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The South African Quality Institute would like to take this opportunity to thank all our members, partners and associates for their loyal support during the past twelve months. I would also like to thank the SAQI team, Vanessa, Brian, Marie, Richard and Aubrey for their support as well as our Board of Directors.

We have managed to distribute eleven editions of our e Quality Edge this year which is one more than we planned and we thank our regular contributors, Alastair, Paul N, Terry, James Harrington and Jacques as well as our occasional authors for submitting material for our use during 2013. SAQI is particularly encouraged by the increasing number of international contributors and readers to our newsletter that we have secured over the past twelve months. We are currently loading backdated articles under easy to follow categories on our website under the heading "publications". If any of our members missed a particular article then you can log in with your user name and password and access back copies. If any paid up members have not obtained your login details please contact Vanessa@saqi.co.za

In this month's edition we are publishing feedback from the many events that our members participated in during National Quality Week in order to "Build Quality into our Nation" If you missed the deadline for this edition we will have a NQW follow up in the January edition. Are we making progress? I have put together an article relating to my personal quality experiences during NQW. You can be the judge as to whether South Africa is embracing the concept of Quality in order for us to become a leading tourist destination as well as a great country.

Finally I would like to wish all our readers a joyous festive season and drive safely.

Paul Harding
SAQI MD

TEAM SAQI wishes all its members warm Seasonal Greetings.

We thank you for your support and look forward to another quality year in 2014.

As is customary SAQI will close for its annual break on Friday 13 December at 12 noon and reopen for business on Monday 6 January 2014.



How does our quality rate on a scale of 1 to 10?

By Paul Harding : SAQI MD

Introduction

Some time ago the High commissioner of New Zealand asked me how South African Quality rates on a scale of 1 to 10. My answer was, "Just that! Our quality rates on a scale of 1 to 10." Our quality can be amongst the best in the world or it can be pretty bad. This month in South Africa we have been celebrating National Quality Week with the theme of "Building Quality into our Nation". So how do we rate now?

The good news rating 8-10

At the end of National Quality Week I was invited by one of our member organizations ISO-Q to give a presentation at a Quality forum in Cape Town. My wife would be joining me later as she was also attending a meeting in the Cape so we could "kill two birds with one stone".

I started my journey from Pretoria using the Gautrain and what a pleasure it was. Within minutes of me arriving at Hatfield station I was on the train to Marlborough. Off the train at Marlborough to the next platform and the train to O R Tambo airport was waiting ready to go. The journey was smooth, seamless and efficient. Arriving at O R Tambo I checked in to my flight on one of the cheaper carriers so my expectations of a quality service were not that high. The service I received exceeded my expectations, cheerful, efficient and informative. My cabin case was weighed with no problem to take it on board with me. The passage through security control went without a hitch and again all the people were courteous and efficient. The flight was called on time in line with the scheduled departure time and we were in the air flying to Cape Town. What a great way to celebrate National Quality Week I thought to myself.

I was picked up at the airport by a shuttle service and entertained all the way to the hotel by a very friendly and knowledgeable driver who obviously enjoyed his work. Checking into the hotel was again a smooth experience very friendly receptionists and porters. I confirmed that my wife would be joining me later and they accordingly cut a key for the room to speed up the process when she arrived. Can this really be South Africa I thought to myself?

My next journey was off to the Victoria and Albert Waterfront by the hotel courtesy vehicle and we were again entertained by the driver who gave us a breakdown of the attributes of Orlando Pirates compared to Kaizer Chiefs. At the Waterfront the food and service were again excellent and we were entertained to some local drumming, singing and dancing. Accents and languages from all over the world reinforced the belief that South Africa really is an international destination. Back at the hotel I retired to my

exquisite room for a good night's sleep looking forward to my spouse's arrival the next day to join me at the conference. Down for breakfast the next morning and I was greeted with the now expected courtesy from the staff and was served a delicious breakfast with a choice of food that would be difficult to match anywhere in the world and I have travelled to most continents.

The conference we had arranged was taking place in the hotel across the road so just a short walking journey and we were soon talking to the conference team organizing the layout and logistics for the late afternoon, early evening session. Everything again was first class and we were looking forward to an exciting evening of quality particularly as the well-known South African Comedian Sollie Philander was going to be Master of Ceremonies for the evening.

The bad news rating 1-5

The conference was about to start and I was eagerly awaiting confirmation that my wife was on schedule for joining me. I was disappointed to learn that her flight from Johannesburg on the national carrier had been delayed although she said she had not been informed why and for how long. Later she texted to say that she had finally been informed that plane she was due to leave on had been delayed arriving at O R Tambo. Eventually she texted to say the plane had finally arrived and unfortunately she would be more than an hour late to Cape Town.

I waited patiently for the next text message. She had landed after one of the worst flights of her life. She had flown into the storm in the Cape on Friday. Thirty minutes later she informs me she is still awaiting her baggage. Despite having identical cabin cases, and she always travels light, the national carrier refuses to allow her case into the cabin and it disappeared somewhere in the hold. She eventually received her baggage forty five minutes after landing and after two carousel changes with no communication from the airports authority. I often quote Murphy's second law; "Nothing is ever so bad that it can't get worse."

I eagerly await an update. She has now arrived at the car hire desk and shows her booking information to the assistant. The computer now throws out the request and informs her that the price originally quoted is now totally different to the price the computer wants. After much argument the car hire company agrees to defer payment and sort it out later. She now has to find the car in the pouring rain with no umbrella or assistance from the desk. Eventually after much hassle she finds the car but is now like a drowned rat. There is no one available to check the condition of the car so she hopes there are no dents in it.

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Meanwhile I am still desperately awaiting news as the last text message was "picking up car".

My quality presentation at the conference has now been completed and still no word from my spouse. I eventually receive the message. "I am in the room at the hotel after a very humiliating experience" I don't know if any of our readers saw the movie "Pretty Woman". Richard Gere had arranged a room for Julia Roberts who was playing the role of a prostitute and initially she was refused a key to a room in the smart hotel. If you remember I had organized a spare key for my wife at the hotel reception earlier in the day. Apparently when she eventually arrived at the hotel soaked from head to foot the hotel receptionist refused her independent access to the room and refused her a key. Despite her protests the receptionist was adamant that I would have to open for her. This would have been difficult because I was just finishing my presentation across the road at the other hotel. After a lot of argument another hotel receptionist suddenly realises that a key had in fact been arranged. It got worse. Someone at the airport had put a plastic security tie on her case and she could no longer open it. She couldn't cut it because you cannot take scissors or knives in your cabin case. After borrowing an umbrella from the other conference hotel I make my way through the rain to rescue a very distraught wife across the road. She finally made it just as the conference was closing.

True to Murphy it got worse. The next morning down at breakfast we both sat at the table and the waiter came and asked me if I wanted coffee and he chose to completely ignore my wife. Did any of you see the film version of "Chicago" Well my wife had now become "Mrs Cellophane" invisible to the naked eye. I complained and they came back to her and she said she would like tea. They didn't ask what variety and sometime later came back with Rooibos. "I didn't ask for this" she said so they went away and came back with a second pot of Rooibos. It was a waste of time talking to the waitress; she obviously had not been trained in customer service.

More good news rating 10

Despite the poor service at breakfast in the hotel breakfast room there was a pianist who really entertained us during the time that we were eating. We went to him afterwards and thanked him for the wonderful music he played. He lent

over into his briefcase and took out a CD of his music and gave it to us. He refused to accept any payment for it and told us he was only too happy to have been of service to us. He was a true gentleman and quality ambassador.

More bad news rating 1-5

On checking out of the hotel the receptionist asked if we had enjoyed our stay. I replied "No it was awful" The receptionist looked at me and smiled and said "enjoy your trip home".

It got worse. We went back to the V and A Waterfront by car this time to collect a gift for our daughter. We go into the store, one of only two in South Africa, which is the same franchise as my wife and daughter had recently visited in Berlin in Germany. In Berlin there was a very helpful attendant who offered assistance and was extremely knowledgeable. This time in Cape Town my wife became invisible again and the two young assistants totally ignored us until eventually after some prompting they decided to help.

Conclusion

Are we building quality into our nation and in your eyes how does South Africa rank for quality on a scale of 1 to 10?

You be the judge.

The sad thing is that the people giving the bad service are totally unaware of the impact that this is having on our tourism industry. It is not that good quality or excellent service is out of the reach of South African service providers. Great examples abound but it's all a matter of consistency.

Paul Harding is the MD of SAQI and can be contacted at exec@saqi.co.za



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Understanding process performance: capability, effectiveness and efficiency

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

1. Introduction

In the third article of this multipart series, the foundation of the process approach in management system development was explored.

This fourth article explores some insights required of process behaviour, namely a) process capability, b) process effectiveness, and c) process efficiency.

ISO 15504-1 (Process assessment – Part 1: Concepts and Vocabulary) defines process capability as *a characterization of the ability of a process to meet current or projected business goals.*

ISO 9000 (Quality management systems — Fundamentals and vocabulary) defines effectiveness as the *extent to which planned activities are realized and planned results achieved, and efficiency as the relationship between the result achieved and the resources used.*

Clearly, if process capability can be measured, then process effectiveness and process efficiency can also be measured.

2. Understanding process capability

A management system comprises many processes. The two-dimensional model, as depicted in Figure 1, consists of a set of processes defined in terms of their purpose and outcomes (refer to article 3 of this series) and a measurement framework which contains a set of process attributes.

A process attribute is a measurable characteristic of process capability applicable to any process. In manufacturing, measurement of process capability is usually limited to manufacturing processes. The concept of process capability measurement can be applied to any process, no matter whether it is in the domain of manufacturing, service delivery, development, or management.

The process attributes associated with the capability measurement scale apply across all processes. They are grouped into capability levels that may be used to determine the capability of the process. The assessment output includes a set of process capability profiles and optionally a capability level rating for each process assessed.

In the ISO/IEC 15504 range of standards in process assessment, the nine process attributes are identified, as shown in Figure 2.

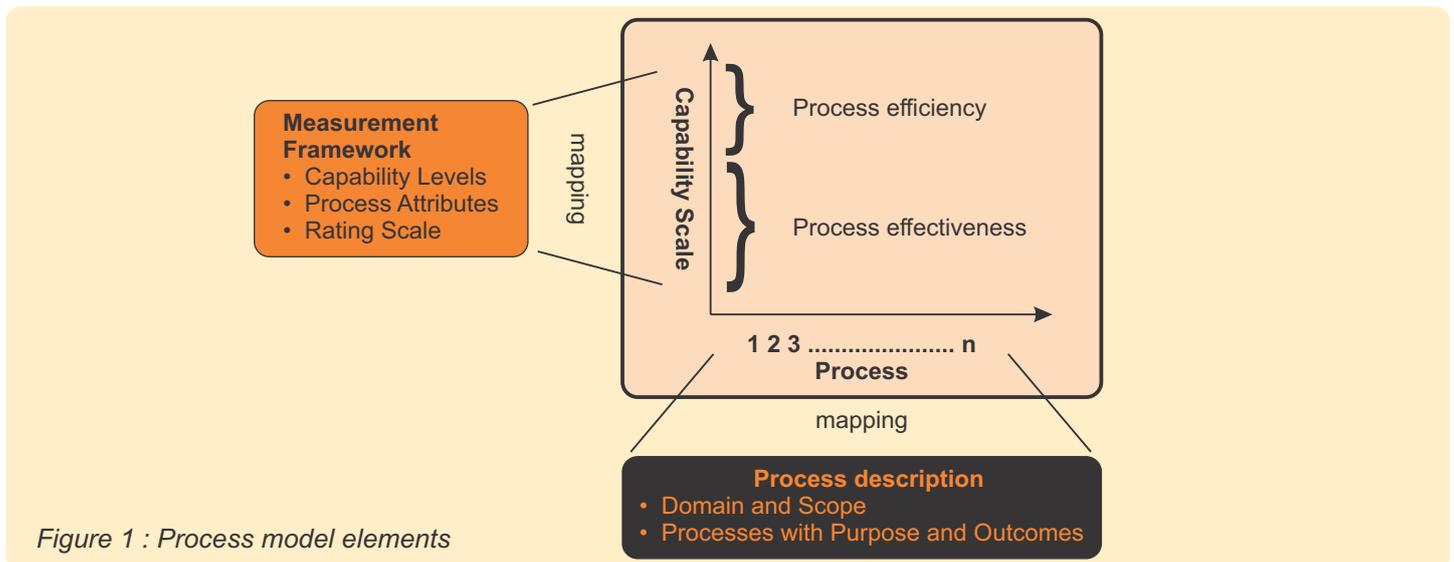


Figure 1 : Process model elements

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3. The role of process attributes

The attributes of processes that are valuable for measuring process capability are defined in ISO 15504-2 (Process assessment Part 2 – Performing an assessment). The following table lists each process attribute, and the capability level with which it is associated.

Capability Level	Reference	Attribute Name	Attribute Description
1	PA 1.1	Process performance attribute	The process performance attribute is a measure of the extent to which the process purpose is achieved.
2	PA 2.1	Performance management attribute	The process performance attribute is a measure of the extent to which the process purpose is achieved.
2	PA 2.2	Work product management attribute	The work product management attribute is a measure of the extent to which the work products produced by the process are appropriately managed.
3	PA 3.1	Process definition attribute	The process definition attribute is a measure of the extent to which a standard process is maintained to support the deployment of the defined process.
3	PA 3.2	Process deployment attribute	The process deployment attribute is a measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes.
4	PA 4.1	Process measurement attribute	The process measurement attribute is a measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals.
4	PA 4.2	Process control attribute	The process control attribute is a measure of the extent to which the process is quantitatively managed to produce a process that is stable, capable, and predictable within defined limits.
5	PA 5.1	Process innovation attribute	The process innovation attribute is a measure of the extent to which changes to the process are identified from analysis of common causes of variation in performance, and from investigations of innovative approaches to the definition and deployment of the process.
5	PA 5.2	Process optimization attribute	The process optimization attribute is a measure of the extent to which changes to the definition, management and performance of the process result in effective impact that achieves the relevant process improvement objectives.

These attributes must be viewed as mutually independent measurable characteristics of a process. With the exception of the first attribute (PA 1.1 Process performance), the remainder are all associated with an aspect of the management of the process. PA 1.1 alone is associated with the technical performance of the process.

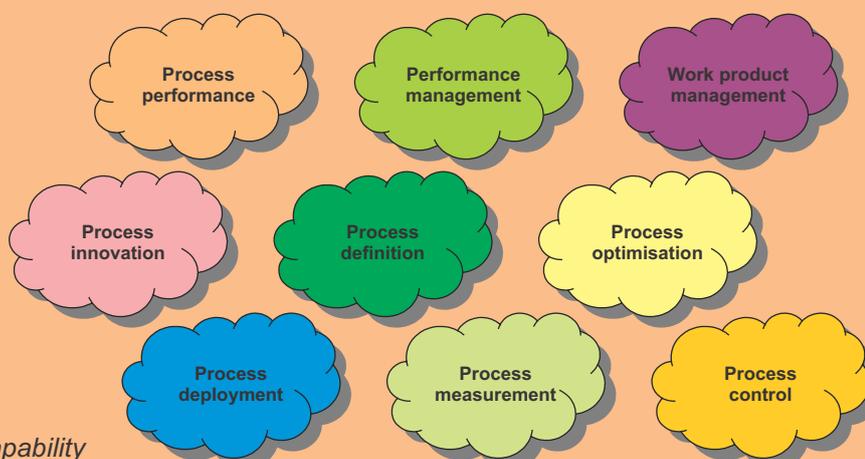


Figure 2 : Attributes of process capability

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4. Rating process capability

In order to establish the capability of a process, the process attributes are rated and aggregated as implied by the attribute ordering shown in Figure 3. The foundation of process capability is the technical performance of the process, which is then leveraged by the rating of various aspect of management applied to the process.

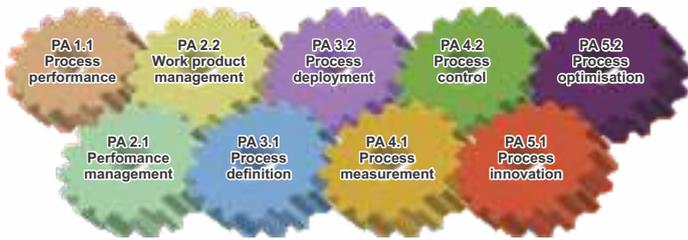


Figure 3 : Ordering of the attributes to support process capability measurement

5. The insight the process rating profile provides

Figure 4 shows a typical process capability profile. Although this article does not provide the scope for describing how the rating of process attributes is performed, suffice to say that each attribute is rated in terms of the concept of *achievement*. A rating value is assigned to each attribute, in terms of the rating scale of Fully Achieved, Largely Achieved, Partially achieved, and Not Achieved. The rating values are then aggregated using a defined formula to yield the capability level value.

So, for example, for the first process (i.e. Requirements elicitation), PA 1.1 is rated as Largely Achieved, PA 2.1 is rated as Largely Achieved, and PA 2.2 is rated as Partially Achieved. The capability formula translates this set of ratings into Capability Level rating 1. In order to reach a high level of process capability, the rating of PA 1.1 must be rated as Fully Achieved, and the ratings of PA 2.1 and PA 2.2 must at least be rated as Largely Achieved, as illustrated for the Customer Support process. In order for that process to attain the Capability Level 3 rating, the ratings of PA 2.1 and PA 2.2 must be re-rated from Largely Achieved to Fully Achieved. This would happen typically as a consequence of a process improvement exercise.

From the perspective of management of product / service development risk, the process capability profile indicates the strengths and weaknesses of the assessed processes.

In Figure 1, reference was made to process effectiveness by referring to the lower part of the capability scale, while process efficiency referred to the higher part of the capability scale.

In general, when a process moves up from the lowest levels of capability to a higher level (i.e. Level 1 to 3) the *effectiveness* of the process is quantitatively demonstrated. The *efficiency* of the process is quantitatively demonstrated as it attains Levels 4 and 5 process capability.

6. Wrap-up

Using this foundation for assessing process capability, the next article in this series will explore how these aggregate ratings of processes (i.e. capability levels) can be used to assemble an overall view of *organisation process maturity*.

About the Author



Dr Alastair Walker is the founder and chief executive officer of the Software Process Improvement Laboratory. He is a member of the Standards South Africa Information Technology Committee (TC 71), and chair of SABS National Committee for Software Engineering Standards (TC001-SC7). He is a member of SABS technical committees TC176 (Quality assurance and quality management, TC 180 (Conformity assessment) and TC 175 (Process Models).

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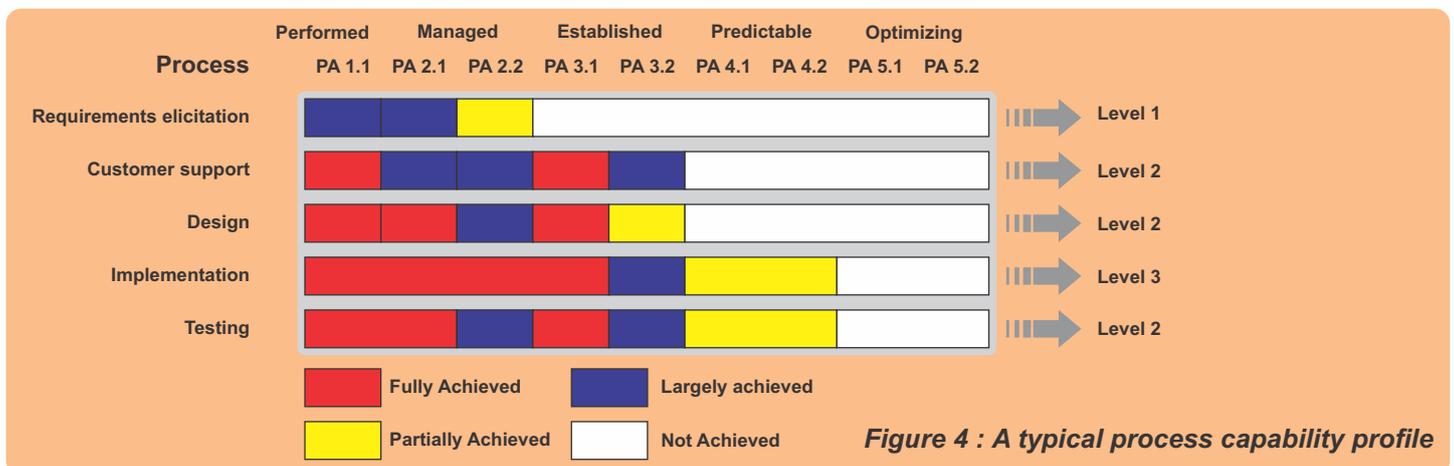


Figure 4 : A typical process capability profile

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What is the Hawthorne Effect?

Or was the Hawthorne Effect as scientific as Taylor's scientific management?

By Paul Naysmith

A long time ago in a Galaxy far, far away... well ten years ago in the Midlands of England, I was introduced to the "Hawthorne Effect". I remember sitting in the Black Belt class, being taught about improvement projects and the course tutor, a wise old man, with absolutely no physical resemblance to Obi-wan Kenobi, however the same voice as Alec Guinness, providing stern warning, that "your presence in the process may create the Hawthorne effect during your project".

Wow! My being there, right in the middle of the process, will create improvement, I instantly thought. Excellent, I'll just move into the workshop area and improvements will just spontaneously happen because I'm just there. Heck the six sigma stuff is easy I considered, until he went into a little more detail on the effect.

As I remember, I was taught that in the 1920's, somewhere in Americaland there was a factory that produced things. A group went in and wanted to study what could increase productivity in this factory. They went in and "turned the lights on" and productivity improved. Being scientists, they then turned the lights off, and miraculously the productivity did not decline as theorized, however, went up. So the scientists repeated their same test, each time an increase in productivity would be measured, for a further five years. Their conclusion was that having a lab-coat-wearing-examiner standing to the side of a process will influence the personnel in the area, and as they are receiving attention, their productivity increases. It was explained to me that the Hawthorne effect, was named after the scientist, and a legacy was born.

I did sort of like the Hawthorne effect, it did seem logical to me, and resonated inside me. Now becoming an improvement leader, I went on to spread the same message, as it was taught to me, until my first warning sign, not of the Hawthorne effect, moreover the quality of my tutor's knowledge, was presented to me. I was in a Green Belt project review and I remember explaining the Hawthorne effect to said Green Belt, and then BANG! He hit me with a kung fu fist of knowledge (no Improvement Ninjas were harmed in the making of story), and he corrected me, in that Hawthorne Effect was not named after its father, however where it came from: the Western Electric's facility called the Hawthorne Plant.

At that point, I should have really gone back and did some more research on the topic, however I think then and there, I held back teaching others this subject. I somehow lost the confidence in what had been taught to me.

A decade has since past from that day in the Green Belt

review, and I had rarely thought of the Hawthorne effect. Today in my line of work and for many years, I do spend as much time as I can in the process, attempting to influence and improve it. My colleagues know this, as I'm usually there, asking dumb questions and wearing brightly coloured shirts, which easily lacerate the retinas. I guess that is why most wear safety glasses near me. However I need to make change, I cannot wait for it to happen, and I would use the Hawthorne Effect to my advantage, and ensuring that the improvements would be sustained.

Recently, returning from a wonderful vacation in Canada, we were making the long travel from the airport back to our home, when the super-clarity of a BBC voice came across the radio asked if I was sitting comfortably. With another hour of driving to go, I believe I was in a position to be comfortable to start listening to a documentary on the "Hawthorne effect" in the BBC series called "More or Less" with Tim Harford. (BBC, 2013)

I think I shrieked with surprise. It certainly caught Mrs. Naysmith's attention, as I startled her from her nap. "What's wrong you oaf? You woke me up" she blurted. "HAWTHORNE EFFECT. HAWTHORNE EFFECT" I repeated in the fashion of a boy band audience. Although dark in the car, I could tell she had a scowl. "Is it a boring Quality thing?" is one of Mrs. N's catch-phrases, which she uses quite frequently. She could not have been more right, well except for the "boring" bit.

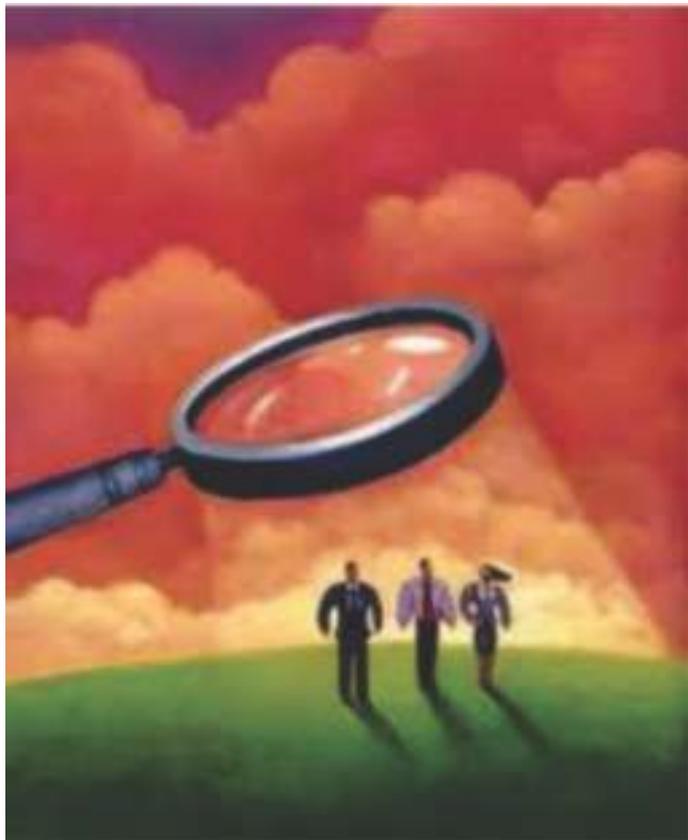
So we listened for the ten minutes that the radio show was on for, and I thought it was excellently written and produced by the BBC, however afterwards; I had the glow of excitement of wanting to learn more. I wanted to learn, as what I had heard had pretty much thrown all that I had previously learned about the Hawthorne effect in the garbage pail.

The joyful audio experience of the documentary helped me understand that the Hawthorne effect was a key management philosophy that has influence in contemporary business, however without any of the original research work existing today. Yes the scientists did change the lighting scheme for many years; however they did much more than this. In summary, it had started as an experiment, and through generations and the passing of time, the Hawthorne effect has become some sort of interpretable myth in today's modern business world.

The main thread through the radio enlightenment was around Steven D. Levitt and John A. List's article. You may already be familiar with Prof. Levitt of the Freakonomics fame or Prof. List, who is one of the top ten economists of

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the world, however if not, I certainly recommend their joint paper called “Was There Really a Hawthorne Effect at the Hawthorne Plant? An Analysis of the Original Illumination Experiments” (Levitt & List, January 2011). I listened in almost silence, as the wind and road noise joined the British and American accents from the speakers, as Prof. List explained how they researched the Hawthorne effect, and were unsuccessful in finding any original study papers about the plant. It was believed lost, buried, waiting to be uncovered, until by chance it had become found.



Their paper goes into detail of this story of recovering lost data treasures from ancient times. It goes into explaining the significance of the study in and they conclude with stating “This study returns to the very evidence that induced this contemporary wave of thought by examining new data that was presumed lost. Ironically, there is little evidence of the type of Hawthorne effect widely attributed to these data when one subjects them to careful analysis. We do see evidence that workers, over a longer time horizon, appear to respond positively to experimentation.” (Levitt & List, January 2011)

Well the knowledge was almost there from my learning experience many years ago; however this program challenged the validity of the scientific approach and my understanding of the Hawthorne effect. So what is my lesson learned? It is not that my teacher was wrong (well he was) but that we should consider what we are learning, and perhaps seeking the original source of the information, does at times teach us more about the topic, than what is passed down from generation to generation.

As Prof. Levitt and Prof. List put it “Perhaps the most important lesson to be learned from the original Hawthorne

experiments is the power of a good story. The mythology surrounding the Hawthorne experiments arose largely despite the absence of careful data analysis, and has persisted for decades even in the face of strong evidence against it generated by Franke and Kaul (1978) and Jones (1992). While our research is probably no more likely than the previous papers to put an end to such myths, at a minimum it raises the costs of propagating these stories among those who are concerned with scientific accuracy.” (Levitt & List, January 2011)

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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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SOUTH AFRICAN CONSUMERS ARE SECOND MOST SATISFIED – INTERNATIONAL INDEX

Johannesburg, 4 November 2013: South African consumers are generally very satisfied with the goods and services across a number of industries, according to the South African Customer Satisfaction Index (SACSI). The research organisation today released its first full year national customer satisfaction index, which shows that South Africa has scored a customer satisfaction score of 77.6 out of 100.



SA's score is the second highest national customer satisfaction score, with Turkey setting the international benchmark at 78.1 out of 100. SA leads Indonesia (76.7), USA (76.3), UK (75.8), South Korea (72.8), Finland (72.2), Portugal (71.1), Lithuania (70.8), Sweden (70.4), Singapore (69.9), Norway (68.6), Denmark (68.2), Latvia (67.3), Russia (67.5) and the Czech Republic (65.8).

The national customer satisfaction score is calculated using the American Customer Satisfaction Index (ACSI) methodology, allowing the SACSI to rank South African household-consumers' satisfaction with products and services provided by SA companies with those of other countries that use the same ACSI methodology.

"It is a credit to South African brands and companies that the country has done so well in the international ranking and we are proud to be announcing the first national customer satisfaction index in South Africa with international benchmarking ability," said Prof. Adré Schreuder, founder and chair of the SACSI.

During 2013, the SACSI measured 19 industries and 102 brands, contributing to a total national sample of 44 224 respondents.

Leading industries, leading companies, new international benchmarks

The five leading industries in terms of customer satisfaction are Athletic Shoes (89.2), Beverages–Soft Drinks (85.6), Beverages–Beer (85.2), Clothing Retailers (82.3) and Petrol Stations (81.2).

The ten overall leading companies in terms of customer satisfaction are Adidas (91.3), Nike (90.0), Woolworths (88.0), Carling Black Label (87.7), Puma (87.1), Appletiser (86.5), Coca-Cola (85.8), Mercedes-Benz (85.1), Heineken (85.0), Windhoek (84.8), and Castle (84.7).

The top ten industry winners - the highest scoring companies within the top ten industries - are Adidas (91.3) in Athletic Shoes, Woolworths (88.0) in Clothing Retailers, Carling Black Label (87.7) in Beverages–Beer, Appletiser (86.5) in Beverages–Soft Drinks, Mercedes-Benz (85.2) in Automobiles, Caltex (84.0) in Fuel Service Stations, Woolworths Food (83.7) in Supermarkets, Apple iPhone (83.40) in Mobile Handsets, Chicken Licken and Debonairs (81.8) in Fast Foods, and Capitec (81.5) in Banking.

The results of the national index further revealed that the industries in which South Africa scored highest amongst its international counterparts, thus setting new international benchmarks for 2013, are Athletic Shoes, Clothing Retailers, Soft Drinks, Fuel Service Stations, Supermarkets, Mobile Network Service Providers, and Mobile Telecommunication Retail Stores.

Deeper insights

Prof. Schreuder says that there is a direct correlation between sentiment and satisfaction. "The sentiment index recorded an overall of 68.2 out of 100, indicating that there is room for greater emotional engagement with customers. "Satisfied customers record a higher level of emotional engagement and commitment. So when customers take to social media platforms to express their feelings about a

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brand or company, there is a massive opportunity available, provided those brands take the time and trouble to really listen to their customers,” he says.

Whereas one may expect that premium brands may perform better in the index, Prof. Schreuder says the results show that the more significant differentiator is how well brands understand their clients' expectations and then meet expectations. “Woolworths has come out as above industry average in two industries (clothing retailers and supermarkets) and this is seen as a premium brand. Yet, Pep clothing was a close second in the retail clothing industry and there are other examples in the top 10 industry winners that are not seen as premium brands, for example Carling Black Label, Chicken Licken and Capitec Bank,” he explains.

Industries that are seen to provide poor value are Petrol Stations, Banking Medical Aids, Airline, Beverages-Beer, Cellular Service Providers and Short Term Insurance. In contrast, the best performing industries in terms of perceived value are Retail Clothing Stores, Telecom Stores, Fast Foods, Laptops, Restaurants and Athletic Shoes.

The first national SAcsi index has highlighted a number of industries which experience a much higher rate of complaints: Medical Schemes, Telecommunication stores, Banking, Automobiles and Cellular Service Providers. “Although there are more complaints registered in these industries, this high rate does not correlate with the recorded levels of complaints handling. In other words, companies are attending to the complaints – a positive element of customer satisfaction – but it appears that the same complaints are being registered and not being solved at the strategic level,” explains Prof. Schreuder.

The SAcsi is seen as a valuable tool for businesses and for consumers. “The fact that companies are choosing to subscribe to SAcsi to receive statistically sound information speaks volumes about the credibility of the index. This is not research that is commissioned for marketing purposes, it is used as the basis for strategic management decisions,” says Prof. Schreuder.

The fact that the SAcsi results are published also translates into good news for consumers. “Companies want to ensure that their customers are satisfied and that their performance improves over time. Now that customer satisfaction is being published, they will be under pressure to improve customer satisfaction,” he explains. SAcsi's subscriber reports provide detailed information about areas for improvement.

About the research methodology

Measured companies are nominated for inclusion in an

industry measure by SAcsi's independent Board of Advisors based on their market share. “Each company or brand was measured through telephonic and/or web-survey methods at a statistically reliable sample guideline of at least 270 respondents per measured company”, explains Prof. Schreuder.

Customer satisfaction is measured using an advanced statistical model that has been rigorously evaluated, in line with the American Customer Satisfaction Index methodology.

The SAcsi index gives companies detailed information to assist them in improving customer satisfaction. Each month, customer satisfaction results are released for specific industries.

A more detailed presentation of the index is available on www.sacsi.co.za

The South African Customer Satisfaction Index (SAcsi) is a national economic indicator of customer satisfaction with the quality of products and services available to household consumers in South Africa. For more information, visit www.sacsi.co.za

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National Quality Week

11 - 15 November 2013

"Building Quality into our Nation" © SAQI 2013



McCORMICK SOUTH AFRICA (PTY) LTD

As a Technical Management Team, we sent out presentations to the rest of the SA businesses on our core technical functions within Quality Assurance, therefore we started the 'Quality Week' with the Vendor Assurance Team, Tuesday with Regulatory Affairs, Wednesday with Food Safety & Quality Systems, Thursday with QA Laboratories, and ended the week with quotes from the rest of the business on what their perception of quality is.

On the Friday, the team wore white McCormick branded T-shirts, with "Passionate about Quality" printed on the back.



Picture: *Our Industrial Plant Quality Assurance Team taken on the Friday, 15 November 2013:*
From L to R: Millicent Mabunda, Khanyi Ngobese, Sethabile Gwamanda, Charlotte Barnard, Lordwin Mabokweni, Amanda Makrwele, Pearl Mnisi, Kenneth Stewart.

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National Quality Week

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"Building Quality into our Nation" © SAQI 2013



"Building Quality into Eskom"

In 2012, November was declared to be Quality Month in Eskom. Our theme for the 2013 Quality month is "Building Quality into Eskom" which is adapted from The South African Quality Institute (SAQI) national quality week theme "Building Quality into the Nation". During this month, each Guardian is encouraged to "Build Quality" into their daily work ethic, building on business efficiencies hence reducing rework and wastage. We need to encourage the "Right first time" ethos. The phrase "Building Quality" emphasises the fact that there needs to be a focus on Quality throughout Eskom, in all work disciplines, from the design function, right through to safety on a continual basis, to reach our goal of becoming one of the top five performing power utilities worldwide. The quality management principles have to be applied to enhance our business imperatives. The ISO 9001:2008 certification proclaimed a commitment to our customers and to South Africa that Eskom is a Quality-focused organisation that remains intent on being the provider of effective energy solutions for our country's economy, its people and its developmental needs. Eskom is one of only four electricity utilities among the top 10 in the world to implement ISO 9001 across the entire business value chain. We join the global family of over 1.1 million ISO 9001 certified organisations. Let excellence be our trademark and legacy. "Quality means doing it right when no one is looking." Henry Ford Note: Please send your suggestions on how we can "build Quality into Eskom" to qualitymanagement@eskom.co.za

Brian Dames

Chief executive



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NO SHORT CUTS TO CORPORATE GOVERNANCE

Advertorial by CGF Research

As for most matters in business -- and in life -- there are few 'short cuts' that are guaranteed for any forms of lasting success. And although many an executive (or manager) may try beating the odds because of mounting pressures placed on their bottom lines and time-pressurized diaries; short cuts invariably end up costing a business more in the long run.

Having learnt the lessons of following protocol and procedures within the financial services industry, at an early stage of his career, Terrance Booysen who is the primary founder of CGF Research Institute (Pty) Ltd, had no hesitation in building his company based upon a solid foundation. The values which form the bastille of CGF are firmly rooted in honesty, trust, respect, integrity and sound risk management principles which generate profit. Expectedly, these values underpin the manner in which CGF directs and controls its business and strategy, including its dealing with all its stakeholders.

"A director should devote serious attention to the affairs of the company. Relevant information required for exercising effective control and providing innovative direction to the company needs to be acquired."

"A director should be diligent in performing directors' duties. Sufficient time should be devoted to company affairs. Effort needs to be put into ensuring company performance and conformance."

King Report on Governance for SA - 2009

As a business which specializes in corporate governance services, CGF has -- since its inception in 2004 -- steadily grown not only its market share, but indeed also its brand and breadth of corporate governance related services. Whilst CGF Research Institute was, at its inception, acutely aware that 'corporate governance' would become a matter for boards of directors to place significantly more emphasis upon, the shareholders of CGF aptly abbreviated and registered the words *Corporate Governance Framework*[®] and which then formed the basis of its 'governance journey' and service delivery capabilities.

In the earlier part of CGF's beginnings, the company and its dedicated team focused solely upon providing its client base monthly governance reports, which today still forms a critical pillar of CGF's business model and value-added

services. CGF's reports, which are found within the acclaimed *Corporate Governance Body of Knowledge*[®], are used by many organisations across most of the vertical sectors and caters for government and state owned organisations, blue chip companies as well as all sizes of private companies. Whilst the client list is significant, what matters more is the fact that through CGF's *Corporate Governance Body of Knowledge*[®], the subscribing clients are provided access to its vast array of information which covers:

- monthly newsletters and topical GRC (governance, risk and compliance) articles;
- monthly GRC reports and executive summaries;
- monthly regulatory updates;
- induction programme for directors, managers and prescribed officers;
- policy templates, recommended reading, electronic library and GRC acronyms; and
- a growing collection of GRC white papers.



Expectedly, the information contained in the *Corporate Governance Body of Knowledge*[®] is conveniently contained within a single repository. Through a unique on-line User Name and Password allocation, employees are provided access to retrieve this important information, thereby allowing a rapid transfer of knowledge and information sharing. Unlike situations where only certain employees have access to key governance information (which typically occurs in hierarchal structures and or 'silo' operations), through the *Corporate Governance Body of Knowledge*[®], directors and managers are able to address numerous pressing governance matters -- off a common platform of understanding -- and quickly determine whether or not the organisation may be vulnerable to any form of risk or unwanted exposure. Each report contained within the *Corporate Governance Body of Knowledge*[®] carries an assurance in respect of its content, through the meticulous peer reviews undertaken by the independent subject

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matter experts selected by CGF each month. Peer reviewers of CGF's reports include audit and legal firms, as well as other recognised regulatory agencies and or individuals who have the necessary skill and experience to complete such a process.

Given the increasing focus on corporate governance, and the extraordinary demands placed upon businesses to comply with ethical and regulatory requirements, it is hardly surprising that so many business leaders have repeatedly stated some of their top concerns which are; *over regulation, availability of key skills, bribery and corruption and supply chain disruption*. At the same time, boards of directors and their CEOs are expected to ensure that the board skills and capabilities properly reflect the changing internal and external business environment and that they extract the most from their board committees. Clearly these challenges are mounting, with evidence suggesting that many organisations are barely coping. The overall results are telling on the organisation's bottom line and its future sustainability.



CGF has recognised the dilemmas face by many organisations as mentioned above, and through the years of its governance reporting, CGF launched the well-known *Governance Beyond Boards*[®] Interventions. Indeed these Interventions look beyond the ordinary matters and expected duties of a board, and correctly unifies the processes between the board and management, as well as balancing the governance, risk and compliance components so that these functions are aligned to make business sense. As a result of these Interventions and invaluable feedback by thousands of delegates who have attended these events -- which still attract local and foreign delegates -- CGF has been able to put into practice additional, and much needed professional services for its growing client base.

These services include:

- board evaluation;
- strategic management consulting;
- outsourced company secretariat services;
- regulatory risk impact analysis;
- coaching and mentoring of directors and executive management;
- executive learning and facilitation;
- leadership management programmes;
- leadership change management;

- group and individual workplace wellness programmes;
- policy reviews and policy writing;
- business rescue services; and
- executive search and placements.

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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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.

Helping hands over the bridge

by Dr Richard Hayward

You might even have such a photo or two in the family album. It's the photo of someone's first day at school. The child has a Colgate smile and looks smart in the brand-new uniform. Maybe there's even a family legend about that Big Day. One mother told me that on that very special day, she saw her son's bedroom light on at half-past five in the morning. When she went to her son's bedroom, she saw him wearing his full school uniform admiring himself in the mirror!

However, many children think towards that first day with mixed emotions. Yes, there's the excitement of first-time school days or going to a new one. Yet there are also the 'What if ...?' questions such as:

- What if I have no friends?
- What if I don't like the teacher?
- What if I can't do the work?
- What if I'm bullied?
- What if I don't get chosen for my favourite sports teams?

Going from one school to another can be emotionally stressful. Think of your own or a family member's educational 'rite of passage' of going from primary to high school.

If the family and the school handle the transition well, the child's new experiences can be stimulating and most enjoyable. Perhaps the most important factor in a happy move to a school is communication. Parents and teachers need to talk to each other. They themselves also need to talk to the children keeping them feeling positive about what awaits them.

When we are fully 'in the know' about what's going to happen to us, our insecurities are usually reduced. Parents can do much to learn about the school beforehand. Most schools have Open Days and Information Sessions for families to meet the teachers. Some schools have functions such as 'get-to-know-you' braais, cocktail hours and afternoon teas. Try to attend. They help build friendly and warm relations between your home and your child's school. As Jo Knowsley observed:

If everyone is talking to each other, transition doesn't have to be a bumpy ride.

Should the school have a website, visit it. Policy documents such as the Disciplinary and School Uniform Codes are usually included. A

website is a marketing tool for a school and gives you a sense of what it's like. There are bound to be many children with smiling faces and yes, even the occasional smiling teacher too! Ask for a copy of the school prospectus and if one is printed, a copy of the most recent annual magazine.

Schools themselves do much to make newcomers feel welcome. Before they start at their new school, children are invited to events such as 'Welcome to our school' afternoons or Sports Days. These events help children feel comfortable in their new environment.

Practical things that parents can do to get a good start at the school include:

- Ensure that your child is wearing the correct school uniform and the hair is cut according to school regulations. There could also be rules about the wearing of items of jewellery and religious symbols.
- The school will issue a stationery list. Make sure that the child has all the correct stationery as prescribed by the school.
- Mark every item of clothing, stationery and sports gear. Thieves are found in even the best of schools!
- Encourage your child to get involved in the extramural programme. Participation is a fantastic way to make new friends and settle in well.
- Particularly at the start of high school, a child could be overwhelmed by the time demands. The teaching day is longer and likewise the sports practices; there's also more daily homework than at primary school. Be there to help the child draw up a timetable to cope well with the new time demands.
- Chat with your child. Not everything will flow smoothly at the new school. Hiccups happen. Be a good listener as you gently guide the child to personally work out the solutions to the challenges.
- Talk to the school. If there are difficulties that your child is experiencing, talk to the teacher concerned or Grade Head. Remember: Just like you, the teachers want your child to be happy and to succeed.

If there's anyone in your family starting school or going to a new school in 2014, may it go well. If the home and the school work together from the outset, a bright future awaits the child. Well begun is half done.

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 2014

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

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.



DOWNLOAD TRAINING REGISTRATION FORM

Code	Course	Days	Cost	Feb	March	April	May	June
B12	ISO 14000 overview	1	R2,500.00			30		
B14	Integrated Management Requirements	3	R5,000.00		12-14			
B16	Internal Quality Auditing	3	R5,100.00	5-7			28-30	
B20	Organisational QMS Lead Auditor	5	R11,500.00				5-9	
B24	How to write procedures	2	R4,400.00		24-25			
B34	Statistical Process Control	5	R11,500.00			7-11		
B38	Development of QMS	5	R11,500.00				12-16	
B41	Introduction to Quality Control	1	R2,500.00	20				12
B48	ISO 9001 Requirements Workshop	3	R5,000.00		5-7			
B58	Customer Satisfaction and Excellence	2	R4,400.00			23-24		
B64	Introduction to Quality Techniques	3	R5,000.00	12-14				4-6
B65	SAQI Certificate in Quality	10	R19,500.00				19-23	23-27
B66	Problem Solving and Decision Making	3	R6,000.00			14-16		
B75	Intro to Lean	1	R2,100.00				26	
B76	Lean for the Service Industry	4	R8,700.00					18-20
B82	Incident and Accident Investigations	2	R6,700.00		10-11			
B83	Project Management and Quality	3	R15,100.00					9-11
B84	Supply Chain Management	3	R12,700.00		17-19			
B85	Production Planning and Scheduling	3	R15,100.00		26-28			
B86	Inventory and Warehouse Management	2	R10,250.00			2-3		

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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