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SAQI would like to wish all its members and other readers of the e Quality Edge a happy and prosperous New Year.

We would like to take this opportunity to announce our new theme for National Quality Week that takes place from the 4th to the 8th November 2013

"Building Quality into our Nation" © SAQI 2013

Our previous recent themes started by looking inward to our own organizations by "Placing Quality at the heart of our organization." We then moved to expanding quality to our stakeholders by "Moving the Borders of Quality." After that we embraced the concept of involving leadership for achieving sustained quality by "Leading the Way to Sustained Quality." Last year we looked at everyone including individuals and organizations to become part of the campaign by "Releasing your Quality Potential".

We are now looking at all individuals and organisations in all sectors to all join forces in a move to "Building Quality into our Nation" © SAQI 2013.

We hope to expand the support for Quality that has been growing over the past four campaigns to become a true national initiative involving all sectors of our South African economy.

If you weren't involved last year please show your commitment now by planning early for the 2013 campaign.



SAQI in Siberia

by Paul Harding SAQI MD

SAQI was recently invited to give a keynote address at a conference in Tomsk Siberia. The conference was organised through the MMKS Consulting Company based in Tomsk, Siberia and was sponsored by the Tomsk Municipality. The themes of the conference were "Quality as a Strategy for the 21st Century" and "Quality: a response to Globalization Challenges".



Picture above Paul Harding with the Russian translator

The plenary session given by the SAQI MD covered "Business Sustainability within Globalization environments." Paul was able to use his personal experience dealing with the Nissan globalization approach to introducing Quality, Cost, Delivery and People through a globalised model of continuous improvement focusing on customer satisfaction. The emphasis given to the model was the motivation of the workforce in sustaining continual improvement through kaizen application. The implementation of the Japanese strategic Hoshin Kanri methodology was also discussed in detail. This integrated model was then compared to the ISO 9004:2009 Standard for "Managing for the sustained success of an organization – A quality management approach.

The talk was well received as it addressed the global challenge of incorporating the workforce into the journey for sustained success.

After the plenary talk the conference broke up into four separate sessions:

- Algorithm of Success for Small Business
- Business Sustainability as an Investment attraction factor
- A Green future
- Social Security through improved Life Quality

The conference topics were well thought out and all contributed to the overall conference theme of Quality as a strategy for the 21st Century.

The other sessions covered amongst other topics:

- Methods and tools for business development
- Lean Production
- Occupational Health and Safety
- Development of Standards in Russia
- Customer Satisfaction
- Business Sustainability based on ISO 22301
- Green Tourism
- Quality Improvement ways within Construction
- Quality and Information Technologies
- Young scientists and students talking about Quality
- WTO challenges
- Techniques of improvement for small business competitiveness
- Water, Air and Ground Quality
- Improvement ways within innovation companies.

It was certainly a challenge visiting a country with daytime temperatures of minus 27 degrees but the experience was definitely worthwhile.



Paul Harding on the left, Anton Chekhov in the centre and Stefan Pukallus (invited speaker) from Germany on the right. Frozen river Tom in the background.

SAQI would like to thank the Municipality of Tomsk and Alina Petichenko the CEO of MMKS for the kind invitation and support for this very successful conference. We wish our BRICS partner all the success in their drive to improve quality.

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My Toyota Dilemma



Part 1

By: Paul Naysmith

Applying critical-to-quality characteristics on a subjective decision.

As a quality professional, I am a huge admirer of what the Japanese, and in particular Toyota, have given the business world, and how they have influenced quality improvements like no other in history.

Although in recent years Toyota did have a “blip” in its immaculate history, according to the J. D. Power 2010 Initial Quality Study^[1], its cars still top surveys and polls for quality and reliability. Out of sheer respect for the Toyota approach or “way,” when I teach people about quality, I tend to drop in Toyota examples. Afterwards my students ask me, “Which Toyota do you drive?” apparently looking for some advice on getting a good motor. My answer usually is, “Er... well... it's... I don't have one.” Here I am, a quality professional singing Toyota's praises and not owning one. Do I thereby lose some credibility in front of my students? Perhaps you, too, are in a similar position as I: a quality professional with a Toyota dilemma.

As I write this, I am in the position of looking to replace my current European “people's car,” which has led me to think about what my preferred Toyota option should be. So to start off, like any good quality professional, I need to understand my critical-to-quality characteristics. Perpetuating the Scottish stereotype, economy heads the list.

Why is economy my critical-to-quality characteristic? I live 30 miles from my place of work, and this means I have to do a lot of driving. I use so much fuel; I feel that I am personally funding the entire UK government through all the duty I pay. This leads me to consider one of those Toyota hybrid cars because they tend not to be heavy drinkers. However, to be honest, I couldn't bring myself to own one as they are just plain ugly.

Why is the way that a car looks important to me? Simply, I am vain and daft enough to think that a car is a reflection of me or my character. So for good looks, I'll need to explore something in Toyota's Lexus division of cars. After test driving a very aesthetically pleasing Lexus, I felt that the driving experience was a bit of a letdown.

Why is the driving experience important to me? Given that I do so much driving over a mix of country lanes, main roads, and motorways, I need to have some level of enjoyment in doing so. Sorry, Lexus; compared to your Munich-based competitor, you lose. However your German opposition is rather—in fact a lot—more expensive for the same specifications of a similar vehicle.

Why is the cost limiting my options? Like many others

I'm working to a budget, which is determined by how much of a loan I can afford. So I have identified a better-value option, in my price range, which excludes the ultimate Bavarian driving machine as a choice.

So what is my Toyota option? It is something I use every day, it is super-powerful, and it will take me places quickly and effectively. I enjoy using it, showing it off to everyone I meet, and it brings tremendous value to me and others when used. I thank you, Japan and Toyota, for the vehicle I settled on: its simplicity is its beauty.

If you are still wondering what my preferred Toyota option is, you may wish to reflect on your career in quality. “Why?” you may ask—and so you should. Repeatedly.

Links:

[1] <http://www.jdpower.com/autos/articles/2010-Initial-Quality-Study-Results/>

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) and an honorary member of the 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.

Paul is appointed as a regular contributor to the eQuality Edge. Reproduction of any of Paul's articles can only be authorised by contacting him directly at naysmith@yahoo.com



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Clear your diaries for the morning, and join Terry Booyesen (CGF Research Institute: CEO) and Paul Aucamp (Palladium: MD) for breakfast as they co-present their corporate governance findings and experience relating to some of the most recent and pressing issues facing organisations.

Both presenters have a deep understanding of the corporate governance challenges and risks many organisation's leadership are grappling with, not least the impacts these place on governing the business in an increasingly complex arena.

Whether it has to do with the strikes, labour unrest, political uncertainty, increasing regulation, burdening risk management, narrowing business margins or even the impacts of off-shore legislation on South African organisations; each of these as examples of key challenges have direct bearing upon business sustainability and its profitability. Expectedly, in today's turbulent times, business leadership and management have no choice but to understand these challenges, and build them into their business and risk strategies if their businesses are to remain relevant, let alone survive and thrive.

In their respective brief presentations; Terry will outline some of the local and global challenges being faced by business leaders, furthermore providing information gleaned from local and international sources which highlights the typical risk areas for strategic consideration. Following this, Paul will focus on pertinent Board Effectiveness issues he has consulted on and dealt with across the globe, providing the breakfast guests tangible insights which can provide important lessons to companies. Some of these topics include the following challenges:

- when the Board's dynamics lead to its ineffectiveness;
- when independent directors don't take their own positions seriously;
- when non-executive directors are compromised by their employment by a shareholder;
- when corporate strategy becomes a bottom-up process; and
- when corporate and business governance are not aligned.

This high powered breakfast session may indeed cause directors and other company officers to consider more carefully the manner and extent to which they engage future business.

WHO SHOULD ATTEND?

The breakfast is aimed at directors (executive & non-executive), including senior managers, marketing, investor relations, human resources, including company secretariat of public & private companies, and state-owned entities.

The breakfast event can host a maximum of 200 guests.

SAQI Members get 10% Discount!

RSVP: Ann-Donne Strydom at +27 11 476 8264 or email astrydom@cgf.co.za or accounts@cgf.co.za

BREAKFAST DETAILS

Date: 21 February 2013
Time: Registration at 07h30 for 08h00 (ends 11h00)
Venue: The Country Club Johannesburg, Woodmead, Johannesburg
Cost: R350.00 incl. 14% VAT

Book now for this premier breakfast and gain valuable knowledge and insights for your organisation's strategic forward planning

VOTE OF THANKS & GRATITUDE

CGF is appreciative of its sponsors of this event, who are:

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DIRECTIONS

Directions from Jhb Int. Airport: N3 North Pretoria, M1 South Johannesburg, Take Woodmead Drive Offramp, Right onto Woodmead Dr, Left into Woodlands Dr, Right into Lincoln St, First left into Country Club Johannesburg

Directions from Pretoria: N1 South Johannesburg, M1 South Johannesburg, Take Woodmead Drive Offramp, Right onto Woodmead Dr, Left into Woodlands Dr, Right into Lincoln St, First left into Country Club Johannesburg

Directions from Jhb CBD / Sandton: M1 North Pretoria, Take Woodmead Drive Offramp, Left onto Woodmead Dr, Left into Woodlands Dr, Right into Lincoln St, First left into Country Club Johannesburg

Contact numbers for The Country Club Johannesburg:
+27 11 202 1600 / 1637

We look forward to seeing you at the breakfast. Wishing all our clients, associates and friends a successful 2013.

For additional information please visit our websites at www.cgf.co.za | www.corporate-governance.co.za or contact +27 11 476 8264/1/0 | Twitter: @CGFResearch

Governance Beyond Boards®

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Choose Vocational Education and Training (VET) and close the skills gap

7 January 2013, Parktown - Johannesburg

The Services Sector Education and Training Authority (SSETA) congratulates all the Matriculants who have passed their examinations, and continues to encourage those learners who did not succeed to take up the many other opportunities within the post-school Education and Training environment.

The Minister of Basic Education, Angie Motshekga stated that "while a notable improvement in the pass rate has been achieved, the announcement of the 2012 matric results has once again exposed South Africa to the realities facing a small post-schooling sector in South Africa; exposing huge incapacities in accommodating the over 120 000 students that qualify for university entry. This presents a huge challenge for the Department of Higher Education and Training (DHET) in that it needs to ensure that there is no overcrowding at these universities; and no tragic stampedes as witnessed in January 2012.

"South Africa has 50 Public Further Education and Training (FET) Colleges nationally, comprising of over 264 campuses or teaching sites. Public FET Colleges offer Vocational Education and Training (VET) courses and qualifications at various levels of study for learners who have a Grade 9 pass/certificate, an NQF level 1 qualification or a Grade 12 certificate." At a press briefing in Pietermaritzburg on the 3rd of January 2013, Minister Blade Nzimande said, "Some of those who have come out of the schooling system may choose to find work. Those who wish to enter the world of work or need to increase their skills capabilities should consider the options of Learnerships, Apprenticeships and skills programmes through any of the 21 Sector Education and Training Authorities (SETAs) which cover each economic sector in the country".

According to the SSETA 's Administrator, Dr. Sihle Moon, "the SSETA is cognisant of its role as defined in the National Skills Development Strategy III, and with other SETA's is challenged to improve skills in all industries and target 1, 2 million workers for certified on-the-job skills improvement programmes annually from 2013; we are also expected to facilitate and co-finance training for 10% of the workforce annually. Crucially, we are aware that these figures must be skewed towards the rural, poor and often marginalized of our country, women and the disabled. And so, as the SSETA, we have designed several projects that very deliberately seek to empower these groupings so that they too, become part of the skills revolution in our country and thus move into the mainstream of meaningful economic activity".

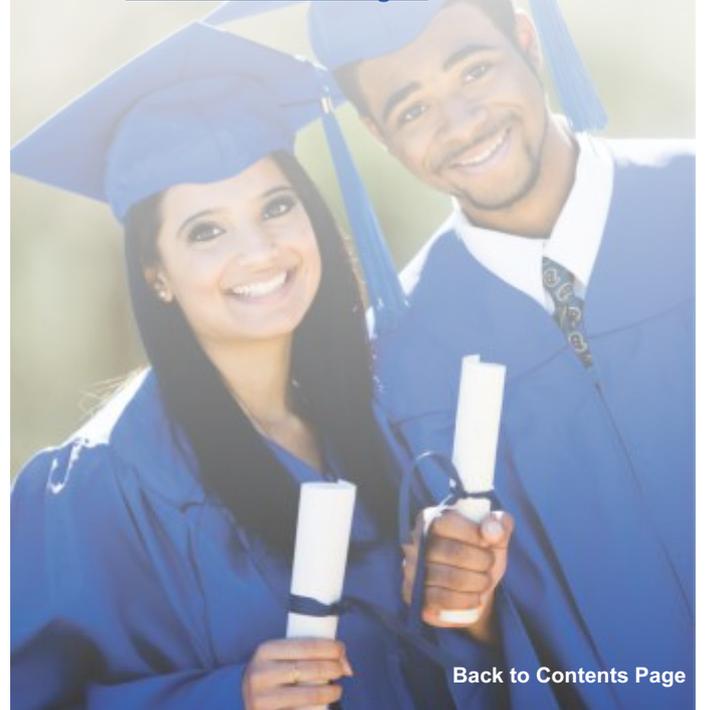
The discourse about post-schooling should acknowledge the presence of SETA's in post schooling solutions, and the

roles of SETA's in the skills development arena should be acknowledged as another repository for learners who decide to go directly to the world of work. This should present an opportunity for many learners sitting in the peripheries of economic activity, in rural South Africa and in some peri-urban locations, and even more importantly, it is a window of opportunity for many young woman and disabled youth.

The DHET has not only worked tirelessly at changing perceptions about SETAs but has also invested hundreds of millions of rands in SETAs; trusting that they in turn will stimulate economies for economic growth and development. The Services SETA therefore encourages students and other South African citizens who want to develop their skills to make Vocational Education and Training learning their primary choice.

The principal goal of the SSETA is to ensure that the new entrants to the labour market are adequately skilled by providing them with subsidised apprenticeships, learnerships, internships or traineeship initiatives for businesses. In an effort to achieve this goal the SSETA has launched several projects in different provinces with the view to get more young people involved in learnerships, apprenticeships, internships and traineeships.

For more information on the Services SETA and if you wish to interview the leadership of the Services SETA please contact Ms Clara Vilankulu on 011 276 9600 ext 9661 or email: clarav@serviceseta.org.za Website: www.serviceseta.org.za



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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 (rdphayward@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.

There ARE bullies in your child's school

There isn't a school in the land which is totally bully-free. The bullying mightn't take the traditional form of physical assault. It could be verbal or psychological. A familiar psychological format is when a child is marginalised. In the classroom or out on the playing fields, the victim is made to feel unwanted. Our 21st century society has a new form of bullying – cyber bullying on cell phones, face book and the like.

Sadly, there are bully teachers. Corporal punishment – even though it's banned in South African schools – is still meted out by certain teachers in a brutal and cruel way. There are sarcastic, verbally abusive teachers.

You might have read of the shooting of a bully at a Vosloorus school last year. The victim had been bullied by a school gang. One day, the youngster brought his mother's policewoman service pistol to school. His tormentor was shot dead. The mother of the boy who did the shooting lamented, "I'm hurt about what happened to my baby ... He never mentioned bullying to me before."

There's a culture of silence in many schools around bullying. Youngsters believe that bullying is to be grimly and uncomplainingly borne. Never tell your parents. How terribly wrong is such an attitude of misguided bravery.

Symptoms of when a child is bullied are evident. A child could bed-wet and regress to behaviour of earlier years such as thumb-sucking. The child could show a reluctance to go to school and start feigning illnesses. Any excuse is used not to go to school. Scholastic performance drops; a once happy and outgoing child becomes sad and withdrawn.

A suggestion is to frequently chat to your child about school. Is school enjoyable? Who are the friends? Ask directly whether anyone is bullying your child. If so, give bully-management tips. Help your child to personally work out possible solutions. Remember that sometimes a child can provoke bullying through its behaviour. Think of our response to an aggressive and spiteful child.

If you feel that bullying isn't being resolved, speak to the teacher or a senior member of staff. Quality schools are vigilant in stamping out bullying. When you tell the school, it can take decisive action. Your input will be genuinely welcomed. You're also making the school a happier place for everyone ... and especially your child.

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 Richard (011-888-3262; rdphayward@yahoo.com). Poor schools are sponsored for hosting workshops.

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SAQI Training Programme for 2013

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	Jan	Feb	Mar	Apr	May	Jun
B11	Setting and achieving measurable objectives	1	R2,340.00			1			7
B12	ISO 14000 overview	1	R2,340.00				25		
B14	Integrated Management Requirements	3	R4,650.00			12-14			
B16	Internal Quality Auditing	3	R4,800.00		6-8			28-30	
B20	Organisational QMS Lead Auditor	5	R10,800.00					6-10	
B24	How to write procedures	2	R4,100.00			26-27			
B34	Statistical Process Control	5	R10,800.00				15-19		
B38	Development of QMS	5	R10,800.00					13-17	
B41	Introduction to Quality Control	1	R2,340.00		22				13
B48	ISO 9001 Requirements Workshop	3	R4,650.00			5-7			
B58	Customer Satisfaction and Excellence	2	R4,100.00				23-24		
B64	Introduction to Quality Techniques	3	R4,650.00		12-14				4-6
B65	SAQI Certificate in Quality	10	R18,320.00					20-24	24-28
B66	Problem Solving and Decision Making	3	R5,700.00				10-12		

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)

For a list of IT specialised courses, please [click here](#)

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