

Acceptability of the SIRIM 5-S for the Construction Industry in Malaysia: Comparative study between Main-con & Sub-con

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ABSTRACT

As the Executive Director of Grand Dynamic Builders (GDB), the Author has actively implemented a new and effective construction management system called “5-S”, developed by the Standards and Industrial Research Institute of Malaysia (SIRIM).. Riding on this experience, the Author conducted a questionnaire survey shortly after the project completion on the staff of the Main-con and Sub-con in order to identify the relative perception of this useful technique for construction management. This paper described the factors that influenced the outcomes of ‘the project’ and how such issues were dealt with. It also provided the sources of information that contributed to the body of knowledge for the development of ‘the project’. Furthermore, it provided coherent evidence of how the resulting knowledge has been communicated and/or applied to the wider industry and/or community, or, where this has not yet been done, includes plausible and coherent proposals for doing so. Last but not the least, it prescribed the likely barriers to introducing, applying, and having the results or outcomes arising from ‘the project’ adopted by the industry and/or profession, describing how such obstacles have been overcome. Similar research can be conducted along the fast developing OBOR countries where the stage of development is similar.

Keywords: Acceptability, SIRIM, 5-S, Construction Industry, Malaysia, Main-con, Sub-con

1. Introduction

As the Executive Director of Grand Dynamic Builders (GDB), the Author has led the Company to be awarded a high-rise condominium project namely One Central Park located at Desa Parkcity with contract value RM236million (~US\$62m) and 38-month contract from Dec 2013 to Feb 2017. Over the past 3 years, he has actively implemented a new and effective construction management system called “5-S”, developed by the Standards and Industrial Research Institute of Malaysia (SIRIM) (Ghani, 2015), which he has acquired and developed considerable experience in my previous post as the Senior GM of the Putra Perdana Construction Sdn. Bhd. Riding on this experience, the Author conducted a questionnaire survey shortly after the project completion on the staff of the Main-con and Sub-con in order to identify the relative perception of this useful technique for construction management.

2. The 5-S Practice in Detail

In order to be able to comment whether 5-S practice is useful, a sample constituents of the 5-S practice and the benefits of its implementation are highlighted below (Idris, et.al, 2011) . While contemplating each of the 5-S aspects, reference can be made to the proprietary 5-S Audit Worksheet (App-1) (Ho, 2010).

2.1 Structurise (Seiri)

Apart from throwing away rubbish, other aspects of structurise are shown in the 5-S Audit Worksheet. It is worthwhile to emphasise the importance of a principle of structurise called 'one-is-best'. Examples of application include: one set of tools/stationery, one page form/memo, one day processing, one stop service for customer and one location file (including local area network server for file sharing). In particular for 'one day processing', there is an ancient Chinese saying "Let today's work belong to today". There is a lot of virtue in this saying and it requires a combined effort of structurise and self-discipline.

2.2 Systematise (Seiton)

Systematise is a study of efficiency. It is a question of how quickly you can get the things you need and how quickly you can put them away. Just making an arbitrary decision on where things go is not going to make

you any faster. Instead, you have to analyse why getting things out and putting them away takes so long. You have to study this for both the people using the things frequently and those who seldom use them. You have to devise a system that everyone can understand.

2.3 Sanitise (Seiso)

'Everyone is a Janitor' -- Sanitise should be done by everyone in the organisation, from the managing director to the cleaner. This is why in Japan, they do not need street cleaners in residential areas. Every family is responsible for cleaning the pavement in front of their houses. Therefore, what they need are rubbish collectors. The Japanese believe that while they are doing cleaning, they are cleaning their minds, too. If you have done your annual cleaning at home before the New Year, you would probably have this feeling of freshness.

2.4 Standardise (Seiketsu)

Standardise means continually and repeatedly maintaining your organisation, neatness and cleaning. As such, it embraces both personal cleanliness and the cleanliness of the environment. The emphasis here is on visual management and 5-S standardisation. Innovation and total visual management are used to attain and maintain standardised conditions so that you can always act quickly.

2.5 Self-discipline (Shitsuke)

Self-discipline means instilling the ability of doing things the way they are supposed to be done. The emphasis here is on creating a workplace with good habits. By teaching everyone what needs to be done and having everyone practising it bad habits are broken and good ones are formed. This process helps people form habits of making and following the rules. The word shitsuke originally comes from the tacking (guiding stitches) that are done before a garment is properly sewn. If accepted that way, discipline is an underlying tool in making life go smoother. It is important that everyone has the habit of obeying simple safety rules.

Typical examples of 5-S implementation at construction sites are shown in **Fig-1**.



Fig-1: typical examples of 5-S implementation at construction sites (5 out of 50-points)

3. The 5-S Implementation

3.1 Implementation Strategy

The typical strategies are:

- Objectives: Safety-Health-Quality-Productivity-Environment-Image (S-H-Q-P-E-I)
- Visual & Work-place Management
- One-is-Best
- Do It Right First Time (DIRFT)
- Keep It Simple and Short (KISS)

3.2 Methods of Implementation

3.2.1 Full Participation

All staffs must participate and attend the 5-S Trainings (Internal / External Training) / 5-S meeting. 5-S Committee will be established with the top management support. Regular meetings are to be organized to draw out the annual activity plan, review achievements and document relevant records. (5-S Annual Activity Plan)

3.2.2 Visual Management

The establishment of standards, auditing mechanisms, reward & penalty systems, resource budgeting, publicity and promotion strategies. In accordance to visual management, the workplace should divide itself into several 5-S responsibility zones. (Project Floor Plan Layout)

3.2.3 Continuous Improvement

By participating regularly in “5-S Certification Audit” it will help to ensure Company’s 5-S management standards to be maintained at a high-quality level.

3.2.4 Experience Sharing

Experience sharing activities will be encouraged. The Company will not only host site-visiting activities for outsiders to participate, it will also arrange and encourage its staffs to attend the site-visits organized by the HK 5-S Association & SIRIM Berhad.

3.3 GDB 5-S Implementation Plan

The GDB Model will be used to assist the implementation of our 5-S Practice:

3.3.1 5-S Standard / 5-S Good Practice Award

3.3.2 PIC/ Daily 5-S / Good Practice Photos

3.3.3 Auditor / Auditee

3.3.4 5-S Committee / Leadership / Coaching

3.3.5 5-S Good Practice Award Selection Panel

The training and implementation of the 5-S standards for the GDB aims at cultivating “Structurise, Systematise, Sanitise, Standardise and Self-Discipline” practice into our work environment in order to achieve S-H-Q-P-E-I Mission as follow:-

- (a) **Health & Safety:** To ensure a safe and healthy working environment via the 5-S practice by all staffs & Sub-contractors at our workplace.
- (b) **Quality:** By encouraging 5-S cross audit to create a continuous improvement culture for internal staffs and sub-contractors for better quality output to meet customer satisfaction.
- (c) **Productivity:** As a result of 5-S implementation, employees’ work productivity will be improved and wastage will be minimised.
- (d) **Environment:** To reduce & prevent environmental pollution, to apply 3R practice to manage our construction wastes, and to conserve energy & resources.
- (e) **Image:** 5-S practice helps build the positive culture & the green, clean, friendly & efficient workplace to project the impressive professional image of our organization.

Our 5-S Motto is: **SIRIM 5-S for GDB ~ One Goal, One Passion**

4. Measurement of the Effectiveness of 5-S Implementation

Based on available statistics compiled, the S-H-Q-P-E-I performance achieved for the project are reviewed during Annual Construction Green 5-S (CG5S) Conference or MRB (Mgt Review Board) Meeting chaired by Managing Director.

4.1 Safety & Health (S & H)

4.1.1 Staff & Worker OHSE Induction:

The project to ensure 100% of SKSB site staff & workers for the project have attended the “OHSE Induction Course” organized by Safety & Health Department. ‘NC’ – 0 ‘OB’ <10 from DOSH.

4.1.2 Zero Notice of Prohibition (NOP):

The project to achieve Zero NOP for OHS matters from DOSH or other relevant authorities.

4.1.3 Zero Accident:

Aim at Zero Accident throughout the course of the project.

4.2 Quality (Q)

4.2.1 Workmanship:

The project to achieve 0-NC from ISO 9001 Audit.

4.2.2 Defect Liability Period:

The project to achieve CMGD (Certificate of Making Good Defects) at the expiry of Defect Liability Period (DLP) specified in the Contract with client.

4.3 Productivity (P)

4.3.1 Project Progress:

The project to ensure “Actual Progress S-Curve” must not lag “Scheduled Progress S-Curve” by 8% variation every month.

4.3.2 Delivery:

The project to achieve CPC (Certificate of Practical Completion) at the required date specified in the Contract with client.

4.3.3 Cost Control:

The project to be completed within given budget.

4.4 Environmental (E)

4.4.1 Legal Compliance:

The project to achieve 100% compliance to legal and other requirement related to environmental issues.

4.4.2 3R Effort:

The project to practice 3R efforts:

- Segregation of construction wastes by types.
- Minimizing use of polystyrene food packing or wrapping material.
- Recycling of aluminum cans & bottles.
- Recycle & reduced use of paper.
- Save electricity & energy campaign (e.g. Join “EARTH HOUR)
- Save water campaign.

4.4.3 Disposal of Construction Wastes:

The project to carry out proper disposal of construction waste at designated areas.

4.4.4 Zero Stop Work Order (SWO):

The project to achieve Zero SWO for environmental matters from DOE or other relevant authorities.

4.5 Image (I)

4.5.1 First CG5S Piling, Foundation & Basement Worksite in Malaysia:

The project to achieve the “5-S Certification” from I5SO & SIRIM by mid-2016.

5. Questionnaire Survey & Statistical Analysis (using SPSS)

In order to access the successes of this project, I have distributed a 7-point Likert-scale Questionnaire (see **App-1**) to my full-time staff and the senior executives of my Sub-Con (**SC**) during Oct-Nov 2017.

As a result, 32 and 27 valid feedbacks were obtained respectively. The sampling sizes are about sufficient for statistical analysis based on the t-Test and ANOVA which usually aim at 30 samples per group. Below is a summary of the analysis of the data using the SPSS Statistical Package, based on 95% confidence level, with the learning explained:

5.1 Part-A: For both GDB & SC

1-Sample T-Test for means against 4: Both sets of data are significantly above 4, with overall average of for GDB=**5.9** & SC=**5.6**

2-Sample T-Test for GDB vs. SC: The results are the same for all questions except **FD-1**, i.e., Develops and applies relevant objectives to achieve a specific corporate vision with measurable effects on the sector.

Result-1 (see App-2)

GDB mean is **6.19** whereas SC mean is **5.63**. The test result implies that GDB staffs are more positive in developing and applying relevant objectives to achieve a specific corporate vision with measurable effects on the sector.

Learning-1

Arising from the Result-1, I shall educate my Sub-Contractors to understand the GDB corporate vision and how their individual company objectives can be enhanced to fit into our corporate objectives.

5.2 Part-B: For GDB Staff only

ANOVA Test for GDB Staff's Age (R1): The results are same for all questions except **MD-3**, i.e., Implements continuous improvement policies within the business.

Result-2 (see App-3)

For GDB, the younger the staff, the less they see the need for implementing continuous improvement policies within the business.

Learning-2

I have to educate our younger staff on the importance of continuous improvement within GDB's organisation in order to achieve successes on businesses.

ANOVA Test for GDB Staff Education (R2): The results are same for all questions except **FC-2**, i.e., Creates and implements collective strategies and interaction across organisations.

Result-3

For GDB, the lower the staff education, the less they see the need to create and implement collective strategies and interaction across organisations.

Learning-3

I have to educate our less educated staff on the need to create and implement collective strategies and interaction across organisations.

ANOVA Test for GDB Staff Position (R3): The results are same for all questions except **FA-1**, i.e., Provides effective leadership in the formulation and implementation of excellent health, safety and welfare standards within the organisation and across the sector.

Result-4

For GDB, the lower the staff position, the less they see the need to have effective leadership in the formulation and implementation of excellent health, safety and welfare standards within the organisation and across the sector.

Learning-4

I have to educate our front-line supervisory staff on the need to have effective leadership in the formulation and implementation of excellent health, safety and welfare standards within the organisation and across the sector.

ANOVA Test for GDB Staff Total Work Experience (R4): The results are same for all questions. So, there is no need for specific action.

ANOVA Test for GDB Staff Work Experience within GDB (R5): The results are same for all questions, except **FB-2**, i.e., Engages and leads people with the organisations vision and strategy.

Result-5

For GDB, the less the Staff Work Experience within GDB, the less they see the need to engage and lead people with the organisations vision and strategy.

Learning-5

I have to educate our newer staff on the need to engage and lead people with the organisations vision and strategy.

5.3 Part-C: For SC Staff only

ANOVA Test for SC Staff No. of Employees (P2): The results are same for all questions except **FC-3**, i.e., Develops risk-management initiatives from a global, inter-organisational perspective.

Result-6

For sub-contractors, the smaller the number of employees, the more they see the importance of developing risk-management from a global, inter-organisational perspective.

Learning-6

As the Main-Contractor, GDB should focus on developing risk-management for the smaller Sub-Cons in particular, in order that they can nurture in the dynamic construction environment.

ANOVA Test for SC Annual Turnover (P3): The results are same for all questions. So, there is no need for specific action.

ANOVA Test for SC No. of Years Established (P4): The results are same for all questions, except **FD-1**, i.e., Develops and applies relevant objectives to achieve a specific corporate vision with measurable effects on the sector.

Result-7

For SC, the newer the company history, the less they see the importance of developing and applying relevant objectives to achieve a specific corporate vision with measurable effects on the sector.

Learning-7

As the Main-Con, GDB should focus on helping the newer SCs to develop and apply relevant objectives to achieve a specific corporate vision with measurable effects on the sector.

ANOVA Test for SC Staff Age Group (R1): The results are same for all questions. So, there is no need for specific action.

ANOVA Test for SC Staff Education (R2): The results are same for all questions. So, there is no need for specific action.

ANOVA Test for SC Staff Position (R3): The results are same for all questions, except **FA-4**, i.e., Promotes and assists in the development and implementation of fair employment practices to drive standards and reputation of the sector.

Result-8

For SC, the more junior the staff, the less they see the importance of promoting and assisting in the development and implementation of fair employment practices to drive standards and reputation of the sector.

Learning-8

As the Main-Con, GDB should focus on helping the more junior SC staff to promote and assist in the development and implementation of fair employment practices to drive standards and reputation of the sector.

ANOVA Test for SC Staff Total Work Experience (R4): The results are same for all questions, except **FC-4**, i.e., Assesses, measures and advises on effectual risk-management strategies resulting in beneficial achievements through various organisations.

Result-9

For SC, the younger the staff, the less they are willing to assess, measure and advise on effectual risk-management strategies resulting in beneficial achievements through various organisations.

Learning-9

As the Main-Con, GDB should help the SC's younger staff to assess, measure and advise on effectual risk-management strategies resulting in beneficial achievements through various organisations.

ANOVA Test for SC Staff Work Experience (R5): The results are same for all questions, except **FD-1**, i.e., Develops and applies relevant objectives to achieve a specific corporate vision with measurable effects on the sector.

Result-10

For SC, the younger the staff with the SC, the less they are willing to develop and apply relevant objectives to achieve a specific corporate vision with measurable effects on the sector.

Learning-10

As the Main-Con, GDB should help the SC's younger staff to develop and apply relevant objectives to achieve a specific corporate vision with measurable effects on the sector.

6. Conclusion

In order to assess my ability to critically evaluate a project/ initiative, to identify learning and to reflect on how that learning can positively benefit my organisation, my employees and the construction sector, 5-S was chosen the most important building management practice that has been spear-headed at GDB.

This paper has demonstrated how ‘The project’ has contributed to the enhancement of knowledge to the benefit of the wider construction community and/or the construction profession, and/or society in general, through the successful implementation of the SIRIM 5-S Practice, aiming at improving the construction Safety, Health, Quality, Productivity & Environment directly and reputation to company indirectly.

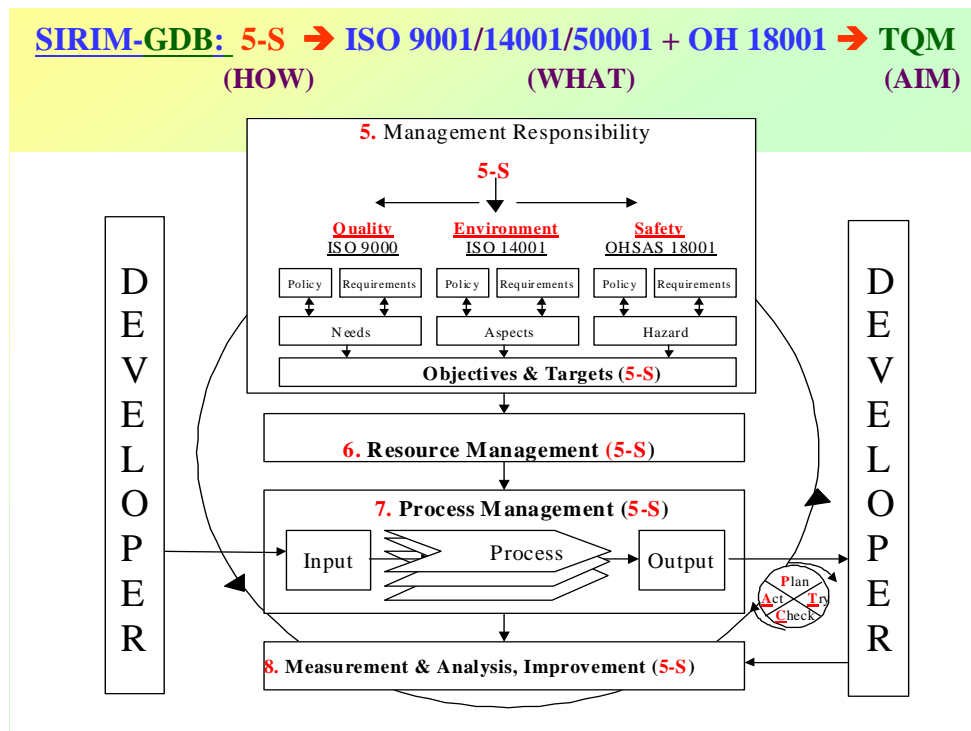
The results, outcomes or findings arising from the above project can:

1. Add value to the industry or profession or the societal community.
2. Contribute to the body of knowledge and or scholarship of the industry, the construction profession and/or society.
3. Be shared and of value to members of the construction professional community.

The paper has put forward a rational argument to demonstrate how the findings arising from ‘the project’ contribute to added value of the market, profession and/or industry as a whole. This include benefits such as:

- o Efficiencies
- o Enhanced Ethical Practice
- o Improved Communications
- o Excellent Health, Safety, Welfare Outcomes
- o Improved Quality of Products
- o Performance Improvements
- o Positive Change or Cultural Change in the Industry
- o Development and enhancement of best practice in the industry and profession.
- o Promoted Environmental Sustainability

In summary: The SIRIM-GDB’s 5-S Practice is about “HOW” Building Management should be conducted, whereas the ISO & OHSAS standards are more inclined towards “WHAT” should be done. This principle can be exemplified in the following conceptual diagram.



Additionally, this paper has:

1. Described the factors that influenced the outcomes of ‘the project’ and how such issues were dealt with.
2. Provided the sources of information that contributed to the body of knowledge for the development of ‘the project’.
3. Provided coherent evidence of how the resulting knowledge has been communicated and/or applied to the wider industry and/or community, or, where this has not yet been done, include plausible and coherent proposals for doing so.
4. Described the likely barriers to introducing, applying, and having the results or outcomes arising from ‘the project’ adopted by the industry and/or profession, describing how such obstacles have been overcome, or proposals to overcome such obstacles where this has not yet been achieved.
5. Similar research can be conducted along the **fast developing OBOR countries** where the stage of development is similar.

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Author’s Background



Alexander Lo Tzone Leong is the Executive Director of the Grand Dynamic Builders Holdings Berhad and is responsible for overseeing the management and operations of construction projects undertaken by the Group. He graduated in Technology (Building) from Kolej Tunku Abdul Rahman, Malaysia in 1992. He has spent more than 25 years in the construction industry. Projects involved such as Pavillion and Pavillion Residence Kuala Lumpur, Felda Tower Platinum Park, The Intermark Kuala Lumpur & Menara PJH in Putrajaya and other Residences Projects.

Questionnaire (please circle your choice):-

*Strongly
Disagree*

Agree

*Strongly
Agree*

The SIRIM 5-S Practice has helped us to:

MD Management

- | | | | | | | | | |
|----|---|----------|----------|----------|----------|----------|----------|----------|
| -1 | Sets objectives and measures performance. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -2 | Manages and applies best practice with regard to procurement, supply chain, resources, quality. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -3 | Implements continuous improvement policies within the business. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -4 | Appraises and manages client requirements and demands in the competitive market. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -5 | Influences organisational management structures. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -6 | Recruits, trains, motivates, appraises individuals and/or work teams. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |

ME Health, Safety & Welfare

- | | | | | | | | | |
|----|---|----------|----------|----------|----------|----------|----------|----------|
| -1 | Manages health, safety and welfare challenges within the organisation. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -2 | Creates and implements measures to improve and apply best practice with regard to health, safety, welfare and work practices within the organisation. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -3 | Keeps up to date with legislation and current best practice with regard health, safety and welfare. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |

FA Leadership Behaviours

- | | | | | | | | | |
|----|--|----------|----------|----------|----------|----------|----------|----------|
| -1 | Provides effective leadership in the formulation and implementation of excellent health, safety and welfare standards within the organisation and across the sector. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -2 | Acts with integrity and applies leadership in the application of ethical standards across the organisation and the profession. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -3 | Treats people with respect while mindful of the impact on others. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -4 | Promotes and assists in the development and implementation of fair employment practices to drive standards and reputation of the sector. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -5 | Advances and implements 'corporate social responsibility' while recognising its long-term significance. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |

FB Leading People

- | | | | | | | | | |
|----|---|----------|----------|----------|----------|----------|----------|----------|
| -1 | Engages others with corporate change through a compelling vision or plan. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -2 | Engages and leads people with the organisations vision and strategy. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |
| -3 | Directs, leads and guides the professional development of others. | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> |

-4 Directs, leads and guides inter-organisational and sectorial relationships. 1 2 3 4 5 6 7

FC Leading Organisations

-1 Provides clear objective vision for the ongoing strategic development of the organisation. 1 2 3 4 5 6 7

-2 Creates and implements collective strategies and interaction across organisations. 1 2 3 4 5 6 7

-3 Develops risk-management initiatives from a global, inter-organisational perspective. 1 2 3 4 5 6 7

-4 Assesses, measures and advises on effectual risk-management strategies resulting in beneficial achievements through various organisations. 1 2 3 4 5 6 7

-5 Develops and implements mechanisms to monitor, evaluate and report results related to a strategic vision. 1 2 3 4 5 6 7

-6 Provides effective leadership to the organisation, resulting in the development and enrichment of the industry, profession and/or wider community. 1 2 3 4 5 6 7

FD Leading the Sector

-1 Develops and applies relevant objectives to achieve a specific corporate vision with measurable effects on the sector. 1 2 3 4 5 6 7

-2 Significantly influences the industry, profession and/or society through inter-organisational collaboration. 1 2 3 4 5 6 7

-3 Initiates, develops, leads and manages change through strategic direction, resulting in meaningful benefit and impact across the sector. 1 2 3 4 5 6 7

G - Other Comments: _____

Company Profile (for **Sub-con** only):- **Organization:** _____

P1. Type of Trade : _____ (e.g.: bar-bender, carpenter, concreter, etc.)

P2. No. of employees: _____ **P3.** Annual Turnover: RM _____ m. **P4.** No. of yrs. established: _____

Respondent's Profile (for analysis only):- **Name:** _____

R1. Age: 21-30 / 31-40 / 41-50 / >50 **Email:** _____ **H/P:** _____

R2. Highest Education: SPM / Diploma / Degree (Field of Study for Dip./Degree: _____)

R3. Position: Director / Professional / Manager / Others _____

R4. Total Work Experience (yrs.): _____ **R5.** Work Experience with present firm (yrs.): _____

~ A Big **THANK YOU** for your time in completing this questionnaire. ~

Please hand-over or email this completed questionnaire to → **Mr. Alexander Lo**

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App. 1: The SIRIM 5-S® Audit Checklist (ver.13; Jan 2016)

© Prof. Sam HO, Ex-ADB Quality Expert at SIRIM, H/P: 012-812-6198 samho@hk5sa.com www.hk5sa.com

5-S	What (every audit needs to come with a digital photo, with date)	Where	How (✓/X)	Who	When
S-1: Structurise (Struktur)					
1.1	Throw away/return things which are not needed (>1-year)				
1.2	3-R: Reduce, Re-use, Re-cycle & paperless , etc.				
1.3	"Needed things" stored: low, medium & high usage				
1.4	Personal belongings kept to the minimum				
1.5	Treat defects, leakage, breakage and their causes				
1.6	One-is-best #1: Daily "Things-to-do" List				
1.7	One-is-best #2: one set of tools/stationery/1-page form				
1.8	One-is-best #3: one hour meeting (be concise)				
1.9	One-is-best #4: one stop service for customer				
1.10	One-is-best #5: one location for files, server & material				
S-2: Systematise (Sistematik)					
2.1	Everything has a clearly designated name & place				
2.2	Every place should have a 'responsible person' label				
2.3	Security on doors/cabinets & key management				
2.4	Functional placement for leaflets, tools and material				
2.5	Filing standards and control master list				
2.6	First in, first out arrangement (always left in, right out)				
2.7	Zoning, placement marks, signage and badges				
2.8	Neat notice boards (include zoning & labels)				
2.9	Easy-to-read notices (include expiry date)				
2.10	30-second retrieval of tools, document & parts				
S-3: Sanitise (Sanitis)					
3.1	Individual cleaning responsibility assigned				
3.2	Make cleaning and inspection easy (15cm)				
3.3	Clean the places most people do not notice				
3.4	Cleaning inspections and correct minor problems				
3.5	Regular sparkling cleaning campaigns				
S-4: Standardise (Standard)					
4.1	Transparency (minimize doors, covers & locks)				
4.2	Straight line, right-angle and leveling arrangements				
4.3	'Danger' warning, fire extinguisher & exit signs				
4.4	Dangerous goods, mechanical safety measures				
4.5	Work instructions and 'passed' labels				
4.6	Electrical wiring neatness and switch labels				
4.7	Energy Conservation – Aircon temperature mark/switch				
4.8	Physical handling standards and instructions				
4.9	Colour coding -- paper, files, containers, etc.				
4.10	5-S responsibility labels on floor plan or at site				
4.11	Prevent noise and vibration at source				
4.12	Exercise Safety Policy and Risk Assessment				
4.13	Fool-proofing (Poka-yoke) Practices				
4.14	Park-like environment (garden office/factory)				
4.15	5-S & OHS Museum (photos before/after)				
S-5: Self-discipline (Sentiasa disiplin-diri)					
5.1	Execute individual 5-S responsibilities				
5.2	Wear, if necessary, safety helmet/gloves/shoes/etc.				
5.3	Good communication & phone call (magic-word)				
5.4	Daily 5-minute 5-S Practice				
5.5	One day processing of job/tasks (see 1.6)				
5.6	Safety-box and practise dealing with emergencies				
5.7	Organisation Chart and Performance Indicators				
5.8	Design and follow the 5-S Manual				
5.9	Quarterly 5-S Audit and Improvements				
5.10	Seeing-is-believing and Keep It Short & Simple (KISS)				