



e - Quality Edge

bringing quality information to South Africans since 1996

SAQI

The South African Quality Institute

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National Quality Week

At this time of the year SAQI focuses on National Quality Week and how these events can impact on improving the quality of products and services in our country.

Our theme of "Leading the Way to Sustained Quality" was chosen for a number of reasons. If we look at the themes of the past two year you will see that in 2009 we looked at "Placing quality at the heart of your organization. This meant that organizations needed to ensure that a quality ethic was an essential part of the company's DNA and was the driver of all products and services. 2010 saw us "Moving the borders of quality" This expanded our inward focus thinking to encompass the broader stakeholders including suppliers and society in general. So it is a natural progression to look at holding the gains we may have had over the past two years and making them sustainable into the future. This is not an easy thing to do without strong leadership and commitment coming from the top of the organization. So we are looking at not only the sustainability of the organization in the short term but in many years to come in harmony with our planet and society.

"We do not inherit the earth from our ancestors; we borrow it from our children"
Native American Proverb

We look forward to receiving information about the various programs that our members are planning to make this year's National Quality Week a bigger success than ever before.

Remember to ask for a SAQI director to support your event. They are available on a "first come first serve" basis during National Quality Week

Paul Harding SAQIMD



WWW.SAQI.CO.ZA

Quality:
helping South Africans live, learn and work better





The Conference for Software Quality

19 October 2011 | Hyatt Regency Johannesburg

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www.ignite-conferences.com/za

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NATIONAL QUALITY WEEK 2011

7 - 11 November

World Quality Day
10 November

Theme

Leading the way to Sustained Quality

In order to ensure that any quality program is sustainable we need good leadership.

This does not necessarily mean the chief executive must drive the process although this is always the first prize.

Leadership comes with all quality role players setting an example. Leaders are normally visionary, challenging people to go beyond their comfort zone. In order to develop a sustainable approach to quality the leader needs to set new goals and not accept any compromise in the quest to improve the organization's success.

What are the qualities of good leaders?

- Guide others as role models
- Have significant technical skills for the job
- Have a clear sense of purpose
- Are results oriented
- Are optimistic
- Have the ability to encourage and nurture others
- Are self aware

Organisations can also be "leaders" in their field by setting examples for other organizations to follow.

Background to NQW

The concept of having World Quality Day (WQD) was introduced by the United Nations in 1990, to increase awareness worldwide of the important contribution that quality makes towards a nation's and an organisation's growth and prosperity.

The aim of the National Quality Week (NQW) in South Africa is to create quality awareness and encourage individuals and organisations to focus on the importance of quality, both as a strategic management tool for global competitiveness and as a generator of wealth and jobs at the local level. This normally takes place during the week that straddles World Quality Day, which is on the second Thursday of every November.

ARE YOU PLANNING AN EVENT FOR NATIONAL QUALITY WEEK?

Please send the details of your event to vanessa@saqi.co.za and we'll place your event on the our website as your pledge to Quality.

SAQI also offer its members the opportunity to become a Supporter of Quality. Your company logo will be advertised on the front page of SAQI's website, with a link to your website. A nominal fee will be charged. Please enquire from vanessa@saqi.co.za

Denel Land Systems Awarded Platinum Status for Quality



DENEL LAND SYSTEMS

On the 22nd September 2011, officials from the South African Quality Institute visited Denel Land Systems for a handing-over ceremony of quality certificate.

For a number of years, DLS has been striving to live a vision where excellence is a state of mind. As a result, the past two years in a row saw the company emerging as a runner-up for Quality Awards presented by the Department of Trade and Industry in the category of large enterprises.

In the words of its Chief Executive, Stephan Burger: 'It is the expressed strategy of DLS to grow from a predominately product (inspection) oriented organization to an excellence oriented organization (company culture) where people with appropriate knowledge, skills and attitudes, and through leadership, develop processes that conforms to client requirements and ultimately, lead to customer satisfaction'.

Being awarded Platinum Membership for quality by the SAQI is therefore, a great honour for DLS. It reflects the company's quest to be known as an organization that best represents quality in South Africa and in the world.

'DLS is deeply aware of the fact that quality is our only competitive advantage that distinguishes our business from the rest' adds Stephan Burger.

The handing over of the certificate was both attended by dignitaries from SAQI and the executive management committee of DLS.

By Johannes Bezuidenhout
Senior Manager: Business Excellence

Photos – Dave Lewis

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The CEO, Stephan Burger holds the certificate assisted by Senior Manager: Business Excellence, Johannes Bezuidenhout



Left to right: Stephan Burger (DLS CEO), Aletta Mashao (SAQI Director), Johannes Bezuidenhout (DLS Senior Manager: Business Excellence), Paul Harding (SAQI Managing Director), Dr Lucas Moloi (SAQI Chairperson)

Winner dti Annual Quality Awards: SA Quality Exporter of the Year 2011: Invisible Card Company (Pty) Ltd Category: Small – Medium Enterprise.



Mr Frank Land, Director of Invisible Card Company, and Dr Rob Davies, Minister of Trade and Industry. The Invisible Card Company was the Gold Winner of the Quality Exporter Awards (medium business) at the 2011 SAQA event.

SAQI congratulates The Invisible Card Company (“ICC”) – as the 2011 Winner of the dti SA Quality Exporter of the Year Award.

ICC was established in 2003 as a specialist manufacturer and exporter of printed pre-paid recharge scratch cards for the telephony, retail promotion and gaming industries. Its success as a business has been based on data processing, and printing of variable data on paperboard to ISO-related standards that are much higher than normal standard printing requirements. For this the company has developed a comprehensive set of quality procedures through all its various manufacturing stages.

This unusual business, one of only four in Southern Africa, has since its start-up by two South African entrepreneurs, annually exported no less than 95 per cent of its products into the African and Middle Eastern markets. Its main product is paperboard printed pre-paid phone recharge or “top-up” cards, mainly for the prepaid phone market.

(For the uninitiated prepaid phone cards are the airtime recharge scratch cards you buy if you don't have a contract for your cellphone). You buy a card of a certain value, scratch a panel to expose a printed pin number which you then key into your phone for the allotted minutes of airtime.

A secondary product is the structuring of lottery and gaming competitions and the printing of scratch cards for lottery companies and the retail marketing industry, ICC provides

the South African
Quality
Awards
2011

these to several African lottery companies in neighboring states. For other details of the company see website www.invisiblecardco.com

Manufacturing, IT processing, and exporting were entirely new to ICC's founders. Frank Land was a retired public servant who also had journalistic and printing experience, and Nico Smuts had had a successful international marketing career in the telephony and gaming industries. They identified a need for these cards in the international and local markets that was only being supplied by three other manufacturers in SA. Two of these focused primarily on the local market in South Africa.

ICC had limited funds and they started the business with an initial outlay on old conventional printing machinery dating from the 1980s and worth R400 000 and a staff of 12. They printed the base stock on this. They then bought 17 desktop printers on which they programmed and printed the pin numbers on A3 sheets by hand! These were then cut out, sorted, wrapped, boxed and exported to telecoms networks in Africa. This initially was slow progress but it worked, because critical quality control procedures were implemented.

ICC identified the need for a better method of pressing out the cards, from the base printed stock to further improve quality. However it had to press them out in blocks with numerical sequence. They had discussions with an engineering company and together worked out a design for new prototype machine that then was built to their own specifications resulting in a huge saving in cost and time in pressing out the cards. This machine is one-of-a-kind and is still used today, mainly for smaller orders and in testing new products

Internal control procedures were developed to capture and transfer data such as pin numbers which had to be printed on the cards. Because ICC did not have the funds for a large machine to do this, it bought a large programmable copy machine to replace the initial 17 desk top copiers, and programmed it to print data on A3 sheets on which card faces were pre-printed. Extensive manual quality control procedures were developed for this. In a more sophisticated form, the same procedure is followed today using larger, more modern machinery that can produce up to 500 000 units a day.

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Because a prepaid recharge card is a commodity and the market ever-changing, ICC realized it had to come up with new products, and it invented a combined phone recharge card together with a lottery card. This has advantages for both the lottery company and the telcos, as they save costs and share revenue. This card has been patented and has already been successfully marketed in Africa.

The standard traditional format of recharge cards has been the so-called ISO card, which is about the size of a credit card. However rather than just follow the market, ICC embarked on research which led to the creation of a number of new card formats it has launched in the international marketplace. These are formats which have five pin numbers on an ISO card rather than just one; also smaller 8 and 10 pin cards, which are marketed as strips. Several of these variants have been the first in the international market and have given ICC a marketing edge, because few others can manufacture them.

In each of these customized cases, ICC has had to maintain the extremely low production error rate by maintaining, and further developing its quality control procedures. This outstanding quality has helped sustain ICC's market, and it is proud that it has retained until today its first two international telecoms clients.

Today ICC employs the latest international technology. Whereas the first contract for 500 000 cards took 3 months to research, develop and produce, today ICC can produce this in a day, having adapted its manual quality control procedures to automated production.

When the business was started, Smuts and Land quickly learned why there are only a couple of successful manufacturers of these printed products. Whereas the Printing Industries Federation of SA (PIFSA) allows an error rate of 10% on printed material, ICC has to work to ISO-related standards and an international error standard of .002% to satisfy its clients. Not only does every card have to have unique numbers, it also has to be sorted and packed in traceable sequence, before being shipped. The pin numbers on the cards are then only activated by the client on receipt of an encrypted data file from ICC. Every card therefore has to have a track and trace system, as well as every package.

There are thus a number of separate production processes, each of which is subjected to rigorous quality control steps. These are: printing of base stock; separation of base card stock from base material; printing of variable data on the card stock; collation of cards for plastic wrapping of individual cards; plastic overwrap of card bundles; bundling and boxing of card orders; crating; dispatch.

Smuts and Land, as well as their staff had no way to learn from others the various manufacturing, data-processing, marketing, forex dealings and exporting processes in their market so they had to develop all their own production methodologies and quality control procedures as they went along. Due to the dynamic growth of the business this has been a constant challenge as volumes have grown; machinery has been upgraded or changed, thus sparking new procedures again in turn. This has included expanding their factory use from 300 sq metres to 3000 sq metres, and

reconfiguring internal production processes, quality procedures and flow charts at each change.

ICC is at present the only card manufacturer in Southern Africa known to print its own base stock, and this undertaking thus limits the security risks of outsourcing. In this way also, ICC's print specialists can experiment and come up with new formats for cards and can maintain their extremely strict in-line and manual quality control procedures. ICC has created value for its clients in ways not achieved before, and has taken market share not only from the other SA manufacturers but also international competitors. Because the African market for paper based prepaid phone recharge cards is so large, ICC only supplies around 4 per cent of the market and so has a lot more potential to grow.

Another interesting measure of success has been ICC's contribution to SA exports. Whereas official SA Stats reports show that the export of paper printed materials from SA has declined progressively each year over the past five years - in both volume and value - ICC's export turnover value has grown exponentially to make it the largest SA exporter of these cards into the SADC region.

ICC has already in its short existence been recognized in business forums for its general business expertise, in exporting and productivity. ICC is particularly pleased to have won Productivity SA's Western Cape as well as National Award for productivity in the Emerging Sector. It has also won the Western Cape "Exporter of the Year" award in all its three categories, based on growth and on the fact that since start-up, ICC has consistently exported a minimum of 95 per cent of production. At present exports make up 98 per cent of production, which go to a range of African countries, and occasionally to the Middle East. And in 2009/10, ICC qualified under the Department of Science and Technology's "TT100" technology recognition programme, in the company of many large listed companies.

An estimated 75 different quality control steps are taken in the production of each card or other product on which variable data is printed. The systems have now been refined to the extent that at certain stages, a deficient card is picked up with in-line cameras and rejected, while a new card is automatically remanufactured in-line.

To assure ongoing quality control, each time a new product sample is prepared for a client, an independent technological laboratory is employed to test is for various qualities that are all critical to the success of the product. This analytical laboratory undertakes a "tamper-proof comparison analysis" which checks light transmission through the paperboard, scuff resistance, tape lifting and a scratch test, all to the required international standard. The successful result is accepted by ICC's international clients as being of ISO quality.

Therefore, from start-up to the present, and in the future of ICC, ultra-strict and effective quality control has been the essential ingredient that has allowed the company to grow, satisfy clients (some since 2003) and has resulted in ICC obtaining recognition, and supported its growth of jobs.

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INVITATION

INNOVATE & IMPROVE – ISO 9004 - Breakfast Forum
21st October 2011

Presented by SAQI and DQS

You probably have ISO 9001 and a well defined quality management system. But would you say it has contributed to delivering sustainable economic success in your business? Here's an opportunity to discover how you can leverage a new guidance standard to successfully innovate and improve within the existing quality management system.

The ISO 9004:2009 standard

The ISO 9004:2009 standard for the sustained success of an organisation goes beyond the basic requirements of ISO 9001:2008 and provides guidance on how you can continually improve your business' quality management system. It also contains information on managing for sustained success.

This can benefit not only your customers but also:

- employees
- owners
- suppliers
- society in general

By measuring these groups' satisfaction with your business, you'll be able to assess whether you're continuing to improve and innovate your processes.

The ISO 9000 series, which includes 9001 and 9004, is based around eight quality management principles that your senior managers should use as a framework for improvements to the business:

- Customer focus - they must understand and fulfil customer needs.
- Leadership - they should demonstrate strong leadership skills to increase employee motivation.
- Involvement of people - all levels of staff should be aware of their responsibilities within the business and the importance of providing what the customer requires.
- Process approach - identifying your essential business activities and considering each one as part of an overall process.
- System approach to management - managing your processes together as a system, leading to greater efficiency and focus. You could think of each process as a cog in a machine, helping it to run smoothly.
- Continual improvement - this should be a permanent business objective taking place at all levels of the organisation.
- Factual approach to decision-making - senior staff should base decisions on thorough analysis of data and information.
- Mutually beneficial supplier relationships - managers should recognise that your business and its suppliers depend on each other.

As ISO 9004:2009 is a set of guidelines and recommendations and not a requirements standard, you can't be certified as achieving it; but we'd like to share with you as a presentation followed by discussion on what it can mean to you in elevating your activities through policy deployment of the ISO 9004 elements towards world class business excellence.

Join us for a presentation of the key elements of what its all about and how you can benefit with an open discussion to follow.

Where: Johannesburg Country Club, Woodmead.
To get there, follow the directions available at <http://www.ccj.co.za/contactus.php>

When: 21st October 2011, from 07h30 for an 08h00 start.
Continental breakfast will be served from 07h30 and will be available during the presentation. The session ends about 09h30.

Cost: R330.00 (excluding VAT)

Discount of 10% for SAQI members or DQS clients

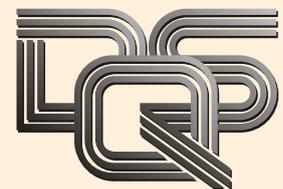
Payment policy

- In order to secure your registration, payment is due in full upon receipt of invoice.
- SAQI / DQS reserve the right to refuse admission to the forum where evidence of full payment cannot be shown.
- No-shows will be invoiced. Substitutions can be made.

HOW: For further information and bookings please contact Vanessa at SAQI on vanessa@saqi.co.za or Tel 012 349 5006.



www.saqi.co.za



www.dqs.co.za

Intro Letter of new Proudly SA CEO:



My name is Leslie Sedibe. I am the new Chief Executive Officer of Proudly South African. It is an honour to have this opportunity to introduce myself to you. By way of background, I was admitted as an attorney of the High Court of SA after serving articles of clerkship with Kallmeyer Strime Attorneys (now part of Fluxman's Inc).

I joined EMI Music SA as the Legal and Business Affairs director and later became Chairman of the Recording Industry of South Africa and the South African Music Awards.

With the announcement of South Africa as the host of the 2010 FIFA World Cup, I joined the 2010 FIFA World Cup Organizing Committee as the head of its Legal Services. During this period I served on the interim board of the SABC and at the beginning of 2010 I was appointed the CEO of the South African Football Association (SAFA).



During my tenure as CEO of Proudly South African I will seek to embrace and continue the critical challenge of rejuvenating the Proudly SA Campaign and in line with its mandate and in support of government's drive to create jobs in the economy, as contained in both, the Industrial Policy Action Plan 2 and the New Growth Path Plan.

Given government's goal to create five million jobs in the next 5 years, Proudly South African has already begun repositioning the organisation to contribute towards assisting government to achieving this target. The Campaign's plan is also strategically aligned with government's 2010/2011 – 2012/2013 *Industrial Policy Action Plan (IPAP 2)* in which Proudly South African is recognised as an institution that has the potential to strongly influence procurement in favour of domestic production.

Proudly SA will amongst other focus on the following:

- providing a central database of local suppliers in all sectors for all state organs and businesses to use when procuring goods and services. This will ensure that they procure locally manufactured products and make use of local services;
- encouraging all State Organs to use local suppliers;
- educating and encouraging all South African businesses and consumers to buy local;
- promoting locally produced products and services using various exhibition and event platforms;

Proudly SA is the National Buy Local movement which every South African must join and support if we are to create jobs.

I look forward to working with you to enhance the image of the campaign and contributing towards job creation.

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Why use an accredited certification body?

Third party certification is a frequently specified requirement to operate in the global market place. It can demonstrate compliance to a standard, a code of practice or regulatory requirements. It can also deliver internal business improvement.

Why use an accredited certification body?

Selecting the right organisation to carry out your certification can be fraught with unknowns. Choosing a certification body that has been accredited by an accreditation body that is a signatory to the International Accreditation Forum (IAF) has proved that it complies with best practice. It is competent to deliver a consistently reliable, impartial and accurate service which meets the appropriate, internationally-recognised standard.²

What should I consider when selecting a Certification Body?

When selecting a certification body, there are a number of factors to consider:

- Qualifications, training and ongoing competence monitoring of staff
- Technically competent people that have the relevant experience and sector expertise.
- The certification is recognised by procurers in domestic and overseas markets.
- The certification independently and impartially verifies compliance to a standard

Accreditation is the independent evaluation of certification bodies against the standard ISO/IEC 17021:2006 (Requirements for bodies providing audit and certification of management systems) to ensure their impartiality, competence and consistency. The standard sets out the principles and requirements for the competence, consistency and impartiality of the audit and certification of management systems and for organisations providing these activities.

In many countries, accreditation is not mandatory. It should be noted that the fact that a certification body is not accredited does not, by itself, mean that it is not a reputable organization. However, many certification bodies choose to seek accreditation in order to be able to demonstrate an independent confirmation of their competence.

What are the benefits of using an accredited certification body?

There are many reasons why you should use the services of an accredited certification body:

- de-risk your procurement by taking the guesswork out of choosing an evaluation body and by giving you confidence that you will get the service that closely meets your requirements;

- win new business particularly since the use of accredited services is increasingly a stipulation of procurement officers in both the public and private sector;
- gain access to overseas markets since certificates accredited by IAF signatories are recognised and accepted throughout the world;
- help to identify best practice since the evaluating body is required to have appropriate knowledge of your business sector;
- control costs with the help of knowledge transfer since accredited evaluation bodies can be a good source of impartial advice;
- offer market differentiation and leadership by showing to others credible evidence of good practice;
- demonstrate due diligence in the event of legal action;
- reduce paperwork and increase efficiency by reducing the necessity to re-audit your business.

Areas of certification

While Quality Management System certification (to ISO 9001) accounts for a large proportion of work undertaken by certification bodies, there are other equally important areas of work, namely:

- Product certification
- Personnel certification
- Information Security Management Systems certification (ISO/IEC 27001)
- Environmental Management Systems certification (ISO14001)
- IT Service Management Systems certification (ISO 20000)
- Food Safety Management Systems certification (ISO 22000)
- Information Technology Service Management Systems certification (ISO 27001)
- Supply Chain Security Management Systems certification (ISO 28000)

How do I find an Accredited Certification Body?

To find out if your country has an accreditation body, contact the National Standards Body or your Ministry for Trade and Industry. In South Africa our accreditation body is SANAS. Alternatively, if you have Internet access, visit the International Accreditation Forum (IAF) website at www.iaf.nu and use the membership lists to identify an appropriately recognised accreditation body.

Accreditation bodies in most countries publish lists or

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Let's put on our thinking hats!

Most children have abundant enthusiasm. If they like a new idea, their enthusiasm seems inexhaustible.

Yet what happens to so many new ideas and projects? Enthusiasm dims, flickers and dies. Sporty Samantha's expensive equipment for the new sport is soon discarded. Mom and dad's money has been wasted. Then there's the Grade Seven son who pleaded to go to Smartsell High School but is now desperately unhappy.

What went wrong? There's often a simple explanation. Too little time was spent **thinking** before moving to **action**. If more time had been spent thinking of the pros and cons beforehand, the right decision would have been taken. Edward de Bono, a world-famous expert on thinking skills, advises the use of his six thinking hats.

De Bono's six thinking hats are simple ways to help us think clearly about an intended course of action. There's a different colour for each hat to remind us of the different ways of thinking. The hats are:

White hat: Get the facts and figures that we need to make a good decision. Be like a computer when getting the data and details – be totally neutral.

Red hat: Emotions do have a part to play in decision-making. What are people's feelings, hunches and gut-instincts? (for

example: a mother's intuition that Smartsell High is not the right school for her son)

Black hat: What are the negative consequences if we take this course of action? What criticisms have there been in the past? Nothing is perfect. What are the imperfections?

Yellow hat: According to de Bono, the yellow hat symbolises sunshine and brightness. Focus on the positive aspects. Give the advantages, benefits and savings.

Green hat: New ideas are looked at. Creative and lateral thinking are encouraged. Dream big and far into the future.

Blue hat: Here there is a control of the thinking process. Have all six thinking hats been used? Has everyone had a chance to speak? What are the conclusions and summaries? Where do we go to from here?

Parents and teachers want children to think and use their initiative. We can guide them and ourselves (of course!) to think before we act. Let's put on our thinking hats!

Richard Hayward does Total Quality Education programmes under the aegis of SAQI. For more details, kindly contact Vanessa du Toit (012-349-5006; vanessa@saqi.co.za) or him (011-888-3262; rpdhayward@yahoo.com)

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directories of the certification bodies they have accredited, which often include contact details and scope.

Accreditation is the independent evaluation of certification bodies against recognised standards to ensure their impartiality, competence and consistency.

The purpose of the arrangement, the IAF Multilateral Recognition Arrangement (MLA), is to ensure mutual recognition of accredited certification between signatories to the MLA, and subsequently acceptance of accredited certification in many markets based on one accreditation.

More information about IAF and accreditation

The International Accreditation Forum (IAF) is a global association of Accreditation Bodies, Certification Body Associations and other organisations involved in conformity assessment activities in a variety of fields including management systems, products, services and personnel.

IAF Members work together on a worldwide basis to achieve common trade facilitation objectives by developing the principles and practices for the conduct of conformity assessment that will deliver the confidence needed for market acceptance.

IAF promotes the worldwide acceptance, of certificates of conformity issued by inspection, certification and/or registration bodies accredited by an Accreditation Body Member, and seeks to add value for all stakeholders through its activities and programs.

IAF also publishes a range of literature on topics covering accreditation and conformity assessment and related subjects. IAF encourages the reproduction of its publications, or parts thereof, by organisations wishing to use such material for areas related to education, standardisation, accreditation, or other purposes relevant to IAF's area of expertise or endeavour.

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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

[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	R4,000.00	10-11		
B11	Setting and achieving measurable objectives	1	R2,150.00			5
B12	ISO 14000 overview	1	R2,150.00		25	
B14	Integrated Management Requirements	3	R4,250.00		2-4	
B16	Internal Quality Auditing	3	R4,250.00	5-7		7-9
B20	Organisational QMS Lead Auditor	5	R9,980.00	10-14		
B24	How to write procedures	3	R4,250.00	3-4		
B34	Statistical Process Control	5	R9,980.00		7-11	
B38	Development of QMS	5	R9,980.00		14-18	
B41	Introduction to Quality Control	1	R2,150.00			6
B48	ISO 9001 Requirements Workshop	3	R4,250.00	17-19		
B49	SHEQ Internal Auditing	3	R4,250.00		21-23	
B50	EMS Lead Auditor	5	R9,980.00			
B51	Development of SHEQ System	5	R9,980.00	24-28		
B52	OHSMS Lead Auditor	5	R9,980.00	31-4		
B58	Customer Satisfaction and Excellence	2	R3,740.00		28-29	
B64	Introduction to Quality Techniques	3	R4,250.00			
B65	SAQI Certificate in Quality	10	R18,320.00	24-28		
B66	Problem Solving and Decision Making	3	R5,200.00			12-14

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)

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