SAQI
The South African Quality Institute

e - Quality Edge

bringing quality information to South Africans since 1996

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No 139 - January 2010

"SPECIAL STANDARDS EDITION"

SAQI hosts another quality visit from China

Paul Harding of SAQI and Iain Muir of SABS hosted 24 delegates from the Henan Chamber of Commerce

Early in January SAQI supported by our colleagues from the South African Bureau of Standards hosted an economic and trade delegation from Henan Province in China. This historical province covers an area of 167,000 square kilometres and is inhabited by a population of 98.2 million, with the city of Zhengzhou as its provincial capital.

The head of the delegation was Xie Zengfu President of the Henan sub-council of the China Council for the promotion of International Trade (CCPIT). Xie Zengfu was supported by the deputy head of the delegation Du Zesheng of Henan Materials group and deputy directors Wang Xijian of the Zhengzhou Administration of Industry and Commerce Bureau and Yu Mingbiao of the Commerce Bureau of Zhumadian City. They were also assisted by Wu Yongxin Director of CCPIT and Gao Deling from the Henan Provincial Bureau of Quality and Technical Supervision. They were accompanied by eighteen other members of the trade mission.

Paul Harding the SAQI MD welcomed the delegation and gave them an overview of SAQI and its work of promoting quality in South Africa and across its borders. The delegation was particularly interested in the work of developing and using standards in South Africa and a presentation was given by Mr Iain Muir Senior Manager: Accreditation Management SABS Commercial (Pty) Ltd. Iain gave a background to the work of SABS in developing SANS standards in South Africa and the other work that SABS is involved with in the International arena. The delegation was particularly keen on forming a working agreement with South Africa. The session was rounded off by one of SAQI's associates Mr Roger Georgeson-Gunn who spoke about the work currently undertaken on improving mine safety in South Africa.

PROUDLY SOUTH AFRICAN

Demystifying Conformity Assessment – Part 1

Iain Muir
Senior Manager: Accreditation Management - South African Bureau of Standards.

I guess most of us will know what quality is, how we perceive quality and how we measure quality whether it is in a product that we buy or in a service that we pay for.

Quality Management is one method where a manufacturer or supplier of a product can take steps to ensure that his product meets his customer's requirements and also that his product meets any requirements that have been laid down by a regulatory authority. This can apply equally to a service provided by a company or organisation.

What, however, is this term “conformity assessment” that we all talk about, why is conformity assessment important and how is conformity assessment linked to quality management?

Every one of us purchases goods and services (or they are purchased for us). We are consumers. We take it for granted that when we buy something from a shop, store or service provider that the product will not harm us, will fulfil its intended purpose and is manufactured against some type of recognised standard to ensure that the product we buy will have a consistent level of quality every time we buy it.

We must also remember that not every product sold in South Africa is manufactured in the country – many products are imported. How do we know that these products meet our requirements and expectations?

South Africa also exports products to other countries. What confidence do these countries have in the quality of South African products?

By asking these questions we can introduce the role players in South African and international conformity assessment.

If we firstly look at who defines Corporate, Public and Trade Policy, this is the responsibility of Government, Government Ministries or Departments and Industry Associations. Their role is to ensure that there is a technical infrastructure to manage risk, be economically efficient and protect against market failure thereby ensuring the public's confidence in the economy; and participating in the free trade of goods and services.

The second aspect in conformity assessment is the development of documentary standards against which conformity with requirements can be assessed. A range of organisations may develop documentary standards. In some sectors government Ministries or Departments make and define documentary standards but it is generally accepted that standards are developed by a national body representing the public interest. In South Africa, this role is performed by the South African Bureau of Standards (SABS).
South Africa, through the SABS is a member of the International Organisation for Standardisation (ISO)

ISO – established in 1946 (with South Africa as a founder member) consists of a network of national standards bodies as the most representative of standardization in each country from all regions of the world.

ISO develops International Standards for products, services, processes, materials and systems. ISO also develops standards for conformity assessment, managerial and organizational practice.

ISO works in partnership with international organizations such as the United Nations, its specialized agencies and the World Trade Organisation (WTO).

The WTO was established in Geneva, Switzerland on 1 January 1995 to administer WTO trade agreements, provide a forum for trade negotiations, to handle trade disputes and monitor national trade policies. The WTO also provides technical assistance and training for developing countries.

One of the most important roles of the WTO is to ensure that national technical regulations, standards and conformity assessment procedures do not constitute unnecessary barriers to international trade and to achieve a balance between allowing WTO Members to take regulatory measures to protect legitimate interests.

The next aspect of conformity assessment is that of Metrology (measurement and physical standards) involving legal metrology (weights and measures) and scientific measurement (microbiological, chemical and non legal physical properties).

These activities are performed, generally, by regulatory bodies, government owned or private laboratories and research interests. In South Africa organisations such as the SABS, The National Regulator for Compulsory Standards (NRCS) and the Council for Scientific and Industrial Research (CSIR) carry out these activities.

These organisations also form part of Regional and

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International organisations such as the Bureau International de Poids et Measures (BIPM) and the International Organisation of Legal Metrology (OIML).

Probably the best known aspect of conformity addresses claims of conformity and certification. This is the process by which an organisation or a person claims their product or service conforms to a particular standard or technical specification.

These declarations can be made from a number of sources. The statement made by the organisation itself (1st party) is termed self–declaration and is not often substantiated by evidence of inspection, testing or other evaluation.

A declaration can also be made by the purchaser (2nd party) of a product or service from a particular organisation. This declaration is often made after an inspection or other evaluation of the supplier's product and/or service.

Third party product certification is where an authoritative body signifies (for the benefit of all customers or consumers) that a product or service meets the requirements of a particular standard or specification. The manufacturer may be granted a licence or permit to apply a distinctive logo to the product attesting that the product does indeed conform to the requirements of the standard. This licence is usually granted after inspection and/or testing of a representative sample of the product.

In many cases third party system certification applies where the management system (covering defined criteria) of an organisation meets the requirements of a national or international standard (e.g. ISO 9001 or ISO 14001) in these cases the third party certification body will attest to the conformance of the organisation by issuing a certificate to that effect. This certificate is granted after assessment or audit of the organisation's management system, premises and processes.

A further area of conformity assessment is that of accreditation which is a further activity to ensure confidence, consistency and competence – especially of laboratories and certification bodies. Accreditation bodies are usually government or quasi-government bodies. In South Africa, the South African National Accreditation System (SANAS) is the national accreditation body.

These bodies have formed regional and international organisations to ensure there is consistency on how accreditation (and peer assessment of their own competence) is performed. The International Accreditation Forum (IAF) and the International Laboratory Accreditation Co-operation (ILAC) are but two of these organisations.

About the Author

Iain Muir was born and educated in Scotland. He graduated in chemistry and then went on with post graduate qualifications in polymer science.

He has been with the SABS in South Africa for more than thirty years and was involved in the development of specifications and in the introduction of quality management systems in the plastics industry. He currently holds the post of Senior Manager: Accreditation Management at SABS Commercial (Pty) Ltd.

He has been involved with ISO for many years at international level and is the Chair of the South African technical committee TC 176. He is also the international co-convener on the revision of the ISO 19011 standard on quality and environmental management system auditing. Iain also represents South Africa on the ISO 9000 Advisory Group, CASCO working groups and is a member of the international audit best practice team. He is a member of the ISO CASCO working group that produced ISO 17021 and is a group leader on the new project ISO 17021 part 2 dealing with the auditing of management systems.
Iain is a member of the ISO CASCO Chairman's policy committee and served on the IAF Technical Committee. He is the author of a number of published papers on quality management and lectures extensively on the subject both locally and overseas.

Iain is a past chairman and current board member of the Southern African Auditor and Training Certification Association (SAATCA) and a founder member, current chairman and trustee of the Southern African Association of Certification bodies (SAACB). He is also involved at an executive level with the Quality Management and Conformity Assessment Chamber of the Services SETA.

In any spare time he enjoys steam trains, model railways and good music.

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Eskom partners with SAQI for National Quality Week celebrations

South African power utility Eskom, one of SAQI's corporate members, used the month of November 2009 to highlight the importance of Quality in the organisation. The South African Quality Institute had a week-long national celebration of Quality from the 9 to13 November 2009, coinciding with World Quality Day on 12 November and was happy to support Eskom in its Quality promotion.

Eskom adopted the SAQI and Chartered Quality Institute theme: 'Placing Quality at the heart of every organisation'. The theme was adapted to **"Placing Quality at the Heart of Eskom".**

Eskom focused on the following key messages to staff for the week:

- We apply our values – integrity, innovation, excellence, and customer satisfaction – to realise our vision – **'Together building the powerbase for sustainable growth and development'.**
- To realise our vision requires **Quality** in all we do.
- Eskom can be viewed as the 'heart-beat' of the South African dream, and Eskom staff contribute to providing reliable electricity supply which assures South Africa of sustained economic growth and development.
- Placing **Quality at the Heart of Eskom** means living the Eskom Values: Doing our work with **INTEGRITY** and thinking **INNOVATIVELY** to ensure business **EXCELLENCE** and hence **CUSTOMER SATISFACTION**. This will result in Eskom staff walking proudly as contributors to the South African dream.

In support of the theme, an internal **'Quality from the Heart'** campaign was launched. The campaign focused on the undertaking of an individual exercise in creating a Quality product - the message on Quality being directly experienced by every employee with an incentive to create something that is made with care, thought, passion, and love. Twenty-five Eskom sites were selected to participate in the campaign.

Employees received a package containing the following elements:

- Safety pin: representing the Quality of safety awareness and wellbeing
- A piece of scoopy wire: signifying the Quality of working together and connecting us as a united team for customer satisfaction
- Wire heart frame: symbolising the Quality of our passion and integrity in everything we do.
- Beads: indicating the Quality of our diversity and culture, continuously strengthening in excellence.
- Unique element to be added by each employee: the Quality of innovation and leadership
- Instruction card and name tag.

Employees were to make their own hearts as per an instruction card using the elements provided; giving them an opportunity to 'express what Quality from the heart means' and also to remind them that 'we are the heartbeat of the South African dream'.

Completed hearts were displayed on the hand-made wire electricity pylon, which were provided on World Quality Day - 12 November 2009, symbolising a commitment to making Quality a way of life. Local top management selected the best heart designs and winners were awarded prizes.

The accompanying pictures show a number of innovative entries that the Eskom employees submitted in their World Quality Day competition. The entries shown both depict a love for Quality by Eskom using the ISO Standard as the foundation for Quality and proudly showing the Eskom logo.

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Making ISO 9001:2008 work for you

Paul Harding SAQI Managing Director

ISO 9001:2008 and obtaining desired business results

How many organizations have developed and implemented a standardised Quality Management System (QMS) to suit the ISO 9001:2008 Quality management systems-Requirements Standard[1] only to be disappointed that their bottom line or customer satisfaction levels have not improved? The main problem, particularly in larger organizations, is that they fail to observe that a parallel informal system based on previous practices, often remains in place long after the certification to ISO 9001:2008 has been handed over. One of the reasons for this could be that only a small part of the organization's system was actually documented and controlled and then audited by the certification body. The late Edwards Deming[2] stated as one of his 14 points for management improvement "Beware of slogans and exhortations" What Deming was alluding to was that a short-term quality improvement campaign introduced by an organization's senior management to improve profit or productivity is often introduced in competition to the existing formal system. "We tried ISO 9001 last year and it is not giving us the results we wanted" may be the call from senior management." This often leads to a confused workforce that doesn't know whether to follow the formal "ISO" system as described in the QMS or take short cuts to satisfy the new demands of the latest "bottom line" campaign. This short-term measure of improvement is often in conflict with the ISO 9001:2008 Standard. What management should be considering, however, is that the achievement of goals through target setting is very much dependent on the ability of the product realization process, described in the ISO 9001 Standard, to deliver the goals and how that process is managed and improved, to achieve these targets. Wheeler[3] says there are three ways to meet a goal.

- *Improve the system*
- *Distort the system*
- *Distort the data*

The processes often used in implementing a short-term improvement plan are usually taken from other organization's best practices or even the result of a "Re-Engineering program that may totally ignore the organization's own formal documented system." Kauffman[4] states that a system "*is a collection of parts which interact with each other to function as a whole*." It is possible, therefore, that the system may well be distorted if imported subsets used for short-term improvements act independently and are not absorbed into the standardized system that has been formally documented to comply with ISO 9001.

Quality System Standard documentation

If we then accept that standardisation is important to achieve quality and productivity objectives, then we must establish how much of the whole system needs to be documented. One of the functions of a Quality department may be to ensure that the organization adheres to a formal documented quality system, as prescribed in the ISO 9001 Standard. However, another department could be given the responsibility to ensure that each functional area meets its goals and Business Plan targets as laid down in the improvement plan by way of Key Performance Indicators (KPI's) or "Dashboards". This will then create a need to balance the use of standardization between stifling change through bureaucracy on one hand and promoting creativity on the other, whilst still adhering to a system that can contain positive feedback for further continual improvement.

The Japanese approach to continual improvement is very much based on standardisation but this standardisation is continually challenged through Kaizen[5] implementation. However, standards must be revised on a regular basis each time a new improvement idea is generated. Many organizations believe that there is only a need to document basic quality related processes when developing a formal QMS and other activities such as cost reduction or business improvement have no place for QUALITY standards.

ISO 9001:2008 follows the application of the Shewhart (Deming) PDCA cycle and is an attempt to align the Standard to suit market requirements. The ISO 9001 Standard should, therefore, focus on the process approach to continual improvement of the Quality management system to improve Customer Satisfaction. So in fact there should be no need for a separate short-term improvement campaign as this is actually an admission that the formal Quality Management System has failed. It is also unfortunate that the emphasis is put on the words "Quality Management System" because this often detracts senior executives from becoming involved in the realization process as they see ISO 9001 as only addressing the activities carried out in the QA department.

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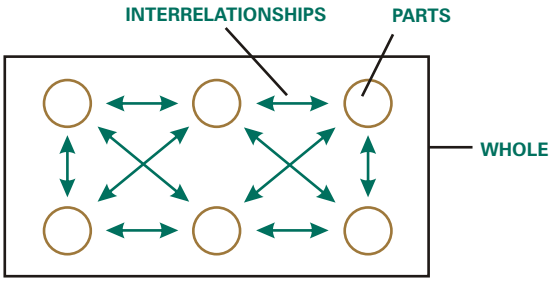
Improvement plan interrelationships across divisions

Each division has an interrelationship in the formal system with all the others. This series of interrelationships is depicted in Figure 1. System Thinking Interrelationships, where it can be seen that each part interacts with other parts to contribute to the whole system.

Figure 1 System Thinking Interrelationships



The above Figure shows a number of parts interacting with each other to form a whole system. In the case of larger organizations these parts illustrate the departments or divisions or even various tasks, processes or business plan targets that cut across divisions. The integrated Quality Management System attempts to bring these divisions together by bridging the silos that have often been allowed to flourish in the informal system. The Japanese, however, take a different view and look at the whole system and rely on the individual management to ensure a harmonious approach. So facilitation must be extended to the way business is modified through changes to the system as well the achievement of new goals and targets as required in each Business Plan update set to improve the bottom line result. Corrective and preventive actions can then be determined which can be implemented in such a way as to keep the goals and objectives of all the divisions viable and still meet the collective targets of the organisation as a whole without adversely affecting the effectiveness of the Quality Management System.

We therefore need a focused approach by all levels in the company to bring the operating system under control by the application of the standard way of daily management.

At shop floor level, once the operating system is under control, improvements can be made through Kaizen or gradual small improvements. Deming stated that the prevailing style of management must undergo transformation and that a system cannot understand itself. This transformation of management is necessary in order for the QMS to work effectively across all functions. Management needs to understand the broad principles of the formal system as well as the informal system. Management Review cannot report that the ISO 9001 application is working well and in place if the data being reported indicates something different. Each manager needs to know whether his function is operating effectively within the broad system requirements of the QMS.

At shop floor level this is difficult to understand. To the operator the system is usually limited to the immediate task that is being performed in line with the Standard Operation Sheet. Just as the operators have little knowledge of the broader environment in which they work, management also have little knowledge of the total environment of each operator. If management do not understand the total process they cannot understand the variation emanating from that process.

Conclusion

We need an integrated approach to improve quality, productivity, profit and customer satisfaction. The basis for enabling the system appears to be twofold. Firstly it relies on a standardised approach and discipline must be in place to consistently work to and continually improve those standards, which form the basis of the system. The system needs to be reasonably prescriptive in its methods and application criteria and far more comprehensive than the basic requirements of the ISO 9001:2008 version of a Quality Management Standard. ISO 9001 has acknowledged that a broader view must be taken of a Management system by using an improvement clause and by doing this has moved it closer to the customer requirements. The broad system should support the empowerment principles of WE Deming. It should also rely on a motivated and knowledgeable workforce that is prepared to work in a disciplined and harmonious manner. The system must be supported by all lower management and foreman who are able to play a leadership role in ensuring that senior management's targets are met and at the same time ensure that the workforce are willingly working towards improvement goals. If the integrated system is used in its complete form, incorporating the application of all of the relevant standards, it can be used for achieving an improved bottom line result and eliminate the need for short term improvement campaigns. The downside of the described integrated approach is that it relies heavily on the self-discipline of each function to work to a standardised and harmonious method which comes naturally to the Japanese but not so to the average South African.

References

1. ISO 9001:2008 Quality management systems requirements, ISO Geneva
2. Deming, W. Edwards (1982) Out of Crisis, Cambridge University press
3. Wheeler Donald J (1993) Understanding Variation. The key to Managing Chaos. SPC Press
4. Kauffman (1985) Systems One an Introduction to Systems Thinking
5. Imai Masaaki, (1986) Kaizen, McGraw-Hill

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Committee for Quality Assurance and Quality Management Matters

You can make a difference!

Who are the people that develop the International quality standards that are used in the promotion and development of quality management systems around the world?

They are not Swiss bureaucrats that sit in offices in Geneva but are rather members of a global committee selected from interested parties from countries around the world that is called TC 176. TC is an abbreviation for Technical Committee. The 176 is the committee number given to the focus group that works on quality specific matters.

TC 176 comprises of people, just like you, that are working towards the improvement of quality through the development of international quality standards. These people are not just from standards bodies like SABS but are appointed from all sectors of the economy including industry, services, government, education and NGO's that are dedicated to making a difference to quality, not just in theirs, but other peoples lives.

SABS TC 176 in South Africa

Let us tell you a little more about what TC176 is doing in South Africa and in other countries around the world. Like all international organizations these days TC 176 has a mission and a vision, but let's start with the scope of the committee.

Scope:

The scope of the committee is the standardization in the field of quality assurance and quality management including generic quality management systems (QMS) and supporting technologies. SABS TC176 is entrusted with ensuring the effective implementation of the ISO sector global policy on QMS deliverables.

Mission:

Within the standards development process, SABS TC176's mission is to:

- Identify and understand the needs of society and of standards users in the field of quality management,
- Safeguard the integrity of its standards in their use, including conformity assessment activities,
- Minimise proliferation of quality management system standards,
- Contribute to the compatibility of management system standards

Vision:

The vision of SABS TC 176 committee is to support ISO/TC176's vision in the acceptance and use of its products within South Africa and the SADC region. This will facilitate global, regional and local trade and contribute to the prosperity and improvement of individual and organizational well-being.

How does TC 176 operate?

SABS TC 176 operates through a number of channels. It has formal meetings but these are held sparingly throughout the year and do not take up unnecessary time. A lot of the work and decision making is done through email and making use of the SABS website. As required workshops and sub-committee groups are used to discuss key issues.

Is the committee just for Quality Professionals?

Participation on TC 176 is encouraged from representatives of all sectors of industry who can make a meaningful contribution and offer expert opinion on the development of quality management standards that will affect their sector. Many sector specific guidelines have been developed through participation in working groups that have focused on the needs of their sector. These guidelines range from industry standards like TS 16949 that expands on the ISO 9001 standard for the needs of the automotive industry; through to ARP 082 that supports the use of ISO 9001 in the education sector.

Where does the process of developing standards start?

Before a country becomes involved in developing a new standard it first assesses whether there is a need for that particular standard in the community of potential users. This is done by sending out an invitation to members to vote on whether the proposed standard should be pursued. If the vote is positive, then local representation is sent to the various international committees and working groups that start the preliminary phase of drafting the standard.

How do standards become adopted?

Each country that is a member of the global TC 176 community decides whether a standard should be adopted in their country. This is done through a democratic vote of the TC 176 committee members of that country. This is why it is important to have a cross section of the private and public sector sitting on the committee. It is important that the need for a standard is communicated to the SABS so the correct decision as to adopt or decline a national standard is taken.

This article was developed by a SABS TC 176 working group that was led by the SAQI MD Paul Harding. A full colour reproduction of the brochure is available from the SABS commercial department in Pretoria. Visit www.sabs.co.za

QUALITY belongs everywhere

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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 (rpdhayward@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.

"Sure, I can help!"

It's a familiar African proverb: "It takes a whole village to raise a child." The proverb also applies to a school. A school can't educate children on its own. It needs the help of the whole village or community.

If you have children presently at school you might have been asked to give a helping hand. Moms could be asked to do duty once or twice a week in the tuck shop. Volunteers are needed for functions such as fund-raising projects and sports days. Classrooms need to be repainted, broken windows replaced, school desks sanded and the list goes on and on. Gardens, sports fields and yards require ongoing attention.

If you're in the business world, have you thought of adopting a school? You might like to choose a school near your business. Or you might choose a school attended by many staff members' children.

The ways that businesses can help are endless. Businesses sponsor sports team kits and prizes for functions. Many businesses give discounts or provide their services at cost to schools. In return, the school publicly acknowledges such generosity. The business thereby creates an enormous amount of community goodwill and resultant new customers.

Parents and their friends can offer a range of professional services. Many schools compile a list of accountants, book keepers, builders, electricians, lawyers, plumbers and the like who offer their services at little or no cost. Business CEOs, medical doctors, psychologists and therapists do staff development talks on a huge range of topics. Parents can assist the teaching staff in sports coaching and a wide range of other extramural activities. Staff members of some companies have thoroughly enjoyed assisting in 'learning to read' programmes for the younger primary school child.

When you're involved in the school, there are huge personal rewards. There's the gratitude from the children and staff. There's a very special pleasure derived in helping children. Not only do you add to the happiness of their lives; they'll add happiness to yours too!

Your kindness and goodwill brings huge benefits to a school. Children get a better, enriched education. In these savage 2010 recessionary times, the school saves desperately needed money because of your generous giving of time and talents.

Offer your expertise and skills to schools. If you're approached for assistance, remember the quality response is, "Sure, I can help!"

Book review:

Quality Management Essentials by David Hoyle

SAQI member Roger Georgeson-Gunn reviews another David Hoyle Book

This book is a companion book to David Hoyle's more detailed book 'ISO 9000 Quality Systems Handbook.'

Written in a simple, easy to read style, this book will appeal to those who are serious about the value-add of a quality management system. The book consists of seven (7) sections presented in a logical and progressive order, with informative chapter summaries.

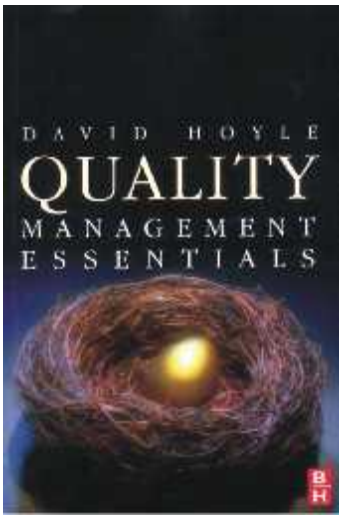
There is no need to start at the beginning if you are a quality practioner, you can start at a chapter appropriate to your knowledge and experience, then continue from there. The same goes for those companies that are realistic about quality and serious about meaningful continuous improvement.

The book will also appeal to management of those companies that want to change from window dressing systems to a value-add quality management system.
This book comes complete a multitude of useful hints and tips, accompanied by intelligent examples and informative lists that are business oriented and not academically oriented. The book goes beyond the ISO 9001 Self Assessment Model and borders on the EFQM Excellence Assessment Model providing a business oriented self-assessment result.

A further aspect of this book is the appeal it will have to business managers to understand what they need to do for their business centres, and how they need to support the company quality management in implementing a quality management system, deploying staff for the most effective quality management system results through improved efficiencies.

One of the most useful sections of the book gives an in-depth holistic discourse on 'managing quality using the process approach' simple, concise and most informative it is an examination of process management concepts supported with drawings, examples and tables; it is probably the definitive explanation on this issue.

Overall, the book is a quick study for management and an in-depth study for quality practitioners. The book also contains sufficient conversion information for those wishing to have a proper, meaningful quality management system to take their organisation from a stress-related management system to a system that has strength and depth that works and supports the company in economic hard times; the essence of a proper quality management system.



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SAQI Training Programme for 2010

All courses offered by the South African Quality Institute are presented in association with other course providers and are available to all organisations including SMMEs and corporates. 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**. For more information or to register contact Vanessa du Toit at (012) 349 5006 or **vanessa@saqi.co.za**

DOWNLOAD TRAINING REGISTRATION FORM

SAQI reserves the right to change details of the programme without prior notice. Click on the course code for a synopsis or **click here** for all course synopsis in alphabetical order.

Code	Course	Days	Cost	Jan	Feb	Mar	Apr	May	Jun	Jul - Dec
B1	Cost of Quality	2	3,400	26-27	23-24	23-24	21-22	26-27	29-30	**Programme to be advised in April 2010**
B12	ISO 14000 overview	1	1,925	28		3				
B14	Integrated Management Requirements	3	3,870		17-19		7-9		28-30	
B16	Internal Quality Auditing	3	3,870		2-4	24-26		4-6	16-18	
B20	Lead Auditor	5	9,660		22-26			3-7		
B22	Understand changes to ISO 9001:2008	1	1,925		5		20			
B24	How to write procedures	2	3,400		25-26		29-30		23-24	
B34	Statistical Process Control	5	9,660		22-26			24-28		
B38	Development of QMS	5	9,660		8-12		12-16		21-25	
B42	Certified Quality Technician	10	13,500			8-12	12-16			
B48	ISO 9001 Requirements Workshop	3	3,870		16-18	29-31		18-20		
B49	SHEQ Internal Auditing	3	3,870	19-21		29-31		18-20		
B50	EMS Lead Auditor	5	9,660			8-12		24-28		
B51	Development of SHEQ System	5	9,660			15-19			7-11	
B52	OHSMS Lead Auditor	5	9,660			15-19			14-18	
B53	SHEQ Trainer	3	3,870			9-11			8-10	
B64	Introduction to Quality Techniques	3	3,870		9-11			11-13		

Code	Course	Days	Cost	Date
SPI1	Certified Software Quality Engineer	20 ½days	R18 240-00	Feb-Dec
SPI2	Certified Software Quality Engineer	10	R18 240-00	31 May-4 Jun 15-19 Nov
SPI3	ISO 9001 Master Class in Process Management	3	R5 266-80	10-12 Feb 6-8 Oct
SPI4	ISO/IEC 15504 Process capability assessor training	5	R8 778-00	15-19 Feb 11-15 Oct

Certificate in Quality Assurance City & Guilds of London Institute			R40 700-00
Quality Techniques I	5 working days	18-22 January 24-28 May 5-9 July 16-20 August 25-29 October	R 7 700-00
Quality Techniques II	10 working days	8-12 February and1-5 March 2-6 August and 27 Sept - 1 Oct 23-27 August and 13-17 September 30 Aug - 3 Sept and 4-8 October	R16 000-00
City & Guilds Examination Preparation	10 working days	8-12 March and 17-21 May	R17 000-00
Examination Application due date		5 March 24 September	
Examination date		01/02 June 01/02 December	

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