



e - Quality Edge

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Brand South Africa needs Quality for 2010

At the South African Quality Institute (SAQI) we have seen over the years that organisations and individuals that are committed to quality and practice its principles aspire to also be part of a national association that represents the collective body of knowledge for Quality. At SAQI we believe that we can provide that.

Like the majority of national bodies for quality in other countries, SAQI operates as an independent organisation. SAQI has recently lobbied most of the government ministries in an attempt to obtain top level government support in our National Quality Week drive. The early response to our efforts has been encouraging.

The recent FIFA Confederations Cup was a soccer event that got the attention of South Africans, the eyes of the world were on us. This was seen as a dress rehearsal for the FIFA's World Cup 2010, and we know there is much work ahead to become a successful host Nation for that event. We at SAQI have been saying for the past year that quality enhancement in all spheres of South African enterprise is what is going to pave the way to a memorable 2010. We need to focus on the areas of tourism, transport, communications, the hospitality industry, the retail industry, the service sector and more. We must ask ourselves are we ready for it?

We need a quality drive that reaches every corner of this land. SAQI has been promoting Quality since 1993, today more than ever we need organisations to be aware of what the quality approach can do to grow their business and with that enhance the South African brand.

With this in mind SAQI is using 2009, in preparation for the hosting of the World Cup in

2010, to launch a more intense Quality Awareness campaign. Our priority at SAQI is to be facilitator and catalyst for the advancement of Quality nationwide. We do this in a special way for our members and partners with a firm belief that they'll reap tremendous benefits from their membership to this Institute and also be ambassadors for quality in their sphere of influence.

We want to bring quality awareness to the entire economic spectrum and currently our focus is on the following activities:

- Promote Quality awareness through our website and monthly electronic newsletters to quality professionals, government departments, business in general and school principals
- Grow our present membership base to include more major role players
- House South Africa's Body of Knowledge for Quality
- Offer training and implementation of Quality Management Systems (QMS) for both the public and private sector.
- Provide enhanced training QMS and all quality methodologies leading to recognised qualifications for individuals who want to make a career in Quality.
- Provide networking opportunities for pro-quality organisations through Quality Forums, conferences and workshops.

Yes, Quality can turn things around, but it will take all of us to be part of the change process. SAQI offers leadership and direction and we invite you right now to contact SAQI Managing Director Paul Harding at exec@saqi.co.za to see how we can help you enhance your Quality.

SAQI is the starting point.

Calling all educators and other Quality enthusiasts to gather on Saturday morning 29 August 2009 for a Quality in Education Forum
Read more on Page 7

National Quality Week 2009
Read about this year's theme on page 3

"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

Managing the COST OF QUALITY

- is the equal of financial management

By Ed van den Heever

Business Excellence and Total Quality Management (TQM) are focused management philosophies for providing the needed leadership, training and motivation to continuously improve an organisation's process and operations management.

To continuously improve based on fact, measurement or data collection is crucial. The measurement of Cost of Quality, sometimes called Service Delivery Cost, should therefore be one of the strategic or operational corporate thrusts in the private and public sectors. In this article the focus is on Cost of Quality as it applies to the goods and services environment, rather than service delivery in the public sector.

Today more so than in the latter part of the 1950s Cost of Quality (COQ), or Cost of Poor Quality as it is sometimes called, especially in the manufacturing environment is recognised and appreciated as the outcome or consequence of good or poor process management. Focussing on the manufacturing sector specifically, the broad objectives of COQ is to help improve the quality of goods and services in both the private and public sectors by supporting the transformation of the organisation into a customer-orientated organisation through a deeper understanding and application and management of COQ. It needs to be embedded in the core of product and service quality, from through the "envisioning", "planning", "deployment", "learning" and "integration" phases and woven into the very fabric of the organisation and its products and services.

"Stop worrying about quality, productivity, cost and cycle time.

Focus your energies on organisational and process performance improvement and all the rest will follow"

Dr. H James Harrington

The intended outcome of the COQ programme is a fully functional organisational communication programme, or tool that is able to deliver against the needs and expectations of customers. Improved performance and a reduction in COQ will bring about a more positive perception of the organisation by employees and customers alike, which is the ultimate dynamic driver to affect process transformation. When the customers of an organisation start saying that the organisation is providing for their needs, process transformation will be entrenched. Customers everywhere in South Africa base their perception of the organisation's value, on the nature and quality of the goods and services they experience as users. The "face" of an organisation is the face and/or voice of the frontline providers. This perception by customers is experience-based and if the goods and services are poor or unfriendly, the organisation is immediately considered inefficient and without value. If the performance is bad, the goods and services are bad, and if the goods and services are satisfactory or good, the organisation is well-rated. This fact is true the world over and it is no different in South Africa.

◆ By instilling a culture of performance excellence in pursuit of efficient, effective and friendly customer service, the spirit and use of **COQ** will permeate the entire organisation and will put a smile on the face of the customer. COQ Management are is a "bolt-on" activity – *rather, it is a way of delivering goods and services that puts the customer at the centre of organisational planning and operations.*

Why Measure Cost of Quality?

Initially only 5-10% of total cost is visible as COQ, while another **15-25%** is hidden. For many organisations COQ accounts for more than 20% - 40% of sales or operating budget. In a rough cut COQ study done in Gauteng in 1995, COQ was found to be around 30% of operating cost. This study was expanded (using actual financial data) to reveal an actual COQ figure of around 40%.

Definition of Cost of Quality

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.

Goods and Service quality can have different meanings to different people. Dr. Juran supports a holistic approach to quality and defines quality as both "*product (goods and service) 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**". 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.

◆ The second definition of product quality is "**free from deficiencies**", i.e. fewer things go wrong. Freedom from

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deficiencies have a major impact on reducing costs because higher quality in this case means no scrap or rework, fewer claims, and fewer customer complaints.

Satisfaction and Dissatisfaction

Dissatisfaction arises among customers when there are deficiencies in the goods and services they obtain. **Satisfaction** and **dissatisfaction** are not simply opposite directions along a single continuum. Adding more product/service features will not erase the dissatisfaction with the deficiencies. Preventing product/service failures is therefore as important as building in desired features, but when failures occur, handling customer complaints effectively is critical to reducing customer dissatisfaction.

◆ **Product/service feature** as well as **freedom from deficiencies** are essential in delighting customers. Together, improved product 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 process output quality 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 performance quality. This zone is often adopted as the standard of performance. In the Dr. Juran Quality Control zone, performance delivery will sometimes fall outside the accepted or standard range of variation. This calls for fire fighting with the goal to re-establish process delivery 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 process improvement is to reach a new level of performance, never achieved before.

All work is a Process

Process performance and its range of supporting processes can be modelled as shown in Crosby's Process Model Worksheet. 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 process management 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 the 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 quality improvement in all areas and activities.

About the Author:

Ed van den Heever (MSAIIIE, SASQ), former CEO of the SA Excellence Foundation and a leading South African specialist on **COQ**.

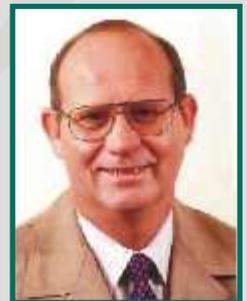
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Placing quality at the heart of every organisation

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/>



The people-centered side of Quality

By Steve Simmonds

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.

In order to reach this objective, the entire company has to be engaged in the continuous improvement of all procedures within: the production, sales and after-sales process, with special emphasis on how they promote customer satisfaction. Measures have to be taken to improve the complete value-creation-chain step by step and to monitor the improvements.

In short, total quality management is structured according to the three levels **Total**, Quality and Management. The aspect 'Total' refers to the fact that all activities of a company are included in the optimization process, i.e. procedures, staff, management activity, suppliers and customers.

The **Total Management** approach therefore implies a holistic view of the company and its relations as well as a procedural approach by continuously developing all activities further in such a way as to increase customer satisfaction. For this purpose, the development of new technologies is a means of achieving customer satisfaction rather than an end in itself.

The 'Quality' aspect refers to the objective of increasing the efficiency and effectiveness of the company. In contrast to the classical interpretation of quality as 'product quality', the **TQM** approach considers 'quality' as a measuring device for the assessment of processes and management techniques with respect to customer satisfaction. The aim of the 'quality' part of

TQM is to establish a structure in which all persons involved in the process do their job in the best possible way. The component management aims at bringing the entire company in line with customer expectations, i.e. to produce goods adapted to the customer's requirements instead of selling standardized products that do not entirely match customer needs. On a second level, management refers to the continuous restructuring of the company's procedures by checking whether there are redundancies, inefficient procedures etc.

In a wider sense, the **TQM** strategy implies a broader view of how technology should be designed and moves from a product-oriented concept to a stakeholder perspective, which sees technology within the context of supplier, producer, customer and shareholders of the company.

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



BOOK REVIEW.....by Paul Harding

ISO 9000 QUALITY SYSTEMS HANDBOOK.....Using the standards as a framework for business improvement

Author: David Hoyle
Sixth edition published by Butterworth-Heinemann
ISBN: 978-1-85617-684-2

What sets this book apart from other attempts to describe ISO 9000 is not so much the in depth descriptions of what ISO 9000 is but rather the insightful explanation of what it is not. In his chapter on the "Flawed Approach" David Hoyle expels many of the myths surrounding the ISO 9001 Standard that have been promoted by many organisations, consultants and auditors.

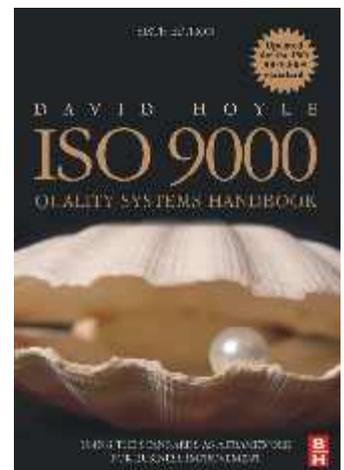
The book is easy to read and is full of anecdotes and case studies. The chapters on the ISO 9001:2008 requirements are not just a check list typically used by auditors. The author puts himself in the position of the reader and asks a series of important questions. What does this mean? Why is this necessary? How is this demonstrated?

The book is written in eight parts. Five of these parts cover all the distinct requirements laid out in the ISO 9001:2008 Standard. It is important, however, to read the first two parts of the book to gain an insight into why you should continue

reading the following five parts. The final part looks at what is the journey beyond ISO 9001 certification. This is a journey that few organizations take after achieving certification.

This book is a must have for not only students of quality and quality practitioners, including auditors, but also executives looking for improved performance of their organisations.

Special Introductory offer from SAQI of R395-00 Plus VAT (P&P extra)



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Why the quality of water demand matters - II

This is the second in our series of articles re the quality of water supplies. In Our May issue South African expert Dr R.S. Mackenzie ronniem@wrp.co.za helped us to understand that pressure management is key Water Demand Management (WDM).

But there are other key questions regarding Water Demand Management that face municipalities and Water utilities around the world and especially in South Africa, and these are “What increases water demand?” “how much water is being lost?” and “what is the potential that can be saved?”.

Many parts of South Africa are facing potential water shortages and headlines such as “Water Supply Crisis Looming” (Daily News, 9 Dec 2008) and “ Gauteng will run out of water by 2013” (Star newspaper, 5 Dec 2008, page 7) are commonplace and many alarming reports are published daily or reported in newscasts concerning the impending water crisis.

Fortunately South Africa has a relatively well managed water resources network which is the envy of many other countries and boasts one of the most sophisticated bulk water networks in the world. Add to this, the highly sophisticated system modelling techniques that have been developed over the past 25 years to manage the country's water resources and there is still hope of averting the predicted looming crisis. The fact remains, however, that South Africa is a water-scarce country that can ill afford to waste its precious water resources through leakage and other forms of inefficient use. To address this problem, the government is implementing a nationwide initiative to drive down leakage and wastage from both agriculture as well as urban water supply systems.

Unfortunately there are many key issues that are hampering the successful implementation of the various technical interventions. For example, the politics in many areas dominates the decision making processes and the need to save water is rarely considered as a priority issue. The concept of free-basic water, while a key part of the new constitution, brings with it additional problems leading to massive wastage in many areas. If water-borne sewage is also introduced as the basic level of sanitation service, the water leakage problems will be exacerbated in many areas leading to further shortages.

The issue of poor quality plumbing fittings is already being reported by many Municipalities and is evident from the massive household leakage in certain areas. This problem is not limited to the household plumbing fittings, however, and often unscrupulous contractors will try to use inferior valves, pipes and fittings on the water reticulation system despite the clear specifications

stipulated in the tender documents. If the construction supervision is not up to scratch, it is often found that low quality valves will be used in place of the high quality products specified in the tender documents.

Poor Maintenance

Poor maintenance is a massive problem throughout many parts of South Africa and especially the previously disadvantaged areas where maintenance of water supply infrastructure has been neglected for many years in some cases. In cases where the water supply infrastructure has not been maintained properly, it is often virtually impossible to implement effective WDM interventions before the maintenance backlog has been addressed.



Servicing 50 year old valve in Sebokeng

Missing Connections

Another common problem experienced in many of the South African water supply systems relates to missing pipe work or connections which are shown to exist on the network drawings but do not exist in reality. Such problems are often identified when trying to implement pressure management in areas which at first glance appear to have considerable excess pressure. After dropping the pressure into the area, pockets of low pressure become evident in areas that should experience no problems based on the network analysis or original design calculations. On closer inspection it is found that whole sections of pipe are missing or that trunk main connections into the bulk mains have never been connected. Other examples of this problem occur when burst pipes are not repaired but simply isolated from the system by closing valves before and after the burst. The net effect is the same in that the system experiences pressure problems due to sections of pipe being effectively excluded from the network.

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Lack of Political Support

Lack of political support is hampering the successful implementation of WDM interventions in many areas and is a major cause for failure of interventions which could arguably have been successful in a different political environment. In many cases it is found that the politicians, particularly at the municipal level do not support WDM interventions despite the growing pressure being placed upon them by DWAF. Without proper support from the local politicians, it is almost impossible to proceed with the implementation of many of the obvious and highly effective WDM measures. A classic example which is evident in many parts of South Africa is the reluctance of politicians to support the implementation and enforcement of any form of garden watering restrictions in many areas.

Lack of Consumer Support

Another key problem experienced in South Africa is the lack of consumer support. This is highlighted by the fact that the per capita water consumption in many areas is significantly higher than in many other countries which have greater natural water resources than South Africa. For example the average per-capita consumption in Sebokeng and Evaton is estimated to be more than 200 litres/p/day. This can be compared to Brisbane in Australia where a figure of 130 litres/p/day has been achieved. A major shift in the habits of all South Africans will be required in future to protect the existing water resources and to ensure that systems are not allowed to degenerate into those experienced by many other developing countries. Some progress is being made to educate

consumers and to change their perceptions and habits with regard to water use. It is, however, a slow process and more effort will be required if significant progress is to be made.

SUMMARY

Water losses from municipal reticulation systems for South Africa as a whole were recently (Seago and Mckenzie, 2007) estimated to be in the order of 1150 million m³/annum representing almost 30% of the total system input of approximately 4 000 million m³/annum. in 2005. This water is lost through a combination of physical leakage (e.g. burst pipes) and commercial losses (e.g. admin errors, meter errors, etc). The breakdown between the physical and commercial losses is not known and differs from area to area. Although these losses are high, they are similar in magnitude to the losses experienced in many developed countries and well below the losses experienced in much of the developing world.

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.



Dr RS (Ronnie) McKenzie
ronniem@wrp.co.za



SAQI QUALITY TRAINING

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For more Quality Training Programmes please go to page 8



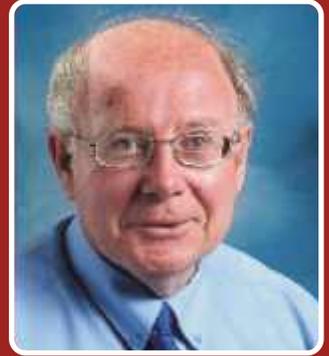
Putting Total Quality Education into your classroom and school

At SAQI's national conference in March 2009 the contingent of educators were active participants and their delegate-response forms made it clear that they are looking for more networking opportunities around quality in schools. We have chosen to hold this Education Quality Forum on a Saturday morning precisely to accommodate those who are in the teaching profession, but all are welcome to this Forum sponsored by SAQI in the interest of future generations.

Date and times: Saturday 29 August 2009 from 08:30 – 12 noon
Venue: The Pavilion Pretoria High School for Girls, Park Street, Pretoria
Cost: a nominal fee of R40 per person will be charged, which includes refreshments, secure parking and a free book entitled Making Quality Education Happen
Registration: It is important that delegates register beforehand by contacting info@saqi.co.za
Presenter: Dr Richard Hayward

About the presenter:

Dr Richard Hayward, a retired headmaster and life-long quality practitioner is well known as the SAQI editor for Quality in Education newsletter which reaches 1000s of school principals countrywide each term. Dr Hayward is a published author, public speaker and presenter of Total Quality Education programmes at schools across the country. He has compiled and presented a series of education programmes based on the SAQI Five Pillar Education Model which was shown on the SABC Learning Channel during 2008.



Quality in Schools

a regular column by Dr Richard Hayward

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

ARE YOUR CHILDREN IN A QUALITY SCHOOL?

Are your children or family members' children in a good school? When the school is mentioned in conversation, do you become a praise-singer? Or are you indifferent or highly critical? A Quality school gives children life-long positive consequences. If it's below par, children can be severely disadvantaged for many years into the future. (Think of the school that does not prepare learners properly for the Grade 12 examinations.)

Every three years in every state school there are School Governing Body (SGB) elections. These schools have recently held their 2009 elections. If you were nominated and/or appointed as a governor, congratulations!

An interesting fact about the composition of a Governing Body is that the parents are in the majority. Many SGBs try to make decisions on the basis of consensus. However, if issues go to the vote, the parents have the majority. Their votes can impact hugely on the whole school.

What makes for good governors? Alan Clarke (the *Teacher*, June 2009, page 5) describes them thus:

... They need to be people who have the best interests of the school at heart, which means that they must know and understand their community ... what distinguishes the best governors is their value system and their awareness of the community's needs, its strengths and its ambitions for its children.

If you wish to give your children the best education, be aware and involved. Attend report-back meetings of the Governing Body; attend Parent/Parent-Teacher Association meetings. Let your voice be heard. Offer your skills, knowledge and enthusiastic support.

No matter how excellent a school is, there will be the occasional hiccup. Your child might be upset about something. Or you might have issues. Deal directly with the concern. Speak to the teacher or the head. In an open and honest manner, these concerns are aired and usually amicably resolved.

Every child deserves a caring and excellent Quality education. You have a huge part to play in making sure it happens. Don't be a bystander! Be involved!

Making Quality Education happen

Making Quality Education happen, by Richard Hayward is an excellent introduction to Total Quality Education, a useful resource book for principals on the subject and should be part of the resource pack available to teachers in every staffroom. The book is available from the author for just R30, including packaging and posting, thanks to generous sponsorship of the printing and publication costs by Caxton and the CTP group.

To order the book, contact Dr Hayward at:

☎ 011 888 3262 or e-mail: rpdhayward@yahoo.com

Making Quality Education happen:

a 'how-to' guide for every teacher



Richard Hayward

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Quality is not rocket science...

a regular column by Bongli Mali-Swelindawo

MANAGEMENT SYSTEMS CONTINUITY

So your organisation has established and implemented a management system that meets recognised international requirements. You have stopped "our way of doing things" which is an easy system that has always worked, with not much written down because most of it lives in the head of the manager or owner. But you asked yourself: what happens if s/he resigns, wins the lottery or dies?

That would be a good enough reason to go for a recognized Business Management System. But of course there are many more benefits like ensuring no key steps in a process are left out, that everyone is clear about who is responsible for doing what, when, how, why and where. And then the market advantage of having an internationally recognized Certificate.

Barriers to overcome

However, even after all the requirements are met with regard to documentation and training, a company still faces hazards – its people can sometimes lose the spirit of 'doing things right'. They want to take shortcuts and this is where actual problems are not resolved. A Management System (MS) cannot work on automatic pilot it still needs thinking people to operate it.

For instance: if the procedure stipulates that a particular task can only continue once costs are established and authorized by an authorized person, what happens when that person is not available? Others on the team

would rather opt for authorizing continuity based on provisional costs instead of nominating a next authority and amending the procedure.

Also, when the organisation gets used to the management system, corrective actions or problem solving are just carried out for the sake of completing the paperwork and not to actually eliminate the reoccurring problem.

A Management System can lull the organisation into a comfort zone, this can result in apathy and is in fact one of the biggest barriers to MS continuity and consistency. As a result the organisation does not benefit from the System and it becomes more and more costly as company interest and awareness declines.

Keeping it going

So how are we supposed to maintain continuity and consistency? That's easy. Primarily, top management need to adopt and implement an organisational culture that supports self-discipline - and that means leading by example.

If it is necessary to deviate from any implemented MS process, this must be done using the appropriate and relevant deviation control or monitoring tool e.g. concession.

Additional continuity and consistency is achieved

through MS planning ensuring that:

- New processes officially form part of the MS
- All process documents are updated at all times and changes to the MS controlled
- To sustain the MS, it needs to be constantly communicated and reinforced to both existing and new employees. An awareness programme needs to be in place to ensure that (say) every 6 months everyone in the company gets a refresher course. This ensures awareness and continuity.

MS planning identifies strengths and weaknesses of the organisation and points out corrections, improvements and even new directions. It is top management's best ally in keeping the momentum going.

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 or 083 412 0881.

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Your message will be seen by a niche market of some 3000 quality professionals and pro-quality organisations in South Africa and beyond. For the current rate card or more information email info@saqi.co.za or call the editor at 083 325 7432.

Book Early to Avoid Disappointment



SAQI QUALITY TRAINING

All courses offered by the South African Quality Institute are presented in association with other course providers and are available to all organisations. 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. SAQI reserves the right to change details of the programme without prior notice. Visit www.saqi.co.za for a synopsis on each course.

	COURSE	DATE	COST
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
B62	Generating Ideas on Quality Improvement - NEW	29 - 30 September	R 4,000.00 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
B1	Cost of Quality	29 - 30 September	R 4,000.00 p/p

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

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