



e - Quality Edge

bringing quality information to South Africans since 1996

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No 138 - October / November 2009

2009 marks the centenary of South Africa's journey towards Quality

Standardization officially saw the light of day in South Africa a hundred years ago, when gold was discovered and mines were established on the Witwatersrand. It soon became evident that standardization was a vital factor particularly in the safe and economic operation of deep level mines. And so South Africa's journey towards Quality began in 1909 with the establishment of a coordinating body known as the Committee for the Standardization of South African materials.

In 1945 The South African Bureau of Standards is established by an Act of Parliament, Standards Act, 1945 (Act 24 of 1945) and three years later the SABS Mark Scheme introduced.

1993 - SAQI is born

1992 marks the true beginning of the Quality journey that still goes on today. Parliament promulgates the revised Standards Act granting responsibility for Standards and Quality to the South African Bureau of Standards, Standards Act, 1993 (Act 29 of 1993). In 1994 the Minister of Trade and Industry delegates responsibility for promoting Quality to the South African Quality Institute (SAQI) as the umbrella body for Quality in South Africa. In 1996 The Quality Edge is launched as the national Quality supplement and since then this monthly publication on issues relating to quality has continued uninterrupted.

In 2004 SAQI, as an agency of *the dti* and a member of the Council of Trade and Industry Institutions (COTII), spent the next four years helping *the dti* to establish and develop quality principles for small business and emerging entrepreneurs through its Small Enterprise Development Agency (SEDA).

Today in 2009 the footprint of Quality SA continues to grow with associations in the UK, China, Canada, New Zealand, and Latin America. However SAQI's principal work right now is in forging ahead with the promotion of quality awareness for the 2010 FIFA World Cup. With the opening ceremony scheduled for 10 June 2010 and millions of eyes on South Africa we have no time to waste. And its going to take all South Africans working together for quality to pull it off.

National Quality Week

9 - 13 November 2009

Lets work together for Quality



National Quality Week 2009
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Quality:
helping South Africans live, learn and work better





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Come celebrate the launch of National Quality Week with SAQI!

Speaker: Paul Harding: **Placing Quality at the heart of your Organisation**
and hear a first hand reportback from the Shanghai Quality conference which took place from 3-5 November 2009 where Paul was a keynote speaker - read his address on the next page.

Date: Monday 9 November 2009

Time: 12:00 – 15:00

Cost: A nominal fee of R100-00 incl. per person to cover refreshments

Venue: Quantum Hall, Building 5, CSIR Campus, Pretoria

Reply for catering purposes to info@saqi.co.za; guests welcome.

Programme: Introduction
Presentation
Refreshment break
Panel discussion
Networking



NATIONAL QUALITY WEEK

9 – 13 November 2009

Placing quality at the heart of every organisation

This month we all celebrate National Quality Week from 9 – 13 November and most organisations and quality champions will have their programmes in place for this special week.

There may be some organisations however who just have not been able to get round to making arrangements and for you we have six last minute pointers you can still put in place to help you highlight **QUALITY** in your work environment and with your clients, suppliers and especially employees.

1. Have a staff event, like first thing on Thursday 12th which marks World Quality Day, with the CEO or Head of Department saying *today we join millions of people around the world to commemorate WQD, because all of us believe in Quality principles and how these make a difference to people's lives. We at XYZ have achieved Thank you for your commitment to quality.*
2. Have an Open Day and invite valued clients to visit "behind the scenes".

3. Phone your suppliers and thank them for the quality of their service.
4. Create a NQW display in your reception area with banners, posters, awards, books on quality, news paper cuttings, photos of your top achievers etc.
5. Promote NQW on your website, email signatures and as a screen save.
6. Get your switchboard to answer with a quality message like: *you are through to XYZ (pause) we are committed to quality – how can we help?*

For more information follow the link:

<http://saqi.co.za.temp.wadns.net/dnn/Products/NationalQualityWeek/tabid/63/Default.aspx>





PUBLIC TRAINING		E-CERTIFICATION	E-EXAMINATION	IN-HOUSE TRAINING	
MANAGEMENT SYSTEMS		AUDIT PRACTICE		QUALITY CORE TOOLS	
ISO 9001	ISO 17025	INTERNAL AUDITING TECHNIQUES		FMEA	AQP
ISO 14001	TS 16949			SPC	8D TOPS
OHSAS 18001	ISO 22000	PROCESS AUDITING		MSA	PPAP

SAQI director keynote speaker at Shanghai Conference

At the invitation of the China Association for Quality and the Shanghai Association for Quality Paul Harding the SAQI Managing Director and a board associate, Pat McLaren, of the Cape Peninsula University of Technology are traveling to China to attend the 7th China Shanghai International Symposium on Quality. The visit is being supported by the SSETA Quality Chamber Board who are currently working on expanding Quality education and training standards to be harmonized across the world.

The invitation is a direct result of a Chinese delegation's earlier visit to SAQI in September 2009, when they came to investigate and explore how South Africans create awareness of Quality and implement its practices in a dual economic system. The Chinese delegation went back to China and looked at the South African approach to Quality. This resulted in the invitation from them to SAQIMD Paul Harding to be a keynote speaker at the conference. What follows are some extracts from his address:

Service Standardization and Harmonization of Society; a South African perspective.

By Paul Harding

Executive Director the South African Quality Institute
Vice Chairman of Services SETA Quality Chamber Board

Introduction

The purpose of this paper is to examine the role that the South African Quality Institute (SAQI) plays in promoting quality in South Africa across all areas of society. The challenges are highlighted of working with organizations in South Africa that are in some cases world leaders in product and service delivery alongside emerging Small, Medium and Micro Enterprises (SMMEs) from previously disadvantaged communities. This is further complicated by the fact that unlike many developed countries that have a common language or maybe a dual language, South Africa has eleven official languages. This requires a modified approach by SAQI to explain basic concepts of Quality Standards that have been developed in a language that may be not the first or the second but even the third language of the Standard user. The influence of using globally developed Quality Standards such as ISO 9001:2008 that are often promoted to organizations with "a one size fits all" approach left many SMMEs confused as to what they must do to improve their businesses. It is expected that the situation in the SMME sector of South Africa will become more confusing with the adoption of the ISO 9004:2010 Managing for the sustained success of an organization – A Quality Management Approach as this standard contains even more sophisticated concepts that are seen by the developed world to make a business more sustainable. To

combat this complexity SAQI has developed a more simplistic approach to continuous quality improvement for its emerging small companies. This has been done by issuing a simple and easy to use booklet that has been translated into simple terminology supplemented with cartoon characters and extracts from this booklet will be discussed. So far the booklet has been translated into five of the eleven official languages.

Challenges that face SAQI

The preamble to South Africa's new constitution states as one of its aims "To improve the quality of life of all citizens and free the potential of each person." Therefore, SAQI's role is not just about the introduction of global quality standards to the top tier manufacturing organizations but rather to focus on the broad economy including the informal sector that makes up much of South Africa's labour market. This brings many challenges. Although the generally accepted language of business in South Africa is English there are in fact eleven official languages. These are Xitsonga, Tshivenda, IsiSwati, Setswana, Sesotho, Sepedi, IsiZulu, IsiXhosa, IsiNdebele, English and Afrikaans. The ISO 9000 series of Quality Standards that are adopted into South Africa through the South African National Standards (SANS) division are only published in English so there are often translation difficulties in interpreting quality concepts.

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In South Africa, as in the rest of the developed world, we have many established major industry leaders and they have created their own efficient Quality Management Systems and do not need outside support. There are also new initiatives like the Gautrain rapid rail system that will connect Johannesburg to Pretoria. The main focus on Quality improvement in South Africa is therefore directed at Government service delivery, Healthcare, Education, Construction, Tourism, Mining, Food processing and Agriculture. More importantly, however, the focus to improve quality needs to be directed to the emerging small business sector coming out of the previously disadvantaged communities. Therefore, Quality in Africa is truly a fusion of the vibrant "Fit for purpose" entrepreneurial spirit of the African people and the carefully measured quality standards accepted by the developed world as used by industry leaders. The South African Quality Institute together with its members and strategic partners is a bridge that brings about that fusion of the two approaches.

SAQI Quality initiatives

SAQI plays the leading role of creating a national awareness of quality throughout the year and this culminates in the promotion of South Africa's National Quality Week that always falls in the second week in November to coincide with World Quality Day. SAQI is also working in conjunction with the South African Qualifications Authority (SAQA) and the Services Sector Education Training Authority (SSETA) towards developing qualifications and unit standards that are aimed at unifying the quality profession. This is being done by cooperating with local as well as international quality role players to unify quality qualifications across borders. SAQI together with its partners - the South African Bureau of Standards, the National Metrology Institute of South Africa and the Services Sector Education and Training Authority are promoting the South African quality initiative abroad and helping with the improvement of Africa's quality infrastructure. SAQI also supports the Proudly South African initiative that encourages the development of locally made quality goods.

The Institute also runs an effective "Quality in Schools" program and tries to implant a set of Quality Values, Leadership skills, Improvement Programmes, Tools and Techniques and Communication skills in the educators and also the learners in their formative years. SAQI sees this as the best opportunity to create the harmonization in the Country that had been lacking for so many years before the political changes in 1994. It runs a series of quality in schools forums in the various provinces in South Africa as well as publishing a quarterly Quality in Education Newsletter that goes out to 10 000 schools.

An example case study from South Africa

The following is a case study of an emerging SMME from a South African rural community. Sarah Mahlangu, who is from Middelburg in the province of Mpumalanga, trained as a nurse but she could not work the irregular hours needed for nursing. She changed careers and started making toys and models for teaching purposes in the local community. As resources in the rural areas are scarce, she used waste materials to make her toys and models. She soon realized that she had a creative gift. She was also an African Ndebele artist who followed a long tradition of Ndebele cultural art and was supported by SAQI to receive training and understand quality principles and business practices. She was sponsored to visit Italy and develop her skills beyond that of a traditional African artist. She was also taught computer skills and

set up a company website to expand her business and sell her work internationally. Her company is called "Something from Nothing" and employs 65 people. Sarah Mahlangu is deeply proud of her culture and is anxious to preserve it. Her customers are very happy with her product and her company is a true example of the African vibrant "fit for purpose" approach to quality.

SAQI was able to assist Sarah Mahlangu through its SMME development programme. Guidelines were developed to help small businesses achieve profits through the use of quality principles based on ISO 9001 but presented in a much simpler format. This was done by SAQI assisting SMME's to understand the basic quality principles. These guidelines were then translated into the 5 most popular South African languages

Conclusion

It is important that International Standards developed and published through the ISO community need to be understood and implemented by all quality participants at all levels of society and harmonized across all cultures across the world. The South African Quality Institute and its partners are moving towards this goal and are developing quality awareness training, skills development initiatives and guidelines to be appropriate to the greater population in order to reduce unemployment levels in our country. Like in the rest of the world there are skill shortages in South Africa that are contributing to high unemployment rates. The economic downturn has created greater problems and now more than ever there is a need to focus on quality methods and eliminate waste. What is needed is a unified global approach in the quality profession. There is an opportunity to set a global career path standard for quality practitioners that is recognized by all the International role players in the quality movement. In 2010 the focus of the world will be on South Africa when it hosts the soccer world cup competition. The world will expect a quality event to be staged and South Africa does not want to disappoint the rest of the world.

Cost of Quality



In recent issues of *The Quality Edge* we published to articles by Ed van den Heever of the *Cost of Quality*. These proved very popular and during October a two day workshop on the *Cost of Quality* was held in the SAQI training rooms at the CSIR, Pretoria. Ed van den Heever in the red shirt, with Paul Harding on his right and workshop delegates.





700 Graduates on World Quality Day

“It is truly fitting that the Services SETA (SSETA) should be graduating 700 individuals on World Quality Day, November 9, 2009” these are the words of CEO Ivor Blumenthal. “Last year these individuals were the recipients of grants made to the Communication Workers Union by the SSETA Chairman's Project.”

The principle of the award was that the grants should be used for existing or past CWU members who were unemployed or who had been retrenched. In addition to the 700 graduating in KZN, another 250 will be graduating before the end of the year in Gauteng. The most remarkable achievement of this project is that through the services of a combination of the lead employer, host employer and training providers the graduates are now in excess

of 83% employment on this project. This means that 8.3 out of every 10 individuals are now considered to be gainfully employed. This is truly a remarkable accomplishment.

The Graduation will take place in Durban and will include all Council members and SETA Managers as well as the President of Cosatu, Mr Sdumo Dhlamini as the keynote speaker. Mr Blumenthal concludes, “The Chairperson and Deputy Chairperson of the Services SETA and myself, have therefore decided that this occasion would be the most fitting way to conclude our 2009 Council year as a replacement for the SETA Annual Conference which will now be held in March 2010.”

SAQI Managing director Paul Harding will be present at the graduation representing Quality, the work of the Institute and highlighting World Quality Day.

WHY QUALITY ?

Like water, quality is essential for life. A country without quality has no customers, only donors. A country with no customers is destitute and relies on donors to provide hope and security to its citizens. Quality puts food in our mouths and roofs over our heads. Quality puts our kids through school to learn a craft or profession so they can also work to fulfill customer requirements. Quality enables a country to become a donor. Quality is second only to education

Systems run our businesses that create sustainable wealth. Systems run our governments that either destroy wealth or enable wealth creation. These process-based systems determine the success or failure of our work. Quality at work is about adding value to deliver goods and services that are affordable, on-time and make customers and citizens successful.

A view by John Broomfield, Vice President at Quality Management International, specialists in developing process-based management systems for preventing loss and increasing the rate at which they add value beyond certified conformity to ISO system standards and their derivatives. For more information jbroomfield@aworldofquality.com



World Quality Day

World Quality Day falls on the second Thursday of each November. A day established by the United Nations back in 1990, with the intention of providing a rallying point for quality professionals and organisations around the world to celebrate their Quality achievements. It has been used to this day in many countries to raise awareness of how quality approaches can have a tangible effect on business and contribute towards growth and prosperity. In South Africa it is celebrated during National Quality Week.

SAQI is inviting quality practitioners to share their quality experiences, valuable case studies and lessons learned with other quality professionals and organisations through the pages of The Quality Edge. Submit your contributions to editor@saqi.co.za



Quality is not rocket science...

a regular column by Bonggi Mali-Swelindawo

Placing Quality at the Heart of Every Organisation

In my Quality career, I've often heard that if a Quality manager wants to impress the CEO or Managing Director of the organization, s/he should be 'talking money'. That translates into measuring trends and analysing cost of quality. The Quality manager is required to report cost of rejects, rework, lost business opportunity, down time, you name it.

It is said that, not much attention would be given by top management if Quality is presented in any other way.

I've always been opposed to this philosophy simply because, placing quality at the heart of an organization is top management's accountability. If you are at the top this requires a proactive approach to quality, like:

Simple-Superior Quality Basics

Internal Communication

We all have to be in a same page regarding the products or services we provide, i.e. the organisation's determined levels and functions. All these functions need to focus and direct their competence and energy to one goal, and that is customer satisfaction. This means that the organisation has to establish internal communication channels that reach everybody.

Facilitating lower level decision making

Empowering lower level employees to make decisions regarding inferior quality even if such decisions will hurt Financials of that particular month. For example:

top management need to support an Operator that stops production lines for process variations or nonconforming raw materials.

Supplier Accountability

Another key quality basic is ensuring that Suppliers are accountable for the products that they supply to the organisation. In many instances, organisations spend valuable time doing 100% inspections or reworks on supplied products – this is the supplier's job!

Top management need to acknowledge that, fixing problems stabilises processes and creates conducive environment for productivity. Quality Focus is a long term cultural practice; it does not take a day or two to crop success out of organisation's quality but, maturity of placing quality at the heart of your organisation blends daily with no interruptions in between.

Bonggi Mali-Swelindawo has more than 7 years of experience in Quality Assurance, Quality Engineering and Quality Management experience and is a member of the South African Quality Institute.

Amongst her other qualification she has a B-Tech Quality and is a member of Quality CEP (Community of Experts Practitioners) – SSETA and of the SAQA Task Team (mandated to develop & periodically review QMS Qualification @ NQF Level 5). Bonggi can be contacted at qualitable@absamail.co.za or 083 412 0881.



Quality in Schools

a regular column by Dr Richard Hayward

As most of our readers are parents themselves, we have asked SAQI's education editor Richard Hayward (rdphayward@yahoo.com), a retired headmaster and published author to give us some words of wisdom on how to get quality principles instilled in young people.

Giving school conflict knock-out blows!

School days are meant to be the happiest days of our lives. Many adults might disagree. They remember themselves or classmates being bullied. Then there might have been those epic playground fights of WWE Smack Down proportions! Conflict happened in schools then. It happens today too. Think of the TV, radio and newspaper publicity given in 2009 to school bullying.

Children can learn to handle conflict. They can be taught to stop it reaching abusive levels. The starting point is to accept that conflict is part of all our lives. We misunderstand each other at times. We view things differently because of factors such as our cultural, political and religious backgrounds.

Conflict is handled, according to McClanahan & Wicks, in one of these four ways:

1 Avoiding the issue

The person pretends that either the conflict will go away or that it doesn't exist.

2 Smooth over the issue

An attempt is made to smooth over or put a band-aid on the conflict.

3 Win-lose attack

Someone triumphs over the other in the conflict. There are losers.

4 Win-win resolutions

Issues are worked out together so that everyone wins.

Discuss with children which is the best of the four options. Win-win resolutions involve the two conflicting sides explaining why they're upset. They need to be attentive listeners to each other. Together they look at the conflict areas. They brainstorm possible solutions. There's a need to be open-minded and creative. Choose solutions that work for both sides.

Parents need to be sensitive to the tell-tale signs of their children experiencing conflict at school. The sunshine child suddenly doesn't radiate happiness. There's a reluctance to go to school. Minor ailments become major reasons for not going to school. A drop in school marks could reflect unhappiness between the child and the teacher or classmates.

Crucially, parents gently need to ask probing questions. Too often children think that conflict is 'their' problem to solve entirely on their own. They think it's part of growing up. Mom and dad normally have far more experience in conflict resolution skills, so ... pass on the wisdom!

Quality teachers want children to enjoy school. If need be, parents should talk to the teachers. Otherwise, speak directly to the principal. Working together as a team, you can ensure that the children's school days are indeed happy days.

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SAQI benefits in a nutshell....

here are some of the benefits to SAQI membership

SAQI logo a useful marketing tool

As a member you may use the SAQI logo on your company letterheads, business cards and all advertising, showing your association with and your commitment to quality. This has proved especially valuable in business proposals, tenders and in international trade.

Quality training

Throughout the year SAQI, in association with other service providers, presents a balanced programme of Quality training courses both at the National Quality Centre in Pretoria or in-house at your own premises, customized to suit you.

Networking and communicating other Quality practitioners

Each month Members receive ample communications on Quality issue through the national supplement The Quality Edge, the members' own newsletter Quality Focus and Quality Forums and the annual Quality Conference – all designed to help with networking opportunities and sharing lessons learned. Also a great opportunity to advertise your own products and services at discounted prices

SAQI membership is open to organisations, big and small, and individuals who are serious about their commitment to Quality. For more information on the benefits of membership and how SAQI can help organisations implement Quality programmes and systems, contact:

Vanessa du Toit at SAQI

☎ : 012 349 5006

✉ : info@saqi.co.za

www.saqi.co.za

Advertise in this electronic newsletter.

Your message will be seen by a niche market of some 3000 pro-quality organisations and decision-makers around South Africa and beyond. For our rate card or to make a space reservation contact SAQI at vanessa@saqi.co.za telephone 012 349 5006 or editor@saqi.co.za telephone 083 325 7432.



**Quality is the
password
to success**



SAQI QUALITY TRAINING

All courses offered by the South African Quality Institute are presented in association with other course providers and are available to all organisations. SAQI can assist with the training of a company's workforce and all training packages can be run in-house at cheaper rates. A special 10% discount applies to SAQI members. All prices include VAT. SAQI reserves the right to change details of the programme without prior notice. Visit www.saqi.co.za for a synopsis on each course.

	COURSE	DATE	COST
B16	Internal Quality Auditing	2 - 4 November	R 3,400.00 p/p
B38	Development of QMS based on ISO 9001:2008	2 - 6 November	R 9,200.00 p/p
B42	Certified Quality Technician - WEEK 1	16 - 20 November	
	Certified Quality Technician - WEEK 2	30 November - 4 December	R 13,500.00 p/p
B24	How to write procedures, work instructions and ISO 9001:2008	16 - 17 November	R 3,250.00 p/p
B50	Environmental Auditor (EMS)	16 - 20 November	R 7,150.00 p/p + R 650.00 Exam Fee
B48	ISO 9001:2008 Requirements Workshop	18 - 20 November	R 3,250.00 p/p
B62	Generating Ideas on Quality Improvements	19 - 20 November	R 4,000.00 p/p
B20	Lead Auditor (QMS)	23 - 27 November	R 7,150.00 p/p + R 650.00 Exam Fee
B1	Cost of Quality	24 - 25 November	R 4,000.00 p/p
B63	Managing Quality Process Discussion	26 - 27 November	R 4,000.00 p/p
B14	Integrated Management Requirements	1 - 3 December	R 4,600.00 p/p

For more information and a complete course synopsis visit www.saqi.co.za or contact the SAQI Training Coordinator, Vanessa du Toit, at telephone (012) 349 5006 or email vanessa@saqi.co.za.

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