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SERVICE DELIVERY: WHY WE NEED TO FOCUS ON SUSTAINED SUCCESS

The 2010 FIFA world cup in South Africa is now history, but does that mean that we can now relax and go back to our previous ways of delivering questionable services? Of course the answer is no. If we ask the question; "Is anyone against quality?" we would rarely find anyone raising their hand to say yes. So what is the problem when it comes to service delivery?

This edition of our e Quality Edge is focusing on service delivery especially in the government sector. An interesting article by SAQI member Ed v d Heever of Business Assessment Services outlines the work that BAS has been engaged in for a number of years in the promotion of delivery service excellence.

Thebe Ikalafeng, the founder of Brand Leadership Academy, in his introduction to the book: Public Sector Excellence¹ talks about performance in the public sector. "There's a clear shift in how governments, state owned agencies and non profit entities engage with their stakeholders. To remain relevant and supported, they are learning the best of the private sector – efficiency, accountability and delivering on promises – while retaining the most noble of the public sector – making a difference in the lives of its customers, the citizens. Thus, it is pleasantly welcome to see

the presidency introducing a Hotline to facilitate or promote interaction and communication between the government and the citizens. Customers, the taxpayers of South Africa, now have a direct channel, so to speak, to the public service supplier, to voice their pleas and pleasures with the public goods and services they pay for through the various forms of taxation – VAT, corporate, excise, custom and others. A lesson from the private sector "customer hotline?" You bet. It's a proven private sector tactic of market orientation. Quite clearly, the President meant it when he said; government should not be out of touch with its people."

Has government been able to sustain these good intentions? Well the jury is still out but what is beyond question is the need to remain focused on service delivery and apply the correct monitoring of performance levels. We can then move towards "Managing for the sustained success of our country through a quality management approach."

Paul Harding SAQI MD

Reference¹ Public Sector Excellence, IHOP Publishing, Bryanston Republic South Africa. ISBN: 978-0-620-44296-1



The Empirical Measurement Of Performance In Government Using A Service Delivery Index (sdix)

James E van den Heever
Process:
Tools and Techniques:
Topic:

CEO, Business Assessment Services (BAS), CSIR Campus Pretoria
Measurement of Service Delivery
e-ServiceDelivery and e-Assessment
Service Delivery Improvement Programme & System

Abstract:

For a public sector service administrative organisation embarking on the development and implementation of a National Service Delivery Programme, the establishment of a comprehensive electronic service delivery (**e-SPEAR²**) measurement capability is a prerequisite for success. The empirical measurement of service delivery facilitates the understanding of present performance levels and evaluating the impact of improvement efforts.

Implementation of comprehensive service delivery measurement in the Government has to be facilitated by the existence of a dedicated service delivery improvement programme, e-System and e-Tools. Based on this approach, its electronic capability and an empirical concept called service delivery indexing; this paper chooses to pursue the electronic measurement of service delivery performance based on measurability, traceability, accountability and value for money.

This paper describes the service delivery machinery; the service delivery system; service delivery elements; monitoring and evaluation; toolkit and guides. Illustrations and diagrams are provided for more insight into this innovative electronic service delivery measurement programme embarked upon during the 2006-2009 period, in the private sector and a Provincial Government and its Departments in South Africa.

Introduction:

Public-sector challenges in areas such as *Leadership, Strategy and Planning, Client Focus, People Performance, Resource Management and Core Process Management*, to name the critical enablers, are important issues for government. These enablers sometimes called drivers are increasingly shaping the management context of government today.

Leading South African organisations proudly endorse excellence programmes and recognise various **indexes** in the financial, production and consumer domains as indicators of performance and achievement.

In support of the **National Service Delivery Strategy**, the writer is committed to endorsing and providing electronic means and technologies to **similarly** measure service delivery performance in Government. The improvement of

service delivery must be regarded as **crucial** to economic growth, job creation and transformation.

In anticipation of extreme future pressures on growth and demand for service delivery in South Africa, the public sector must broaden its perspective and understanding regarding the use of digital and electronic service delivery measurement. Realising sustained service delivery in the medium and long term supported by real time continuous improvement, endorsing the Batho Pele Principles, **has** to underpin all monitor and evaluation activities.

Service Delivery Improvement Programme (SDI)

The **SDI** Programme uses electronic **PDCA** (Plan-Do-Check-Act) assessment to measure organisational performance. It empirically expresses the service delivery results, at any public sector level.

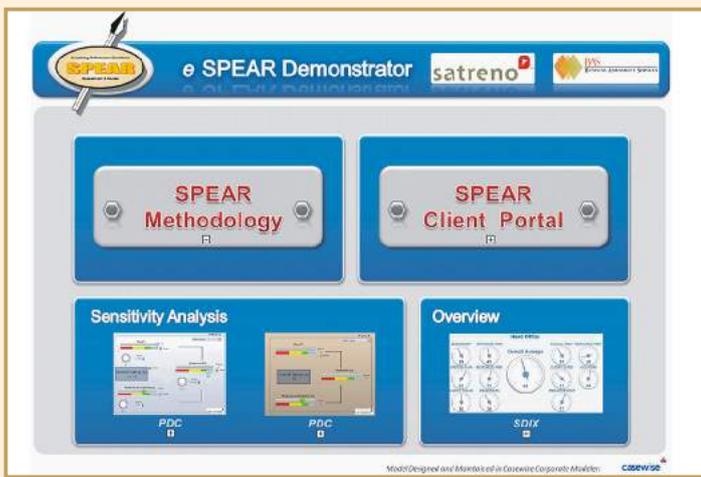
SDI uses a South African developed e-SPEAR electronic measurement tool (**e-SPEAR[®]**) and performance measurement concept called Service Delivery Index – **SDIX[®]**.

SDIX expresses the quality of service delivery performance ranging from 0 – 100 points. It is linked to empirical assessment ratings that qualifies levels of performance, i.e.: “0”, Development Stage; “15-1”, Poor Performance; “35-16”, Fair Performance; :50-36”, Average, “65-51”, Good, “80-66”, Very Good, “90-81”, Extensive, “100-91” and Role Model.

SDIX expresses the organisation's ability to perform and deliver the services promised to its clients and customers. **SDIX** is calculated after assessing the performance using the recognised P-D-C-A elements of Plan-Do-Check-Act. The impact assessment results, using a progressive calculation methodology, provide an organisation with its **OWN SDIX** that facilitates internal and external comparison and benchmarking.

The **SDI** System and its electronic assessment tool further facilitates building **emphatic improvement actions** and linkages between government, provincial and local government and its clients in order to achieve significant performance delivery impact enhancing and “Sustaining Performance Excellence, Assessment and Review”, called **SPEAR[®]**.

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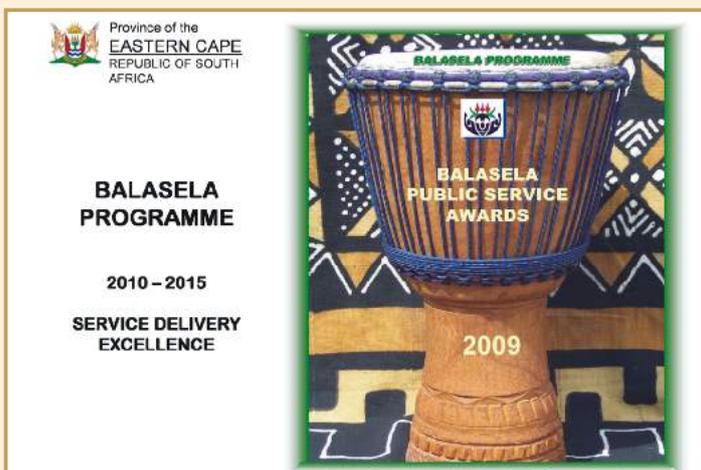
e-Assessment Approach

Whilst the Head's of Department *MUST* be the custodians of the service delivery improvement programmes, the remaining leadership's contribution is central to the achievement of goals in pursuit of the 2015 Millenium Goals.

Using e-Assessment, the **SDI** aims to improve service delivery excellence in Government, by focussing on:

- Accomplish this difficult and challenging task by developing awareness of delivery excellence in all spheres of government by providing a measurement technique to make the transition to enhanced performance.
- Enhancing growth, development and quality of communication.
- Contributing significantly to the advocacy and the dissemination of appropriate information regarding sustainable performance assessment and enhancement, involving all sectors of "Government".
- Using the recognised **PDCA Methodology**, as well as a **Weighting Approach (5/4/3/2/1)** provides for a electronic digital capability and leading library practice framework to achieve a multiplier performance delivery effect.

One example is the initiative to improve performance delivery in the Eastern Cape Provincial Government, titled "Balasela" (excellence/shining in isi-Xhosa).

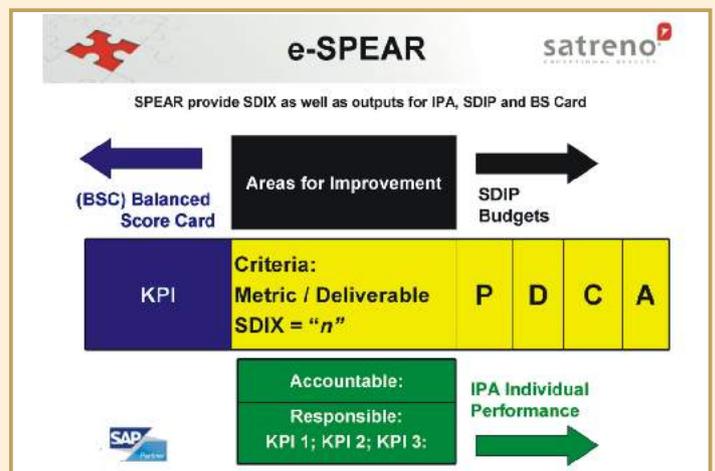


The Eastern Cape Provincial Government "Balasela:2009-2015" Service Delivery Improvement Programme provides a cutting edge performance delivery impact assessment approach based on SDI concepts. SDI facilitates a structured dialogue (engagement) with the Eastern Cape Provincial Government on vertically integrated service delivery reporting, inclusive of Social Responsibility, Client Satisfaction, People Performance, Resource Performance and Organisation Performance.

How does SDIX work?

The **SDIX e-SPEAR** Tool provides institutions with an structured operational capability to become a leading institution in its area of endeavour.

The efforts of all employees are required to make the organisation successful. All employees must therefore be trained in the basics of disciplined performance management. SDI provides the necessary training and support to make this a reality.



The SDI and its **PDCA** Elements do not prescribe what an institution should or should not do. Instead, it provides guidelines on:

- Operational integration;
- WHAT they are doing;
- HOW well they are doing, and
- HOW they can progress toward performance delivery excellence!

Improved Performance

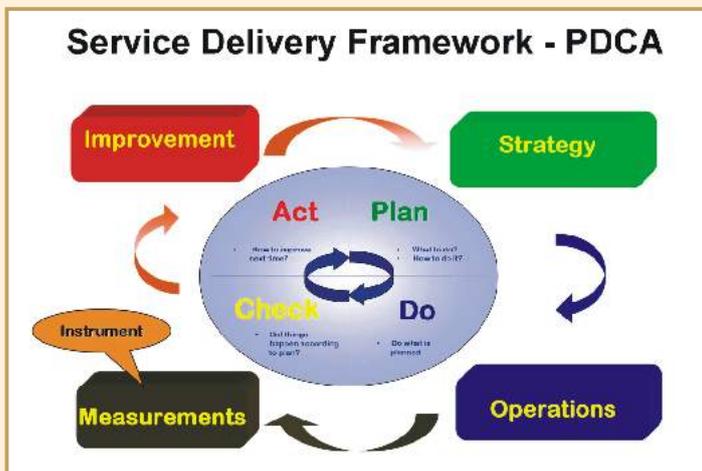
SDIX seeks to improve the quality of process management, the level of performance delivery (output-quality), and of course, client satisfaction, by introducing the recognised management methodology of Planning, Doing, Controlling and taking Corrective Action (P-D-C-A) in respect of all the institutions functions, operations and processes.

Institutions are encouraged to declare their aims and objectives in pursuit of excellence. The application of the **SDI** aims to ensure that the departments and institutions live up to typical values that characterise the public sector:

- The provision of uncompromising Performance Quality to one another, our clients and the public.

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- Striving to keep winning through constant innovation, resourcefulness and Continuous Improvement of skills and processes.
- Taking pride in client satisfaction and serving each other.
- Helping communities to grow and develop. The community is better off, because “we” are here.
- Together and individually we ensure there is sound governance without corruption.



Impact of e-Assessments and e-ServiceDelivery

The use of e-Assessments and e-ServiceDelivery technology in pursuit of the above Values in Government management efficiency, **makes service delivery-sense**. For the South African Government sector to remain competitive nationally, it is essential to come to terms with potential performance management constraints and service delivery factors in addressing the needs of the private and public sectors.

Similarly, DPISA could pursue Governments 2015 Millennium Goals by facilitating that:

- ALL Government Departments undertake e-Assessment (**SDIX**) based service delivery impact assessments routinely, and
- Expand management training to meet the 2015 growth and service delivery objectives

A Key feature of the **SDI** is its impact-assessment-based approach to performance management improvement. It encourages departments and institutions to conclude viable improvement initiatives by assisting them to not only improve performance, but also significantly increase the quality of services rendered to society and their clients.

By pursuing this internationally recognised approach, Departments should be converting into sustainable “businesses” with substantial backing from all sectors of society.

Road Ahead

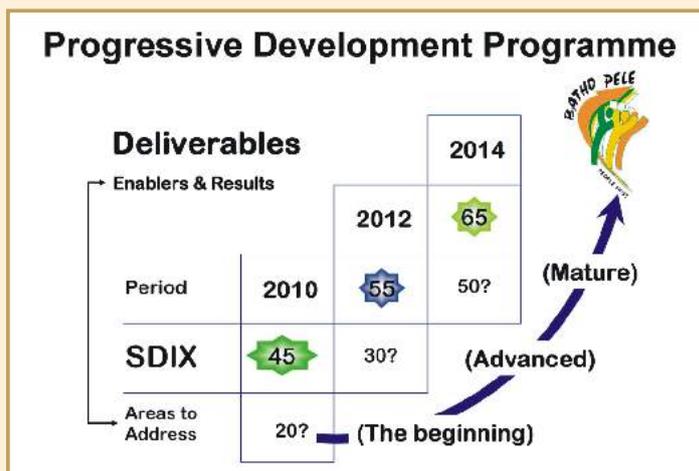
The years that lie ahead for government, institutions are likely to be the most challenging in our countries history. These will undoubtedly be years of tremendous change, with the frustrations that often accompany such change.

The objective of the writer, as a business partner, is to build government organisations and institutions in South Africa into the real improved departments by 2015. The **SDI** Programme addresses all levels of the modern institution inclusive of Corporate Governance (senior management), Performance Management (middle management) and Conformance Management (employees), with both the down-and-up networking important for efficient and effective performance delivery.

Government Gain

The writer believes that the most effective way to achieve better performance delivery results is for all employees in any institution to be encouraged to continuously improve their **OWN** processes through assured recognition and appreciation acknowledgement.

All diligent efforts to apply **SDI** to achieve organisational goals should likewise be rewarded annually. Extraordinary achievement should accordingly be linked to the earning of tangible rewards (recognition and appreciation).



It is important to note that achievement of the performance standards set by **SDI** represents a level of performance that **is above the ordinary** - one that will set government organisations that choose to implement the **SDI** Programme, way ahead of its equals.

¹⁾ **BAS, SDIX, SPEAR, Copyright**® BAS 1998-2010
²⁾ **e-SPEAR Service Delivery Tool, Copyright**® SATRENO 2010



The importance of National Industry Chamber Boards in local skills development

By Val Forrest : Board Member



Although the establishment of National Industry Chamber's may sound like just another exercise in bureaucracy – it is anything but. These bodies place the activities of the Services SETA under the microscope and provide industry with a platform for direct involvement in the process of qualification and learnerships.

These chamber boards are a direct means through which stakeholders, namely the industries being represented and organized labour, can have a say in how monies are spent and also take advantage of the opportunity to quality control the standard of qualifications and allocation of learners.

Sector Industry Chamber Code 88000: Other Business Activities including Administrative & Secretarial, under which the payroll industry also falls is a fully functional productive representative board. The board has the overall responsibility of driving the qualifications, managing the quality and standard, ensuring the efficiency of the learnership generation and placement process.

This is a substantial challenge and significant responsibility. On the one hand this board has to oversee and ensure that

sufficient skills development takes place and that these much-needed fresh skills are directed into the profession. On the other, it has to supervise Recognition of Prior Learning (RPL) for individuals with experience who either embark on or qualify for an approved qualification. These individuals have to meet the unit standards criteria.

It is an awesome task, but one the chamber board feels it is more than capable of handling.

The Services SETA under the guidance of its CEO serves to regulate the process through which agreed policies/strategies are implemented. This chamber board has every confidence in the work of the services SETA and its dedicated staff. Credit also goes to the stakeholders who serve on this body and give generously of their time to further the interests of all the stakeholders within its sector.

All stakeholders have to be involved in the process – without constructive input from all parties; the process will take that much longer. The challenge of life-long learning cannot be overstressed.

The S.A. Payroll Association's members can be assured that the Association is fully represented and will be keeping the interests of the Payroll Professionals in the forefront of all their activities.

National Quality Conference 2010



Jointly hosted by Services Seta and SAQI



Date

8 – 9 November 2010

Venue

Birchwood Conference Centre

Costs

No cost for Service Seta Levy paying members
R2 500-00 for SAQI members for two days
R3 000-00 for non-members

Theme

Moving the Borders of Quality: Reaching out to new horizons

For more information or to register visit www.saqi.co.za or contact vanessa@saqi.co.za

Sponsored by Services SETA



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ISO 9004:2009 frequently asked questions (FAQs)

In our previous e Quality Edge we reproduced an article on the explanation of the revised ISO 9004:2009: **Managing for the sustained success of an organization – A quality management approach**. We are now following up with a series of frequently asked questions that have been put to the international TC 176 committee regarding this standard.

1. [What was the need to update ISO 9004:2000?](#)

The standards have to be kept up to date and they are regularly reviewed (at least every five years under ISO's rules) and revised as necessary. Also the feedback from users showed that some changes and improvements were needed.

If a product is not meeting its requirements or the expectations of its users, then it should be withdrawn, changed or improved. ISO/TC 176/SC2 received information which indicated that ISO 9004:2000 was not meeting expectations, so decided to take action to change and improve the product.

2. [How was ISO 9004:2009 specified and developed?](#)

In 2004 ISO/TC 176/SC2 conducted a formal review of ISO 9004:2000, in parallel with one for ISO 9001:2000; this review led to a decision to revise the standard (and to amend ISO 9001). Next followed the development and approval of a "Design Specification" in 2005, followed by the start of the drafting process. The drafting of an ISO standard involves the achievement of several different successive levels of drafts; at all but the last stage, verification processes were employed to check the drafts against the Design Specification, and during the last but one stage, a validation process involving external reviews by potential users was employed. Most of the drafts were circulated for ballot amongst ISO's member national standards bodies, leading to their approval, and ultimately to publication of the revised standard.

3. [What are the most important changes in ISO 9004:2009?](#)

- a) It has a new direction, giving advice on how to manage an organization for "sustained success". It includes guidance on the development and deployment of an organization's strategy, as well as emphasizing innovation and learning.
- b) It introduces two new, user-friendly, self-assessment tools; these describe possible situations in the organization and give comparisons against each element of the standard, before rating these by 5 different levels of maturity.

4. [What are the differences between ISO 9004:2000 and this new version?](#)

ISO 9004:2000 was based closely on ISO 9001:2000. The new 2009 edition of ISO 9004 has a separate focus on the sustained success of an organization over the long term.

There is much greater emphasis on: balancing the needs of all relevant interested parties; long-term planning; strategic issues; resources; risks; innovation; learning; and the use of self-assessment tools.

5. ["Sustained success" – what does it mean?](#)

The sustained success of an organization refers to its ability to consistently meet the needs and expectations of its customers and other interested parties (e.g. shareholders, regulators, employees or society), in a balanced way, in order to remain a viable entity over the long term.

6. [What are the main "features" of ISO 9004:2009?](#)

Guidance to managers on processes for an organization to create and follow its own path towards sustained success, including two powerful self-assessment tools (one on strategic issues and the other on operational issues).

7. [What are the main benefits to users of ISO 9004:2009?](#)

It will help them to ensure the success of their organization over the long term, by achieving higher levels of effectiveness and efficiency in their organization's processes, in turn resulting in higher satisfaction levels for all of its relevant interested parties.

8. [Is ISO 9004:2009 useful for Small and Medium Enterprises \(SMEs\) or only for large organizations?](#)

ISO 9004:2009 is applicable to any organization, regardless of its size, type and activity. ISO 9004:2009 is particularly suitable for SMEs, because of the strategy related aspects covered in it.

9. [We have a QMS based on ISO 9001. Why should we apply ISO 9004:2009?](#)

ISO 9004 will help you to take your organization forward to its next stage of quality maturity, by enhancing its effectiveness and efficiency, and by re-orienting the organization to focus on all its relevant interested parties, with the aim of achieving high levels of satisfaction of their needs and expectations.

10. [What organizations can use ISO 9004:2009?](#)

All organizations can use ISO 9004, regardless of their size, products, activities, or type (profit, not-for-profit, governmental body etc.).

11. [When should ISO 9004:2009 be applied?](#)

- In all situations where improvement is needed, or when important changes occur, such as:
- To improve customer satisfaction;
 - To reduce costs or to increase profits;
 - In case of an acquisition or a merger;
 - In case of changes in the management of an organization;
 - To improve relations with suppliers;
 - To increase the speed of processes.

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12. Could we get our quality management system certified against ISO 9004:2009?

This new standard is a guideline standard, not a requirement standard; it is not suitable, or intended, for certification purposes.

13. Why has the title of ISO 9004 changed?

ISO 9004:2009 now gives guidance on how to remain successful in the future, so the title had to be changed to reflect this new direction. In turbulent and constantly changing situations, organizations can no longer just rely on better performance against their current business models to survive and be successful; instead they have to anticipate, be proactive and monitor, predict, and react to the ever changing needs and expectations of their interested parties, in order to remain successful in the future.

14. What is the scope of ISO 9004:2009?

This standard provides guidance to organizations to support the achievement of sustained success by a quality management approach. It is applicable to any organization, regardless of its size, type, products or activity.

15. What is the purpose of ISO 9004:2009?

ISO 9004 now gives guidance to the management of an organization on how to achieve sustained success by use of a quality management approach. It helps an organization to move its management system beyond the basic requirements of ISO 9001, to meet the needs and expectations of its all relevant interested parties, and guides management in assessing their organization's strengths and weaknesses.

16. What are the changes in the structure of ISO 9004:2009?

ISO 9004 no longer has the same clause by clause structure as ISO 9001 (which was the case for ISO 9004:2000). Instead the standard now starts with a clause on managing an organization towards sustained success, followed by clauses on:

- strategy,
- resources,
- processes,
- monitoring, measurement, analysis and review; and closing with,
- improvement, innovation and learning.

17. Why has the structure been changed?

The new structure is related to the question: How do you manage an organization for success in the long term? The previous edition was more related to the question: How do you extend the quality management system to incorporate all interested parties and support the achievement of higher performance?

18. In ISO 9004:2009 the term "partner" is used. How do "partners" differ from "suppliers"?

"Partners" can be either "suppliers", or other types of bodies. "Partners" can be selected suppliers that an organization chooses to have a strategic relationship with, or which are strategically important, for its future success. "Partners" can also be other types of bodies other than suppliers, e.g. some of its customers, universities/academic institutions or research organizations, or even in some cases competitors (e.g. when there is a need to agree to standardize products or technologies).

19. What are the differences between the "process approach" model used in ISO 9001 and the one used in ISO 9004?

ISO 9004 contains a more extensive process model than the one given in ISO 9001. While it covers all of the elements of the ISO 9001 model, it also addresses some of the additional issues from ISO 9004 itself, such as the needs of interested parties, strategy and policy, resource management (extended), process management, innovation and learning.

20. What is the meaning of "innovation" in ISO 9004, and what should be "innovated"?

Innovation refers to the development of new products, processes, organizational structures, interfaces and strategy, in contrast to the improvement of the existing ones.

21. What is the meaning of "learning" in ISO 9004, and what should be covered by learning?

Learning refers to an organization implementing processes to capture the results of experiences and lessons learned by people, both individually and collectively, and to then apply that knowledge to new situations, to achieve beneficial results. The learning processes should cover elements such as: products, processes and their interfaces, organizational structures, management systems, human aspects and culture, infrastructure, work environment, technology, and relationships with relevant interested parties.

22. What should be the main steps to take when implementing ISO 9004:2009?

These will depend on the organization's current situation, its ambitions, its present level of maturity, and its "organization's environment" (i.e. its "business" environment, but relating to "not-for-profit" type businesses, governmental bodies etc.). In general, the main steps should be:

- a review of the organization's strategy,
- conducting a self-assessment at a strategic (key elements) level,
- refinement of its strategy (as a result of the self-assessment),
- conducting a self-assessment at an operational (detailed) level, to identify improvement opportunities
- developing a management agenda and action plans for the medium term horizon (e.g. for the next 2 to 3 years)
- deployment and translation of the action plans into requirements for the organization's processes, interfaces and resources (especially human resources),
- execution of any improvements or change programmes,
- evaluating and reviewing what has been achieved,
- going back to the first step (above) to adapt and improve the whole approach (i.e. closing one cycle of a P-D-C-A loop and starting the next one).

23. What should be the first steps to take when implementing ISO 9004:2009?

If the organization has a clear strategy in place, the first step should be a strategic (key element) level self-assessment, to enable the organization to develop a management agenda and action plans for the medium

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term horizon (e.g. for the next 2 - 3 years). If the strategy is not available or is not up-to-date, the first step should be a review of the organization's strategy, policies and associated objectives, and to use these as an input to self-assessments that should be conducted at both a strategic (key elements) and operational (detailed) levels.

24. [What should be the role of top management during the implementation of ISO 9004:2009?](#)

The top management of an organization should take the role of the most important supporter and sponsor of such an implementation program. Implementing ISO 9004 will change the way an organization thinks and behaves, and how it communicates both internally and externally.

25. [What should be the path towards "sustained success", when starting with an ISO 9001 based QMS?](#)

Such a path will develop in two main directions:

- a) extending the coverage of the processes in the organization towards all aspects of its activities and towards all relevant interested parties, and
- b) improving each individual process with respect to its effectiveness and its efficiency, for lasting improvement in its performance.

The rate at which an organization should extend its process coverage, and the rate at which it should improve its processes, will be dependent on its own ambitions and its competitive position.

26. [What could be the costs of an improvement project or programme?](#)

It is impossible to give an indication of the exact costs, as these will be specific to an organization and its current situation; however, a well known "rule of the thumb" is that the costs of waste reduction are often between 10% and 20% of the value of that waste. Another well known figure is that waste in industrial organizations is on average between 7% and 15% of turnover, and in service industries is between 15% and 30%.

27. [What should be done differently when applying ISO 9004 in a "not-for-profit" organization?](#)

About the only difference for a "not-for-profit" organization when compared to a "for-profit" organization is the terminology that is sometimes used for management issues, while the issues remain the same for both. However, it is recognized that "not-for-profit" organizations often have more complex patterns of dealing with, and influencing, their interested parties, than the usual contractual approach of "for-profit" organizations.

28. [What are the most critical risks for failure when applying ISO 9004:2009?](#)

The most critical risk is people aspects. This includes the behaviour of top management as a key component.

29. [What is the relationship between ISO 9004:2009 and the ISO 26000 "Social responsibility" standard?](#)

It is frequently said that the three key pillars of "sustainability" are sustained economic/business (including "not-for-profit" business) success, environmental protection and social responsibility, and that an organization has to find the right balance

between each of these pillars in order to survive. ISO 9004:2009 (as well as the other standards in the ISO 9000 family) relates to the first of these, the ISO 14000 series of standards to the second, and ISO 26000 to the third. For organizations that are familiar with the quality management standards, but not yet familiar with the issues relating to social responsibility, then implementing ISO 9004:2009 could be a useful step in helping an organization towards its adaptation of ISO 26000, through its recommendations on balancing the needs and expectations of interested parties.

30. [What is the relationship between ISO 9004:2009 and the Excellence / Award models such as EFQM and Deming Award Prize?](#)

It is not competing with them but gives complementary guidance on the path towards excellence. ISO 9004:2009 is compatible with the main international and national Excellence/Award models.

31. [What is the relationship between ISO 9004:2009 and the ISO 14000 series of standards?](#)

ISO 9004:2009 refers to ISO 14001 under the clauses 6.5. Infrastructure, 6.8. Natural resources and 8.3.3 Internal audit. ISO 9004:2009 all but demands the use of the ISO 14000 series of standards, especially when an organization is aiming to satisfy all of its relevant interested parties. This is particularly the case in the areas of strategy and policies, resources, processes, products (and their life-cycles), innovation and learning. Overall the relation between these standards is extremely important.

32. [What is the relationship between ISO 9004:2009 and ISO 9001:2008?](#)

ISO 9004:2009 gives guidance to an organization on the steps it should take for improving its quality maturity beyond that achieved from the implementation of an ISO 9001 based QMS. Taken together, the standards form a "consistent pair" of standards, as both are based on the 8 quality management principles and the "Process approach" model.

33. [What is the relationship between ISO 9004:2009 and other ISO standards?](#)

ISO 9004:2009 is compatible with many other management system standards. It makes reference to some of the ISO 14000 standards (environmental management); ISO 31000 (risk management) and ISO 10000 series of standards (belonging to the ISO 9000 family of standards).

34. [What is ISO 9004:2009 NOT for?](#)

ISO 9004 is **not** a guideline for implementing a quality management system based on ISO 9001.

ISO 9004 is **not** a competitor to the business excellence awards.

ISO 9004 is **not** for certification.

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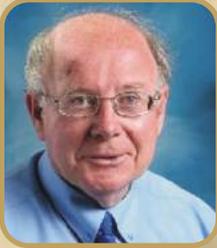


Quality in Schools

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.

Did the children learn anything during the strike?



Countless families were affected by the recent public sector strike. Moms and dads had to make alternative arrangements for their children ...especially for the younger ones. Yes, many children were delighted to have extra holidays. Yet there was disappointment too. Matric pupils realised that critical learning time was lost. Then there were those millions

of children who simply enjoy going to school to be with friends, play and learn.

Negative emotions ran high during the strike. Parents were angry and frustrated that their children weren't at school; children were bored at having virtually nothing to do. Then there were the teachers who were incensed about the lost teaching time as well as the salary packages offered by the state. The anger of public sector workers boiled over. Certain children, principals and teachers who did not take part in strike action were abused and intimidated. There were also incidents of physical violence. Schools entrances were barricaded and strikers stormed classrooms.

Is there anything for children to learn from the strike? The answer is 'Yes'. Children can be reminded of values that are always pertinent, whatever the situation. Conflict happens in every home, school and organisation. Yet conflict needs sensible handling. Remember to tackle the issue not the

individual. Listen (not simply hear) the other viewpoint. Empathise. Be respectful of the personal dignity of each other. Keep your hands open; avoid closing them into fists.

Quality families and schools reminded children of the need for self-discipline and time-management. Yes, the school might have been closed for a number of days. That did not mean that one had to become helpless and hopeless.

Much could still have been done on one's own during the strike. Revision work could have been done and - if textbooks were available - new sections of work covered. Many parents and teachers set daily tasks for the children. Those activities taught the youngsters independence, self-discipline and target-setting. Such children were being guided towards being in a state of continuous personal improvement.

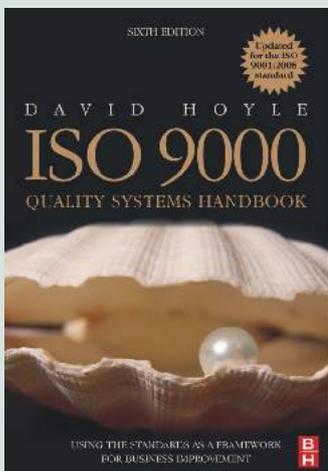
Today's children are tomorrow's adults. Strike action will happen in future. That's guaranteed in a democratic society. When it occurs, may they act as truly mature adults. May they display quality values such as consideration for others, empathy, mutual respect and ...yes, a strong work ethic too!

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

Advertise in this electronic newsletter.

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

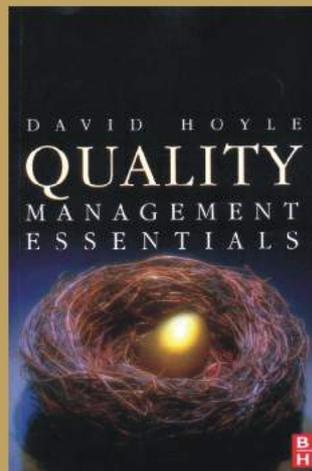
ISO 9000 Quality Systems Handbook Using the Standards as a framework for Business Improvement.



SAQI still has a number of copies of this book available at the special price of R564-30 incl.

Contact members@saqi.co.za

Quality Management Essentials



Quality Management Essentials

David Hoyle
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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	Oct	Nov	Dec
B1	Cost of Quality	2	4,000			
B12	ISO 14000 overview	1	1,925			
B14	Integrated Management Requirements	3	3,870		18-19	
B16	Internal Quality Auditing	3	3,870	13-15		8-10
B20	Lead Auditor	5	9,660		22-26	
B24	How to write procedures	2	3,400		15-16	
B34	Statistical Process Control	5	9,660	4-8		
B38	Development of QMS	5	9,660		29 – 3 Dec	
B48	ISO 9001 Requirements Workshop	3	3,870		10-12	
B49	SHEQ Internal Auditing	3	3,870	20-22		
B50	EMS Lead Auditor	5	9,660			
B51	Development of SHEQ System	5	9,660			
B52	OHSMS Lead Auditor	5	9,660	18-22		
B53	SHEQ Trainer	3	3,870		8-12	
B58	Customer Satisfaction and Excellence	2	3,400			6-7
B64	Introduction to Quality Techniques	3	3,870		3-5	
B65	SAQI Certificate in Quality	10	18,320		1-5	TBA



Code	Course	Days	Cost	Date
SPI3	ISO 9001 Master Class in Process Management	3	R5 266-80	6-8 Oct
SPI4	ISO/IEC 15504 Process capability assessor training	5	R8 778-00	11-15 Oct

SAQI also offer the following courses on an inhouse basis for 10 or more delegates. Please contact vanessa@saqi.co.za for a quote.

- ◆ Business Plan Development (B54)
- ◆ Conducting Classroom Safety Training (B60)
- ◆ Continuous Improvement Program Facilitation (B30)
- ◆ Control Chart And process Capabilities (B31)
- ◆ Cost of Quality (B1)
- ◆ Customer Care (B39)
- ◆ Customer Satisfaction and Excellence (B58)
- ◆ Development Of A Quality Management System (B38)
- ◆ EMS Lead Auditor (B50)
- ◆ Effective Presentation Skills (B45)
- ◆ Executive Report Writing (B57)
- ◆ Exceptional Service (B32)
- ◆ HACCP (B47)

- ◆ Health And Safety Lead Auditor (B52)
- ◆ How To Write Procedures, Work Instructions And ISO 9000 Overview (B24)
- ◆ ISO 14000 Overview (B12)
- ◆ ISO 14001 Development Workshop (B13)
- ◆ ISO 9001:2008 Requirements Workshop (B48)
- ◆ Integration Of ISO 9001 14001 And OHSAS 18001 (B14)
- ◆ Internal Environmental Auditor (B44)
- ◆ Internal Quality Auditing (B16)
- ◆ Interpreting ISO 9001 For The Service Industry (B17)
- ◆ Introduction To Quality Control (B41)
- ◆ Introduction To Quality Techniques (B64)
- ◆ Key Aspects of Six Sigma (A11)
- ◆ Lead Auditor - Organisational Quality Auditor (Preparation Course) (B20)

- ◆ Lean Manufacturing Course (B57)
- ◆ Managing the Safety Training Programme (B59)
- ◆ OHSAS 18001 Auditing (B19)
- ◆ OHSAS 18001 Requirements Workshop (B18)
- ◆ OHSAS System Development Program (Based on OHSAS 18001) (B46)
- ◆ Policy Deployment And Continual Improvement
- ◆ Project Management Demystified (TD1)
- ◆ Quality Control (B41)
- ◆ SHEQ Internal Auditing (B49)
- ◆ SHEQ System Development Programme (B51)
- ◆ SHEQ Trainer (B53)
- ◆ Six Sigma (BH1)
- ◆ Statistical Process Control (Basic Quality Control) (B34)
- ◆ Understand the changes to ISO 9001:2008 (B22)

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