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QUALITY AND 2010



TEAM SAQI COMMENT

With less than 100 days to go is South Africa ready to host the FIFA 2010 World Cup?

Early March saw many FIFA officials, world soccer celebrities, politicians and international journalists touring the country and inspecting the stadiums and infrastructure at the various venues and surrounding areas where the biggest sporting event in the world will take place. **The question on everyone's lips has been "is South Africa ready?"**

Well generally, particularly if you spoke to the African delegation, the answer has been a resounding yes. Some European journalists are still a little sceptical and that is to be expected but do they have reason to be?

The answer is that South Africa is ready on all the hard issues. There is no doubt that the stadiums are world class. The transport situation is getting better by the day and the vibe of the people is certainly picking up. **What more do we need?**

We need every South African who is involved whether as a paid organiser, a volunteer, a hospitality provider, a tour guide, an airport official, a hotel manager, a waiter, a driver, a stadium steward or just a plain citizen to understand the concept of **quality and service**. This means doing all the right things right all the time and **focusing on the Customer**. Remember this is a one off opportunity to showcase our beautiful country and our friendly people.

Let's go for it, Quality Team South Africa!

"No one has to change. Survival is optional"

- Dr W E Deming



Accidental Destiny

From tool and die maker to quality institute director

JOHN RUSKIN once said, “Quality is never an accident; it is always the result of intelligent effort.” How many of us who work in quality came into the profession by accident? I, for one, can raise my hand.

In the beginning

I started my career as an apprentice tool and die maker. It’s not that I didn’t practice quality. Tool and die making is all about quality, as it teaches you how to plan and pay attention to detail.

It also teaches you how to follow a predetermined sequence of activities to achieve the end result. More importantly, tool and die making teaches you about understanding tolerance bands and how many individual parts come together to make the finished assembled product.

Tool and die makers also need to work as team players, as they often depend on specialist machinists who are contributing to the tool and die process by providing detailed precision parts from different sources that ultimately make up the final tool.

A tool and die maker also knows that an inadequate individual part cannot be transformed into a final quality product. Once the assembled tool has been completed, there is also no hiding place. The tool finally goes into the appropriate production machine, where it either produces an acceptable component part to the correct tolerance levels, or it doesn’t.

From there, my career continued following a straight path: tool and die maker, tool and die designer, tooling project planner and tooling division manager, finally taking me to my newly adopted country, South Africa.

Then, one day, my managing director told me, “As of Monday, you are our new production department quality manager.” I was not too impressed. “How can I manage someone else’s poor quality?” I asked. His reply was: “Well, my quality manager has just resigned, and you are available. Just do it.”

Learning the concepts

It was soon apparent to me that volume and speed were the production department’s priorities—with little understanding of quality concepts—and that quality control managers needed to fight for their cause.

My first task was to read a few books on the theory of quality, which to a former tool and die maker was just applying common sense and using some basic statistical tools. After attending a few quality courses and conferences and being

Plan your activities, pay attention to detail, don’t take shortcuts and understand the big picture.

introduced to more statistical process control principles, I soon was able to monitor the various processes and bring the scrap under control, usually by repairing the tool and training the operator.

I became so fascinated with quality that I completed more quality courses and was eventually invited by the South African Production Management Institute to teach quality to local industries on its behalf in my spare time. I was also tasked with heading up the team to introduce ISO 9001: 1994 to my organization, covering five manufacturing plants in the automotive sector.

Later, I was invited to speak at some local quality conferences and was amazed at how little people knew about basic quality concepts. After a few visits to Japan and automotive plants around the world, my knowledge moved from advanced quality concepts to hoshin kanri principles and business improvement practice. I then became part of the ISO/TC 176 committee in South Africa and was appointed as the manufacturing representative in South Africa to be part of the working group that developed ISO 9001:2000.

As my passion for quality increased, I was appointed to a number of quality organizations—I became a senior member of the South African Society for Quality and sat on the board of the South African Quality Institute (SAQI). A year ago, the SAQI board asked if I could take over the institute as interim managing director to help expand the quality message in South Africa. I was then appointed as vice chairman of the services sector education and training authority quality chamber board in South Africa.

Looking ahead

When I started as a tool and die maker 40 years ago, I had no idea I’d someday be working in quality. I recently returned from Shanghai, China, where I spoke at a Shanghai Association for Quality

symposium. The event included international quality professionals and university lecturers, who addressed the key issues of quality in a competitive world during an economic downturn.

The usual themes were discussed: lean Six Sigma, quality and excellence awards, competitive advantage and how the introduction of ISO 9001:2008 and ISO 9004:2009 can contribute to business sustainability.

Of course, I understand these concepts—I attended the University of Cape Town in my later years and then earned a master’s degree in industrial administration. The basic concepts of quality, however, are the same as they were in my formative tool and die making career: Plan your activities, pay attention to detail, don’t take shortcuts, understand the big picture, work within the tolerance band and don’t accept inferior product to put into the process.

Finally, understand the whole is greater than the sum of the individual parts. And never forget John Ruskin’s immortal words.

Reference

1. John Ruskin, http://thinkexist.com/quotation/quality_is_never_an_accident-it_is_always_the/11257.html.



PAUL HARDING is managing director of the South African Quality Institute in Pretoria, South Africa. He earned his master’s degree in industrial administration from the University of Cape Town in South Africa. He is a member of ASQ.

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Demystifying Conformity Assessment – Part 2

Iain Muir

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

This is the second in a series of articles by Iain Muir of SABS.

Last time we discussed the national and international organisations that form the nucleus of conformity assessment.

The Quality scene in South Africa

South Africa boasts a number of associations and societies that, through their aims and objectives, inter alia, support conformity assessment in one form or another. In the second part of this article we look at a few of these institutions.

The South African Quality Institute (SAQI)



Although much information on SAQI has been published in the Quality Edge and the current online version, it may be of interest to the reader to have some information on the background to SAQI and indeed on an attempt to unify some of the other organisations that will be featured in this article.

Registered as a section 21 company under the patronage of the SABS in 1993 and with Dr Michael Carruthers as its first managing director, SAQI has seen a number of changes in its 17 years of existence.

Among many of the activities undertaken by SAQI, probably the best known is the promotion of quality during World Quality Day always on the second Thursday in November of each year and, subsequently, National Quality Week.

Circa 2000, there was a move suggested to bring 5 of the “quality” institutions in South Africa under the SAQI umbrella of promoting quality. This had a limited success with only the South African Society for Quality entering fully into the unification process.

SAQI for a time regarded itself as “the national body that coordinates the Quality effort in South Africa” and attempted to form a “national quality centre” based at the CSIR in Pretoria.

SAQI then was absorbed into the Department of Trade and Industry (DTI) and for a few years had the benefit of government financial support. During these years there often appeared to be an impression that SAQI only catered for one particular sector of the community. The DTI, in a restructuring exercise, attempted to move SAQI as a unit into the Small Enterprise Development Agency. This was not acceptable to the members of SAQI and their board and in July 2008 SAQI dissolved its association with the DTI and reverted back to its original 1993 mandate of promoting quality across all sectors in South Africa, unfortunately however in the process SAQI lost access to government funding.

Now, with a new board of directors and a small but energetic administrative staff, SAQI is indeed reliving its original mandate as a promoter of quality in South Africa.

SAQI membership, although many of its products cater for the individual, is aimed at the public sector as well as business and Corporate South Africa.

The South African Society for Quality (SASQ)



The history of SASQ, in timelines, is perhaps uncertain. It is believed that the origins of the society began back in 1972 when, in Port Elizabeth, a society was formed as a forum for quality practitioners. This was formally expanded in 1982 into the South African Society for Quality Control and registered as a section 21 company in 1990 as the South African Society for Quality.

Catering mainly for the individual quality practitioner, SASQ was very strong in the 90's with SASQ branches in all of the major cities in South Africa. I remember with affection the East Rand branch where we would meet regularly in the Boksburg library to listen to excellent speakers on quality topics. Latterly, when I moved to Pretoria it was a pleasure to actually present such lectures to colleagues in the Pretoria branch.

Probably one of the most important aspects of SASQ was their awards programme that recognised the contribution of various individuals to quality. Branches would present their own medals to recipients – I was honoured to receive a medal from the Pretoria branch in 2005.

The most prestigious honour presented by SASQ however is the Deneys Zeederberg Award. Deneys was one of the major founding contributors to the quality movement in South Africa.

As stated previously during the ill fated (my opinion) unification process, SASQ became a division of SAQI. This may have had a negative effect on SASQ with a resulting decline in membership of the Society.

SAQI also terminated its association with SAQI (when it was based at DTI) and is slowly regaining momentum with an ever increasing membership of individual quality practitioners and through a number of their events and conferences.

Southern African Auditor and Training Certification Association (SAATCA)



With the introduction of Quality Management Systems standards, as far back as SABS 0157 in 1979 and as companies began to implement quality management systems in the early eighties a need was established for an audit protocol that could be applied both internally by the companies and also by auditors of the new and emerging certification bodies.

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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

In response to this need in 1986, and again under the patronage of the SABS, the South African Committee for the Certification of Quality Systems Auditors (SACCQA) was formed to implement, administer and control a scheme for the certification of quality management system auditors and lead auditors. The first examinations and panel interviews for Quality System Auditors was held during June 1987. (I remember well writing that exam and subsequently being grilled by Ben Ford and Martin Kellermann!).

Due to the interest shown in SACCQA by neighbouring and other African countries such as Botswana, Zimbabwe, Zambia and Kenya, it was decided in 1992 to change the organization's name to the Southern African Council for the Certification of Quality System Auditors.

On the international scene, SACCQA and twelve other auditor registration associations from various countries in the world met in Cairns, Australia to sign a Memorandum of Understanding to establish the International Auditor and Training Course Association (IATCA).

Following the IATCA lead and as more companies implemented quality management systems and also offered these systems up for third party certification, the need for training in quality management auditing also increased. A further name change in 1997 to the South African Auditor and Training Certification Association (SAATCA) acknowledged this need in the market place and SAATCA began registering those organisations that provided training courses for auditors.

SAATCA, with the assistance of the SABS, hosted an international meeting of IATCA in Durban during 1998 which was attended by many overseas quality representatives. Many of these members of IATCA – including the Chairman and the Executive Director - were invited to the first SAATCA auditor's convention at the CSIR in Pretoria. The conference was a resounding success and has continued every year since 1998 to be a very important annual event in relation to quality (and other auditing disciplines) in South Africa.

SAATCA became a member of the Southern African Association of Certification Bodies (SAACB) in 2000 and received accreditation as a SANAS accredited auditor (personnel) certification body under the requirements of ISO 17024 in 2002.

In the concluding part of this article next time we will look at some of the other organisations and associations (past and present) that play a role in auditing and management systems.

Iain Muir



Mr Ivor Blumenthal

Services SETA & Summit TV Launch "Your Working World"

In addressing the void that was created by the absence of career guidance in local schools, the Services Sector Education & Training Authority (SSETA) together with Summit TV have partnered to showcase a brand new programme, called 'Your Working World'.

The show will provide content that is vocationally oriented and offer practical on-the-job training advice from CEOs whose industries fall under the umbrella of SSETA.

The show will be flighted on Wednesdays at 17:00 and repeated on Thursdays at 09h00 and 13h00.

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Quality in Education

The strength of ISO 9001 is that it is adaptable and can suit any sector or environment. Education institutions can be benchmarked to international standards with regard to subjects taught and the level of teaching excellence, while getting teachers to understand basic principles of quality, says quality management organisation South African Quality Institute (SAQI) executive director **Paul Harding**.

"We realise that it is difficult to change the mindset of the mature population. That is why SAQI has been focusing on quality in schools and on how to train teachers to embrace the basic principles of quality in education," he says.

In his book entitled *Making quality education happen*, veteran educator and former school principal **Dr Richard Hayward** gives the example of how the Refilwe Primary School, in Soshanguve, implemented a quality approach with limited funds. The school has over 900 students and has 26 teachers. Many learners are on a school feeding-scheme. The school does not require parents to pay tuition fees. The chairperson of the school governing body started a vegetable garden at the school as a source of much-needed funds.

However, despite financial difficulties the school has high scholastic standards with a pass rate above 80%. There are high expectations for students who achieve good results in choral and sport competitions. The school uses quality leadership and management processes to achieve excellence.

"This spotlessly clean school is brimful of happy learners being given a quality education by a dedicated staff," says Hayward.

On August 29, 2009, SAQI hosted its first quality in education forum at the Pretoria High School for Girls, in Gauteng. The forum entitled 'Putting total quality education into your classroom and school' attracted four principals, seven deputy principals, twenty heads of department and thirty educators from many parts of Gauteng and beyond.

Hayward, as the keynote speaker, told delegates that leadership does not exist only in the principal's office, but should be demonstrated at any level in the school. A quality school is always in a state of never ending improvement, because quality is not a destination, but a journey.

A quality school strives to ensure excellent communication, but this is a two-way process between principal and staff,

and students and teachers. Hard work is necessary to ensure quality. Using available tools and techniques is essential to improving quality, Hayward told the delegates.

The ISO 9001:2008 standard can be translated into quality standards for educational institutions. "Top management should identify and document the needs and expectations of the learner and must determine the educational service that satisfies these needs and expectations."

Quality objectives should be integrated into the educational institution's overall aims. Management and staff of an educational institution should align the institution's service outcomes with achievable aims and must implement performance measuring and indicators to determine what needs to be done to achieve the aims.

SAQI was instrumental in assisting the Department of International Relations and Co-operation with its ISO 9001 certification. The department implemented the standard into its diplomatic academy and has a quality management programme for all its ambassadors.

Higher Education Quality Committee

Higher Education Quality Committee (HEQC), a permanent committee of tertiary accreditation body Council for Higher Education (CHE), executive director **Dr Lis Lange** says the HEQC promotes quality in higher education, accredits teaching programmes and conducts audits of tertiary institutions. All quality assurance systems are based on peer review and self-evaluation.

Tertiary institutions assess themselves against a range of criteria. With the self-assessment, the CHE puts together a panel of peers that goes to the institution and spends a week interviewing students and staff and reviewing documentation. The panel then produces a report, from which, the institution must develop an improvement plan. This improvement plan is then analysed, discussed and assessed by an HEQC committee that can suggest modifications to the plan. The inputs made by the committee are then discussed with the institution as part of the feedback from the HEQC.

The institution must also produce a detailed progress report of what they have achieved. The HEQC undertakes follow up visits to the institutions. The audits focus on the existence and effectiveness of quality

assurance systems internally, which allows the HEQC to ensure that the institution provides quality education, Lange says.

Though the HEQC does not directly assist institutions to develop, it does offer technical and professional advice to help institutions become more effective. The HEQC has number of programmes focusing on capacity development and quality promotion that brings together all quality assurance people at the various institutions. These programmes explore governmental policy developments but also discuss issues important to tertiary education in order to improve the broader quality of tertiary education in South Africa, she says.

Challenges to Quality Higher Education

One of the main challenges to quality higher education is that there is not sufficient capacity for curriculum development in South Africa, Lange says.

"Taking a person from not knowing, to knowing, is a pedagogical process that one must understand in order to organise the content of courses. However, higher education is taking place in a transitional state and there are technical issues around the names of courses and at what level courses should fit into national qualifications. These are big challenges," she says.

The other challenge is that the demand for education is far greater than the capacity South Africa has to provide it. There are more prospective students than places in tertiary institutions, even while institutions currently take in far too many students than their capacity can handle students.

"We need to start innovating. As there is a need and we must respond to it. We need to determine in what novel ways we are going to respond to the need. This is the deepest challenge for the country," she says.

The HEQC takes a system level view, which looks at courses and management systems, and overview, which looks at higher educations throughout the country, of tertiary education. In terms of higher education, one must plan ahead for the next 20 or 50 years. The HEQC tries to determine what projects are required by the higher education system in order for society to match expected developmental needs.

The committee does not undertake surveys of the skills needed in the country, but relies on industries and sectors. The council does, however, interpret such

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surveys into policy direction and suggests interventions and programmes for development.

The committee undertakes research on trends in teaching and learning, research production and how institutions engage with communities. The other aspect of the HEQC's research is to identify good practice and try to publish the results, so that institutions can benefit from such practices. Though some practices are transferable, some are not, and the HEQC creates a repository of good ideas and good results that some institutions can emulate. Context is also an important factor in implementing good practices, and works in a rural environment, but might not work in an urban one, she says.

The HEQC's audits also look at the management of higher education institutions as much as it looks at the missions. HEQC quality audits verify institutions' claims on how management communicates with academic staff, how the management structures function and the manner in which the institution relates to students.

The committee is planning to implement the newly developed higher qualifications framework. It also wants to explore a system that would allow some institutions, under specific conditions, to become self-accrediting. This means that such institutions could develop course programmes that would not have to first go through the HEQC to be accredited as tertiary course material.

The HEQC is auditing four public institutions in 2010 and would complete the council's first audit-cycle in 2011. This will complete the audits of all higher education institutions in South Africa and represents seven years of work by the HEQC. The committee must then design the next audit cycle by looking at priorities in the higher education system.

"The history of the country will indicate that there will be large gaps between institutions. The quality assurance system aims to get all institutions to be able to meet minimum standards. Institutions have different focuses, and differences between institutions need not be gaps of quality. We will reach a point where, we can start pushing past minimum standards into higher grades of excellence," Lange concludes.

"From Creamer Media's Engineering News at www.engineeringnews.co.za"

ISO Global Project Management Standard takes shape

The International Organization for Standardization (ISO) approved the initiation of a new international project management standard (ISO 21500) in 2006. The project kick-off was in late 2007 when a project committee under the title ISO/PC 236, Project Management, was formed.

ISO/PC236 is made up of three working groups. Each group is tasked with specific duties:

- Working Group #1 – is tasked with developing the official vocabulary used within the document
- Working Group #2 – describes project management processes
- Working Group #3 – develops informative guidance such as the indexes, appendices, navigation, etc.

Each working group is led by a convener and secretary. They are responsible for facilitating the work of the team and striving for consensus among the members. Members of the working groups consist of subject matter experts (SME) nominated by their countries to develop the technical content of the Standard.

Numerous countries have agreed to participate in the development of this standard, amongst others, South Africa. All of these countries have already established committees within their national standards body to work on the development of this standard. In South Africa the mirror committee is called SABS/TC236, and is managed through our national standards body, the South African Bureau of Standards.

The document was moved into a Committee Draft in late 2009, where it will remain from anywhere between two and five months. If it is approved in that form, it will be expected to move into the Draft International Standard (DIS) Phase, sometime in mid 2011. At that stage it is available to ISO member countries for comment and ballot voting. If ISO member countries approve the draft, the document will then become a final draft international standard, and members will vote whether or not to publish it in its final form as an International Standard. Final delivery of the standard is expected in 2012.

SABS/TC236 is at present in the process of a ballot to move the document to DIS (Draft International Standard) which may include commenting on the contents of the document, where serious disagreements exist. The ballot (with comments as applicable) is due to ISO on 5 April 2010. As the document is not in the public domain yet, and still in draft form, it cannot be distributed freely as yet. Once it is in DIS status, ISO will ask for public comment, and it is expected that the document will be available more freely to interested persons.

Anyone with a real interest in contributing to the new standard is requested to contact Jaycee Krüger or Valerie Carmichael-Brown for more information on how to become involved. Their e-mail addresses are jkkruger@greybeards.co.za and valerie@trinity.co.za.

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Quality as a way of life in South Africa for 2010

As we pass 100 days to the commencement of the FIFA World Soccer Cup in South Africa we must ask ourselves "What does Quality mean to the African people?"

Quality in Africa is truly a fusion of the vibrant "fit for purpose" entrepreneurial spirit of its people and the carefully measured quality standards accepted by the developed world.

Quality has always been a powerful lever for prosperity and growth. It satisfies customers and brings them back for more; it is probably the last trade barrier left and can open up export markets all over the world. That is why Quality certification in emerging markets is seen as a tool for achieving a competitive economic position, but for us in South Africa it is much more than that. It has the added extra dimension that it can alleviate poverty and create jobs.

It brings the people of Africa hope, develops their skills and improves their quality of life...that is what the preamble to our South African Constitution declares: "to improve the quality of life of all citizens and free the potential of each person".

The first time Quality standards were applied in modern-day South Africa was just over 100 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.

Today thousands of South African companies in every sector of the economy have achieved ISO 9001 certification. Many more, successfully run their organisations based on Quality Management Systems and meeting world standards.

About SAQI

Driving this Quality effort is the South African Quality Institute; the national

body whose mission is to create awareness of quality and promote a national culture of quality at all levels of government, in every business enterprise – big and small - and in our society at large.

At SAQI we believe that commitment to Quality is the principle that brings about transformation from indifference to prosperity.

In 1993 The South African Quality Institute was given the mandate by the Department of Trade and Industry to create quality awareness and help to implement its principles. The business of Quality in Southern Africa has come a long way since the days of basic standardization and quality control. The kind of quality we talk about moves beyond conformance and standards.

give Quality the recognition it deserves.

SMMES

SAQI has worked closely with small and micro businesses to achieve profits and ongoing business success through the use of quality methods that have been tested. We have helped them understand the value of quality service and that customer satisfaction is a key to making profits. In this regard SAQI has developed a series of booklets translated into five languages precisely for owner managers to take the first steps toward ISO certification.

We believe getting quality principles into the hands of these small entrepreneurs is one of the urgent tasks that face this Institute. SMMES are a huge economic resource in this country's drive to create jobs and

“Quality is never an accident; it is always the result of intelligent effort.”

- John Ruskin

Yes...these are a necessary part of quality... but they are only a part. We need to propel quality to a systems thinking approach that embraces the products people make, the services they provide and the impact quality makes on the image of their organisation particularly as we move into the last 100 days before the start of the FIFA World Cup competition.

We want quality to be on the agenda at strategic board meetings of important organizations; we want financial directors to build quality into annual budgets and chief executives to see it as their personal responsibility and strategic intent. We are committed to increasing awareness of Quality in education. It is every child's right to have Quality on his/her curriculum. Quality in healthcare is another key area where we want to become more active. Certainly we want to break away from the thinking that Quality is only the responsibility of the Quality Department! Today Quality is a business imperative and our vision is to

reduce poverty. Imagine if we could multiply this effort through the application of Quality principles like getting it right first time, the cost of poor quality, continuous improvement and the BIG one: client satisfaction. All these are principles that bring financial gains, growth and lead to prosperity.

SAQI membership

"One of the important aspects that really drive SAQI forward is its membership base of close to 400 quality inspired organizations and professionals. They are organizations and practitioners who work in different industries and sectors of the economy. Some represent their organisation and others are associate members in their individual capacity. We need to triple this figure if South Africa is to be serious about quality and being globally competitive.

We believe the body of knowledge of South African quality resides in the collective professional qualifications and experience of our members. They

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are the Quality role models and leaders both within their own organisations and beyond. At SAQI we see them as our principal partners in our mission to promote quality in this country.”

From their side being members of SAQI does bring some unique benefits such as the opportunity to access accredited quality training at discounted prices, networking with other organisations and individuals who have got their quality issues right – or indeed who are prepared to share lessons learnt from their mistakes. Being kept informed on local and international quality trends is another important benefit. This is done on an ongoing basis through the various SAQI publications and its website.

Strategic Partners

The SAQI team itself comprises of dedicated individuals and a board of directors committed to quality, however our network of partners and associates in business and government gives us the capacity we need to promote Quality across all sectors of the economy. In the past year we have developed many new associations and affiliates not only in this country but from all across the world.

Government

Although SAQI no longer receives financial support from government one

the product or service is achieved using fair labour practices and without harming the environment. It has become an icon of local quality.

Big business and Parastatals

The support we receive from big business and Parastatals is significant. Most large corporates are keenly aware of the role Quality plays in their performance, not only in achieving their bottom line goals but nowadays more and more in the area of corporate governance as well as safety, the environment and risk management – all aspect of quality that impact on company growth and share price.

Such companies work with us in several ways:

- ◆ They support and mentor their small suppliers and help them develop quality systems;
- ◆ They readily share information on lessons learnt;
- ◆ They host Quality Forums and events during National Quality Week;
- ◆ They provide case studies for publication;
- ◆ They use SAQI to train their teams for ISO implementation, and more.

We rely on their support and partnership and find them invaluable particularly during National Quality Week each year.

difference to the economy and to people's lives.

The Week is timed around World Quality Day so that South Africa can participate with other nations around the world in this quality awareness.

At this time many South African companies go out of their way to have inhouse events that showcase their successes and recognize the talents of their people.

In the months leading up to National Quality Week and especially during this time the SAQI team engages with business and government and provides guidelines to set up events that focus on quality and create awareness of it.

To sum up...

Quality keeps important things important.

As a nation at this time in 2010 leading up to the hosting of one of the world's most important sporting events we need to develop the culture that quality is as important as literacy and numeracy in the development of our Nation.

The SAQI mission echoes the words of the Constitution -;

“To improve the quality of life of all citizens and free the potential of each person”.

This article has been adapted and updated from an article that appeared in the Quality Edge in 2005.

”To improve the quality of life of all citizens and free the potential of each person”.

of SAQI's close partnerships is still with the dti. It makes good business sense that the national body that drives Quality is working alongside the government ministry that promotes trade. Without Quality, South African exports can't compete on world markets nor can local business withstand the competition that comes from outside our borders.

We have worked together to define service standards, provide executive training as well as giving guidance for local National Quality Week campaigns in several Provinces.

Another strategic partner is the Proudly South African campaign. The familiar symbol that guarantees consumers that what they are buying has at least 50% local content and that

What quality systems have done for us...

SAQI Quality training
SAQI is constantly engaged in the field of Quality training. To this end we work in association with accredited service providers and this enables us to offer a wide range of training courses both in house or using the SAQI training rooms.

National Quality Week

National Quality Week is a serious national campaign spearheaded by SAQI each year to get South Africans to join other emerging and developed nations in acknowledging and celebrating quality in the workplace; to show how quality can make a

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 info@saqi.co.za

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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.

“How can her mark drop 30% in one term?!”

A dad was telling me about one of his children. His daughter consistently achieved very good results at school. Then disaster struck. When she went up to the next Grade, there was an immediate 30% drop in one of her subjects.

This unpleasant experience often happens. One term the marks are sky-high; the next term they plummet. Why?

Five common reasons are:

- It's a new teacher. Both the teacher and child need to understand each other. Every teacher has distinct expectations as to what is needed to get excellent results;
- As a child progresses up the school, the work gets more complex. This is particularly evident in the Natural Sciences and Maths;
- The overall class percentage has dropped. Remember that your child's mark could still be good in relation to the class average. A child getting 59% where the class average is 39% is an academic survivor!
- There are absenteeism, capability and discipline issues. If there's frequent teacher absenteeism, the curriculum isn't covered properly. Does the teacher have effective teaching skills? Poor classroom discipline means that it's that much more difficult to teach properly.
- The teacher and the child clash. We perform well in an environment where we are appreciated and liked. Performance can drop when there is dislike or hostility.

So, what's to be done? Applying three Quality management principles will improve the results. By adopting a continuous

Poor classroom discipline means that it's that much more difficult to teach properly.

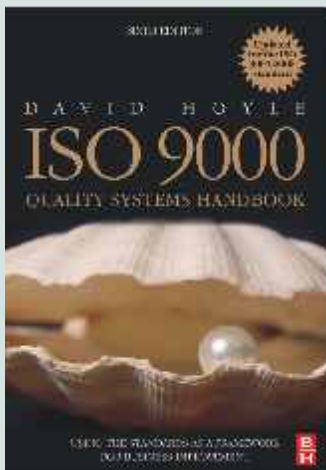
improvement approach, the marks can improve gradually term by term. Set small mark target improvements per term.

Secondly, apply the Pareto Principle. The Quality gurus state that 80% of a problem is dealt with by focussing on 20% of the issues. Let the child write down all the perceived reasons for under-performance. Identify the one or two most important reasons. Focus on them. The barriers to good results should disappear.

The third Quality is teamwork. The team consists of three members: parent, teacher and child. Team members need to sit down **together** and listen to each other. Honesty and openness are crucial. Together they decide on the solutions; together they work on them.

Using the Blaming Game doesn't solve the problem. The teacher blames the child and vice versa; the child blames the parent and vice versa. Use Quality principles. The school marks will definitely improve and quite likely, soar!

ISO 9000 Quality Systems Handbook Using the Standards as a framework for Business Improvement.



SAQI still has a limited number of this book available at the special introductory offer price of R450-30 incl.

Contact
vanessa@saqi.co.za

B48: ISO Requirements Workshop

A Three-Day Workshop on ISO 9001:2008 Quality Management Systems Requirements, how to interpret and apply the standard to your work environment.

R3 870-00 per person incl.

29 – 31 March

18 – 20 May

For more information contact Vanessa du Toit on 012 349 5006 or vanessa@saqi.co.za

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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			7			
B14	Integrated Management Requirements	3	3,870			17-19			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	15-16	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	
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 and 1-5 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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