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Practicing Good Quality

Whilst we all try to practice good quality, sometimes things happen that are outside of our direct control. In these situations all we can do is move on and try to utilise the situation to learn lessons and continually improve our products and services. Last month I reported about a bad experience at a guest house in Cape Town. I am happy to report that a long series of follow up actions have now been put into place at the establishment, including a call from the CEO, to rectify the situation and offer a much better service. This action is very much in line with the SANS 1197:2012 Standard that you can read about in this month's newsletter.

None of us are exempt from potential quality failures and SAQI experienced this first hand in March when our website was "hacked" and for a while we were offline. As they say "every cloud has a silver lining" so we took the opportunity to upgrade our platform, move to a newer version of our software and hopefully offer an improved service to our many regular followers. We apologize for any inconvenience caused during this period.

We also want to take the opportunity this month to welcome new members of SAQI into the fold. It is always sad when existing members do not renew their membership but fortunately for the growth of SAQI the number of new members joining far more than compensates for existing members, mainly students, not renewing. I have mentioned this before but at the risk of repeating myself too many times, SAQI is a member driven organization that belongs to its members. So we encourage all our members to actively participate in our activities. Have you joined the SAQI group on "Linked In"? With the risk of over simplifying matters, generally our members fall into two main categories. The first are those individuals or businesses who are quality experts in their field and for the benefit of our country would like to share their knowledge and experience with others. The second category is those individuals or businesses that are setting out on the Quality road and want to learn more about quality from the experts. SAQI's aim has always been to facilitate the coming together of these two diverse groups and promote a Quality ethic in South Africa.

Paul Harding SAQI MD



Joy Global (Africa) Pty Ltd Awarded Platinum Status for Quality



Left to right: Dr Lucas Moloi (SAQI Chairperson), Jason Savage (Vice President, Joy Global (Africa)), Paul Harding (SAQI Managing Director), Tshisamphiri Mudau (Quality Manager, Joy Global (Africa))

Joy Global Leader in Mining Solutions



JGA and SAQI in discussion after ceremony

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Joy Global (Africa) Pty Ltd

On the 20th January 2012, officials from the South African Quality Institute visited Joy Global (Africa) Pty Ltd for the official handover ceremony of the Platinum Status Membership Certificate Award.

Joy Global has over 125 years of experience as a world leader in high productivity mining solutions. The company manufactures and markets original equipment and aftermarket parts and services for both surface and underground mining industries and certain industrial applications. Joy Global's products and related services are used extensively for the mining of coal, copper, iron, ore, oil sands, gold and other mineral resources.

Joy Global Africa manufacture and assemble new and rebuild continuous miners, and is the centre of excellence of 50Hz shuttle cars, with the 10SC32 models also exported to countries such as Australia, UK, China, Russia, India, etc.

Joy Global Africa pride itself on providing full range of value-adding aftermarket services, and committed to partner with our customers to mine ores and minerals at the lowest possible costs. To achieve these objectives, Joy Global Africa use Life Cycle Management strategies, which places highest value on continuous and exceptional support to our customers.

According to the Vice President, Mr Jason Savage, Joy Global Africa's vision is to be the **leading global supplier of mining systems and services in partnership with their customers to enable them to consistently produce at the lowest cost per over the life cycle of the equipment.**

To realize this vision, Joy Global Africa, continues to improve its product and processes through applying Total Quality Management principles that,

1. **Ensure Customer Satisfaction**
2. **Support Continual Improvement and**
3. **Promote Employee Responsibility**

The Management of Joy Global Africa considers this Platinum Status Membership Award by SAQI, as a huge honour for the company, in their continuous effort in achieving world class excellence. This recognition reinforces their objective on being the organization that inspires to conduct its business processes flawlessly in the quest to achieve zero defects.

SANS 1197:2012

Tourism Service Excellence National Standard

The South African Quality Institute in conjunction with the National Department of Tourism and the South African Bureau of Standards are pleased to announce that a new standard that covers Service Excellence in the Tourism sector has now been published. This Standard SANS 1197:2012 was approved in March by the National Committee SABS TC 228, *Tourism standards*, in accordance with procedures of the SABS Standards Division and in compliance with annex 3 of the WTO / TBT agreement.

In South Africa, service delivery in the tourism sector is regulated in terms of the Consumer Protection Act, (Act No 68 of 2008), which places emphasis on the establishment of national norms and standards that relate to the protection of consumers by providing for improved standards of consumer information in order to prohibit unfair marketing and business practices.

Why the need for a standard for Tourism Service Excellence?

The standard states that the development of SANS 1197:2012 was guided by the policies and strategies that are stated in the following documents:

- a) The white paper on Development and Promotion of Tourism in South Africa (1996) states that there is a general culture of poor service in the tourism industry and related sectors.
- b) The National Tourism Skills Audit report (2008) recommends that systems be established in order to improve customer care training in the tourism sector.
- c) A research report that was published in 2009 by the National Department of Tourism (NDT) in collaboration with the Disney Institute and the Tourism Business Council of South Africa (TBCSA) indicated that the level of customer service in South Africa is inconsistent and varies from poor to excellent. A major factor that contributes towards current service levels in the tourism sector is the absence of integrated standards and norms. It is therefore imperative that actions be taken to correct the present situation by developing national tourism service excellence standards.
- d) The National Tourism Sector Strategy emphasizes the importance of cooperating with the relevant authorities in a spirit of true partnership with a view to developing policies, guidelines and programmes in order to ensure a holistic approach and collective ownership. It further emphasizes the importance of improving service levels throughout the tourism

value chain, including all service touch points (e.g. immigration, accommodation and financial institutions)

- e) The National Tourism Service Excellence Strategy outlines 5 main pillars as possible interventions which are aimed at improving service levels and emphasizes the fourth pillar, namely the service standards and norms. It states that minimum standards of service excellence that will set acceptable levels of service delivery should be developed.
- f) Paragraph 5 (3), chapter 2 of the Draft Tourism Bill (2011) makes for provision for the development of norms and standards for the tourism industry. It should be noted that all organizations that are responsible for the development and management of tourism initiatives should ensure that their respective norms and standards meet national standards.

It is therefore important to encourage participants in the tourism value chain to adopt and apply service standards and norms and to implement self-assessment tools. The implementation and application of service standards will position tourism as a service-driven industry and South Africa as the preferred destination of choice. South Africa should be seen as the country that offers the best service, a diverse experience and as a value for money destination.

The purpose of SANS 1197:2012

The overall purpose of the standard is to emphasize the importance of the spirit of "Ubuntu" in achieving the vision of tourism growth and development in South Africa.

The aim of the standard is to:

- a) Introduce generic standards for planning, developing, implementing and improving service excellence in the tourism value chain.
- b) Introduce specific minimum requirements for measuring organizational performance and for the monitoring of service standards in the tourism value chain.
- c) Introduce a credible service standard that includes credible marketing, quality products and excellent service; and
- d) To introduce a performance system that enables effective monitoring and evaluation.

The scope of SANS 1197:2012

SANS 1197:2012 will establish standards and practices for planning, developing implementing, maintaining, improving and recognizing service excellence in the sub-sectors and organizations that constitute the tourism value chain. The standards and practices are applicable to any tourism related business and organization that is participating towards providing a meaningful and positive experience for all their guests regardless of the type and size of the product and service offered.

The standard is intended to **provide guidance** to organizations in order to assist them to align their product offering to agreed upon standards and apply them in the tourism value chain.

It must be noted that SANS 1197:2012 is not intended for certification purposes nor should it be used as a legal document and is not intended to change any rights or obligations stipulated by applicable statutory and regulatory requirements. However, while the standard is not intended for legal purposes it can be applied within the contracts and codes of practice of individual organizations.

Principles of service excellence

The standard is based on the following principles of service excellence that users of the Standard will be expected to follow:

- a) **Access:** The practice and relevant information should be easily found within the organization.
- b) **Accountability:** The organization should be accountable for its actions and decisions with respect to the code of practice and should report on them.
- c) **Accuracy:** The organization should ensure that the code of practice and the information on the code is accurate, not misleading, verifiable and in compliance with the statutory and regulatory requirements.
- d) **Capacity building:** The organization should establish systems, resources and processes that have the capacity to meet its obligations.
- e) **Commitment:** The organization should be actively committed to continuously provide excellent service and to exceed the expectations of guests.
- f) **Consistency:** The organization should maintain consistently high levels of customer service delivery.
- g) **Continual Improvement:** Increased effectiveness and efficiency in the implementation of the code of practice and its application should be prominent and a permanent objective of the organization.
- h) **Courtesy:** The organization should treat every guest in a courteous manner.
- i) **Responsiveness:** The organization should respond

to the needs of guests and should meet customer expectations in good time.

- j) **Safety and security:** The organization should ensure that products and services are delivered in a safe and secure environment.
- k) **Value for money:** The organization should ensure that products and services leave guests with the satisfaction that they have received value for money.

The National Department of Tourism are encouraging organizations participating in this programme to display a participation logo, their participation ID and the signed code of practice in a prominent position which should be easily accessible by guests, personnel and other interested parties.

Editor's note:

SAQI were impressed with the efficient way that this standard was developed. The working group comprised of the role players in the industry, including SAQI, who diligently debated and collated the main issues with support from SABS and NDT. The speed with which the standard was developed did not distract from the content and effectiveness of the finished product.

Availability of SANS 1197:2012

The Standard discussed in this article may be purchased from the Sales Office for South African and international standards and is available in both electronic and hardcopy format.

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E-mail: sales@sabs.co.za

**"Alone we can do so little;
together we can do so much."
Helen Keller**



**Quality is the
password
to success**

**QUALITY creates jobs and
makes us competitive on local
and international markets**

Anyone Can Steer the Ship, Great Leaders can Effectively Plot the Best Course

by Andrew Horton

Every great leader knows that they must invest time to learn as much as possible, from both their mistakes, challenges and successes. This knowledge will serve them in the present and assist them to plot the best possible course for the future. When plotting any course, all great leaders need to consider two important criteria. They must firstly look inward and draw on all the experience they have gleaned over the years and secondly, they must also look outward, to explore the prevailing conditions, to see how these may affect their progress now and in the future.

When looking inward and drawing on all their experience, they must use all their past successes, failures and challenges, as means to build a strong starting point and to serve as the foundation for the direction they will travel in. As they look outward examining the prevailing conditions; they must take the blinkers off and thoroughly explore the prevailing condition, looking around to identify any obstacles, challenges or roadblocks.

Attempting to move in a new direction, without exploring the prevailing external conditions, would be like the captain of a ship setting sail against the tide, because he did not bother to look at the tide chart or sailing into a hurricane because he did not bother to check the weather report. All great leaders invest time before they start to move their team in a new direction, to count the possible cost of moving in any new direction. This external assessment would include measurable factors such as resources, talent and finances and intangibles such as moral, culture, timing and momentum.

When plotting any new course, any wise leader will know that, no matter how much they have learnt from the past, they will still never have all the answers. That is why any great leader who wants to change course, must get information from as many sources as possible. Open your mind and look around you, the information you need is available everywhere. I have found the best place to start exploring is with the people and circumstances closest to you.

- Your team leaders and members are an incredible source of information, as they are closer to the grindstone than you are and thus better equipped to see any changes or trends in the market place.
- Look at other leaders in similar markets and businesses and see what they are doing. Do not be scared to ask these people to mentor you. It is astounding how many people would be willing to support you, if you can find a way to develop a mutually beneficial relationship with them. The law of reciprocity, where you would do something noteworthy for someone else and they in return, would be more than willing to assist you is a perfect example of the law of reciprocity at work. As long as there is fair exchange almost everyone is willing to help.
- Great leaders know that they cannot succeed alone and that they must build a team of supportive followers, mentors and fellow leaders around them in order to reach their maximum potential.

As you plot any new course it is crucial to ensure that your planning must include both a level of belief and fact. You must have faith and believe in the ability of both yourself and your team to overcome the inevitable challenges and at the same time you must have as many facts as possible to ensure you are not blundering blindly into something you won't be able to handle. As a

great leader you must believe in your ability to take your team all the way and must be able to create a crystal clear vision in your mind of exactly where you want to go. If you are unable to first visualise the journey in your mind and create a vision for yourself and your team, you will most certainly not be able to achieve anything in real life.

Communicate your vision to your team and keep your eye on the prize, but be careful not to minimize obstacles or rationalise challenges. You must always have your eyes wide open and be aware of everything in your environment, be vigilant and be careful not to be blindsided, because you were not observing. Jim Collins said it so well in his book, GOOD TO GREAT, when he described the Stockdale Paradox. He wrote **"You must retain faith that you will prevail in the end and you must also confront the most brutal facts of your current reality"**

Succeeding as a great leader is a balancing act between optimism, realism, planning, faith, fact and intuition. Keep all these factors in mind as you plot any new course and follow this simple formula for success:

- Get a crystal clear picture in your mind of exactly where you want to go
- Develop goals to support this vision
- Prioritise and ensure that you and your team are taking only the most important actions every day
- Communicate your vision and goals to all stakeholders. Ensure that everyone knows their individual role in delivering on the vision and goals.
- Allow time for acceptance and give all team members the opportunity to offer consistent feedback.
- Pull the trigger and lead from the front as you and your team begin to take action
- Plan for and expect challenges. They are inevitable and an integral part of any success journey.
- Offer encouragement, support and praise for all team members
- Review progress daily.

To become a truly great leader and to successfully lead your team in these ever changing times, you must overcome your fear of change, eliminate ignorance about what is going on all around you and become more certain about your abilities. Pull the trigger today and use your present to build that crystal clear picture you have created in your mind. This vision you have created for your future is achievable, if you and your team take inspired action every day and you consistently measure your progress. The success you and your team will enjoy is not dependant on the size of the project, but rather on the size of the leader you become.

About the Author

Andrew Horton is a very successful entrepreneur and master teacher. He is the author of Wot the (Bleep) Now and hosts a weekly TV series called the Empower Half Hour. He is an expert that speaks and teaches, using his extensive business background to inspire business professionals to greatness. His purpose is to empower exceptional people, winning teams and authentic leaders, inspiring them to shift their behaviour and attitude, thereby encouraging sustainable and on-going development. Andrew will act as the catalyst for success within any organisation. Website <http://www.andrewhorton.co.za>

Professor Monty Jones perspective on

The future of Africa's agricultural sector

The overall statistics on African agriculture are well known. It employs over 200 million people and in most countries provides the livelihood of approximately 70 percent of the population. Despite this, Africa has the greatest proportion of malnourished families. Even in countries with the greatest agricultural potential, such as the Democratic Republic of Congo, up to 75 percent of the population is still undernourished.

What is less well known is that in recent decades African agricultural productivity has been improving much faster than the developed economies having to content with much less room for improvement in the yields being achieved by their farmers and the genetic potential of their crops and livestock. This improvement has been masked by the high population growth rate which means that per capita food production is still falling.

In the post-independence era it was Africa's misfortune to become addicted to development projects. Each project brought temporary relief and a sense of hope that was rarely justified in the project's outcome, and was followed by another that was rarely more successful. Meanwhile the true source of national growth and wealth creation - human capital - was neglected.

It is true that African governments supported a dramatic increase in the numbers of university places but without commensurate increases in investment. This has caused the quality of teaching, training and research to decline disastrously, revealed by low rankings in refereed publications and even lower numbers of patents. Meanwhile Singapore has achieved one of the world's highest per capita GDP levels with only a fraction of the natural resources to even the poorest African country.

Some African governments are turning to foreign management to raise agricultural production with offers of access to land and investment incentives. Views vary on the social and economic consequences and even the technical viability of this approach in the medium term, but there can be no doubt that it does not offer a long-term abiding solution. That can only come from good governance, good infrastructure and the release of human ingenuity. There is accelerating improvement in governance with more democratic and transparent constitutions and greater awareness. For instance the growth in mobile telephony will progressively curtail the ability to hide abuses. Africa is also making huge investments in infrastructure, especially in roads and renewable energy.

However, action on the third essential building block, human and institutional capacity, is still lagging. Africa must restore the coherence of the human capacity building pyramid to generate the right quality of producers, technicians, change agents, scientists, business persons and policymakers. Weakness in any layer will weaken the whole institutional structure of national development. Once the pyramid is intact it will also need to be expanded to produce the right number of skilled farmers, mechanics, researchers and entrepreneurs.

The creation of human capacity will be futile if the institutional frameworks are not created to facilitate and promote employment and self employment. In this regard, policymakers and development agencies must understand that the public sector is only a small player in national development and that its role is to facilitate the sources of the much greater private sector.

The bulk of the private sector in African agriculture is made up of smallholder producers who, despite having time and again demonstrated amazing capabilities and willingness to embrace change, are still misconstrued as being bound by tradition and averse to risk. As with the capacity pyramid, so too there is need for policies that support a private sector pyramid with larger agribusinesses producing the high-quality seeds, fertilizers and other specialist inputs and opening up markets and employment opportunities by capturing more of the value added from processing and marketing on the continent before the products are exported.

Ultimately the prosperity of African agriculture depends, as in industries in all regions, on developing symbiotic links between the industry and the producers of human capacity i.e. the universities and colleges, and the facilitators and enablers in the public sector, i.e. the governments. When they come into alignment there will only be one way for African agriculture: upwards!- *Africa.com/EMRC News Report*

**Prof Monty Jones is a member of
EMRC's Executive Committee
and recipient of the 2004 Food Prize**

**With acknowledgement to:
TheFarmAfrica including AgroProcessingAfrica Volume 27**

MORE THAN A SECRETARY: THE KEEPER OF SECRETS

Article issued by CGF Research Institute

The role of the company secretary has in past times been referred to as the “keeper of secrets”. This title was aptly attached to the person responsible for recording the minutes of a (business) meeting containing sensitive or legal information, and being discussed amongst a privileged few. What few people, and businesses realise is that the term secretary (derived from the medieval word *secretarius*), finds its origins from the 15th century when it was first used to describe a piece of furniture wherein confidential documents could be locked away for safe-keeping.

Whilst the role of a company secretary has become a highly demanding job within a company, with many personal liabilities attached to this position, many companies today still disregard the critical value and function of this role. The modern-day company secretary is certainly not to be regarded simply as a piece of inherited furniture. Today many company secretaries are highly qualified legal individuals who serve on the board, with possibly a better and broader understanding of the company’s affairs as compared to their director counterparts. Often ‘institutional memory’ may vest in the company secretary, which is extremely valuable to the company. Amongst their many duties, company secretaries may assist the chief executive officer in reminding them of the shareholder’s or other stakeholder’s expectations from either the company, or the chief executive officer themselves.

Progressive boards regard the company secretary as their most senior administration officer, and indeed the value ascribed to this person is just one of the reasons why the King Report on Governance for South Africa 2009 (‘King III’) describes their role as ‘pivotal’ in a company.

Regrettably, many ill-informed companies still place limited value upon this position, believing the role to be nothing more than a ‘note-taking’ function, furthermore giving the company secretary little or no authority to act. Alternatively the position may be coupled to that of a legal manager, with no appreciation of the true role expected of the company secretary. In many instances the company secretary reports to the finance manager, with the result that there is limited scope that allows the company secretary to fulfill their fiduciary duties and other responsibilities. Of course, if companies and their boards were to inform themselves of the power bestowed upon the company secretary through statute, as well as for example apply business guidelines such as King III; boardroom members and business executives would rapidly allocate greater attention to this function. Accordingly, they would then map the company secretary’s role and reporting lines higher within their organisational structure. To illustrate this point, in both King III and the UK Corporate Governance Code, the company

secretary is deemed to be the right-hand person to the chairman – the chairman being the ultimate authority of the board. As such, the company secretary is charged with many onerous duties and responsibilities.

One of these duties is to ensure that there are good flows of information between the board and its committees, between the executive and non-executive directors and between the board and senior management; ensuring that the board, through the chairman, is advised on all governance related matters.

Whilst the company secretary has numerous administrative and legal responsibilities, they are considered the center point for directors and prescribed officers to access information and advice, furthermore ensuring that all board procedures and flow of information are complied with.

Clearly, the company secretary’s function is not a light-weight appointment. Yet still so many companies underestimate the complex role of this position, furthermore balancing many sensitive and administrative matters which left in the wrong hands, would spell certain disaster for a company. Their duties are second to none in importance. To this end, “however private, significant and confidential a meeting is, the secretary is in attendance as the executive officer of the meeting . . . he is privy to the secrets of the discussion, the proposals, plans, purposes, reasons and fears ventilated . . . and motions which are defeated and never recorded. He is normally the officer who communicates to the public . . . he is the trusted, reliable confidant and recipient of all that transpires at a meeting, without entering directly into the decision-making.”

In many countries the appointment of a company secretary is a requirement by law, and similar to the directors of a company, these incumbents must also undergo and pass a “fit and proper test”. Company secretaries are meant to be the confidant and counselor to the chief executive officer and other members of senior management, especially on corporate governance affairs. Long may the company secretary -- the keeper of our secrets -- live.

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Don't press this button!

A neighbour recently returned from hospital. Yesterday the family received the hospital bill. One billed item was the fee for time spent in the operating theatre. The charge was R150 per minute. Indeed, there's truth in the statement that time is precious ... and costly!

Why is it that every Quality school or organisations is conscious of time and punctuality? Time is precious and it shouldn't be wasted.

Punctuality makes a positive statement about management. If, for example, a school function is meant to start at 19:00, the curtain opens promptly or the Master of Ceremonies walks on stage. The school understands the truth of the words of the French King Louis XVIII:

Punctuality is the politeness of kings.

Good schools respect people's time. Just

as they are respectful to others, they expect it to be given to them too.

Most teachers start the day in a positive mood. They look forward to teaching. Yet there is one teacher button that a child should never press: Arrive late! Don't press this button in the classroom nor any other activity. To be late and keep others waiting without a very good explanation, makes statements about the latecomer. That person has displayed arrogance, disrespect and self-importance.

Late arrivals are a huge issue in many South African schools. Yoliswa Dwane of Equal Education recently commented, '... research showed us that across the country 20% of school kids arrive late for school every day ... these latecomers are deprived of valuable learning time.'

If the school is tough on late-comers in the morning and firm about children always

being punctual, parents should be supportive. The children are learning valuable life skills.

The punctual child is learning how to manage the many activities that have to be crammed into a school day. A punctual child is showing consideration and respect towards others. There's also the sense of self-respect and reduction of stress when the child knows that the day can be managed well by being punctual. There's less anxiety and there's no need to be frenetically running behind others. The more time spent in the classroom, the more time a child has to be a successful student.

Teaching time is precious; there are costly consequences when it's lost. Encourage the child to press the right button (and not only at school): press the Punctuality button!

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)

Welcome to new members

COMPANIES

ACUMAX (PTY) LTD
AUBREY JANSEN DESIGN
AUTOMOTIVE TRAINING ACADEMY
BOLAND COLLEGE
BRITISH AMERICAN TOBACCO SA
COCA COLA SOUTH AFRICA
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GEN TRAINING AND DEVELOPMENT
INSPECTION FANATICS
INTELLIGENT PROCESS RE-ENGINEERING
JOY GLOBAL (AFRICA) (PTY) LTD
QUALMATECH BUSINESS CONSULTANTS
SOUTH AFRICAN REVENUE SERVICE

INDIVIDUALS

Bodley M D, Chesango L M, Coetzee M J E,
Ellemdeen F, Fields M, July S M, Krog J,
Madzokere T, Maoto Z, Masobela T C,
Mavhungu A P, Maya N, Mbabama Tefo T,
Meda H K, Mogale T R, Mokoena C, Moll J J,
Mosiana R, Mtsweni T A, Mtsweni Z M E,
Naidoo K, Namo P J M, Ngodwane L L,
Nkosi Peter V, Nkosi S L, Nzuza Z S,
Pitjeng M F, Raseruthe F B, Shai M R,
Small G, Thekisho T, Thompson M,
Tolom L M, Van Rooi L S



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.

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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