



CONTENTS

After all the waiting it is finally here; did we do a Quality job?

1

Service quality: How to deliver the goods

2

Book Reviews

4

Demystifying Conformity Assessment – Part 3

5

Attention all Industry Boards

6

Quality in veterinary public health

By: Dr. Hannes Swart

7

Are the World Cup school holidays too long?

8

Letters to the Editor

5

SAQI Quality Training

9

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No 142 • May - June 2010

After all the waiting it is finally here; did we do a Quality job?

When the name **South Africa** was drawn out of the hat by the FIFA president Sepp Blatter on the 15th May 2004 in Zurich Switzerland, there was a buzz of excitement throughout South Africa and the African region as whole. The citizens of Africa danced and sang and everyone was excited about the prospect of Africa finally hosting the soccer world cup tournament.

Following the initial euphoria the local organizing committee sat down to do the real work and the quality planning. Would South Africa be capable of this massive project? There were a lot of sceptics around that believed that we could not build the stadiums. They may have had good reason to be sceptical, the rebuilding of the famous Wembley soccer stadium in England had been the subject of years of delays and postponements and massively exceeding the initial budget so why should we believe that South Africa could do any better? After all South Africa was not building just one new

stadium but five. Plus it was revamping another five to bring them up to international standards. Well the sceptics were proven wrong. The FIFA officials didn't need to go to a plan B and move the event to Australia as was widely rumoured during 2006 and 2007. Our new roads have been opened up, including a 4 lane highway from the O. R. Tambo airport to Pretoria, unbelievable! Existing airports have been upgraded and new airports have been built. The new Gautrain rail system has been launched and the new public bus system introduced. The really amazing thing is that all this happened in the midst of a global economic crisis.

How good was the quality planning? Well we must wait and see but whatever is the final feedback South Africa has done all its citizens proud and exceeded all expectations. Let's hope the quality on the field lives up to the quality off it.

Paul Harding SAQI MD.



"Team South Africa is ready" A group of nursery school children from Wierda Park in Centurion South Africa celebrate the hosting of the FIFA Soccer 2010 world cup.

Service quality: How to deliver the goods

By Craig Kolb

This article was first published by SAQI in 2005 but is just as relevant today as we gear up to stage the 2010 FIFA Soccer World Cup™

What is service quality?

It may seem obvious, but before trying to determine how to go about improving something, you need to accurately describe what it is that needs improvement. This is especially necessary when dealing with a concept as fluid and difficult to pin down as service quality.

In the context of the product obsessed TQM revolution of the '70s and '80s, Parasuraman, Zeithaml, and Berry (1985), introduced the now well known Servqual model as a solution to the problem of measuring the elusive service quality concept. In essence, Servqual measures the gap between expected service levels and perceived service levels, as a solution to the expectations relativity issue, and ultimately to better measure service quality rather than performance. In addition, the authors argued, that service quality could be reduced from a swarm of issues, to only 5 key service issues or dimensions. These dimensions were said to include 'tangibles' (such as a functioning ATM machine at your bank), 'empathy' (such as accommodating banking hours), 'assurance' (the bank won't run off with your money), 'reliability' (executing debit orders on the right dates) and 'responsiveness' (such as nodding when customers complain) (Stafford, 1999).

As you could imagine, these dimensions could easily overlap, and it is no surprise that various authors have either confirmed or rejected these five dimensions depending on the service organization they were analysing (and perhaps on how the research was conducted). In a South African context Nel, Berthon, & Pitt, (1997) found some support for these dimensions, while Mels, Boshoff, & Nel (1997), instead of identifying five dimensions, isolated two key dimensions which they labelled intrinsic (human interaction) and extrinsic (tangible aspects) service quality.

While such academic models are a useful guide to ensure you cover the relevant dimensions, the measurement model should ideally be tailor-made to your business. Once the dimensions, as they exist in your customers minds, have been identified the next step is to determine the impact of these dimensions – not just if they have an impact, but the extent of the impact. In particular how are overall perceptions of service quality, emotional and behavioural loyalty affected – which is what really counts in a profit maximising business.

Without following such a process, it is difficult to focus a service quality improvement programme as there are so many different possible areas of improvement. An additional consideration is whether the dimensions and the items which contribute to these dimensions are within management's power to control.

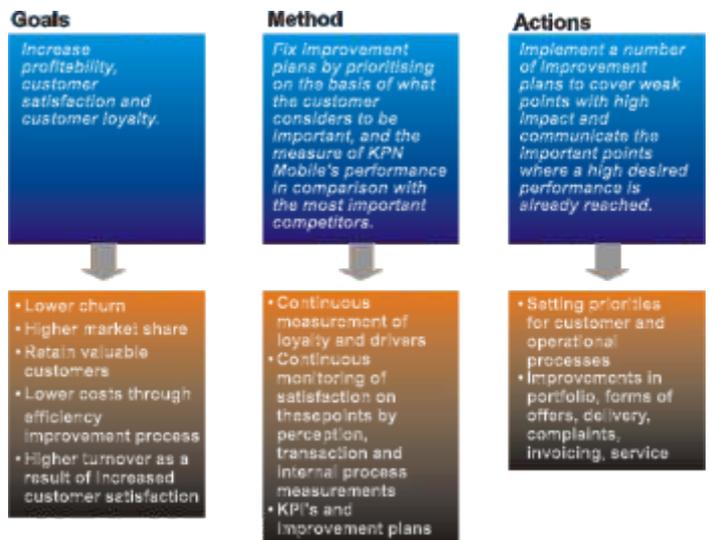
A case study of KPN Mobile

KPN, a Dutch cell phone network operator, endured the harrowing experience of near bankruptcy. Facing stiff competition from no less than four competitors - in a market even smaller than our local South African market - KPN's CEO, Ad Scheepsbouwer, had

declared 2003 the year of the customer. He responded with a fairly unique strategy for turnaround, which involved customer satisfaction as a leading key performance indicator (KPI) tied to management bonuses, every measure being assigned as the responsibility of a particular manager. The primary goals of the strategy were decreased switch rates (also called churn) to retain valuable customers, higher

market share, higher revenues, and lower costs.

Figure 1: KPN programme goals



Adapted from: Boerma, B., & Hartman, H. (2004), "Satisfaction matters: Continuous customer satisfaction and loyalty research as a guiding principle for business processes", Esomar telecommunications marketing conference, 2004.

The first step

KPN had collected satisfaction data for years, but in the face of increasing competition (KPN was originally a monopoly), had gradually shifted from measuring only the extrinsic and technical aspects such as network coverage and call quality, to the intrinsic related to human interactions. In addition KPN began to measure customers' emotional and behavioural loyalty.

Maximizing returns on the available data

However, finding relationships within a survey data set is one thing; relating customer satisfaction/delight and attitudinal loyalty to actual behaviours is another. In partnership with their research agency, KPN then took a bold step forward by taking a holistic measurement and analysis approach, connecting survey data with actual behaviours in partnership with their research agency. As I argued in a 2002 SAMRA newsletter, connecting databases with survey data can yield valuable synergies. Currently, opportunity costs are incurred by many companies, as valuable sources of information remain disconnected in separate information silos.

Analysis

Analysing the relationships between the measures, KPN found that while satisfaction ratings related to customers intentions to stay - in both negative and positive directions - the same could not be said for the relationship with actual behaviour. Higher satisfaction ratings did not result in less switching to competitors, but lower ratings certainly related to an increase in switching to the competition. In other words satisfaction at KPN had become a hygiene factor. We found similar results from our own analysis at Ask Afrika, which we reported in a paper at the 2004 Esomar telecommunications conference. In addition, we found that crude ratings don't necessarily relate

Continue on Page 3



PUBLIC TRAINING		E-CERTIFICATION	E-EXAMINATION	IN-HOUSE TRAINING	
MANAGEMENT SYSTEMS		AUDIT PRACTICE		QUALITY CORE TOOLS	
ISO 9001	ISO 17025	INTERNAL AUDITING TECHNIQUES		FMEA	AQP
ISO 14001	TS 16949			SPC	8D TOPS
OHSAS 18001	ISO 22000	PROCESS AUDITING		MSA	PPAP

to customers actual switch behaviour; instead a more sophisticated approach using probability scales, complemented by models of the relationship between survey and actual behaviour give relatively more accurate predictions.

Analysis also focused on what factors (for example value for money, and voice quality) drove the satisfaction and loyalty scores in order to guide management attention. In addition the impact of negative or positive once off incidents were quantified.

Actions

In applying the results of the measurement and analysis, KPN focused its attention on business processes and channels depending on qualitative and quantitative analysis of satisfaction and loyalty measures.

Three criteria were used to prioritize actions:

- KPN's own performance in terms of customer satisfaction
- Competitors performance in terms of customer satisfaction
- The magnitude of the impact on satisfaction of each process and communications channel

Based on the difference between KPN's performance and competitor's performance, marketing communication campaigns were launched to point out KPN's advantages relative to competitors. Management and employees were then focused on processes and channels, dependent on the dual criteria of poor performance and high impact on satisfaction levels.

In line with the principle of ensuring customer delight from the inside out, discussed in last months issue, KPN implemented an incentivisation system to ensure that management and employees were motivated to improve the processes and channels that were identified.

Outcomes

In the first year of the new programme, KPN mobile experienced a decrease in dissatisfaction amongst its customers, and an increase in net profit.

In summary: Key success factors

Analytical level

The sequential goals of science - description, understanding, prediction and control; implicitly underlie the success of any analysis and research (Kolb, 2002). Using these goals as a framework for research, along with sound business programmes, provides managers with a framework to improve service quality and ultimately business performance.

- Describe and measure (describe precisely what constructs/factors/variables you are measuring)
- Understand (build theory of how factors interrelate – identify those you can control)
- Predict (be able to predict, some extent what the effects of managerial actions will be)
- Control (management control of the levers to improve target variables such as overall satisfaction)

Business level

Success at KPN relied upon a close relationship between management and the research agency, so that relevant results were delivered. Secondly, managers and employees focused only on key areas identified by the prioritization criteria mentioned before. Lastly it is clear that the motivation of management and employees was not ignored and was linked to performance goals. One area which could have been improved upon was internal measurement of management and employee satisfaction and the trust they had in KPN; essential factors underlying employee loyalty, a factor itself related to company financial performance.

This article was first published by SAQI in 2005 but is just as relevant today as we gear up to stage the 2010 FIFA Soccer World Cup™

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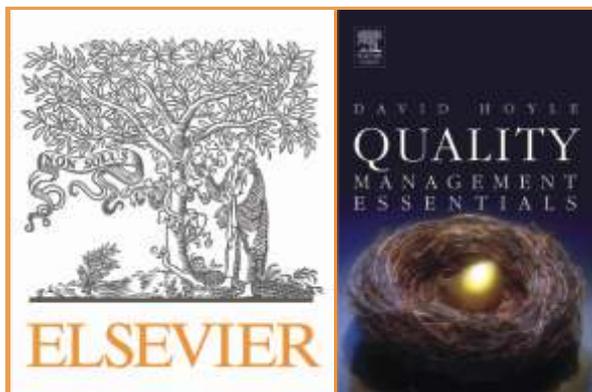
8 - 10 September 2010

10 - 12 November 2010

For more information contact Vanessa du Toit on 012 349 5006 or vanessa@saqi.co.za

[Back to Contents Page](#)



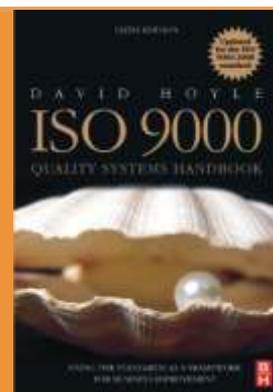


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QUALITY MANAGEMENT ESSENTIALS

First edition: Author David Hoyle
Published by Butterworth-Heinemann
ISBN: 978-0-7506-6786-9

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excluding postage
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SAQI member Roger Georgeson-Gunn reviews another David Hoyle Book

This book is a companion book to David Hoyle's more detailed book 'ISO 9000 Quality Systems Handbook.'

Written in a simple, easy to read style, this book will appeal to those who are serious about the value-add of a quality management system. The book consists of seven (7) sections presented in a logical and progressive order, with informative chapter summaries.

There is no need to start at the beginning if you are a quality practitioner, you can start at a chapter appropriate to your knowledge and experience, then continue from there. The same goes for those companies that are realistic about quality and serious about meaningful continuous improvement.

The book will also appeal to management of those companies that want to change from window dressing systems to a value-add quality management system.

This book comes complete a multitude of useful hints and tips, accompanied by intelligent examples and informative lists that are business oriented and not academically oriented. The book goes beyond the ISO 9001 Self Assessment Model and borders on the EFQM Excellence Assessment Model providing a business oriented self-assessment result.

A further aspect of this book is the appeal it will have to business managers to understand what they need to do for their business centres, and how they need to support the company quality management in implementing a quality management system, deploying staff for the most effective quality management system results through improved efficiencies.

One of the most useful sections of the book gives an in-depth holistic discourse on 'managing quality using the process approach' simple, concise and most informative it is an examination of process management concepts supported with drawings, examples and tables; it is probably the definitive explanation on this issue.

Overall, the book is a quick study for management and an in-depth study for quality practitioners. The book also contains sufficient conversion information for those wishing to have a proper, meaningful quality management system to take their organisation from a stress-related management system to a system that has strength and depth that works and supports the company in economic hard times; the essence of a proper quality management system.

ISO 9000 QUALITY SYSTEMS HANDBOOK

*Using the standards as a framework for business
improvement*

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

**R564-30 including VAT,
excluding postage**

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.

Paul Harding Managing Director SAQI

The reviewer has been involved with the development of ISO 9001 as a member of the TC 176 Technical Committee in South Africa for more than 15 years. He represented the manufacturing sector in South Africa on the working group that developed the ISO 9001:2000 Standard. He also headed up the ISO 9001 implementation programme for a major automotive company.



[Back to Contents Page](#)



Demystifying Conformity Assessment – Part 3

Iain Muir

Senior Manager: Accreditation Management - South African Bureau of Standards.

In this concluding part of this article we will look at some of the other organisations and associations (past and present) that play a role in quality, auditing and management systems.

I believe that quality and productivity go hand in hand and, back in the year 2000, the National productivity Institute was quite heavily involved in the promotion of quality as well as its core business – productivity. The NPI was formed in 1969 and has, ever since, played a major role in the economy of South Africa in helping businesses to compete nationally and internationally. The NPI had formed an organisation called the National Productivity and Quality Circles Institute of South Africa (NAPROQCSA) and because of changes in market needs changed its name to the Association of Small Group Activities (ASGA). The NPI changed its name to Productivity SA in 2006.

Another organisation also involved in the proposed unification structure was Benchmarking South Africa (BENSA). This organisation had also been sponsored by the NPI.

In the early days of management system certification the SABS was the only certification body operating in South Africa. The SABS audited companies and, if they were successful, the company would be registered and “placed on a list of suppliers whose management system conforms to SABS 0157” the scheme was therefore affectionately known as the SABS Listing Scheme – I remember one of my first audits in 1983 and the company is still “Listed” today. As management system certification grew in South Africa, many of the companies felt that there was a need to be able to communicate with the SABS and any other certification body on areas of concern but without any company being singled out. The Association of Listed Quality Suppliers (ALQS) was well entrenched for a number of years and many meetings and workshops were held between the registered suppliers and the certification bodies to promote certificated suppliers and to discuss matters of mutual interest. After some years, the term “Listing” fell away and at the same time the ALQS changed its name to Business South Africa (BSA). Sadly, the association does not seem to be very active today.

The South African Excellence Foundation (SAEF) was established in August 1997 to find a means to promote South Africa's economic standing in the world. The foundation was to “provide a process framework and direction to create a culture of organisational excellence throughout South Africa to enhance overall competitiveness and promote the well-being (quality of life) of all its citizens.” The South African Excellence Awards Programme was administered by SAEF as the custodian of the South African Excellence Model (SAEM) for organisational self-assessment. The South African Excellence Model was based on the United States Malcolm Baldrige award and The European Foundation for Quality Management (EFQM) award. Honeywell South Africa and Daimler Chrysler were some of the early winners of the award. The South African Excellence Foundation and the award have not been around for a number of years and the concept of the award has now been replaced with a new intervention by the DTI quality awards.

As certification grew, many overseas based certification bodies (CBs) began to set up shop in the country. At the last count there were thirty one CBs operating in South Africa. In 1998 the Southern African Association of Certification Bodies (SAACB) was formed. The SAACB promotes accredited certification and abides by a code of ethics on how it conducts its certification activities. The SAACB has held many conferences and

workshops and provides a platform for the members to engage with the accreditation bodies from a certification industry perspective and not as a lone voice. Although the members of the SAACB may be competitors in business, they strive to keep certification professional and in accordance with accreditation requirements.

There have been many other organisations in the field of quality that have come and gone during the last ten years. Associations of management system consultants – training providers and others.

Perhaps the latest “New kid on the block” is the Quality Management and Conformity Assessment (QMCA) Chamber of the Services SETA. For many years there have been stumbling blocks in drafting unit standards and the development of a “quality” qualification that would be acceptable in the skills development and levy process. The QMCA is made up from representatives of business and labour organisations. In a relatively short period of time after the QMCA was formed, the first qualification has been designed, accepted by the Sector Education and Training Authority (SETA) and is in the process of being recognised as a national qualification in quality.

As can be seen there are, or have been, many organisations that exist to promote quality in one form or another. The move to unify all the associations in 2000 may have been for the wrong reasons and hence the demise of the process. Today, all the remaining societies and associations seem to be trying to reach the same objective in improving quality in South Africa. There is a concern that all of these bodies are however relying on the same client base – South African industry and commerce -and companies are being requested to join (and pay fees) to a number of associations who all appear to have quite similar goals. Perhaps, therefore, there is a need for some type of quality federation whose members, whilst remaining independent, connect to assist South African industry, commerce and public sector organizations on the never ending quest for quality and improvement.

LETTERS TO THE EDITOR

Dear Mr. Harding;

Thank you sending me your e Quality Edge journal. I found all the papers very interesting, and helpful. Service quality of civil "servants" is also a problem which we are trying to solve.

I also send my congratulations to all the winners of your awards. I have read Prof.Jansen's paper with a thought of China. We are now beginning to find ways to deal with the diversity of our society that has not been given much attention hitherto.

Thank you for mentioning the Shanghai Association for Quality in your paper.

Best wishes.

Professor Yuanzhang LIU

Academy of Mathematics and Systems Science. Beijing.

[Back to Contents Page](#)



Attention all industry boards

The skills development levy act dictates a process of engagement between Services SETA and member companies of Services SETA on a mandate for reimbursement to all members companies who have contributed a levy to the Services SETA.

The process of engagement is done through a method known as "Work Place Skills planning and Annual Training reporting", better known as our WSP/ATR and SME Claim form submissions.

This process is managed and maintained by our Levies and Grants department within the Services SETA through processes that will fulfil specific indicators on our National Skills Development Strategy.

Due to requirements set by the Department of Higher Education and Training, certain elements on the WSP and ATR needed to be changed to accommodate these reporting requirements. One of the most important requirements that have been set is the component of Organising Framework for Occupations which needs to feed back into the Quality Council for Trades and Occupations. This requirement has become mandate to all Seta's, ensuring that these components are covered within the Work Place Skills planning and reporting.

Therefore, because of the new requirements, it has now led us to design and develop an easy approach which will assist all our member companies as well as Skills Development Facilitators in fulfilling these requirements.

The Services SETA would like to introduce an electronic submission method for all Work Place Skills Plans and Annual Training Reports, which will allow all member companies and SDF's the opportunity to integrate Organising Framework for Occupations requirements and Work Place Skills planning into one submission to the Services SETA.

As our pilot year being 2010, our national council has given our CEO the mandate to incentivise various aspects of the 2010 submissions on all WSP/ATR's. These

incentives include:

1. An additional 1% to all companies who will be submitting their WSP/ATR electronically.
2. SDF incentives for manual submissions and electronic submissions.
3. A subsidy of 40% to all SDF's who would like to form part of an association within the field of Skills Development Facilitation.

Furthermore we have allowed 2 types of submissions and deadline dates, allowing all member companies and SDF's the opportunity to meet the legislative submission deadline date and an opportunity to meet and feel the electronic submission. This leaves the SDF and member company with 2 submission opportunities, it being Manual submissions or Electronic submissions.

Manual Submission (No additional grant)

All manual template submissions can be submitted to the Services SETA regional offices by 11 June or as a final date 30 June 2010.

Electronic Submission (1% additional grant)

Option 1: Submit the Manual Submission by the **30 June 2010** and then you will be allowed to submit the electronic submission by the **30 September 2010**.

Option 2: Submit the Electronic Submission by the **11 June 2010** and then you don't have to submit the manual submission.

We would like to thank you for your understanding and participation into our venture of making skills development a success.

The Services SETA (Sector Education & Training Authority)

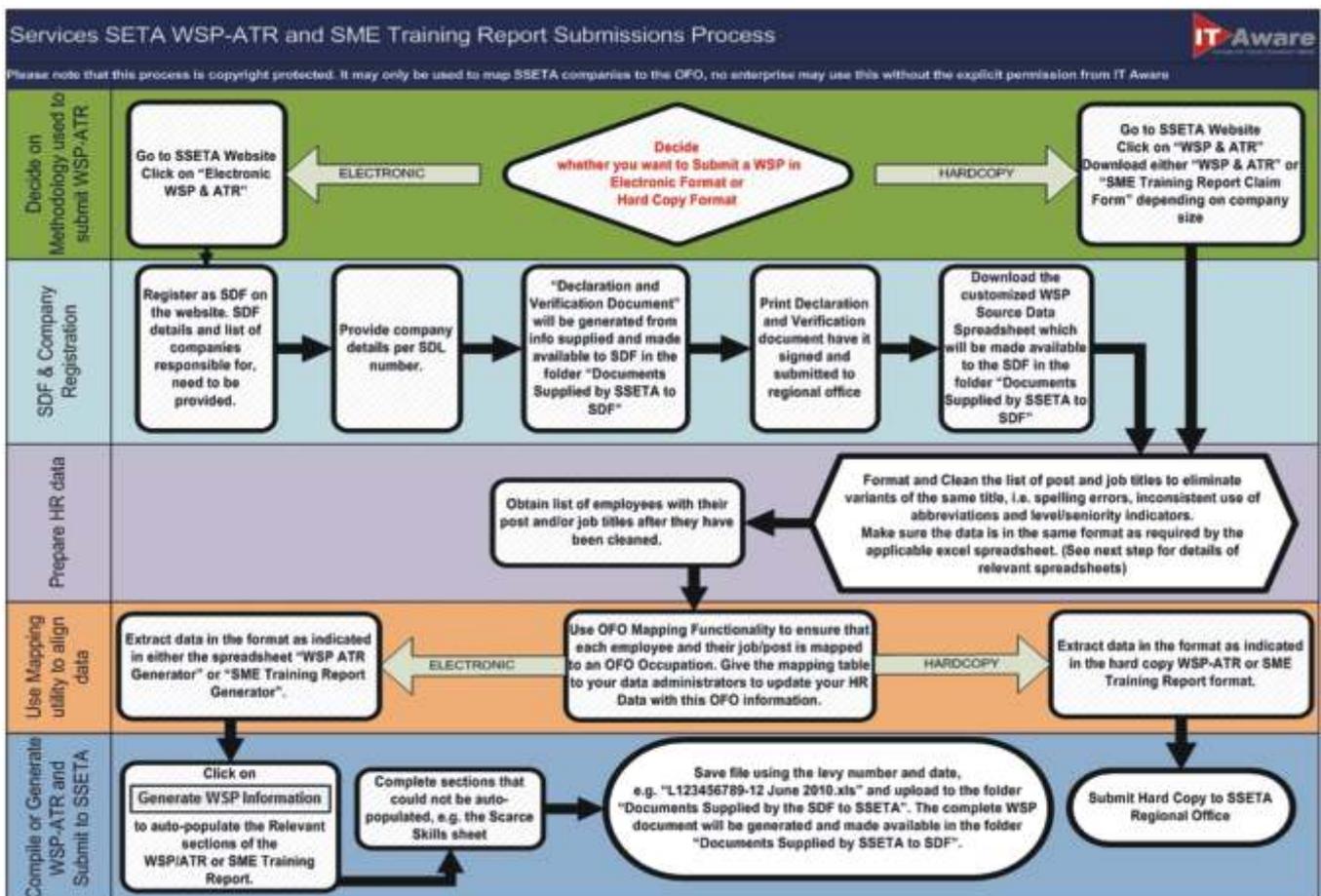
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[Back to Contents Page](#)

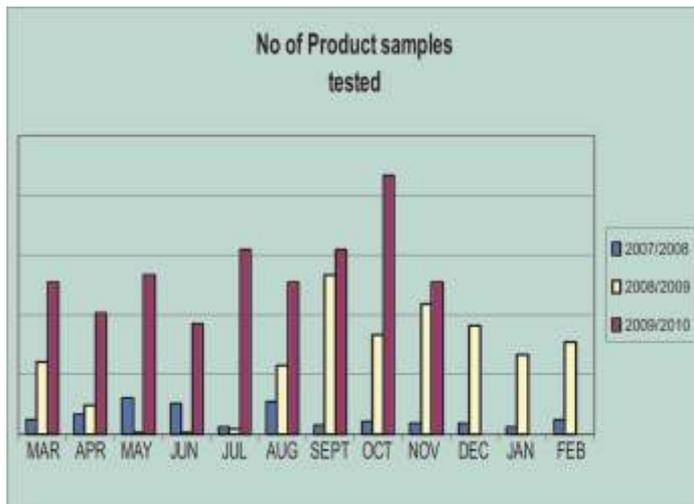


QUALITY IN VETERINARY PUBLIC HEALTH

By: Dr. Hannes Swart

Deltamune, with a history dating back to 1977, is a Gauteng based privately owned South African company focusing on veterinary public health. Deltamune works with veterinarians in different production animal sectors to develop tailor made solutions for their client's animal health requirements with the support of a SANAS ISO 17025 (SANAS V.0007) accredited and Department of Agriculture, Forestry and Fisheries (DAFF) approved test laboratory.

As part of our mission to anticipate our customers need and to exceed their expectations for world class veterinary laboratory services, the company embarked on a total quality management drive as early as August 2000. The Test laboratory obtained SANAS ISO 17025 accreditation in January 2005.



The implementation of our quality system contributed in various ways to the success of the company by enabling risk identification and management, ensuring competitiveness, encouraging teamwork and consistency, improving our communication both internally and with our external customers and by identification of customer requirements and increasing customer satisfaction levels. Deltamune is also presented on the SANAS Specialist Technical Committee for Veterinary Test Laboratories.

Our personnel are directly experiencing the benefits of our quality system in assisting them with reliable and defensive decision making, by improving teamwork and contributing to personnel development through training.

The implementation of our quality system resulted in effective problem solving and proper evaluation of internal and external activities. Participation in proficiency schemes, the use of standard test methods, test method validation and verification as well as implementation of internal quality assurance programs

contributed to scientific integrity and advancement of the level of science application within our laboratory. Amongst others, the laboratory is participating in an international proficiency scheme organized by the Veterinary Laboratory Association in the United Kingdom and we have an outstanding track record in achieving the correct results. This is positively impacting on the ability to demonstrate the validity of our test results to our customers as well as on the confidence and personal development of our laboratory personnel.

Recently the Norwegian Poultry and Meat Producers Association conducted an audit of the Salmonella laboratory and we were accepted as the preferred laboratory for the testing of samples from meat destined for export to Norway.

Through our commitment to quality, Deltamune has achieved Department of Agriculture, Forestry and Fishery approval for *Salmonella* isolation and serotyping as well as Newcastle Disease and Avian Influenza diagnostic procedures. This enables us to test samples of controlled diseases for import quarantine stations and export purposes.

Being an accredited laboratory directly impacted on the growth of the laboratory even during the world wide economic crisis and local challenging times. This was especially noticeable within our product monitoring testing activities.

With the advantage of being an accredited laboratory, Deltamune is able to canvas for business from organisations requiring accredited suppliers and placed two new advertisements during 2009 respectively in the AFMA MATRIX and the POULTRY BULLETIN.



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DELTAMUNE **sanas**

Bacterial growth media and other reagents production is done by a specialized unit within Deltamune. This unit was established to ensure that all media and other reagents in the test laboratory meet all quality standards which are necessary for reliable results.

Continue on Page 8

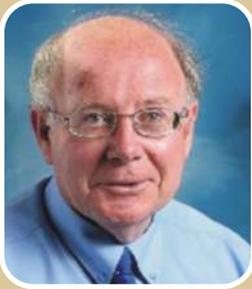


Quality in Schools

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 the World Cup school holidays too long?



Happiness for children is a school holiday. The 2010 soccer FIFA World Cup will be an exciting experience for countless children. Besides the superb soccer that they'll see on TV, the children will have a holiday that is almost five weeks long. Young soccer players will learn new skills as they watch the world's best players in action.

Are the teachers happy at the thought of such a long holiday? Yes and no. Of course they'll also enjoy the holidays ... but five weeks away from the classroom?! Is it too much? Every teacher knows that revision work is required after a holiday break. When the children have been on holiday for so long, there's a huge amount of revision work that awaits them.

We're aware of the overall poor standard of South African education. In international Maths and Science exams, South Africa is virtually at the bottom of the ratings. South Africa has about 195 school days. Nations that score well have their children in class on far more days. The South Korean school year is 220 days long and Japan has 243 days.

Let the children enjoy the holidays but sprinkle it with enjoyable educational activities too. If there's a reluctant young reader in the family, now is the time to trigger the

'reading bug'. Make sure that in the home there are newspapers and magazines about the soccer tournament. When there's an interest in something, the child's efforts will be amazing. You might like to set targets of how many books can be read during the holidays.

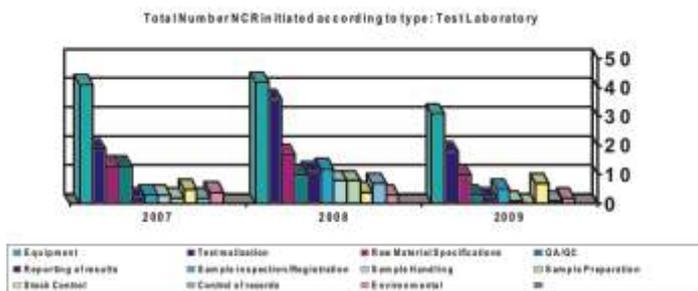
Encourage children to use the holidays to 'catch up' on work that they've found difficult in class. Remind high achieving children that excellence doesn't simply happen. It's the reward for extra work. Countless fun Maths questions can be asked about the World Cup. A few primary school level examples are:

- How many goals were scored in the tournament?
- Who are the top three goal scorers and how many goals did they score?
- How many goals were scored by their favourite team? What's their average goals scored per match?

May we have a winning World Cup that showcases our spectacular country. May it also be an enriching, educational experience for the children too ...even if it's a very long holiday!

Total Quality Education programmes are done at schools by Richard Hayward. Poor schools are sponsored. For more details, please contact Vanessa du Toit at SAQI (012-349-5006). Alternatively, contact Richard on 011-888-3262 (rpdhayward@yahoo.com).

By producing the bacterial growth media required for diagnostic purposes, it enables Deltamune to pass down a cost advantage to their clients.



In 2006, Deltamune invested in establishing a comprehensive completely computerized Quality Management system. This system includes different modules for Internal Audit Management, Document Control, Equipment Management, Personnel Training Programs, Customer Communication and Feedback systems, Supplier and Raw Material Management as well as for effective Quality System Action Control (non-

conforming testing activities, corrective and preventive actions). During the last 3 years since implementing these different modules, areas for improvement could be effectively identified and quality improvement results clearly demonstrated.

We increased our accreditation scope since first obtaining accreditation in 2005 to currently include 21 accredited techniques spanning the disciplines of diagnostic bacteriology including antimicrobial sensitivity determinations, salmonella isolation, identification and serotyping, food safety tests and serology to enable us to meet individual customer requirements for ISO 17025 accreditation. We extended our participation in proficiency schemes to include 10 international and 2 local programs.

Deltamune, as a South African company rendering a laboratory service to more than 50 % of the country's poultry industry, is dedicated to the country and realize the role quality play in assuring food availability and food safety for our Nation.

[Back to Contents Page](#)





SAQI Training Programme for 2010

All courses offered by the South African Quality Institute are presented in association with other course providers and are available to all organisations including SMMEs and corporates. SAQI can assist with the training of a company's workforce and all training packages can be run in-house at cheaper rates. A special 10% discount applies to SAQI members. **All prices include VAT.** For more information or to register contact Vanessa du Toit at (012) 349 5006 or vanessa@saqi.co.za

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B14	Integrated Management Requirements	3	3,870						18-19	
B16	Internal Quality Auditing	3	3,870	9-11		18-20		13-15		8-10
B20	Lead Auditor	5	9,660			23-27			22-26	
B24	How to write procedures	2	3,400	23-24			22-23		15-16	
B34	Statistical Process Control	5	9,660					4-8		
B38	Development of QMS	5	9,660		26-30		13-17		29 – 3 Dec	
B48	ISO 9001 Requirements Workshop	3	3,870		7-9		8-10		10-12	
B49	SHEQ Internal Auditing	3	3,870			11-13		20-22		
B50	EMS Lead Auditor	5	9,660			16-20				
B51	Development of SHEQ System	5	9,660				6-10			
B52	OHSMS Lead Auditor	5	9,660					18-22		
B53	SHEQ Trainer	3	3,870						8-12	
B58	Customer Satisfaction and Excellence	2	3,400			5-6				6-7
B64	Introduction to Quality Techniques	3	3,870		14-16		28-30		3-5	
B65	SAQI National Certificate in Quality	10	18,320				27Sep-1Oct		1-5	

Code	Course	Days	Cost	Date
SPI3	ISO 9001 Master Class in Process Management	3	R5 266-80	10-12 Feb 6-8 Oct
SPI4	ISO/IEC 15504 Process capability assessor training	5	R8 778-00	15-19 Feb 11-15 Oct

SAQI also offer the following courses on an inhouse basis for 10 or more delegates. Please contact vanessa@saqi.co.za for a quote.

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| <ul style="list-style-type: none"> ■ Advanced Facilitator - Team Leader (B27) ■ Benchmarking Intermediate (B28) ■ Business Plan Development (B54) ■ Conducting Classroom Safety Training (B60) ■ Continuous Improvement Program Facilitation (B30) ■ Control Chart And process Capabilities (B31) ■ Cost of Quality (B1) ■ Customer Care (B39) ■ Customer Satisfaction and Excellence (B58) ■ Development Of A Quality Management System (B38) ■ EMS Lead Auditor (B50) ■ Effective Presentation Skills (B45) ■ Executive Report Writing (B57) ■ Exceptional Service (B32) ■ HACCP (B47) ■ Health And Safety Lead Auditor (B52) ■ How To Write Procedures, Work Instructions And ISO 9000 Overview (B24) | <ul style="list-style-type: none"> ■ ISO 14000 Overview (B12) ■ ISO 14001 Development Workshop (B13) ■ ISO 9001 Intermediate Workshop (B48) ■ Inspection, Testing And Metrology (B26) ■ Integration Of ISO 9001 14001 And OHSAS 18001 (B14) ■ Internal Environmental Auditor (B44) ■ Internal Quality Auditing (B16) ■ Interpreting ISO 9001 For The Service Industry (B17) ■ Introduction To ISO 9001 2000 (C13) ■ Introduction To Quality Control (B41) ■ Introduction To Quality Techniques (B64) ■ Key Aspects of Six Sigma (A11) ■ Lead Auditor - Certified Quality Auditor (Preparation Course) (B20) ■ Lean Manufacturing Course (B57) ■ Managing the Safety Training Programme (B59) ■ OHSAS 18001 Auditing (B19) ■ OHSAS 18001 Requirements Workshop (B18) | <ul style="list-style-type: none"> ■ OHSAS System Development Program (Based on OHSAS 18001) (B46) ■ Policy Deployment And Continual Improvement ■ Project Management Demystified (TD1) ■ Quality Control (B41) ■ Quality Engineering Diploma (B56) ■ SAATCA Examination (B21) ■ SHEQ Internal Auditing (B49) ■ SHEQ System Development Programme (B51) ■ SHEQ Trainer (B53) ■ SME Entrepreneur Self Assessment Workshop (C1) ■ Setting Measurable Objectives (B11) ■ Shop Floor Quality Awareness Programme (C7) ■ Six Sigma (BH1) ■ Statistical Process Control (Basic Quality Control) (B34) ■ Understand the changes to ISO 9001:2008 (B22) |
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[Back to Contents Page](#)

