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In conversation with Dr Harrington

Prior to a recent Quality Conference in Sandton I had the pleasure of having dinner with one of the world's leading gurus on Quality and Business Improvement, Dr. H James Harrington. In this month's edition of our newsletter I am happy to share some of the insights and conversations that transpired during this memorable meeting.

Some benefits of SAQI membership

Are you fully utilizing your SAQI membership benefits? We often here from our members, particularly when it is time to renew membership that the benefits of being a SAQI member are not fully utilized. Remember that part of the membership package for corporates and businesses is the opportunity to display your **"Pledge to Quality"** certificate in a prominent position in your organization. This tells your clients and partners that you are serious about Quality and are in fact supporting the National drive to improve Quality in South Africa. On request you can also receive your unique SAQI logo that you can display on your business card and office stationery. We also hear that some people in your organizations are not aware of this particular publication that you are reading now. As a paid up member you are entitled to distribute this publication electronically throughout your organization either by email or posting it on your intranet. But remember should the contact person that liaises with SAQI move positions or leave the organization please inform us so that we can adjust our contact details. Have you joined the SAQI group on "Linked In"? There you can post your questions relating to Quality matters and any one of our Quality network would be happy to answer your questions. Do you need to advertise for quality personnel in your organization? Don't pay expensive advertising rates; advertise "free of charge" in our vacancies section on our SAQI website that is read by quality people.

You can keep up with all our latest activities by visiting us on www.saqi.co.za

Paul Harding - SAQI MD



SAQI in conversation with Dr. H James Harrington

By Paul Harding SAQI MD

In April this year the SAQI MD had the pleasure of sharing a platform with Dr H James Harrington the Chief Executive Officer for the Harrington Institute at a Quality conference organised by Lionize Consulting at the Michael Angelo Hotel in Sandton South Africa.



In conversation over dinner with the eminent speaker from the USA I was surprised to learn that Dr. H. James Harrington had started work as an apprentice toolmaker at IBM. I was particularly intrigued by this because as an ex toolmaker myself I have always had a strong belief that toolmakers have all the correct attributes to become Quality System Developers. In a previous edition of the e Quality Edge I had written an article relating Quality Management System development to the art of toolmaking. As a toolmaker one has to plan ahead to bring a collection of individual interacting parts together to eventually produce an acceptable assembled tool that will produce a component that satisfies your customer. The same applies to quality and business management systems. Few people realise that the individual parts of the system itself should not be the focus, it is what the system is able to deliver that is most important. To my delight Jim Harrington supported this notion and was happy to talk about his tool making days and the satisfaction that was derived from completing that type of work. He reflected that during his time at IBM he rose from toolmaker to the level of Senior Engineer and Project Manager eventually working at IBM for 40 years. In that time he gained a wealth of practical experience by serving in Executive Management positions in manufacturing, test engineering, product engineering, reliability engineering, and quality assurance. While he was at IBM, he was able to expand and share his knowledge by working on assignments in the U.S., Japan, Singapore, Germany, and Great Britain. He proudly spoke about his role as a Project Manager for all of the random access files and supporting software that were developed in the General Products Division of IBM between 1975 and 1985.

In 1987 he left IBM to start a consulting firm called Harrington and Hurd Associates. In the latter part of 1987 he acquired Rieker Management Systems, forming a new company called Harrington, Hurd & Rieker, Inc. (HH&R). He served as its President and CEO until HH&R was acquired by Ernst &

Young. HH&R provided performance improvement training and consulting services. It was the first firm to define a methodology for Process Redesign which was laid out in H. James Harrington's bestselling book, **Business Process Improvement**. Under his creative leadership, the business expanded rapidly, becoming profitable in the first year, and growing at more than 80% per year that led to Ernst & Young buying the organization.

Over dinner I remember feeling a little intimidated thinking that the next day I would be giving a full day workshop in the presence of one of the world's leading gurus on quality and business management. It also crossed my mind that maybe he would be too busy to attend my talk and in any case what could I say that he doesn't already know. However, at dinner I discovered the real man who was happy to share his "war stories" and showed great humility and a strong interest in what was happening on the quality front in South Africa. Much to my surprise the next day he did turn up for my workshop and stayed the whole day.

Prior to meeting him I had read Jim Harrington's CV. It has been said about him, Harrington writes the books that other consultants use. In fact Ed van den Heever who was also speaking at the conference had brought along one of Jim Harrington's books and was delighted when it was signed for him by the author.

The leading Japanese author on quality, Professor Yoshio Kondo, stated: "Business Process Improvement (methodology) investigated and established by Dr. H. James Harrington and his group is some of the new strategies which bring revolutionary improvement not only in quality of products and services, but also the business processes which yield the excellent quality of the output."

Over dinner Jim Harrington spoke with enthusiasm about the many quality gurus he had worked with in his earlier days. In 2009 the Editor of ASQ's official magazine, Quality Progress, printed the following statement: "Among those recognized as gurus are W. Edwards Deming, Joseph Juran, Philip Crosby, H. James Harrington Kaoru Ishikawa, Walter A. Shewhart, Shigeo Shingo, Frederick Taylor, and Genichi Taguchi". The father of Total Quality Control, Dr. Armand V. Feigenbaum had stated that Harrington is one of those very rare business leaders who combine outstanding inherent ability, effective management skills, broad technology background and great effectiveness in producing results. I wondered how many of these traits had been developed in Jim Harrington's toolmaking days at IBM.

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We reflected that in these days of quality programmes being dominated by ISO 9001 certification and the focus of quality management systems, a lot of the pioneering work in quality and particularly TQM performed by these gurus has been overlooked by our current batch of quality practitioners.

Jim Harrington also spoke about his time as Chairman of ASQ. He was one of the leaders in getting the Malcolm Baldrige National Quality Award through Congress and approved by the President of the U.S. He also served as the first Treasurer of the Malcolm Baldrige Consortium that set up and developed the award. This background was of particular interest to our SAQI associate Ed van den Heever of Business Assessment Services (BAS) who is still very much involved with the excellence award movement around the world.

Another common interest that we shared was the work being done through the international ISO committee TC 176. He served for ten years as a member of ISO TC176 (the technical committee responsible for writing the ISO 9000 series). This is a committee that through SAQI I am still involved with at the SABS. He also served as a member of TC 207 (the technical committee responsible for writing ISO 14000 environmental standards) for five years representing the International Academy for Quality.

H. James Harrington's contributions to performance improvement around the world have brought him many honours. He was appointed the honorary advisor to the China Quality Control Association, and was elected to the Singapore Productivity Hall of Fame in 1990.

The Harrington/Ishikawa Medal, presented yearly by the Asian Pacific Quality Organization, was named after H. James Harrington to recognize his many contributions to the region.

In 1996, he received the ASQC's Lancaster Award in recognition of his international activities. In 2001 he received the Magnolia Award in recognition for the many contributions he has made in improving quality in China. In 2003 H. James Harrington received the Edwards Medal from the American Society for Quality (ASQ). The Edwards Medal is presented to the individual who has demonstrated the most outstanding leadership in the application of modern quality control methods, especially through the organization and administration of such work. In 2004 he received the Distinguished Service Award which is ASQ's highest award for service granted by the Society. In 2011 he was honoured to receive the Shanghai Magnolia Special Contributions Award from the Shanghai Association for Quality in recognition of his 25 years of contributing to the advancement of quality in China. This was the first time that this award was given out.

H. James Harrington is a very prolific author, publishing hundreds of technical reports and magazine articles. He has authored 35 books, which the titles are too numerous to mention in this article. He told me he is still being pressured by his publishers to write more but he seems to enjoy the challenge and is an example to all of us that age is not a barrier for work.

Jim Harrington spoke a lot about his admiration for the Ford Motor Company's Quality Improvement Plan that consists of the following key points:

- Statistical Quality Control – to get the best results
- Management and employee training
- Supplier improvement
- Supplier training on Statistical Process Control

Dr. Harrington was quick to point out that these were not new innovations and had been developed in the late 1940's and were reported in the 1950 issue of Industry Quality Control. I couldn't argue with him on this point despite the fact that I had worked for Nissan for 23 years. Ford in South Africa had been responsible for my original introduction to these SQC and SPC principles as they had invited me to receive training from them in the mid 1980's. Of course I was quite happy to transfer this knowledge to my Nissan employer at the time.

The main message that Jim Harrington gave was that although most organizations are improving, they are not winning the race. He went on to say that customer expectations are continually ahead of the quality improvements that most organizations can deliver.

What are the real secrets of the great organization?

- Consistent high standards
- Constructive dissatisfaction
- Customer focus
- Quality before cost and schedule
- Respect for the individual
- Better return on investment

He mentioned that organizations are also confused with what route to take for closing the gap between customer expectations and product and service performance. He reflected on the foundations that had been set for TQM.

- Philip B. Crosby's 14 steps
- Dr. W. Edwards Deming's 14 points or the new and different 14 points of "Profound knowledge."
- Dr. Armand V. Feigenbaum's 10 benchmarks for quality success
- Dr. Joseph M. Juran's step by step improvement
- Dr. Kaoru Ishikawa's six categories for transformation.

He concurred that each of these philosophies had their own merits but they often gave conflicting messages.

So what is today's focus? He mentioned that Lean methodology is maybe the way to go. It focuses on the elimination of waste and no one can argue that waste is bad. This pleased our other SAQI associate Jacques Snyders who was also speaking at the conference on that same subject.

It was a pleasure spending time with Dr. Harrington and SAQI would like to thank Lionize consulting, one of our newer members for bringing him over to South Africa to share his insights with quality professionals in our country. We are looking forward to a return visit by Dr. Harrington in the not too distant future.

Paul Harding SAQIMD.

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national GHG emission to UNFCCC (United Nations Framework Convention on Climate Change).

- In 2009 Copenhagen Climate Change, SA voluntarily announced to reduce its domestic GHG emission by 34% by 2020 and 42% by 2025.
- In the 2010 Budget Review, the National Treasury published the Carbon Tax Discussion Paper for public comment.
- Mandatory provision of energy data was published in the Government Gazette under regulation 142 on 24-02-2012.
- As of February 2013 SANAS will accept ISO 14065 accreditation.

List of SA companies who take part in the Carbon Disclosure Project (CDP):

| |
|------------------|
| 1. Standard Bank |
| 2. MTN |
| 3. Sasol |
| 4. Bidvest |
| 5. Transnet |
| 6. Woolworths |
| 7. Pick n Pay |
| 8. Spar |
| 9. SAB Miller |
| 10. Clicks |

WHAT DOES OUR SYSTEM DO!!!!

Create GHG-IMS (Green House Gas- Inventory Management System) that:

1. Monitor & Record sources of consumption through the company
2. Categorize the various consumptions according to respective Scopes within ISO 14065
3. Reduce the Emissions and consumption of the company by creating various environmental programs
4. Source Data from other systems
5. Efficiency and Cost Reduction calculations

NOTE:

- Consumption (Diesel, Petrol, Electricity, Natural Gas, LPG and Refrigerant)
- GHG emissions, measured in relation to Carbon Dioxide
- Bill Verification

SAQI can present Demo systems when required.

About the Author:



Muhammad Ali, an enthusiastic, passionate and ambitious Engineer who holds a Masters Degree in Industrial and Systems Engineering from the University of Pretoria. He is currently pursuing his PHD in understanding and proving his hypotheses of an Integrated Management System comprising of various ISO fundamentals and principals to be controlled

electronically by the use of a mobile phone. The study compares various organizations throughout South Africa and how ISO 9001; 14001 and OHSAS 18001 can be controlled electronically and help businesses to control their processes with a use of a mobile phone. The benefits of these systems in the new advanced world allows organizations a unique edge over their competitors. Currently, MTN, ESI, ISF Services, SABC and many more organizations are using the customized solution to add value to their businesses.

Muhammad has extensive experience in the automotive, nuclear, telecommunications, construction and various other service industries, he has also been a facilitator for the last 6 years, specializing in Technical Engineering Applications, Statistics, Problem Solving, Quality, Safety, Environmental, Systems Engineering and Project Management. Now the Managing Director of World Wide Industrial and Systems Engineers (WWiSE) in conjunction with SAQI have developed a solution that uses the Principals of ISO 9001:2008 to allow businesses to control a Quality Management System electronically, linked to e-mails, which is performance based and can be customized to any organization however large or small. This system does not have any licence fees, it is a once off payment to develop, implementing and maintaining the system is what SAQI offers.

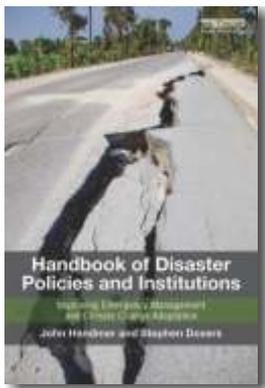
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Book Reviews

By: Paul Naysmith

Handbook of Disaster Policies and Institutions

ISBN: 978-1-84971-351-1



In the last ten years, how many natural disasters can you recall? Well I started to note them down, and quickly came up with at least five, in as just as many seconds. Living close to New Orleans, hurricane Katrina was top of my list of major events. We are so familiar with these events, mainly due to the exposure on TV or via the internet that I found that the media focus is mainly on the response. Every year the area of South Louisiana that I live, we anticipate a season of hurricanes throughout the summer, as well as the threat of tornadoes in the rest of the year. I can tell you from firsthand experience that today locally, there is a great deal of preparation, planning, communication and afterwards, fast recovery back to normal after a natural disaster. I couldn't help but think that this could have been a local improvement, due to how badly Katrina was viewed across the world, and I was hoping that this book would shed some light on this topic, answering my question, to what had changed.

Written by Australian based professors John Handmer and Stephen Dovers, who appear to be deeply involved in this topic both on research and teaching, have coauthored a book heavy on the threat and doom of natural and manmade disasters. Split into three distinct sections: (i) constructing the problem (ii) constructing the response and (iii) Constructing the future, the first section goes into reviewing prior examples of disasters and potential future disasters, all painting a very depressing outlook into the second section. In the second, which is the bulk of the book, goes into great depth on both preparing and reacting to disaster events, and finally the shortest section of the book was a summary evaluation of policy setting and institutions.

I did get the underlying theme that this was a critique on

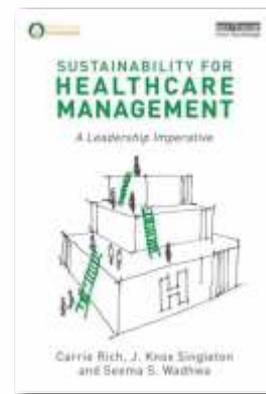
disaster approach, policy and response, and this hidden agenda came through assertively on a few occasions. I think that the use of impending doom to civilization was overplayed and repetitive. However it was used to back up their research, highlighting the voids in big government policy and lack of integration between other institutions. Now I'm sure that if these very powerful arguments were presented in a different way, perhaps it would influence policy making at a national or local level. I agree that disaster preparedness is necessary, and recent events in Oklahoma have demonstrated, it sometimes takes the worst event, to bring out the best in society, whether planned or not.

When reading the book, I did get the sense that being so 'wordy' in its writing style, that I felt this is best directed at academics around the world. In this setting, I do see it being useful, with good case studies; however I am unsure how influential that it would be with policy makers. I would hope that the authors would use this book as a springboard to speak at the appropriate conferences in front of the right people, where they could succinctly express their views. I must credit the authors for answering my Hurricane Katrina question on continuous improvement. That was my favourite part of the book, as such detail was paid to the analysis of this event, and the improvements made afterwards.

Sustainability For healthcare management. A leadership imperative

Authors: CR Rich, JK Singleton, SS Wadhwa

ISBN: 978-0-415-53036-1



Squarely aimed at the senior executive, this book serves as a guide on how to become more socially responsible in the healthcare services. The three authors, all with tremendous backgrounds in senior positions in Health Care, have come together and collaboratively assembled a practical "how to" guide for achieve a high standard of care, environmentalism and quality.

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Although a very brief book, at one hundred and seventy seven pages, it does cover tremendous ground on a variety of different environmental or social subjects; I often felt that the authors could have put further detail into each chapter. I appreciate that this is directly aimed at the busy executive, and to the authors defense they do close each chapter with "homework" and additional resource options to allow the reader to perform continued research. In addition, at each chapter close, the authors end with three key messages: (i) leadership imperative, which explains the purpose of the chapter and the action needed by leaders (ii) Leadership dialogue, a list of pertinent questions to ask the organization at an executive level and (iii) syllabus integration with objectives and topics for discussion for a healthcare organization on the route towards environmental and sustainability. This I very much liked, as it became the "how to" of the book.

The format of the book is quite interesting, large character set much like the cast in War and Peace (thankfully there is a guide for this at the beginning) lead to a mix of conversations and dialogue. This type of conversation makes it very easy for the reader to get quickly through each chapter, and it is not bogged down too much detail, helpfully layered with a little humour. The use of the conversations to me, do feel like real life examples, captured by the authors, and allows information to be conveyed simply, which tops and tails each chapter quite neatly, or around the presented case studies.

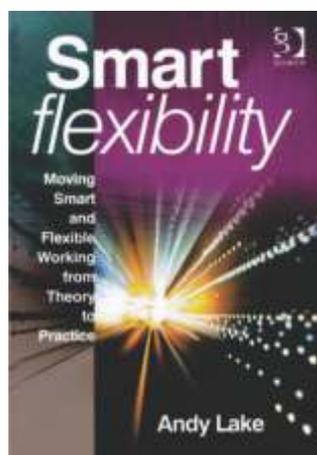
This book is written for the American reader in mind. In the UK I am unsure how much autonomy the NHS hospital executive would have at setting policy or direction, however some of the examples or recommendations in this book, I would state would already be part of the system in the UK. For example quality and healthy meals, metrics and waste segregation or recycling, would appear to be intrinsic in British health care (for the most part), however in the US of A, having a McDonalds franchises in a mega hospital or making a profit is commonplace.

I see that this book would benefit a quality professional if tasked with a broad scope project for environmental or environmental improvement. It would help if you have not yet received senior leadership buy in, get the book and wrap in colourful paper and present this gift to your project sponsor. Subtly the messages in this book may filter through a busy executive's brain.

Smart Flexibility

Author: Andy Lake

ISBN: 978-0-566-08852-0



Smart Flexibility: moving smart and flexible working from theory to practice (its fully leaded title), when I approached it initially I thought to myself "here comes another consultant to business, with a new rehash or naming convention for something that has been around before", I cannot help be a cynical Scotsman, it's in my DNA. After reading the first chapter, my cynicism evaporated and was replaced with a different insight into the way we could or should work.

The author Andy Lake, a 'guru' in the field of flexible working patterns, is and has been the editor of "flexibility" online journal for some time, and participates in Government or International research on this topic. He has split the book into five key sections to support his ideas that we need to rethink how and where we work: (i) evangelizing 'Smart Flexibility' (ii) implementation of 'smart flexibility', (iii) taking a systems thinking approach to it's application, (iv) using data to change and prove that its worked and (v) challenging the current business thinking.

When I first received the book, I thought that QW had gone mad, and was moving away from the glorious Quality ways, to the dark side: Human Resources. On review, I can see how it would be useful for HR professionals, however for Quality professionals or aspiring Improvement Ninjas; it can add value in our specialism. It is beneficial in Lake's concepts for Smart Flexibility, if we consider this thing called 'quality of life' or work/life balance, being the key to providing 'joy in work'. I am one of those type "A" personalities, and I long to reduce my working week to sixty hours. Perhaps Smart Flexibility can be applied, to allow me to continue to work in the comfort of my pajamas from home (after the debacle of a dress down Friday in 2006, wearing of my pajamas in the factory was prohibited) yet still achieve the customer's requirements. Perhaps if we think start to think that being present at the office is a 'cost', we could potentially save money though a different set of ideals.

Ironically (a word that I rarely get to say much these days), when I was reading this book, Yahoo! (the internet people) issued an internal memo that escaped into the news networks, reversing their recent foray into quasi-smart flexibility, as in essence it stifled innovation in their business. I would certainly like to read in the future Mr. Lake's assessment of this and what his recommendations would be.

I liked this book. I liked the author's use of humour to get a point across. I liked the layout of the chapters and how its gentle meadow stream of flow from one chapter to the next, was a comfort to many, like I, that rarely stray into this realm of flexible working theory. I like the arguments that he presented, and I appreciated the effort put into excellent researching this topic, with real world examples. What I don't like, is its price tag either as a proper book or ebook. Make it cheaper Gower publishing, shame on you.

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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Regulatory Assessments: Directors and Prescribed Officers - are you covered?

Advertorial by CGF Research

Over the last few months a number of companies have received record-breaking fines for poor governance practices. Moreover, business scandals and the unrelenting regulatory change is indeed a recipe for many more fines which are inevitable. It has also been a period of an unprecedented focus on risk, control and compliance activities within companies; and this trend looks set to continue as companies deal with the fall-out of major fines and regulatory change.

As the call for corporate governance intensifies, all the signs indicate that companies and their directors will need to seriously 'stretch' their risk and compliance functions yet further still; and will hopefully see these functions going beyond the typical 'tick-box' exercise adopted by so many companies. In recent times, a distinct trend has emerged with regulators in the way that they are drafting legislation. The overall effect is that directors and prescribed officers of companies are being held personally accountable for offences committed by the company. The trend shows the following:

- ✓ personal liability of directors and prescribed officers is now an option;
- ✓ the punitive fines have increased in value significantly (e.g. tenfold or multiples of earnings);
- ✓ ability of the regulator and aggrieved parties to convert punitive fines into civil judgements;
- ✓ ability of the regulator to prevent a person from acting as a director;
- ✓ ability of the regulator to institute civil action for damages;
- ✓ withholding of funds.

There are a number of South African pieces of legislation causing this new focus upon personal liability and various forms of penalties as afore-mentioned. The most common legislation causing these nightmares includes:

- ✓ Financial Intelligence Centre Act;
- ✓ Consumer Protection Act;
- ✓ Financial Markets Act;
- ✓ Protection of Personal Information Bill;
- ✓ Foreign Account Tax Compliance Act.

Comparative examples of administrative fines

Regulators across the globe are flexing their muscle and using the increased powers that have been afforded to them. For example, the regulator in the UK imposed administrative fines on 25 companies in 2012. Twenty-two of the fines were imposed for security breaches. Other fines were imposed for breach of the direct marketing rules relating to bulk SMS spam and breach of a rule that requires personal information to be accurate. The largest of the fines imposed by the UK regulator on the private sector was approximately R4.2 million, because the company had sent millions of unsolicited direct marketing text messages, concealed the identity of the company, and failed to provide a valid "unsubscribe" address.

The regulator also issued a fine of approximately R4.5 million, for an inappropriate disposal of IT equipment. Hard drives with personal information of customers were not destroyed and the personal information of its customers was accessed without permission.

The South African regulators are following their UK/European and US counterparts in levying hefty fines against companies that contravene legislation. An example of this is the recent fine of R1.5 million levied against Hippo for contraventions of the FAIS General Code of Conduct. The South African Competition Tribunal has also issued fines, based on multiples of earning, for restrictive practices and abuse of dominant position.

In some cases it is not necessary for the aggrieved party or the regulator to establish intent or negligence on the part of the company for a successful action for civil damages against the company. When found responsible, a court may award any amount that is just and equitable, including:

- ✓ payment of damages as compensation;
- ✓ aggravated damages;
- ✓ interest; and
- ✓ costs of suit.

It is therefore imperative that -- as a director or prescribed officer -- you are aware of your company's regulatory framework. This will allow you to understand the regulatory universe your company operates within and the risks associated with this universe. A regulatory framework will allow you to understand where there is potential risk and

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liability -- should the company not comply with the relevant legislation -- and what measures to put in place to avoid these risks. It should also trigger a review of your company's insurance coverage under the "directors and officers" portion of your insurance to ensure that it has been amended to take into account the expanded definition of "prescribed officers".

As a director or prescribed officer of your company; it is your duty to identify and manage the company's regulatory risk. Here are some of the questions you should be asking to manage the company's regulatory risk:

| Questions you should be asking | How CGF can assist your company |
|---|---|
| <p>Who can give me an overview of all the compliance issues we face, given our specific industry? What should our priorities be? How do we know?</p> | <p>Based on the industry within which your company operates, we can provide you advice on your regulatory footprint and risk rate these to indicate what your priorities should be.</p> |
| <p>What regulatory changes are likely to affect our business in the future, and what are we doing to address them?</p> | <p>We are aware of emerging trends within the regulatory environment and we keep you abreast of these developments. This will help you to anticipate any potential opportunities / risk arising from changes.</p> |
| <p>How are we identifying, monitoring, and adjusting for emerging compliance risks and requirements?</p> | <p>We have developed a methodology for identifying current and future regulatory risk. Using this methodology, we can guide you in dealing with the risk and compliance consequences.</p> |
| <p>What are we doing to make sure our employees understand their responsibilities when it comes to compliance?</p> | <p>Our skilled compliance people have years of experience in compliance training. We able to offer employees training on specific regulatory/ compliance issues.</p> |
| <p>Where does the board's responsibility end and management's begin?</p> | <p>Our team members have acted as advisors to the board or members of the relevant board committees. We are therefore able to help you define the scope of responsibility & accountability for management and the board.</p> |
| <p>What knowledge and experience does the board require in order to understand and effectively oversee our compliance risks?</p> | <p>We can develop a regulatory risk map that will keep you updated on your compliance risks. This is a living document that is updated on a regular basis.</p> |
| <p>What is our process for remediating known compliance breakdowns? Who owns it?</p> | <p>We adopt a proactive approach by identifying and addressing problems before they grow into a compliance breakdown which requires remediation. We will also assist you with implementation of remediation processes and procedures to deal with breakdowns.</p> |
| <p>What are we doing to balance the requirement of compliance with the cost of complying?</p> | <p>We are able to assist you with streamlining your compliance processes for maximum efficiency.</p> |
| <p>Is there any inherent value of compliance to our organisation beyond penalty avoidance? If so, what is it?</p> | <p>By utilising a proactive approach, we are able to show the value add to your business of adopting a proactive approach to compliance.</p> |
| <p>How are we monitoring changes in the business and their impact on compliance risk?</p> | <p>By utilising our methodology for compliance / regulatory issues, the risk, controls and impact are clearly identified and measured.</p> |

At CGF, our respective Lead Independent consultants are able to assist you in preventing a possible catastrophe and the consequent reputational damage -- both corporate and personal levels -- resulting from not knowing your regulatory risk and how to avoid it.

For further information contact:

CGF Research Institute (Pty) Ltd
Terry Booysen (CEO)
Tel: (011) 476 8264
Cell: 082 373 2249
E-mail: tbooyesen@cgf.co.za

More information regarding CGF can be found at:
www.cgf.co.za
www.corporate-governance.co.za
www.governanceconnect.mobi

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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 (rpdayward@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.

Leadership has emotionally tough times

by Dr Richard Hayward

You might have had the wonderful phone call. The school secretary at your child's school gives you a message. You're invited to attend a special Assembly at the school. To add to the sense of excited anticipation, no further details are given. Be there and all will be revealed! Alternatively, you might have received an invitation from the principal inviting you to the Assembly.

At the tea after the Awards ceremony, there are many firm handshakes and big bear hugs. The principal might chat to you and make the most complimentary remarks about your child. Teachers could add further peals of praise. Then, of course, your child's classmates and friends join in all the praise-singing too. Your whole family is on an emotional high!

Yet not everyone is thrilled by your child's achievements. For every victor there are the very many vanquished. There are always those disappointed children who felt that they should also have been selected as school councillors, leaders or prefects. Maybe they're absolutely right. For every child chosen to lead a class, club, sports team or the student body, there are those who felt themselves equally deserving. Let your child be aware and sensitive to those who are disappointed and – yes – maybe even angry as well as resentful.

I remember being the teacher dealing with the prefect body at one school. One afternoon thirteen-year-old Karen walked into my classroom. She was an exemplary, hard-working and kind prefect. That afternoon Karen was fighting back her tears. In her trembling right hand she held her prefect badge. Her stuttering opening words to me were, "I don't want to ... but I think I have to ... have to ... hand in my prefect badge."

Once Karen had become calm, she told me the reasons. A small negative 'groupie' of girls was making her life unbearable. Their snide comments were cruel; they

undermined her in front of others and tried to isolate her from the peer group. This tiny but venomous group of girls were trying to give her a lethal dose of self-doubt and self-worth. They were trying to kill her spirit.

Karen was experiencing a tough reality of leadership. She had a reputation for standing by her core values and not compromising on them. One of the hardest lessons that every leader learns is contained in the one-liner, 'Leadership is not a popularity contest.' Yes, school leadership roles are often given to likeable people who get on well with others. Yet leaders are expected to try and manage their fear when they have to speak out for what is right in spite of group hostility.

Rejection by others is part of the leadership package. Think of Pope Francis, Nelson Mandela, Barack Obama and Helen Zille. They've all experienced very negative criticism through the years on radio chat shows and TV as well as the press. Incidentally, in the 2012 US Presidential elections, Obama got 52% of the vote. There was a massive 48% of the voters who didn't want him to have a second term in the White House.

Karen was guided and supported by her parents, peers and teachers during those traumatic leadership times. She soon realised that there was no need for her to compromise on her core values to win peer popularity. In the long term, her courageous, principled leadership style made her popularity soar even higher.

Should you have a child who gets a leadership accolade – whether it is in or outside the classroom – congratulations! When painful emotional experiences happen to your child while being true to the demands of good leadership, be there. Help your child to stand by the core values of your home and the school. Your child is growing as a true leader and being nurtured towards being a life-long winner.

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; rpdayward@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

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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 | Jul | Aug | Sept | Oct | Nov | Dec |
|------|---|------|------------|-------|-------|-------|-------|-------|------|
| B11 | Setting and achieving measurable objectives | 1 | R2,340.00 | | | | | | |
| 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 | | | 4-6 | | | 9-11 |
| B20 | Organisational QMS Lead Auditor | 5 | R10,800.00 | | | | | 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 | | | | | 25-29 | |
| B41 | Introduction to Quality Control | 1 | R2,340.00 | | | 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 | | | 17-19 | | | |
| B65 | SAQI Certificate in Quality | 10 | R18,320.00 | | | | | 4-8 | 2-6 |
| B66 | Problem Solving and Decision Making | 3 | R5,700.00 | 16-18 | | | | | |
| B75 | Intro to Lean | 1 | R2,000.00 | | | | 3 | | |
| B76 | Lean for the Service Industry | 4 | R8,200.00 | | | | 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)

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



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