SAQI
The South African Quality Institute

e - Quality Edge
bringing quality information to South Africans since 1996

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CONTENTS

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National Quality Week
is around the corner

In this month's issue we are looking at our theme for National Quality Week. To this end we have put together an article entitled **"Why are you here?"** This article focuses on the need to have a motivated workforce in order to achieve our goals of **Building Quality into our Nation**.

Dr. Alastair Walker shares the third of his articles on the subject of the ISO 9001 requirements standard and continues to explore the process approach. Our regular contributor Paul Naysmith also adds to the discussion by referring to the PDCA in anticipating quality failures and lessons to be learned from the 9/11 Twin Towers incident.

SAQI as an organization continue to support the drive to **Build Quality into our Nation** by our continuing our "Quality in schools" program and Dr. Richard Hayward writes his regular article for us.

We are also pleased to announce our latest Platinum member of SAQI as AON the leading provider of insurance broking, risk management and human resource solutions. We are also happy to announce that as part of our agreement with Aon our SAQI members can now benefit on discounted prices.

It is less than one months to go before SAQI's National Quality Week celebrations start. We are continuing to receive lots of feedback from our members on how they are going to celebrate this annual event that's starts on the 11th November and runs through to the 15th November. If you have something planned to **"Build Quality into our Nation"**, it is not too late to send the details to vanessa@saqi.co.za

Have a great National Quality Week

Paul Harding

SAQI MD

WWW.SAQI.CO.ZA

Quality:
helping South Africans live, learn and work better

PROUDLY SOUTH AFRICAN

National Quality Week
11 - 15 November 2013

Theme
"Building Quality into our Nation" © SAQI 2013
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Background

Our previous themes have moved from looking inward to our own organizations by "Placing Quality at the heart of our organisation" to expanding quality to our stakeholders by "Moving the Borders of Quality" to involving leadership for sustained quality by "Leading the Way to Sustained Quality" and last year we looked at everyone becoming 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.

For Tips and Guidelines on celebrating National Quality Week, and to Pledge your event or become a supporter of National Quality Week, visit **www.saqi.co.za**

Exploring the process approach

By Dr Alastair Walker : *SPI Laboratory (Pty) Ltd, Johannesburg, South Africa*

1. Introduction

In the second article of this six part series, the evolution of the process approach in management system development was explored. This third article explores the dimensions of what is implied in the process approach. Perhaps not surprisingly, the term 'process approach' has been the source of a great deal of confusion, not only to the implementers of management systems, but also to the consultants who advise implementers of such systems. What is the root of this perceived source of confusion? I believe this has two origins: the first has its roots in the steps taken to convert management systems conformant to the earlier standard (e.g. ISO 9001:1994) to the subsequent version that mandated the process approach i.e. ISO 9001:2000. To facilitate the rapid transition to the later standard, many management system owners were given the advice "simply rename your procedures to refer to 'processes', and the external auditors will be happy with that". The second source of problems relates the vagueness of the expectations of the process approach, assuming the source reference to be ISO 9000 (Quality management systems – Fundamentals and vocabulary). The way was then left open for the marketplace to provide its own responses to what was implied by the process approach. What became glaringly obvious is that the international committee ISO TC 176 (Quality management and quality assurance) did not rise to the occasion and provide the necessary guidance in the form of standards or guidance documents. This vacuum has been largely filled by the efforts of other ISO sub-committees, notably ISO/IEC JTC1 SC7 (Software and Systems Engineering), which has been responsible for creating a number of important standards in this field. But first we explore the problem from the perspective of the familiar documentation approach to the quality manual.

2. Back to basics – the quality manual

ISO 9000 refers to the 'quality manual' as the 'specification for, and of the quality management system of an organization'. Traditionally, the documentation model for the quality manual focuses upon the following elements.

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        Policies
      Procedures
   Work instructions
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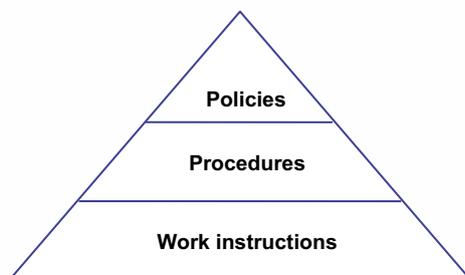
This is essentially an operational view of the activities that need to be supported in the management system. But does this also represent a view of the processes in the management system?

3. Is there a standard approach for describing processes?

From the perspective of ISO/IEC 24774 (Guidelines for process definition), the following elements are needed for the description of processes in a system:

a) Title: The title of a process is a short noun phrase that presents a descriptive heading for the process. For example 'Audit Process'.

b) Purpose: The purpose of a process is stated as a high level, overall goal for performing the process. (For example, for the audit process, the purpose statement might be 'The purpose of the Audit Process is to independently determine conformity of selected products and processes with the requirements, plans and agreement, as appropriate.'

c) Outcomes: An outcome is an observable result of the successful achievement of the process purpose. Outcomes are measurable, tangible, technical or business results that are achieved by a process. A process typically has between 3 and 7 outcomes. The level of capability of outcomes should not imply greater than Level 1 i.e. does not go beyond the intent of the purpose statement. For example, the following list of outcomes is applicable to the Audit Process:

1. the scope and purpose of each audit is defined;

2. the selection of auditors and conduct of audits assures objectivity and impartiality;

3. conformity of selected products and processes with requirements, plans and agreements is determined;

4. audit results are recorded;

5. follow-up actions are verified.

d) Activities: These describe a set of actions that might be undertaken to execute the process. Typically these are described at a high level. For example, for the Audit Process, the activities may be listed as i) Process Implementation; ii) Audit.

e) Tasks: These are written to define specific requirements, or provide recommendations on the execution of a conforming process. For example, for the Process Implementation activity associated with the Audit Process, the following sample of tasks may be described:

I) Audits shall be held at predetermined milestones as specified in the project plan(s).
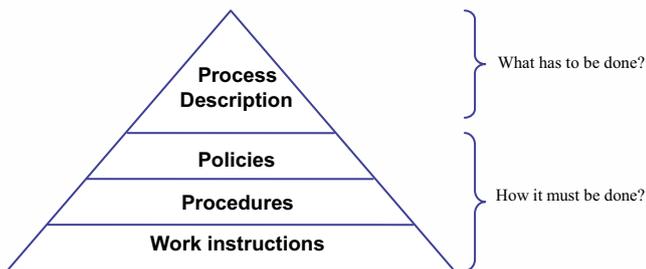
ii) Auditing personnel shall not have any direct

responsibility for the products and activities they audit.

iii) All resources required to conduct the audits shall be agreed by the parties. These resources include support personnel, location, facilities, hardware, software, and tools.

f) Information items: Information items refer to outputs (tangible product or information content) that the process might produce. Each outcome may result in one of more information items being created. For example, the Audit Process might produce the following information items: Audit plan; Auditor list, Audit report.

4. A quality manual that supports a process approach

The quality manual approach indicated in Section 2 focuses on the 'how' of the implementation of processes in the management system. The figure can be revised to also refer to the 'what' of what needs to be implemented in the management system, as follows:

```
              /\
             /  \
            / Process \
           / Description \        What has to be done?
          /──────────────\
         /    Policies     \
        /──────────────────\     How it must be done?
       /     Procedures      \
      /──────────────────────\
     /     Work instructions    \
    /────────────────────────────\
```

Over the past 15 years, ISO/IEC JTC1 SC7 has been engaged in the development of a range of standards providing process descriptions for a large variety of processes, in the fields of lifecycle processes (software, and systems engineering), and management system processes in the field of IT Service management (ISO/IEC 20000-1 Service management — Part 1: Service management system requirements).

In South Africa, a national committee has been established (TC 175 Process Models) under the auspices of the South African Bureau of Standards to foster the development of process models in business application domains not presently addressed by ISO/IEC JTC1 SC7.

Since these models apply to defined business sectors and, by implication, incorporate current best business practices, an enormous amount of time and effort can be saved by using these process models as the basis for understanding the need for, and then implementing in conformity to, the processes needed to support a management system operating in a defined business context.

Each business is then in a powerful position to concentrate on the 'how' of process implementation i.e. the policies, procedures, work instructions, technology selection and skill development to implement a management system with the required capabilities.

5. Wrap-up

Starting with this foundation for describing processes, the next article in this series will explore some of the attributes of processes, namely; effectiveness, efficiency, and process capability

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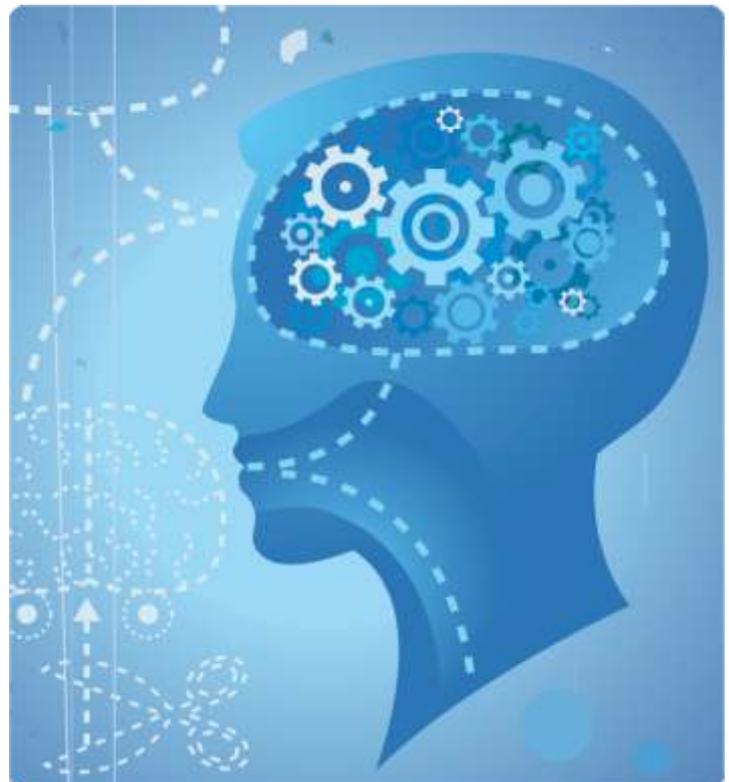
Why are you here?

By Paul Harding

Next month South Africa will be celebrating National Quality Week from the 11th to the 15th November. On the 14th November we will be joining the rest of the world in celebrating World Quality Day. We chose for the SAQI theme this year *"Building Quality into our Nation"* a very noble theme, but is this achievable?

I recently gave a series of Quality training and awareness sessions around the country with one of South Africa's bigger organizations. At the start of each session I asked the question to all the delegates; "why are you here?" The answer I would have liked to hear would have been "To learn more about Quality" or "To enhance my current knowledge on this important topic?" or "To learn what I need to do more so that I can focus on satisfying the Customer?" In almost all of the various sessions for the first minute or two there was a deathly silence. Then, after a little prompting for a response, came the answer from the back of the group; "Because I was told to be here by my boss!"

The foundation for Quality

When I was working in the automotive sector in South Africa we used a Japanese based model to improve Quality and productivity within our organization. Our goal was to be the number one organization in Customer Satisfaction. The base or foundation of this model has stayed with me for the past few years since I have left the industry. The phrase used for the foundation block was a typical Japanese translation into English; **"To build the suitable atmosphere that makes the organization energetic"**. What the Japanese were really saying was that without a fully motivated organization all the systems, knowledge or tools or techniques applied to a quality or productivity program would not achieve the desired result.

It is interesting that this aspect of motivation is maybe the missing sub clause of the ISO 9001:2008 requirements standard. Under clause six of the standard where Human resource needs are stated, reference is given to competence, training and awareness but there is no mention of motivation. The closest that the standard comes to motivation is in the sentence that states *"ensure that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives"*. However, making them aware is one thing but motivating them to accept responsibility without duress is something entirely different.

The need to drive out fear

A lot of W E Deming's ideas can be found in the ISO 9001:2008 standard, particularly the reference to the PDCA cycle but Deming in his fourteen points for successful management emphasised his eighth point of driving out fear. Maybe people didn't see this as important as there were seven other points that preceded this particular point. I remember some years ago giving a training session on TQM principles to some senior executives.

At the end of the session on the Deming fourteen principles one of the executives commented "I like the other thirteen but we can drop number eight, it won't work here." Can you have motivation when fear still exists in the organization? Can you have competence and awareness if the workforce is fearful of making a mistake or suggesting a new method? However, like most of the clauses found in the approach to quality improvements in ISO 9001:2008 each individual clause or activity cannot be isolated, its strength lies in the whole being stronger than the sum of the individual parts. An additional clause on motivation would certainly go a long way to enhancing the ultimate satisfaction of the customer. Could this be measured? Certainly, most successful organizations regularly carry out employee satisfaction surveys and measure the results as a Key Performance Indicator.

Thank goodness it's Monday

Last year I spoke at a conference in Kazakhstan and a good friend of mine from the Philippines gave an address that was entitled "Thank Goodness it is Monday" Now there lies the ultimate challenge. How often do we hear that our workforce can't wait for the weekend to arrive? Of course there is nothing wrong with enjoying leisure time but who said that one must not be able to enjoy working time also. Why can't people derive satisfaction from pleasing their customers? So if we revert back to the original question that I asked my training delegates of "Why are you here?" it would have been far better to hear that they wanted to be here and were motivated to learn more about quality.

Building Quality into our Nation

The preamble to the South African constitution says:

"To improve the quality of life of all citizens and free the potential of each person"

As we move towards National Quality Week I would like to ask all our members and colleagues if they have released their quality potential. Or if you are in a managerial or leadership position have you given your workforce the opportunity for them to release their quality potential. If you remember this was the theme from last year's National Quality Week in South Africa. If we want to **"Build Quality into our Nation"** we must start by motivating our workforce to want to deliver a quality service or product. We want to encourage them, not force them to attend training sessions and most of all we want to encourage them to build Quality into our Nation.

Paul Harding can be contacted at exec@saqi.co.za

References

ISO 9001:2008: Quality management systems – Requirements

W E Deming: Out of Crisis.

back to contents page

How do I prepare for a major Quality Failure?

By Paul Naysmith

Rick Rescorla, a story of a modern hero.

"If you can keep your head when all about you are losing theirs" Rudyard Kipling opens with his beautifully written poem for his son titled "If". A poem of advice and guidance towards becoming a well rounded adult, and how to deal with the intensities that life will throw at you. Today this is taught in schools across the United Kingdom, as it was taught to me and I have been unable to let the introduction leave my thoughts throughout my life. For Kipling, his son John went to proudly serve his country, and gave his life to save the men around him in the extremes of the battle.

The recent anniversary of the fateful day of September the eleventh in 2001, introduced me to a new tale of incredible human achievement, I had to wait only twelve years to learn about it. As history presents itself as a continuous cycle of repeated heroic actions, Rick Rescorla's story is quite simply, well, awesome.

I remember clearly, as many people do who were around at the time, on how we can recall where we were when we heard the news of the terrorist attack on the twin towers. This event still resonates with many people all around the world and the media will continue to show documentaries on this very somber anniversary. In the last eight years, I have always shied away from the TV at this time in the early autumn, as I found that I had a personal limit to seeing the devastation, repeatedly from differing angles, and knowing how many lives have been lost. However this year as I was partaking in my favorite hobby - channel hopping – I landed on a documentary station sharing the story of Mr. Rescorla and how he saved the lives of thousands of Morgan Stanley employees in World Trade Center.

This was the first time I had heard of his tale. How a humble man who served in the military, not his country of birth, however, his adopted country's military, and how his vision and drive continued to support others, and the lengths he would go to protect the souls under his responsibility. It was a wonderful documentary, celebrating this man's achievements, rather than focusing on the horrors of a terrorist attack.

Rescorla is credited in saving over two and half thousand employees. An incredible super human feat and this documentary went into great depths to explain this, through the direct experiences of those employees, being interviewed in the hour of televisual programming that I had landed on by accident.

His relationship with Morgan Stanley started, as a security advisor after a terrorist attack in the same World Trade Center tower in the early nineties. He spent time analyzing the problems on the evacuation of the employees of the financial services company of this event, and with his passion, started to create change in the culture at Morgan Stanley, along with the physical conditions at the tower. His persistence with senior management and his personal style, led to the participation of evacuation drills, conducted quarterly. The employees he trained, were so conditioned, that when the plane hit, a few floors above, they all stood up, and made for the exits.

My article here will not go into detail on how he predicted the events of 9/11 occurring, however will consider his approach and what as quality professionals, we can learn from his successes.

During my entire working career, I have worked in a variety of dangerous industries. I remember as a teenager, in the business where my working life began, it could never achieve going a single month without a safety incident occurring. Granted the business I was working in then, if there was a significant fire at the plant it would have been a major issue and for the many years I was there, I do not recall ever participating in any sort of drill to evacuate to safety. Hang on a minute. Shouldn't this be an article about Quality tools or techniques? Well I think that safety of others will have a direct correlation to the quality of life. However, let us see past the conditioning that we all have that "drills" are for safety only. Can we see an opportunity for an emergency response drill for a "Quality" failure and what is it that we can learn from Rescorla?

I'll first set out a scenario that we would classify as a quality emergency: we have a substandard product that has escaped our controls and is now damaging our company's reputation through global media channels. How would we react? What would we do? Who do we go and speak to?

Ok, I'm sure you are thinking that you work for a world class company, which has the highest level of quality assurance, and the necessary controls to prevent failure, this scenario above would never happen and we need not prepare for it. Would it never happen? I'm sure the executives in Toyota may have thought the same before the "accelerator issue" in the late 2000's.

So where do we start? As Mr. Rescorla started, he planned what could potentially happen and how to mitigate it, or react to the situation. He presented this to senior management, received the buy-in and support necessary to take it to the next stage. He then prepared the key stakeholders through training and drills. He assessed the performance of the training, the reactions, the drills, the

infrastructure and overall success. He then took the lessons learned from this and did it all over again, making improvements each time.

What is it that I have seen in Mr. Rescorla's approach? Well it is the Plan-Do-Check-Act cycle. This familiar quality tool we use for continual improvement was applied for a disaster-emergency-catastrophe-situation. This is how anyone can prepare for a major quality failure, or safety event. Apart from the process, I am sure Mr. Rescorla used his congruity, passion, drive, vision and tremendous influence to get what he achieved. Knowing this, we can use these tools to drive a change, however like most changes; we need to start at the top of the business. Without the support from the senior executives of Morgan Stanley, Mr. Rescorla would not have been successful as he was, on the day the thousands of employees had practiced for. His persistence, personable approach and without a doubt, his taking action, helped when others were stunned into a standstill. He kept his head, when others all around were losing theirs as Kipling recommended in his poem.

Another approach that I like of Mr. Rescorla's, other than the PDCA cycle or influencing senior management, was practice, practice and more practice. This is a great quality technique and sometimes underused in our field. Like most new skills or tasks that are needed only infrequently, if we never use them again for some time, we will forget how they work or when they need to be used. These skills will be weakened without repetitious use. Consider what it would take to plan and create a practice session for a major quality failure. I would recommend making it realistic, as close to the real deal as possible. The wonderful thing about practicing is that it will condition people, hardwiring thoughts or actions into their brain, so that when the worst happens, they don't need to think. They don't need to think, as they are so proficient, it would be as if you are at tying your shoelaces, the right actions will spontaneously happen, and they will keep their head.

I think of Quality so often, I can see learning and application everywhere, and I see it particularly in other people's stories. Rick Rescorla's story ended that day in 2001. He gave his life honorably to save others, selflessly running towards danger, as the walls were crumbling around him. His memory is celebrated to this day in that documentary, at the memorial at "ground zero", the website **http://rickrescoria.com** and I am proud to continue sharing his story with you.

"If you can keep your head when all about you
Are losing theirs and blaming it on you,
If you can trust yourself when all men doubt you,
But make allowance for their doubting too;
If you can wait and not be tired by waiting,
Or being lied about, don't deal in lies,
Or being hated, don't give way to hating,
And yet don't look too good, nor talk too wise:

If you can dream—and not make dreams your master;
If you can think—and not make thoughts your aim;
If you can meet with Triumph and Disaster
And treat those two impostors just the same;

If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build 'em up with worn-out tools:

If you can make one heap of all your winnings
And risk it on one turn of pitch-and-toss,
And lose, and start again at your beginnings
And never breathe a word about your loss;
If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: "Hold on!"

If you can talk with crowds and keep your virtue,
Or walk with Kings—nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count with you, but none too much;
If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
And—which is more—you'll be a Man, my son!"
(Kipling, 1910)

If you like this poem, I would recommend taking a momement to review Rudyard Kipling's 'IF' from a Quality Manager's Perspective: http://talk.gaelquality.com/blog-0/bid/185715/Rudyard-Kipling-s-IF-from-a-Quality-Manager-s-Perspective

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Kipling, R. (1910). Rewards and Fairies. Doubleday.

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

Paul Harding MD SAQI and Engineer Waleed Alfaris Executive Officer of the Saudi Quality Council meeting at the SAQI offices in Pretoria on the 4th October to discuss a working agreement between SAQI and the Saudi Quality Council.

back to contents page

The Foreign Corrupt Practices Act of 1977: No Peanut Gallery

Article by CGF Research and reviewed by Edward Nathan Sonnenbergs

It's rather ironic that the introduction of the Foreign Corrupt Practices Act of 1977 ('FCPA') -- a United States (US) federal law -- was passed into US law by the 39th elected US President, Jimmy Carter, who was by all accounts considered part of the country's 'working class' people. With a very modest upbringing, as a child Carter lived in a public community house which was subsidised by the US government as part of a housing scheme for the poor. The Carter's understood the plight of the poor and similar to today -- no matter where in the world -- the poor and impoverished communities remain the most affected segment of society impacted by the scourge of corruption.

Considering that governments are meant to, amongst other, establish law and order, while also providing the necessary infrastructure and support to build and maintain a sustainable society; laws such as the FCPA may need to be bolstered even further if they are to truly achieve their purpose. Corruption finds its roots within systems of injustice, mistrust and suspicion and its practice creates a sense of insecurity and despondency. Left unchecked, corruption worsens the plight of the poor and exacerbates poverty and misfortune; corruption further widens the chasm of poor governance and lawlessness. It is therefore critical that governments and their employees are seen to be, and are, employing sound governance practices which are as far as possible, devoid of corruptive tendencies and unethical behavior.

Notably, the ambit of corruption is broadly defined within the United Nation's Manual on anti-corruption as *"abuse of public office for private gains"*. Other definitions include the term to mean "a behavior on the part of office holders in the public or private sector whereby they improperly and unlawfully enrich themselves and/or those close to them, or induce others to do so, by misusing the position in which they are placed."

As the name suggests, the Foreign Corrupt Practices Act is intended to combat the bribery of foreign government officials. The Act was signed into US law on December 19, 1977, and was amended in 1998 by the International Anti-Bribery Act of 1998 which was designed to implement the anti-bribery conventions of the Organisation for Economic Co-operation and Development (OECD). The FCPA applies to any person who has a certain degree of connection to the US and who engages in foreign corrupt practices.

Whilst the FCPA is a foreign piece of legislation to South Africa, its extra-territorial provisions could have serious implications upon the manner in which South African companies that have a business link or association with the United States of America engage and conduct themselves with government officials, particularly in jurisdictions where there are high levels of corruption.

> "Corruption in South Africa has reached staggering proportions. Daily newspapers are rife with reports of widespread corruption in both the public and private sectors. The arms deals scandal, coupled to prison sentences for the former Commissioner of Police Jackie Selebi and the recent termination of his replacement, Bheki Cele, who was embroiled in a R1,8bn overspend on Police accommodation has done little to boost confidence in public sector integrity."
>
> **Steven Powell**
> **(Director: Forensic Services - Edward Nathan Sonnenbergs)**

Gauging from the 2012 *Corruption Index Report from Transparency International*, South Africa's ratings and perceptions around corruption have not improved much, and currently the country ranks 69th most corrupt on the list of 176 countries. Understandably, even though this rating is a 'perception' which may be far from accurate, it remains a reason why some countries and or foreign businesses may choose not to do business in South Africa, which results in lost foreign investment opportunities and mistrust, amongst other matters. That said, Transparency International calculate that investing in a 'relatively corrupt' country as compared to an 'uncorrupted' country is about 20 per cent more costly.

Accordingly, it is critical that the South African government and the country's business leaders earnestly align their foreign dealings and businesses with two of the most noteworthy international anti-corruption laws, namely the FCPA and the UK Bribery Act of 2010. To this end -- and of equal importance -- all people operating in South Africa must also be compliant with our own anti-bribery and anti-corruption (ABAC) legal provisions which are found within the following legislation, namely the:

- Prevention of Organised Crime Act of 1998,
- Protected Disclosures Act of 2000,
- Financial Intelligence Centre Act of 2001,
- Prevention and Combatting of Corrupt Activities Act of 2004,
- Companies Act of 2008.

In order for South African organisations to remain compliant with the offshore foreign ABAC legislation, organisations must undertake to regularly evaluate their employees,

suppliers and contractors to ensure that they have adequate ABAC measures in place. To this extent, South African organisations should also be aware that:

- they could be held liable for bribes paid to foreign officials by their subsidiaries, agents or partners in joint ventures, and

- they could be held liable for offers of payment or gifts, or the actual impartation of a payment or a gift (even if they were unaware of such offers and / or payments made by their foreign subsidiary, agent or business partner).

Whilst South African statistics in respect of corruption are difficult to obtain and are most often inaccurate, in October 2011 the head of the government's Special Investigating Unit – Willie Hofmeyr – reported that between R25bn and R30bn of government's annual procurement budget alone was lost to corruption, incompetence and negligence.

As we reflect upon the Washington research group -- Global Financial Integrity – their report on corruption in South Africa indicated that there was, between 1994 and 2008, an illegal outflow of R185bn due to corruption in both the public and private sectors. This type of 'lost' money is an amount our country cannot afford to lose, and it remains primarily the accountability of our government to enforce the strictest of sanction against those who undermine the local and international governance frameworks by which we are expected to comply with.

Gauging from the implementation of anti-bribery and anti-corruption legislation being adopted worldwide, it is clear that countries and their governments are beginning to take this matter far more seriously. Failing to do so, will ultimately deplete the public purse for economic and social development, whilst also financially distort local and international markets. Perhaps even more fundamental to these points, is that corruption directly impacts the dignity of human beings and our social order, furthermore threatens the prosperity, peace and stability of civilisation across the globe.

Undoubtedly, organisations in South Africa need to implement tighter controls and procedures to prevent the spread of bribery and corruption. Considering the penalties various corporations across the world have paid to the US Department of Justice and Securities Exchange Commission for non-compliance with the FCPA, which tally circa $1.8bn up until 2010, this is certainly one piece of foreign legislation that should not be taken lightly.

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 Board evaluation, GRC management consulting, executive placements, executive mentoring, company secretariat and the facilitation of Corporate Governance and Risk Awareness workshops. To find out more about CGF, our patrons and our associated services, please access **www.cgf.co.za**, **www.corporate-governance**.co.za or **www.governanceconnect.mobi**

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back to contents page

Quality in Schools

a regular column by Dr Richard Hayward

"Thank you, Sir ... or M'am!"
by Dr Richard Hayward

It's almost that time of year again. The school year is almost over. There's still the small matter of preparing for the end-of-year exams and writing them! If you have school-going children at home, may the family stress levels not be too high.

Once the last exam has been written, there's that sense of elation. For the children, it's another school year successfully (hopefully) ticked off. For the teachers, it's time to mark the exam papers and write the end-of-year reports. Then everyone awaits their favourite sound at the end of another school year ... the ring of the final bell that announces that school's out!

In all the excitement, there might be a final task that could have been overlooked. That task is for children to remember to show appreciation to those who guided and helped them during the school year. Thank Yous are due. Gestures of appreciation show common courtesy, gratitude and respect. When it's not done, an unintended message of ingratitude or 'taken for granted' could be conveyed.

It was America's most famous psychologist, William James, who observed:

The deepest principle in human nature is the craving to be appreciated.

Every Thank You helps meet that craving in all of us. The spirit of gratitude is evident in the character of every emotionally intelligent person. What a wonderful value to instil in the child and which will be of life-long benefit when they interact with others.

Children can thank the teacher, the sports coach or any member of staff for kindnesses shown to them. (Don't forget people such as the After Care, cleaning and secretarial staff.) Whatever form the Thank You takes, it's good to remember the familiar one-liner: 'It's not the size of the gift that counts, it's the thought.'

Ways in which children can say Thank You include:

- **The spoken word**: Simply make a point of going to the person and thanking them in person. Such thoughtfulness can be very moving for the person receiving the kind words.

- **Thank You card**: It costs a few rand to buy such a card. A bonus for the recipient is to receive a home-made one. Any personal message written in the card will be gratefully pored over!

- **A bought gift**: Amongst teachers there's the wry yet very grateful observation that the end of the year is a time when they're stocked up with items such as After Shave, mugs, pens and Quality Sweets. Whatever's given is gratefully received.

- **A self-made gift:** Such a gift is much-treasured. The child who gives a gift such one of their drawings, home-made cookies, flowers from the garden, a poem in dedication or ornament made out of mosaic or wire are really special. There have been reports of teachers who've received such gifts and have shed a tear or two!

Then, of course, there are those unforgettable Thank Yous that can be made long after the child has left the school. One example is the incident of Brenda Bihl, a Grade One teacher at Risidale Primary School in Johannesburg. As she walked to her classroom at the end of a playtime break, she saw a huge, tall man standing near her classroom door. At first, she didn't know who the visitor was. When she reached the classroom door, she recognised him. It was Graeme Smith, the Proteas' cricket captain. He had just popped in to say hullo and Thank You to his beloved Grade One teacher.

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B16	Internal Quality Auditing	3	R4,800.00			9-11
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B24	How to write procedures	2	R4,100.00			
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back to contents page