e - Quality Edge

bringing quality information to South Africans since 1996

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SAQI
The South African Quality Institute

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20th Anniversary of SAQI

In April we were able to celebrate the twentieth anniversary of the South African Quality Institute. We have come a long way in those twenty years. From our humble beginnings at the SABS offices we have moved to the quality centre at the CSIR, then to bigger offices at the dti and then five years ago back to the CSIR. In those twenty years our purpose has not changed significantly. We set out as an organization "promoting quality" across all the various sectors of the South African economy and we are still focusing on doing just that. Today more than ever, the need for producing good quality products and services is one of the main drivers of the South African economy. Some of our members have been with us for most of that journey and we would like to pay tribute to our longest serving members:

IR Griffiths Primary School
SAAB Grintek Technologies
Plascon South Africa
Chapelat Swaziland
Anchor Yeast Yeastpro
NECSA (SA Nuclear Energy Corp)
Armscor

We would also like to welcome the rising number of new members and hope they will also be part of the SAQI family in twenty years time.

Paul Harding - SAQI MD

National Quality Week rescheduled

In order to accommodate **World Quality Day** that this year falls on Thursday 14 November, SAQI has decided to move **NQW** to the third week in November from 11 - 15 November. We hope this has not caused any inconvenience to our members.

WWW.SAQI.CO.ZA

Quality:
helping South Africans live, learn and work better

PROUDLY SOUTH AFRICAN

An introduction to quality

By Paul Harding SAQI MD

Basic questions and answers for new quality recruits or small business enterprises starting out on the road to quality

Q: What is quality?

A: Quality is often referred to as "Conformance to requirements", 'fitness for purpose', 'meeting customer requirements', "conformance to specifications', or "doing the right things right first time and every time." There is, however, a growing acceptance of the fact that in a competitive arena, quality should be seen as 'consistently exceeding customer expectations.'

The thinking behind this is if you do not constantly improve what you give to your customers; your competitors will take over your market share. Quality is measure of the success of the outcome that the customer would like to receive.

Q: Who is the external customer?

A: The external customer is the person who buys or receives a product from you or who pays for or receives a service that you offer.

Q: Who is the internal customer?

A: The internal customer is usually a work colleague or a team member who is the next person in the process chain of manufacturing or delivering goods or services. By providing our internal customer with the best possible information or product, we in turn enable him or her to add more value and deliver an enhanced or a better product to the next internal customer.

So the quality process continues along the work chain of all the steps that are needed until the finished product or service finally reaches the external customer or final user - and it's so good if it exceeds their expectations! - They feel that they are getting even more value for their money.

Q: Does quality only apply to products?

A: No, quality of service is equally important. Living in the information age as we do much of what is bought and sold is a service. This can be travel, food and accommodation, health care, transport and education to name a few. Electricity for instance is a service we buy from Eskom and our municipalities. Cell phone and land line service is another example; when we use our 'phones we are buying a service from a provider.

When we buy a new or used car, obviously the dynamic performance and aesthetic quality of the vehicle is important and so is the price. However, we also take into account the quality of the after sales service that has been promised so that the car will continue to run effectively for a long time.

Q: Is quality more important than it used to be?

A: Quality has always been important, but with increasing competition it has become much more so. You either produce quality products and services or you will eventually be out of business.

Customers are becoming less and less tolerant of poor quality and with many competing items or services on offer; it is easy to switch loyalties to another supplier who can deliver to their satisfaction. Competition makes quality a business imperative especially when companies do business in global markets. The introduction of the Consumer Protection Act in South Africa has also made quality even more important.

Q: Who is responsible for quality?

A: Everyone is responsible for quality. The days have long gone when quality control was the function of the quality manager and a few other individuals who fought with the production manager to ensure that products conformed to the established specifications.

Today quality managers are still there to co-ordinate the drive for quality, but everyone is responsible for seeing that the next person in the process receives good product and service quality so that ultimately the external client is totally satisfied.

Q: Isn't it expensive to produce good quality?

A: It is even more expensive to produce poor quality. It is very costly to rework or repair poor quality products or refund clients for poor services. Not only that, but it is going to result in loss of business as our clients will look for other ways to obtain what they require. Remember, according to a survey in England, it costs five times more to attract a new customer than keep the existing one.

Q: What does Total Quality Management mean?

A: TQM is a frequently used phrase and simply put it means everyone in the organisation, not just the quality department, is personally managing and constantly improving the work they do - and constantly doing good work. Many organisations have TQM systems in place to measure progress and to correct errors and continually improve their business.

Q: What is the difference between quality and productivity?

A: Quality and productivity are often seen as different sides of the same coin. Productivity is measured as an efficient output of a process relative to the input. However, if that output is of poor quality there will be no demand for it. So quality looks to add value and improve what is delivered including taking into account the time and cost it takes to do so.

Q: How do you ensure that the quality of products and service that you produce is consistent?

A: Consistency is most important to maintaining and improving quality, as customers will only continue to support you if they know that they can rely on good delivery - of product, service or information - all the time.

An organization needs to have formal systems and procedures in place to measure this. It is also important that employees are well trained and equipped to do the job in question. There is an international quality requirement standard, referred to as ISO 9001:2008, which is recognised worldwide and gives the client peace of mind that the product or service they are buying meets these requirements and does so consistently.

Over a period of time an organisation can be assessed and receive ISO 9001 certification in their field of business. There are many more ISO standards categories ranging from products to services to management systems.

Q: Is it enough to just go on producing the same level of quality?

A: No, increasing competition both locally and internationally means that we have to commit ourselves to improving all the time and, in the language of quality, this is referred to as continual improvement. To stay in business we must constantly look for ways to improve our products and services and offer new and improved benefits to our customers so that our competition does not take our business away from us.

For more information on issues of quality contact the SAQI helpline on (012) 349 5006 or email exec@saqi.co.za

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Quality manager skills for talking quality to non-quality colleagues.

By Paul Naysmith

Recently I received work related news that we did not get top marks from the customer feedback survey with reference to the team we had assembled for delivering a service. As an individual dedicated to ensuring the customer experience is always beyond their expectations, I didn't feel particularly happy when hearing this.

So I got out of my office, and walked at a feverous speed to the operations manager to find out why we didn't get a good score. On arrival he explained to me that the team had been marked down in the 'communication' category. This was interesting, I'd never have seen this; usually it is around timeliness or equipment reliability, so this was new and very intriguing.

I asked about the team, and who was on the team to the Operations manager. From the list, it was evident that the team was made from experienced and very qualified people, with the notable exception of one name. This individual was overseas at the time of the project and could not therefore be part of this team. Talking over the problem with the operations manager, I asked questions around this missing team member. I was fortunate, as the op's manager was very familiar with this person, so I asked about their preferred communication style, their personality and their professionalism.

In summary what I figured out was that this missing key employee was actually the balance that the team make-up needed. He is a very outgoing and personable individual, and it was theorized that this repeat customer, perceived that all our employees were like him. This got me to think about team make-up and communication styles, and how we interact with our many internal or external customers. I am fortunate enough that my current employer has access to a 'personality profiling' system, and knowing this I considered with the operations manager to assess the team members, to verify our theory on the team balance.

At this point I realized that perhaps I was expressing improvement ideas to this operations manager in a very specific way, and directed only to him. I started to figure that I was using logic, scientific reasoning and the concept of data to get across, to my internal customer: the operations manager. I had not thought of it before, however my style and approach with this manager was very different to other managers around the business. So had I uncovered something latent, a realization that perhaps I had developed a skill set in being able to talk Quality to different people, in differing ways.

If you are a Quality Professional like me, it is possible that your colleagues may think that you do not have the ability to converse in a language that is interpretable by human beings, and the way you talk is more like the noise the internet used to make when starting up in the 1990's. If you ever have experienced the dead-eyed-look-of-a-politician from a fellow worker, it's possible that you are unable to make a connection with that person. It took me a while to realize this for myself.

So it is our responsibility in our occupation to effectively communicate in a language that not only is meaningful, also importantly, can make sense. I have learned, usually the hard way that if you attempt to use "Quality" speak to anyone other than a "Quality Person", the message will not take effect.

Out there in the world, there is a huge library of work on communication, that's all fine and good; however I have found it will perhaps focus more on the way the message is conveyed rather than the content of what

you are saying. So how can we tailor our content for the right audience? If we take the finance department, they live in a mathematical world of Rand, Pounds, Dollars, or Euro's. So therefore it should be very easy to converse as a Quality professional; however it may not always be the case.

Example conversation one:
Quality Professional: "Can I request $30,000 for a new tool to move the process by ½ a sigma?"
Finance Manager: "What? What's a sigma? And why can't you move it by a full Sigma?"

Alright, this is a very simplistic example and a presumption that the Finance isn't conversant in Quality vernacular, however if we were to get into our time machine and have the ability to repeat this in a different way, how could we change our approach?
Quality Professional: "What if I could tell you about an idea that through the improvement of Quality in our processes, we can eliminate customer credits, which have cost the business $150,000 of revenue last year?
Finance Manager: "Ooooh yeah! Bring it on!"
Quality Professional: "I will need to make you aware, that I have identified that to do this, it will require an investment of $30,000."
Finance Manager: "$30,000 to save $150,000? Done deal!"

Same conversation crafted in a slightly different way. So how can we craft this conversation in our business? Well it will take a fair chunk of homework to get there. Starting with being able to understand what language or drivers in the department or business that you are attempting to influence. In my finance example it is easy (in the majority of cases) to express language in costs, however this may not work for other departments. This is where Dr Deming taught all Quality Professionals about "operational definitions" or in his words: "An operational definition is a procedure agreed upon for translation of a concept into measurement of some kind."

How I do this homework or establishing my 'Operational Definitions' is to go into the department you are about to release improvement on, and ask them this simple question "what's the common problems that you are having?" Granted you will get a shopping list of issues, however listen for the key words. I did this recently, and yes I did get an arms length of improvement opportunities, moreover I would hear the terms "not enough time" or "too many complaint calls". So rather than put my conversation in terms of money or the bottom line, I would frame it around giving time back or even reducing calls.

As you may be aware dear reader, I moved from the UK to the USA in 2011. Living and working in a

different country has certainly been an education, and I would recommend it to you if you have the opportunity. Being immersed in a different culture or environment must have had an effect on me. Around the same time as moving over, I had also started to take writing seriously. So I theorized to myself, perhaps my communication style may have changed in this period. So I went back and conducted personality profile analysis on myself to see what I was or what it said about my style. When I received the document issued from the test, I went to save it in my folder, on doing this I found an older test result before moving overseas. So I opened the documents up and compared the two together. Well surprisingly enough, I had changed according to this test, to a more analytical and more creative profile.

So this is my call to action: put yourself into a different environment, feel new experiences and most of all learn from them. I believe this will help you to become more effective at being able to provide yourself with new skills for talking quality to non-quality colleagues.

If you have an example from past or present experience, I would certainly like to hear your lessons learned, and I would like even more to take the opportunity to do a joint article with you on it. Why you may ask? Well I've never written a joint article with someone from a different country, and perhaps it will enhance our writing or communication style in the future.

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

A Lean systems thinking approach to improving call centres

- Josef Myburgh

Call centres are increasingly under pressure from both within their own organisation and from customers. Leadership often expresses concern about the rising cost versus low productivity while customers are complaining about poor service.

In many organisations pressure is mounting on Call Centre Managers to improve productivity while continuously improving service levels. We know from experience that this pressure leads to uncoordinated improvement projects, sprinkled with cost cutting measures, and if that fails; discipline the staff! There is another way to address this pressure by starting with these two questions: "How do we deal with customer demand?" and "Why do we deal with it like that?"

How do we deal with demand?
This answer takes us to process thinking. Most managers think that call centres are high speed 'processors' of customer demand. And they think that this is what the customer wants. As calls increase, so we increase capacity.

Why do we deal with it like this?
It is the way they have been set up and the way performance is measured. It confirms the view that they are 'processors'.

The most commonly used measures found in any call centre are:
• Call volumes (received, handled and abandoned) per minute, hour, day and week;
• Average handling time (or talk time);
• Number of calls handled per agent;
• Occupancy levels (time on phone);
• Agent adherence to plan;
• SLA's (service level agreements – measured in % of calls answered within a certain time i.e. 80% of calls to be handled in 20 seconds as a standard).

Most of these measures are unfortunately inwardly focused measures that are driven to ensure that the call centre can respond to the continuous change in customer demand. These measures give managers the means to manage resources and to ensure flexibility to respond to any spike in customer demand.

The unfortunate situation with this is that managers have accepted by default that they have no power in influencing
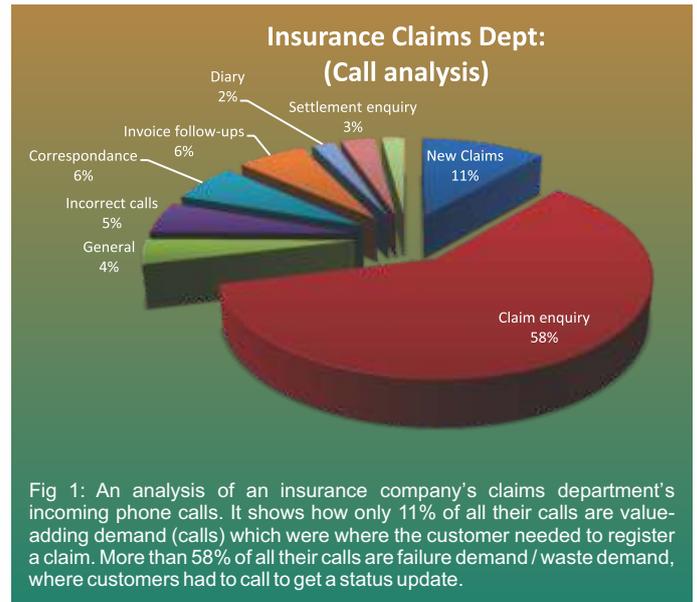

Fig 1: An analysis of an insurance company's claims department's incoming phone calls. It shows how only 11% of all their calls are value-adding demand (calls) which were where the customer needed to register a claim. More than 58% of all their calls are failure demand / waste demand, where customers had to call to get a status update.

the work presented to them in the form of customer call volumes. They treat demand as unpredictable. It is very sad as some managers have not been taken through a systems-thinking process in order to take an outside-in look at their call centres.

Understanding customer demand
Systems thinking begins with a formal understanding of demand. There are two main types of demand experienced by call centres:
Value demand Why the call centre exists and what it does for its customers.
Failure demand Demand caused by failure within the Call Centre or its host organisation to get something right for the customer.

When analysing a call centre from a systems perspective it is not uncommon to find failure demand levels of between 25% and 50% of the total demand. To improve predictability of demand in a call centre, it is imperative to determine two aspects:

It is time for managers to reset their beliefs regarding call centres, and to reconsider their standard solutions for the improvement of call centres in South Africa.

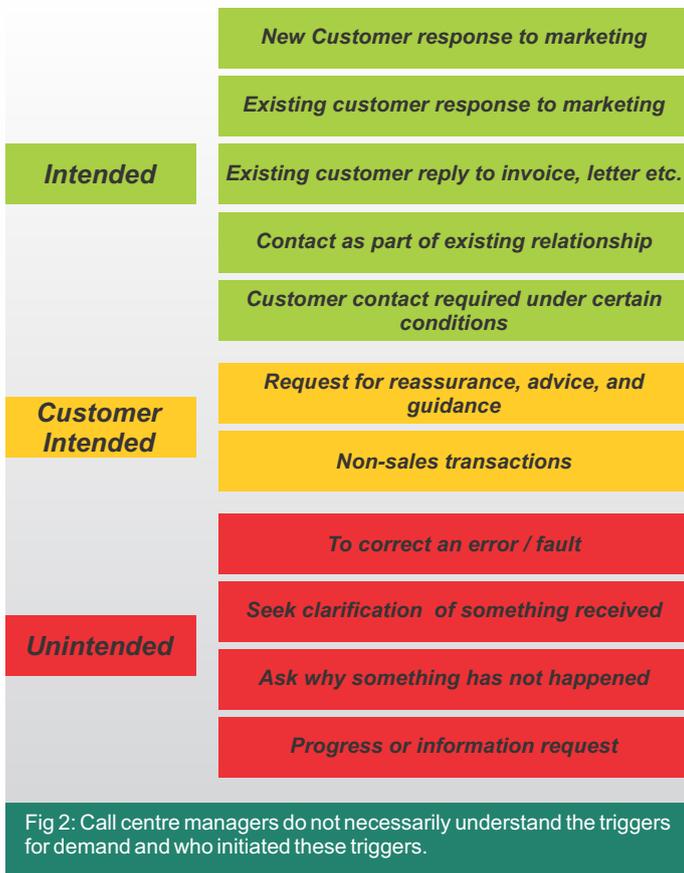|	
Intended	New Customer response to marketing
	Existing customer response to marketing
	Existing customer reply to invoice, letter etc.
	Contact as part of existing relationship
	Customer contact required under certain conditions
Customer Intended	Request for reassurance, advice, and guidance
	Non-sales transactions
Unintended	To correct an error / fault
	Seek clarification of something received
	Ask why something has not happened
	Progress or information request

Fig 2: Call centre managers do not necessarily understand the triggers for demand and who initiated these triggers.

1. What proportion of the demand is value adding and what proportion is failure demand; and,
2. What is the variation and reasons for variation in demand (the demand patterns and the peaks in demand).

Improvement opportunities focusing on failure demand

There are many examples where call centre demand levels decreased due to the rigorous approach to identify and eliminate waste / failure demand. This can also be achieved by working hand in hand with the organisation as a whole and to identify and eliminate the non-value-added triggers of demand.

We have achieved various improvements in:
- Progress update calls;
- Repeat calls for work performed incorrectly;
- Dispute resolutions;
- Fault reporting;
- Incorrect dispatches;
- Cancellations;
- And many more.

Should one improve the call centre?

Let us start with these questions:
- Which business stream does your call centre operation belong to?
- What should your improvement initiatives focus be on?

To answer these questions one should first understand your company as a system.

Organisations typically have three process layers:

1) Core: The core is why you exist. You developed a product or service, which you believe customers would like to purchase. The processes that develop these products and services are your core processes.

2) Value-Adding Processes: The next thing a company needs to do is to promote and sell their product or services. This is normally done through distribution channels and by engaging a sales force. These can be in the form of either, or both, an external sales force or a call centre, and to deliver products and services.

3) Non-Value-Adding Processes: These streams should theoretically not exist if your product or service does not disappoint the customer, but most organisations do have them. Either their product fails or their service to the customer breaks down. These streams also get fed by continuous bad service or mistakes, which may occur in the Value-Added streams when the customer needs service or assistance. In a very basic language, these streams are waste streams.

$$\text{Time in Queue} = \left\{ (\sigma_a^2 + \sigma_s^2) / 2 \right\} * \left\{ \text{Util} / (1 - \text{Util}) \right\} * \left\{ t \right\}$$

Variation in Demand:
Types of demand
Variation in call volumes
Pattern of call volumes
Geographical location

Variation in Handling time:
Is the handling time consistent?
Variation between agents
Variation between call types
Different procedures

Resource Utilization:
Resource plan
Absenteeism rate
Resource Loading
Agent adherence of plan

Avg Processing Time:
Std time per call type
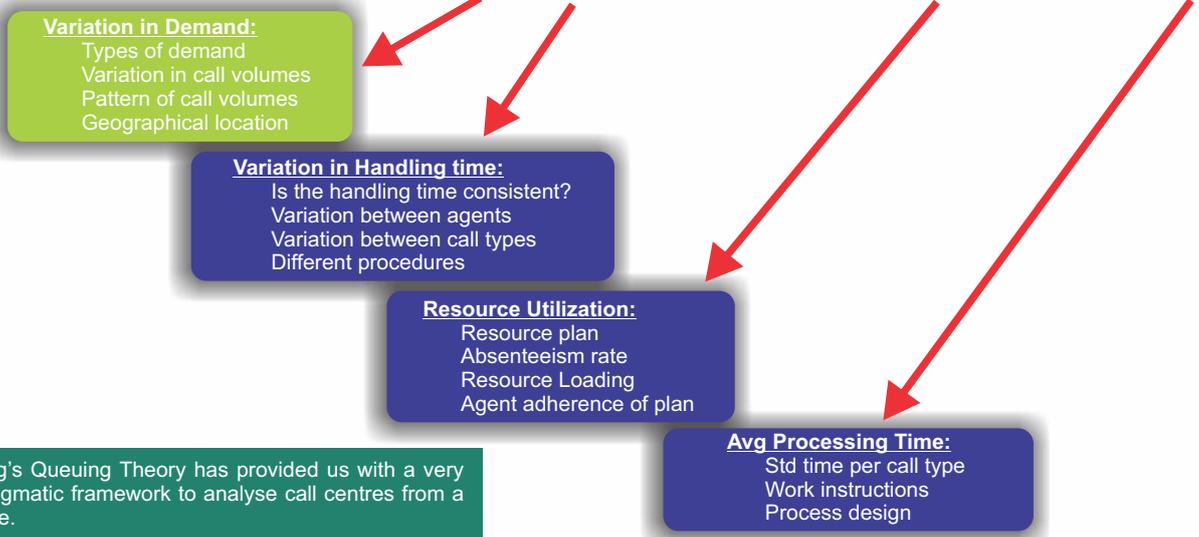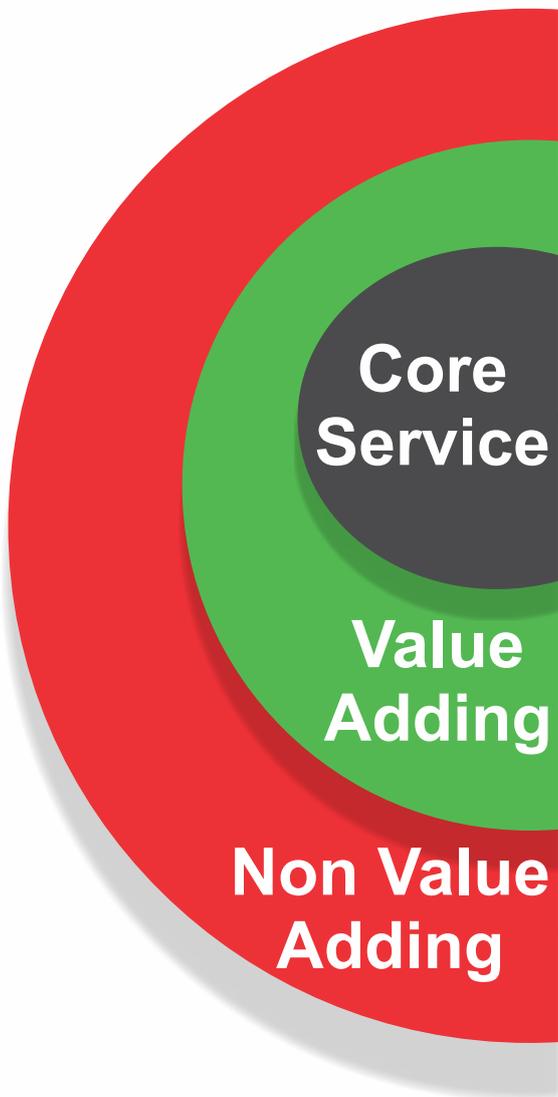Work instructions
Process design

Fig 3: (right) Erlang's Queuing Theory has provided us with a very systematic and pragmatic framework to analyse call centres from a systems perspective.

CORE:
Efficiently developing new services that will satisfy customers or increase sales and revenue.
The improvement focus should be on a Quick to Sense and Respond to the ever changing needs of your customers.

VALUE ADDING PROCESSES:
Deliver value effectively to customers and efficiently to the organisation:
• The focus should be on minimising errors which affect the customer;
• Improving the efficiency at which you deliver the service or product.

NON VALUE ADDING PROCESSES:
Occurs when the organisation delivers unfit products and services. Customer dissatisfaction then results in loss of money, time and reputation:
• Focus should be on the identification of the waste demand,
specifically where it originates;
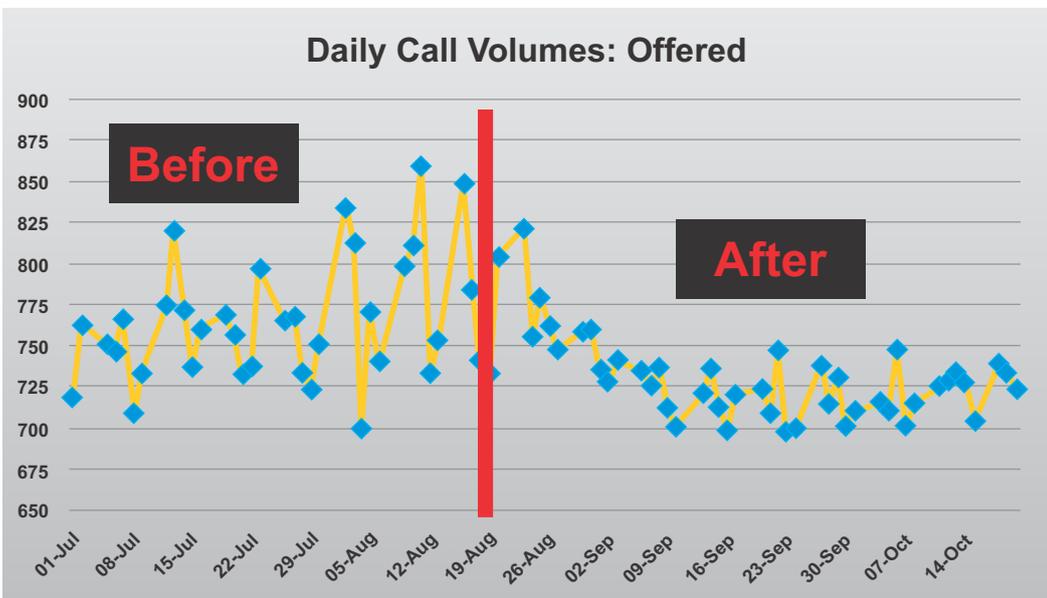• Eliminate the root cause of the failures, to ultimately improve customer satisfaction.

Fig 4: (left) The graph shows how an improvement effort focused on identifying and eliminating the causes of failure demand can reduce and stabilise the call demand volumes in a technical support call centre. This proves that failure / waste demand, can exaggerate your actual call demand.

OUTCOME:
A targeted approach to removing non-value-added calls, by focusing on the core and value-added sectors of the business, results in a much smoother calls-volume line. It is immediately much easier for call centre management to do resource planning. More of your resources can be utilised in value -adding functions and your customer satisfaction improves daily.
This is an example of practical Lean implementation at its best .

UNLEASHING IT-VALUE IN BUSINESS

by Oversight Solutions & CGF Research

Since the collapse of giant corporations such as Enron, Parmalat and Worldcom in the last ten years or so, including the subsequent Sarbanes-Oxley legislation in the USA (designed specifically to improve financial reporting), a legacy of Corporate Governance has been left where many companies have created a 'tick-box' approach to Corporate Governance, more especially toward legal compliance.

A whole new industry has grown on the back of traditional auditing, including the manner in which Governance, Risk and Compliance (GRC) has been dealt with as a result of this 'tick-box' approach, and which has become entrenched within many companies. Regrettably, this approach has created an entirely inappropriate culture and understanding of governance. [In our view, good governance has experienced a set-back that will take many years to overcome.]

Admittedly, whilst the climate of many companies desperately needed improvement (and self-regulation had clearly failed in these cases), the 'cost-imposition' imposed by the legislation left many companies with a distorted view of Corporate Governance and a determination to minimise governance costs to only those required to stay within the law.

South Africa has taken its lead from the rest of the Western world, and despite the advantages created by the 'apply or explain' philosophy embedded in the King III principles and practices, many South African companies have adopted the 'Sarbanes-Oxley mentality' of 'comply or else' which does not inspire, nor enthuse most companies.

However, maybe all is not lost. A number of leading companies in Europe and the USA are now beginning to adopt a very different attitude. They are recognising that

Boards of Directors are accountable for maximising the value their companies deliver to all stakeholders and that governance processes (evaluation, direction and monitoring) are the mechanisms through which value is identified and grown. They are also aware that with Integrated Reporting and the 'Triple Bottom Line', the definition of value goes way beyond traditional financials.

These companies understand the importance of defining and measuring their key value drivers, placing them within the context of corporate strategy, goals and objectives, and ensuring they are the prime levers of the organisation. This places a huge responsibility on Boards of Directors to establish the appropriate leadership, organisation structures, cultures, ethics, roles, frameworks, processes and relationships. Most of all, it encourages them to challenge the 'status-quo' and ask appropriate questions involving the risk (both opportunity and threat), compliance, security, sustainability, controls (principles, policies, processes, procedures and best practices), maturity and performance issues of all their operations.

Not surprisingly, this demands balancing the competence, experience and knowledge across the whole of the Board to ensure all aspects of the company's business are carefully scrutinised on a regular basis. Most importantly, it demands a full understanding of the components of value that are key to the organisation's success.

In King III terms, it means using the advice and guidance expressed through the principles and best practices and 'applying' them to the particular circumstances of the individual company. This is far more difficult than merely complying with the law and is often the major differentiator as to why some companies thrive and prosper, even in turbulent times, and other companies fail.

Information and Technology (I & T) Governance, as a sub-set of Corporate Governance, faces the same challenges. Ticking boxes will not maximise the value. However, many directors -- primarily through their lack of exposure to Information & Technology in their former years -- struggle to govern this crucial area of the business.

When directors don't know what questions to ask and CIO's don't focus on value or measures that matter, is it surprising that I & T objectives are not clearly articulated in line with the business objectives and that value drivers are rarely identified and monitored?

In simple terms what is needed is a comprehensive I & T Governance programme and road map based on a clear understanding and honest assessment of the organisation's capabilities, a detailed analysis of the gap between current and future needs, a well-articulated direction incorporating agreed priorities and clear business benefits and a realistic appraisal of both resources and timeframes.

So, when will the wave of change become a Tsunami?

The answer to this question is when directors openly accept their accountabilities for maximising the value they deliver to all their stakeholders and when they direct ALL their resources (internal and external) to focus exclusively on this goal.

In Information & Technology terms it is when directors ensure that the key I & T objectives (comprising of appropriate governance structures; maximising value; aligning I & T and corporate strategy; balancing innovation and process transformation portfolios; relevant information, knowledge & business intelligence; customer focused service delivery levels; recruitment & retention of key Human Resources; cost saving & revenue management initiatives; sensible controls; balancing risk & reward; monitoring compliance; protection & security of information assets; building sustainability; and measuring performance) are identified, well communicated and become a fundamental part of the fabric of the organisation.

This is not as difficult to achieve as would be first imagined, provided that management -- assisted by external professionals where appropriate -- is encouraged to adopt a business value view regarding the use of I & T in their organisations.

About Oversight Solutions (Pty) Ltd

OverSight Solutions' approach involves providing directors and Executive Management with the right questions to ask of CIOs and IT management with regard to the maximisation of IT value, and we supply CIOs and IT management with the right answers (expressed in business terms).

Our objective in OverSight Solutions, is to ensure that directors are confident that stakeholders are receiving the maximum benefit from their investments in Information Technology (IT) and to enable CIOs to be recognised as vital contributors to delivering the objectives and goals of the organisation.

Our approach involves assisting CIOs and IT management in delivering the appropriate structures, processes, projects, and IT services to meet business needs and support line management in understanding and implementing IT in such a way as to maximise business value.

More information regarding Oversight Solutions can be found at www.oversightsolutions.com

About CGF Research Institute (Pty) Ltd

CGF is a Proudly South African company that specialises in conducting desktop research on Governance, Risk and Compliance (GRC) related topics. The company has developed numerous products that cover GRC reports designed to create a high-level awareness and understanding of issues impacting a CEO through to all employees of the organisation.

Through CGF's strategic partners -- supported by our Corporate Patrons Rifle-shot Performance Holdings and DQS South Africa -- our capabilities extend to GRC management consulting, executive placements, executive mentoring, company secretariat and the facilitation of Corporate Governance and Risk Awareness workshops.

More information regarding CGF can be found at www.cgf.co.za, www.corporate-governance.co.za or www.governanceconnect.mobi
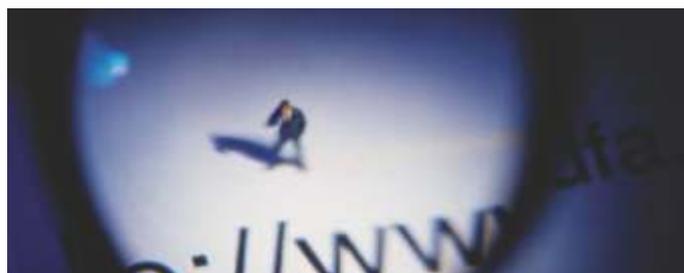**For further information contact:**

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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 (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.

Beating bad behaviour: restoration vs retribution
by Dr Richard Hayward

Every child has moments of bad behaviour or indiscipline. Fortunately, most homes and schools deal with the child and people affected, well. Sadly, there are parents and teachers who handle the 'crossings of the thin blue line of acceptable behaviour' poorly. They mete out brutal and harsh punishment. Yet the child's unacceptable behaviour continues and sometimes even gets worse. Why?

There are two main ways in which indiscipline is handled in the home and the school. The more familiar and traditional one is retributive in nature. Imagine Jack punching and teasing Jill, his younger sister. Mom screams a couple of times at Jack to stop it; in frustration she slaps him. Jack is sent to his bedroom for an hour and told that he's grounded for the day. When dad arrives home there is a parental discussion on how Jack is always bullying his sister. Dad might give Jack a stern warning or even a beating with a belt or sjambok. The parental thinking is 'an eye for an eye'. If you cause pain, you must experience too. Jack has just had **retributive justice** meted out to him.

Compare the dealing of Jack's bullying behaviour by another family. First, the mother would physically separate Jack and Jill. When relative peace has been restored, mom would act as a mediator. Jill would have a chance to speak without being interrupted and likewise Jack. They would air their grievances. There would be a discussion on how each person felt about the incident.

Such discussions usually lead on to compassion, empathy, forgiveness, reconciliation and regret. Jack can be given practical help on how to stop his bullying behaviour. Jill can be taught to deal with a bully whether it's at home or school. Mom and dad could have a separate discussion as to what is triggering Jack's bullying behaviour. Two familiar causes are parental favouritism and sibling rivalry. As the brother and sister get to understand each other better, their relationship returns to a more amicable and caring one. Jack and Jill have been shown **restorative justice**.

Retributive justice can have serious negative results. The punished child can become hateful and revengeful; different underhand ways could be used in future to avoid being caught. The punished child could also see himself as a 'bad person' with the resultant loss of self-worth. Very little – if anything – has been done to improve the child's long term behaviour. The child behaves because of fear of punishment but not because he personally believes within himself to do the right thing.

Restorative justice aims to restore the relationship amongst the different people to an harmonious level. There's a respect for the dignity and rights of others. Counselling is given to all the parties affected by the behaviour. The aim is to get a person to **want** to improve behaviour and not simply to suppress bad behaviour.

The home should be the first and most important place for a child to learn about acceptable behaviour. Let that learning take place through restorative justice which is compassionate, fair, firm and loving.

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**

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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	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
B11	Setting and achieving measurable objectives	1	R2,340.00		7						
B12	ISO 14000 overview	1	R2,340.00					13			
B14	Integrated Management Requirements	3	R4,650.00				20-22				
B16	Internal Quality Auditing	3	R4,800.00	28-30				4-6			9-11
B20	Organisational QMS Lead Auditor	5	R10,800.00	6-10						18-22	
B24	How to write procedures	2	R4,100.00					26-27			
B34	Statistical Process Control	5	R10,800.00						7-11		
B38	Development of QMS	5	R10,800.00	13-17						25-29	
B41	Introduction to Quality Control	1	R2,340.00		13			11			12
B48	ISO 9001 Requirements Workshop	3	R4,650.00				13-15				
B58	Customer Satisfaction and Excellence	2	R4,100.00			24-25					
B64	Introduction to Quality Techniques	3	R4,650.00		4-6			17-19			
B65	SAQI Certificate in Quality	10	R18,320.00	20-24	24-28					4-8	2-6
B66	Problem Solving and Decision Making	3	R5,700.00			16-18					
B75	Intro to Lean	1	R2,000.00	15					3		
B76	Lean for the Service Industry	4	R8,200.00		4-7				28-31		

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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