



# e - Quality Edge

bringing quality information to South Africans since 1996

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When presenting his first Budget Vote Address to Parliament, *the dti* Minister **Rob Davies** said: "we need to act smarter, faster and more effectively. *Continuous improvement is the motto I believe we need to follow as we move ahead*".

SAQI was invited by *the dti* to be present in Parliament on June 30, 2009 for *the dti's* Budget Vote to the House. SAQI Managing Director Paul Harding and SAQI vice-chair Dalene du Preez flew to Cape Town to represent Quality through our participation as a COTII role player.

In his address Minister Rob Davies spoke of his concern about the slow pace of job creation, the quality of jobs and reduction of poverty. In the 15 years of democracy these have fallen short of expectations whilst imports fill gaps in the domestic market that ought to have been occupied by domestic products.

He emphasized that Standards, Quality Assurance and Metrology institutions need to play a more strategic role in advancing industrial policy objectives through ensuring that our exports to international markets meet high standards and lock out low quality and unsafe imports into the domestic market.

The Minister also spoke on:

- the Global Economic Crisis, its impact on SA and our response to it;
- Trade policy including tariff policy as key instruments that need to be aligned to our industrial policy objectives;



Rob Davies

- Broadening economic participation to enable all citizens to participate meaningfully in the economy and decisively addressing the growth and development of SMMEs;
- Building a strong capable *dti* adequately resourced by strategic, technical and financial resources; and
- Fostering strong partnerships with social partners, in particular NEDLAC and in co-ordination with the Department of Economic Development.

The Minister's Budget Vote Speech is published in full in PDF format on the home page <http://www.thedti.gov.za/>



**the dti**

Department:  
Trade and Industry  
REPUBLIC OF SOUTH AFRICA

"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

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



SAQI is Proudly South African

# SAQI announces a special introductory advertising package

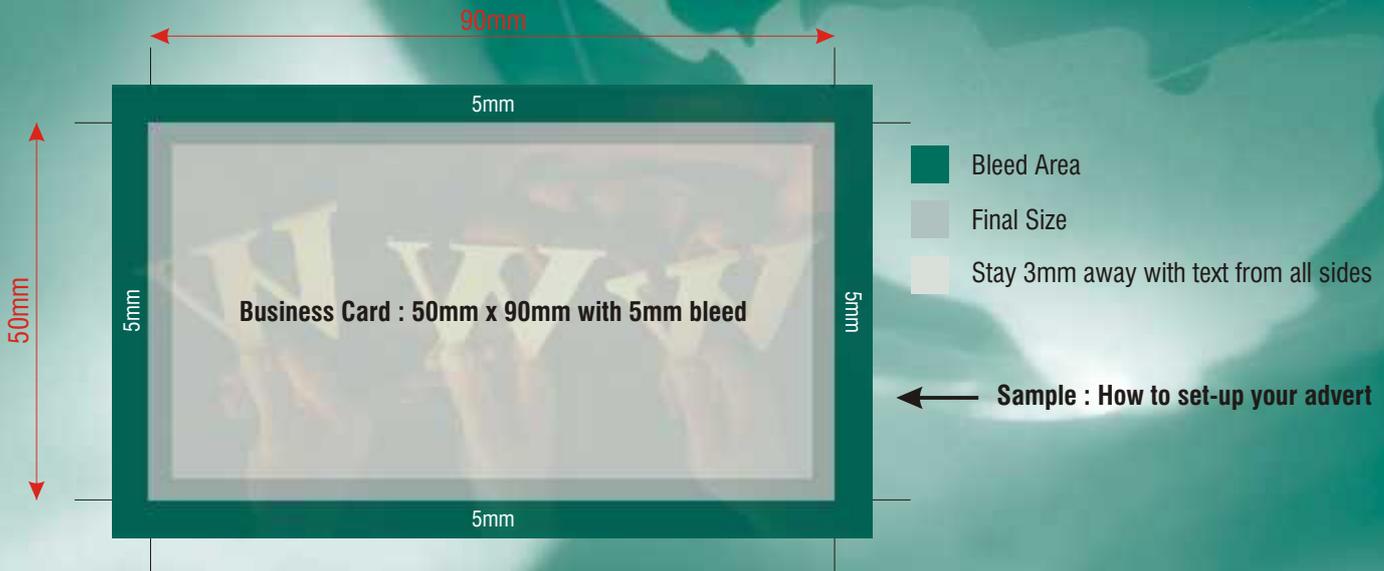
To advertise in this newsletter at our special introductory rates, book space **before close of business on Monday 3 August 2009** and you will be paying the special rates for your advert to appear in the August, September and October issues of The e-Quality Edge. Send your space reservation and copy to [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za) with the words **advertising eQE** for the subject line. Technical material will be required by Friday 7 August 2009.

Your advert will reach the eyes of some 3 000 pro-quality organisations and individuals around the country.

Advert Sizes		Price for 3 Insertions August, September, October
<b>A5</b>	148mm x 210mm (+ 5mm bleed)	<b>R 3,000.00</b>
<b>Banner</b>	24mm x 190mm (+ 5mm bleed)	<b>R 1,500.00</b>
<b>Business Card</b>	50mm x 90mm (+ 5mm bleed)	<b>R 500.00</b>

Prices include VAT, but do not include design costs.

Should you require SAQI to design an advert, this can be done, and will be quoted for separately.



## Design Requirements

### Logos:

If you require design we can give you a once-off design quote.

Design is particularly important when it comes to your company's logo.

Remember it is the company's signature and you cannot compromise it with poor design, it has to be 100%.

This requires that you supply your logo in Corel Draw or Illustrator and not in .jpeg format.

### Advertising Copy:

Please supply complete copy, including all contact details.

### Preferred Format:

PDF Files : CMYK : Hi-Resolution (Pre-Press Option)

Files in other formats may be used, but the quality of your final material could be compromised.

Please check with us for the correct format if you are not sure

### Please note :

Graphics in Microsoft Word, Powerpoint or Excell should be avoided.

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# Quality is not just about Standards, it is also about ethics

**Most leaders have two basic goals - survive the current day and leave a powerful legacy. The only way to fulfill these goals is to lead their company in such a way that even the least knowledgeable employee will understand the behaviour required to fulfill the company's mission. Steve Simmonds, Executive Head of Quality at Metrix Software Solutions explains how Ethics Quality is a process capability that is directly linked to organisational performance. It is not just another ethics training program declaring what is good and what is bad. Rather it employs ethical principles in such a way that all employees at whatever level they are in the company can determine on their own, on an ongoing basis, what "good" or "bad" is for them and for the company. Knowledge of these principles, coupled with the means to act on them, defines the quality level of an organization's ethics process capability.**

Total Quality Management is a method focusing on the optimization of industrial processes under economic aspects. The Total Quality Management approach claims that customer satisfaction is a central value with absolute priority and assumes that achieving customer satisfaction automatically implies optimal economic results.

The ethic quality management concept aims at enlarging the scope of TQM to involve the social implications of a company, i.e. more or less moving from a shareholder perspective to the larger stakeholder perspective. Total Quality Management and ethics have in common that an integral perspective is needed in order to achieve the intended goals.

The process approach is mentioned in ISO 9001 as "necessary for an organization to function effectively, it has to determine (manage) the processes needed for the quality management system and their application throughout the organization".

This is also true for product realization ethics, where it is useless if one focuses only on the ethical activity of individuals. To be effective, product realization ethics need to be integrated throughout the product realization process and involve the decision-making parties.

Similar to quality issues in total quality management, ethics tasks have to be fulfilled by all members of a company.

## The task of ethics quality management

Lessons learned can be a basis for Ethics Quality Management. The main idea is to let companies select certain values to reflect their own corporate culture. By committing all members of the company to the set of values chosen to reflect the corporate culture, companies become transparent; by committing all members of the company to the set of values chosen to reflect the corporate culture, companies become transparent.

**The definition for Ethics Quality is not yet in the dictionaries but it can be described as the ability to reason and operate within a sound ethics system and to do so with clarity, consistency and relevance in support of company performance to the good of all concerned.**

For example the CEO of a semiconductor business experienced this first hand. "As the company grew it got to the point where I was no longer the only individual hiring, so the values of the new employees were becoming less and less known to me. Also I realized that many of them did not know or understand the values of the company and what I stood for. So I decided to run a series of brainstorming sessions with every department in the company at which they were asked questions like:

- What do you want people to think when they think of the company?
- How do you want to be treated?
- What do you want to reflect in the company?
- How do you want to be thought of by the customers and your fellow team members?

As a result of they came up with the word TRUST as an acronym. They went back to the original brainstorming teams and told them that if they could agree on linking everything they had raised around that word, these would become our values. The upshot was:

- T** - Treasuring our people
- R** - Respect for each other
- U** - Unity as a team
- S** - Spoiling our customers
- T** - Training and developing our team for ongoing success

Ethical behaviour must be developed at all levels simultaneously, it must be useful to the organisation and everyone needs to be committed. The ethic of time-keeping could be used to illustrate the point. The entire organisation makes a quality decision to observe working hours, make good use of one's time and respect that of other people. Clearly the community, in this case the company, stands to gain from this self-organised discipline. The rules are not imposed by the organisation but adopted spontaneously by its employees. It is an Ethics Quality; it is consistent, relevant and measurable through reliable statistical information.

## Ethics Quality is about change management

Ethics Quality demands systems integrity within the organisation, not just a feel for what is right and wrong, or good and bad. Ethics Quality is about change management within the operating culture. Most organizations focus on developing cultural stability, but do

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not focus on an ethical stability, as cultural forces usually are more prevalent. There has been an increased focus on and commitment to corporate ethics, but what is the norm for culturally accepted ethical behaviour?

Companies will need to develop policies that deal with the inevitable convergence of a worker's moral beliefs and professional duties, but what behaviours are required to fulfill the corporate purpose? In a similar case to the example mentioned earlier another company included the words innovative and curious as part of their core values. In terms of the core values they decided that innovation is the result of curiosity. Plus being curious implies a high level of energy and care. They chose curiosity as the core value.

As Ethics Quality seeks to address the root causes of ethical instability, it inadvertently identifies and eliminates constraints to performance that other improvement programmes often miss. Companies must be willing to accept the characteristics that make for good employees. If they want employees who are not afraid to act ethically when it would benefit the organisation, then these same employees must be given reasonable flexibility when the exercise of conscience may not be in the best interest of the company.

Sharon worked in the audit division of a public accounting firm and she became concerned when she found out that her next assignment was to lead an audit of a gambling casino. Sharon had strong moral convictions against gambling. As a child, she watched her father bring strife and financial trouble into the home through a lifelong addiction to gambling. Sharon would not even enter a casino, much less help one with its financial documents and procedures. The opportunity to serve as lead auditor was very important to her career; however she was troubled about what to do. Two significant issues are involved in this example. The first is whether employees like Sharon should refuse assignments when participation would involve contributing to a morally questionable activity. The second involves the latitude an employer should grant when employees express these types of objections. In this example, Sharon decided to discuss her concerns with her senior partner. While the company had no written policy to address such matters he listened to her, and after some deliberation they agreed to give her another assignment without any retribution.

Businesses should have a policy, even if it is unwritten, on how to deal with such matters. Good employees tend to be caring, passionate people. This is true with respect to their work and issues of concern in their private lives. Naturally, there may be times when these two areas conflict. Companies should expect this and be prepared to deal with it. Without this freedom and support, it is unreasonable to expect that employees will do the right thing when it matters most to the company. Just as ethics cut across human barriers, so improvements arising from Ethics Quality cut across all organisational lines and directly benefit many other quality improvement initiatives. Improvements in employee and customer satisfaction, teamwork, and productivity are the more obvious outcomes of Ethics Quality.

### The reasons for pursuing Ethics Quality

- Ethics Quality puts value first, not last assuring management buy-in and organisation-wide participation.
- Ethics Quality requires performance improvement using the individual's ethics to support organisational objectives.
- Ethics Quality is a measurable process capability leading to objectivity and continuous improvement.
- Ethics Quality is an investment that is justifiable also when looked at from the financial point of view. It is an investment in prevention that offers a swift and certain payoff. The cost involved for investigative programmes, training, and internal management time, even if all were purchased at once, still would amount to a mere fraction of what ISO certification or Six Sigma training costs organisations.

#### About the author:

Steve Simmonds is the Head of Executive Quality at Metrix Software Solutions (Pty) Limited. His responsibilities encompass overall management of client software project implementations and the company's Quality Management System. He has been involved in the field of Quality Management for 28 years. For information, enquiries or further discussion on the topic of Ethics Quality contact Steve Simmonds at [ss@isometrix.com](mailto:ss@isometrix.com)

## SAQI Board changes

At the June board meeting held during SAQI's annual Strategic Planning meeting the following changes and board appointments were confirmed: Mr. Martin Jansen, our current chair, has come to the end of his service period as laid down in our Articles of Association. We take this opportunity to thank him for his esteemed service to SAQI and the promotion of Quality in our country.

- **Raynold Zondo**, Executive Director Services at the CSIR, was appointed as the new Chair
- **Dalene du Preez**, of Proudly South African was appointed as Vice-chair
- **Paul Harding** was appointed acting Managing Director of SAQI until a permanent appointment can be made.

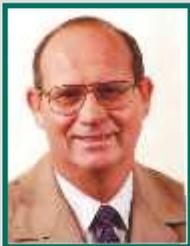
The other board members are:

- Darol Holby
- Martin Jansen
- Pat McLaren
- Montwedi Seane

Since SAQI's inception in 1993, its Board of Directors has been made up of individuals who contribute their time and professional expertise on a voluntary basis receiving no remuneration from SAQI. They do it because of their commitment to Quality. Invariably they are busy people in leadership positions, holding down key jobs and several of them also serve on other Boards. It is natural that such leaders move on as the take on new responsibilities and we take this opportunity to thank all past Directors for their contribution to Quality and to this Institute.



# MEASURING THE COST OF QUALITY



All key indicators in an organisation are measured in very specific terms, usually in Rand and Cents. Unless the COST of QUALITY is also measured in the same terms like expenditure and utilisation - it is unlikely to be taken seriously. This is the fundamental reason for having a Cost of Quality (COQ) system.

Ed van den Heever, a leading South African specialist in COQ says product quality is traditionally described as being good or bad, awful or excellent. These measures however fail to provide a clear picture of whether product or process quality levels are improving or not. Process quality can only be managed and improved once it is measured in a manner that is clearly understood.

Today more so than ever before Cost of Quality, or Cost of Poor Quality (COPQ) as it is sometimes called, especially in the manufacturing environment is recognised and appreciated as the out come or consequence of good or poor process management.

## Why Measure Cost of Quality (COQ)?

For many organisations COQ accounts for more than 20% - 40% of sales or operating budget. Studies have shown that product/service quality is the single most important determinant of both market share and profitability. Delighted customers are satisfied with the **features provided**, attracted by the **innovative approaches** to their needs, **and not dissatisfied** with deficiencies.

Process and Product quality can have different meanings to different people. Dr. Juran supports a holistic approach to quality and defines quality as both **“product features”** and **“freedom from deficiencies”**. Both definitions relate to the effect of process and management quality on the **economics** of the organisation.

One definition of product quality relates to **“product features”**. The Rolls Royce is a classic example of providing many (and sumptuous) product features and a tradition of service that treats the owners like royalty. Product features can have a major effect on revenue because higher quality can result in the ability to charge premium pricing.

**“Stop worrying about quality, productivity, and cost and cycle time. Focus your energies on organisational and process performance improvement and all the rest will follow”**

Dr. H James Harrington

The second definition of quality is **“freedom from deficiencies”**, i.e., fewer things go wrong. Freedom from deficiencies has a major impact on reducing costs because higher quality in this case means no scrap or rework, fewer claims, and fewer customer complaints.

**“Product features”** as well as **“freedom from deficiencies”** are essential in delighting customers. Together, improved quality and lower costs can have a positive impact on financial performance.

## Process Output Improvement

While the quality level of a process will vary from day to day, the average performance and the range of variation are constant over time. The level of performance is inherent in the process and is often referred to as chronic waste, it was planned that way. The Process Control zone depicts the accepted average and range of variation in process quality. This zone is often adopted as the standard of performance. In the Dr. Juran Quality Control zone, process quality will sometimes fall outside the accepted or standard range of variation. This calls for fire fighting with the goal to re-establish quality levels within the standard.

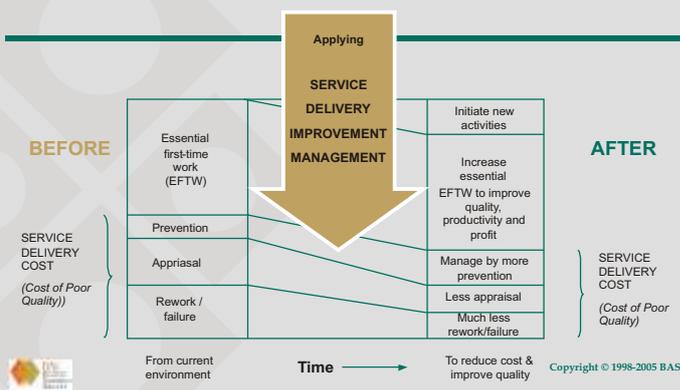
Fire fighting or problem solving in the Quality Control Zone is important, but problem solving in the Quality Improvement zone has even greater impact. The goal of quality improvement is to reach a new level of performance, never achieved before.

## All work is a Process

A process can be considered a series of productive actions resulting in a product/ service that satisfies the needs and desires of customers. It can therefore be said that every job or activity is a process, or part thereof.

Organisations therefore need a “quality” approach to managing for quality that focuses on the processes used, inclusive of the standards, procedures, equipment and facilities, training and knowledge, with the aim to continually improving and fine tuning those processes. To meet customer expectations, process owners need to identify and understand customer requirements and prevent problems or dissatisfaction. This is the basis of continuous improvement in all areas and activities.

## Long-term Gains



## Quality Improvement System

Deming claims that 85% of our “quality” problems in general are directly attributable to the processes we use to get things done. To deliver acceptable quality, policies and systems are required to ensure that all (internal and external) customer requirements are met on time and within budget. Therefore, the most effective way to improve both process quality and productivity is to improve the processes and procedures that are used to manage and develop products or services. Employees must therefore be provided with the policies, tools and skills to operate (manage) their work processes in a manner that prevents non-conformance.

A quality improvement system should accordingly be based on the principle of prevention of non-conformance to customer requirements. Prevention involves communicating, planning, proofing and working in a way that eliminates opportunities for any non-conformances.

## Cost of Quality Measurement

Financially oriented executives who are driven by budgets and targets often run organisations. Often the quality of products and services are regarded as a negotiable item, and given attention and when the time can be found. On the other hand, all key indicators in an organisation are measured in very specific terms, usually in Rand and cents. Unless the quality of goods and services are also measured in the same terms like expenditure and utilisation - it is unlikely

to be taken seriously. This is the fundamental reason for having a Cost of Quality (COQ) system. Product and service quality is traditionally described as being good or bad, awful or excellent. These measures however fail to provide a clear picture of whether quality levels are improving or not. Output quality can only be managed and improved once it is measured in a manner that is clearly understood.

Organisations therefore need to measure quality output in order to:

- Focus on areas needing improvement
- Prioritise opportunities so that time is spent on the important issues
- Previous measurement is used as the baseline for future improvement

### Total Operating Cost vis-à-vis Cost of Quality (COQ)

The total operating cost (TOC) consists of the total of Essential First Time Work (EFTW) expenditure and the Cost of Quality (COQ).

*The Cost of Quality (COQ) can be defined as the cost of trying to achieve quality with an imperfect process and is the total expense of:*

$$COQ = POAQ + COPQ$$

*POAQ (prevention + appraisal) plus  
COPQ (cost of rework + waste)*

In an ideal world, work done to satisfy customer requirements would be complete and done "right the first time". However, in the real world, product and service requirements do change, schedules may slip or changes may be required before delivery to the customer. After delivery, customers may find the product or service may not work as expected or is unsuitable for their purpose. The resultant remedial process activities are normally designed to identify, prevent and correct potential problems. The expenses and costs associated with these additional work activities are generally referred to as Cost of Quality.

- Price of Attaining Quality (POAQ) - Prevention and appraisal expenses referred to as "Conformance Costs".
- Cost of Poor Quality (COPQ) - Rework and waste (failure) costs referred to as "Non-conformance Costs".

### Price of Attaining Quality (POAQ)

When we calculate COQ, we discover how much it costs us not to meet the requirements the first time, every time. The Price of Attaining Quality (POAQ) is the "PRICE" associated with **appraisal** and prevention. This is called the **controllable process expenses**.

- Prevention is defined as the investment (controllable price) to prevent non-conformance with customer requirements.
- Appraisal is aimed at measuring the degree of conformance.

### Cost of Poor Quality (COPQ)

Cost of Poor Quality is defined as the cost of doing things wrong, (poor process management) and is the total cost of failure/rework. COPQ is sometimes also referred to as either the Cost of Non-Conformance (CONC) or Price of Non-conformance, wasted time, money and effort and is a "price" that need not be paid.

### Benefits of COQ measurement include:

- Quantifying the size of the process problem in language that will have impact on upper management, i.e. Rands.
- Getting management attention
- Understanding work activities and the cost of errors made
- Directing and justifying corrective action
- Identify major opportunities for cost reduction
- Estimating the financial potential for process improvement & setting of goals/targets
- Sustaining management commitment & motivating management to commit full support to reducing COQ.

### Showing Management the benefits of COQ

In the long term as COQ is reduced, additional resources are made available for essential, first time work and for new opportunities. Ongoing application of the COQ methodology in process management helps to reduce the need for activities that are directed at discovering and correcting failures and defects. The COQ results can have a remarkable impact on management. The typical relationships with big impact are:

- Total COQ
- COQ as a percentage budget or operating expense
- COQ compared to doing it first time right
- Effect of COQ on the break-even point

Other critical success factors also help top management to understand and influence COQ:

- COQ system must be part of a long range strategy, initiated and supported by top management.
- Co-operation and commitment to improvement, cost reduction is a by-product of quality improvement
- Process quality should be focused on customer satisfaction and process improvement
- Do not focus on operational areas only. Many of the biggest COPQ items may lurk in marketing, finance and human resources.
- Use the Pareto principle and track the 20% items that cause 80% of COQ.
- Beware of planning and analysis paralysis, settle for a simple, if incomplete system, and start working on quality improvement.

### Management Actions

More than most management for quality initiatives, COQ measurement requires management to understand the significance of the concept and the value it can add. Specific focus areas should include:

- Explain concept of measuring process quality in terms of cost of poor quality
- Identify activities/elements that result in poor quality
- Teach employees to keep record of cost of poor quality in their area of influence
- Facilitate COQ data collection
- Analyse COQ data
- Use the results of the COQ measurement to, set priorities; justify corrective actions that need to be taken, and track improvement, and show impact of corrective action
- Recognise participation and improvement in process quality

### About the author

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**National Quality Week 2009**  
Read about this year's theme on page 8



# Quality is not rocket science...

a regular column by Bongli Mali-Swelindawo

## Continuous Improvement Comes From The Right Corrective Actions.

When a management system is established and implemented based on the 'process approach', nonconforming outputs from one process might result in nonconforming input into another process. A problem like this might not be identified internally but later by the customer.

When problems are identified by customers, there are major risks involved like:

- inspection and/or rework costs,
- freight costs, **and most importantly,**
- damage to company image. Problems identified by the customer lowers the image of the organisation and competition is always eager to grab as much business as possible.

In many instances, internal customers complain a lot about the shortcomings of their internal suppliers. Endless discussions and sometimes impolite and offensive behaviours result from these discussions due to frustration.

Employees tend to blame incompetency amongst their colleagues whereas no time was given to actually look at root causes associated with these in-house frustrations.

Corrective actions need to be raised to ensure that, where necessary, quality assurance systems are developed to correct and prevent non-conformances from recurring.

### Do's and Don't's of Continuous Improvement

In manufacturing organisations, corrective actions are in many cases associated with product and not service related non-conformities. For an example, internally, corrective actions are raised for defective finished products and / or

externally, to suppliers for nonconforming raw materials. This is evident with customer complaints. A corrective-action register will in most cases record that the complaints logged are based on defective problems whereas the customer raised concerns with late or short deliveries, poor communication, inaccurate documentation etc.

For the organisation to move forward it needs to eliminate certain attitudes and adopt corrective action as one of its values. It needs to practice problem-solving truthfully and with enthusiasm. It needs to eliminate employees seeing corrective actions as:

- ◆ a tool to highlight their poor performance
- ◆ as a disruption of team efforts and breaking happy relations at work
- ◆ duplication of work, "we have a disciplinary code so why do we need corrective action as well"
- ◆ too much paper work that takes up time to complete
- ◆ lack of trust by the organisation: 'we are employed to do a job so the organisation should trust that we are making good decisions'

### Corrective Action Process - Recommendations

Continuous learning and awareness in corrective action monitoring could be a trigger to perform internal audits.

Corrective actions should be raised for customer complaints, supplier related non-conformances (e.g. not meeting delivery schedules), Audit findings (for all types of audits) and most importantly for any problems experienced internally be it products or services.

Establishing requirements related to 'when' a corrective action should be raised e.g.

- ◆ Pre-define functional process associated risks, when problems arise revisit the process defined risks and determine whether a corrective action should be raised
- ◆ A corrective action could be raised when there is violation in Internal Supplier – Customer Agreements such as service level agreements
- ◆ Any identified safety incident or hazard could be investigated following a corrective action process
- ◆ Any 'failure cost' could be investigation following a corrective action process, e.g. lost business opportunity, over-production, waste etc.
- ◆ Any 'inferior quality' related costs e.g. rejects, rework etc.
- ◆ Corrective Action could also be raised for punctuality and targets not met.

As in any other improvement process, top management's support is essential.

Bongli 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). Bongli can be contacted at [qualitable@absamail.co.za](mailto:qualitable@absamail.co.za) or 083 412 0881.



# 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 ([rdhayward@yahoo.com](mailto:rdhayward@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.

## Children, circle time and continuous improvement

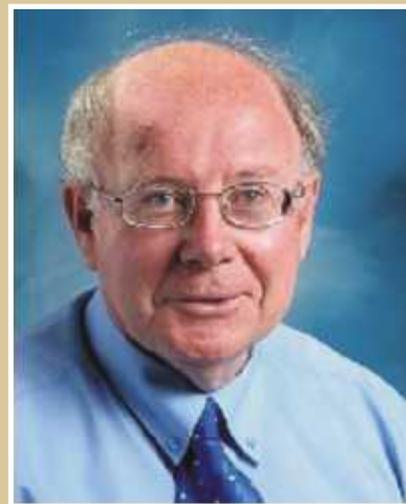
Many **Quality Edge** readers know the circle time technique. It's used world-wide in business and industry. Circle time gets everyone sharing ideas and ensuring the realisation of the Quality principle of continuous improvement. Toyota uses circle time to ensure continuous improvement or *kaizen* (in Japanese terminology) of their range of cars. Its effective use of circle time has been one reason why Toyota is surviving the 2009 economic meltdown of the motor industry.

Thousands of schools – especially in the United Kingdom – use circle time in the classrooms. There's one obvious reason. Everyone and everything in a quality school should be in a state of continuous improvement. The parent and the teacher want the child to improve knowledge and skills as well as develop moral values. Circle time is an excellent way of helping not only the child but also the school itself focus on improvement. Furthermore, classroom circle time is an opportunity for a child's fine qualities and endeavours to be affirmed by classmates and the teacher.

The teacher's role in circle time is that of facilitator. In no way should the teacher dominate the lesson. Circle members often share advice amongst each other. One example was when a boy described how unhappy he was at being bullied at school. Much common sense advice came from his classmates. Furthermore, the bully who happened to be in the same class changed his behaviour. The bully became aware of the trauma caused by his bullying. Also, he didn't want to be the focus of discussion at the next circle time meeting.

Circle time can be used as a powerful change agent in the home. The family could sit around the dining room table to listen to each other's concerns. Issues that need resolving could be discussed such as children's untidy bedrooms or their 'forgetting' to feed the pets. Then there's happy circle time session planning the next holiday or a family member's birthday celebration. Remember to use circle time to praise the children's achievements.

Use circle time to ensure continuous improvements for yourself, your organisation but also for the children in your life.



Richard Hayward, a former headmaster, does Total Quality Education programmes at schools across the country. Poor schools are sponsored. For more details, please speak to Vanessa du Toit at SAQI (012-349-5006) or him on 011-888-3262.



# Placing quality at the heart of every organisation

SAQI is pleased to announce this as the theme for **National Quality Week 2009** : 9 -13 November 2009

SAQI has adopted this theme in partnership with CQI (Chartered Quality Institute in the UK). Earlier this year CQI launched **Placing quality at the heart of every organisation** as their World Quality Day (WQD) theme and invited other Quality organisations around the world to join them.

We in South Africa have always observed World Quality Day each November and we feel that one day is not enough to create awareness of quality and celebrate its successes at a national level. Therefore we celebrate National Quality Week which includes WQD on Thursday 12 November. More information and details will roll-out in the months ahead, but meanwhile diarize these dates and start planning around the theme and what it means for **your** organisation.

For more information follow the link below :

<http://www.thecqi.org/Community/World-Quality-Day/>



## 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
B13	Development of EMS based on ISO 14001	22 - 24 July	R 9,200.00 p/p
B50	Environmental Auditor (EMS)	3 - 7 August	R 7,150.00 - R 650.00 (Exam Fee) p/p
B24	How to write procedures, work instructions	13 - 14 August	R 3,250.00 p/p
B38	Development of QMS based on ISO 9001:2008	17 - 21 August	R 9,200.00 p/p
B22	Understand changes to ISO 9001:2008	1 September	R 1,750.00 p/p
B16	Internal Quality Auditor	2 - 4 September	R 3,400.00 p/p
B42	Certified Quality Technician	7 - 11 Sept   28 Sept - 2 Oct	R 13,500.00 p/p
B48	ISO 9001:2008 Requirements Workshop	9 - 11 September	R 3,250.00 p/p
B20	Lead Auditor	14 - 18 September	R 7,150.00 p/p
B14	Integrated Management Requirements	21 - 23 September	R 4,600.00 p/p
B51	SHEQ Systems Development	28 Sept - 2 October	R 9,200.00 p/p

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).

### Six Thinking Hats®

#### Managing a Quality Process Discussion and Decision-making Meeting

Six Thinking Hats® has proven itself globally and is used by companies around the world to facilitate involvement and participation in new thinking processes. It is not only a powerful thinking tool but also equips Managers with a team-based approach to problem solving, decision making and meeting management. In many ways Six Thinking Hats® lays the foundation for new thinking, and provides an excellent starting point for any new thinking initiative.

**2 Day Training course**  
R3 990-00 per person

### Lateral Thinking

#### Generating Ideas on Quality Improvements

Lateral Thinking™ provides the manager with an Innovator's Toolkit providing a series of techniques that allow participants to escape traditional thinking paradigms, view situations from a variety of different perspectives as well as the ability to generate powerful, lasting and meaningful results.

**2 Day Training course**  
R3 990-00 per person

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