



The 5S-KAIZEN-TQM approach training materials

Monitoring and Evaluation of 5S-KAIZEN-TQM activities

Japan International Cooperation Agency
Fujita Planning Co., Ltd.



Objectives

At the end of the lecture, the participants will be able

- To define the general terms of monitoring and evaluation
- To understand the relation between PDCA and M&E
- To understand the deference types of monitoring activities
- To understand the deference types of evaluation activities
- To explain about how to conduct monitoring and evaluation activities for 5S-KAIZEN-TQM activities
- To conduct monitoring and evaluation activities for 5S-KAIZEN-TQM activities

General definition of Monitoring and Evaluation



Monitoring

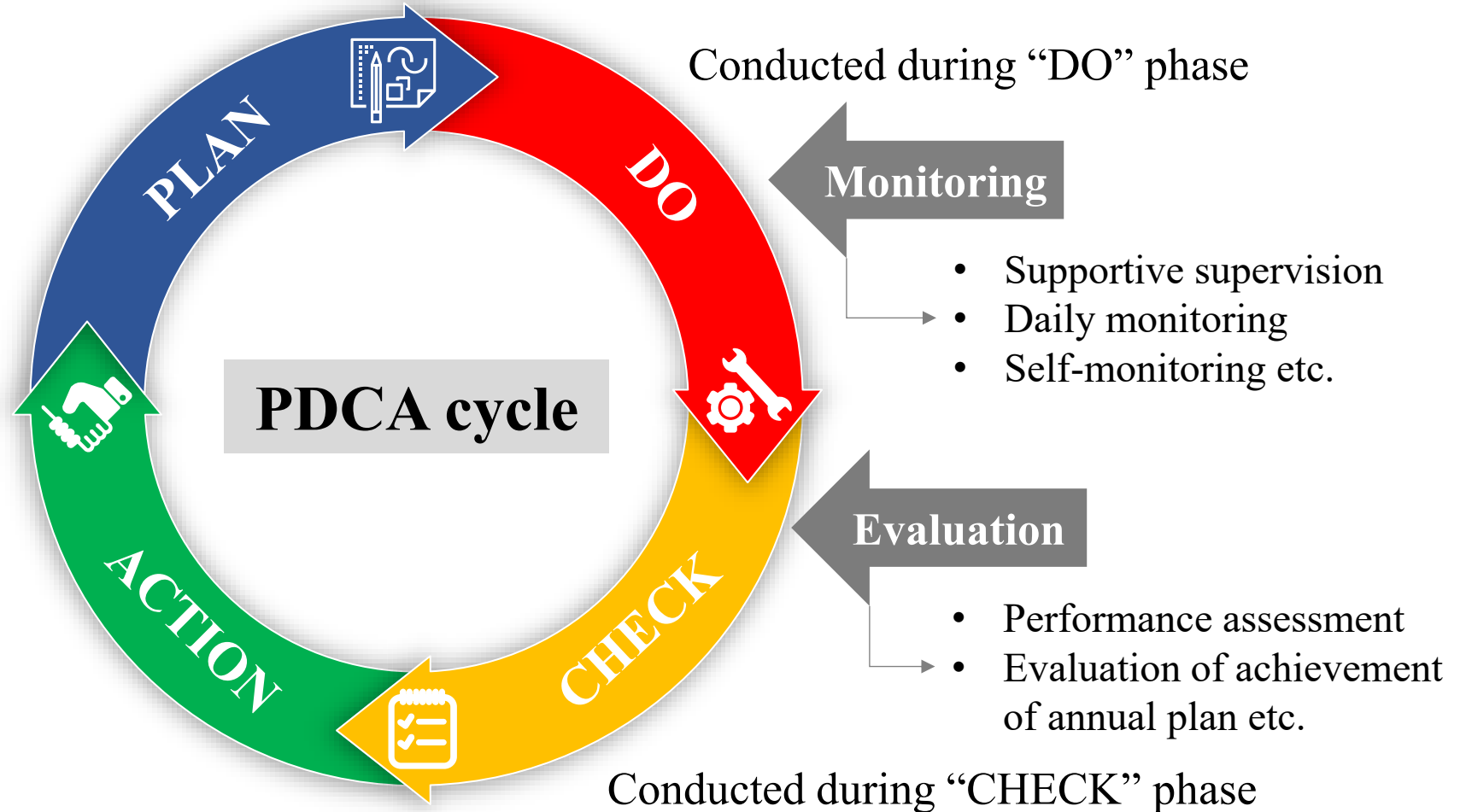
- It is a process to assess the advancement and constraints of work process.
- It should be conducted in a regular manner with standardization.
- Various checklists can be utilized for this purpose.
- The information obtained from the monitoring is provided to the decision-making of process amendment and/or adjustment of the resource input for the smooth implementation of the work



Evaluation

- It is, generally, an activity to review the entire process of the work for extracting lessons learnt both on positive and negative outcomes.
- The outcomes are thereafter analyzed to formulate better plan of action in the forthcoming phase of the work.
- In the context of hospital management, in general, quarterly review of the management targets, such as productivity, quality of service, cost control, delivery of services, safety issues and morale of the workforce, is considered as the evaluation activities.

M&E activity is a part of management cycle



As a part of monitoring activities...



Supervision

Supervision is direction, guidance and control of working force with a view to see that they are working according to plan and are keeping time schedule.



Supportive Supervision

It is an approach of the supervision that emphasizes mentoring, joint problem solving, two-way communication and as 'a process that promotes quality at all levels of the health system



Periodical monitoring of work progress

Periodical monitoring work progress include using a checklist to stay focused on the tasks/jobs your department or section need to complete and observing how progress are made based on the workplan and expected outputs



Self-monitoring of own work

Self-monitoring at work could include using a checklist to stay focused on the tasks you need to complete and observing how performing to complete given tasks and work

Supervisors conduct the monitoring activities

Implementors conduct the monitoring activities

What is difference between “Assessment” and “Evaluation”

Basis for comparison	Assessment	Evaluation
Meaning	Assessment is a process of collecting, reviewing and using data, for the purpose of improvement in the current performance.	Evaluation is described as an act of passing judgement on the basis of set of standards.
Nature	Diagnostic	Judgmental
What it does?	Provides feedback on performance and areas of improvement.	Determines the extent to which objectives are achieved.
Purpose	Formative	Summative
Orientation	Process Oriented	Product Oriented
Feedback	Based on observation and positive & negative points.	Based on the level of quality as per set standard.
Relationship between parties	Reflective	Prescriptive
Criteria	Set by both the parties jointly.	Set by the evaluator.

Monitoring and evaluation for quality of healthcare

Monitoring and Evaluation in Healthcare



Monitoring

- Monitoring is the **continuous and routine collection, analysis, and review of data** to understand whether healthcare activities, services, and processes are being implemented as planned.
- In quality of care, monitoring helps to:
 - Track adherence to clinical standards and guidelines
 - Detect abnormalities, risks, and deviations from expected performance
 - Ensure resources are used appropriately
 - Provide real-time information for corrective actions
 - Strengthen accountability at facility, departmental, and managerial levels
 - Monitoring is **ongoing, operational, and action-oriented**.



Evaluation

- Evaluation is a **periodic, systematic assessment** of the results, outcomes, and impact of healthcare interventions.
- In quality of care, evaluation aims to:
 - Measure whether improvement efforts achieved the intended outcomes
 - Determine the effectiveness, efficiency, and sustainability of interventions
 - Assess changes in patient safety, clinical outcomes, and service delivery
 - Identify lessons learned for future planning
 - Guide strategic decision-making and policy adjustments

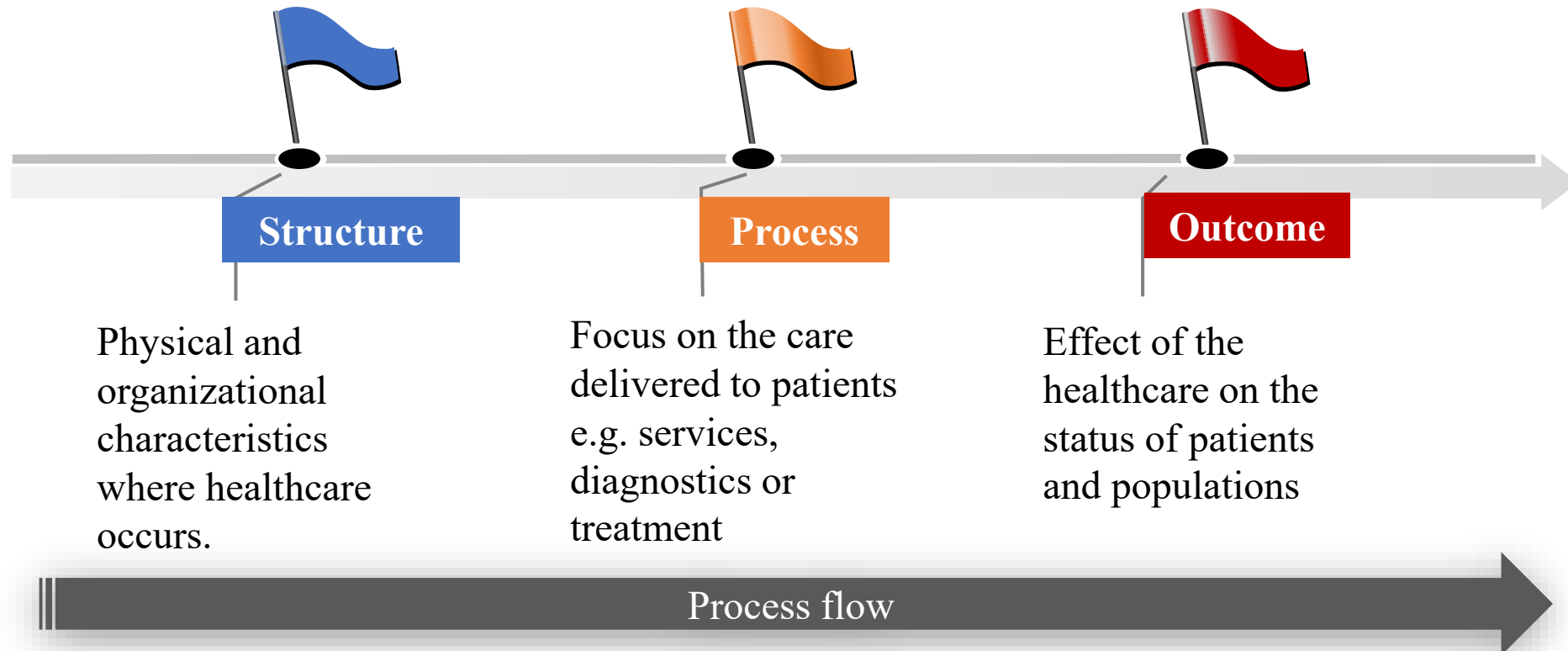
Why M&E is essential for Quality of Healthcare?

Effective M&E:

- Ensures continuous improvement of clinical and non-clinical processes
- Enhances patient safety and satisfaction
- Provides evidence for decision-making and resource allocation
- Strengthens quality management systems
- Helps health facilities meet accreditation and regulatory standards
- Promotes transparency and accountability

The Donabedian model for quality of care

- Donabedian's (2005) three components approach for evaluating the quality of care underpins measurement for improvement. The three components are structure, process and outcome.



Source: <https://improvement.nhs.uk/documents/2135/measuring-quality-care-model.pdf>

The Donabedian model for quality of care

Evaluation stages	Explanations
Structure measures	These reflect the attributes of the service/provider such as staff to patient ratios and operating times of the service. These are otherwise known as input measures.
Process measures	These reflect the way your systems and processes work to deliver the desired outcome
Outcome measures	These reflect the impact on the patient and demonstrate the end result of your improvement work and whether it has ultimately achieved the aim(s) set

M&E of 5S-KAIZEN-TQM activities

Importance of M&E of 5S–KAIZEN–TQM activities in Healthcare Facilities

- Effective monitoring and evaluation (M&E) of 5S–KAIZEN–TQM activities is essential for ensuring continuous improvement in the quality of healthcare services.
- M&E provides evidence-based insights into how well quality management activities are being implemented and sustained, and identifies areas that require corrective actions.



Importance of M&E of 5S–KAIZEN–TQM in Healthcare Facilities

Focusing area	Explanation
Ensures continuous improvement	Tracks progress of 5S, KAIZEN, and TQM to sustain gains and prevent backsliding.
Strengthens daily operations	Identifies bottlenecks, improves workflow, reduces waiting time, and enhances resource management
Improves quality and patient safety	Verifies that workplace organization, IPC, and problem-solving efforts lead to safer and more reliable services.
Promotes accountability and good governance	Provides objective evidence for management decisions and clarifies QIT/WIT responsibilities.
Supports data-driven KAIZEN	Supplies essential data for QC Story steps, enabling effective problem analysis and solution evaluation
Enhances staff engagement and ownership	Encourages teamwork, responsibility, and a strong culture of quality.
Reflects patient voices for improvement	Uses satisfaction surveys and feedback to align services with client needs.
Informs planning and resource allocation	Feeds into QIP development and prioritization of training, equipment, and supervision.

M&E of 5S-KAIZEN-TQM activities based on the Donabedian model

- The following elements need to be continuously monitored and evaluated;



- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • These measure whether the systems, resources, tools, and organizational arrangements necessary for 5S-KAIZEN-TQM are in place • Check the functionality of QM implementation structure | <ul style="list-style-type: none"> • These measure what the hospital actually does—the activities, behaviors, and practices related to quality improvement. • Effectiveness of Staff training on 5S-KAIZEN • Progress of 5S-KAIZEN activities | <ul style="list-style-type: none"> • These show the effect or impact of implementing 5S-KAIZEN-TQM on service quality, staff efficiency, and clinical outcomes. • Achievement of 5S-KAIZEN activities • Achievements of QP • Internal and external client satisfaction |
|---|--|--|



How Donabedian fits the 5S-KAIZEN-TQM Approach

- **5S** improves "Structure" (organized environment, visual control, workplace safety).
- **Quick KAIZEN and KAIZEN/QC Story** improves "Process" (how care is delivered, problem solving, workflow).
- **TQM** ensures sustained "Outcome" improvements through leadership commitment and continuous monitoring.

What need to be monitored and evaluated for 5S-KAIZEN-TQM activities



Evaluate the functionality of QM implementation structure

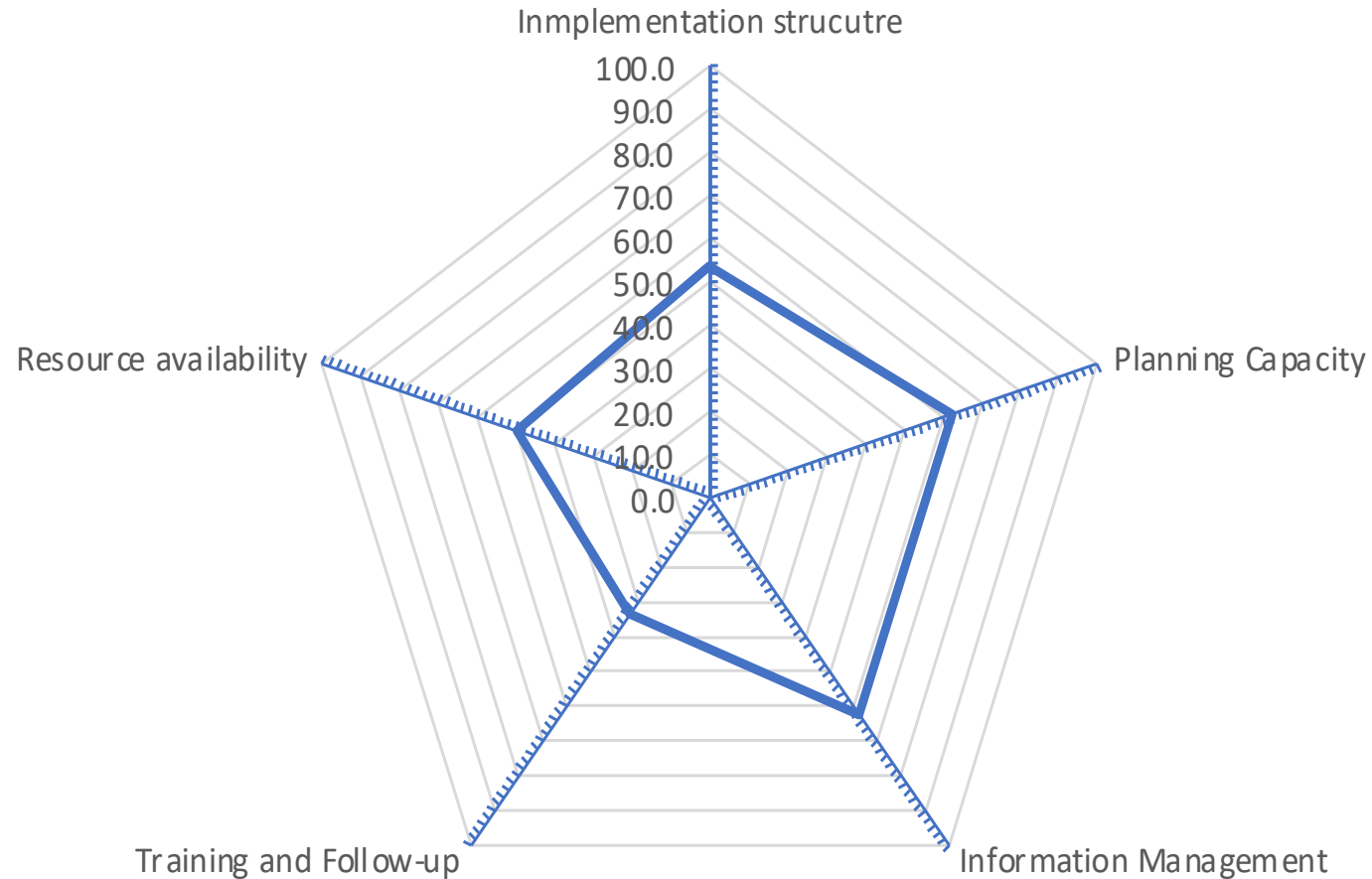
- In principle, the unit or team responsible for quality management in a health facility must have a well-established implementation structure and must function effectively.
- Its functionalities can be categorized into the following five areas:
 1. Implementation Structure and Communication (IS)
 2. Resource Management (RM)
 3. Planning for Quality Management Activities (PL)
 4. Training of Staff, Internal Supportive Supervision, and Evaluation (TF)
 5. Information Management and Record Keeping (IM)

Example of QIT/WIT function check sheet

IS: Implementation structure, PL: Planning capacity, IM: Information management, RM: Resource management, TF: Training and follow-up

SQ#	Catg.	Items	Brief explanation	Criteria	
1	IS	Establishment of QIT	Ask whether QIT/QIT is established with full-time/part-time staff.	2	Established with full-time staff
				1	Established with part-time staff
				0	Not established
2	IS	Composition of QIT	Ask whether QIT has a multidisciplinary membership.	2	Established with full-time and multidisciplinary members
				1	Established with part-time and multidisciplinary members
				0	Established but not with multidisciplinary members
3	IS	Establishment of QIT office	Ask whether the QIT office is established with the necessary equipment.	2	Established with the necessary equipment
				1	Established with the insufficient equipment
				0	Not established
4	IS	Declaration of commencement of 5S-KAIZEN	Ask whether MOI/C and other executive HEC members declared the commencement of 5S-KAIZEN.	2	Declared with written official documents
				1	Declared with no written official document
				0	Not declared

Example of QIT/WIT function check results



Implementation structure	Planning Capacity	Information Management	Training and Follow-up	Resource availability
53.3	62.5	62.5	33.3	50.0

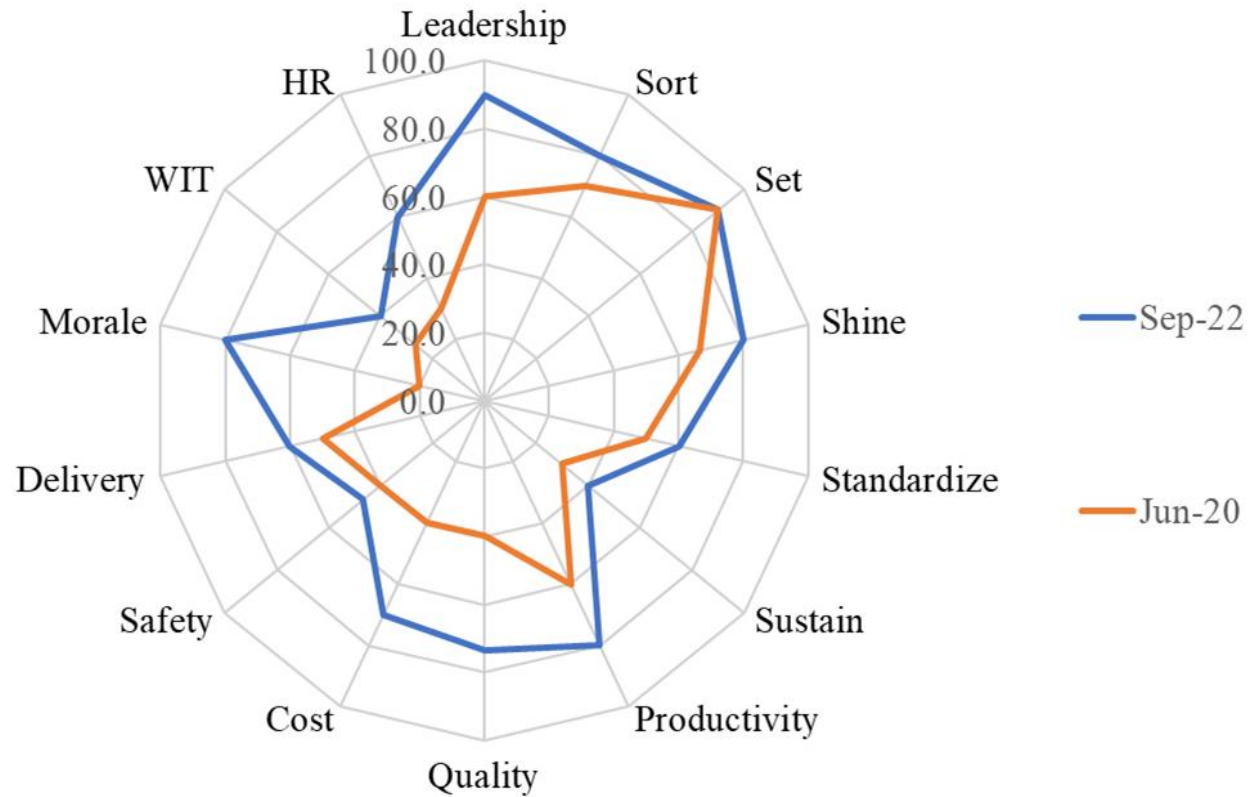
Monitor/evaluate the progress of 5S-KAIZEN-TQM activities

- Daily practice of 5S–KAIZEN activities needs to be monitored using a checklist.
- The progress of 5S–KAIZEN activities can be monitored through the following elements:
 - Leadership
 - Sort
 - Set
 - Shine
 - Standardize
 - Sustain
 - Productivity
 - Quality
 - Cost
 - Safety
 - Delivery of service
 - Morale
 - WIT function
 - HR empowerment

Example of 5S-KAIZEN M&E sheet

Category	SQ#	Item to check	Points to be observed & example of questions	Marking criteria	Service				
					A	B	C	D	E
Leadership	1	Awareness and knowledge on 5S-KAIZEN-TQM Approach among the managers at the department/section	<p>Ask the following question to the managers such as the head, in-charge, and/or managers of department/section</p> <p>“Could you explain 5S-KAIZEN-TQM Approach and its purposes and activities?”</p>	<ol style="list-style-type: none"> Not aware of 5S-KAIZEN-TQM approach Aware about 5S-KAIZEN-TQM approach but not able to explain the meaning and purposes Able to explain about the meaning and purposes of 5S-KAIZEN-TQM approach accordingly and on the process of introducing 5S-KAIZEN activity in to the department/section Department head or section in-charge is taking lead to increase the knowledge and awareness among staff Taking initiative and commitment to implement 5S-KAIZEN activities and provide support to staff for practicing 5S-KAIZEN 					
	2	Action plan for Quality Management activities (including 5S-KAIZEN-TQM Approach) at the department/section level	<p>Under the TQM concept, having policy and action plan for QM activities at the department/section level is important; which aligns with the hospital quality policy and /or plan.</p> <p>Check if any QM activities are well planned and implemented at the department/section level.</p> <p>Note: The "departmental action plan" should be interpreted depending on your situation, such as the department's operational plan, the department's QM plan, WIT's action plan, etc.</p>	<ol style="list-style-type: none"> Department/section-action plan is not developed. Department/section-action plan is on the process of development. Department/section-action plan is developed but not implemented. Department/section-action plan is developed and implemented but not monitored (Self-monitoring). Department/section-action plan is developed, implemented and monitored (Self-monitoring). 					

Internal M&E results



[Strength]

- Sort, Set, Shine activities done on a regular basis
- Active WIT, proactive staff

[Challenge]

- WIT – regular meetings, record minutes
- Sustaining – checklists, documentation of improvements and reviews
- Cleaning schedule yet to be displayed
- Documentation and record keeping
- HR strengthening

IMCI	Leadership	Sort	Set	Shine	Standardize	Sustain	Productivity	Quality	Cost	Safety	Delivery	Morale	WIT	HR	Average
Sep-22	90.0	80.0	90.0	80.0	60.0	40.0	80.0	73.3	70.0	46.7	60.0	80.0	40.0	60.0	67.9
Jun-20	60	70	90	66.7	50	30	60	40	40	40	50	20	26.7	30	48.1

Self-monitoring of 5S-KAIZEN activities by WIT

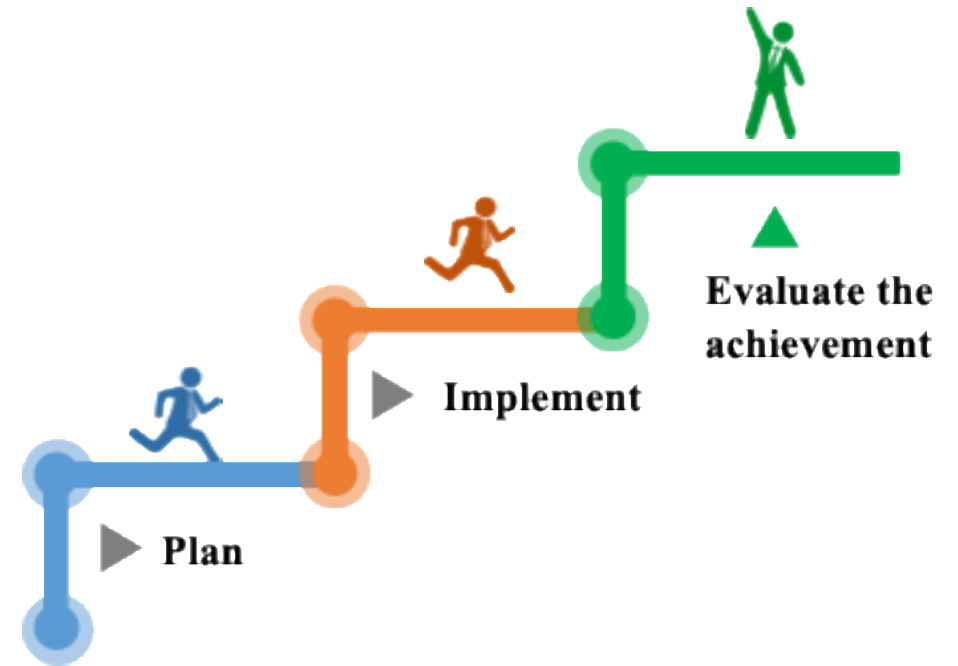
- WITs need to monitor day-to-day 5S activities at the department level using a simple checklist.
- If KAIZEN activities are ongoing and the QC Story has been applied to solve problems, it is necessary to check the progress of each step using the KAIZEN progress checklist at the completion of every step.
- When the QC Story is completed, the implementation status of the standardized action plan developed in Step 7 must be monitored to ensure that the standardized actions are being properly implemented.

Evaluate the achievement of 5S-KAIZEN activities

- The above-mentioned checklist can also be used by a third party to evaluate the achievement of 5S–KAIZEN–TQM activities. It can likewise be used to externally assess the progress and results of 5S–KAIZEN–TQM implementation.
- Additionally, KAIZEN cases using the QC Story approach can be assessed in terms of their implementation process, effectiveness, and impact.

Evaluate the achievements of the annual Quality Management Plan (QMP)

- For health facilities that have their own annual QMP, the achievement of all planned activities must be measured at the end of each financial year.
- The measurement results should be thoroughly analyzed.
- If low achievement is observed in any planned activity, a root cause analysis should be conducted to identify the underlying causes and use the findings for future planning.



Evaluate the satisfaction/experiences of client

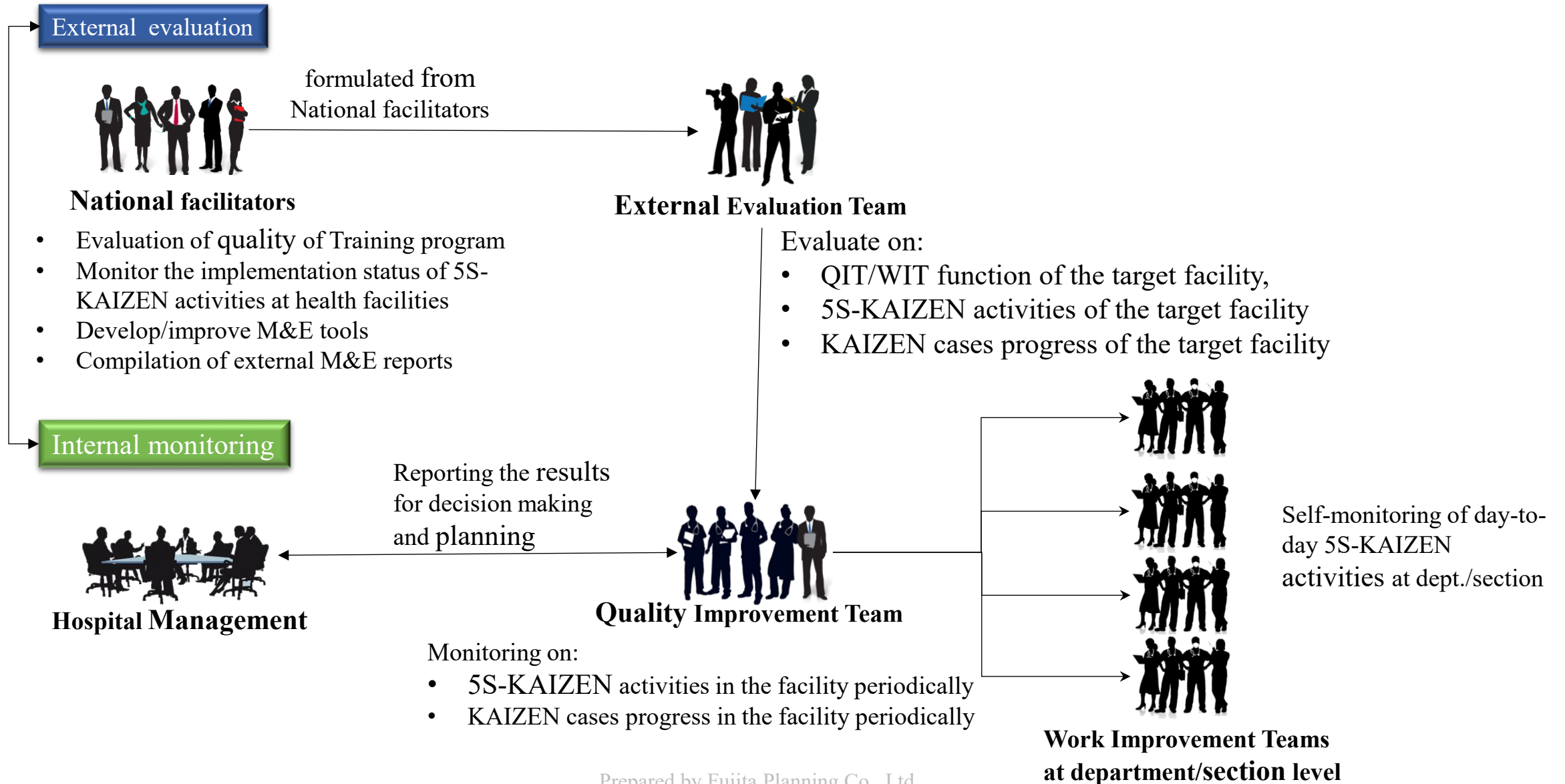
- The process involves identifying or measuring whether hospital clients are satisfied with the services they receive.
- There are several ways to capture the clients' voices, including:
 - Suggestion boxes
 - Complaint desks
 - Interviews
 - Focus group discussions
 - Client satisfaction surveys
- It is very important to monitor and evaluate client satisfaction and to reflect their feedback in the quality improvement of services provided at health facility

Keys for the 5S-KAIZEN-TQM M&E activities

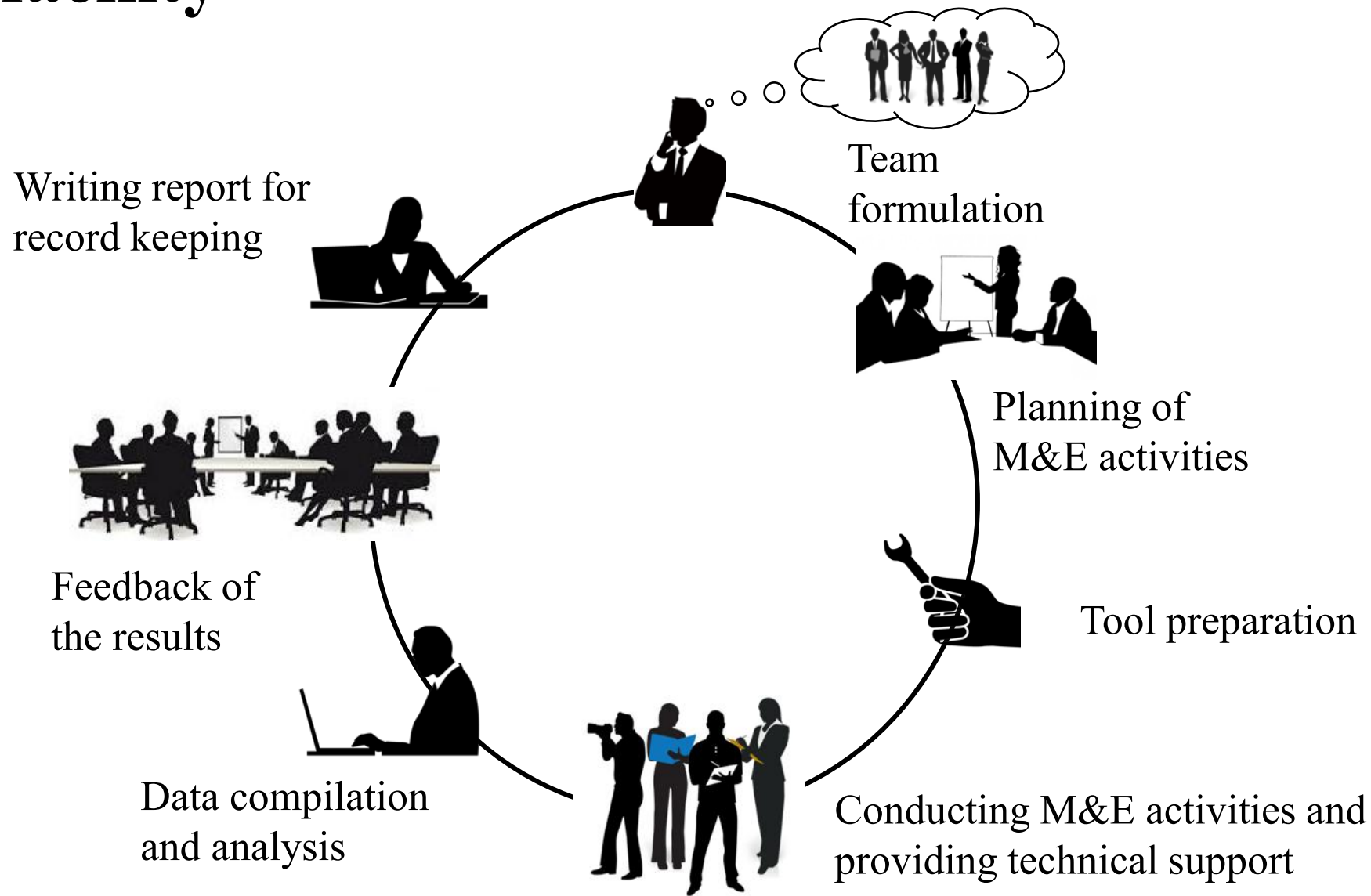
Types of M&E activity

	External M&E	Internal M&E
Implementors	MoH, decentralized healthcare authorities	Quality Improvement Team/Unit in health facility
Frequency	The achievements of activities and facility performance are evaluated annually or biannually.	Periodically check the progress of facility activities and performance
Usage of the results	The results will be helpful for improving internal M&E.	The results will be helpful for improving day-to-day work.
Pros	By monitoring and evaluating the progress and status of activities from a third-party perspective, it becomes possible to identify points that may not be noticed through internal M&E.	<ul style="list-style-type: none"> • It helps the facility understand the current status of its quality management activities and makes it easier to address problems. • It helps develop a sense of responsibility for one's own work. • It can be implemented even with limited health resources
Cons	<ul style="list-style-type: none"> • The availability of health resources significantly influences the implementation of M&E activities. • M&E results are based on a “snapshot” of the situation. 	The evaluation scoring may tend to be lenient.

Level of M&E activities



Preparation and implementation of M&E activities at health facility



Reporting of M&E results

- After conducting M&E activities and scoring the QIT/WIT Function Sheet and 5S–KAIZEN M&E sheets, the collected information and data need to be analyzed. When analyzing the results, both the positive and negative points should be clearly identified, and appropriate technical inputs should be provided to guide further improvement.
- After the analysis, the results must be reported to facility management, the QIT, and relevant staff, together with technical recommendations for improvement.
- Visualizing the M&E results makes it easier for facility management and staff to understand the findings.
- All data and information, including photographs, should be properly documented and archived, as they will be used during subsequent M&E activities. Therefore, these records should be shared with facility management and the QIT for proper storage and future reference.

6 elements to be a good evaluator for the 5S-KAIZEN activities



Credibility & Independent

Able to take the role of facilitator



Good knowledge & experiences in 5S-KAIZEN

Good evaluator for the 5S activities

Strong leader & one of team players



Ability to effectively communicate to targeted audiences

Good analytical & record keeping skills



Wrap-up

- What need to be done for internal monitoring and evaluation of 5S-KAIZEN-TQM activities;

What need to be monitored or evaluated	Tools to monitor or evaluate	Frequency of implementation
<ul style="list-style-type: none"> • QIT/WIT function 	<ul style="list-style-type: none"> • QIT/WIT function check sheet 	<ul style="list-style-type: none"> • Quarterly
<ul style="list-style-type: none"> • 5S-KAIZEN implementation status 	<ul style="list-style-type: none"> • 5S-KAIZEN M&E sheet 	<ul style="list-style-type: none"> • Quarterly
<ul style="list-style-type: none"> • In-house training quality with KP method 	<ul style="list-style-type: none"> • Kirkpatrick method 	<ul style="list-style-type: none"> • When training was carried out
<ul style="list-style-type: none"> • Achievement of Quality implementation plan 	<ul style="list-style-type: none"> • Record of activity implementation 	<ul style="list-style-type: none"> • Once a year (at the end of the financial year)
<ul style="list-style-type: none"> • Client satisfaction or experience 	<ul style="list-style-type: none"> • Survey questionnaire 	<ul style="list-style-type: none"> • Once a year
<ul style="list-style-type: none"> • Self-monitoring of 5S activities 	<ul style="list-style-type: none"> • Daily check sheet 	<ul style="list-style-type: none"> • Daily
<ul style="list-style-type: none"> • Self-monitoring of KAIZEN activities 	<ul style="list-style-type: none"> • Standardization action plan • KAIZEN process check sheet 	<ul style="list-style-type: none"> • Frequency set in the plan • When each the QC story step is completed

Quote from Taiichi Ohno

*"Where there is no standard,
there can be no Kaizen"*



Taiichi Ohno : 1912 – 1990
Former vice president of TOYOTA Motors
Father of Toyota Production System

Thank You!

Any question, comments, clarification you need?



The 5S-KAIZEN-TQM approach training materials

Tips for sustaining M&E activities in the 5S-KAIZEN-TQM approach

Japan International Cooperation Agency

Fujita Planning Co., Ltd.



Objectives

At the end of the lecture, the participants will be able

- To explain about factor influencing M&E sustainability in the 5S-KAIZEN-TQM
- To explain about basic techniques of M&E activities for 5S-KAIZEN-TQM activities
- To explain about linkage between key successful factors for 5S and M&E components
- To explain about effective way of keeping pictorial record for 5S activities
- To explain about record keeping for Quick KAIZEN and KAIEN QC story

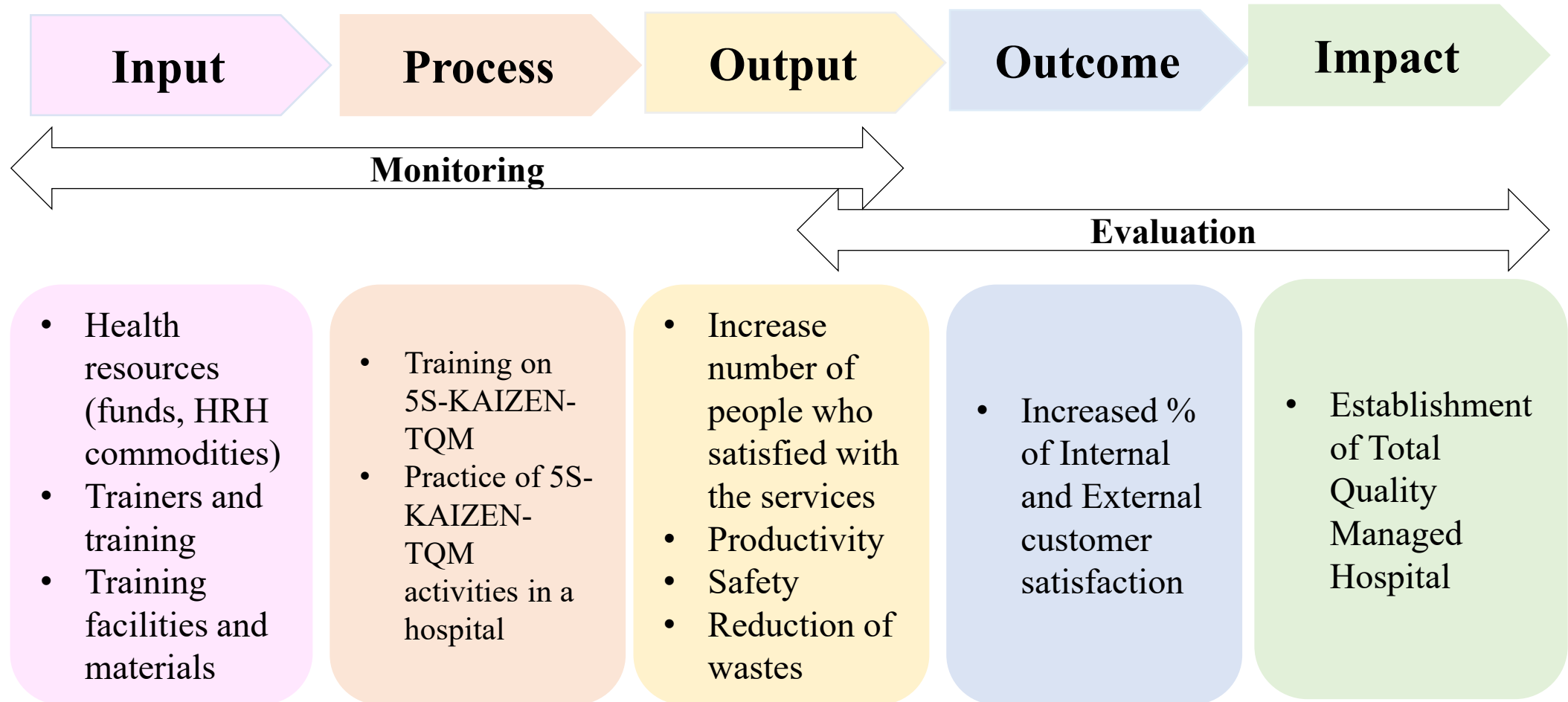
Based on the experiences from different countries...

- Many countries that failed to sustain 5S-KAIZEN activities did not carry out adequate monitoring and evaluation.
- Many countries that introduced 5S-KAIZEN activities have reported insufficient skills and knowledge for monitoring and evaluation.
- Even countries that have been continuously practicing 5S-KAIZEN-TQM activities are struggling to maintain effective monitoring and evaluation.

Why is it difficult to sustain monitoring and evaluation (M&E) activities in the 5S-KAIZEN-TQM approach?



Interaction between 5S-KAIZEN-TQM and M&E

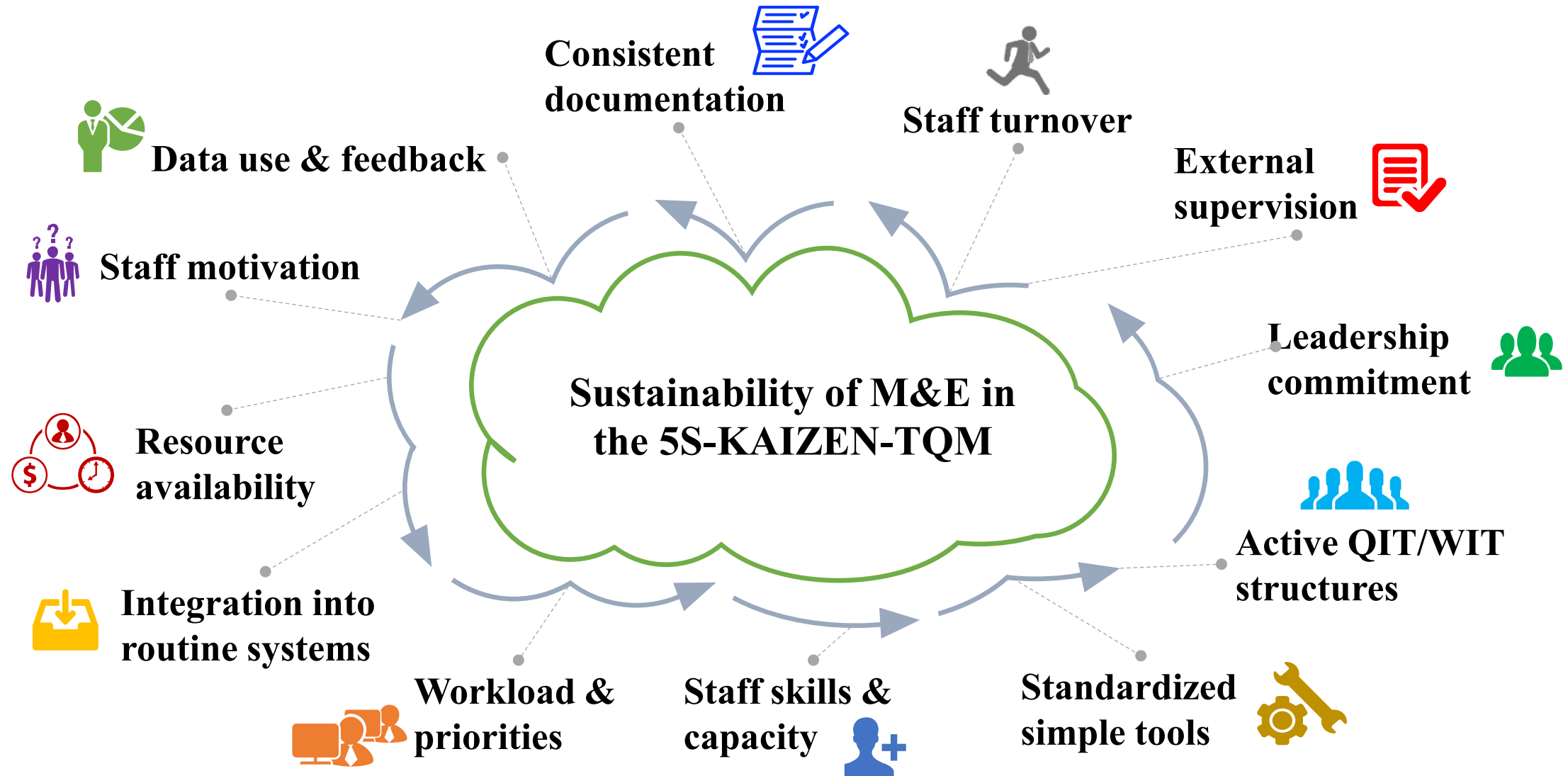


Implementation phases.

Why M&E is hard to sustain?

- Drawing from our experience and existing studies, the following causes appear to affect the sustainability of M&E activities within the 5S-KAIZEN-TQM approach:
 - Weak QIT/WIT functioning
 - No simple tools & no standard routine
 - Limited skills for data use
 - Heavy workload & competing priorities
 - Weak leadership follow-up
 - Insufficient feedback loops
 - No digital system for storage of information
 - Low staff motivation

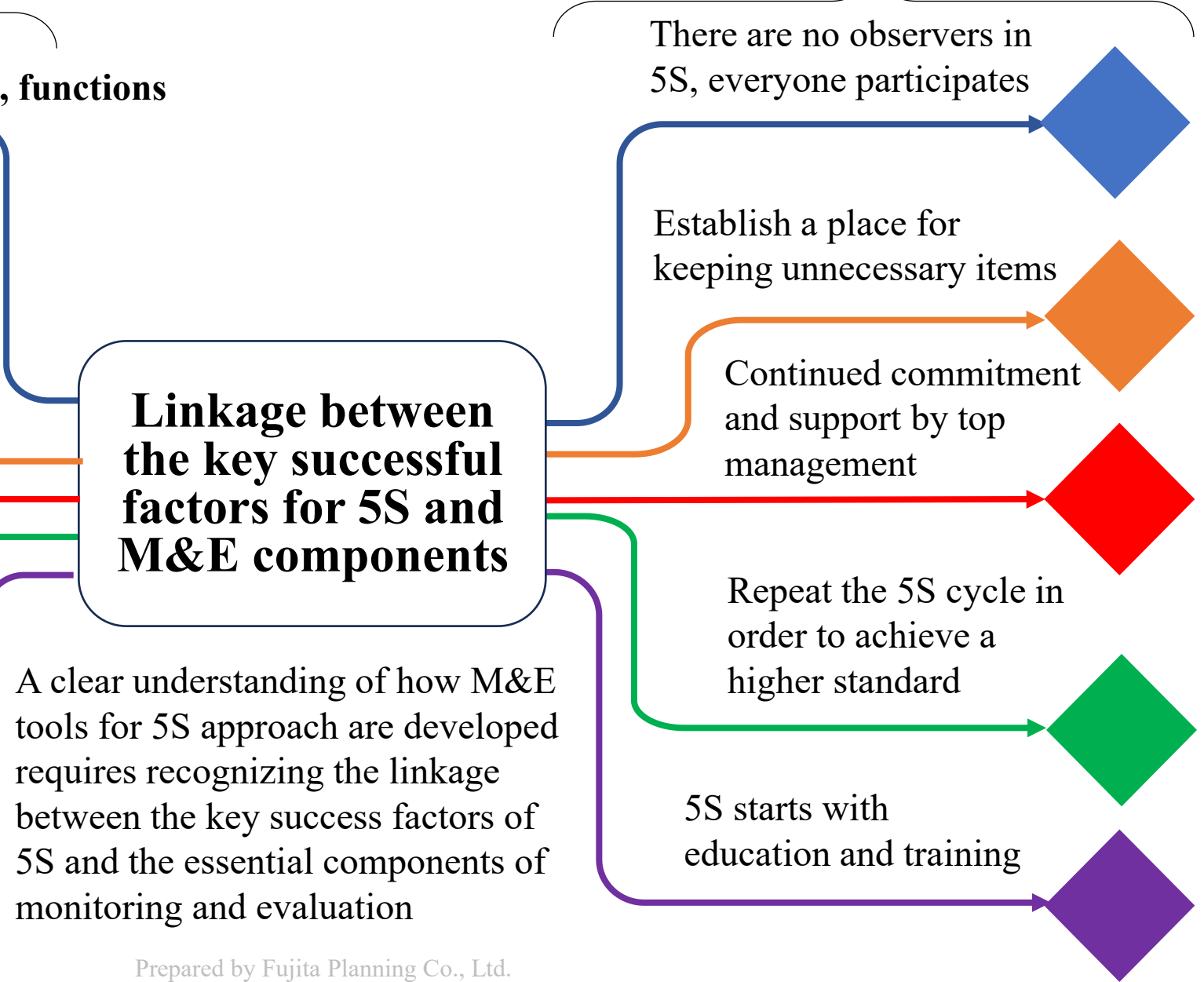
Factors influencing M&E sustainability in the 5S-KAIZEN-TQM approach



Areas to monitor and evaluate the 5S-KAIZEN-TQM activities



Key successful factors of 5S



Linkage between the key successful factors for 5S and M&E components

A clear understanding of how M&E tools for 5S approach are developed requires recognizing the linkage between the key success factors of 5S and the essential components of monitoring and evaluation

Technical tips for effective M&E activities in 5S-KAIZEN-TQM

Pictorial records keeping

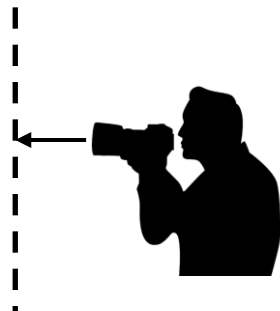
- It is important to keep pictorial records of the situation before implementing 5S-KAIZEN activities as evidence of the changes achieved.
- To maintain effective pictorial records, it is essential to know how to take photos correctly before and after 5S-KAIZEN activities.



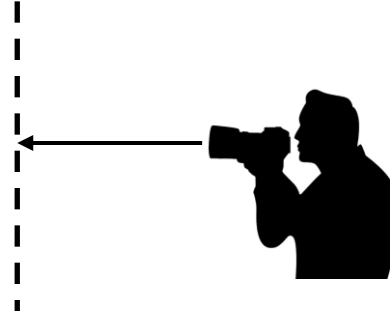
Effective “Before” Photos for 5S activities

Points to concern	Tips for taking pics
Capture the real baseline without arranging	<ul style="list-style-type: none">• Take photos <i>before</i> any cleaning, sorting, or organizing.• Do not allow staff to “prepare” or tidy the area—the aim is to show the real baseline.
Use fixed, repeatable angle and distance	<ul style="list-style-type: none">• Stand at a fixed point when taking “before” photos.• Note or mark the spot on the floor if necessary.• Make sure you can repeat this angle for the “after” photo.
Show entire area + close-ups of problems	<ul style="list-style-type: none">• Capture the overall workspace (wide shot).• Include surrounding context: shelves, tables, walls, walkways.• Take additional close-up shots of problem areas
Good lighting and clear focus	<ul style="list-style-type: none">• Avoid dark corners.• If lighting is poor, turn on additional lights or use natural light.• Make sure the photo is clear and sharp
Highlight abnormalities and workflow problems	<ul style="list-style-type: none">• Show the problems that affect movement, access, or patient pathways.• Highlight issues that cause waste, delays, or safety risks

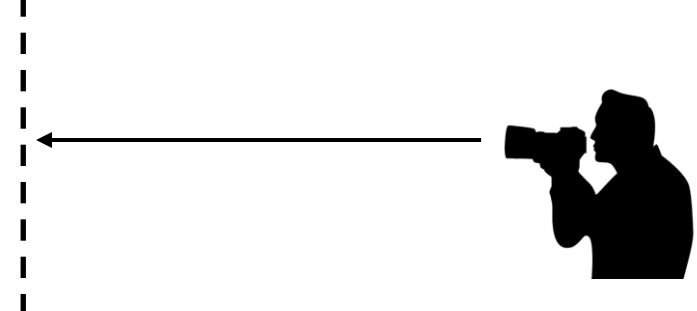
Effective “Before” Photos for 5S activities



Too close to “the problem”



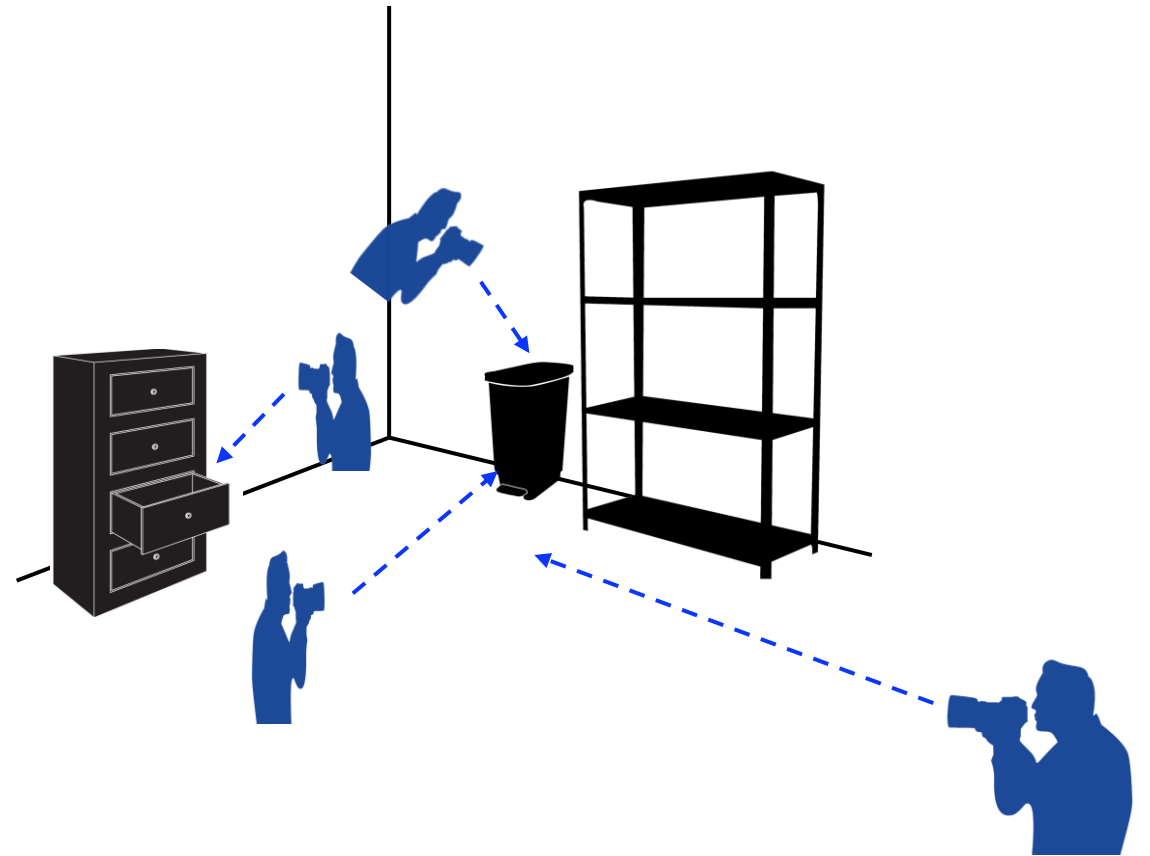
Take a step back and observe the situation



Understand the whole with a wide perspective

Effective “After” Photos for 5S activities

- Record the location where the photo was taken before implementing 5S-KAIZEN activities.
- Before taking the “after” photos, review the photos taken before 5S-KAIZEN and confirm the shooting angle and direction.
- Take the “after” photos following the same angle and direction to allow clear comparison and assessment of improvements achieved through the 5S-KAIZEN activities.



Monitor and evaluate the application of the 5S tools and visual control techniques

~ What should we pay attention to?~

When monitoring 5S tools and visual controls, check the following points:

- Visibility and clarity
- Standardization and consistency
- Practical usability
- Maintenance of labels/markings
- Staff compliance
- Abnormality detection ability
- Alignment with SOPs
- Evidence of continuous improvement

Record keeping for 5S and Quick KAIZEN

- It is important to keep records of all 5S and Quick KAIZEN activities to measure changes and track the progress of interventions.
- Use a simple record format and report the 5W1H of each 5S and Quick KAIZEN activity (see examples).
- Good practices from 5S and Quick KAIZEN activities should be collected and shared with other departments and sections in the health facilities.

5S and Quick KAIZEN record sheet

Department/Section/Unit: _____

Date of implementation: _____

Who implemented this quick KAIZEN: _____

Before 5S / Quick KAIZEN

After 5S / Quick KAIZEN

Place the pictures of before 5S/Quick-KAIZEN

Place the pictures of after 5S/Quick-KAIZEN

**Description of the situation before the
5S/Quick KAIZEN:**

What did you do?

**Description of the situation after the
5S/Quick KAIZEN::**

Benefits from this Quick KAIZEN:

- Improve movement/transportation
- Reduce staffs' work burden
- Improve workers' safety

- Improve productivity
- Improve patients' safety
- Others: Improve IPC, Improve staff satisfaction



Improvement of patient safety (medication)

Country: Tanzania

BEFORE



AFTER



[Problem statement of the situation before 5S]

- The patients' medicines are mixed up into the drawer.
- The staff **wasted her/his time to find the medicines.**
- Also, there were **always potential to wrong medication** which can harm our patients by our healthcare service provision.

[Description on the improvements achieved by 5S]

- We improved **efficiency of our work** with recycled boxes, and labels on a bed number as well as **patient safety to prevent any problem in medication error.**
- Through this 5S, our staff recognized an importance of patient safety and recycling items for WEI without spending money to buy a container.

Discussion for sustainability and further improvement

- Each of staff check whether the medicines are kept in appropriate bed number before starting their shift.
- When the staff found mislocated medicines, the staff raise it as one of agendas for our weekly department meeting to discuss its root causes and identify solution.



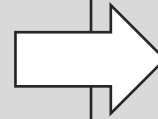
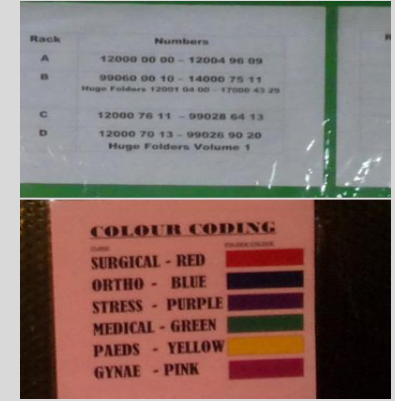
Improvement of efficiency of work

Country: Fiji

BEFORE



AFTER



[Problem statement of the situation before 5S]

- Folders not filed in proper sequence
- Folders filed in cartons
- Clinic folders and ED folders filed in same shelves causing delay in retrieval
- Folders not properly labelled
- These situations led to longer patient waiting time

[Description on the improvements achieved by 5S]

- Clinic folders color coded and filed in separate shelves according to folders clinic colors which is easy to locate.
- Time to retrieve the folders is shortened.
- Pulling list of clinic folders retrieval time reduced from 3hrs before to an hour after 5S.

Discussion for sustainability and further improvement

- Recorders working in all shifts daily are required to color code all folders.
- Daily Checklist implemented on all activities undertaken during shift and to be verified by supervisor.



Improvement of efficiency of cost

Country: Fiji

BEFORE



AFTER



[Problem statement of the situation before 5S]

- There are papers, requisition books and stationaries scattered on table. Boxes, rubbish bin and household item on the floor.
- The staff of store needed to come to the reception to receive the requisition forms. It made the staff of store to suspend their work for it.

[Description on the improvements achieved by 5S]

- Items on the top and floor were removed to make space.
- Empty stationary boxes were used to contain the requisition forms from departments.
- Instructed to the staff from the other departments to put their requisition forms according to the instructions.
- Eliminate overcrowding at reception by attendants waiting for the staff of store.

Discussion for sustainability and further improvement

- Continuously instruct the staff of the other departments on the system.
- Regularly monitor the boxes are functioning.

Points for M&E of the KAIZEN QC story

- It is recommended that implementers of KAIZEN activities use the KAIZEN Record Sheet (Excel format).
- Therefore, those responsible for evaluating 5S-KAIZEN-TQM activities should request the staff of the departments implementing KAIZEN activities to submit their KAIZEN Record Sheets.
- When reviewing the KAIZEN Record Sheets, please check the following points:
 1. The implementation status and progress of each QC Story step
 2. The implementation dates for each step
 3. Proper use of QC tools applied in each step
 4. Identification of appropriate QCV
 5. Implementation of identified countermeasures
 6. Proper check of the effectiveness

Thank You!

Any question, comments, clarification you need?