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Quality Awards 2009/2010**

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South African QUALITY AWARDS 2009/10

SAQI is pleased to announce the winners of the inaugural South African National quality awards for 2009 / 2010 following a presentation ceremony that took place at the Birchwood Hotel and conference Centre on the 9th March 2010.

Below is the list of overall winners.

**Best Enterprise Award (SMME):
Medicine in Need SA**

**Best Enterprise Award (Large Enterprise):
Fine Chemicals Corporation**

**Best Quality Product Award (Large Enterprise):
Low's Creek Treated Timbers (Pty) Ltd.**

**Best Quality Service Award (SMME):
Deltamune (Pty) Ltd**

**Best Quality Service Award (Large Enterprise):
Gauteng Department of Agriculture**

**Best Quality Exporter Award (Large Enterprise):
Avlock International (Pty) Ltd**

**Individual Quality Champion Award:
Lucas Moloï**

The South African Quality Institute congratulates all the winners and also *the dti*, SANAS, SABS and NMISA for arranging and adjudicating these Inaugural National Quality Awards.

We wish the winners well and look forward to them being shining examples to the rest of South Africa in the promotion of quality.



QUALITY IN THE CIVIL SERVICE by Reuben Govender

Government departments in certain contexts are there to maintain law and order and ensure efficiency and effectiveness of service delivery to the public. It is perhaps the lengthy bureaucratic processes and conflicting policies within government that leads to inefficiency and ineffectiveness. Further government departments have long been stigmatized as being inefficient and ineffective due to their long history of poor service delivery and the lengthy bureaucratic processes. How can government departments, whose existence is perpetuated in the values of democracy and public accountability, ever realize the most fundamental principles of quality management towards improvement of service delivery? As a young quality manager entering the service of the Gauteng Department of Agriculture and Rural Development's (GDARD's) Veterinary Services Branch in 2005 I asked myself that very question with optimism since these principles are well understood by private sector organisation and are fundamental for the survival of any organisation. The next question therefore is, "Does Government need to survive?" The answer is yes, the success of government and its performance in future elections depends directly on the delivery of services to its citizens and quality management is critical in achieving this goal.

The GDARD's achievement on winning the prestigious "best quality service award" as a large enterprise, at the inaugural South African Quality Awards hosted by the Department of Trade and Industry on 9 March 2010, certainly bears testimony that government departments can offer services of high quality to the public and do recognize the most fundamental principles that embody the field of quality management.

The Gauteng Veterinary Services (GVS) Branch is charged with the responsibility, amongst others, of ensuring the safe production and processing of meat in the province in order to assure the safety of meat entering the human food chain. This responsibility is given under the mandate of the Meat Safety Act (40 of 2000) which

benchmarked international best practices adopted from the United Kingdom, through a co-regulation approach geared towards managing safe meat processing at abattoirs in South Africa. GVS has exceeded its mandate of ensuring safe meat to the public by implementing a quality management system to ensure consistency and competency in its functions and therefore assure consumers of receiving safe meat.

The Meat Safety Act, through meat safety regulations which incorporate the Hygiene

standard.

In addition, the Branch's role is not only to ensure that meat is safe according to local standards of hygiene and provide assurance to the South African public on safe meat, but also international standards of food safety in order to facilitate exportation of meat and meat products. This is done through strict adherence to export standards relating to the trading country's importation requirements.

The Department of Forestry and Fisheries (DAFF) sets standards for provincial veterinary services departments throughout the country to abide by. Since October 2008 the DAFF benchmarked the GVS procedures within its ISO/IEC 17020:1998 accredited scope to be applied as a national standard in the other eight provinces in South Africa. The ideal that GVS management strives towards is to ultimately promote South Africa as a credible and reliable country that is able to compete with international markets through the supply of safe products to international consumers while assuring and upholding the same standards locally. This may be achieved only by working towards a more credible and unified veterinary services nationally. Therefore **the best quality service award** is important to GVS not only as a

Branch and as the Gauteng Department of Agriculture and Rural Development (GDARD), but for the whole of South Africa as we hope to inspire other provinces to adopt the standards set within the Gauteng Province so that we may achieve this ideal.

The success of GVS rests with the most fundamental quality management principles and the most important of them all is **management commitment**. I ascribe the successes of GVS to the Head of Department and to the executive and senior managers through quality leadership in steering GDARD in the adoption of not just fundamental quality management principles within GVS but also adopting a systems approach to managing quality within the Branch. I would also add that the courageous efforts by the veterinary public health officials in GVS have certainly earned this



Left to right: Reuben Govender (Deputy Director: Quality Management); Dr Wynton Rabolao (Director: Veterinary Public Health and Export Facilitation); Dr Malcolm De Budé (Chief Director: Veterinary Services and Sustainable Resource Management) and Dr Alan Kalake (Epidemiology, Laboratory and Quality Management)

Management System (HMS) and the Hygiene Assessment System (HAS) provides for the systematic processing and assurance of safe meat to the public nationally. Abattoir owners are now legally obliged to implement and maintain a HMS while government audits the implementation, compliance and effectiveness of this system using the HAS model. HAS is however a semi-quantitative auditing tool and is therefore prone to bias and subjectivity. This makes the audit findings raised by veterinary services' officials and inspection results amongst these inspectors open to variation and lack of consistency. The GVS has worked towards addressing these problems by adopting quality principles and formal procedures based on national legislation and international best practices through the implementation of the ISO/IEC 17020:1998

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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		

government Branch its recognition as the “best quality service provider” validated by the independent judges nominated to oversee the South African Quality Awards.

As we humbly reflect transiently on our successes, GVS realizes that excellence is a journey that we have only just begun and we are ready for the hard work that lies ahead. We confidently hope to inspire other government departments to adopt concepts and principles of quality management in the way they conduct their business in order to

ensure an acceptable standard of service to the public that they serve.

I believe that quality is not a destination but a journey few dare to take - those brave enough to try - towards excellence may never realize but yet posses the resolve and courage to nonetheless dare.

The South African Quality Institute congratulates the GDARD in achieving this *Best Quality Service Award*.



Department of Trade and Industry Quality Award Winner Individual Quality Champion Award Lucas Moloi



Lucas Moloi of Junto Consulting took the **Individual Quality Champion award** at the inaugural South African Quality Awards, organized by the dti. The Inaugural event took place on the 09 March 2010 in East Rand and was hosted by the Honorable deputy minister of the dti Ms Maria Ntuli, the awards were presented by the Director-General of the dti Mr Tshediso Matona, CEO of SABS Dr Boni Mehlomakulu, Acting CEO of SANAS Mr Mpho Phaloane, Acting CEO of NMISA Dr Wynand Louw. Junto Consulting was nominated for four of the overall five categories and even though they did not make the finals in the three other categories, Lucas Moloi scooped the individual Quality Champion award. It is no question that this young entrepreneur is set to soar new heights, this

win comes after making it as a finalist of the National Business Awards in 2009. Since its formation in 2008, Junto Consulting seems to be a much focused inspiring company.

With the CEO being bestowed the honour of the South African Quality Champion, Junto Consulting see themselves as a leader in the industry. When asked about the award itself and what it now means for the organization, Dr Moloi said: “Just being nominated for us was a great honour, going all the way and winning such a big award was totally unexpected. We are a very young and dynamic company which reaches new heights all the time and by winning this award it reassures us that we are really doing something right. We are setting new bench marks in the industry of quality management and writing the books of history. We believe in development of young people and know that this is the reward for that” Junto Consulting says it has opportunities open for young graduates in Quality Management and also graduates in computer programming, to find out more about these opportunities contact Junto Consulting on info@junto.co.za or 011 083 7393.

SAQI congratulates Lucas Moloi and wishes him every success in his role as the recognized current Champion of Quality in South Africa. This is a very responsible title to have and SAQI are sure that he will live up to the task of promoting Quality in South Africa.

The SAQI MD Paul Harding was also a finalist in this individual quality contribution category.

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ISO 9004:2009 - How to guide for sustained success

BY PAUL HARDING

The ISO 9001:2008 Standard is the generic quality management requirements standard applicable to all industries and sectors. Over one-million organisations around the globe have been certified to it and it is an international standard that is accepted worldwide, says quality management organisation South African Quality Institute (SAQI) executive director **Paul Harding**.

However, ISO 9001:2008 is a set of requirements that regulates the application of a quality management system. It sets out the requirements an organisation needs for a quality management system, which is implemented by managers and leaders, who monitor and oversee the process, he explains.

“The main principle of ISO 9001 and quality management is that the executive of an organisation must continually review the activities happening in the workplace,” says Harding. “ISO 9001 requirements need businesses to determine their purpose, identify customers and then formulate a policy statement.”

This policy statement forms the core of the quality management system that also includes identifying the customers' needs and the way in which the organisation can reduce risk to customers. Because customers are the lifeblood of an organisation, by reducing risks to customers, long-term risks to the organisation are reduced.

A New Standard

The newly issued support standard, ISO 9004:2009, builds on the previous ISO 9004:2000 standard guidelines for performance improvements and deals with how to implement an effective and sustainable business. The International Organisation for Standards (ISO) website states: “ISO 9004:2009 provides guidance to organisations to support the achievement of sustained success by a quality management approach. It is applicable to any organisation, regardless of size, type and activity.”

Harding explains that the focus of the committee that develops international standards has moved away from basic quality control and quality assurance concepts towards quality management concepts and beyond, to organisational maturity concepts. The biggest challenge faced by SAQI is convincing heads of organisations that they are not implementing

a quality control system but are implementing a business improvement system, he explains.

The new standard states: “Leading and operating an organisation successfully requires managing it in a systematic and visible manner. Success should result from implementing and maintaining a management system that is designed to continually improve the effectiveness and efficiency of the organisation's performance by considering the needs of interested parties. Managing an organisation includes quality management among other management disciplines.”

ISO 9004:2009 provides examples of activities to establish a customer-orientated organisation including defining and promoting processes, acquiring and using process data on a continuing basis and directing progress towards continual improvement. The organisation should then use suitable methods to evaluate process improvement as part of continual improvement.

In support of promoting quality a World Quality Day is held on the second Thursday of November every year and SAQI has its National Quality Week (NQW) in the second week of November. The theme for 2009 was 'Placing quality at the heart of every organisation'.

As a member company, State-owned power utility Eskom was invited to take part in the quality week along with a whole gamut of government departments. Eskom responded very well by organising envelopes containing a beaded heart and a message urging employees to place quality at the heart of the utility. The envelope was the result of an in-house competition to create an artistic depiction of the theme.

Harding was also a guest speaker at an Eskom quality council meeting, and he said that the parastatal showed interest in the economic benefits to be gained from a good quality management system, including greater efficiency and reduced risks.

“The interesting unintended outcome of SAQI's National Quality Week campaign was the amount of interest that came from international organisations wanting to benchmark SAQI's approach to NQW. I was invited to China to be a guest speaker at a quality conference held in Shanghai,” based on our quality promotion activities he says.

China and Quality

Total commitment to quality in all facets of business, industry, education and healthcare was the focus of the seventh International Symposium on Quality, in Shanghai, in China. A quality mission to face evolving challenges was the theme of the symposium, says Harding.

The Shanghai Association for Quality employs 400 people and has 20 full-time researchers. The association was specifically interested in SAQI's knowledge on how to implement quality management programmes in a developing country. Accordingly, the Chinese quality industry sent a delegation of six high-ranking officials to Pretoria in September 2009 to discuss SAQI's plans and strategy in promoting quality in an emerging economy.

Harding says that small businesses often find it difficult to understand ISO 9001 standards. There is a gap between South Africa-based international organisations that use world-class standards and the emerging market, particularly for small, medium-sized and microenterprises that have little concept of what quality management entails, he points out. Accordingly, SAQI has translated the basic principles of the ISO 9001:2008 standard into a number of official South African languages to make it accessible to all businesses and organisations.

“What impressed me (in China) was a total commitment to quality by all stakeholders, such as government, business, universities and the general public. There is a broad quality culture developing that China is keen to embrace,” Harding says. There is recognition of the need to embrace quality standards and, judging by the response to speakers, a drive to move ahead with a quality improvement programme, he says.

SAQI aims to educate the public in the application of the current ISO 9001:2008 standard and provides regular training programmes. Harding says there is a general misconception that a quality standard is all about paperwork, bureaucracy and the stifling of creativity. The continual improvement encouraged by the standard and the active involvement of executives will lead to innovative ways of streamlining processes and business, he concludes.

This article first appeared in Engineering News in January 2010

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Managing diversity - insights in dealing with racial and ethnic divisions



Prof Jonathan Jansen

Race and identity are important elements of national unity for a diverse country such as South Africa. It is therefore important for leaders from the business community and other sectors of society to consider how best to manage diversity in the workplace and beyond.

The National Business Initiative (NBI) recently held a business breakfast in Cape Town to promote dialogue on this important topic. The breakfast was sponsored by the **Clicks Group** and the keynote speaker was the newly appointed Vice-Chancellor of the University of the Free State, **Professor Jonathan Jansen**.

Professor Jansen is a high profile "public intellectual" and recently authored a book on his own experiences of discrimination and his struggle to make sense of it. In welcoming the guests, Bertina Engelbrecht, Group Human Resources Director of the Clicks Group, stated that her company remained a proud member of the NBI, an organisation that continues to be relevant in the ever-changing socio-political and socio-economic environments.

"Particularly, we are encouraged by the role that the NBI is playing with regards to the environmental agenda. Since the NBI is really representative of all of us as members, it seems appropriate to acknowledge the role that business has and continues to play in making our country a better place for all of us," she said.

The worst kind of racism was to pander to the lowest common denominator.

André Fourie, CEO of the NBI, in introducing Professor Jansen, said that the NBI continues with its mission to inspire and mobilise business leadership for sustainable development in South Africa. The NBI uses selective programmes as the vehicle to achieve its goals, including events like these with people like Professor Jansen, as it continues to ask questions about what the broader role of business in society is.

"We South Africans find it incredibly difficult to deal with pain and fear, and we have not, as a nation, found the language needed to address this. Our country is in deep trouble and we have incredible problems, the biggest being the great divide between the haves and the have-nots," stated Professor Jansen. He said that a national discourse on this matter is an imperative and in his book, *Knowledge in the Blood*, he recounts his own journey in "confronting race and the apartheid past". He added that those seeking to lead change must expect that they will not be left unchanged by the process.

In embarking on this challenging journey, he recommended that authentic leaders consider the following:

Know what you do and why you do it: As Vice-Chancellor he stated, he had only two things in mind when he went to work: teach students how to live and learn together, and produce quality students. He argued that the worst kind of racism was to pander to the lowest common denominator.

Recognise complexity: The aggression that we witness in our country daily, he argued, comes from our people having been wounded over a long time. We must recognise the importance of

understanding how the other feels by placing ourselves in their position. For some there is the reality of loss, fear, bewilderment, bitterness, anger, fragility, and the emotional wounds. All of these emotions when buried lead to aggressive behaviour.

On the other hand, we must also understand the emotions of those who were brutally oppressed and arrived in the new South Africa with great expectations, many of them not met. Many people still daily suffer from poverty and hunger and fear and with perhaps even a sense of betrayal at the slow pace of change. Above all we must understand our own brokenness, weaknesses and strengths and then fashion the encounters with the other that will assist us to wholeness.

Be an example and live what you preach: He argued that change was in the work not the words, and that processes carry a culture. It is important to "get down into the trenches and to get your hands dirty" if you are to be a champion for diversity and change, he affirms.

Professor Jansen also spoke encouragingly about our youth, celebrating them for their resilience and amazing courage. Because of them, he was confident that South Africa will succeed as a nation. He also encouraged business leaders not to form opinions of youth leaders in the country merely through media reports, but to engage and debate directly with the leaders of tomorrow.

SAQI thanks the Clicks Group and NBI for allowing us to reprint this article.

For more information about NBI please contact: **Judith O'Connell**
email: connell.judith@nbi.org.za

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Mend and its QMS

By: Dr. André Germishuizen, Manager: Research and Development: Medicine in Need South Africa (Pty) Ltd

Background on Medicine in Need and its mission

Medicine in Need South Africa (Pty) Ltd (MEND) is a wholly owned subsidiary of Medicine in Need Inc, a US-based non-profit entity with headquarters in Cambridge, Massachusetts. MEND is dedicated to the development of drug and vaccine delivery solutions for diseases of poverty, based on advanced drug delivery technologies developed at Harvard University and licensed to MEND.

Harvard and MEND researchers have developed a low-cost process for spray drying drugs and vaccines into dry-powder aerosols for pulmonary delivery. Advantages of MEND's inhalable drugs and vaccines are improved efficacy and reduced toxicity of drugs, increased patient compliance, elimination of injections in vaccination programs, increased shelf-life and stability of vaccines and low cost, easily scalable production process.

MEND's mission

To apply its highly innovative drug and vaccine formulation technologies to produce affordable medical interventions for diseases afflicting impoverished populations in nations of the developing world. MEND's current focus is on the prevention and treatment of tuberculosis (TB), but is also involved in malaria, HIV/AIDS and other infectious diseases.

Achieving Global Health Solutions through advanced Technology, Innovation & Collaboration



MEND's vaccine development facility

MEND has established a state-of-the-art biosafety level three facility at the Medical Research Council in Pretoria to translate the Harvard technology to the developing world, with funding from the Bill and Melinda Gates Foundation. The primary function of the facility is to develop an inhalable form of *Mycobacterium bovis* BCG, the current TB vaccine.

Next steps are the production of the vaccine for safety evaluation in a toxicology program and, if successful, testing in Phase I human trials.

WHAT DOES MEND DO TO IMPROVE THE QUALITY OF ITS PRODUCTS, SERVICES AND OPERATIONS?

As a formal requirement by the US Food and Drug Administration (FDA) and the European Medicines Agency (EMA), all material

for toxicology testing of investigational new drugs and vaccines must be produced and analysed in compliance with the requirements of the OECD Principles of Good Laboratory Practice (GLP).

Also, drug and vaccines produced for testing in clinical trials in humans have to be manufactured under cGMP (current Good Manufacturing Principles) to ensure the quality, potency and safety of the pharmaceuticals. Because MEND aims to apply for regulatory approval of its drugs and vaccines in the US, Europe and developing world countries, it was decided to implement a quality management system (QMS) to ensure that the requirements of the corresponding regulatory agencies are met. As a consequence, a QMS was designed and implemented upfront to first meet the requirements of GLP, but that could be easily scaled up to meet the requirements of cGMP when the need arises. ISO 9001 forms the basis of the cGMP quality system, and in addition provides a process of improving the relationship between MEND and its collaborators and customers. Also ISO/IEC 17025 is required for analytical testing of pharmaceuticals. Thus, the standards ISO/IEC 17025, ISO 9001 and GLP were all fully integrated into the QMS (the EU is only now working on a concept standard that encompasses all these).

MEND was established as a company in June 2007, and design of its sterile vaccine spray drying facility took place for the following 3 months.



Building work started in October 2007 and the facility became operational in June 2008. Development of the vaccine started, and in parallel the QMS was developed and implemented. The MEND facility in Pretoria is separated into an administrative function, a quality assurance office and the biosafety level 3 spray dry facility containing several units, each with its own specific QMS requirements: Bio-analytical Laboratory (ISO/IEC 17025, GLP,

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GMP and ISO 9001); Research and Development Unit (ISO 9001); GLP studies for physicochemical batch release testing of the vaccine (GLP); Pharmaceutical Vaccine Development Unit (ISO 9001, cGMP).

MEND's QMS was created and implemented with a very restricted budget, and in a short period of time to support and fast-track development of its vaccine program. In November 2008 a GLP inspection by SANAS was applied for, and a successful inspection in the beginning of May 2009 established that the MEND facility complies with the OECD Principles of GLP. Obtaining GLP meant that the production and testing of the new TB vaccine candidate will meet the international requirements for the acceptance of data for pre-clinical testing and registration of pharmaceutical drugs and vaccines.



An audit by SABS followed, and MEND received certification for ISO 9001 in November 2009, with the scope: "Design and development for spray-dried drugs and vaccine".

HOW DOES MEND BENEFIT FROM THE IMPROVED QUALITY OF ITS PRODUCTS, SERVICES AND OPERATIONS?

The Quality Management System is aimed at maintaining a system which ensures analytical and operational work of consistently high levels of quality and excellence. The system is based on preventing non-conformities during operations and testing in an established environment, where employees pursue ongoing improvement in quality and productivity.

Continual improvement is thus established and implemented into the QMS through regular review, audits, inspections, the corrective and preventative action process and amendments. To further the business operation, the Company Directives were included into the QMS and thus ensure that the Basic Employment Act and the Occupational Health and Safety Act are followed and all personnel members are informed. The commitment by Management to underwrite the implementation of a formal certified QMS proved invaluable as MEND's facility, certified to meet OECD Principles of GLP and ISO 9001, prepare its vaccine to enter the FDA's Investigational New Drug (IND)-enabling toxicology program for safety and tolerability animal studies in the USA.

During pre-IND discussions with the FDA, the chemistry, manufacturing and control (CMC) aspects of production of the vaccine in MEND's Pretoria facility was approved, indicating that the vaccine can proceed to the actual toxicology studies. The QMS also minimises financial losses due to downtime, as equipment is fully maintained and calibrated. MEND technical staff is well-trained, and fully competent to perform pharmaceutical research and analyses in the facility. Thus, implementation of the QMS led to fast-tracking of its vaccine development program, reduced the costs of the development, and created additional business opportunities as other organisations start approaching MEND to perform contract research.

WHAT BUSINESS OPPORTUNITIES ARE BEING CREATED THROUGH MEND'S QUALITY EFFORTS?

Gaining certification to meet OECD Principles of GLP and ISO 9001 has increased MEND's international reputation in the pharmaceutical community and with regulatory agencies. Further, it has enabled discussions with funding organizations and potential new collaborators. As a result, MEND's biotechnology research and development laboratories are now conducting programs with local and international partner organizations in the areas of new TB vaccines candidates, pandemic flu, polio and malaria. MEND's partnerships with industry allow the organization to directly or indirectly pursue its not-for-profit mission. Direct benefits as a result of the successful implementation of MEND's QMS system:

- MEND gains international reputation as being serious about its drug and vaccine development program, as well as international regulatory approval of data generated in the MEND facility.
- Organizations with new vaccine candidates are approaching MEND to develop and produce their vaccine in its GLP facility.
- Improved interaction with new and existing collaborators through the ISO 9001 customer relation management process.
- Performing batch release testing of pharmaceutical products for evaluation in toxicology studies according to GLP and physical and chemical testing of pharmaceutical products according to ISO/IEC 17025 for a fee will help support MEND's research efforts.

MORE ON MEND AND ITS SOCIAL IMPACT IN SOUTH AFRICA

MEND has established a state-of-the-art vaccine development facility in South Africa, based on technology developed at Harvard University, US. South Africa has been identified as an ideal location for this facility in the developing world, given its large number of TB sufferers, in addition to the availability of good infrastructure and a stable economy and political landscape. The unique combination of the advanced biomaterials technology, process and world-class analytical equipment, and the QMS is a valuable asset for South Africa. It will serve to re-establish vaccine development in South Africa, a capability that has been neglected in the past years. The successful development of new drugs and vaccines in combating TB at a low cost and with greater efficiency will directly benefit South Africa and the developing world as the health of its large number of TB sufferers improve. The spray-drying technology platform will lead to the creation of jobs, as drugs and vaccines are manufactured on larger scale locally and skills are developed to support the manufacturing of these pharmaceuticals. The spray-drying technology platform will lead to stimulation of growth in local science, as the intention is to further exploit the technology through collaboration with local research institutions. The successful completion of this project will lead to investor confidence in the technology, leading to increased funding for further research locally.

For more on Medicine in Need visit: www.medicineinneed.org

SAQI congratulates MEND on this fine achievement.

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TECHNICAL COMMUNIQUE

LATEST EDITION OF SANS 9004 (EDITION 3) PUBLISHED

The latest edition of SANS 9004, Managing for the sustained success of an organization – A quality management approach (edition 3) was published on 26 February. Although the previous edition of SANS 9004 (SANS 9004:2000 -edition 2) has been withdrawn, it can still be purchased as an archived document by those wishing to purchase it.

Paul Harding, Managing Director of the South African Quality Institute, explains how edition 3 differs from edition 2, and what are the implications for users of this document.

What are the key differences between SANS 9004:2000 (edition 2) and SANS 9004:2010 (edition 3)? SANS/ISO 9004: 2000 was issued at the same time as SANS / ISO 9001: 2000 . At the time of publication there was a strong emphasis on the two documents being referred to as “a consistent pair”. The 9001:2000 document was issued as being the requirements document (the rules) and the 9004:2000 document was issued as being the guideline or “how to” document (the coaching manual). The 9004:2000 document very much mirrored the requirements of 9001:2000, but was able to explain the requirements in more detail. So in general, organisations used the 9004:2000 as it was intended, as a guidance document.

What are the implications for organisations using this standard for their certification? ISO 9004: 2009 was not intended as a certification requirement but only as an information document in order to achieve a goal of “Managing for the sustained success of an organization – A quality management approach”. The term guideline has been removed from the title so that users can interpret the new document in any way they wish. The ISO 9001:2008 Standard will remain as the certification document until such time as the proposed replacement document comes into effect. This is not envisaged to happen until 2014 or even beyond.

Why may some organisations prefer to use edition 2, and what implications does this have for the use of edition 3? “Some of the more complex quality concepts found in the ISO 9004: 2009 edition may not be required by certain businesses. They may therefore still prefer to use the ISO 9004:2000 edition.

“The SANS 9004:2000 edition also carries the actual requirements for ISO 9001:2000 enclosed in a bordered ‘box’ so it is an easy reference and comparison as to what is the requirement against what is guidance or examples to support a requirement.”, Harding concluded.

Some bigger organisations may want to use SANS ISO 9004:2009, as they prefer to focus on continual improvement.

For further information, please contact:

To purchase the standards:

Standards Sales at the SABS

Telephone 012 428-6883

Fax 012 428-6928

Email: sales@sabs.co.za

The standard can also be downloaded directly from our secure standards webstore:

<http://www.sabs.co.za/index.php?page=standardspurchase> on entry of a credit card number.

Technical issues regarding SANS 9004:

Paul Harding, TC 176, *Quality assurance and quality management matters*

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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.

“The school's so unfair!”



Most parents have heard a child complain at least once, “The school's so unfair!” The teacher is accused of having 'pets' or favourites. Mom and dad are told that, “the teacher is against me”. Or when the child wasn't selected for a sports team, the reason given is that the coach is biased.

Questions to ask at these emotionally tough and sometimes tearful times are, “Is the accusation against the teacher a fair one? Does the school show favouritism towards certain children?”

Quality schools try to be fair in the way that they acknowledge children's achievements. Academic, cultural and sporting award decisions are usually made at the end of much discussion by the professional staff. Benchmark criteria are agreed on by the teachers before a single child is discussed.

Values have a huge influence in helping to determine final winners. A cricketer, for example, might be the top batsman in the team. Yet additional factors come in to play. These factors often centre on values. Our cricketer would be humble in victory, persevering, be a team player and show

self-discipline when given out LBW by a 'blind' umpire!

A child can grow in character when not receiving an expected award. Parents can discuss with the child the achievements and values of the prize-winner. Maybe son or daughter needs to try even harder. Maybe there's a need to be a better listener when the coach or teacher is talking! Being denied something that you desperately want can be a great motivator. A youngster can learn to 'up' his game by looking at benchmark standards such as those of Natalie du Toit, John Smit and Graeme Smith.

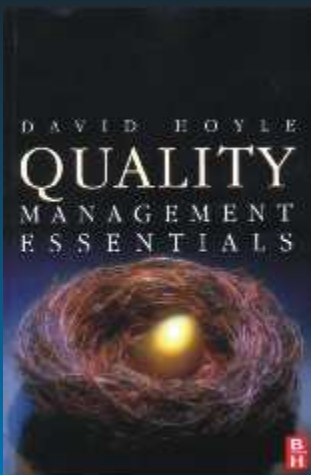
If the school has been unfair (and yes, it will happen but seldom deliberately) to your child, teach a tough lesson. Life isn't always fair. Persevere! Think of Nelson Mandela's twenty seven years in prison. Think of what Mahatma Gandhi, JF Kennedy and Martin Luther King had to endure. Let your child google or read books about such icons. Discuss with your child those life-long values that win over rejection. Help your quality child be an undoubted winner irrespective of prizes received or not received!

Total Quality Education programmes are done at schools by Richard Hayward. Poor schools are sponsored. For more details, please contact Vanessa du Toit at SAQI (012-349-5006). Alternatively, contact Richard on 011-888-3262 (rpdhayward@yahoo.com).

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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

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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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