symbols / marks / signs for Danger / Open & Shut directional Labels on Valves / Doors has designed & applied in all areas
5.5	Standardized visuals on Oil/Lubricant Containers & Fire Extinguishers etc	No visualized symbols / marks / signs for Oil / Lubricant Containers & Fire Extinguishers etc	Symbols / marks / signs for Oil / Lubricant Containers & Fire Extinguishers etc has developed but not applied	Symbols / marks / signs for Oil / Lubricant Containers & Fire Extinguishers etc has developed & applied in limited areas	Symbols / marks / signs for Oil / Lubricant Containers & Fire Extinguishers etc has developed & applied in major areas	Symbols / marks / signs for Oil / Lubricant Containers & Fire Extinguishers etc has developed & applied in all areas
5.6	Innovative Visual Control methods implemented	No evidence of visualization	Knowledge of visual control is seen but not applied	Common visual control method is applied	Innovative Visual Control methods implemented for limited place	Innovative Visual Control methods implemented for majority of areas
5.7	Maintenance/Storage of Files/Records in Offices/Workplaces, etc	No rules / regulations for Filing/Record keeping	Rules / Regulations; for Filing / Record keeping is established but not practiced	Rules / Regulations; for Filing / Record keeping is established and practiced in limited areas	Rules / Regulations; for Filing / Record keeping is established and practiced in majority of areas	Rules / Regulations; for Filing / Record keeping is established and practiced in all areas

5.8	Standardization/Orderliness in Keeping Furniture / Equipment	No rules for Keeping Furniture / Equipment	Rules for Keeping Furniture / Equipment is established but not practiced	Standardization/ Orderliness in Keeping Furniture / Equipment with zoning at limited areas / sections	Standardization/ Orderliness in Keeping Furniture / Equipment with zoning at majority of areas / sections	Standardization/ Orderliness in Keeping Furniture / Equipment with zoning at all areas / sections
5.9	Standardized Check lists for common Administrative Procedures	Check list are not developed	Standardized Check lists are developed but not used	Standardized Check lists are developed for limited administrative procedures	Standardized Check lists are developed for major administrative procedures	Standardized Check lists are developed for all administrative procedures & effectively used

6	SHITSUKE – (SUSTAIN / SELF DISCIPLINE)					
	Evidence of an disciplined approach to all 5-S activities through proper Training & Development, which shows the sustainability in the long term	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
6.1	Evidence of regular training Program for all categories of Employees	No Evidence of regular training Program	Training Program is established & conducted once or twice. No proper report kept	Training Programs for major carders are established, occasionally conducted and record are kept	Training Programs for major carders are established, regularly conducted and record are kept	Training Programs for all carders are established, regularly conducted and record are kept
6.2	Evidence of 5-S group Activities & promotion of Kaizen Schemes	No evidence of 5-S group Activities	Work Improvement Team is established but no activities	Work Improvement Team is established, meet occasionally	Work Improvement Team is established, meet regularly	Work Improvement Team is established, meet regularly and ZEN is promoted
6.3	Evidence id carrying out Internal Audits by Patrol Teams	No evidence in carrying out Internal Audits	Quality Improvement Team scheduled periodical evaluation but not conducted	Quality Improvement Team conducted Internal evaluation occasionally	Quality Improvement Team conducted Internal evaluation periodically	Quality Improvement Team conducted Internal evaluation periodically with proper records and report/feedback
6.4	Self discipline amongst workforce / Good & Bad Point Stickers, etc	No self-discipline measure taken among stuff	Self discipline check list / Good & Bad Point Stickers, etc are developed but not in practice	Self discipline check list / Good & Bad Point Stickers, etc are developed & used in pilot areas / sections	Self discipline check list / Good & Bad Point Stickers, etc are developed & used in major areas / sections	Self discipline check list / Good & Bad Point Stickers, etc are developed & used in all areas / sections
6.5	Evidence of 5-S Slogan & Poster Competitions among Employees Families	No evidence on 5-S Slogan & Poster displayed	5-S Slogan & Poster displayed but not in effective way or difficult to be recognized	5-S Slogan & Poster displayed in the place where 5-S is implemented	5-S Slogan & Poster displayed in majority of the areas / sections & well recognized by stuff and visitors	5-S corner is established and display Slogan, Posters, picture, etc. for information sharing and reminder
6.6	Evidence of Self Discipline among visitors to the institution	No evidence to Self Discipline among visitors	Instructions / guide are given to visitors but not followed	Instructions / guide are given and adopted by visitors in limited areas / sections	Instructions / guide are given and adopted by visitors in majority of areas / sections	Evidence of Self Discipline among visitors to the institution
6.7	Evidence of Self Discipline in the overall institution	No evidence of Self Discipline in the overall institution	Developing on the above	Depending on the above	Depending on the above	Depending on the above

7	Productivity / Services	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	Measures how efficiently Inputs to Output are used to produce goods & services with better management techniques & work methods					
7.1	Evidence of methods and systems adopted to improve productivity / employee	No Evidence	Method was drafted but not implemented	Method was tried and system was established	Method and system are operated properly	Method and system are fully utilized
7.2	Sustained Productivity increased results Output to the Input	No Evidence	Increase once	Increase but not sustain	Increase but stable	Increase and continue
7.3	Use of innovative methods by which Productivity increased	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
7.4	Efficiency & Effectiveness (Doing things Right and Doing the Right things)	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
7.5	Evidence in the use of 5-S Process to increase Productivity	No Evidence	Planning only	Plan and some trial	Introduced	Already operated

8	Quality	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	Goal is to create satisfied customers by doing 100% right work, responding speedily to requirements every time thus gaining trust & confidence					
8.1	Communication plans are evident for implementation of Quality Improvement	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
8.2	Evidence of fewer reject, less wastage, less rework through 5S Process	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
8.3	Evidence of Direction & Coordination to improve Quality by 5S Activity	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
8.4	Sustainable Quality in Products or Services evident through 5S Process	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
8.5	The Quality in the Process of the Manufacture / Service by 5S implementation	No Evidence	Planning only	Plan and some trial	Introduced	Already operated

9	Cost	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	The intrinsic cost of providing products/ services 10 declared standards by a given specified process right first time & every time					
9.1	Evidence in reduction in cost of Materials, Labors, Energy, Overheads, etc	No Evidence	Planning only	Some cost reductions are appeared	Many cost reduction activities are appeared	Big amount of cost was reduced
9.2	Tangible cost advantages through 5-S Methods in waste control	No Evidence	Planning only	Some cost reductions are appeared through reducing waste	Many cost reduction activities are appeared through reducing waste	Big amount of cost was reduced through reducing waste
9.3	Evidence of lowering defects by introducing 5-S Concept	No Evidence	Planning only	Some defect causes were reduced	Many defect causes were reduced	Big defect were reduced
9.4	Evidence of lowering Inventory Cost by the use of 5-S Methods	No Evidence	Planning only	Plan and some trial	Inventory cost was reduced a little	Large amount of inventory cost was reduced

9.5	Lowering idle time of Workers/ Machines by 5-S Activity	No Evidence	Planning only	Plan and some trial	Idle time was shorten partly	Idle time was shorten
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10	Safety	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	The overall safety to Employees, Visitors and Property is evidently displayed by the use of 5-S Process					
10.1	Evidence of the effect of safety measured by less accidents occurred in the year	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
10.2	Methods adopted in Machinery & Equipment on safety measures	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
10.3	Methods adopted to protect the Employees / Visitors on safety measures	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
10.4	Evidence of Safety Measures adopted in providing an excellent Product / Service	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
10.5	Evidence of Safety culture in the Hospital	No Evidence	Some People consider the importance of safety	Staff knows the importance of safety	Staff understand how to keep safe environment	Staff implement to create safe environment

11	Delivery	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	Evidence in the reduction of the delivery time to the Product / Service by the implementation of 5-S Process					
11.1	Evidence of timely delivery of Product / Services	No Evidence	Planning only	Plan and some trial	Introduced	Already deliver timely
11.2	Evidence methods implemented through 5-S Method to shorten delivery time	No Evidence	Planning only	Plan and some trial	Delivery time was shorten a little	Delivery time was shorted drastically
11.3	Overall effect to Institution / Organization by reducing delivery time	No Evidence	Planning only	Institution/Organization was established	Institution / Organization is working	Institution / Organization is working well
11.4	Evidence of Employee participation to reduce the delivery time	No Evidence	Planning only	Plan and some trial	Some staff was involved	Many staff are involved
11.5	Evidence of just in time in the Hospital	No Evidence	Planning only	Plan and some trial	Introduced	Already operated

12	Morale	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	Evidence of the overall Institution / Organization in Improving the Morale by the Implementation of 5-S Process					
12.1	Level of Morale displayed by Executives / Staff Workers	No Evidence	Planning guideline only	Established guideline	Some staff follow the guideline	Many staff follow the guideline
12.2	Innovative methods adopted to improve the Morale of Employees	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
12.3	Evidence of Projects carried out by the Employees to display high level of Morale	No Evidence	Planning only	Plan and some trial	Introduced	Already operated
12.4	Benefits extended by Management to increase the morale of Employees	No Evidence	Planning only	Plan and some trial	Introduced	Already operated

12.5	Evidence of 5-S mindset, KAIZEN mindset of TQM culture	No Evidence	Some 5-S mind	5-S mind	KAIZEN mind	TQM mind
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13	5S Organization, Work Improvement Team (WIT)	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	Role & Activities of WIT					
13.1	Number of Activity working member of WIT	No one works actively in WIT	Some Members only work actively	More than half of Member works actively	Most of Member works actively	All members works actively an involving the non-member people
13.2	Frequency of Activities of WIT	No Activities	Only once after established the WIT	Monthly	More than twice a month	Weekly
13.3	Interaction among WIT	No Activities	Only once after established the WIT	Monthly	More than twice a month	Weekly
13.4	Frequency of supervision by Quality Management Team	No Supervision	Only once after established the WIT	Bi monthly	Monthly	More than twice a month
13.5	Operation of WIT activities	Not organized well	Some problem are there	Organized but poor leadership	Organized with good leadership	Well organized with good participation

14	Empowerment of Hospital staff through 5S, KAIZEN, TQM	Very poorly implemented	Poorly implemented	Farley implemented	Well implemented	Very well implemented
	Opportunity & environment of for Empowerment of Hospital Staff by themselves					
14.1	Learning Opportunity for 5S, KAIZEN, TQM	No opportunity	Once after the Commencement of 5S	Annually	Bi monthly	Monthly
14.2	Frequency of the conducting seminar for 5S, KAIZEN, TQM	No Evidence of Seminar	Once after the Commencement of 5S	Annually	Bi monthly	Monthly
14.3	Frequency of the training course for WIT leaders	No Evidence of Training	Once after the Commencement of 5S	Annually	Bi monthly	Monthly