

# Study on the “7s” Management Mode of University Canteen under the Background of New Crown Epidemic

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**Abstract:** The management of university canteen is related to the development of the University and the stability of the society. With the deepening of the socialization reform of university logistics, the operation and management of university canteen are becoming more and more diversified, and the management of canteen is becoming more and more important. As a new management mode, 7S management provides a comprehensive management standard for university canteen and improves the logistics management and service level.

## 1. Introduction

The management of university canteen has always been the focus of university logistics work, which is related to the physical and mental health of all teachers and students, and affects the safety and stability of University. With the rapid development of higher education in China, the scale of colleges and universities is expanding day by day. The contradiction between the original management mode of university canteen and the increasing demand of teachers and students makes the diversified demand of canteen more and more serious. Many colleges and universities begin to actively explore, introduce and innovate the management mode of canteen, such as “five regular methods” and “six T” New canteen management modes such as “law” and “7S” have been introduced into the management of University canteens (Figure 1).



Fig.1 University Canteen

## 2. The Origin of 7s Management

7S refers to Latin Seiri (sorting), seitien (sorting), Seiso (cleaning), Seiketsu (cleaning), Shitsuke (literacy) and the first letter of English Safety and save (7S for short). It is called 7S activity to carry out activities with the contents of sorting, rectifying, cleaning, literacy, safety and saving. 7S is perfect on the basis of 5S, and safety and economy are added on the basis of 5S. 5S management first appeared in Japan and was widely used in Japanese industrial enterprises<sup>[1]</sup>.

### **3. The Basic Connotation of 7s Management**

#### **3.1 Arrangement - Careful Planning and Establishment of Rules**

Sorting is to distinguish the needed and unnecessary items, leave the necessary items in the canteen, and clean up the unnecessary items. The criterion of sorting is the use value of the goods, not the original purchase value. The necessary articles left in the canteen shall be placed neatly in different categories, and all kinds of cooking utensils, equipment, tools, supplies, etc. shall be identified in a unified way, so as to facilitate the operation of the staff and improve the labor efficiency. At the same time, establish rules and regulations for each link and operation process of canteen work, require employees to work in strict accordance with rules and regulations, and each work has a responsible area and person.

#### **3.2 Rectification - Reasonable Layout and Team Optimization**

Rectification is to quantify, fix the volume and position the workplace according to the principles of convenience, efficiency, standardization and beauty. The function rooms of the canteen shall be reasonably arranged, and the basic groups and characteristic catering windows of the students shall be optimized. All items in each function room shall be arranged and placed scientifically and reasonably so that employees can get the required items in the shortest time.

#### **3.3 Cleaning - Cleaning and Establishing Standards**

The canteen will produce oil, garbage, dust, etc. during operation, which will make the site dirty and disordered. In the process of cleaning, the canteen should be responsible, clear responsibilities and requirements, and assign areas to the cleaning responsible person in the management area; at the same time, it should be standardized and adopt efficient methods that are not easy to cause safety hazards. During the cleaning process, employees are required to keep the site clean after the completion of the work, and the table and ground equipment are clean after the completion of the work. Warehouse management should be further standardized, with unified identification, utensils and placement standards.

#### **3.4 Cleaning - Tidy and Orderly, Forming Habits**

After finishing, rectifying and cleaning, all the work of the canteen will be systematized and standardized, so that the surface and wall are free of dirt, dust and spider webs. All kinds of articles shall be placed in order, marked, placed and kept in standby state. All utensils shall be placed in a unified and standardized manner, with inspection, record, evaluation, reward and punishment. Persevere, let all employees form a good habit.

#### **3.5 Safety - Standardize Operation and Eliminate Hidden Dangers**

In the canteen, the main safety hazards come from the operation safety and food safety of employees. A safety responsibility system shall be established in the canteen, with responsibility to the post and responsibility to the person. New employees should be trained strictly, familiar with food safety knowledge, and proficient in equipment operation skills before going on duty. Strictly follow the standard operation process in the work to eliminate all kinds of potential safety hazards. At the same time, we should pay close attention to food safety and do a good job in the safety control of every link of food procurement, processing and sales.

#### **3.6 Saving - Cost Reduction, Low Carbon and Environmental Protection**

The canteen management should pay attention to the education of the staff's saving consciousness, formulate the saving standards, save water, electricity and gas, and implement all the water and electrical switches to the specific responsible person, so that every staff can develop a good habit of saving. The use of raw materials in the canteen shall be fully utilized to reduce waste; the equipment and facilities in the canteen shall be regularly maintained to extend the service life, reduce the failure rate and give full play to its maximum efficiency. At the same time, we should pay attention to strengthening cost accounting and price management. Through the centralized

bidding and purchase of bulk goods, the implementation of agricultural school docking, coarse vegetables and other means to reduce operating costs, to ensure the stability of the canteen meal price, so that the majority of teachers and students get benefits.

### 3.7 Accomplishment - Improve Skills and Cultivate Internal Skills

The good quality of the canteen staff is reflected in their professionalism and work attitude. They should not only bear hardships and stand hard work, but also try their best to do every job well. Positive work attitude is the core content of literacy. Catering employees are older, less educated and more mobile. At the same time, the working environment of the canteen is relatively hard, and the income and treatment of employees are not very high. Therefore, it is not easy for the university canteen to attract excellent talents to work in the canteen. The new canteen staff should strengthen pre job training, through systematic education and training, so that the staff can master professional knowledge and skills(Figure 2)<sup>[2]</sup>.

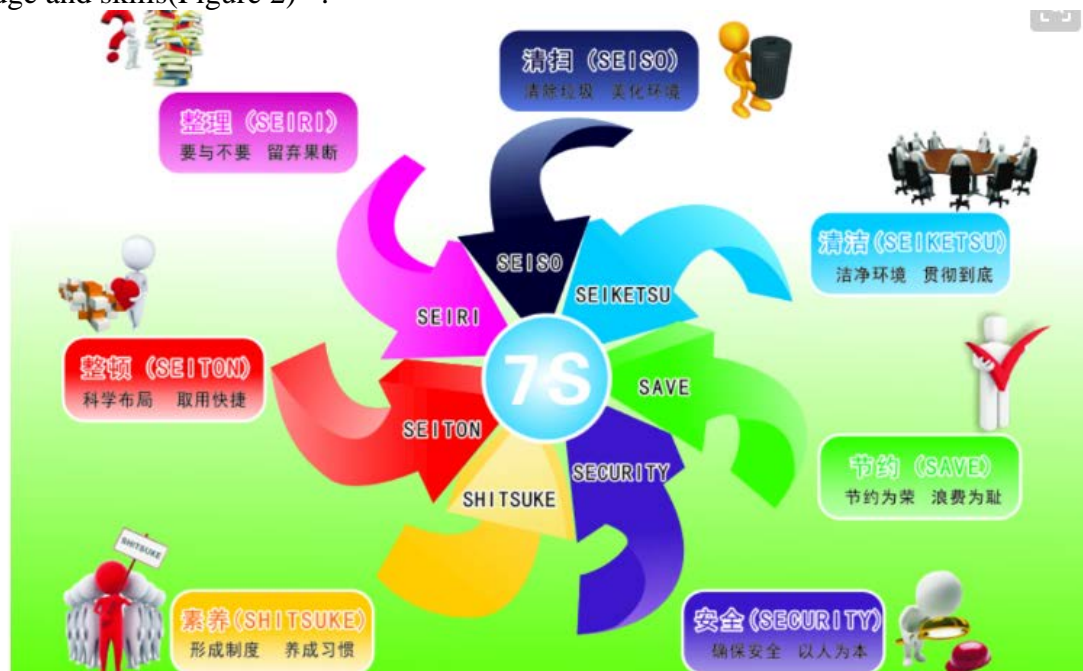


Fig.2 “7s” Management

## 4. The Function of Promoting 7s Management in University Canteen

The promotion of 7S management in university canteen can effectively improve the working efficiency, service level and satisfaction of teachers and students; improve the image of catering enterprises; save costs, reduce waste and maintain the stability of the price of canteen meals on the basis of ensuring food safety, and play an important role in ensuring the harmony and stability of University.

### 4.1 7S Management Helps to Improve the Corporate Image of Social Catering Enterprises Operating Canteens

In recent years, with the rapid development of higher education in China, the scale of colleges and universities is getting larger and larger, and the requirements of teachers and students for canteens are getting higher and more diversified. On the one hand, teachers and students require the canteen to provide delicious meals and preferential prices, on the other hand, the canteen should provide good dining environment and high-quality catering services. The university canteen promotes 7S management, greatly improves the dining environment through sorting, rectifying, cleaning and cleaning, and improves the service satisfaction of teachers and students by providing smile service. 7S management improves the corporate image of catering enterprises, improves the dining rate of teachers and students' canteen, and enhances the confidence of teachers and students

in catering enterprises.

#### **4.2 7S Management Helps to Build Team Feeling, Create Excellent Corporate Culture and Enhance Employees' Sense of Achievement**

7S management emphasizes that the canteen staff should establish a common work goal in their work, and form a good habit of operating in strict accordance with unified norms and standards. Common work goals and visions can easily close the distance between employees and help build team feelings. Employees have developed good work habits, seen good work results, and have a certain sense of achievement in their work. Clean, tidy and beautiful working environment brings good mood to employees, and employees work more seriously. The canteen staff, the staff and the service object talk politely and behave in a civilized manner, which gives the staff a sense of being respected. In this general atmosphere of the big family, the staff think and work hard together. This team spirit helps the enterprise to create an excellent corporate culture.

#### **4.3 7S Management Helps Canteen Reduce Waste and Cost**

After the promotion of 7S management, the canteen in Colleges and universities often reorganizes and reorganizes into working standards, and cleaning and cleaning become good habits of workers. The canteen no longer needs to arrange full-time cleaning personnel to clean, which reduces the human cost. Reasonable planning and classification of canteen items reduce the waste of space in canteen. The canteen items are uniformly marked and placed in order to save the staff's time. The reduction of manpower, the saving of space and time, the full use of raw materials in the canteen, and the reduction of waste of goods, all of these factors together greatly reduce the operating cost of the canteen <sup>[3]</sup>.

### **5. Measures of Implementing 7s Management in University Canteen**

#### **5.1 Policy Support, Organization Improvement, System Improvement and Responsibility Implementation**

The implementation of 7S management in university canteen is inseparable from the policy support of the University, and the university should continue to adhere to the public welfare of university canteen. At the policy level, we should formulate reasonable policies and implement various preferential policies for the canteen in accordance with the opinions of the Ministry of education and other five ministries and commissions on Further Strengthening the work of student canteen in Colleges and universities. For example, for the canteen catering enterprises, zero rent is really achieved, and the price of water and electricity is implemented according to the civil price. The promotion of 7S management needs special organizations to strengthen leadership. The school shall establish a 7S management leading group for the canteen, with the school leader in charge of logistics as the team leader, and set up an office with sufficient personnel to be responsible for the implementation. At the same time, it is necessary to formulate a complete set of practical rules and regulations in combination with the actual situation of the university canteen, and use the system to manage people and affairs. Rules and regulations should be on the Internet, so that every canteen employee can learn rules and regulations, understand rules and regulations, and develop a good habit of doing things according to the system <sup>[4]</sup>.

#### **5.2 Gradually Promote from Point to Area**

In order to promote any reform, we should first select a point for the pilot project, and then gradually promote the pilot project from point to area after the pilot project has gained successful experience. At present, many colleges and universities do not have only one canteen, and there are more than one catering enterprises operating canteens in Colleges and universities. In order to ensure 7S the management has been successfully promoted in the canteen of colleges and universities. During the promotion, we can choose a canteen business unit with good foundation to carry out the pilot, summarize the experience and lessons in time according to the promotion situation, continuously improve and perfect the management mode, and finally spread the

promotion in the canteen of the whole school to improve the overall management level of the canteen <sup>[5]</sup>.

### **5.3 Continuous Improvement and Key Improvement**

The popularization and application of 7S management in university cafeteria is just in its infancy. It is necessary for the managers and managers of university cafeteria to continue their efforts. In the process of implementation, they should constantly sum up their experiences and improve their deficiencies, and constantly promote 7S management. 7S management is not a simple cleaning, sorting out, but a systematic project to build rules and regulations, improve staff quality, and serve teachers and students. To carry out 7S management in university cafeteria, it is important to insist, win and implement, and more importantly, to keep improving <sup>[6]</sup>.

## **6. Implement the Principle of “7s” Management**

### **6.1 Efficiency Principle**

The implementation of “7S” is to facilitate the operator's operation, so whether the work efficiency can be improved should be taken as a prerequisite in fixed point and positioning.

### **6.2 Aesthetic Principles**

A clean, beautiful, bright and comfortable working environment can bring positive energy to employees. The internal quality of products plus external beauty is a good embodiment of corporate culture.

### **6.3 Persistence Principle**

Whether “7S” management can play an effective role in enterprise management depends on whether it can persist and whether various systems and measures can be consistently observed and implemented.

### **6.4 Humanization Principle**

People are the core elements of management, and the standards and processes formulated in the implementation of “7 S” should be completed and improved by people <sup>[7]</sup>.

## **7. Basic Essentials of “7s” Management System Operation**

### **7.1 Ideological Importance is the Premise**

Thought determines consciousness and consciousness dominates behavior. In order to carry out “7S” management smoothly, leaders at all levels should give ideological attention and action support. Managers should unify their thinking and form a consensus, adhere to a main tone in specific work, and strengthen coordination, communication and exchange; employees should change their thinking, actively participate in, and dare to make suggestions, so as to avoid the phenomenon of “one person planting trees in front of others, and many people pulling trees behind”.

### **7.2 Publicity is the Foundation**

To carry out “7S” management, we should carry out propaganda and launch work seriously, let all the staff of university canteen know the management measures currently in progress, and make the staff fully understand the mutual promotion relationship between “7S” management and business performance.

### **7.3 Grasping the Common Pipe Together is the Power**

All employees participate in the activity and are responsible for the division of labor. According to their own post responsibilities and “7S” implementation standards, they participate in the activity in a targeted, planned, coordinated and orderly manner, give full play to their talents in a relaxed

environment, consciously keep consistent with the enterprise in ideology and action, form a “7S” management system of top-down and everyone's concern, and create a good atmosphere for their own work.

#### **7.4 Perseverance is the Key**

It's easy to carry out “7S” management, which can achieve obvious results in a short period of time. However, it's not easy to keep on improving. There are often “one tight, two loose, three downfall and four fold” phenomena. Therefore, the implementation of “7S” management depends on persistence<sup>[8]</sup>.

#### **8. Carry out “7s” Management Staff Training and on-Site Publicity**

1) Train and guide the staff. The canteen director publicizes the “7S” management content of the staff; the catering service center organizes the staff to carry out “7S” management education and training. 2) Formulate propaganda slogans and post “7S” propaganda slogans. 3) Make employee training manual. 4) Post specific work flow, such as leftovers processing flow.

#### **9. Scoring Assessment**

Through inspection, problems are found and solved continuously. After inspection and assessment, improvement measures must be put forward for the problems.

#### **10. Conclusion**

The canteen should promote the “7S” lean management to make the production process more reasonable and standardized, improve the site management quality, work efficiency, staff responsibility awareness and staff quality, reduce the operation cost, eliminate unsafe factors, and achieve the goal of safety, consumption reduction, quality improvement and efficiency improvement, and transform from extensive management to standardized and refined management.

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