



# e - Quality Edge

bringing quality information to South Africans since 1996

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April 2009

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

Preamble to the Constitution of the Republic of South Africa

# A new-look Quality Edge now available online!

Since 1996 The Quality Edge has been published as a monthly quality supplement and most readers will have received it in the pages of Management Today. Throughout this time SAQI's editorial policy has been to bring South Africans, and especially quality professionals and SAQI members information and discussion opportunities around issues of Quality.

It is our intention to continue doing this and reach even more readers with regular, leading edge Quality information and news. In keeping with modern trends we believe the way to do this cost efficiently is to go electronic. As from this month The Quality Edge will reach you online in this new look electronic format. We are grateful to Management Today for being the vehicle for us to distribute The Quality Edge to 1000s of readers over the years.

SAQI's regular electronic newsletter, Quality Focus, will continue as before bringing SAQI members Institute news on quality training, business systems, networking events and more.



Team SAQI 2009<sup>®</sup>

To help you spread the Quality message in your organisation and beyond, we have designed this newsletter so that it can be forwarded and hopefully get past most fire-walls. Also it is photocopy friendly so that team leaders can print it out even in a grey scale circulate it or pin it on notice boards. We welcome your feedback [editor@saqi.co.za](mailto:editor@saqi.co.za) on how we can improve the on line design layout and the content. Please be our partners in improving this first pilot issue.

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*Time Magazine writes in its March 19, 2009 issue that electronic media is the new reality. For those readers who feel they can only read on the printed page or when connected to their laptop the good news is that technology is moving very fast. Hand held devices such as a Kindle will be commonplace by 2010 and are already available on Amazon. Such devices link wirelessly to a bookstore or a publisher and once the content is paid for and delivered to your Kindle, you can read it anywhere, even on a plane.*

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**SAQI is Proudly South African**

# Quality is not rocket science...

a regular column by Bongi Mali-Swelindawo

Customers have a right to expect quality from suppliers. When a customer purchases a pocket of tomatoes and one of them is off, the customer has a right to go back and ask for a refund or a replacement.

When demanding quality, as a customer you are not only helping yourself but other customers including the supplier of the product or service. When many customer complain it is a signal that systems are not in place to monitor the quality.

How do customers help suppliers by demanding quality? It's easy, the more complaints the smaller the profit. When the business is going down, business owners are forced to seek corrective actions and improve their output.

Refunds are lost business opportunities and replacements are already counted as stock. Most of the time, poor quality opens the eyes and minds of the customers to move and tryout other similar suppliers. That is called competition!

I once went to a well known South African furniture shop to enquire about purchasing a computer stand. What poor service! I stood there for close to 15 minutes, no sales person came to assist. Eventually I went to the cashiers to complain.

Someone behind me screamed "it is not acceptable for people to complain about quality in Bellville. If people want a better service they might as well go and shop at the V&A Waterfront". I had no choice but to leave and try another supplier.

The economic challenge that South Africa faces is that often quality shows up in well-off environments and not in the underprivileged shopping areas. For example a fast food franchise in a poor area is likely to deliver inferior service when compared to the same franchise in a wealthier area. This is in spite of the fact that the Franchisor has given the same standard of training to

## Demanding Quality

*South Africa needs to be enriched with quality. All stakeholders including the Government need to 'cry loud' and demand quality.*

all new staff in the use of the same equipment at every new outlet. The difference is that the customers in the wealthier area generally know how to complain and they expect value for money.

Demanding quality is not for external customers only. It needs to start with internal customers. In a manufacturing environment, operators should be empowered to stop production lines when there are process variations, or no relevant documentation at points of use or when untrained operators are put on the production line. Top management needs to create an environment where the people themselves who do the work are empowered to demand quality in the workplace.

Similarly in organizations providing a service, employees need to be able to escalate poor performance. For example if the purchasing procedure specifies that it is to be completed within two days, internal customers need to be in a position to escalate the lack of delivery and demand corrective action if the process goes beyond the quality objective of two days.

South Africa needs to be enriched with quality. All stakeholders including the Government need to 'cry loud' and demand quality in order to remedy our economy. The government can start by entrenching statutory and regulatory requirements for quality.

Demanding quality goes beyond our personal benefit. It is for the greater good of this economy and the growth of our local and international markets. Imagine

where we would be as a nation if the majority of South Africans demanded quality!



Bongi Mali-Swelindawo has more than 7 years of experience in Quality Assurance, Quality Engineering and Quality Management experience and is a member of the South African Quality Institute.

Amongst her other qualification she has a B-Tech Quality and is a member of Quality CEP (Community of Experts Practitioners) – SSETA and of the SAQA Task Team (mandated to develop & periodically review QMS Qualification @ NQF Level 5). Bongi can be contacted at [qualifiable@absamail.co.za](mailto:qualifiable@absamail.co.za) or 083 412 0881.

## Young talent looking for job opportunities

For the past year SAQI has been mentoring and guiding two SETA interns and putting them through the skills of office work and communications.

Mpho Marakalla (27) and Thabo Shirinda (24) have been working closely with team SAQI both at the DTI campus and for the past six months at our CSIR offices in Pretoria. They have been exposed to business practices as well as media liaison, particularly during the running of our two National conferences as well as National Quality Week.

Both are computer literate and good communicators.

During their time with SAQI they have been given training in:

- email protocols and telephone techniques
- Letter writing
- Researching and drafting articles and press releases
- Basic principles of Quality
- General office work

Although they still have a lot to learn they are bright and have shown responsibility as well as the desire to improve themselves. We can recommend them as workers to any organisation who may be looking to expand their pool of young talent. For a personal reference or more information contact [editor@saqi.co.za](mailto:editor@saqi.co.za)



**Quality creates jobs and makes us competitive on local and international markets**



# Why the quality of water pressure matters

*We all use water and top of our mind is usually the question what is the quality of our drinking water? For Water Utilities in towns and cities around the world however there is much more at stake than just providing good quality drinking water. Dr R S Mckenzie helps us to understand that pressure management is by far the most important Water Demand Management (WDM) intervention and how it arises mostly through leakages.*

Since leakage is driven by pressure, any efforts which result in the reduction of water pressure for even part of the day will reduce the leakage to some extent. Despite the obvious benefits that can be derived through proper pressure management, relatively few water utilities around the world are in fact implementing any form of pressure control. While it must be acknowledged, that pressure management is not the answer in every case, it is often one of the most cost effective measures to reduce leakage and wastage that can be considered.

The International Water Association (IWA) has taken the lead in creating a Water losses-Task Force which has been operating for almost 10 years to develop a pragmatic approach to reducing water leakage and other forms of wastage from municipal water supply systems. In this regard, the standard IWA water balance (WRC, 2002) was one of the most important and useful tools which forms the basis on which a comprehensive Water Demand Management strategy can be developed.

South Africa was one of the first countries in the world to adopt the principles of advanced pressure control as developed in the UK for the UK water industry back in the early 1990's. The techniques used in the UK were first presented in South Africa in 1993 and following a series of small pilot projects, the full scale Johannesburg Pressure Management Project was completed in 1995 by two different teams involving the design and commissioning of almost 100 advanced pressure control installations (Mckenzie, Wegelin & Rhoner, 2000). As with any new technology, there were teething problems and many lessons were learned, however, the benefits derived from the pressure management were significant and the project was recognised by SAICE for innovation and technical excellence.

Following the success of the Johannesburg project, one of the most ambitious pressure management projects undertaken anywhere in the world was designed and commissioned in 2001 in Khayelitsha for the City of Cape Town (Mckenzie, 2002). At the time, this was the largest installation of its type in the world and received two national prizes and one international prize for technical excellence. This installation was the forerunner to what is currently the largest installation of its type in the world which is located in Emfuleni Local Municipality at the supply point to the Sebokeng and Evaton areas. This project was commissioned in 2005 and also received recognition from various national and international organisations for its unique concept in which a performance based contract was implemented as part of a small scale public private partnership (Wegelin and Mckenzie, 2005).

The most recent large scale advanced pressure management installation was commissioned in Mitchel's Plain for the City of Cape Town in November 2008 and is now the 3rd large scale pressure management installation in South Africa. Each of these three installations controls the supply of water to approximately 500 000 residents from a single supply point (Meyer, Wright & Engebrecht, 2009). It is interesting to note, that South Africa is one of the few countries in the world where such installations are viable due to the nature of the water supply systems and the government policy to supply free basic water at relatively high service levels.

## CONCEPTS OF PRESSURE MANAGEMENT

Water supply systems worldwide are generally designed to provide water to consumers at some agreed level of service which is often defined as a minimum level of pressure at the critical point which is the point of lowest pressure in the system. In addition, there may be certain fire-flow requirements which can over-ride the normal consumer requirements. The systems are designed to accommodate these pressure and flow requirements during the period of peak demand which would normally occur at some specific time of the day and during a particular month in the year. In other words, the systems are designed to provide the appropriate supply during a very short period in the year and for the remainder of the time the systems tend to operate at pressures significantly higher than required. Even within the same system, there will be areas of high pressure due to topography and/or distance from the supply point with the result that many parts of a supply area will operate at pressures significantly higher than required in order to ensure that there is sufficient pressure at the one critical point.

Managing water pressures in a supply area is not a simple issue and there are a great many items to consider. The common factor in every system is the fact that leakage is driven by pressure and if the pressure is increased, the leakage will also increase. Conversely, if the water pressure can be reduced, even for part of the day, the leakage will also decrease. No two systems react in the same manner to pressure and it is often very difficult to predict the reduction in leakage due to a decrease in pressure with confidence.

The relationship between pressure and leakage will conform to a square-root relationship ( $N1 = 0.5$ ) in cases where the size of the leakage path (i.e. hole) remains constant during the change in pressure. This is the typical situation when the leak is a small hole in an iron or steel pipe (i.e. a fixed area leak) in which case doubling pressure will result in approximately a 41% increase in leakage. In the case of leaks from plastic pipes or from cracks in asbestos cement pipes, the surface area of the leakage path does not remain constant when the pressure changes and such leaks will often open up to create a larger hole through which the water can leak. Such leaks are referred to as variable area leaks and if the pressure is doubled, the leakage will increase more than from a fixed area leak. In some cases, the leakage will increase by as much as 8 times the original level ( $N1 = 3$ ).

In most systems, there tends to be a mixture of fixed area and variable area leaks and the split will depend on the proportion of steel/iron pipes to plastic/asbestos pipes. Many papers have been presented on this topic in which formulae are provided to predict the impact of changes in pressure on leakage. From the author's experience, it is often found that certain other factors play a more critical role in the pressure-leakage relationship. For example, it has been found in many parts of South Africa that the quality of workmanship when laying the pipes is one of the most important factors influencing the leakage. Two similar systems next to each other can have significantly different leakage characteristics simply because one system was laid properly with adequate site supervision while the other system was laid by a poorly qualified contractor with poor supervision. In such cases, there is no adequate theory to explain the different responses to changes in pressure.

In order to reduce leakage through pressure management it is necessary to reduce the water pressure without compromising the level of service with regard to the consumers and fire-fighting. As mentioned previously, most systems are designed to provide a certain minimum level of service in the system during the peak demand period.



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Ronnie is well known as a leading specialist in Water Demand Management, Hydrology, Water Resource Planning, Management and Operation, with more than 20 years of experience in these fields. He has been involved in the analysis of many water resource systems, particularly in Southern Africa where he is currently based.



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# The Role of Quality & Standards in SA's industrial growth

*South Africa needs to diversify beyond our current reliance on traditional commodities and non-tradeable services. This requires increasing the value-added per capita characterized particularly by movement into non-traditional goods and services that are competitive in both export markets and the domestic economy.*

At SAQI's 2009 Quality Conference, Jayesh Ravjee, Executive Manager SEDA STP Division gave delegates some insights on the plans The Department of Trade and Industry has to achieve accelerated and shared growth aiming to halve South Africa's unemployment and poverty by 2014. It's a tall order but over the past few years it has become evident that South Africa's economy is capable of performing at a higher level and government has some key priorities on the role of quality, standards and technology that can have a direct bearing on the shaping of the South African economy.

## Industrial Upgrading Programme

- Evidence from firms in the private sector indicates that firms which invest in nonprice-based strategies – associated with upgrading their industrial capabilities – demonstrate superior performance in terms of both turnover and employment growth. These include investments in machinery, upgrading skills, and improving their logistics capabilities.
- Given the 'competitiveness squeeze' that South African industry finds itself in, industrial upgrading is a logical step to avoid cut-throat price competition as certain parts of manufacturing becoming increasingly commoditised, particularly due to a combination of global trade liberalization and pressure from Chinese and Indian firms in particular.
- Consequently, a Strategic Programme focusing on supporting various aspects of industrial upgrading is identified as necessary for the South African manufacturing sector. These support measures can take various forms, but typically have both spillover and demonstration effects.
- The first element of an Industrial Upgrading Programme is a **Manufacturing Excellence Programme (MEP)**. This is aimed at providing support for a variety of firm-level upgrading efforts, including product, process and value chain upgrading. Central to any MEP is support for firm benchmarking against peers in their industry, both domestically and internationally. Systematically measuring and benchmarking various aspects of firm-level efficiency is a fundamental requirement in order to make ongoing improvements.
- The second component of industrial upgrading is the technological infrastructure that supports it. Technological infrastructure is defined as infrastructure for a public good, which individual firms would normally be unable or unwilling to invest in, but which has substantial technological impact on the industry as a whole. Due to the broad range and sector-specific nature of the facilities that meet these criteria, it may be desirable to establish a Technological Infrastructure Fund, with broad guidelines, able to support a range of facilities. The types of facilities that would be supported would include tooling and casting facilities, sector-specific skills centres, where fixed costs of equipment are too high for individual firms to invest, and centres for research excellence.
- Given the declining role of tariffs in world trade, NTBs take on an increased significance as potential obstacles to trade, particularly related to standards – especially sanitary and phytosanitary, technical and environmental standards. Therefore the third part of an industrial upgrading programme: the national standards, quality assurance, accreditation, and metrology (SQAM) technical infrastructure is extremely important. A sound SQAM system can play a strategic role in two related ways: first by assisting firms to adopt and meet the standards necessary in order to export into increasingly demanding foreign markets; second as a way of ensuring that low-quality imports do not undercut the productive base of the manufacturing sector. This extends to the continent, where a harmonized technical regulatory framework can create economies of scale for market access for African countries.

## Innovation and Technology

- As a middle income developing country, South Africa needs to increasingly invest in its innovation and technology capabilities. It is widely recognized that investment in innovation and technology is under-provided by the market due to its risky nature and long-time horizons for return on investment (ROI). Therefore greater support for innovation and technology is necessary in order to contribute to the national target of increasing and sustaining research and development (R&D) expenditure to a least 1 per cent of GDP.
- South Africa has pockets of technology and capabilities that can be leveraged in order to narrow the gap with technologically sophisticated developed and developing countries. Although it is difficult, risky and costly, there is a long-term need to develop domestic technologies and bring them to market.
- In this regard, substantial work has been done on tracking global technology trends and relating them to areas where South Africa could lead with respect to proprietary technologies, or alternatively where it should focus on technology transfer, adoption and adaptation. The Department of Science and Technology's National Research and Development Strategy sets the overarching framework for technological interventions, particularly on the research side of R&D.
- The focus of the dti's efforts will be weighed heavily towards the development side of R&D. Therefore technology financing needs to be expanded in order to meet out national R&D targets. There are number of noteworthy projects identified by the Advanced Manufacturing Technology Strategy that are worthy of support and will stimulate the development of specific technology platforms and collaborative networks. This implies increased support for process and product Innovation, and for the commercialization of technologies. There is a need for greater coherence and collaboration between the dti and the Department of Science and Technology in developing such support measures. The establishment of a strong national agency to administer and promote innovation support programmes could give additional weight to the system.
- It is important to strengthen systems to protect and develop South African intellectual property (IP) and to encourage its commercialization domestically in favour of licensing abroad, particularly with regard to IP that is developed through the public purse, such as the Science Councils.

## Small Enterprise Support

- Small enterprise support will focus on combination of improving 'supply side' factors such as finance and technical support, together with finding ways to strengthen market opportunities for small enterprises, including cooperatives.
- Substantial attention has been paid to the development of small business policy since 1994, as reflected in the Integrated Small Enterprise Development Strategy. This framework has recently been extended so that cooperative enterprises can enjoy the same status and support as other enterprises. Consequently, there is a very

well-developed policy framework for small enterprises.

- In addition the institutional infrastructure for the development and support of small enterprises has also largely been put in place since 1994, with the most recent developments being the consolidation of both financial and technical support into the Small Enterprise Development Agency (Seda) as well as the establishment of the South African Micro-finance Apex Fund (SAMAF) to service micro-enterprises.
- However, small enterprise financing and support services have not been functioning as effectively as they should be. Consequently the main focus for small enterprise development over the coming years is to ensure successful delivery of both finance and non-financial support to small enterprises. Access will be broadened through the consolidation of Seda offices to all provinces. There will be a particular focus on the strengthening of non-financial support to small enterprises, which has emerged as a major constraint even when finance is available. The availability of finance via Development Finance Institutions such as Khula will assist firms in leveraging market-based finance. At a broader government level, work is being coordinated by the Presidency to review the regulatory burden experienced by small enterprises, and to make policy proposals on how to limit the amount of red tape small enterprises face in both their start-up and operational stages.
- The revision and strengthening of Competition Policy outlined below will also have important implications for small-and medium-sized enterprises, particularly those engaged in downstream beneficiation.

## In conclusion:

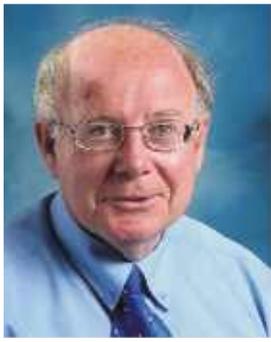
South Africa needs to diversify beyond our current reliance on traditional commodities and non-tradeable services. This requires increasing the value-added per capita characterized particularly by movement into non-traditional goods and services that are competitive in both export markets and the domestic economy.

In the long term we need to intensify South Africa's industrialization process, and move towards a twenty-first century knowledge economy while at the same time creating an industrialization path that can absorb more labour.



**The Quality Edge is an electronic supplement dedicated to quality issues as they impact leaders and decision makers in today's South Africa. For comment or to submit an article, contact [editor@saqi.co.za](mailto:editor@saqi.co.za)**





# How do we add Quality to our schools in 2009?

When the matric results were announced at the end of 2008 only 62,5% of the students had passed. That means that virtually one in every three students failed the exams. In response, certain teachers criticised the provincial and national education departments. The education departments criticised some of the schools. Parents and sections of the media savaged Outcomes Based Education as well as the school system in general. Dr Richard Hayward, retired principal and editor of the **SAQI Quality Education News** newsletter, looks at positive ways to improve the school system.

## The challenge

Indeed, there are challenges to be faced when only 62,5% of matric students meet the promotion requirements. Yet to bring about improvements, there's a need to look at what's happening across the entire school system. The starting points are the pre-and primary school stages.

Schools can be blamed unfairly for poor results. Whose fault is it if a school is unable to appoint suitably qualified teachers? Many schools, for example, find it very difficult to find teachers with the necessary skills to teach in the Foundation Phase (Grades One to Three). There's a critical shortage of Maths, Science and Technology teachers across the country.

Given the history of our country, thousands of schools still lack adequate physical resources. There are schools where children are crammed into desks in hopelessly overcrowded, small classrooms. Thousands of schools lack halls, laboratories, library/media centres and sports facilities. How much more difficult it is for sound education to take place in such schools.

## Ways to improve

The SAQI Quality in Education model is built on five pillars. The pillars are: Values, Leadership, Improvement plans, Communication as well as Tools and Techniques. SAQI maintains that by using the model, education of excellent quality can be provided by a school. The model creates environments that nurture happy, high achieving children of all ages.



## Values: the first pillar

In December 2008 a small number of matric achievers were interviewed on national TV channels. Interviewers would often ask them the reasons for their success. Their answers were very similar. These achievers stated that hard work, perseverance and focus were winning ingredients.

Values Education can help hugely in making children aware of what brings about achievement. School Assemblies and Life Orientation lessons are good starting points to focus on values.

Every lesson is a chance to make children aware of values. The studying of novels, plays and poetry, for example, makes students conscious of ethical issues. Even the Grade One can be imbued with lifelong values. Little Jack learns to share his wax crayons with Jill, to persevere with his daily reading exercises (even if the book isn't as exciting as he'd like it to be!) and show kindness towards all his classmates. When instilled young enough, value-imbued behaviour becomes natural. Out on the sports fields youngsters learn values such as courage, honesty, teamwork and being humble in times of victory.

Bullying, drugging, gangsterism, stealing and other forms of anti-social behaviour are minimised in a school where there's a culture of kindness, respect of others and oneself.

Values don't apply only to the children. They apply equally to every staff member and education department official. Diligence, helpfulness, punctuality, respect and a strong work ethic are characteristics of everyone in the Quality organisation.

## Leadership: the second pillar

Another question posed to the 2008 matric achievers by the TV interviewers was their choice of careers. The answers were usually in fields such as accountancy, engineering, law and medicine. Personally, I didn't hear of anyone wanting to go into teaching. Why is there virtually no interest in the profession? Teachers are critically needed. We need to make teaching the 'profession of first choice' for young people of fine character.

Assertive leadership is crucial in every classroom. Teachers are expected to teach well and get all their learners to achieve. As the classroom leader, the teacher motivates students to give of their best every day.

President Barack Obama has chosen as his top advisers, "...probably the most intellectual fire power you have ever had in a cabinet" (quoted by American University presidential historian Allan Lichtman). Obama has chosen the brains that he believes can bring about those changes that he wants for the USA. He's courageously selected political opponents. Obama has crossed over racial and gender lines to select his five-star team. He wants only the best in order to achieve the best results.

In South African education, the Minister and Deputy Minister as well as the Provincial MECs are selected from the ruling party. The Employment Equity Act stipulates that in the employment process, affirmative action appointments need to be made to address our cruel past. Once these legislated criteria have been met, how are appointments made in the education sector? Are the most suitable people always appointed as educators and departmental officials? There's no place for cronyism, ethnicity, nepotism, political allegiance and teacher union membership in making appointments. Appointments need to have openness and total integrity as core criteria.

## Improvement plans: the third pillar

All schools are expected to draw up school improvement plans. Goal-setting helps to turn the plans into actual achievements. It's not only the school itself that should have improvement plans. So too should every staff member. The plans need to include both a professional and a personal dimension.

Children can be helped to set their personal goals. There are Life Orientation teachers who get the students to set goals for the year. The goals are in areas such as Academics, Sports, Cultural and Leadership. Every term the children revisit their goals and note their progress.

Education Departments themselves have improvement plans. Presently the Department of National Education has arranged for universities to provide a range of courses for under-qualified teachers. The goal is that by 2013 there won't be an under-qualified teacher in any South African classroom. Also, the Department has stated that it will get rid of principals who are not up to the task. This commitment should also include teachers and departmental officials who under-perform. Dead wood allowed to float unimpeded in the system blocks and could even sink improvement plans.

## Communication: the fourth pillar

Organisations with leadership styles of the 1950s and 1960s communicate in a top-down manner. The boss gives instructions; the underlings carry them out in a spirit of blind obedience. Sadly, this is still evident in many schools. Teachers speak and there's total uncritical acceptance by their passive learners; principals tell staff what to do and they do so unquestioningly; departmental officials give instructions to principals who fawningly comply.

Sometimes the teacher, the principal, teacher union member or departmental official is wrong. That person refuses to listen to positive criticism, no matter how well-intentioned. The individual insists that things have to be done with a mind frame of 'my way or the highway'. An arrogant, uncompromising attitude makes quality education extremely difficult to achieve.

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Quality communication involves being an active listener to whoever is speaking. Obviously there will be instances where communication needs to be top-down in style. Assertive leadership has its place in a well-managed school. Yet communication also has to be down-up (that is, junior to senior staff member) as well as across to others holding equal job-level positions. Invitational and participative leadership welcomes input from everyone involved with the school. When a school, district or provincial head office is in a state of continuous improvement, everyone's listening respectfully to each other.

Every communication is a type of relationship. A teacher, for example, has a warm and friendly relationship with her students. The circuit manager/district director is welcoming and participative in her interaction with principals. In contrast, these people could treat others with a lack of courtesy and an overwhelming sense of superiority. Quality organisations reflect a cooperative, helpful and warm communication style.

Effective communication is imbued with openness and a willingness to learn from each other. Nobody knows it all!

### Tools and techniques: the fifth pillar

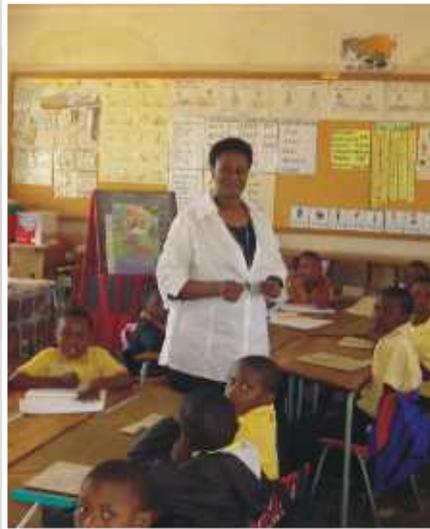
It's easy for a school to say that it's committed to quality improvement. The tough part is to turn the words into reality! A range of tools and techniques can assist the teacher. Benchmarking is one example. This involves looking at 'best practice'. An instance would be the teacher who wishes to improve the students' exam results. Benchmarking would involve looking at the methods used by a colleague who is able to get the students to excel.

A few other strategies are brainstorming, circle time, de Bono thinking skills and partnerships. These and other tools and techniques are explained in the book, ***Making Quality Education happen: a 'how-to' guide for every teacher*** (to order a free copy go to [www.saqi.co.za](http://www.saqi.co.za)).

### Looking ahead

Much still needs to be done to improve our South African school system. The good news though is that a growing number of schools are getting it right. Dedicated school communities are using quality principles to create quality schools. Certain schools have shown huge jumps in their 2008 pass rates as against previous years. There were schools, for example, that obtained pass rates in 2007 that were about sixty percent. They upped their averages to the seventies and eighties last year. The traditionally highest achieving schools of the past maintained their outstanding records. There are newcomers to this band of schools providing excellent education.

There's very little excuse for the existence of low-achieving schools ... even when they have limited resources. An ever-increasing number of poor schools have become beacons of education excellence. They use quality leadership and management practices. Use the five-pillar SAQI Quality in Education model and watch education soar to new heights of excellence!



### Quality Education News available online

Since 2005 this quarterly newsletter has been one of the most popular SAQI Quality supplements. The newsletter is aimed at educators, parents and is freely available to all who are interested in education.

It can be viewed and downloaded on the MySchool site ([www.MySchool.co.za](http://www.MySchool.co.za)) which sponsors its distribution to their card holders and schools around South Africa. The newsletter is also available on the SAQI website ([www.saqi.co.za](http://www.saqi.co.za)) where you will find a range of CDs, DVDs, books and pamphlets on school issues. The most recent addition to the range is Richard Hayward's book titled ***Making Quality Education happen: a 'how-to' guide for every teacher***. This free book has been generously sponsored by Caxton and CTP Group as a social responsibility project. There is a R30 fee to cover packaging and registered/tracker posting.



SAQI interacts with teachers, senior management teams and school governing bodies. The focus is on leadership and quality management systems and in no way interferes with the curriculum. Schools are expected to pay the basic costs of presentations and workshops. Poor schools are welcome to apply for sponsorship. For more details, contact Richard Hayward at 011 888 3262; ([rpdayward@yahoo.com](mailto:rpdayward@yahoo.com)) or Vanessa du Toit at SAQI on 012 349 5006; ([vanessa@saqi.co.za](mailto:vanessa@saqi.co.za))



# SAQI QUALITY TRAINING

SAQI and its associates present these and other courses throughout the year both at the CSIR Quality Centre in Pretoria and, if numbers dictate, at other centres as well. We specialize in tailor made courses to meet specific company requirements and bring this learning to your premises at special in-house rates. All prices VAT inclusive with a 10% discount to SAQI members.

	COURSE	DATE	COST
B20	Lead Auditor (QMS)	4-8 May	R 7,150.00
B38	Development of QMS based on ISO 9001:2008	11-15 May	R 9,200.00
B50	Environmental Auditor (EMS)	18-22 May	R 7,150.00
B42	Certified Quality Technician	25-29 May   22-26 June	<b>R 13,500.00</b>
B22	Understand the Changes to ISO 9001:2008	26 May	R 1,750.00
B16	Internal Quality Auditing	27-29 May	R 3,400.00
B48	ISO 9001:2008 Requirements Workshop	1-2 June	R 3,250.00
B12	ISO 14001 overview	3 June	R 1,750.00
B14	Integrated Management Requirements	3-5 June	R 4,600.00
B51	SHEQ Systems Development	8-12 June	R 9,200.00
B49	SHEQ Internal Auditing	17-19 June	R 3,400.00
B20	Lead Auditor (QMS)	22-26 June	R 7,150.00

For more information and a complete course synopsis visit [www.saqi.co.za](http://www.saqi.co.za) or contact the SAQI Training Coordinator, Vanessa du Toit, at telephone (012) 349 5006 or email [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za).

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