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No 184 • December 2014

Welcome to the final edition for 2014



First of all on behalf of SAQI let me wish all our readers both here on the tip of Africa, our other readers on the African Continent and other followers around the world a joyous festive season and a prosperous new year.

This month we are wrapping up our NQW focus and include additional feedback from some of our member's celebrations. We are also publishing an article from Annabelle Pallada, who is the ASQ Country Counselor for Greece and member of the ASQ Technical Committee for Organizational Excellence for Europe. She will be telling us about the recent ASQ European Counselor's summit in Athens.

David Hoyle's article in the November issue entitled "Exposing uncertainty in ISO DIS 9001:2015" has generated a lot of interest with our readers and we will be looking forward to more comments on this piece early next year. So if you have any comments please submit them to us.

It is with sadness that we also carry an obituary on Armand V. Feigenbaum the TQC / TQM guru who passed away last month.

I would like to thank all our authors for the year for their inputs and in particular a big thank you to our regular contributors, Terry Booysen, Dr Richard Hayward, Dr Alastair Walker and Paul Naysmith. I would also like to thank Vanessa du Toit for correlating all the articles and Aubrey Jansen for his wonderful art and layout work.

As ever, I would be happy to receive comments relating to our articles or any other items of interest relating to quality at exec@saqi.co.za

Yours in Quality

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 2015.

As is customary SAQI will close for its annual break on Friday 12 December at 12 noon and reopen for business on Tuesday 6 January 2015.



Quality:
helping South Africans live, learn and work better

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The 1st ASQ European Country Counselors Summit in Athens, Greece (Oct. 10th & 11th 2014)

A thought provoking and stimulating pan European quality event

By Dr. Annabelle Palladas



1st ASQ European Country Counselors Summit

On Oct. 10 & 11, 2014 the 1st ASQ European Country Counselors Summit took place in Athens, Greece. The Summit was attended by S. Hacker - ASQ Chair, Dr. C. Kimberlin - ASQ Chair elect, R. Jahnke - ASQ Global Advisory Council Member and Summit Champion, M. Maldonado - ASQ Global Membership Manager and thirteen Country Counselors from all over Europe (Belgium - W. Vandenbrande, Finland - T. Karjalainen, Germany - M. Barsalou, Greece - A. Palladas, Ireland - W. Parker, Italy - D. Rovigo, Latvia - J. Mazais, Portugal - P. Sampaio, Romania - D. Iorga, Spain - P.M. Franquesa, Sweden - B. Norstrom, Turkey - H. Cakmak and United Kingdom - T. Brown).



During the first day of the Summit, S. Hacker initially presented global data and linked them to ASQ, emphasizing on the increasing rates of change and complexities in the world, which in turn create the necessity for transformations. Dr. C. Kimberlin presented the rationale behind the Society's goals and orientations for the future, stressing the importance of team, quality and leadership culture, as well as the need to deliver quality to society.

Focusing on the current status and the desired improvements, not only of quality, but of quality professionals as well, each Country Counselor commented on the relevant issues in his/her country. The participants discussed the difficulties and the opportunities, created by the recession and other conditions in Europe and the world in general, highlighting country specific conditions, particularities and business - entrepreneurial mentalities.

On the second day of the Summit, each Country Counselor presented the initiatives and activities of the LMCs in their countries, as well as their ideas for further developments, in order: (a) for the know-how and experience of the quality professionals (ASQ members) to support and further develop companies and organizations in the current and forthcoming market conditions, in a beneficial to all way and (b) to improve, through the above, the value of quality and that of quality professionals.

Main points and initiatives decided:

- As unanimously stated by all attendees, the Summit was an excellent opportunity for European Country Counselors (CCs) to meet and interact with one another, as well as with ASQ Chair S. Hacker and Chair-elect C. Kimberlin. All CCs confirmed that this meeting was very

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important and extremely useful to them. Also they stated their commitment to cooperating and working together, for the benefit of ASQ and the local ASQ members in their countries.

- ASQ is considering opening an office or at least having staff in Europe, possibly stationed in Eastern Europe. CCs from Greece, Belgium and Germany proposed their country capitals.
- Due to distance and cost, most CCs proposed having an ASQ World Conference on European soil. An initial organizing committee was formed by CCs from Belgium, Romania, Spain, Germany and Sweden.
- CC A. Palladas will develop a Toolkit for CCs so that they may have all the material and instructions they need in order to function according to their role.



The Summit brought together seventeen complete strangers, who after two days of sharing ideas and experiences and formulating goals, parted, under the enchanting and ever-inspiring Acropolis, not only as friends, but as further connected, empowered and uplifted quality champions.

About the Author



ASQ (American Society for Quality) Senior Member & Country Counselor for Greece, ASQ QMD OETC (Organizational Excellence Technical Committee) Member representing Europe, EOQ (European Organization for Quality) IPN Member, HIIA (Hellenic Institute of Internal Auditors) Member and BRAVO Corporate Responsibility & Sustainability Awards Assessor.

Certified: ISO 9001 Quality System, ISM and HACCP Auditor and Adult Trainer, former European Quality Award Assessor (SME Category) and Hellenic Open University Associate (for post-graduate Quality Management, Total Quality, Business Excellence and Metrology courses).

She holds post-graduate degrees in: (a) Management & Business

Administration (MBA), (b) Quality Management (c) Adult Distance Learning (d) (M.Sc. & Ph.D.: Plasma Physics (Low Energy) and a B.Sc. in Physics.

A. Palladas has created a pioneering integrative business - corporate excellence management paradigm (HIMS®) and an interactive software application (eCalQ®). She is a recognized author, with approximately 100 international - national publications, conference announcements and lectures in the fields of: Quality and Business Management - Excellence, Adult Education, Metrology and Physics. In 2006, she won the 1st Prize of the IDEOPOLIS National Business Plan Contest in Greece.

Her current professional activities involve Quality Management, Managerial Administration Proficiency and Internal Auditing in a state-owned (broad government sector) EU co-funded project management company.

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In remembrance of

Armand V. Feigenbaum:

April 6 1922 – November 13 2014



The Quality fraternity has lost a great quality guru Armand V. Feigenbaum, who passed away on 13 November 2014, at the age of 92.

He was a world renowned quality guru and author of many books. He had been active in promoting quality as a vehicle for achieving performance excellence in businesses and industry by advocating the practice of "Total Quality Control" (TQC), later known as "Total Quality Management" (TQM).

Amongst his numerous involvements in professional bodies, he served as President of ASQ for two consecutive terms in years 1961 to 1963. Moreover, he was granted the ASQ 1965 Edwards Medal in recognition of "his origination and implementation of basic foundations for modern quality control".

His contributions to the quality body of knowledge include:

- "Total quality control as an effective system for integrating the quality development, quality maintenance, and quality improvement efforts of the various groups in an organization so as to enable production and service at the most economical levels which allow full customer satisfaction."
- The concept of a "hidden" plant—the idea that so much extra work is performed in correcting mistakes that there is effectively a hidden plant within any factory.
- Accountability for quality: Because quality is everybody's job, it may become nobody's job—the idea that quality must be actively managed and have visibility at the highest levels of management.
- The concept of quality costs

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National Quality Week

2014

Rally for a Cause



3M South Africa celebrated World Quality Month with a number of employee engagement activities at both their head office in Woodmead and the manufacturing plant in Maple Park, Johannesburg. The intention of these activities was to create awareness regarding the importance of Quality, what processes are put in place to ensure the highest quality is adhered to and to drive commitment from all employees to a zero-defect mindset.

The day kicked off with the 3M Management Team at Head office "Rallying" for quality, in true South African style. The purpose of the Rally was to create some "noise" and interest in the planned activities around World Quality Month as well as to display the management commitment to a zero-defect mindset. Other activities at 3M Woodmead, included an address by Guest speaker Mr Paul Harding from the South African Quality Institute on sustaining a culture of quality, we then raised the ISO 9001 Flag and this was followed by a breakfast and poster session on some of the Six Sigma Projects that have focused on reducing the number of defects in various areas of business.

The afternoon activities were focused on the Manufacturing Plant at Maple Park. Again there was a Quality Rally by management, then an address by the Ismail Mapara the MD followed by some innovative games. Details on games below :

1. Customer Satisfaction One Shot: Employees were challenged to knock down cups using rubber bands. Unbeknownst to them, the cups were deliberately weighted so that despite their hardest efforts, they couldn't knock the cups down. The main lesson: You only have one shot at making your customer happy.

2. Quality Looks versus quality use String Game: Teams were given a 1sqm string, and a 0.5sqm elasticated string and asked to fit 5 members in the string. Most teams opted for the 1sqm string (assuming it would automatically fit, as it appeared larger), only when they realized that the elasticated string stretched easily, did they start opting for this. Quality lesson: Quality is not only in the appearance of the product, quality is also about whether a product can perform the customer request correctly.

3. Quality Material Mummification game: Two alternate teams were asked to mummify each other, using toilet roll. Unbeknownst to them, one roll was defective. When they

started wrapping their colleague, they found they always lost. Quality message: If we allow poor quality Materials into our own process, we are setting ourselves up to fail when it's time to deliver to the customer.

About 3M

3M captures the spark of new ideas and transforms them into thousands of ingenious products. Our culture of creative collaboration inspires a never-ending stream of powerful technologies that make life better. 3M is the innovation company that never stops inventing. With \$31 billion in sales, 3M employs 89,000 people worldwide and has operations in more than 70 countries. For more information, visit www.3M.com or follow @3MNews on Twitter



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National Quality Week

2014

ISO-Q

ISO-Q Consulting (Pty) Ltd

Gala Evening

ISO-Q Consulting Quality Assurance Gala Evening.

Our second Annual Gala Evening took place with great anticipation from the Quality Community on the 13 November 2014 during International Quality Week at the prestigious Wanderers Club in Illovo Johannesburg.

Our Key note speaker of the evening Lance Coleman (20 Years leadership experience from the United States) mesmerized 120 delegates with his presentation “ *Destination Quality*”.

The delegates also enjoyed presentations by Master Builders Association - Zukiswa Mvoko, Door of Hope – Marcelle Coertze, ISO-Q Consulting and Department of Trade & Industry. The evening proved once again to be a great success highlighting ISO-Q Consulting's commitment to Building Quality Organizations in South Africa.



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Directors must understand Key Operational Issues - ISO 9001:2015

By Terrance M. Booysen (CGF Research Institute) and Francois Labuschagne (DQS South Africa)

As more organisations across the world are being placed under the corporate governance spotlight, it is not surprising that more institutional stakeholders are demanding superior performance from boards and their directors. The added pressure placed upon directors requires that they also have a greater understanding of key operational issues, and this includes keeping abreast with international operating standards. Quite unlike a bygone era when organisations could get away with sub-standard practices, or when directors simply met once or twice a year to casually discuss matters concerning their business; today informed shareholders (including activists) scrutinise the actions and public records emanating from this group of people who are ultimately accountable for the organisation. Most directors are acutely aware -- and constantly reminded -- of their joint and several liabilities which are attached to their governance functions of directing an organisation in which they are appointed. And while they are directing, they are also expected to protect all the interests of the organisation which is becoming far more difficult in an increasingly complex world. Clearly to be able to balance the act of directing an organisation, as well as mitigating risks for sustainable profits, a director needs to constantly pay close attention to the affairs of the organisation in its entirety.



Whilst it is true that directors are mainly concerned about the organisation's strategy, its sustainability and future direction;

directors also need to think about the manner in which their organisation complies with a range of international standards that underpin good governance practices. In so far as directors believing that their functions remain purely of a strategic nature, ISO 9001:2015 may well shake this traditional thinking and cause directors to also consider certain operational matters which could have major risks upon their organisations, particularly when matters go awry.

ISO 9001 is an international standard -- developed and published by the International Organization for Standardization ('ISO') -- which sets out the requirements of a Quality Management System ('QMS') for organisations. ISO 9001 is a part of the ISO 9000 family, which is a series of standards that address various aspects of *quality management*.

Interestingly, ISO 9001 is the only standard in the ISO 9000 family to which an organisation can obtain certification, and it is the most successful standard for management systems in the world. In brief, ISO 9001 facilitates the consistent production of good quality products and services which in turn brings many business and environmental benefits, whilst also minimising risks.

"To meet the Leadership requirements, we'll have to show how our Quality Policy and Objectives are '...compatible with the strategic direction...' of our organization. For me, this additional requirement will help us weave our management system into the fabric of our organization. It also heads us in the direction of making this a 'business management system' rather than just a 'quality management system'. This concept is supported by another new requirement to make sure that the requirements of ISO 9001:2015 are integrated '...into the organization's business processes...' not just the 'quality' processes."

Article: ISO 9001:2015 - Clause 5 leadership
Author: Jim Moran

It is important to note that ISO 9001 is the core standard that most well-known standards are based on and this is certainly a good reason for directors to keep abreast of this particular standard. Considering the full ambit and meaning of "quality",

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the ISO 9001 standard goes a long way in determining the board's role in the compliance of all standards which define the quality and professionalism which underpin the organisation. Whilst the last published version (ISO 9001: 2008) is currently under revision, the Draft International Standard ('DIS') version of ISO 9001: 2015 was released in 2014 and the final Published Standard is due in September 2015. What is notable about ISO 9001:2015 is that it distinctly places accountability for the organisation's quality management effectiveness on the shoulders of the board, whereas this was not the case with its ISO 9001:2008 predecessor.

The changes made to ISO 9001 can mostly be attributed to the integration of 'Annex SL'. Annex SL sets out the framework for a generic management system and will provide identical structure, text, common terms and definitions for all Management System Standards that undergo revision in the future.

Expectedly, there are a number of director and board duties with regard to the QMS of an organisation. In the event that directors or the board do not fulfil these duties, the organisation may find itself exposed in various ways with the inevitable possibility of some form of internal and or external damages, not least tarnishing the organisation's brand or image. Indeed, other forms of consequences could entail the organisation not receiving its certification, or worse, forfeiting their certification with obvious market-related consequences. ISO 9001: 2015 (DIS) contains a number of enhanced leadership requirements as compared to its predecessor, ISO 9001: 2008. In terms of Section 5.1.1 of ISO 9001: 2015 (DIS), the board shall demonstrate leadership and commitment with respect to the QMS by, inter alia:

- (i) taking accountability of the effectiveness of the organisation's QMS; and
- (ii) ensuring that the *quality policy* and *quality objectives* are established for the QMS and are compatible with the strategic direction and the context of the organisation.

It is interesting to note the level of seriousness this 'operational' topic has drawn in recent times which has not just been from the manufacturing industries, but also the services and other industry sectors. According to a recently published ISO Survey, the number of certified organisations has been steadily increasing with circa 1,129,000 Quality Management Systems certificates having been issued as at the end of 2013 (up from 127,000 certificates in 1995).

Directors preparing to obtain ISO certification, and those that already have ISO 9001 certification, will clearly need to be comfortable with this type of operational lingo in the boardroom. Furthermore, they will need to understand their roles and duties with regard to the quality management systems of an organisation if they are to be serious about "risk-based" thinking. As boards of directors are expected to constantly find new ways of bringing additional value -- as a differentiating and competitive strategy -- to its stakeholders, there's no doubt that this new ISO standard will require the commitment and involvement from a competent board and top management.

More information regarding DQS South Africa can be found at www.dqs.co.za

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Quality in Schools

a regular column by Dr Richard Hayward

As most of our readers are parents themselves, we have asked SAQI's education editor Richard Hayward (rpdhayward@yahoo.com), a retired headmaster and published author to give us some words of wisdom on how to get quality principles instilled in young people.

Cheers and tears

by Dr Richard Hayward

It's that time of the year again. The exam results have just been released or soon will be. Children up until Grade 11 will have their reports emailed to them or receive them at school. Matric students have to wait until early January for their results. For many children it's a time of much cheering and happy celebrations. Sadly, for others it's a time of disappointment and even tears. They didn't meet the promotion requirements and a Grade has to be repeated.

Every quality school aims for a 100% pass rate. Yet that doesn't always happen. There are times when a school advises a family that their child needs to repeat the year. The reasons are varied. Examples are: the child hasn't grasped huge areas of the work covered in the year; the child is very young for the class and finds social interaction very difficult or simply that the child hasn't put in the necessary study time.

Whatever the reasons, the child can be overwhelmed with negative thinking. The child internalises a belief that they are a total failure. All their other fine achievements in their young life seem to be forgotten at this time of despair. Palmer and Cooper call this type of thinking error, 'labelling'. Another type of negative thinking is 'personalisation'. That's when a person takes on all the blame when it's not really their fault. Recently, a child who failed Maths had three teachers of the subject during the course of the year. There was also a month when the child and his class had no Maths teacher at all.

Then there's the 'blame' game. The child refuses to take personal responsibility. Everyone else but him caused the failure. To achieve, there's the need to put in the daily drudge (yes, that happens sometimes!), of being a focused listener in class and doing all the assignment work. Hard work precedes any worthwhile success!

Unsatisfactory results can lead to depression and a sense of worthlessness. Tragically, there are those children who because of lack of family and school support, have taken their own lives.

How often don't people with the undoubted ability, quit with their first failure? (As an aside, 60% of students who enter South African

universities do not complete their degrees or diplomas.) It's important to remember that we all fail at times in our lives. As adults we need to tell that to the disheartened and distressed child. Although we all get knocked down, we need to pick ourselves up the canvas. A failure shouldn't be a permanent knock-out blow.

How do we help a child deal with failure? Marc Falconer, a highly regarded headmaster, believes that firstly it's important that the person can 'articulate their disappointment and express their pain.' Simply stated, we need to be an empathic listener to the child.

Once the emotional pain has calmed down, it's time to understand the reasons for the failure. Let the child offer reasons. You could be pleasantly surprised by their honest, accurate assessment of the reasons. Gently guide the child as to what now needs to be done. Goals are set. Distinguish between the short-term and the ultimate goals. So, for example, the ultimate goal of the child is to pass Maths in the final exam. Short-term goals would be to do all Maths daily homework, revision for 45 minutes every day and pass the next cycle test.

Failure can be character-building. It teaches one to have the courage to confront rather than to creep away from challenges; to put in the hard work and to persevere. A person's sense of self-worth and inner confidence grows.

So, let's give three cheers to all the happy achievers with their exam results. As for those who aren't successful, may we help them find the courage to persevere. They will win. Then it's our turn for us to give them three cheers too and one cheer more for conquering failure.

Falconer, M 2014. Notes from a headmaster's desk. Johannesburg: Pan Macmillan.

Neethling, K et al. 2014. Taking you beyond. Cape Town: Carpe Diem.

Palmer, S & Cooper, C 2012. How to deal with stress (2nd edition). London: Kogan Page.

Richard Hayward does Professional Development programmes under the aegis of SAQI. Six of the programmes are endorsed by the South African Council for Educators (SACE) and earn PD points. For more details, please go to www.saqi.co.za or contact him on 011 888 3262 or rpdhayward@yahoo.com. Poor Schools are sponsored.

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SAQI Training Programme for 2015

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.



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