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Six Sigma

Six Sigma - myth or fact? Six Sigma activity still grows, although many people think the association with judo and its belt hierarchy (yellow, green, black, etc.) a little trite, but it still appears to be delivering the goods. Also connecting the Six Sigma mathematical symbol and its approach only with manufacturing industries is common, wrong and missing a great opportunity. Probably the biggest area of growth is in the City with its vast financial institutions, where there are many exciting six sigma project examples - take a look at the advertisements for six sigma specialist in the City to get an idea of the growth, earning potential and consequently saving for the financial institutions concerned. The prospective savings for financial institutions is huge. See The Guardian 6 January 'Fat finger makes second dealing error in Tokyo' (worth £5M, the first one cost £200M) obviously no ones told them about Six Sigma and Poka Yoke.

The six-sigma concept has developed into a methodology that focuses on process improvement and variation reduction, through the use of a measurement-based strategy. This strategy is realised through the application of a six-sigma improvement project. It is this improvement project which is one of the key reasons for Six Sigma's success, as it requires a validated and verified savings of not less than £50,000 per project for a Six Sigma specialist to acquire their black belt. The Six Sigma methodology is usually accomplished through the use of two sub-methodologies: Define, Measure, Analysis, Improve, Control. (DMAIC) and Define, Measure, Analyse, Design, Verify ((DMADV), but more usually DMAIC. In the main the originator of this Six Sigma strategy is generally considered to be Motorola and more specifically Bob Galvin who successfully used the approach as part of their Malcom Baldrige 1988 award. GE and

Allied Signal are also often credited with developing the Six Sigma methodology.

Another key element associated with Six Sigma is showing process performance results in terms of Defects Per Million Opportunities (DPMO). Some organisations may consider that achieving three sigma is quite adequate for their needs. However, this is fine until the customers or the market place require four or five sigma and suppliers who can only achieve three sigma will be left behind. Alternatively, the industry may operate safety critical processes and the consequences of defects becomes more serious. Safety critical processes - surprisingly you can kill a lot of people with an egg mayonnaise sandwich. Reviewing the table below shows what this means, although defects do not necessarily mean poisonous or contaminated.

Sigma Level	Number of defect sandwiches
3	9150 every day
4	850 every day
5	31 every day
6	28 every week

Based on 50,000,000 sandwiches produced a year

For more information regarding six sigma please visit the following websites.

- <http://www.6sigma-training.co.uk>
- <http://www.sigma-6.co.uk>
- http://www.qmt.co.uk/courses/quality/six_sigma.htm

Benchmarking for IT Service Management

A new ISO/IEC Standard has been released that benchmarks IT service management. IT will help organisations to measure their service levels and assess performance. Francois Coallier, Chair of the ISO/IEC group that approved the standard said, "Organisations will reap major business and financial benefits by ISO/IEC adoption. These service management



processes deliver the best possible service to meet a customer's business needs within agreed resource levels, i.e. service that is professional, cost effective and with risks that are understood and fully managed."

The standard **ISO/IEC 20000:2005 Information technology – Service management**, is issued in two parts.

Part 1: Specification – this is for people who have the responsibility for initiating, implementing or maintaining service management and contains the requirements for IT service management.

Part 2: Code of Practice – this provides guidance for auditors and help to service providers planning service improvements.

The standard follows the process-based approach used in ISO9001 and ISO14001 and so can fit within an integrated management system. Alternatively organisations can have their IT service management independently certified as conforming to the standard.

For further information see www.iso.ch

Food Safety Management

The food safety standard ISO 22000 provides a framework for organisations to implement the Hazard Analysis and Critical Control Point system for food hygiene. This has now been followed up by implementation guidance. **ISO/TS 22004:2005, Food safety management systems – Guidance on the application of ISO22000:2005** contains advice that all types of organisations will find useful. It explains the process approach used in the standard and guidance on the main clauses of the standard. It also includes a flow chart on the planning of safe foods.

Alan Bryden, the ISO Secretary-General said, "ISO/TS 22004 will facilitate the effective implementation of ISO 22000 and therefore help to maximise the benefits. It is an example of ISO's market relevance, showing how we as an organisation are keeping pace with evolutions in business proactive, such as today's tendency to accompany products with service and support packages."

For further information see www.iso.ch

Helping Estate Agents improve their Services

Estate Agents are often complained about but now there is a new way for them to improve their services. BSI have published a new Draft for Development for estate agency services – **DD 8464:2005 Estate Agency services – Residential property sales – Specification for the provision of service**. Martin Danvers from BSI said "BSI is providing a framework for estate agents to address consumer concerns and thereby enhance their reputation among homebuyers".

The DD covers areas such as:

- Client relationships
- Complaints Management
- Marketing
- Staff qualifications and competencies
- Management of Funds
- Service Improvements

If you would like further information please visit www.bsi-global.com

Smart Crash test dummy

A new crash test dummy, WorldSID (World Side Impact Dummy), has been developed to allow a single, universally accepted test device to be used for side impact testing in any regulation around the world. The design details have been documented in **ISO 15830:2005 Design and performance specifications for a 50th percentile male side impact dummy (WorldSID)**. There are four parts – Part 1 Terminology and rationale, Part 2 Mechanical subsystems, Part 3 Electronic subsystems and Part 4 User's manual.

Edmund Hautmann, European Chair of the ISO task group, has explained its significance. "WorldSID heralds a significant improvement in the ability of crash dummies to duplicate human motions and responses in side impact tests – known as dummy's biofidelity. It is the best of any side impact crash dummy to date and far exceeds that of others. In addition, as a major benefit of harmonisation, introduction of a single universal dummy into regulations and consumer testing in all regions will enable manufacturers to focus and coordinate

resources to improve worldwide occupant safety, rather than engineering different safety designs for different dummies.”

For further information contact www.iso.ch

Security Management in Global Supply Chains

A newly published standard, **ISO/PAS 28000:2005 Specification for security management system for supply chain**, should help the smooth flowing of international trade. It covers the requirements for an organization to establish, maintain and improve a security management system, including those aspects critical to security assurance of the supply chain. According to Captain Charles Piersall, Chair of the ISO committee, “The publication of ISO/PAS 28000:2005 is a major initiative. It is designed to enable better monitoring of freight flows, to combat smuggling and respond to the threat of piracy and terrorist attacks as well as to create a safe and secure international supply chain regime.

This standard is one of several that cover supply chain security. **ISO/PAS 20858:2004 Ships and marine technology** helps in the implementation of the International Maritimes Organisation’s International Ship & Port Security Code. **ISO/PAS 28001 Best Practices for custody in supply chain security** is due to be published later this year will assist organizations to meet best practices outlined in the World Customs Organisation Framework. **ISO 28004 Security management systems for the supply chain – General guidelines on principles, systems and supporting techniques**, will assist users of ISO/PAS 28000 and will be published later.

For further information visit www.iso.ch