



CONTENTS

No 137 - September/October 2009

The People's Republic of China visits SAQI

The People's Republic of China visits SAQI..... 1
to understand how developing markets promote Quality

National Quality Week..... 2
9 - 13 November 2009

Notice of an Important One Day Quality Conference..... 2

Quality of Life in low income households as a measure of social development.... 3
Dr Montagu Murray & Dr Christiaan Pauw

Advertise in this Newsletter.....4

Quality: priming the next generation An Interview with Dr Richard Hayward.....5

Quality in Schools.....6
A youngster with huge dreams. - Dr Richard Hayward

ISO 9000 Quality Systems Handbook. 6
New stocks available at SAQI

Quality is not rocket science..... 7
Linking Quality to a Democratic Government - Bongsi Mali-Swelindawo

This month's FAQ.....7

SAQI Quality Training Programmes.... 7

It was as a result of a GOOGLE search by China's AQSIQ (Administration of Quality Supervision, Inspection & Quarantine of the People's Republic of China) for Quality bodies in this country that they came across the website of The South African Quality Institute (SAQI). They wanted to meet with us to understand how developing markets promote Quality. With China's high levels of global trade getting Quality principles and standards established in China is an urgent priority.

The SAQI/AQSIQ meeting took place during September when the Chinese delegation visited SAQI at its CSIR offices in Pretoria. The purpose of their visit was to discuss the strategies of the South African Quality Institute uses to market and promote quality management and quality awareness across the various sectors of the South African economy. AQSIQ were also keen to find out how SAQI organises SA's National Quality Week due to take place in 9-13 November 2009 and how this activity impacts on improving product quality in South Africa.

The SAQI MD gave an overview of the activities of SAQI emphasizing the important role that needs to be played in the promotion of quality, not only in industry, but across all sectors. SAQI was supported in the meeting by one of its members Mr. Ed van den Heever of Business Assessment Services who explained to the delegation the background of the South African Excellence Model and how this compares to other International excellence models. The head of the AQSIQ delegation indicated that it was important to keep a relationship going with SAQI and expressed a desire to form a partnership agreement.



The visiting AQSIQ delegation during discussions in the SAQI boardroom



AQSIQ delegation listening to Ed van den Heever – a South African specialist on the application of international excellence models



SAQI hosts and the Chinese delegation grouped under a South African bauhinia tree in full bloom on the CSIR campus.



WWW.SAQI.CO.ZA





IMS Consultants (Pty) Limited

INTEGRATED MANAGEMENT SYSTEM
DEVELOPMENT, IMPLEMENTATION, INTEGRATION,
AUDITING, TRAINING AND COACHING

ISO 9001 - ISO 14001 - OHSAS 18001 - ISO 22000

Contact Details

Tel: +27 11 943 3133
Fax: 086 655 5659
Mobile: +27 83 431 7334
Http://www.isopro.co.za
Http://www.imssafety.co.za

NATIONAL QUALITY WEEK

9 – 13 November 2009

Placing quality at the heart of every organisation

How far are your plans for National Quality Week 2009?

During the week of 9 -13 November South Africa celebrates National Quality Week with World Quality Day falling on the 12 November. These dates are not that far away! And this year's theme of Placing quality at the heart of every organisation should give organisations a rallying point around which to focus their quality events.

Some tips to get started – for more information go to www.saqi.co.za

A quick guide to your celebrations

- Become a SAQI NQW partner (email vanessa@saqi.co.za)
- Form an action group / committee
- Communicate internally – start raising awareness
- Get top management's buy-in (CEO/DG/Principal)
- Register your event for the Week with SAQI (email vanessa@saqi.co.za)
- Have an in-house competition (best quality improvement project / idea)
- Invite senior management to be responsible for quality assurance for the week or day.
- Run a series of forums for example: 10 tips for handling a complaint; 5 questions to ask your customer
- Publish a NQW agenda for the Week

- Display quality improvement initiatives to staff and customers
- Honour quality champions (whether staff or suppliers)
- Reward staff that go the extra mile to provide quality
- Put up quality banners / posters
- Distribute promotional material with NQW slogan eg. pens, badges
- Promote NQW on your website, email footers, newsletters or as screensavers
- Create a NQW display table in your organisation's reception area
- Issue a press release to your local newspaper
- Publish Quality news / articles in your in-house magazine
- Have an open-day – invite valued external customers to visit "behind the scenes"
- Promote the campaign to your suppliers, stakeholders and clients

For more information follow the link:

<http://saqi.co.za.temp.wadns.net/dnn/Products/NationalQualityWeek/tabid/63/Default.aspx>



NOTICE OF AN IMPORTANT ONE DAY QUALITY CONFERENCE

Sponsored and presented by Services SETA

Theme: UNIFYING QUALITY QUALIFICATIONS IN SA

Venue: Birchwood Hotel and O R Tambo Conference Centre, Johannesburg

Date: 4th November 2009 Registration from 8h30

For details contact Chantal Monyane

email: ChantalM@serviceseta.org.za

Tel: 011 276 9708



Back to Page 1

Quality of Life in low income households as a measure of social development.

Is Gross National Product and other purely economic indicators the most effective measures of social development in low income groups? Montagu Murray and Christiaan Pauw of the NOVA Institute in Pretoria www.nova.org.za explain how from a development perspective in Africa, because the family unit is considered a key social unit, it is important to find ways of measuring Quality of Life in the household context. At the NOVA Institute a Quality of Life (QOL) questionnaire was developed and used to generate answers that explore *how household members actualise their fundamental human needs* - a notion coined by the Chilean economist Manfred Max-Neef.

The importance of the household

For the purpose of this research a household is regarded as a system consisting of a number of interdependent sub systems including the household members as conscious human beings, the physical features of the site and dwelling and all the furnishings and belongings used by the family unit.

A healthy household is one in which all the members have the maximum ability to satisfy their fundamental human needs.

NOVA Institute Pretoria

There are strategic and practical reasons for focussing research attention on the household as an institution. From a strategic point of view the household is significant because it is the primary context within which individuals learn socialisation skills. For the well being of society as a whole, it is therefore of the utmost importance to understand how quality of life is experienced and maintained in the context of the household. In practice the household provides researchers with a place to study the behaviour, usage patterns and attitudes of household members.

The notion "fundamental human needs" was coined by the developmental expert Manfred Max-Neef, a Chilean economist with vast experience in macro- and grassroots development. He attributes the failure of development in Latin America to a failure of understanding of what human development is. With this in mind, he analyses human needs as the basis for a new theory which he calls human scale development.

In the tradition of development economics, human needs has been a key concept since the 1970s when the *basic needs approach* was accepted in place of a blind focus on GNP (gross national product) and other purely economic indicators as indicators of development. The basic needs approach has a very limited understanding of what people's needs are. Max-Neef formulated a new theory of needs for development that, to a significant extent, overcomes the deficiencies of the basic needs approach. **The first principle of his theory is that development is about people and not about objects.** According to Max-Neef there has to be a measure or indicator for progress in people in much the same way as GNP has indicators of progress.

What determines people's Quality of Life

The best development process is one that allows the greatest improvement in people's quality of life. What determines people's quality of life depends on the possibilities people have

to adequately satisfy their fundamental human needs. What are those fundamental needs and/or who decides what they are?

The theory of needs that Max-Neef presents is thus an attempt to steer the development process toward improved quality of life. Satisfaction of fundamental human needs is for Max-Neef the definition of quality of life. To understand this, one needs to bear in mind that Max-Neef does not share the basic needs paradigm and does not believe in a hierarchy of needs.

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

The theory proposed by Max-Neef makes an extremely important contribution towards the development of quality of life assessment (QOLA) instruments but it did not elaborate on the precise way in which to measure *how household members actualise their fundamental human needs*.

While working in the low-income context in South Africa the NOVA Institute became aware of the challenge to develop instruments as indicators for a notion as comprehensive as quality of life, but limited enough to be practical. Max Neef's groundwork made it possible for Nova to take up this challenge. The Nova QOLA instrument is an attempt to present such an instrument.

The QOLA instrument

The QOLA instrument combines an extremely qualitative approach with a definite systematic methodology. It is a tool for researchers and policy makers to assess the quality of life of households in a given area. Ultimately our goal is to refine the instrument to such a level that it can be confidently used by the local or national government, industries and/or any other institution or organisation concerned about the quality of life of households. The QOLA instrument was developed and tested in two low-income contexts in South Africa namely in eMabalenhle (Mpumalanga Province) and in Mamelodi (Gauteng Province). The instrument makes it possible to assess the QOL of a specific household in terms of the estimated ability household members have to *actualise their fundamental human needs* in the context household.

Household members are interviewed by trained field workers using the QOLA-instrument measuring elements within a household in three steps.

Continue Page 4

Step 1: *aspects of needs*

We divided the ten *fundamental human needs* suggested by Max-Neef into the following aspects:

Subsistence: intactness, arrangement, intake, waste, movement, temperature, receptivity, adaptability, growth, will to live. **Protection:** maintain physical subsistence, maintain mental & emotional well-being. **Affection:** pleasure, trust, loyalty, respect, beauty, meaning. **Participation:** receiving, giving. **Understanding:** perception, cognition, emotion, reflex. **Creation:** transform matter, transform symbols and procreate. **Idleness:** catharsis, revitalisation. **Identity:** physical disposition and appearance, personality, past experience, aspiration. **Freedom:** choice, value. **Transcendence:** affirm life, overcome meaninglessness.

Step 2: *elements of a household*

Basic necessities: water, food, waste removal, clothes. **Localisation:** land, air, house, light, sound. Basic activities: care, work, rest. **Relationships:** self, intimate partner, household members, non-household members. **Consciousness:** trust, sensation, motivation, communication, choice, discovery, meaning. **Body structure:** gender, development phase.

Step 3: the description of the possible *function* of every *household element* as *satisfier* of each of the ten *fundamental human needs* with all of their identified aspects.

The exercise of analysing the 25 *elements of the household* one by one to determine the function of each *element* as *satisfier* for all ten *human needs* with all its identified *aspects*, was key to the initial design of the QOLA instrument. There were 250 need-element-interfaces that were scrutinized to develop the questionnaire. For example, on the matrix the *need-element-interface* of affection (y-axis) and sound (x-axis) can be examined to determine how a household member actualises his or her need for “affection” (pleasure, trust, loyalty, respect, beauty and meaning) through the *element* of “sound”. The end result was a questionnaire which provides researcher with information that gives a holistic picture of people's evaluation of their quality of life in the context of the household.

In summary the QOLA instrument gives a household member the opportunity to express his or her satisfaction with a given element of the household as *satisfier* for human needs in his or her household. The respondent gets the opportunity to elaborate on his/her own experiences of this element in the context of the household. Thereafter s/he has the opportunity to give an indication of his/her satisfaction with the manner in which a particular element contributes to the actualisation of each of the ten human needs. These 10 questions not only give researchers insight into the circumstances of a household, it also gives a household member the opportunity to ponder on his/her first spontaneous answer. The respondent has the opportunity to change his/her mind if he/she so wishes and to explain what caused the revised opinion.

Validating and refining the QOLA instrument

We are constantly working on refining and improving the questions that probe the need/element-interfaces. It is important to find the best possible question to determine satisfaction with the ability to satisfy a specific *human need* by means of a particular *household element*. A next step is quantitative validation of questions.

The QOLA-instrument provides the conceptual apparatus to gain an in-depth understanding of the quality of life experiences of household members. It creates new possibilities for household members, researchers and policy makers to understand and evaluate the QOL of households as the first step towards developing *usage patterns* that could increase the ability household members have to actualise all their *fundamental human needs*. The instrument is a handy tool to compare the quality of life of households in one or more communities. It is also a tool that could help to determine a quality of life baseline to measure the impact on quality of life of technical and other interventions.

About the Authors:



Dr Montagu Murray holds a DD degree in Systematic Theology from the University of Pretoria. He is currently Programme Manager of the Nova Institute. His research and development activities include: the role of the church in caring for vulnerable children, the application of mobile phone technology to improve health care for low-income families, quality of life in the household context and the development of the Nova Functional Household programme.



Dr Christiaan Pauw holds a DD degree in Systematic Theology from the University of Pretoria. He is currently the Project Development Manager of the Nova Institute. His research and development activities include: qualitative and quantitative research in the field of urban farming, sustainable agriculture in rural areas, energy efficient housing, household energy consumption patterns and the quantification of greenhouse gas emission reductions stemming from the implementation of the Nova projects.

The Nova Institute was founded in 1994 as an independent, not-for-profit organisation. It grew from a multi-disciplinary research group that included an architect, engineer, medical doctor and theologian. The name “Nova” is an Afrikaans acronym for Research and Development for the Prevention of Poverty (In the Afrikaans language: Navorsing en Ontwikkeling vir die Voorkoming van Armoede). For more information go to www.nova.co.za

Advertise in this electronic newsletter.

Your message will be seen by a niche market of some 3000 pro-quality organisations and decision-makers around South Africa and beyond. For our rate card or to make a space reservation contact SAQI at vanessa@saqi.co.za telephone 012 349 5006 or editor@saqi.co.za telephone 083 325 7432.



Quality: priming the next generation

An interview with Dr Richard Hayward

The days are long behind us when quality belonged to the production floor. Today we see Quality reaching into supply chains, the service sector, the hospitality industry, business big and small and as a kingpin of global trade. Many quality practitioners are priming the next generation in the use of quality systems.

Dr Richard Hayward is quality practitioner and a former school principal who has put his lifelong experience of Quality to work for the good of schools, educators and of course the next generation of South Africans. Because of his knowledge in the field, he runs workshops on Total Quality in Education and is a sought after speaker at conferences. He is a published author, TV presenter and editor of SAQI's Quality in Education quarterly newsletter that reaches thousands of schools throughout South Africa. He writes a regular column in *The Teacher* newspaper as well as in *The Quality Edge* with the aim of getting quality principles in the hands of the young and those that have the responsibility of raising the next generation.

Recently *The Quality Edge* asked Dr Hayward:

QE: *Why are quality principles so important in the business of education?*

RH: Good businesses are run on quality principles. A school is also a business. The children and parents are the clients. The intangible but evident product that it provides is quality education. An unfortunate reality of so many South African schools is that the education provided is of poor quality. By way of example, a third of the 2008 matric candidates failed their exams. A further example is the high level of bullying and violence in certain schools. Imagine if all schools were guided by principles such as continuous improvement, hard work, kindness, punctuality and the striving for zero defects. Our matric results would be far better. Schools would be happier, safer places for everyone.

QE: *How do you see the role of the quality professional in education?*

RH: The role, I would suggest, is to add quality to the lives of young people entrusted to their care. In the classroom the teacher would be excellent and also a role model. A child who's taught well would be given the knowledge and skills to be an achieving, successful citizen.

Yet education goes beyond school work. There's more to school than textbooks and science lab experiments ... no matter how absorbing they may be at times! Children should also enjoy cultural and sporting activities. Crucially though, they also need to be nurtured to live their lives according to ethical values. A few such values are compassion, honesty, perseverance and ubuntu.

QE: *How can local business and, more importantly quality practitioners help schools in their vicinity to understand and implement Quality?*

RH: Sadly, too many schools are physically situated in a community but are not part of it. There's little involvement between the school and the community. It's easy to change the situation. Local businesses could be encouraged to sponsor school projects. The local hardware shop could donate paint for the classrooms; an estate agent could

sponsor the kit of a netball or soccer team. There are many other ways of helping.

Quality practitioners outside education could interact with staff at training level. Topics that could be work shopped are:

- ◆ change management
- ◆ conflict resolution
- ◆ goal setting
- ◆ motivation techniques
- ◆ stress management
- ◆ tools and techniques for data analysis

Whether it's a business or a school, quality management practices and leadership principles are similar.

QE: *You often speak about Quality in Schools at conferences and recently you presented a forum to a group of educators. What can we learn out of such interactions?*

RH: There's much to learn from each other at these interactions. Every school is unique. Therefore, there's no prescribed way to deal with quality issues in a school. At forums and workshops there are discussions on general guidelines or principles to achieve quality. However, it's the children, parents and staff of the particular school that need to work out how to achieve quality.

One common factor that I've seen at almost all interactions is the selfless, wonderful level of commitment of teachers. They want the very best quality for their children. Education department officials and senior management teams have the same goal.

It's very important that educators have opportunities to share their quality achievements but also the hiccups. Interactions make it possible. Teamwork is a core concept in quality management. As the one-liner states: a problem shared is a problem halved.

QE: *So many people talk about the critical need for "quality education" in our schools. In the big picture of South African schools, it's not happening. Why?*

RH: There's the will but not the way. Educators, parents and the politicians want the children to have quality education. That's not enough. There's a need to know the way to achieve it. A small but growing number of schools are getting it right. Quality is achieved through action and by applying certain principles and practices.

Total quality education training needs, I believe, to be

given at universities to teachers-in-training. Practising teachers and education department officials also need to understand and apply certain quality education principles in their schools. SAQI and teacher unions also have a role to play in this awareness process. When everyone truly understands the practices and principles used, quality education can become a reality in every South African school.



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.

A youngster with huge dreams

Wayne was a sports-crazy youngster in my Grade Six (Standard Four) class. Give him a bat, ball or racquet and he would play with a passion. Most days Wayne would walk into class with a sunshine smile on his freckled face. If he was ever a little down it could be due to a defeat after a lion-hearted struggle on the sports field the previous afternoon.

One morning I told the class that a forthcoming English project would be a prepared speech. The children were given a range of topics for their speeches. If they wanted to, they could do a speech with these opening words, "I have a dream that ..."

When it was Wayne's turn to present his class talk, he walked up to the front and made a bold, opening statement. The words were, "I have a dream that one day I will play on centre court at Wimbledon." Wayne told the class of how even as a toddler he had started hitting tennis balls at the family home. Mom and dad were willing to patiently play and encourage him.

As Wayne spoke I noticed that he didn't use his prompt cards to help him remember what to say in his speech. Wayne was talking

with a total belief of a dream that would become a reality. He knew exactly what he wanted to tell us and he didn't need any prompting. Wayne also let the class into a largely unknown fact about himself. He was already spending very many hours and days beyond school sporting commitments to have extra tennis coaching. His listeners were given a glimpse of the sacrifices already being made by this twelve-year old youngster in order to excel on a tennis court.

A number of years later, Wayne Ferreira, the South African tennis champion did play on centre court at Wimbledon.

In the Japanese quality philosophy, Wayne had given himself an *hoshin* or outrageous goal. Do we give children *hoshin* goals? Do we challenge them to have dreams that can become wonderful realities? Do we remind them that what seems impossible can become possible? Remind them of the huge challenges that faced a presidential hopeful called Barack Obama. Tell children of the folklore wisdom that anyone can eat an elephant (if you really want to!)?

Simply tackle the task bite by bite!

ISO 9000 QUALITY SYSTEMS HANDBOOK

Using the standards as a framework for business improvement

Stocks now available from SAQI to order contact Vanessa at 012 349 5006 or vanessa@saqi.co.za

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.

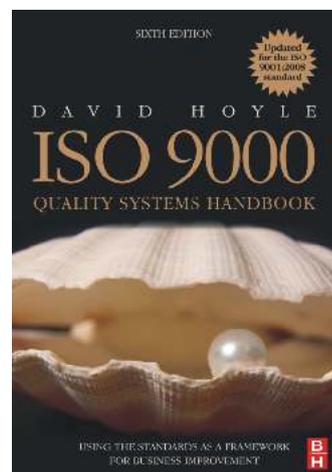
The book is easy to read and is full of anecdotes and case studies. The chapters on the ISO 9001:2008 requirements are not just a check list typically used by auditors. The author puts himself in the position of the reader and asks a series of important questions. What does this mean? Why is this necessary? 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 at R395-00 + VAT (P&P extra)



Back to Page 1



Quality is not rocket science...

a regular column by Bongsi Mali-Swelindawo

Linking Quality to a Democratic Government

Citizens everywhere hear their political parties' promises of making their country a better place.

Here in our own South Africa we've all heard promises about decrease in high unemployment rate, better education for all, shelter provision, corruption elimination, bringing crime to an end etc. Most political parties make similar pledges simply because South Africa as a developing country is faced with basic challenges.

Then again, quality is equivalent to competitiveness. For instance, there can be seven stalls, three meters away from each other, selling one product and that is fruit and vegetables. Sustainability of these businesses depends on retaining current customers with the aim of good referrals and thereby getting new customers.

Coming back to our democratic government, citizens are customers of the current government and all its opposition parties. In the fruit and vegetable stalls, the supplier-customer relationship is in the order of exchanging money for fruit and/or vegetables.

The citizens/democratic government relationship is more or less the exchange of votes for superior products or services e.g. crack-free RDP houses, jobs, reduced levels of poverty etc.

Like in the world of fruit and vegetables Quality of service also applies to governments. In their case it is also an issue of delivering on time a product that is free of poor quality like: advanced corruption management, enhanced crime management, quality education etc.

Quality is sustained when all concerned are involved. Yes South Africa may have all the basic challenges but we can only manage them as a country by defining our priorities. Has the government involved the citizens by asking what needs to be done first? Tackling all problems at once is risky when it comes to delivery on time. Focus needs to be directed to prioritization, delivery and maintenance.

The question is: should transforming South Africa from developing to developed country be a dream or a vision? Quality principles when applied continuously can improve any country. We already have pockets of excellence in our developing nation – Quality can gradually nudge us forward to a higher level, improve our trading, reduce the levels of unemployment and showcase us as a young emerging country in next year's 2010 FIFA World Cup.

Each one of us is responsible to make SA Quality work and as citizens to help by holding our democratic government accountable for the quality of their delivery.

Bongsi 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). Bongsi can be contacted at qualitable@absamail.co.za or 083 412 0881.

This month's FAQ

At SAQI we often get asked questions that to us appear to have obvious answers, but clearly this is not so for our members and other pro-quality readers. So in the interest of good communications we thought it would be valuable to discuss a frequently asked question each month even though our website www.saqi.co.za has a whole section entitled FAQ.

Do you have to be a member of SAQI to attend SAQI training courses?

No, in the interest of making quality principles accessible to all South Africans, SAQI courses are open to everyone. Nonetheless our experience is that after attending a SAQI course, delegates want to become SAQI members as they feel the need to share information, network and communicate with the quality fraternity.



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
B63	Managing Quality Process Discussion - NEW	1 - 2 October	R 4,000.00 p/p
B22	Understand Changes to ISO 9001:2008	5 October	R 1,750.00 p/p
SPIL	Master Class in Process Management	7 - 9 October	
B49	SHEQ Internal Auditing	7 - 9 October	R 3,400.00 p/p
SPIL	ISO/IEX 15504 Process Capability Assessor Training - NEW	12 - 16 October	R 8,778.00 p/p
	ISO14001 Overview - NEW	19 October	R 1,750.00 p/p
B61	KPIs and Policy Deployment (Hoshin Kanri) - NEW	19 - 21 October	R 5,500.00 p/p
B13	Development of EMS Based on ISO 14001	26 - 30 October	R 9,200.00 p/p
B1	Cost of Quality	27 - 28 October	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.

Back to Page 1

