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2010 comes to an end

2010 seemed to take so long to arrive after the announcement that South Africa would be hosting the 2010 FIFA World Cup, but now the year is almost over. Was it a quality year? Well SAQI can be very proud of the part it has played and continues to play in the promotion of quality in our country. We did our best to support the concept of quality leading up to the successful hosting of the world's biggest sporting event, but the real winners, apart from our Spanish supporter, were the people of our nation that came together to surprise the world with their overall quality performance.



National Quality Week

We have just ended our annual promotion of National Quality Week and World Quality Day. Our theme for this year was "Moving the borders of Quality" Have we succeeded? Well we are pleased to announce that it has been the most successful campaign to date. The feedback, pictures, stories and comments from our members has been nothing short of phenomenal. Many organizations have taken up the challenge and decided not just to host a National Quality Week but to extend the promotion for a month. One of our member organizations has even decided to run their program for a whole year and will be looking for candidates for an annual prize for the biggest contribution to quality in their organization over a full one year period. We can take a message from this initiative and say that the 2010 FIFA Soccer World Cup was a "Once in a lifetime experience" but quality is not about "Once in a lifetime" it is about "Making Quality a Way of Life" Spain were the winners in 2010 but let's make all South Africans winners into the future.

SAQI wishes all its members, associates and supporters a happy festive season and a prosperous Quality new year.

As is customary SAQI will close for its annual break on Wednesday 15 December at 12 noon and reopen for business on Monday 10 January 2011.

WWW.SAQI.CO.ZA



Quality Month In Powertech Transformers - Johannesburg

The Quality Awareness campaign held on the 12 November 2010 at Powertech Transformers in Johannesburg.

The aim and the objectives are to educate workers to practice Quality in everything they do and to emphasize the importance of quality in the workplace.

To follow process and help identify defects that should be rectified immediately.

The cost of poor quality was the most essential aspect of the day.

Employees & Suppliers were motivated by Dr. Lucas Moloji's speech and requested the speech to be on CD which indicated that a clear message was sent to everyone. Dr. Moloji is the chairperson of SAQI, and winner of South African Quality Champion Award 2009/2010.

The SHEQ Manager Mr. Ray Errington and the Acting General Manager, Maggie

Digabane addressing workers on the importance of quality and what does it mean to our business.

Throughout the month Quality slogans were communicated to employees via e-mails and notice boards.

Commitment from all was shown by signing of the Quality Pledge. Goodie bags were given to all participants after signing of a pledge.

All participants signing the Environmental Pledge.

Competitions were conducted every week with quality based question and incredible prizes were presented.

Our Quality Awareness Campaign was a great success and honored by the presence of our South African Gold Medalist – Khotso Mokwena.



NAMPAK Celebrates Quality



In line with the Flexible is More theme, during NQW we invited our major customers to visit our newly renovated Lab which was reopened on WQD. Winners of the Quality competition were announced and lunch was served for our employees. Our Guest speaker from PDCA solutions Meera Hoosen also conducted hygiene awareness training for all employees.

Aspen Pharmacare Celebrates Quality

An email sent to us on Thursday read: "We are having so much fun. World Quality Day. On the right is a picture of our pharmacists who used the theme and made hats."

Moving the borders of quality became:

Moo....daley
Moo....cospect
Moo...beverine
AMoo...loretic

We have moved the borders of quality into a finance department and gave them stickers to wear as well. We have planned activities for the whole month."



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2010 National Quality Week

Theme: “Eskom Guardians moving the borders of Quality”

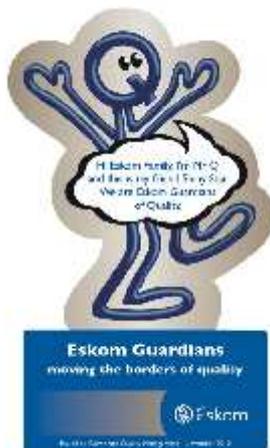
Eskom and the rest of South Africa celebrated the 2010 National Quality Week from 8 to 12 November 2010, and World Quality day on Thursday 11 November 2010.

Eskom adapted the SAQI theme to 'Eskom Guardians moving the borders of Quality'. This theme was brought home by calling for a joint effort by all employees and suppliers to increase value to the customers and other stakeholders by improving the effectiveness and efficiency of processes and activities throughout the organisation. The challenge was to find a universal language of quality that everyone understands to enable effective communication of the concept of moving the borders of quality. Eskom then launched an internal “STAR QUALITY” campaign since the star is a universal symbol of quality. Everyone understands and recognises what five-star symbolises – the absolute best. For example, if an Eskom employee gave three-star performance everyday, with a little extra effort, they could give five-star performance. Employees were encouraged to become Quality Guardians by living the Eskom values of Excellence, Innovation and Customer Satisfaction, and the Quality Management Principle of Continual Improvement by continuously challenging the status quo to find better ways of doing things. The message was for all employees to focus on the importance of quality and become “quality stars” by contributing to the achievement of success in the organisation. This will go a long way in positioning Eskom as a world-class company that the Chief Executive, together with all employees, is striving for.

The “Star Quality” message was relayed through two animated characters, Mr Quality and Shiny star.



Shiny Star



Mr Quality

Activities during the week

During the week of 8 – 12 November, video clips containing quality messages from Mr Quality and Shiny Star were sent to employees daily and also shown on plasma screens at various sites. The video clips had essential quality awareness messages and were fun to watch as they taught employees in a very entertaining way. The messages focused on the following:

- The definition of quality.
- The importance of quality.
- How to implement quality management.
- Introducing a tool to capture quality improvement activities at Eskom.
- How employees can contribute towards moving the borders of quality now and in the future.

World Quality Day

Eskom commemorated World Quality Day on 11 November at various sites including Megawatt Park. Mr Ed van den Heever from Business Assessment Services was the guest speaker at Megawatt Park to introduce the Cost of Quality concept to employees. Eskom also launched a tool referred to as the 'Qualimeter' to encourage employees to submit any quality improvement projects, initiatives or suggestions. Once they have submitted their initiatives, they will be star-graded on the Qualimeter! Employees can receive anything from one to five stars.



Qualimeter

To add to the fun, World Quality Day activities included a star puzzle challenge where employees had to try their hand at assembling a 3D star puzzle to demonstrate that 'although it's not easy to be a star, with practice it can be achieved'.

The Eskom 'Star Quality' campaign will be run until the next National Quality Week in November 2011.

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SAQI welcomes six new Board members

Our Articles of Association require us to rotate our Board members after three years of service; however, due to the move of SAQI from the dti two years ago and in order for us to maintain a certain amount of stability, the term of office of some of our Board was extended over the past couple of years with approval of members. The South African Quality Institute is now ready to move forward in its quest to promote quality in South Africa and expand its operations and is very excited to welcome to its Board the six new Directors. These are;

Lucas Moloi (new Chairperson)
 Nicolette van den Berg (new Vice Chairperson)
 Terry Booysen
 Aletta Mashao
 Duncan Nematili
 Rashmee Ragaven

The new Board will kick off with a Strategic Planning session, planned for December, where we will map out our direction for the next three year period to rise to the challenge of placing SAQI at the forefront in the promotion of Quality in South Africa.

We would also like to thank our outgoing Board members who have given loyal service to SAQI over the past few years and helped SAQI through its transition period.

These are:
 Raynold Zondo (Retiring Chairperson)
 Martin Jansen (Former Chairperson)
 Darrol Holby
 Joe Marahaj
 Madoda Makola
 Pat McClaren

The new Board will supplement our existing Board made up of:

Ahmed Ismail
 Dalene du Preez
 Laurel Anderson
 Montwedi Seane
 Paul Harding (Executive Director)



Lucas Moloi
(new Chairperson)
 CEO: Junto Consulting



Nicolette van den Berg
(new Vice Chairperson)
 Marketing: iSPartners



Paul Harding
(Executive Director)



Laurel Anderson
 National SHEQ Internal Audit Manager:
 South African National Blood Service



Dr Ahmed Essop Ismail
 Headmaster: Yusuf Dadoo Primary School



Terry Booysen
 CEO: CGF Research Institute (Pty) Ltd



Aletta Mashao
 Corporate Quality Manager: Eskom



Duncan Nematili
 Quality Assurance Advisor:
 Clover Industries Limited



Rashmee Ragaven
 Owner: Abasiwe Consulting and
 Business Solutions



Dalene du Preez
 Executive Manager Marketing and
 Communications: Proudly South African



Montwedi Seane
 General Manager: Chemical & Materials
 Laboratories: SABS Commercial (Pty) Ltd

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THE ANATOMY OF RISK

Article by CGF Research Institute (Pty) Ltd & PricewaterhouseCoopers



Undoubtedly there is a risk in almost every facet of life; at the time when we were born, or when we decide to take a casual stroll in a serene park, or indeed when we make a decision to partner a new business venture or associate.

Although a person may not be conscious of the underlying risks that may await them when they, for example, decide to embark upon an enjoyable park outing, there could well be many potential or real risks awaiting our unsuspecting victim. Of course in most cases the victim will not have consciously calculated such risks, and

managing them becomes that much more difficult.

Conversely, in a business environment, business leaders are expected -- as a matter of their fiduciary duties -- to act (severally and jointly) quite differently compared to the person in our previous setting. In fact, one can argue that in a business environment, business leaders need to have a certain foresight that enables them to predict, manage and mitigate against the likelihood of something negatively affecting the business, its operations and profits.

It is precisely for this reason, most particularly where shareholders have entrusted the company's management to serve and protect the assets of the company, that leaders are held accountable when things go wrong. Clearly this calls for leadership experience, good business judgement as well as the necessary toolset to aide management decisions in an ever-increasing and complex business environment.

The word *risk* has its roots in the old French word *risqué*, which literally means "danger"; moreover it implies that there is an element of *chance* which is attached to the risk of a business (Littré, 1863). Interestingly the word "hazard" -- which has Arabic origins and is another term which is integral to the topic of risk and Risk Management -- can be associated with the game of chance, which was invented at a castle named Hasart, in Palestine, while it was under siege at the time (Oxford English Dictionary, 1989).

In his book, *Against the Odds* (1998), Peter Bernstein describes the manner in which risk evolved; in part due to the changes of thinking in the mathematical numbering systems which was based upon statistical probability and the rise in popularity of gambling. In essence, a move from the games of chance in Egyptian times (3500BC) which made use of the clumsy Roman numerals, was fully replaced by the Hindu-Arabic numbering systems and numerals 1,2,3 and so forth.

And so through the centuries, great mathematicians have concerned themselves with arranging data, establishing properties and rules to predict certain behaviour and events which could have negative (or positive) implications upon *humanity*, *business* and indeed our *earth*, which sustains all these fragile, symbiotic elements.

Increasingly, and most certainly after disastrous events such as 9/11 and the collapse of the world's economy (which was sparked by the breakdown of Lehman Brothers); business leaders are being questioned regarding their ability to manage risk. Outside of

these questions, the legal systems worldwide are generally also beginning to hold business leaders personally accountable for their part in unscrupulous or reckless business activities, particularly when their actions result in unacceptable financial losses or worse so, the loss of life which is inflicted on innocent bystanders.

Whilst one would like to believe that business leaders prudently manage the businesses wherein we have invested our hard earned cash, the truth in many instances is that this may not necessarily be the case. As with many of the recent and spectacular corporate collapses, forensic audits have revealed a lack of proper controls, poor (or in some instances, no) risk management policies and reports, as well as excessive *uncalculated* business decision taking, to name but a few reasons for the demise of so many organisations. One just needs to ponder the reasons why so many of the past corporate giants, which include Enron, Worldcom, AIG, Bear Stearns, Atari, Netscape, America Online and Apple, either no longer exist or have been significantly overtaken by their competitors? Indeed the same can also be asked of some South African companies such as LeisureNet, Macmed, Saambou and CorpCapital?

In short, one can argue that these former giants under-calculated their strategic and / or operational risks and for this they have paid handsomely. Hopefully business and its leadership have learnt from their past mistakes. In this regard, the King III Report on Corporate Governance -- which sets out various accepted international business guidelines -- has been released for all companies in South Africa to adopt. Stakeholders may be assured that its contained business guidelines could serve as a catalyst to improve the manner in which the Board of directors will manage and report their risks, and be accountable for their deviation. Of course receiving such guidelines is one thing, observing, and acting upon them and holding oneself accountable for not managing the risks of a business is altogether something else.

"Managing risk is one of the things bosses are paid for, yet most companies still do not have any idea what is required of Risk Management," stated The Economist (2004).

Terry Booyesen

CEO: CGF Research Institute (Pty) Ltd

Office: (011) 476 82 64 / 1 / 0

Cell: 082-373 2249

Email: tbooyesen@cgf.co.za

www.cgf.co.za / www.corporate-governance.co.za

Dalene Rohde

Associate Director: Risk Advisory Services -PricewaterhouseCoopers

Office: (012) 429 0000 / 0066

Email: dalene.rohde@za.pwc.com

About CGF Research Institute (Pty) Ltd

CGF specialises in conducting desktop research on Governance, Risk and Compliance (GRC) related topics. The company has developed numerous products that cover GRC reports designed to create a high-level awareness and understanding of issues impacting a CEO through to all employees of the organisation.

CGF's capabilities extend to management consulting, executive learning and facilitation of Corporate Governance and Risk awareness workshops, which caters for large corporates to small and medium sized businesses.

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Services SETA looks ahead

Our Chambers were established in 2000 to govern the activities of the SSETA in either a standard industrial classification code or a particular range of standard industrial classification codes within the scope of the SSETA as a whole. Governance implies a strategic policy setting and overall responsibility but it does not imply an operational one, more importantly the chambers need to make sure that our deliverable targets which emanate from the NSDS II at this stage, but from next year will be derived from NSDS III, which is currently being debated, are in fact delivered substantially within that industry and within that chamber make up.

The range includes both grant activities as well as developmental activities. Previously we could have drawn a distinction between our Department of Labour responsibilities, specifically the grant targets, and our developmental activities which would have been in response to our accountability to the then Minister of Education. However, with the new Minister having been appointed for Higher Education and Training those two sets of responsibilities have been integrated under his Ministry and we no longer have a reporting relationship through to Department of Labour.

The SSETA wears a number of hats including responsibility to SAQA and now also the QCTO and as such those responsibilities need to be strategically operationalised down to the lowest level of SETA activity which is in fact at industry level.

A chamber board has a responsibility from a governance perspective to make sure, simply put, there are qualifications in place, that those qualifications are reviewed every year, that they are endorsed by the social partners, specifically business and labour which are equally represented in the governance structures and that in fact those same outcomes guide the assessment activities and certification activities for that industry.

The challenge is always to ensure that where there is a critical mass of members, we need to ensure we have sufficient training providers and constituent assessors and moderators in place to be delivering to our members adequately. The problem of course is that the vast proportion of our members do not pay skills levies as they are SMEs. And this has obviously complicated our activities in the sense that we are using the funding collected from less than 30 000 companies in the SSETA to fund the activities where we are forced by NSDS imperatives to target all 180 000 companies that

are registered with us. As you can see, we receive the funding from 30 out of every 180 companies that we in fact service. This is the economy of scale balance we operate within the SSETA and our system has to be mature enough to be responsive to it where obviously we have a whole series of additional imperatives, including our social responsibility imperatives, which make it impossible for us simply to service our levy paying member companies.

In 2011 our imperatives will be directed at that stage by NSDS III which will give us an opportunity but also an imperative to in fact reexamine our targets and more importantly how our machine works.

The SSETA's mandate and charter is continuously evolving and that our commitments to the Department of Higher Education as evidence through our service legal agreements need to be revised year-on-year and our priorities are changing on a continuous basis given that we are required to comply with national priorities as established by cabinet and also through our Ministry and our Minister Mr. Blade Nzimande.

Ivor Blumenthal
CEO



Chantal Monyane
Services SETA

Tel: +27 (0) 11 276 9600

Fax: +27 (0) 11 276 9660

chantalm@serviceseta.org.za

Web: www.serviceseta.org.za

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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.

Help children develop emotional intelligence



At the end of a working day, another hurdle awaits many parents ... homework! Teachers encourage children to do the homework by themselves but 'real world' reality intrudes. Dad helps solve a Maths problem; mom googles the internet for material for a project. Parents want to contribute towards developing their child's intellectual intelligence. Yet there's one type of critically important intelligence ignored by countless families.

This ignored intelligence is Emotional Intelligence (EQ). A child's report card might reflect intellectual brilliance. That same child, however, could be a most unhappy youngster in continual conflict with classmates and family members. Maybe the child's being bullied or is a bully. Poor understanding of one's emotions and how to deal with feelings in socially acceptable ways, make for a miserable life.

What is emotional intelligence? Daniel Goleman's definition is:

Emotional intelligence is the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships.

There are huge benefits for the emotionally intelligent child. These benefits include:

- Self-confidence to take on challenges
- Ability to handle unpleasant emotions such as anger and disappointment

- Positive interpersonal skills with classmates, family, friends and others
- A happy, fulfilled childhood

What can the home do to develop emotional intelligence? Before starting with the child, start with yourself. Strive to be a role model of self-control of your emotions. Be caring, considerate and thoughtful in your relationships with others. Let your child see you 'walk the talk' of how to treat others.

Empathise. When the tough emotional moments happen in the child's life, put yourself in the same situation. You might be able to share a similar experience. Guard against being critical or judgemental. The child wants support through an emotional crisis. Your empathy teaches your child how to be empathic.

Emotions explode when people don't know how to express themselves properly. Give the child the vocabulary (no swearwords, please!) that enable him to express emotions. Encourage the child to talk about intense 'pent up' emotions. Milk the mamba of toxic feelings!

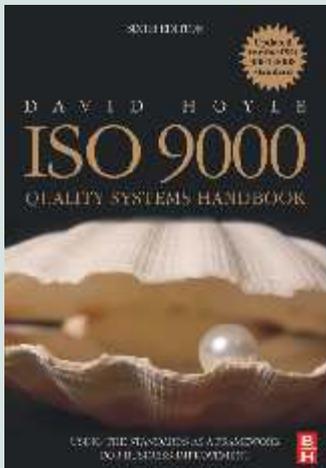
So, avoid spending too much time helping your child do homework. Rather, spend time helping the youngster understand and intelligently handle emotions. Then your emotionally balanced child will be assured of a fulfilling, happy, quality childhood.

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

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 info@saqi.co.za

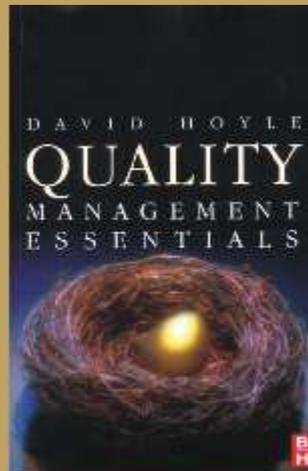
ISO 9000 Quality Systems Handbook Using the Standards as a framework for Business Improvement.



SAQI still has a number of copies of this book available at the special price of R564-30 incl.

Contact members@saqi.co.za

Quality Management Essentials



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SAQI Training Programme for 2011

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

[DOWNLOAD TRAINING REGISTRATION FORM](#)

SAQI reserves the right to change details of the programme without prior notice. Click on the course code for a synopsis or [click here](#) for all course synopsis in alphabetical order.

Code	Course	Days	Cost	Jan	Feb	Mar	Apr	May	Jun	Jul - Dec
B1	Cost of Quality	2	R4,000.00	TBA						Programme to be advised in May 2011
B11	Setting and achieving measurable objectives	1	R2,150.00			4			7	
B12	ISO 14000 overview	1	R2,150.00	28			19			
B14	Integrated Management Requirements	3	R4,250.00					4-6		
B16	Internal Quality Auditing	3	R4,250.00		9-11		13-15		8-10	
B20	Organisational QMS Lead Auditor	5	R9,980.00		21-25			23-27		
B24	How to write procedures	3	R4,250.00		2-4		6-8		1-3	
B34	Statistical Process Control	5	R9,980.00			7-11		16-20		
B38	Development of QMS	5	R9,980.00			7-11			20-24	
B41	Introduction to Quality Control	1	R2,150.00		28				6	
B48	ISO 9001 Requirements Workshop	3	R4,250.00	25-27		23-25		11-13		
B49	SHEQ Internal Auditing	3	R4,250.00			1-3		30-1		
B50	EMS Lead Auditor	5	R9,980.00					30-3		
B51	Development of SHEQ System	5	R9,980.00					9-13		
B52	OHSMS Lead Auditor	5	R9,980.00						27-1	
B58	Customer Satisfaction and Excellence	2	R3,740.00		7-8		11-12			
B64	Introduction to Quality Techniques	3	R4,250.00			29-31			13-15	
B65	SAQI Certificate in Quality	10	R18,320.00		14-18	14-18				

Code	Course	Days	Cost	Date
SP13	ISO 9001 Master Class in Process Management	3	R5,266.80	TBA
SP14	ISO/IEC 15504 Process capability assessor training	5	R8,778.00	TBA

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

- ◆ 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)
- ◆ ISO 14000 Overview (B12)
- ◆ ISO 14001 Development Workshop (B13)
- ◆ ISO 9001:2008 Requirements Workshop (B48)
- ◆ 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 Quality Control (B41)
- ◆ Introduction To Quality Techniques (B64)
- ◆ Key Aspects of Six Sigma (A11)
- ◆ Lead Auditor - Organisational Quality Auditor (Preparation Course) (B20)

- ◆ Lean Manufacturing Course (B57)
- ◆ Managing the Safety Training Programme (B59)
- ◆ OHSAS 18001 Auditing (B19)
- ◆ OHSAS 18001 Requirements Workshop (B18)
- ◆ OHSAS System Development Program (Based on OHSAS 18001) (B46)
- ◆ Policy Deployment And Continual Improvement
- ◆ Project Management Demystified (TD1)
- ◆ Quality Control (B41)
- ◆ SHEQ Internal Auditing (B49)
- ◆ SHEQ System Development Programme (B51)
- ◆ SHEQ Trainer (B53)
- ◆ Six Sigma (BH1)
- ◆ Statistical Process Control (Basic Quality Control) (B34)
- ◆ Understand the changes to ISO 9001:2008 (B22)

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