



CONTENTS

No 157 • June 2012

Top Management's
Commitment to Quality

1

How seriously do Executives
take their role in
promoting quality?
by Paul Harding

2

In remembrance of
Dr. Genichi Taguchi,
Creator of Taguchi Method

4

SAQI Welcomes
New Members

4

Innovate Like a Movie Director
by Paul Naysmith

5

Human Capital and Talent
Management : Sustainable?
by CGF Research Institute &
Be Well Program

6

Don't be scared...tell the teacher!
by Dr Richard Hayward

8

SAQI 2012 Training

9



Top Management's Commitment to Quality

In this month's newsletter we look at Top Management's commitment to quality. Although this is a requirement of the ISO 9001:2008 Standard, auditors often find it difficult to obtain objective evidence that this is indeed happening other than a signed quality policy. We also examine Top Management's role in overall organization policy deployment and whether strategic policy decisions should be separated from the daily activities supporting ISO 9001 that are taking place in their organizations.

The SAQI editorial team would like to take this opportunity to welcome Paul Naysmith to its ranks as a regular feature writer. Paul is a well known international author, writing for many international quality magazines. As well as referring to himself as being a Quality Punk and Improvement Ninja, he 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) and has recently become an honorary member of SAQI. Naysmith has a bachelor of science in paper science and management, has worked in industrial textiles, food manufacturing, and the aerospace industry. When not working, he enjoys photography, training to become a Cajun, and spending every precious moment with his family. We are looking forward to a long and successful partnership with Paul.

We also want to take the opportunity this month to welcome other new members of SAQI into the fold and are pleased to report a growing interest in SAQI and a growing need to expand the topic of quality into the rest of Africa. This has been manifested by the proposed production of a new series of programs on Quality that are scheduled to be broadcast on DSTV's Good Morning Africa Channel 114. More details of this exciting new series will be given shortly.

Paul Harding SAQI MD



How seriously do Executives take their role in promoting quality?

by Paul Harding SAQI MD



This article is specifically about top management's role in applying policy deployment (Hoshin Kanri) using the cycle of activities of focus, alignment, integration and review, referred to as FAIR. We explain how this cycle takes a view of policy deployment including establishing, aligning and integrating new innovative activities normally associated with strategic decisions into the Daily Management cycle of the organization that is trying to follow ISO 9001:2008 requirements. The article puts a strong focus on the review part of the cycle by top executives that is required as part of the ISO 9001:2008 Standard under Management commitment.

Hoshin Kanri and Quality

We define 'hoshin' as a strategic objective, which is expressed as a short statement of a top management level policy or goal; this outlines in broad terms the expected associated strategies and means to achieve them. The term 'Kanri' refers to the management of the Hoshin. In an organization that is certified to ISO 9001 this Policy should be in support of the overall Quality Policy and not in conflict with it. The basic principle is that everyone in the organization should contribute to the achievement of Hoshins, so that at the end of an annual cycle, the organization as a whole will have moved beyond what it might have only achieved through normal working. The Hoshin cycle commences with executives focusing on implementing the vital few strategies that will give the organisation a competitive edge. Once the strategies have been agreed upon, a planning process is commenced in order to align them across the organisation. Hoshin related activity has priority and is used to align other systems, plans, and other activities. The linking of strategic goals to objectives in daily management is central to effective Japanese total quality management. Everybody should integrate the priorities in daily management by applying TQM and PDCA principles to the management of work.

However, strategic planning, alignment of the plans, the integration of the plans and the review activity should all be part of a much broader Plan, Do, Check, Act activity in the FAIR model in the figure shown starting with the focus on strategic priorities.



...continue on page 3

Consistency is the key to success

One of the expected outcomes of applying the FAIR model is to ensure that there is an alignment of activities in the cascading of strategic objectives into the organization's operating methods as described in the ISO 9001:2008 requirements standard. It is an important part of Japanese management to be consistent in the application of each task allocated; since it is difficult to improve a process that is out of control, so therefore, any variation in a process needs to be limited. The first aim in limiting variation is to focus on the consistency of the daily management task being performed so any new tasks arising out of a strategic intervention must be integrated into daily work and preferably documented for consistency. This is in line with the ISO 9001:2008 requirement of document control and continuous improvement. At the higher level in the organization, consistency comes through the development of the broad Hoshin Kanri activity. This methodology is aimed at being consistent in target setting and achievement, not just in the magnitude of the target set but also in the overall relevance of the target to the organization's strategic goals. Once daily management is under control the Hoshin Kanri methodology can be used to gain the improvements necessary to gain competitive edge. At shop floor level, once the operating system is under control, improvements to the process can be made through kaizen activities or gradual small improvement steps. The overall purpose of a subsequent review is then to confirm the status of the Hoshin Kanri methodology, the strategic objectives and to check the appropriateness of individual objectives and methodologies to the overall strategic objectives.

A Managed System for Organization-wide Review

Learning from experience and developing the competencies to problem solve issues are essential aspects of the learning organization. This applies as much to top level management as it does to everyone else. Review does not just involve strictly monitoring, but it also involves a more considered evaluation of context, assumptions, as well as progress. Reviews work most effectively if they are linked together as an organization-wide managed system of review, which delivers an audit trail of how the organization as a whole has been performing to achieve its purpose and longer-term strategic goals. This view is not always taken in the context of an internal audit against ISO 9001:2008 requirements where clauses are often viewed in isolation and not part of an integrated system. This system provides an essential feedback loop for organization-wide learning and an opportunity for strategically aligned evaluation, problem-solving, and corrective action. Review provides the thread that knits a methodology such as Hoshin Kanri together. The focus is on review as a method for investigating issues and not centred on who is to blame. At the same time, individuals who have ownership of objectives and plans must ensure that review is carried out. A managed system requires its own administration and staff support, and involves administrative tasks such as managing meetings, agendas, logistics, the provision of advice even training to assist the reporting process, and post-review activities to ensure that follow up action happens quickly.

Progressive audits can help an organization to move from having no formal system in place, shown in the figure below and indicated in the 1st Audit, to achieving ascendancy through a number of subsequent audits. This level of ascendancy or sustained success is described in the ISO 9004:2009 Standard. If we check the figure below we see that the results of audits 1 – 4 may really only give consistency to an organization, as you would expect from a typical ISO 9001 Quality Management audit. To achieve ascendancy then ongoing managed systems of review by senior management are recommended.



The Hoshin Kanri approach uses 'review' to mean only the business (performance) excellence evaluation, and which will include an appraisal of the annual strategic management process (Hoshin Kanri) itself. The participation of top management in this review process means that a wide involvement of people is likely and the relevance of the state of health and the company's operational effectiveness in relation to best practice will become more understood in the wider organization. The importance of this form of annual review is that it should involve top level management in a way that enhances its understanding of daily management. The ISO 9001:2008 clause on Management Review is intended to accomplish this but few organizations, certification bodies and auditors see it in this way. In fact, PDCA is an essential principle for effective Hoshin Kanri and top management should use a PDCA cycle approach. The importance of feedback and review to strategic and general management, of course, goes back a long way, especially where strategic management is understood as a dynamic capability. Specifically, for the implementation and execution of strategic objectives, Kaplan and Norton observe, in the case of the balanced scorecard, that "a process to learn whether organizational strategy was working and being implemented effectively" for senior managers is typically missing. The scorecard idea was originally developed out of Hoshin Kanri practice (Kaplan and Norton, 1993), but the business process basis for managing strategic decisions, which is the important feature of Hoshin Kanri, is not (usually) followed for the scorecard. The advantage of using executive audits, however, is that the highest level of management gains the understanding to which Kaplan and Norton refer; if executive audits of organization activities were used for scorecard management then top management is likely to be more effective in its implementation and execution of strategic management because it will know more about experience at an operational level.

...continue on page 4

Top Executive Audit (TEA)

Senior management must review the quality performance and operational effectiveness of all the core organization-wide management processes, including the effectiveness of strategic management itself. The review represents an annual in-depth check on how strategy and other cross-functional performance management activities have been managed during the year. The idea is not for the organization to pass an examination, but to stimulate mutual discussion between senior management and people who implement top management goals through daily management to find ways and means to improve the existing situation. This should support the ISO 9001:2008 clause on continual improvement. Typically a senior management team will provide an initial short report, and top-level management will draw up a checklist of subjects to consider. At the end of the audit, recommendations will be suggested from top management, and these are likely to be considered at the next audit. The employees audited are also given opportunities to examine and to rearrange their daily work. Moreover, the Top Executive audit contributes to the improvement of mutual understanding and human relations among the employees and is an indicator of Top Management's commitment to quality and continuous improvement.

The involvement of senior management at other levels acts to reinforce motivation with regard to company-wide issues.

It can also play an important role for the dissemination of knowledge generally across the organization, particularly when results are relayed at large through an organization's communication media and specialist networks.

Conclusion

In conclusion, we see the implementation of the FAIR model and the role of review as extremely important to the long term strategy and operational effectiveness of an organization. In particular, the role of strategic reviews, such as top executive audits (TEAs), form not only an important component of the Hoshin Kanri practice, but also as an integrative managed system of strategic review, perhaps with the balanced scorecard to link knowledge of operational activities to CEO level plans. The important message is that an ISO 9001:2008 certification should not be seen as a separate initiative but part of the overall strategic initiative. But this is not all: the use of strategic reviews as part of Hoshin Kanri provides an improved form of monitoring and performance management framework that helps to focus organization-wide effort and improve operational effectiveness.

Acknowledgement is given to **Barry J. Witcher**, Senior Lecturer in Strategic Management at the Norwich Business School, University of East Anglia, United Kingdom.

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



In remembrance of Dr. Genichi Taguchi, Creator of Taguchi Method

It is with sadness that we inform the South African quality community of the death on the 2nd June 2012 of Dr. Genichi Taguchi, who was a great pioneer in the application of Design of Experiments (DOE) for quality improvement.

He was 88 years old (1924 - 2012). SAQI expresses their heartfelt condolences to Dr. Taguchi's family, friends and colleagues.

SAQI Welcomes their New Members

COMPANIES

Linear Plastics
Khanya College
Deepam Dynamics
Kirsch Pharma SA
Wireless Africa
ASM Communication and Training Solutions

INDIVIDUALS

Sangweni N • Muller A
Chibvuri P • Mabika T
Pheko A • Machete P M
Rakumakoe T R M • Mokwena P
Mashiane S • Baloyi T S
Mashego L B • Opperman D S
Nongogo Z A • Dlaba L N
Mnisi M A • Fouche E
Mafurutu K C

[...back to contents page](#)

Innovate Like a Movie Director

By: Paul Naysmith



Why not get creative on an epic scale?

I love films. I just love that cinematic experience. It's the best experience you can have in a darkened room when someone has spent \$200 million on two hours of entertainment. I often truly can't believe how creative and brilliant some minds are. Do you remember the last movie you saw and walked away from, lost for words to describe it? The last time I had a wide-eyed and excited feeling after a movie was from watching the British director Christopher Nolan's 2010 epic, *Inception*.

If you haven't yet seen it, I would strongly suggest that you consider making it an addition to your collection. The science fiction story is about a group of spies getting inside dreams to capture secrets. Doesn't sound like the making of a classic plot, and it's perhaps not a movie for those, like my ever-patient wife, who like period-costume crime dramas.

There is one notable scene that has some jaw-dropping special effects, where a good spy has a fight with a baddie in a hallway. On its own, this doesn't sound spectacular; however, the hallway at the time is spinning on its axis. Each agent is pitted against each other in mortal combat as the walls are turning to become the ceiling—and at some speed.

Being a problem-solver, I like to reflect on how this would or could be performed. During the last 25 years, computer graphics have been so influential in movie design, I presumed that was how Nolan created his vision for millions of the paying public to enjoy. So I felt resplendent with my assessment until recently, when I was proven wrong; it wasn't a computer generated special effect at all. I learned of my mistake when I was travelling by air about a year after the movie had been released. I managed to catch a "making of" documentary of the very scene I just described. In the documentary Nolan started with his vision on paper, and presented this comic book description to his top set and special-effect designer. Put yourself (if not already) in a high-pressure position in a creative industry that is highly competitive, always trying to outdo the last brilliant vision no one has seen before, and being faced with this huge challenge of making a hotel corridor spin on its axis with two actors inside. I would have to assume that only a master innovator and problem-solver could successfully face this challenge.

The solution was presented on the tiny screen in front of me at 30,000 feet up: Build a 100-foot corridor, in a frame that is rotated through 360° by powerful motors. It was massively complex and a huge engineering challenge that resulted in an awesome experience for the audience. This got me thinking, a bit tangentially, on Darwinian principles. Would this expert special-effects wizard have innovated were it not for the working environment he was in? In the same way animals adapt and survive in their ecosystems, had this movie production, or system, allowed this innovation to be created?

When I realized how wrong my presumption was, I had a greater sense of

awe after understanding how they did it. I was happy with the notion that I was wrong, but I was disheartened to think that I or the people I work alongside do not innovate on the same scale as the movie industry.

Please don't get me wrong. I do work in an innovative business. However most of the time it is innovation from people working in a broken system. What I mean is that workers find ways to work around the system, with the intent of attempting to achieve a positive outcome for the customer.

For example, in my past experience, an operator fashioned a tool (of sorts) out of a brush handle and other items available in his area. He made this "tool" to assist in a difficult task he was responsible for carrying out on a frequent basis. When learning of this, the engineers became concerned because it wasn't designed in accordance to some complex calculation that only engineers can comprehend. The manager was enraged because it was an unapproved technique. Only I was impressed with the ingenuity and drive of someone just wanting to do a quality job.

The issue is not with the operator or the tool but with the system that required time-consuming engineering, combined with a management organization that wouldn't listen or enable improvements in the workplace. This would only stifle, rather than encourage, innovation.

As for the operator, his natural problem-solving abilities were recognized and enhanced through training. This was achieved only through changing the system. The operator has gone on to become an excellent leader, and I hope he encourages others to come up with simple and practical solutions as he did.

Chris Corbould, the special-effects supervisor on the *Inception* production, had this to say of Nolan: "He extracts every drop of creative juice out of you and throws it in the film." Doesn't that sound like a rewarding way to work? Why don't you start behaving like a movie director and encourage a creative system where people are allowed to innovate freely on an epic scale?



Paul is a newly appointed regular contributor to the eQuality Edge. See the front page for his background.

Reproduction of any of Paul's articles can only be authorised by contacting him directly at naysmith@yahoo.com

[...back to contents page](#)

Human Capital and Talent Management: Sustainable?

Article issued by CGF Research Institute & Be Well Program



One of the biggest oversights found in many organisations is that they generally do not factor their Human Capital risks, neither integrate these risks within the overall risks of the organisation. Even worse, the talent found within the organisation's Human Capital is rarely understood. The elements associated with the organisation's Human Capital and talent is often seen as an 'intangible asset', and not factored as a *value* item on the balance sheet. Being two sides of the same coin, *risk* may represent -- on the one side -- a negative downward spiral and *talent* -- on the other side -- a positive upward spiral. It is only when these two components are integrated, related or subtracted that one can truly prove (or disprove as the case may be) whether the organisation has a positive investment in its Human Capital, whereupon the organisation may then claim to be sustainable in this critical area. Protecting and managing the organisation's Human Capital -- against the backdrop of its other enterprise risks -- is essential. Failing to manage *all the organisation's risks* can profoundly influence an organisation's ability to create and promote the organisation's value, furthermore being able to provide a credible Integrated Report which comprises a holistic view of the organisation's economic, environmental and social performance.

Managing Human Capital and talent management as a risk factor within the organisation is a *dual* process; rather ironically when an employee health or wellness programme is implemented in an organisation, it can be completely mismanaged and instead of creating value, it destroys value and negatively impacts employee morale. To this end, many organisations implement workplace wellness programmes purely to protect the organisation from losses such as absenteeism, presenteeism, workers' compensation payouts, rising health care costs and expenses related to litigation. Unlike the reactive approach, organisations could achieve much more than a defensive wellness programme and seek to derive greater benefits where the Human Capital risks are integrated within the strategic vision of the organisation that amplifies *value creation, improved return on investment (ROI) and a more sustainable, happier workforce*. Needless to say -- through this proactive approach -- an informed stakeholder who ponders the contents of the organisation's Integrated Report, will

quickly distinguish the manner in which the organisation's Human Capital;

- creates sustainable workplace wellness,
- unlocks true value from its workforce,
- measures and assesses the value of its workforce as a component in the balance sheet, and
- builds a positive and sustainable workforce through talent management.

In an ever-increasing competitive economic landscape, the role of management -- who are responsible for the organisation's Human Capital -- has expanded significantly, and this position may no longer be described as a 'soft' appointment (which may have been the case in years gone by). The Human Capital managers of today are required to be -- in addition to their normal expected qualifications and duties -- knowledgeable in a wide range of business and financial matters. Moreover, they must be well versed in governance, risk, compliance and legislative matters which affect the organisation and its workforce; not least also be able to hold their own in any boardroom. Truly, the Human Capital managers are expected to be so much more than their predecessors; their personal risk and liability factors have increased significantly in recent times and they are quite frankly *a rare and new breed of business leader* who are required to be strategic and at the same time understand the critical importance of managing the organisation's Human Capital and talent.

As this new breed of Human Capital manager will discover; trying to balance the organisation's overall risks against their Human Capital and talent requirements is no small feat, and simply hiring, firing, retrenching or placing an employee on short-time is no longer that simple. Going forward; a new meaning becomes 'group wellness' that embraces a more holistic approach to managing the organisation's Human Capital and its talent -- clearly this strategic thinking extends beyond a 'simple health promotion programme'.

Successful Human Capital managers implement health promotion programmes that enhance human resource capabilities, work performance, quality and productivity. Their

...continue on page 7

strategies raise awareness and commitment among employees to manage the associated risks not only in their own position of employment, but also the greater risk ambit surrounding the organisation itself, the environment, the economy and the community in which it operates.

Understandably, as the 'connected economy' continues to dissipate traditional thinking and business boundaries, it is expected that each employee will deal with many more business aspects, including the attached risks, than in past times. Naturally employees need to be far better equipped to deal with this complex business world, and their ability to understand business rules and legislation is vital if they are to cope, let alone be successful. Accordingly, with greater business integration, and more demands upon organisational sustainability and effective risk management, Human Capital managers are expected to fulfil a greater set of responsibilities that provides – amongst other criteria – employees who are *actually* able to do their jobs and exceed the *traditional expectations*. In order for the Human Capital managers to achieve this, they will need to step to the forefront as they re-design their new Human Capital requirements. It therefore comes as no surprise that Human Capital managers are joining Risk Committees not only to manage their people-related risks (as a recurring item), but also to contribute towards the optimisation of people-related capital. Integrated health and group wellness programmes, are one example whereby Human Capital managers are held responsible to -- rather paradoxically -- address the *employees' health risks*, whilst at the same time try to *promote employee wellness* as a form of social sustainability.

Be Well Program: Workplace Wellness Programme Evaluation

As a test to determine the extent to which organisations are able to claim its state of 'workplace wellness', in the first semester of 2012, the research company called *Be Well Program*, published its *Workplace Wellness Programme Evaluation Report*. Human Capital managers of the participating organisations in Southern Africa completed an online questionnaire about their employee wellness programme design, content, and administration. This wellness programme evaluation included aspects such as the effective development, implementation and management of various workplace wellness programmes, and its respective outcomes.

Amongst many of its benefits, participants agreed that the programme outlined international best practices for the various elements of successful wellness programmes. Participating organisations received their own customised feedback reports with their performance scores against the best practices. The combined scores, as it was extrapolated from the overall database, indicated certain trends as strengths and some as opportunities as indicated below:

Be Well Program: Best practices results

Highest scored best practices	Score	Lowest scored best practices	Score
Health promotion interventions	71%	Wellness programme committees	27%
Wellness programme strategy	58%	Operational plans	28%
Workplace practices	58%	Data and information management	41%

As a best practice, it is clear that organisations do invest significant resources in employee *health promotion interventions* and it was found to be the highest scoring element among all of the best practices. Most of the participating organisations manage wellness education, lifestyle change and wellness culture development interventions that serve as a positive aspect. The second and third best practice, *wellness programme strategy and workplace practices*, was ranked high but did not overly score.

On the negative side -- with the lowest scored best practices -- most participating organisations did not have a formally appointed Wellness Programme Committee to manage the Wellness Programme. The effectiveness and cohesion of Wellness Programme Committees appear to be the biggest weakness among all participating organisations. Delving deeper into this low scoring best practice, it appears that Wellness Programme Committees are not held responsible for the organisation's Wellness Programme outcomes, moreover measuring the ROI. In general, Wellness Programme Committees also lack diverse, multi-disciplinary representatives from all levels of the organisation. The research findings also found that many organisations do not have -- nor do they manage -- a documented operational plan when they implement a workplace Wellness Programme. Lastly, organisations lack sufficient and integrated Human Capital information to evaluate their Wellness Programme outcomes. This makes it very difficult to substantiate the financial and non-financial impact that the Wellness Programme has upon the organisation's Human Capital and its overall sustainability.

As more capital is managed with socially responsible investing (SRI), more informed stakeholders -- especially investors -- are going beyond financial information and now also consider non-financial, environmental and social information performance in their investment decisions.

Key challenges for Human Capital managers are to make their employee wellness strategies inseparable from their enterprise sustainability. It is especially important since sustainable social development is a challenge that entails -- among other factors -- international and national laws, urban planning, social responsibility and ethical consumerism. Successful organisations align their employee Wellness Programmes with their social responsibility programmes, and this is documented in their Integrated Report and strategy. In essence, they sustainably manage the direct and indirect, financial and non-financial impact that is made on employee wellness, the families of employees, the community and the environment.

About CGF Research Institute (Pty) Ltd

Contact CGF to find out more about our governance, risk and compliance and policy services at www.cgf.co.za or www.corporate-governance.co.za Follow CGF on Twitter: @CGFResearch

About the Be Well Program

Contact Be Well Program for more information on workplace wellness programme support services at info@bewell.org.za or on www.bewell.org.za

[...back to contents page](#)



Quality in Schools

a regular column by Dr Richard Hayward

As most of our readers are parents themselves, we have asked SAQI's education editor Richard Hayward (rpdhayward@yahoo.com), a retired headmaster and published author to give us some words of wisdom on how to get quality principles instilled in young people.

Don't be scared ... tell the teacher!

Maybe it's a throwback to the parents' own not-so-wonderfully-happy school days. Many parents are wary of talking to their children's teachers. They feel that the less contact with teachers the better. If there's something of concern, they say nothing. Their advice to the children seems to be, "Grin and bear it. That's what happened when we were at school. Our parents never got involved."

There's the story of Michael who was a high academic achiever. Yet in one school term his marks went from hero- to almost zero quality. From being lively learner, Michael became listless. There were even incidents of classroom aggression and the back-chatting of teachers. What had gone wrong? Neither of Michael's parents made any contact with the school. Michael's homeroom teacher set up an appointment with them.

Within a few minutes of the interview, the reasons for the changes in Michael tumbled out. The mother looked exhausted and haggard. About five months earlier she had been diagnosed with a dread disease. She was presently undergoing a regimen of bitter treatment. The family was distraught.

In a discreet way Michael's teachers were informed of the situation. They became far more empathic and supportive of the youngster. The school counsellor gave Michael professional counselling. He was guided on how to deal with his emotional pain and cope at school. The home and the school worked together during those traumatic times. Michael's work improved; he became more settled and emotionally stronger.

The ideal relationship between the home and the school is often drawn as a triangle. The three sides of the triangle are: the parent, the child and the teacher. Communication is always open and honest. Each side of the triangle listens to the other two sides. Issues are shared to help find the best solutions.

Every Quality teacher wants to bring about the very best in every child entrusted to their care. The parent is crucial in the process. Don't be scared to talk to the teacher. The 21st century teacher truly wants your input. Talk to the teacher when there are issues. You'll be made to feel really welcome.

Richard Hayward does programmes on behalf of SAQI. For more details of the Total Quality Education (TQE): the five pillars of Quality schools workshops, please contact Vanessa (012-349-5006; vanessa@saqi.co.za) or Richard (011-888-3262; rpdhayward@yahoo.com). Poor schools are sponsored.

[...back to contents page](#)



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	Jul	Aug	Sept	Oct	Nov	Dec
B11	Setting and achieving measurable objectives	1	R2,150.00					14	
B12	ISO 14000 overview	1	R2,150.00		28				
B14	Integrated Management Requirements	3	R4,250.00	11-13					
B16	Internal Quality Auditing	3	R4,400.00	17-19			17-19		
B20	Organisational QMS Lead Auditor	5	R9,980.00			10-14			
B24	How to write procedures	2	R3,740.00		20-21			15-16	
B34	Statistical Process Control	5	R9,980.00			17-21			
B38	Development of QMS	5	R9,980.00				8-12		
B41	Introduction to Quality Control	1	R2,150.00			7			
B48	ISO 9001 Requirements Workshop	3	R4,250.00				3-5		
B49	SHEQ Internal Auditing	3	R4,250.00			4-6			
B58	Customer Satisfaction and Excellence	2	R3,740.00		15-16				
B64	Introduction to Quality Techniques	3	R4,250.00		22-24				
B65	SAQI Certificate in Quality	10	R18,320.00					5-9	3-7
B66	Problem Solving and Decision Making	3	R5,200.00	24-26					

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)

facebook

[...back to contents page](#)

