



e - Quality Edge

bringing quality information to South Africans since 1996

SAQI

The South African Quality Institute

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18 years of promoting quality in South Africa

This year SAQI will be celebrating 18 years of promoting Quality in South Africa. We have come a long way since our early days of operating out of a single office at the South African Bureau of Standards, but what have we achieved in this time?

There is no doubt that the focus on Quality SA has come a long way in those 18 years. Particularly this can be seen through the use of the abundance of International Quality Standards that are now freely available and extensively used across the many economic sectors in South Africa. We are pleased that SAQI has been very much a part of the development of these International Standards with our participation on many of the Technical Committees that help develop these documents. One such Standard is the newly published ISO 19011:2011 that you can read about in this month's issue and SAQI are proud that we were part of the team that helped produce it.

However, are our products and services meeting these international standards? This question is particularly relevant since the publication in April last year of the Consumer Protection Act.

In the past two weeks I was in the Western Cape and utilized two guest house facilities where I had an opportunity to test the customer service levels in line with the newly developed **SANS 1197:2012: Tourism Service Excellence**. This standard is currently out for public comment and outlines the service requirements that a tourist to this country would expect. Were my Quality needs and expectations met? Well I had two totally different experiences. The one was truly World Class although not "star" rated and exceeded my needs and expectations. Friendly efficient service and excellent value for money, everything delivered in terms service excellence was as or exceeded what was advertised on the establishment website. Unfortunately the second experience did not come up to the same standard although this was a "star" rated establishment. There was a total lack of customer focus and the facilities offered were nothing like what was shown on the website.

The message, therefore, is that as a country South Africa must start taking quality seriously. We must show the world that we can **consistently** perform up to the international standards that have been produced, not just by nailing a plaque on the reception wall but by delivering the expectations of our customers and adhering to the requirements of the various standards.

Paul Harding SAQI MD



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Quality:
helping South Africans live, learn and work better



Which Standard Will You Select?

By Paul Naysmith

Accreditation doesn't guarantee quality in an organization

The menu has folded out into four sections. Each page has a picture next to the delicious option; however, I know the waiter will be taking the menu away from me after I've placed my order. I'm pondering how I can confirm that my order is the same as the picture. Perhaps I should ask if they have a quality system in place to guarantee satisfaction.

What other elements of this restaurant am I relying on? Does the kitchen clean its surfaces per the hygiene code? Is the refrigerator's temperature set as recommended by the FDA to reduce the risk of bacterial growth? Has the food been sourced from ethically and environmentally conscious sources? Here comes the waiter. I'll take the opportunity to ask him a clarifying question or two.

"Excuse me, could you possibly enlighten me on something?"

"Sure can, sir, how can I help?" says the young man with terribly fashionable and precisely shaped facial hair.

"I'm wondering if you could tell me if your restaurant has ISO 9001 certification."

Before finishing my sentence, an explosion of pain and adrenaline pulsates in my shin. Fighting the heartbeat of nausea, I see a look of confusion on the waiter's face and anger in my wife's eyes. I realize two things at that moment: Mentioning ISO 9001 could be meaningless to non-quality folks, and my wife has the accuracy of a Manchester United centre-forward to precisely and powerfully put her shoe through my leg. I've embarrassed her again by letting my inner quality beast loose at an inappropriate time.

I'll start off by saying I'm not a fan of ISO 9001. I've probably limited my career by stating this, but when you explain ISO 9001 to a non-quality professional; do you experience the dead-in-the-eyes look? The issue for me is not what the standard's original intent was or what its initiators were trying to achieve, which I think is honourable and admirable. My problem concerns what the standard has turned industry into.

If you're unfamiliar with ISO 9001, it is essentially a specification, developed with contributions from countries from all over the world. The International Organization for Standardization (ISO), located in Geneva, is a collaborative bunch of people who set out guidelines for commonality and standardization for our modern global economy. Without ISO, many of the items in your home or business wouldn't exist, so I'm grateful for ISO's work.

ISO 9001 is only one of the many standards in the ISO library, but this document scopes out the minimum expectations for a "system" that can provide some level of quality for an organization. I've used the word "minimum" for a reason. If your company becomes certified to ISO 9001, it doesn't necessarily mean it instantly becomes a quality company. Having a certified quality system is no guarantee that problems go away, although there are some people who believe that's true. This is where my ISO 9001 problems start: confusing certification to a quality system standard as a mark of guaranteed quality.

Due to this confusion, we have customers telling their supply chains they must be ISO 9001-certified. They must be on an approved list. We have certification auditors granted with powers that make Lord Voldemort look like a weakling. We have companies going through the motions of achieving certification, and consequently gaining nothing more than a paper certificate memento, presented in an imitation wood frame at a reception.

If the idea was to standardize, through ISO 9001, the best practices of quality organizations worldwide, then I'm all for it. I like standardization. I like to be a satisfied customer. However, ISO 9001 certification can cause so many odd repercussions that my belief in its ability to standardize for a common vision has eroded. I know this viewpoint will not win many over, but I'd like to consider some alternate standards or specifications that could also help companies achieve quality. Where should we start looking? My recommendations are as follows, and they are in no particular order:

The law. This is a vast area and also the quickest route to shut down your business, should you fall on the wrong side of the law. The challenge in complying with legal requirements is in their interpretation. Beyond interpretation, the dilemma is which law to prioritize first. I would say if there are any moral concerns within your business about employees, the environment, or the community, then legislation that addresses these topics would be a good hunting ground. For example, health and safety laws are there for a reason, and if the data in your business show you're hurting your employees, you can expect a visit from a governmental health and safety inspector, along with a fine on your financial manager's desk.

Your customer. Sometimes your customer will help you by providing detailed expectations. These might be engineering drawings or requirements listed on the purchase request. At other times your customer could be ignorant about your requirements. Therefore, taking a step

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closer to your customer to ask for clarifications may help. You might have to develop an understanding of their requirements in your company's language. I like to use the critical to quality characteristics (CTQC) technique. I've used this in the past to get a much better understanding of customer requirements. World-class companies use this a great deal to stimulate continuous improvement and innovation, and to overcome the problems of why they are not achieving customer requirements.

Your suppliers. You have selected these groups of people to support you with products or services because they are probably experts in their fields. Perhaps you can get something from them—a better understanding of your standards or of the specialty area they are in. Recently I facilitated a workshop with a supplier and received the feedback that my supplier wanted to understand why certain features on our engineering drawing had such tight tolerancing. Not an unusual request, but as a customer, we never put into context for the supplier why we ask for that tolerancing. Explaining that it went into an assembly and the feature was critical in the performance of the device helped the supplier understand why the part is designed that way. As a result, we all took actions to define new standards so we can work together better in the future.

Industry codes. In every industry I've worked in, I have come across numerous codes. These can be a collection of best practices, lessons learned, or a formal requirement that has evolved to support compliance with a legal framework. In many ways, industry codes are a collection of best practices from very complex processes. I like these because they tend to be written in the language of the industry. Sometimes they eventually become international standards, absorbed into the ISO family or some other system.

Awards and competitions. Not all of these will help improve quality. Many awards are superficial and require at most completing a form and submitting evidence. However, the better awards that require your business to be checked by an outside party, someone who will take a thorough and detailed look at your performance, will help. Learning from failing to win an award is a useful step in the process of continuous improvement. The Baldrige Award is a process, not just an award application, that each contestant goes through. Simply going through the Baldrige program has been beneficial to many companies. If I had the choice, I'd rather go for a supplier that has won the Deming Medal or Shingo Prize over a supplier that is ISO 9001-certified.

Your business. Within any business there's always the "way things are done around here." But how are we to define this? Have you ever wondered why one operator may produce better products than another? A brilliant statistician I learned from many years ago once told me about a tyre factory he worked in. The factory produced re-treaded tyres and through analysis discovered that one operator produced less variation. They studied what he did and wrote down "his" favoured settings on the machine he operated. They did this with the idea of using the same settings across the factory, defined in a standardized procedure. When they tried this out, they found that variation actually increased. After further investigation, they discovered that the control knob was broken on the star

operator's machine, so whatever setting he dialled made no difference. The factory then standardized the machines: less variation resulted in better tyres. I like defining standards in your own business. It's comparatively easy, everything you need to do is at your disposal, and you get tremendous gains from doing this, much more than if your objective is to become ISO 9001-certified.

Your competitors. This may seem like a mad idea, but research and development of new technology can often outpace the development of standards in your industry. But by working in collaboration with your peers, you have an opportunity to share resources and develop common standards for mutual benefit.

International standards. Well, I've already weighed in about ISO 9001. What I prefer to do with this category is speak to the people behind the standards. These folks are often a great source of knowledge because they tend to be experts in their fields, and they can usually express the concepts in a language anyone can understand.

Let us always set our standards high. If our current standards are easy to achieve, then we must question if they are really worth it. My personal philosophy is that everything is broken or wrong: Even if something is good today, I want to do my best to improve it tomorrow. This is the only standard I have.

If you're reading this in the office, I ask you to stand up, open your office door, and shout out to your colleagues, "Our standards are failing us!" See what reactions you get. Assuming you aren't hauled off by human resources for doing this, start talking to your colleagues about what your company needs to do to raise the bar.

Finally, please give me feedback about this article. You've taken the time to consider my writing, and I need your help to raise my standards. If you know of an ISO writing standard, please tell me.

About The Author



Paul Naysmith as well as being a Quality Punk and Improvement Ninja, is the HSEQ region manager in the United States for a leading oil and gas well services company. He is a Chartered Quality Professional with the UK's Chartered Quality Institute (CQI). Naysmith has a bachelor of science in paper science and management, has worked in industrial textiles, food manufacturing, aerospace, oil and gas services, and as a quality engineer with Rolls-Royce jet engines (including the Concorde aircraft) and high-volume aerospace component manufacturing.

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Telkom Quality Management System Training:

CFL Cape Town 6 – 10 February



Back row: HJ Bossert, DS Opperman, RW Muller, PJ Donaldson, A Van Der Merwe, J Devnarain, GT Dearham, S Wallace
Front Row: SWPJ Huyser, S Naidoo, M Witberg, P Harding (MD SAQI)

The South African Quality Institute recently presented a combined quality training course to delegates at the Telkom group training centre in Milnerton in Cape Town. The group comprising of NIP Quality Champions and the South Zone Quality section, attended the ISO 9001:2008 Requirements and Internal Quality Auditing workshop presented by SAQI.

SAQI saw the importance of this National quality initiative within the Telkom group and decided that their MD Paul Harding would present the course himself. Paul has been a member of the Technical Committee TC 176 at the South African Bureau of Standards for the past 18 years and was in fact invited to be part of the small working group, representing the hardware sector of South Africa, which helped write the ISO 9001:2000 edition. The delegates were convinced that with the in depth knowledge gained, they can take quality at Telkom to the next level in the NIP South Zone environment.

At the start of the training session Graeme Allan of Telkom explained that by applying the ISO 9001:2008 requirements standard at Telkom, it would provide them with the added advantage of not only implementing internationally accepted standards but also increase the effectiveness of Telkom operations.

On conclusion of the workshop the delegates reported back that the course had been very informative and creative. Marcel Witberg, one of the delegates did Telkom proud by cracking the "Complete the Square" puzzle. This has been one of the cornerstones of Paul Harding's courses where delegates are asked to solve a problem using standardization and creative thinking as a basis for continuous improvement. This was the first time that a delegate has found the solution, within the given time frame, by using logic to solve the problem.

Hard work was ploughed into the 5 day course, but the delegates said they enjoyed the programme and reported that quality does not have to be boring and in fact can be a lot of fun.

The group thanks Graeme Allan for his ISO support initiative and also Brian Lynch of Telkom for organising the training session.

Paul also took the opportunity to promote Quality in South Africa and SAQI in particular in the Western Cape region that currently has the most SAQI members behind the Gauteng region. SAQI hopes to have more interaction in the province in the future.

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2011 National Quality Week

“Eskom Guardians leading the way to sustained quality”

As a company aspiring to be one of the Top 5 performing power utilities globally, Eskom was proud to join the South African Quality Institute (SAQI) and the rest of the country to celebrate National Quality Week from 7 to 11 November 2011 and World Quality Day on Thursday 10 November 2011.

In line with SAQI's theme: Leading the way to sustained quality, Eskom adopted the theme: “Eskom Guardians leading the way to sustained quality”. The theme was found to be very appropriate for an organisation that is aspiring to be in the bracket of the Top 5 companies in the world. It also aligned perfectly with Eskom's purpose which is **“to provide sustainable electricity solutions to grow the economy and improve the quality of life of people in South Africa and in the region”**.

Furthermore, this theme underpins Eskom's quality roadmap, whereby 'ISO 9004:2009 Managing for the sustained success of an organization — A quality management approach' has been adopted for continual improvement of the ISO 9001 compliant management systems, to achieve performance improvement and sustained success in the organisation.

The key message to employees was that leadership is a trait that can be displayed by everyone, and not only those in management positions. The quality management principles of leadership and involvement of people were highlighted as a winning combination for the success of quality initiatives in the organisation.

Activities during the week

Employees received messages from top management to reinforce the importance of quality in their day-to-day activities. These messages were displayed on plasma screens at Eskom sites nationally throughout the week. The objective was for Eskom leadership to get involved in the promotion of quality by reflecting on what constitutes quality in their organisation, why it is so important, and to encourage all employees to take leadership in quality issues. These messages were the essence of Eskom's National Quality Week campaign and two of them are shown below.

“We are fully committed to making 'quality' more than just a single act or event, but rather a habit that defines our everyday lives.” Ayanda Noah, Divisional Executive, Distribution division

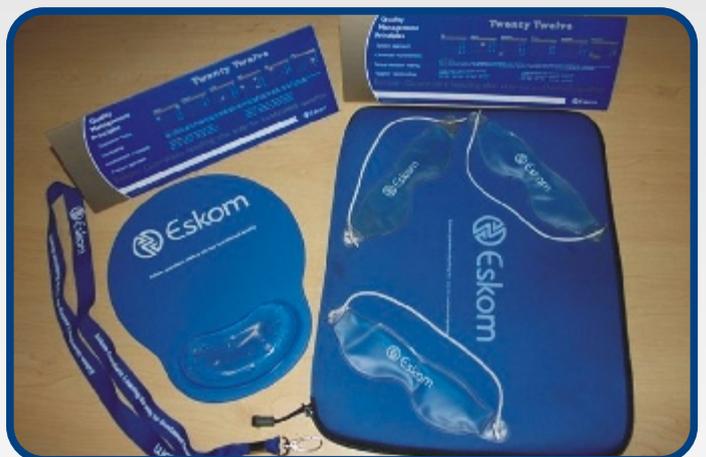
“Quality is about excellence, integrity and discipline. A sustainable and high performing organisation requires each one of us, Eskom Guardians, to make quality an integral part of our daily work and life.” Kannan Lakmeetharan, Divisional Executive, Delivery Unit

The theme and the Quality Management principles were promoted through banners, and other promotional items for staff.

To commemorate World Quality Day on 10 November, a breakfast forum was hosted by the quality management team at Eskom's Head Office Megawatt Park in Sunninghill. Ms Erica Johnson, Chief Officer for Strategy & Risk Management, addressed the audience on what constitutes **Quality in Eskom**, and Dr Lucas Moloi, SAQI chairman and CEO of Junto Consulting, enthused everyone with his theme presentation **“Leading the way to sustained Quality”**.



From Left to right, Aletta Mashao (Eskom, Senior Manager: Quality Management and SAQI Director), Dr Lucas Moloi (SAQI Chairman), Paul Harding (SAQI Managing Director), and Mark Chettiar (Eskom, Senior Manager: Business Enablement) at the Eskom World Quality Day Breakfast



Promotional Items handed to Eskom employees at MWP during the National Quality Week included calendars, mouse pads, laptop sleeves and lanyards

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New ISO 19011:2011 standard adds value to management system audits

Published with permission of ISO and the British Standards Institute and edited by Paul Harding

ISO has just published an updated edition of the ISO 19011 auditing standard which will save money, time and resources by providing a uniform approach to multiple management system audits.



In today's business environment, many organizations incorporate a number of management systems, such as quality, environmental, IT services and information security. As a result, these organizations want to harmonize and, where possible, combine the auditing of these systems. The new SANS / ISO 19011:2011 has created an opportunity to do just that.

Multiple System Standards

Compared to the first edition of the standard published in 2002 which applied only to ISO 9001 (quality) and ISO 14001 (environment), the scope of **ISO 19011:2011, Guidelines for auditing management systems**, has been expanded to reflect current thinking and the complexities of auditing multiple management system standards (MSS).

It will help user organizations to optimize and facilitate the integration of their management systems and, in facilitating a single audit of its

systems, will streamline the audit processes, reduce duplication of effort and decrease disruption of work units being audited.

Specific attention is given to the implementation of the audit programme. By fully applying these guidelines, the prerequisites are provided to make auditing a crucial tool for top management to achieve the objectives of the organization.

ISO 19011:2011 provides guidance on the conduct of internal or external management system audits, as well as on the management of audit programmes. Intended users of this International Standard include auditors, audit team leaders, audit programme managers, organizations implementing management systems, and organizations needing to conduct audits of management systems for contractual or regulatory reasons. Alister Dalrymple, Convenor of the team that updated the guidelines, described the benefits which the new standard is expected to bring to users and the improvements made compared to the 2002 edition it replaces as follows:

"ISO 19011:2011 has been revised to provide auditors, organizations implementing management systems and organizations needing to conduct audits of management systems an opportunity to re-assess their own practices and identify improvement opportunities.

Compared to the 2002 version, the standard adds the concept of risk and recognizes more explicitly the competence of the audit team and individual auditors. Also, the use of technology in remote auditing is

acknowledged, for example, conducting remote interviews and reviewing records remotely."

Relationship between ISO 19011 and ISO/IEC 17021:2011

Another improvement is the clarification of the relationship between ISO 19011:2011 and ISO/IEC 17021:2011, Conformity assessment – Requirements for bodies providing audit and certification of management systems.

While those involved in management system certification audits follow the requirements of ISO/IEC 17021:2011, they might also find the guidance in this International Standard useful.

ISO 19011:2011, Guidelines for auditing management systems, was developed by ISO technical committee ISO/TC 176, Quality management and quality assurance, subcommittee SC 3, Supporting technologies. It is available from ISO national member institutes and in South Africa is available from SABS as a SANS document. It may also be obtained directly from the ISO Central Secretariat, price 142 Swiss francs, through the ISO Store or by contacting the Marketing, Communication & Information department.

Editor's note:

SAQI would like to thank Iain Muir, a current SAQI director, and former SABS employee and David Stables of TIQMS for their considerable input and expertise that they have put into the development of this document on behalf of the South African TC 176 committee.

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PROCUREMENT FRAUD: THE BITTER TRUTH

Article issued by CGF Research Institute and Werksmans (Incorporating Jan S. de Villiers)

In many countries, government and large businesses is dependant upon suppliers and contractors to provide various services and products, as a critical support to their operations. Having a reliable and robust procurement system is therefore not only paramount for the organisation's good governance measures and smooth functioning of their internal operations, but indeed it is also the very 'food-chain' upon which many external businesses may depend upon for their own survival.

Needless to say, staying in a larger business' or government's procurement supply chain can become -- certainly for most smaller companies -- a matter of either making ends meet, or not, as the case may be. Clearly then, one assumes that those who remain in the corporate's supply chain, are those who are legitimately providing good services and or products? Moreover that the delivery and pricing of these services and products are above board, where the *rules of engagement* are fairly and transparently applied amongst all those who operate in the corporate's supply chain.

What would happen if the supplier was in cahoots with an insider of the corporate, and both parties could benefit by the same supplier who frequently wins the bids, by manipulating the procurement system and or its information? The response is quite obvious; the same supplier is then unfairly enriched, whilst someone on the inside -- who tweaked the system or undermined the information -- scores another secretive kickback from the devious

supplier. Of course, the other suppliers are left in the cold.

Whilst there are varying opinions to the annual growth rate of an organisation's procurement spend, according to the Association of Certified Fraud Examiners (ACFE), a typical organisation may lose up to 6% of its annual revenue to occupational fraud, and much of this is directly related to procurement fraud. As the statistics relating to procurement fraud in South Africa are somewhat vague, there is little consolation for our local companies and their stakeholders especially when one considers that ACFE reported that corporate America had lost a whopping \$600bn in 2004¹ due to fraud.

As far as procurement fraud is concerned - it is an undeniable fact that not only is this white-collar crime perpetrated by mostly 'insiders' of the organisation, but it is also one of those crimes that is the least visible and most costly. There are many reasons why this type of crime can go by undetected. Simply put, it's not expected, neither are the procurement systems adequately protected (or managed) against unscrupulous operators. Gone are the days when thugs had to physically steal goods from a truck in transit to the customer. With the ever increasing and complex era of computing, it really has become a matter of pressing a few buttons, with perhaps a few 'copy', 'clicks', 'drops' or 'drags' on a keyboard.

Moreover, an unsuspecting organisation transacting with its

suppliers, may believe that all the necessary items are in place to facilitate a transaction, and technically everything at face value may appear legit. However various 'tweaks' to the procurement system or alterations made to the accompanying documents by its employees can provide various criminalist opportunities. Defrauding the procurement system could also occur where there is product substitution, cost mischarging, defective pricing, progress payment fraud, bid rigging and so forth.

Hardly surprising, organisations tend not to report procurement fraud, most likely because of the associated poor publicity, as well as the organisation's embarrassment behind what was considered -- and approved -- as a "legitimate transaction". Regrettably, employers tend to settle these matters privately.

1 - 2004 Report to the Nation on Occupational Fraud and Abuse (ACFE)

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PROJECTS AND ENGINEERING QUALITY DAY

The Projects and Engineering team held a quality day in November, led by Ben Magara, Executive Head: Projects and Engineering, and Andrew Aphane, Projects Quality Manager.



Left to right : Ben Magara - Executive Head Projects and Engineering, Mike Smith - Quality Practitioner, Promise Mngomezulu - Quality Administrator, Andrew Aphane - Quality Manager, Anton Valente - Head of Projects Support

The objective of the programme was to re-emphasise the way of working and re-energise the commitment of the team in delivering safe, value-adding projects aligned to Platinum's strategy through the Projects Total Quality Management principles and practices. These achieve integrated and cost-effective excellence and customer satisfaction, resulting in quality projects delivered on time and within budget.

The team is obligated to comply to the international ISO 9001 quality standard as a short-term solution, but its long-term objective is to obtain ISO 9001 certification. Certification is not the team's primary goal, but it will ensure consistency in the quality of project deliverables. The major goal is to achieve standardisation across projects, which will ultimately achieve cost savings and an improved quality of processes and deliverables.

This new approach will yield results that will lead the way to sustainable quality leadership. Speakers at the event included Dr Lucas Moloi, renowned author, and John Orkney, an Anglo American employee.

Dr Lucas Moloi said: "It is heartwarming to see such an effort being put into the promotion of quality, stressing that quality is not an option – it is an obligation. It is even embedded in our constitution, which

promotes quality of life." Dr Moloi defined sustainability as "the capacity to endure" and quality as the customer's perception of the level of service being received. He said leadership is the ability to influence people or organisations, but it also requires commitment and participation. It depends on people's ability to access information.

John Orkney, Anglo American Principle Engineer: Risk and Assurance, who has worked for many years in quality field within Anglo American, shared some of his experiences in setting up systems and adopting the Plan-Do-Check-Act methodology, with particular emphasis on the planning stage. Without thorough planning, objectives will not be achieved. "Quality Management is not only about the management of quality, but also about the quality of management," he said.

All attendees, including Hakkies Griesel, Head of Projects: Anglo American, and Clive Govender; Head of Supply Chain, participated in a discussion on doing the right things right, every time and on time.

Projects and Engineering is committed to deliver safe value adding projects aligned to the Platinum strategy using Projects Total Quality Management principles and practices, to achieve integrated and cost-effective excellence and customer satisfaction."

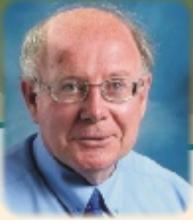


Dr Lucas Moloi



Ben Magara : Executive Head Projects and Engineering

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Was it Angie's talent and giftedness that rewarded her?

Angie had an unforgettable school Prize-Giving night. She received academic awards galore including Scholar of the Year. At tea time after the ceremony, I asked Angie how she felt after such great achievements. Her reply was, "Fantastic but phew! Now I can relax! No more weekends doing that extra studying!" Angie understood the truism: To win the prize you need to put in the prize effort.

Has anyone in your family ever exclaimed, "I can't do Maths!" Professor Brian Butterworth of University College London, the world's foremost expert on mathematical expertise, has this rebuff, "There is no evidence for differences in innate specific capacities for Mathematics." Yet millions of people believe that they'll always be mamparas in Maths.

When a person claims that they are incapable of doing or learning something,

there's the danger of a 'cop out'. Defeatism sets in. The person might not dare to try.

Angie was fortunate to have supportive and encouraging parents. They motivated her to be the best that she could possibly be. Yet they also realised though that it was up to Angie to put in the study time and be focussed. They knew that they couldn't do the studying for her. Also, some of the learning material was way beyond what they themselves were taught at school. They couldn't help Angie even if they wanted to!

Richard Branson of Virgin Active fame struggled at school. Yet his mother was extremely supportive. In his teenage years his enthusiasm for taking on entrepreneurial challenges was always encouraged. He was prepared to work extremely hard, be focussed and – as did happen – get quickly back on his feet when he failed. Parental support was positive

but non-judgemental. Matthew Syed made an observation that applies to each one of us:

... someone who believes that excellence hinges on hard work will not regard failure as an indictment but an opportunity to adapt and grow. They will therefore persevere and eventually excel.

Angie was neither more talented nor gifted than the other hundred children in the Grade. Yet on Prize Giving night she stepped on to the stage more times than her peers. Angie found out that hard work, focus and time-on-task brought deserved rewards.

Syed, M 2011. Talent is a myth. With hard graft and hours of practice, any 'ordinary' child can get a 'gift'. *Times Educational Supplement*, 22 April, page 23.

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)

Obituary

It is with great sadness that we advise you of the passing of Jim Pyle on Sunday 12 February 2012

Jim has been one of the longest serving members of ISO/TC 176, having attended since the 2nd meeting of the TC in 1982

He was also one of the most accomplished contributors, having been:

- the convener of the WG for both ISO 9001:1987 and for ISO 9001:1994
- a member of the TC176/SC2 Planning and Operations Task Group for both ISO 9001:2000 and ISO 9001:2008
- the representative of the TC in

helping other groups and other committees in the development of their standards, e.g. ISO/TC 207 for ISO 14001, ISO/TC 67 for ISO 29001, ISO/TC 210 for ISO 13485, ISO/TC 34 for ISO 22000, the IATF for ISO/TS 16949.

His final role was as the convener of the ISO/TMB/JTCG Task Force 1, which led to the development of the High Level Structure and identical text given in the Draft ISO Guide 83, which may in the future become the basis for all ISO management system standards. This may become his legacy to us.

If you would wish to send messages of condolence to his

family, these can be sent either:

- a) by e-mail to his daughter Mrs Dawn Helps on: dawnhelps@hotmail.co.uk
- b) by post to his wife, at: Mrs Pamela Pyle 81 Tudor Avenue Worcester Park Surrey KT4 8TX United Kingdom

We shall certainly miss his excellent knowledge, experience, and leadership, but most of all his good humour and friendship.

He is a great loss to us all.

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SAQI Training Programme for 2012

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	Feb	Mar	Apr	May	Jun
B11	Setting and achieving measurable objectives	1	R2,150.00		2			8
B12	ISO 14000 overview	1	R2,150.00			26		
B14	Integrated Management Requirements	3	R4,250.00				2-4	
B16	Internal Quality Auditing	3	R4,400.00	8-10			29-31	
B20	Organisational QMS Lead Auditor	5	R9,980.00				21-25	
B24	How to write procedures	2	R3,740.00	15-16			17-18	
B34	Statistical Process Control	5	R9,980.00		12-16			25-29
B38	Development of QMS	5	R9,980.00		5-9			18-22
B41	Introduction to Quality Control	1	R2,150.00		1			
B48	ISO 9001 Requirements Workshop	3	R4,250.00	27-29				5-7
B49	SHEQ Internal Auditing	3	R4,250.00					25-27
B58	Customer Satisfaction and Excellence	2	R3,740.00	13-14			15-16	
B64	Introduction to Quality Techniques	3	R4,250.00			3-5		
B65	SAQI Certificate in Quality	10	R18,320.00				7-11	11-15
B66	Problem Solving and Decision Making	3	R5,200.00					5-7

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

- ◆ 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)
- ◆ Health And Safety Lead Auditor (B52)
- ◆ How To Write Procedures, Work Instructions and ISO 9000 Overview (B24)
- ◆ ISO 14000 Overview (B12)
- ◆ ISO 9001:2008 Requirements Workshop (B48)
- ◆ Integrated Management Requirements (B14)
- ◆ Internal Quality Auditing (B16)
- ◆ Introduction To Quality Control (B41)
- ◆ Introduction To Quality Techniques (B64)
- ◆ Organisational Lead Auditor (Preparation Course) (B20)
- ◆ Policy Deployment And Continual Improvement
- ◆ Project Management Demystified (TD1)
- ◆ SHEQ Internal Auditing (B49)
- ◆ SHEQ System Development Programme (B51)
- ◆ Statistical Process Control (Basic Quality Control) (B34)

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