



CONTENTS

No 188 • April 2015

Welcome to our April 2015 edition	1
The Customer Driven Organization: Employing the Kano Model By Lance B. Coleman	2
Quality Qualification progress in South Africa By Paul Harding	5
The Cost of not developing skills By Jacques Snyders	7
Sustainability depends on a strong Governance Framework By Terrance M. Booysen	8
Jumping Kids is ability By Jacques Snyders	10
Quinton has learnt Quality principles by Dr Richard Hayward	11
SAQI Quality Training 2015	12

Welcome to our April 2015 edition



In this month's edition we are carrying a special feature from Lance Coleman, one of our ASQ partners, on attaining Customer satisfaction by using the Kano model.

We also focus on the development of quality training standards in South Africa and SAQI's interface with the various role players in this development program. Feedback is given on progress made towards developing a generic quality curriculum through the Quality Council for Trades and Occupations (QCTO). We also question the need for expanding the list of current Quality occupations

found in the Organisational Framework for Occupations (OFO) currently being used to determine scarce and critical skills in South Africa.

One of our regular contributors Jacques Snyders talks about the need for maintenance of our infrastructure and how training will facilitate this activity.

We continue with the theme of sustainability when our regular columnist Terry Booysen talks to us sustainability through a strong corporate governance framework.

As ever Dr. Richard Hayward gives us insights into Quality through an observation of the performance of South African cricket at the World Cup.

I am pleased to report that the members of the SAQI Linked In group has grown yet again over the last month but we would still welcome members to post comments for new discussion or join in and give their opinions on Quality matters already being discussed in this forum.

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



WWW.SAQI.CO.ZA

Quality:
helping South Africans live,
learn and work better



The Customer Driven Organization: Employing the Kano Model

Excerpted from the Customer Driven Organization: Employing the Kano Model
by Lance B. Coleman [Productivity Press 2014]

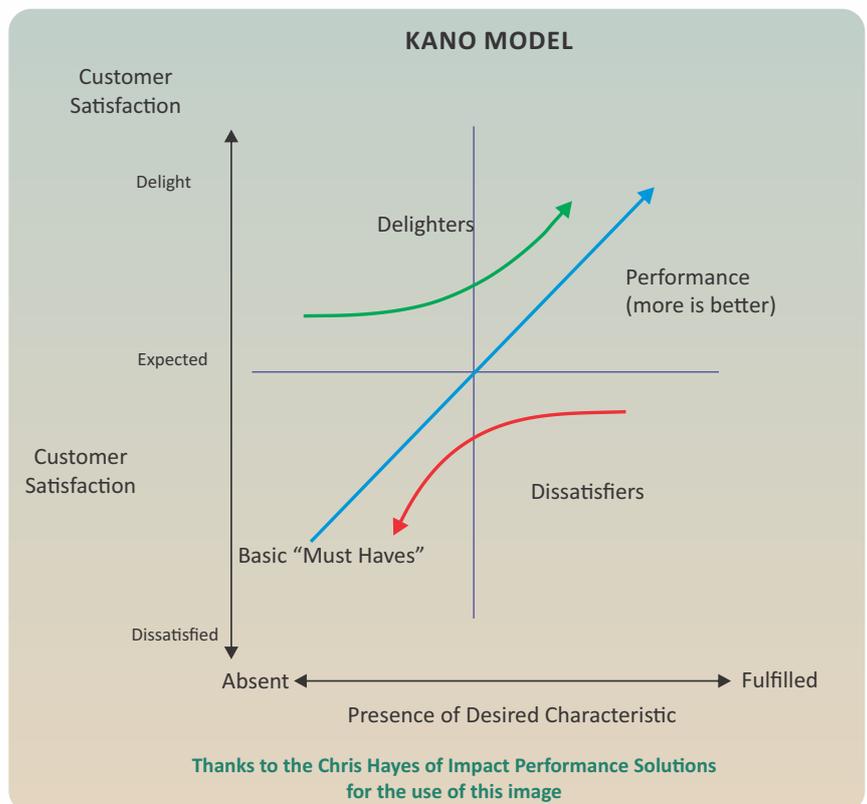
Like so much in Lean philosophy, the Kano Model is really a way of thinking that can be applied to everyday situations. These thoughts are then given concrete application through the use of varied and diverse tools. The Kano Model is a theory of product development and customer satisfaction developed in the 1980s by Professor Noriaki Kano, a student of Kaoru Ishikawa (of Ishikawa Fishbone Diagram fame). It is unknown what specific events precipitated the use of this powerful philosophy. This tool is used as a means to:

- Prioritize Critical to Quality characteristics (those most important to the successful function or fulfillment of purpose) of a product or service as defined by the customer
- Identify implicit as well as explicit customer needs.

Kano analysis looks at customer service and the benefits of delivering exceptional value to the customer through the vehicle of delightful service. The Kano Model recognizes 4 states – non-performing (failure), basic “must haves” (cost of entry into the marketplace), performing (more is better) and exciting or delightful service (surprises and delights the customer). This is shown visually in the Kano Diagram below. The x-axis of the Kano model is labeled desired characteristics and the y-axis is labeled customer satisfaction. Use of this model stresses the fact that we need to provide desired characteristics as a priority and that our success is measured against customer satisfaction. However, it should be noted that, though often spoken of in terms of service environments, Kano is equally applicable in manufacturing settings. It is also equally applicable whether applied to an organization or to an individual.

“Nonperforming” speaks for itself, so I won't go into that here. Per the Kano Model, a company providing “basic must haves” is meeting basic customer requirements. It is meeting minimum customer expectations. Without providing “basic must haves” to the customer, companies wouldn't stay in business and employees wouldn't keep a job. Basic customer requirements are uncovered through market research, surveys, interviews, focus groups, customer feedback and other similar activities.

“Performing” occurs once an organization hits its stride and begins to move along the performing continuum; improving over time through economies of scale, continuous improvement efforts and other factors. Evidence of performance could include any or all of the following - the service or product costs less, is delivered more swiftly, and has incorporated improvements. It is important to note however, that even when minimum requirements remain the same, minimum expectations begin to rise as performance improves over time. Information on performance expectations is derived by field visits, customer feedback, external failure reports, internal failure reports, bench marking and other similar activities.



One concept that I found initially hard to grasp, but that made sense once I thought about it was that, customer satisfaction does not necessarily mean customer loyalty. Customers can be satisfied with a product or service and still go elsewhere for the sake of convenience, price or some other reason. The goal of every organization should be to transition through the stages of innovation

...continue on page 3

development, branding (name recognition), customer satisfaction and finally on to customer loyalty. Customer loyalty is what drives active referrals and increases business. That is what organizations should be seeking. The Kano Model sets this as an up-front goal to be attained by delivering “delightful” service.

Key Point

Delivering better and better performance “raises the bar” on expectation, yet does not guarantee customer loyalty.

Delightful service surprises and excites customers by exceeding their expectations. Sometimes delightful service means bringing a project in early or under budget, or with higher than expected quality. Sometimes delightful service means anticipating customer needs that the customer might not even realize that they have at that point in time (innovation). Henry Ford is known to have famously said – “if I had asked my customers what they wanted, they would have said a faster horse.” So how do we anticipate customer needs? Through market research combined with trend analysis, customer feedback, benchmarking and by concentrating on the end purpose of the service or product.

My first exposure to the concept of delightful service came some years ago, though I didn't know anything about Kano or even lean at the time.

My wife Lorraine and I went on an Alaskan cruise for our 15th wedding anniversary. Whenever we left the cabin, our beds were made and turned down with candies put on our pillows. This was not the delightful part. This was somewhat expected. Once we forgot something in our cabin and headed back before we got to the stairway at the end of the hall. We were shocked to find that the deck attendees had somehow already been in our cabin and “done their thing” without us even seeing them leaving as we were coming back down the hallway.

As the cruise progressed, my wife and I made a game of coming back unexpectedly on occasion to see if we could catch sight of one of the “elves,” as we began to refer to them, tidying up our room but never did. Toward the end of the cruise I did finally see one of the attendants (not coming out of our cabin though). I greeted him and tried to give him a tip which he politely refused. When I thanked him for the excellent service that he had provided, do you know what he responded? “It is my pleasure to serve you.” WOW. How cool is that? Pleasure in service. What an amazing concept that helps deliver memorable, or dare I say it, delightful service. Twelve years later, I remember with great

fondness that trip and that conversation. This memory helps remind me that the REALLY cool thing about providing delightful service is that it makes the giver as well as, the recipient feel good about the transaction that has transpired.

Okay, so now that we know that delivering a delightful product or service is a good thing, and we've gotten through all of the “touchy-feely” parts of this column, what does this mean in practical terms as far as applying this concept in practice? What are the tools that we can use during our everyday activities to drive our organizations towards the delivery of a delightful product or service? The key factor to remember is that the customer must be taken into account at every phase of project implementation and at every level of the organization.

- Use of the **Hoshin Kanri X** and **Quality Function Deployment** matrices are excellent ways to flow down not only customer specifications, but also end user needs, from executive level strategic planning to daily process operations and monitoring.
- **Brainstorming** along with the use of **cluster**, **Ishikawa** and **affinity diagrams** are excellent ways to identify and sort through possibilities.
- **Flowcharts**, **process maps** and **value stream maps** are all powerful visual tools to show how work flows and to identify any bottlenecks or unnecessary waste in organizational processes. They are also very helpful in understanding a given process and are often used to assist with training.
- **Risk assessments**, **decision trees** and even **multi-voting** are ways of setting priorities.
- **Critical Path Method** and **Gantt Charts** are ways to keep projects on task.

Finally, it is critical to establish tactical measurable objectives which flow down from organizational strategic goals which are in turn, tied to meeting both customer identified (contract and specifications) and unidentified (function and use) needs.

- Tools such as **control charts**, **histograms**, and **pie charts** are all used to monitor process outputs and inputs and provide a source of data for management review, analysis, and decision making.

Conclusion

Through the pursuit of providing a delightful product or service, organizations can benefit not just their customers, but themselves as well; providing delightful service is not just “a nice thing to do”. It is a strategic objective with long term benefits all on its own, for both organizations and individuals. So how do you arrive at this destination? You do it by embracing the Kano philosophy and by using Lean, quality and six sigma tools to implement this philosophy. It must be pointed out though, that

...continue on page 4

exceeding customer expectations does not simply mean giving “more” or “extra”. There must be value for the customer in the “additional” service or product provided at the time that it is presented. Otherwise an organization is generating the waste of over processing. This can be a fine line of distinction at times, but it is essential for the successful organization to know where that line resides for each of its relationships.

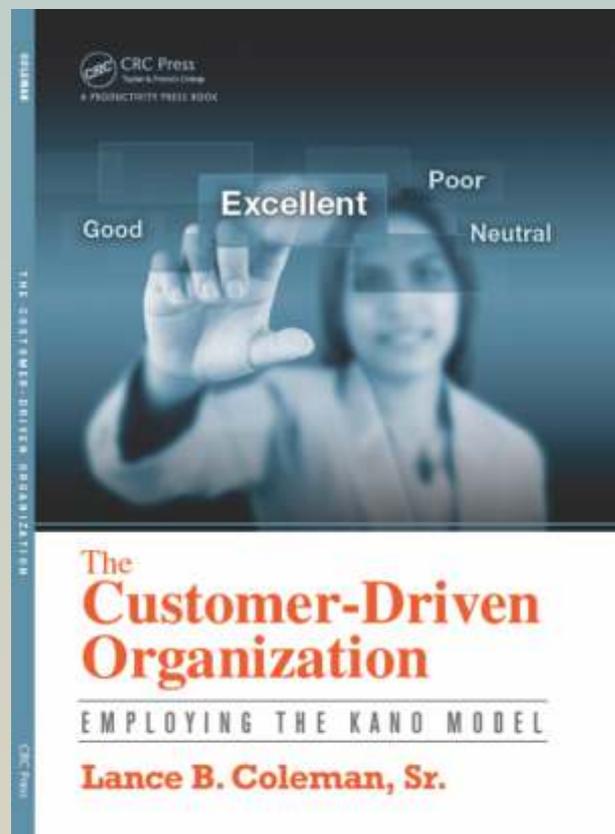
Key Point *When a state of delight is achieved (from the customer’s perspective), then each of the following conditions will exist to some extent.*

- *Element of surprise or unexpectedness*
- *Exceptional value*
- *Pleasure in delivery of the service*

In short, Kano is an attitude, transformed through introspection into a point of view and made manifest through the use of lean, quality and six sigma tools. Finally, I would like this article to serve as a reminder to continue to ask yourself the questions - am I, and is my organization, providing the best possible value to the people and institutions that we interact with on a daily basis, and if the answer is no, then why not?

About the author:

Lance Coleman is a Quality Engineer and Lean Program Leader at The Tech Group in Tempe Arizona, where he also serves as site CAPA and customer complaint coordinator, in addition to managing the internal quality audit program. Lance has a degree in Electrical Engineering Technology from the Southern Polytechnical University in Marietta, Georgia, and is an ASQ Senior Member as well as, Certified Six Sigma Greenbelt, Quality Auditor and Biomedical Auditor. Lance is the author of The Customer Driven Organization: Using the Kano Model, to be released later this year by Productivity Press. He is an instructor for the ASQ CQA Exam refresher course and also presently serves as Newsletter Editor for both the ASQ Lean Enterprise and Audit Divisions. For questions or comments he can be emailed at lance@fullmoonconsulting.net



Click on Image for Link



[back to contents page](#)

Quality Qualification progress in South Africa

By Paul Harding, SAQI MD

The question is often asked, “What Quality training programs are available in South Africa and are they accredited to the Sector Education and Training Authorities' (SETAs) requirements?” We would like to give our members some feedback on what has been happening recently in this regard.

Background

The South African Quality Institute has been working on this project for some time. Firstly we worked with the Services SETA (SSETA) through the Quality and Conformity Assessment Quality Chamber board and we were also part of the Community of Expert Practitioners from 2008 to 2010 to produce a generic curriculum and qualification for Quality Management training. Research showed at that stage that there were many hundreds of “Quality” Unit Standards registered at the South African Qualifications Authority (SAQA). These unit standards ranged from National Qualifications Framework (NQF) level two through to NQF level seven but were very much sector driven and there appeared to be no generic quality qualification other than a B Tech (Quality). This qualification has since been withdrawn from most Universities of Technology. The other popular City and Guilds of London Quality course has also been withdrawn. It thus made sense to approach the SSETA to be the catalyst for a generic quality qualification that cut across all sectors. Eventually, after a two year period, a generic Quality Qualification was registered with SAQA and endorsed by SSETA but this did not attract too many delegates and has since expired.

Latest developments

In October 2013 at the request of the Department of Public Service and Administration (DPSA) and the Department of Higher Education and Training (DHET), SAQI and other Quality role players were invited to participate in a workshop to produce a report on the current state of the Quality profession. The report that was submitted to the DPSA and DHET highlighted the need for the development of a generic qualification for a Quality Manager. This occupation had been recognised by the DPSA as a scarce and critical skill as part of the long term development plan for South Africa. This curriculum was to be developed under the umbrella of the Quality Council for Trades and Occupations (QCTO), in conjunction with the SSETA.

This latest training curriculum was set against the Organizational Framework for Occupations (OFO) code 121908 that described the function of a Quality Systems Manager. However, the title given by the QCTO was that of a Technical Quality Specialist at an

NQF level three to five as the ceiling for a QCTO qualification did not go to a higher management level. At the time this was the only code recognised by the OFO to fulfil the scarce and critical need. A series of workshops, involving key stakeholders, was set up by the SSETA and the QCTO to develop this curriculum. The group immediately reached consensus that this title and scope was too limited and needed to be expanded to cover the more generic Quality Management and support functions. An attempt was made to change the scope of this code to cover the broader duties of a Quality Manager and a submission was made to the QCTO.



During a subsequent workshop with a QCTO representative a hard copy of a data base consisting of all current OFO codes was distributed for review. On investigation of this data base it was found few codes existed that specifically covered the Quality Profession. A new occupational code 132106 had in fact been proposed for a Manufacturing Quality Manager but again this excluded Quality Management in the Service industry. A search of the data base revealed the following codes either directly or indirectly related to the Quality profession.

- 121908 Quality Systems Manager
- 132106 Manufacturing Quality Manager
- 226302 SHEQ Practitioner
- 242208 Organizational Risk Manager

...continue on page 6

- 251901 QA Analyst – Computers
- 684305 Quality Examiner (Manufactured goods)

I assume the Quality Examiner is a translation from a French or German term as we would generally refer to this occupation as a Quality Inspector.

In the current OFO data base there are codes for an Industrial Engineering Technician code 311905 and an Environmental Technician code 311906, however there is no code for a Technical Quality Specialist that could easily be slotted in as code 311907. There is also a code for a Safety Inspector and an Environmental Practices Inspector but not a Quality Inspector, unless we count the Quality Examiner?

Is the Quality fraternity not shouting loud enough when these codes are developed?

Currently SAQI along with other Quality role players are trying to align the latest OFO codes with the needs of our Quality stakeholders specifically those with broad Quality training needs. Bear in mind that a QCTO and SETA recognised qualification must be aligned to an occupation code.



At a meeting with the SSETA on the 30th March 2015, SAQI along with SASQ proposed that the current OFO codes be addressed and new OFO codes be added to suit market requirements. The current OFO code reference 121908000 in the curriculum that we have recently produced for our Technical Quality Specialist, which is currently sitting with the QCTO, can then be amended to add other applicable new OFO codes.

At that SSETA meeting we were given an electronic version of the current OFO codes. The electronic version did not include the Manufacturing Quality Manager title, that seems to be a new addition, but it did break down the Quality Systems Manager title into alternative titles including QA and QC Manager. We feel that this is really the case of the “tail wagging the dog” and that the Quality Systems Manager should fall into a sub group of a Quality Manager. Few Small and Medium organizations have the luxury of a specific Quality Systems Manager and very often this role is performed by the Quality Manager who also may have product and service quality as a responsibility as well as after market quality.

Latest update

The time frame for this proposed change to the curriculum in line with revised OFO codes is set for the end of May 2015 subject to SSETA and QCTO cooperation and a reconvening of the development workshop. Once this has been satisfactorily completed and QCTO and SAQA approved then service providers, may approach the SSETA to have its courses accredited in line with the new curriculum or various unit standards contained in the curriculum. This curriculum is made up of 350 credits and SAQI doubts that its stakeholders will send delegates on one single course to complete the whole qualification on a continuous basis covering an approximate three year program.

However, based on previous experiences, we are not sure how long this process will take. In the meantime SAQI along with other service providers will continue to offer their Quality training courses as non SETA accredited but these will be consistently peer reviewed to fall in line with market requirements.

We need to clarify one position relating to giving short courses. According to QCTO any organization can offer training courses, although market forces will sort the good from the bad. However there are only three bodies in South Africa that can give “APPROVAL” status to these courses to meet qualification criteria. We have UMALUSI at school level, Quality Council for Higher Education at tertiary level and the QCTO at trades and occupations level and all approved qualifications need to be registered with SAQA.

We would welcome feedback from our members on the way forward and ask for support in finally putting together a much needed set of National Quality Qualifications for our country.



[back to contents page](#)

The Cost of not developing skills

By Jacques Snyders

We South Africans continuously complain about experiencing bad service delivery, and the deterioration of infrastructure in our local municipalities and other institutions. These stories are regularly reported on, through specialised investigative programs on SABC so we have to ask the question, "Do we truly understand the value of Maintenance of infrastructure and assets?"

A special report published in 2006, On "*The State of Municipal Infrastructure in South Africa*", by the CSIR and CIDB under the direction of Dr Kevin Wall of the CSIR, concluded after an extensive audit of various municipalities, that.... **"South Africa has many instances of adequate municipal infrastructure and service delivery, but also an increasing proportion of deteriorating infrastructure, together with poor and often unacceptable quality of services. Similarly, while some municipalities have exemplary practices in place in respect of many of the aspects of infrastructure maintenance, gross shortfalls in Management policies and practice exist in many municipalities.**

The report concluded that the following two principle systemic issues underlying this problem are:

- Inadequate budgeting and budget forecasting
- Inadequate skills (especially technical skills) and experience to plan and implement appropriate maintenance programs

The Skills development dilemma in South Africa

Both of the above mentioned systemic problems listed, can be attributed to a lack of a proper skills development program. The report went on to expand on the skills problem, and identify issues such as:

- The high turnover of staff
- The loss of skills and institutional memory following the departure of experienced staff
- Little or no career-path planning and succession planning
- Loss of mentors

It is common knowledge that your best operators are not necessarily your next best supervisor, or that your best technician is not necessarily your next best manager. They say if a manager at Toyota is not capable of doing his work effectively, that the manager himself should not be blamed, but rather his senior who initially promoted him should be blamed for his incompetence.

Shouldn't we then look at our Human Resource departments, and their strategy with regards to learning and development program and even succession planning? Is theoretical

knowledge enough, or is it a program covering continuous learning with practical experience, which should develop the managers of tomorrow.

The SAQI Approach

As the previous article from Paul Harding (MD of SAQI) clearly states, we do not currently have a recognised quality training standard in the Quality Management field within South Africa, but we at SAQI are not sitting still. We are following the Kano model and are continuously listening to the needs of our corporate and individual members. As such we have revised our 2015 training programs in line with our member's business needs, and the Quality Council for Trades and Occupations (QCTO) Organisational Framework for Occupations (OFO) and requirements. We recently launched our 2015 Training & Services Brochure to some of our corporate members, and the feedback was overwhelmingly positive. Some of your comments included that:

- SAQI is now filling the Quality Education gap at shop floor level, through to management level
- The 2015 program is aligned to a proper HR development program for Quality personnel and professionals
- With this curriculum, we can now address all the building blocks for developing a quality manager, and it's not based on ISO 9001 knowledge only
- The 2015 Program is aligned with the QCTO thinking and development for later credits and accreditation.

Conclusion

While the battle for establishing formal quality training standards continues, we urge our members to continuously work and communicate with us on your skills requirements and needs. We are "SAQI", because of YOU!

We have structured a team of SAQI appointed partners with practical hands on experience in many diverse fields that can accommodate your training needs.

You are our most valued customers, and we believe that a rubber stamp from business is worth just as much if not more than a rubber stamp from some other formal authority. Of course the ideal situation would be that all training is aligned to the needs of our country in promoting and delivering the infrastructure and maintenance that is required for us to move forward.

Please feel free to contact me, or the SAQI office, for a skills development meeting to help you develop a more effective Quality development program for your company. We have also taken the liberty to include a [link](#) to our 2015 Training & Services Brochure.

[back to contents page](#)

Sustainability depends on a strong Governance Framework

By Terrance M. Booysen

Corporate governance is one of the key elements many investors consider when they reflect upon the organisation's success, as well as when deciding upon their investment choices. But when the organisation's governance system shows signs of stress or failure, not only do astute investors understand the unsettling impact it has upon the organisation's supply chain, they also become wary about its sustainability which may give rise to them re-considering to 'weather the storm' or 'bail out' so to speak.

Over the years so much has been written about failures of corporate governance within organisations, including the financial, social and political consequences which are typically found in its trail. Yet in spite of numerous regulation to improve the overall conduct of organisations, including the various King Codes of Corporate Governance written in South Africa, even more organisations are becoming affected by poor governance.

Indeed, there are a number of reasons why an organisation may become prone to poor governance and these matters are often fiercely debated in the hope that such occurrences would be avoided, or at best stopped. But in reality -- after the scandalous dust linked with poor governance has settled -- people seem to forget these (re-occurring) episodes and somehow the perpetrators seem to escape unscathed and they are not publically brought to book in any meaningful way. The failure of governance of any kind is ultimately the accountability of

the board and its directors. Truthfully there are no bad organisations, only bad boards and it can be just one, or a few directors who may lead the organisation astray. Through their poor leadership and questionable governance practices immeasurable harm is brought to the organisation, including its

"...there are no bad organisations, only bad boards and it can be just one, or a few directors who may lead the organisation astray. Through their poor leadership and questionable governance practices immeasurable harm is brought to the organisation, including its exposed stakeholders."



exposed stakeholders. As disgraceful as it may be, even when these brazen individuals are removed from their existing directorship positions after they have been found deficient on their fiduciary duties, they somehow re-appear in different organisations to continue their escapades of greed and destruction.

Why then does poor governance continue to prevail, and what *additional* measures could assist to improve an increasingly dire situation which costs the South African economy billions of rands in a variety of legal battles, including mediation and arbitration hearings, not least private and out-of-court settlements? For the purpose of addressing this question of repeatedly seeing organisations suffer as a result of poor governance; this article purposely does not focus upon the more typical reasons associated with poor governance practices such as poor leadership, or powerful and greedy directors with selfish motive. Instead, this article makes a *hypothetical* case -- albeit just for a few minutes -- that all leaders are ethical and that they are completely mindful of, and serving their fiduciary duties. If this were true, why then do so many fail when a 'post-mortem' is conducted upon the events that damage, or even destroy an organisation or a director's career?

Rather surprisingly, there is a more fundamental reason why corporate governance is likely to fail in an organisation. It occurs when an organisation fails to implement a Corporate Governance Framework® which is designed to connect the many intricate components required for ensuring the organisation's *raison d'etre* and its ultimate success. Through its application, a well thought through framework will also allow an organisation to address the qualitative governance issues, and avoid getting bogged down in the quantitative areas that usually have an adverse result upon the organisation's bottom-line. By not having such a framework in place -- especially in bigger or more complex organisations -- is a sure recipe for inevitable governance failure, albeit of varying degrees.

As with most successful organisations, it is extremely rare that the organisation will not have a vision and mission as part of its core guiding principles which underpin the reason for the organisation's existence. Indeed, these organisations are guided by a clear set of key documents which includes its strategy, policies and procedures in order to achieve the organisational goals.

Whilst these documents are, amongst other, essential for creating common purpose; in reality it is the organisation's

...continue on page 9

Corporate Governance Framework® which unifies all the complexities of the organisation's strategic and operational processes which gives the organisation its 'athletic form' and 'mental agility'. If directors and the executive management structures are not sufficiently connected to all the vital business components needed in a sustainable organisation, then the governance of the organisation will undoubtedly suffer. For example, directors and management must have the necessary and sufficient understanding of their respective roles and functions, and there must be clear and distinct lines of accountability or responsibility as would be outlined respectively by the appointment of directors and managers.



At these senior levels, a senior manager must have the ability to present themselves effectively in the boardroom, and they should have a clear understanding of their individual role within the organisation's overall strategy. Similarly any director on the board must at least have a working understanding of the organisation's operations and its broader key risks, albeit not in minute detail.

For both the directors and management to be able to achieve this objective, they will need to rely on, and understand, the organisation's Corporate Governance Framework® which is customised to cover the key areas of director's accountabilities and the responsibilities attached to management.

Developing a Corporate Governance Framework® requires a thorough understanding of the organisation's purpose, objectives, strategy and operations, as well as the environment in which it functions. Expectedly no two organisations are exactly the same. Therefore the framework will differ from one organisation to the next, and more so particularly when the complexity of the organisation includes multiple geographic and legislative boundaries, or even if the organisation has multiple subsidiary sub-structures which are self-governing in operations.

Unfortunately there is no direct relief to be found in business

textbooks or academic journals when developing a Corporate Governance Framework®, neither for that matter is there any clear guidelines offered in the King Report on Governance for South Africa - 2009 (King III). Building an organisation's governance framework will depend upon the collective understanding of the organisation's products and / or services and the market in which it operates. Expectedly, the skills of the board and the organisation's key management will also be critical to the development and success of the framework.

Organisations -- regardless of their size -- that do not have a governance framework in place which is used across all its senior ranks, will most certainly be burdened by dysfunctional, silo operational processes. Given situations such as these, and particularly when there is not a common understanding and a healthy flow of governance information between the members of the board as well as its key management, organisations will become more burdened with increasing risks which cannot be proactively managed. In this chaotic downward spiral, the organisation will become a breeding ground for many types of poor governance which may be disguised in many forms. As the infestation begins to manifest itself, it will eventually lead to the erosion of the organisation and its sustainability.

Of course, any form of poor governance practices is not the type of situation any self-respecting director or board wants to be associated with, and for good reason. Yet if one considers the intention of the organisation's annual Integrated Report -- which is specifically intended for public disclosure and consumption -- it would be prudent for boards to implement their organisation's Corporate Governance Framework® to show how the board is actually delivering upon its collective mandate; namely increasing shareholder value and improving the efficiency and effectiveness of risk management for increased returns. But if the framework is not clearly set within the organisation's Memorandum of Incorporation (MOI) and the blue-print of its strategy, there will be little value and the organisation will continue to operate with disjointed objectives which will drag the organisation more in the failing governance quagmire.

More information regarding CGF governance services can be found at www.cgf.co.za or call +27 (11) 4768264/1/0



[back to contents page](#)

By Jacques Snyders

Our dream - Technology has come a long way to enable amputees.

The reality is that most South Africans living with physical disabilities are limited more by national health policies than by their actual physical ability.

At Jumping Kids the dream is to provide prosthetic solutions while also boosting awareness and advocating for change.

Our history - Jumping Kids was launched in 2009 with the vision of supplying the latest in prosthetic limb technology to South African children in need. We became aware of the hundreds of local children living with amputations - most of whom do not have access to adequate prosthetics, counselling or rehabilitation. Recognising the opportunity to boost social development, the Jumping Kids Prosthetic Fund was born.

Jumping Kids (PBO Number: 930332918) is a registered not-profit organisation that facilitates access to advanced prosthetic solutions to those who need it most, children living with lower extremity amputations from formerly disadvantaged backgrounds.

- **Our mission** – Fitting 500 children with advanced lower limb prosthetic solutions.
- **Our vision** - Initiating projects across Southern Africa by collaborating with local communities, organisations and government.

The journey - The technology and expertise required to assist young South Africans living with lower limb amputations already exists. There is a new way of prosthetic manufacture that does not compromise on quality. A below knee prosthetic is made in four steps using eight components while actual fitment can take as little as 45 minutes.

This revolutionary method - combined with a holistic approach to rehabilitation - presents children living with amputations with a new lease on life and a chance to shine. Potential candidates are referred for consideration. Once part of the program, beneficiaries remain on it for a minimum period of three years. Regular consultations are vital to ensure components are updated, and rehabilitation programmes tweaked to ensure optimal performance.

Where we are now - Currently Jumping Kids works with over 70 children between the ages of one and 18 from across Southern

Africa. Beneficiaries hail from Gauteng, North West Province, Mpumalanga, Kwazulu-Natal and even Zimbabwe.

Now in its fifth year, Jumping Kids is transforming itself and extending its reach by collaborating with various teams of experts to launch into a new phase. The Fund is supported by a growing number of volunteers, sponsors and friends that include ambassadors such as Paralympians Arnu Fourie, Tyrone Pillay, Casper Schutte and Ernst van Dyk.

Recent activities include collaborations with initiatives such as the Unogwaja Challenge, Step Up 500, Water4Good's Legends Initiative, the Jeep Warrior Race, the Celebrity Cycle Tour, the Groot FM 67 minutes for Mandela Day, Irene Athletics Club's Serious Fun Run and the Sasol Solar Challenge.

If you or your company would like to get involved with the Jumping Kids Foundation, please contact Jacques Snyders, Snr Member of SAQI at Jacques@saqi.co.za or at 0823075464. Please visit the Jumping Kids Website (www.jumpingkids.org.za) to view the recent achievements of some of the Jumping Kids children at this month's SA Paralympic championships.

SAQI supports this initiative to improve the quality of life of these great people, as our focus is all about improving the quality of life.



[back to contents page](#)



Quality in Schools

Many of our readers are parents themselves or interact often with children. We have asked our education editor, a retired headmaster, to share thoughts on how to get Quality principles and practices instilled in young people.

Quinton has learnt Quality principles

Richard Hayward

Quinton de Kock is only 22 and plays for his country in the Proteas cricket team. In the recent World Cup tournament Down Under, he had mixed fortunes. Although he proved to be outstanding as a wicket keeper, his performances with the bat were average. In his first five innings, Quinton scored a measly 53 runs as a top-order batsman. His highest score was 26 runs.

There were calls in the media that Quinton should step aside for other players who were in better form. Yet AB de Villiers, the captain, and the coaches, kept faith in their youngest team member. That faith was rewarded when the Proteas played Sri Lanka. On that unforgettable Wednesday for Quinton, he was again selected as an opening batsman alongside the calm and collected Hashim Amla. De Kock treated spectators and millions of TV viewers worldwide to a swashbuckling 78 runs (not out). It was a crucial contribution to the Proteas' best win of the tournament.

One of the cricket writers who accompanied the Proteas on their Australasian tour was Telford Price. In an article in the *Sunday Times*, he tells of a friendly banter between Quinton and one of the assistant coaches, Adrian Birrell. The coach is 54 years old and he told Quinton, "I treat you like my own children."

When Quinton smilingly protested about this father-son type relationship, Adrian quipped, "Nah! You just need some discipline!"

This cheerful chatter between coach and player highlights what often happens in a successful team – whether that team be an Under 13 fourth team or a national side. The player displays a willing-to-learn attitude towards the coach; the coach shows a determination to help the youngster. A good coach believes in the potential of every player. Adrian Birrell's perseverance in helping Quinton through his 'barren batting patch', eventually reaped rich rewards.

Every child who plays a sport will experience those tough patches when actual performance falls short. A child can become



Quinton de Kock

despondent and believe that they lack the talent. There's even the thought of giving up the sport. That's when mom, dad and the family need to be positive motivators. Be there to watch the child play and if there are dropped catches in the cricket match, don't talk too much about it! Rather focus on those aspects of the game where the child has put in a good effort.

The hackneyed two lines state it succinctly: 'Practice makes perfect. Pitch up and soon you'll perform.' We live in an instant gratification world. There's a TV advertisement which has the slogan, "I want it ... and I want it now!" Even when a child doesn't feel like going to a sports practice or putting in extra training time on their own, encourage them get over their inertia.

Quinton de Kock is a fine young ambassador for his sport and his country. While at King Edward VII School in Johannesburg, he learnt important Quality principles that are helping him to excel beyond the school gates. Listen to those who coach and mentor you ... put in the extra time ... and persevere.

Dr Richard Hayward does Professional Development programmes under the aegis of SAQI. Seven of the programmes have been endorsed by SACE (South African Council for Educators) and earn PD points. Certificates are issued by SAQI. For more details, please go to www.saqi.co.za (click Quality Education) or www.MySchool.co.za (click on Benefits). Richard's contact number is 011 888 3262. Poor schools are sponsored.

[back to contents page](#)



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.



DOWNLOAD TRAINING REGISTRATION FORM

Code	Course	Days	Cost	Apr	May	Jun
B16	Internal Quality Auditing	3	R5,400.00	20-22		
B20	Organisational QMS Lead Auditor	5	R11,500.00			
B24	How to write procedures	2	R4,600.00			
B34	Statistical Process Control	5	R11,500.00			
B38	Development of QMS	5	R11,500.00			
B41	Introduction to Quality Control	1	R2,750.00	13		
B48	ISO 9001 Requirements Workshop	3	R5,500.00		20-22	
B64	Introduction to Quality Techniques	3	R5,500.00	14-16		
B65	SAQI Certificate in Quality	10	R21,340.00		25-29	22-26
B75	Intro to Lean	1	R2,750.00			
B76	Lean for the Service Industry	4	R8,800.00	7-10		
B74	Lean for Manufacturing	4	R8,800.00			
B77	Advanced Product Quality Planning APQP	2	R4,600.00			
B78	Rapid Kaizan Improvement	2	R4,600.00			
B79	A3 Problem Solving	2	R4,600.00			

Inhouse only

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)
- 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)
- Incident and Accident Investigation (B82)
- Inventory and Warehouse Management (B86)
- ISO 14000 Overview (B12)
- ISO 9001:2008 Requirements Workshop (B48)
- Integrated Management Requirements (B14)
- Policy Deployment And Continual Improvement
- Production Planning and Scheduling (B85)
- Project Management Demystified (TD1)
- SHEQ Internal Auditing (B49)
- SHEQ System Development Programme (B51)
- Supply Chain Management (B84)

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

facebook

[back to contents page](#)

