



CONTENTS

No 148 • April 2011

- 1. **Certificates vs Certification**
..... Page 1
- 2. **An overview of the Quality implications of the Consumer Protection Act, 68 of 2008**
by Paul Harding
..... Page 2
- 3. **Sinking deeper into mediocrity**
by Jonathan Jansen
..... Page 3
- 4. **Quality in nuclear environment**
by Lwandiso Zamxaka
..... Page 4
- 5. **ISO / CD 5001 Energy Management**
..... Page 5
- 6. **Frustrating the Transaction**
by Terry Booyesen
..... Page 6
- 7. **"Oh no...do I have to go to school today?!"**
by Dr Richard Hayward
..... Page 7
- 7. **SAQI Training 2011**
..... Page 8

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Certificates vs Certification

MD's comment:

In a recent communication from the American Society for Quality I read an article entitled "Certificates vs. Certification. This was an interesting article about the value of attending training courses and also the legitimacy of obtaining some sort of certificate. The author's argument was simple. If someone keeps failing the course, should you eventually give the person the Certificate? ASQ's stance was very specific, the pass requirement is set at the outset of the course and it is non negotiable. It reminds us all of the "Comrades Marathon" where the official stands with his back to the runners and at exactly the cut off time fires his pistol. One second is too late for that medal. Of course "certificates of attendance" are often given to delegates of some training

courses but it must be clearly stated on the certificate that it is indeed an attendance certificate and not "proof of certification"

Eventually the market place determines the value of any "certification" so we must always listen to what the stakeholders, including Higher Education authorities and future employers, want out of Certification. In this month's issue, Jonathan Jansen, who never minces his words, talks about the value of a Matric certificate as an entry into university. Should the country lower standards and fall into mediocrity or should we strive for excellence? It is an emotive but very important issue and it is the market place that will be the eventual judge of Quality.

Quality is the password to success

Social networking for Quality

SAQI is encouraging its members to refer a friend and for each friend referred and signed up, SAQI will give a 10% discount on your renewal fees.

Make sure your referral indicates your name and SAQI membership number on your friend's application form to qualify for this special offer.



An overview of the Quality implications of the Consumer Protection Act, 68 of 2008



Paul Harding
MD of the South African Quality Institute
www.saqi.co.za

The new Consumer Protection Act is due to come into force on the 1st April 2011. Don't be fooled into thinking you will not be affected by this new legislation.

QUALITY has always been the key to survival but now every transaction in South Africa with a consumer, manufacturer, importer, distributor, and retailer or anyone in the supply chain will be subjected to the Act. A consumer can be a person or an SMME. The ONLY exemptions are when the State is the consumer or when the consumer has been recognised as an entity with a turnover or asset value at the time of transaction above a certain threshold, according to Hahn and Hahn attorneys at law this will probably be around R3 million.

Right to Safe, Quality Goods

There are very few defences against the Act so the implementation of an effective Quality Management System (QMS) and product testing by all producers of goods and services is essential.

Quality of documentation

Documentation must be understandable and be able to be understood by the consumer. The significance and importance of what is being said must be made understandable, not just the fact. The responsibility will be on the supplier to select the relevant language which is understandable!

Right to a good quality service and safe quality goods

The consumer is entitled to the following in respect of services:

- timely completion and timely notice of unavoidable delays;
- quality levels which people are generally entitled to expect;
- if goods are required for performance of the services, their use, delivery or installation must be free of defects and be of a quality that people are generally entitled to expect; and
- if the supplier uses goods of the consumer to perform the service, it must be returned in a condition not worse than when it was given to the supplier.

Goods must be -

- reasonably suitable for the purposes for which they are generally intended;
- of good quality, in good working order and free of defects;

- useable and durable for a reasonable period of time having regard to the use to which they would normally be put and to all the surrounding circumstances of their supply; and
- compliant with applicable standards of the Standards Act and all other public laws.

Sales staff will need training in technical matters and must not OVERSELL the product to the point that it cannot perform the purpose for which it was intended.

Good quality means in good working order and free of defects, remember that cheap goods do not necessarily mean poor quality. Quality means the ability to perform the task safely and reliably. People often confuse luxury and quality. Luxury goods can also be of poor quality. Packaging and marketing are very important in determining durability

If goods are defective or fail or are in any way not in compliance with the right to safe, good quality goods, the consumer may return the goods within 6 months for a full refund. However, the consumer may agree to goods being replaced or repaired in place of the refund but this is at the consumer's sole discretion

Conclusion

Compliance is not optional and there will be extremely severe consequences for non-compliance. The Product liability section already came into effect as from 24 April 2010 and there could already be potential claims out there which are being prepared against you for product failures which have led to injury or property damage.

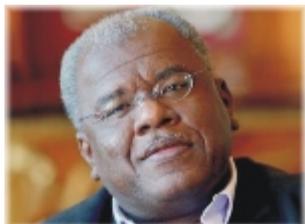
Proper Quality Management Systems, proper documentation of policies and procedures, product testing and auditing of suppliers may provide a defence to a claim of liability but should at the very least lower your risk profile for insurance premiums!

This article is based on the presentation given at the SAQI conference last year by Janusz Luterek. More information on the Act can be obtained from Hahn and Hahn Attorneys at Law www.hahnlaw.co.za

Sinking deeper into mediocrity

Adjusting expectations downwards is very dangerous

Jonathan Jansen: I have in front of me the 2010 "Statement of Results" for the National Senior Certificate statement of a youngster who demands to study at university.



Jonathan Jansen

They are: Afrikaans - 43, English - 39, mathematical literacy 38, "life orientation" - 78, business studies - 41, computer applications technology - 31, life sciences - 28

At the bottom of the certificate is this unbelievable statement: "The candidate qualifies for the national senior certificate and fulfils the minimum requirements for . admission to higher education."

Understandably, this young woman takes these words literally, and correctly demands a seat in any place of higher learning. With the young woman's claim to study I have no problem. With the society that sets the bar for performance so low, I have serious problems.

Slowly, slowly we are digging our collective graves as we fall into a sinkhole of mediocrity from which we are unlikely to emerge.

We make excellence sound like a white thing. Behind a massive wave of populism, and in the misguided name of regstelling (setting right the past), we open access to resources and universities to young people without the hard work necessary to achieve those gifts and to succeed once there. Of course, you're a racist if you question this kind of mindlessness; how else do you, as a politician, defend yourself against the critics of mediocrity in an election year?

I miss Steve Biko. In the thinking of black consciousness, he would have railed against the low standards we set for black achievement, in the language of the 1970s.

This young (incidentally black) person did not achieve anything above 50% in her Senior Certificate results for any exam subject, but we tell her she can proceed to higher studies. What are we saying? That black students are somehow less capable and therefore need these pathetic results to access higher education? No, I am sorry, but today I am angry about the messages we send our children.

I saw black parents and students squirm the other night when I addressed a racially diverse group of parents and students and made this point clear: "If a black student requires from you

different treatment and lower academic demands because of an argument about disadvantage, tell them to take a hike." (Okay, I used stronger language.)

I saw white teachers squirm when I made the other important point: "If you have lower academic expectations of black children because of what they look like, or where they come from, that is the worst kind of racism."

Our society, schools and universities have adjusted expectations downwards, especially in relation to black students, and that is dangerous in a country with so much promise for excellence.

As stories come rolling in from across the country for our Great South African Teachers book, I am struck by one thing. That many black professionals who are chartered accountants, medical scientists or corporate lawyers tell of attending ordinary public schools under apartheid, often in rural areas, and having teachers at the time who, despite the desperate poverty and inequality, held high expectations of their learners. There was no compromising on academic standards; there was homework every day; there was punishment for low performance; and there was constant motivation to rise above your circumstances.

Not today. Mathematical literacy is a cop-out, a way of compensating for poor maths teaching in the mainstream. Parents of Grade 9 children, listen carefully - do not let your school force your child into mathematical literacy because they will struggle to find access to academic degree studies at serious universities. Insist your child does mathematics in Grade 10 for that important choice determines what your child writes in Grade 12.

It is not, of course, mathematical literacy that I am concerned about; there are good teachers of the subject. It is about the message we send: that children can't do maths.

In other words, a message again communicated of low expectations. Do not buy into this culture of mediocrity in the way your child makes subject choices. Also, tell your child not to take "life orientation" seriously; as you can see in the above results, there is no positive relationship between high marks in academic subjects and this thing called "life orientation".

Small wonder young people with better results than those above are without work. The marketplace, and serious universities, know this child will not succeed with these kinds of results, even if Umalusi does not "get it".

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[Back to Contents Page](#)

Quality in a nuclear environment

Article by Lwandiso Zamxaka - Senior Quality Advisor
Lwandiso is a SAQI member

As I was thinking on how to write this article, a colleague of mine started telling me about the cavemen. The first fire!! The lightning strike the dry grass causing the first fire Children playing with fire, adults looking and thinking “we can use that for warming, lighting, cooking etc”.

The transporting and preserving of the fire proved to be a challenge. There was that danger of burning the neighbours' houses, hurting humans and animals. There is also risk of losing fire on the way before reaching your destination. After witnessing few incidents in the process, experiences were drawn and measures were taken to address the issues.

Nuclear is like a second fire, if it's treated well we can all benefit out of it. In the nuclear industry, quality systems are extremely important, especially if one wishes to improve public acceptance of radioactive solutions. There is normally minimum communication between the public and scientists, especially in the nuclear science field.

The recent earth quake and resultant tsunami in North Eastern Japan has changed this communication channel completely with daily reports from scientists talking through the international news media about what went wrong and what are the consequences. Despite reassurances people are not comfortable with nuclear technology, based on previous history in the likes of the Chernobyl catastrophe. Quality management systems (QMS) can improve public confidence and communication.

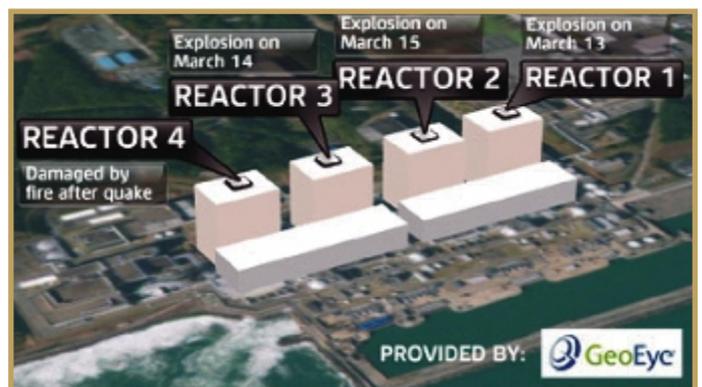
There is international and national legal framework that nuclear operators should conform to. The International Atomic Energy Agency (IAEA) with more than 145 member states is responsible to make sure that the agreements, as stated in the Non-Proliferation of Nuclear Weapons (NPT) are adhered to and respected. The IAEA is also responsible to safeguard the environment against nuclear disasters. In South Africa there is National Nuclear Regulator (NNR) which is the national institute established by the National Nuclear Regulator Act, No 47 of 1999 for the protection of the public, property and environment against nuclear damage. The role of the nuclear regulators is to ensure that the licensee is proactive and its operations comply with the safety requirements. Safety culture often arises following incidents at nuclear power stations. It can be defined as attitude and behaviour towards nuclear safety, as the human factor can pose a great challenge in regulatory

bodies. It is also seen as a sensitive issue as it involves both operational and management issues. This means that the regulator can easily find itself interfering with the licensee management.

Many organisations often incorrectly interpret quality assurance programmes as only meeting regulatory requirements or just paper work and does not have any impact on the overall performance of the nuclear project. The history proves that the public has lost confidence in nuclear industry as a result of shortcomings in performance. The Quality management can be beneficial in nuclear projects, especially if it is implemented in the planning stage of the project life cycle.

Building a nuclear plant can be costly and risky as compared to other energy sources, it is important to have a system that will guide and control the execution of this project. A robust Quality management system plays a big role in giving nuclear regulators confidence that the project will be executed, operated and decommissioned. It is important for the management to be involved in the implementation of the QMS. The QMS must be embedded in the goals, strategies, plans and objectives of the organisation. Employees can actually see the importance of QMS when it is demonstrated by their leaders.

If quality is the core of the nuclear industry it's like having fire that we can benefit positively, but not hurting people and the environment. This does not give an assurance that our future generations will not call us cavemen in the distant future, but quality will give the assurance that there is a future.



Fukushima Nuclear Plant North Eastern Japan

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ISO / CD 50001 Energy Management

Frequently articles appear in the press regarding energy management; review of past articles in various media reveals a wide spread of topics from solar energy to geothermal and wind energy solutions. Today more than ever, effective energy management is a crucial issue for the success of any business. For many, the answer is an Energy Management System (EnMS) – a framework for the systematic management of energy. As well as enhancing energy efficiency, an EnMS can cut costs and reduce Greenhouse Gas (GHG) emissions providing businesses with a competitive advantage. ISO 50001 represents the latest best practice in energy management building upon existing national standards and initiatives. The standard specifies the requirements for an EnMS to enable an organization to develop and implement a policy, identify significant areas of energy consumption and target energy reductions.

ISO 50001 is the emerging international standard for an energy management system. It is being developed by a specific ISO technical committee. Currently the standard is at **Draft International Standard** status – also known as DIS.

Recently, the ISO committee met in China to vote on the adoption or otherwise of the DIS. Opposition to accepting the DIS was raised by a number of EU member states, as they felt the DIS departed too much from the current European Energy Management system standard EN 16001. However, DIS 50001 made it through the meeting and, subject to some minor editing, currently underway, will be passed to the ISO secretariat for publication and dissemination as a **Final Draft International Standard** (FDIS).

It is expected the FDIS will be available early in January with a target date of publishing the formal standard (ISO 50001) in later Q2 or early Q3.

In a parallel development, CEN (the European standards body) is developing Energy Auditing standards – currently aimed at 1. Systems; 2. Transport; 3. Products and 4. Services. It is likely that ISO will develop a similar set of support standards.

Who is ISO / CD 50001 relevant to?

ISO / CD 50001 is suitable for any organization – whatever the size, sector or geographical location. It is particularly relevant if a business operates in an energy intensive industry or one facing GHG emission legislation.

DQS South Africa is a registered certification body with links to internationally accredited bodies and is currently well positioned to offer ISO 50001 to clients.

Says Francois Labuschagne, MD of DQS South Africa “We are launching a training and certification service for organizations wishing to acquire certification to ISO 50001 as from our communications with our client base it seems that many have embarked on energy management implementations as part of the business strategy and it would seem likely that these organizations will, at some stage, wish to not only to train internal staff and auditors in the requirements of an EnMS but will move on to certification.”

The initial training covering Implementation and Audit will be run in March 2011 as a cooperative venture between DQS and Energy Cybernetics, a South African operation well-entrenched in training CEM's (Certified Energy Managers) and CEA's (Certified Energy Auditors).

Says Labuschagne “We expect to see a gradual build-up of interest in ISO 50001 training and certification, especially in organisations where ISO 14001 is in effect as companies with this certification will find the transition to implementing ISO 50001 relatively straightforward as ISO 50001 follows much of the same structure implicit in ISO 14001.”

Further details of EN16001 / ISO 50001 energy management systems training and certification services can be found by viewing the DQS web site at www.dqs.co.za.

Notice from the Editor

We at SAQI value your input regarding the monthly electronic newsletter and are inviting you to send us a letters to the editor regarding the articles in the newsletter, or for any further information on advertising, submitting articles for the newsletter please send a mail to exec@saqi.co.za.

[Back to Contents Page](#)

FRUSTRATING THE TRANSACTION

The new Companies Act 2008, has been looming over the heads of South African businesses for a number of years, and whilst this has caused much frustration and criticism regarding its delayed implementation; one thing is certain - the Act will bring about lots of change and even further criticism once it is implemented.

Of course, many business folk who are not close to the changes might only have heard that the Act is more in line with international trends, more modern in its terminology and simpler to deal with than its predecessor Act of 1973. And so, those directors and company secretariat who may have -- at their peril -- kept an arms length of the new Act due to this generalist, perhaps over simplified talk, may be in for a nasty surprise. It may be true that the new Act is more modern, and that the formation and running of a company may seem easier to deal with than previously, however one must not be unguarded by what may at first appear simpler to adopt, neither be fooled by the continuous delays of the new Act and the effort that will be required by companies to implement its provisions. If the truth be told, there are a number of areas within the new Act which will catch many unsuspecting people by surprise, not least the many new provisions of personal liability for non compliance.

One such area of considerable change found in the new Act is -- for example -- the manner in which company takeovers and mergers will be conducted, including the manner in which the regulator (currently the Securities Regulation Panel [SRP]) will be replaced by the Takeover Regulation Panel (TRP). As expected, the administrative functions of the TRP will increase considerably and beyond those of the SRP at present. The new regulatory body will be responsible for -- among other -- keeping South Africa in line with international regulatory bodies vis-à-vis what is known in the new Act to be 'fundamental and affected transactions'. The TRP will function as the new regulatory body that will protect the minority shareholders who are affected by such transactions and ensure that they receive fair and equal treatment during the course of their proceedings.

Another significant change is the introduction of "fundamental transactions" within the wider definition of "affected transactions". Fundamental transactions (Sections 112, 113 and 114) deal with; the disposal of all or the greater part of the company's assets or undertaking; an amalgamation or merger; and, a scheme of arrangement. These transactions seem straight forward enough, and depending on the company's MOI, a lower threshold to pass a special resolution can be agreed. However, Sections 115 and 164 can massively disrupt the afore-mentioned process if they are invoked by minority shareholders.

A scheme of arrangement currently requires a court to convene a scheme meeting and following a favourable vote thereon, a court sanction of the scheme. However, the 2008 Act does not require court intervention in any fundamental transaction unless 15% of shareholders (or in certain circumstances a single shareholder) voted against the fundamental transaction and require the company to obtain court approval.

Whether the courts will hear such matters on an urgent basis is yet to be seen. If not, it could leave transactions in limbo for a prolonged period of time to the detriment of the offeror and the company. The company can abandon the resolution if it does not wish to contest the matter in court. Suddenly, instead of an easier process, a 15% belligerent body of shareholders, or even a single shareholder, can upset the applecart.

Section 164 further exacerbates the woes of the company attempting a fundamental transaction; here a single dissenting shareholder can demand that the company pay the shareholder fair value for all of his shares. If the shareholder does not accept the offer made to him by the company as being fair value, this too would ultimately be settled by the court. Of course the company can abandon the special resolution rather than incurring the expense of a court battle. It does seem that this creates fertile ground for shareholders to "green mail" the company.

A beleaguered company could always implement a restricted array of measures to frustrate an offer provided that such measure was approved by a majority of non-conflicted shareholders in general meeting. The 2008 Act requires that the same restricted measures must receive the prior written approval of the Panel, and the approval of the shareholders of the relevant securities. The Act is silent on whether this approval is by a majority vote in general meeting by non-conflicted shareholders, or whether it requires the written approval of every non-conflicted shareholder. If the latter is the case, as it appears the Act reads, then it will be nearly impossible for a company to take such frustrating action.

Considering the fact that many skeptics -- or those who have adopted a "wait and see" approach -- may still be uncertain as to whether or not the new Companies Act 2008 is ready for its anticipated release come 01 April 2011, the jury may still be out regarding the implications and impacts upon South African business, not to mention of course the many more frustrations which may be attached to other vague or uncertain areas of the Act.

*Acknowledgement

CGF Research Institute (Pty) Ltd and Goldman Judin Inc. Attorneys would like to thank Mr Richard Connellan, a retired Executive Director from the Securities Regulation Panel, for his contribution to this article.



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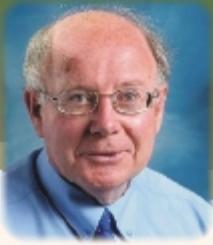
[Back to Contents Page](#)



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.



"Oh no ...do I have to go to school today?!"

The bedroom curtains were flung open. The early morning sun streamed in.

'George it's time to get up. It's time for school.'

'But I don't want to...'

'Now come on, George.'

'But school is work, work and more work!'

'That's enough, George.'

'Yes but the teachers are always complaining and moaning!'

'Snap out of it, George! You've got to go to school. You're the principal after all!'

It's not only children who would like to miss a day or two of school. Teachers, secretaries and the principal are among those who would also like a day off. Not every day at school is an absorbing, amazing and awesome experience. Boredom happens.

Children need to know that attendance is a non-negotiable except for special situations. Doing what has to be done even when it's not that enjoyable, is character-building. Values such as perseverance and self-discipline are learnt.

Recently a talented soccer player wasn't selected for the 2010 World Cup Bafana Bafana team. His brilliant soccer wasn't enough. The coach wanted his attendance at all practices.

Children need to understand that ability is only part of the success story. So too is the willingness to learn from others such as sports coaches and teachers. If you're often absent learning is that more difficult.

Don't totally ignore a child's reluctance to go to school. There could be sound reasons. Maybe there's an abusive and insulting teacher. Maybe the child is bullied or unable to cope with the school work.

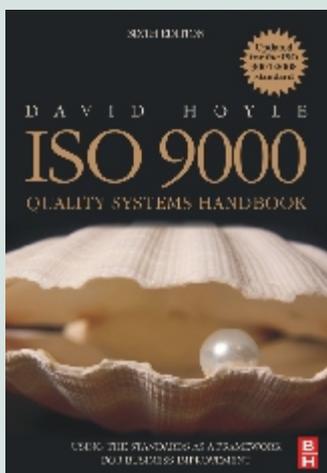
Discuss and find the real reasons for the reluctance to go to school. Seldom is it laziness. Work out possible solutions and follow-up progress on a daily basis. If necessary, contact the school. Speak to the class or homeroom teacher. Arrange for an interview with the school counsellor or principal. Just as you want your child to be happy, so do they.

A sick child shouldn't be encouraged to go to school. Besides being a miserable experience for the child, other children could be infected. Genuine illness needs the necessary treatment and plenty of TLC.

Do encourage your child to aim for 100% school attendance. Excellent attendance helps achieve excellent results. Full school attendance maximises what the school is able to offer your child. In Quality philosophy terms, that means your family gets great "Value for money!"

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).

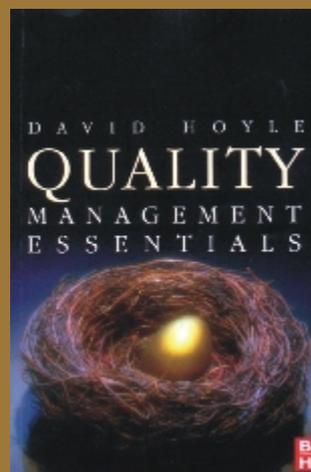
ISO 9000 Quality Systems Handbook Using the Standards as a framework for Business Improvement.



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[Back to Contents Page](#)



SAQI Training Programme for 2011

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	R4,000.00			28-29				Programme to be advised in May 2011
B11	Setting and achieving measurable objectives	1	R2,150.00			4			7	
B12	ISO 14000 overview	1	R2,150.00	28			19			
B14	Integrated Management Requirements	3	R4,250.00					4-6		
B16	Internal Quality Auditing	3	R4,250.00		9-11		13-15		8-10	
B20	Organisational QMS Lead Auditor	5	R9,980.00		21-25			23-27		
B24	How to write procedures	3	R4,250.00		2-4		6-8		1-3	
B34	Statistical Process Control	5	R9,980.00			7-11		16-20		
B38	Development of QMS	5	R9,980.00			7-11			20-24	
B41	Introduction to Quality Control	1	R2,150.00		28				6	
B48	ISO 9001 Requirements Workshop	3	R4,250.00	25-27		23-25		11-13		
B49	SHEQ Internal Auditing	3	R4,250.00			1-3		30-1		
B50	EMS Lead Auditor	5	R9,980.00					30-3		
B51	Development of SHEQ System	5	R9,980.00					9-13		
B52	OHSMS Lead Auditor	5	R9,980.00						27-1	
B58	Customer Satisfaction and Excellence	2	R3,740.00		7-8		11-12			
B64	Introduction to Quality Techniques	3	R4,250.00			29-31			13-15	
B65	SAQI Certificate in Quality	10	R18,320.00		14-18	14-18				

Code	Course	Days	Cost	Date
SPI1	Certified Software Quality Engineer (CSQE)	5	R18,240.00	6 - 10 June
SPI3	ISO 9001 Master Class in Process Management	3	R5,266.80	9 - 11 May

Code	Course	Days	Cost	Date
B80	Emergency Preparedness	1	R1,368.00	18 April
B81	Management Review	2	R3,990.00	19 - 20 April 2 - 3 June
B82	Hazard Identification & Risk Assessment	2	R2,280.00	TBA
B83	ISO TS 16949 Auditor Training	5	R7,140.00	20 - 24 June
B84	ISO TS 16949 Facilitation Training	3	R4,560.00	30 May - 1 June
B85	Comprehensive HACCP	3	R4,549.00	12 - 14 June
B86	Effective ISO 22000	3	R6,825.00	6 - 9 June

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

- ◆ 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 Quality Management System (B38)
 - ◆ EMS Lead Auditor (B50)
 - ◆ 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)
 - ◆ 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 (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)
 - ◆ Statistical Process Control (Basic Quality Control) (B34)

