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# SAQI

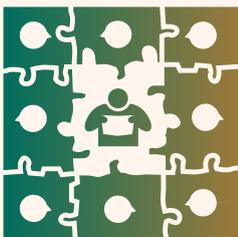
The South African Quality Institute

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## Tribute to Bev Howard

12 February 1928 – 14 January 2011



In the November 2010 copy of Quality Progress a tribute was made to the many "Quality Gurus" that are household names in the Quality fraternity. These included names like Deming, Juran, Crosby etc. A follow up letter in the December issue of QP highlights also the many unsung gurus of quality. One such letter reads as follows:

### "Setting an Example

The lesson learned from these and many other unsung gurus of quality is that, as Henry Wadsworth Longfellow said, "Lives of great men all remind us we can make our lives sublime and departing, leave behind us footprints on the sands of time". So let us do our bit and leave at least a faint memory of those men's efforts in the minds of our peers, staff and students.

Suresh Patel  
Brownsville, Texas"

The SAQI pays homage to Bev Howard who left more than just a footprint in South Africa, he left a well constructed pathway for others to follow on the road to Quality.

**Paul Harding**



**Quality:**  
helping South Africans live, learn and work better



# My South Africa by Jonathan Jansen

SOURCED BY SA - THE GOOD NEWS  
[www.sagoodnews.co.za](http://www.sagoodnews.co.za)

Prof. Jonathan Jansen, vice-chancellor and rector of the University of the Free State, appeared on Sunday's Carte Blanche and spoke about the amazing racial reconciliation and transformation happening on his campus. In this blog, Prof. Jansen talks about the people he knows that make South Africa great.

My South Africa is the working-class man who called from the airport to return my wallet without a cent missing. It is the white woman who put all three of her domestic worker's children through the same school that her own child attended. It is the politician in one of our rural provinces, Mpumalanga, who returned his salary to the government as a statement that standing with the poor had to be more than just a few words. It is the teacher who worked after school hours every day during the public sector strike to ensure her children did not miss out on learning.

My South Africa is the first-year university student in Bloemfontein who took all the gifts she received for her birthday and donated them - with the permission of the givers - to a home for children in an Aids village. It is the people hurt by racist acts who find it in their hearts to publicly forgive the perpetrators. It is the group of farmers in Paarl who started a top school for the children of farm workers to ensure they got the best education possible while their parents toiled in the vineyards. It is the farmer's wife in Viljoenskroon who created an education and training centre for the wives of farm labourers so that they could gain the advanced skills required to operate accredited early-learning centers for their own and other children.

My South Africa is that little white boy at a decent school in the Eastern Cape who decided to teach the black boys in the community to play cricket, and to fit them all out with the togs required to play the gentleman's game. It is the two black street children in Durban, caught on camera, who put their spare change in the condensed milk tin of a white beggar. It is the Johannesburg pastor who opened up his church as a place of shelter for illegal immigrants. It is the Afrikaner woman from Boksburg who nailed the white guy who shot and killed one of South Africa's greatest freedom fighters outside his home.

My South Africa is the man who went to prison for 27 years and came out embracing his captors, thereby releasing them from their impending misery. It is the activist priest who dived into a crowd of angry people to rescue a woman from a sure necklacing. It is the former police chief who fell

to his knees to wash the feet of Mamelodi women whose sons disappeared on his watch; it is the women who forgave him in his act of contrition. It is the Cape Town university psychologist who interviewed the 'Prime Evil' in Pretoria Centre and came away with emotional attachment, even empathy, for the human being who did such terrible things under apartheid.

My South Africa is the quiet, dignified, determined township mother from Langa who straightened her back during the years of oppression and decided that her struggle was to raise decent children, insist that they learn, and ensure that they not succumb to bitterness or defeat in the face of overwhelming odds. It is the two young girls who walked 20kms to school everyday, even through their matric years, and passed well enough to be accepted into university studies. It is the student who takes on three jobs, during the evenings and on weekends, to find ways of paying for his university studies.

My South Africa is the teenager in a wheelchair who works in townships serving the poor. It is the pastor of a Kenilworth church whose parishioners were slaughtered, who visits the killers and asks them for forgiveness because he was a beneficiary of apartheid. It is the politician who resigns on conscientious grounds, giving up status and salary because of an objection in principle to a social policy of her political party. It is the young lawman who decides to dedicate his life to representing those who cannot afford to pay for legal services.

My South Africa is not the angry, corrupt, violent country those deeds fill the front pages of newspapers and the lead-in items on the seven-o'clock news. It is the South Africa often unseen, yet powered by the remarkable lives of ordinary people. It is the citizens who keep the country together through millions of acts of daily kindness. \* *This article originally appeared in Mango's inflight magazine.*



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# Those were the days . . . of Directorships

by Terry Booyesen

In comparison with the late 1980's -- which seems just like yesterday -- it's difficult to remember whether there were as many directors of companies then, as we know and experience it today. Somehow it now seems in vogue to simply appoint an individual as a 'director'; or people may indeed assign this status to themselves in order to self elevate their importance, without realising the potential devastating implications and personal liabilities attached to the title. This is especially true for individuals who don't have the credentials to fulfil the position and the fiduciary duties it entails. In what seems to be a 'prehistoric' era -- and prior to the King Reports on Corporate Governance in South Africa -- one has the sense that only a few were eligible for directorship positions and that to acquire these elite positions took much time, training, business skill and acumen. Of course, there were also those individuals who were fortunate enough to belong to family-run businesses and de facto became directors as the 'baton was passed down'. And whilst many of us were perhaps a little too young to understand the implications attached to the by-gone days of these more traditional styled directors, it is a well-known fact that times have changed and the 'game' with its rules of directorship have most certainly been seriously altered since the demise of Enron, Worldcom and so many others.

What of course is now crystal clear to directors and their fellow company officers (well for most anyway) is the fact that personal liability is totally unparalleled to years gone by. Being a director is serious business; there is most often big money attached to this post and many have described it as a "contact sport and not meant for sissies." Yet somehow, increasingly there are more individuals being appointed to directorship and other executive related positions, many of whom may not have the necessary skills to fulfil their duties. Moreover -- and particularly in an inter connected e-business economy -- the levels of individual performance and experience expected by company stakeholders of directors has notably increased, not least to mention the massive surge of business laws, recommendations, business charters and legislation. One wonders just how directors cope with such complexities, increasing business competition, pressurised profits, integrated reporting and indeed, greater protection of civil and environmental rights.

Of course this leads to a few questions? Are directors of today *really* coping and are they better qualified than their predecessors? Perhaps these are questions to which answers may not be entirely understood, or even forth-coming? Yet we do know that many directors have become quite brazen, even to the draconian regime where new legislation appears to have overtaken the production cookie machine as they continue in their abusive, self indulgent ways. Contrary to this argument, many would believe that the recent formalisation and role of the Non-Executive Director (NED), as set out in the King Report on Governance for South Africa 2009 (King III) for example, would assist companies and their board of directors to behave in a fashion which is becoming of a more upright, moral society.

Indeed in most cases the role expected of the NED -- if exercised correctly -- will bring many benefits to the company, its full time executive directors and the company's wide array of stakeholders. Amongst the numerous benefits offered through the NED, their independence and 'outside' experience is probably their most valuable asset. These traits are meant to assist or guide executive directors in the organisation's strategy, or when the executive directors themselves become self consumed, particularly where this may lead to damage within the organisation and its stakeholders.

Of course there are those who argue that the independence of the NED could either be a good or bad thing, both for the individual and the organisation. There is a fine line attached to the understanding of a NED's independence of the management of the organisation and its interested parties. Regretably, independence to many NEDs -- it would seem -- means a total abdication of their duty to the organisation and even an ignorance to the very nature and functioning of the business. This thinking is bizarre as it becomes impossible for the NED to be able to function as a check and balance to the Board, and the organisation as a whole. Naturally this stand-offish approach cannot be good for an organisation. Its adoption is much the same as the historical view organisations may have deployed when appointing NEDs, which in many cases was simply based upon the retiring executive director's name or reputation, and the supposed value such an appointment would bring the organisation, with scant regard to that which NEDs of today are expected to deliver.

Frankly speaking, this window dressing may not have changed much through the years, however organisational stakeholders, institutional investors and activists have, in more recent years, become a lot more informed of this reckless attitude which still prevails, in spite of the increased regulatory frameworks. That said, NEDs must be cautioned against their naivety or laissez faire actions, believing that their roles as part-time directors are without personal liability. To their peril; the courts in most countries, including South Africa, do not offer a distinction or limit the liability between the wrong-doings of an executive or Non-Executive Director. In other words, if an executive director who is employed full time in the organisation and causes damage, the courts will hold the Board of directors collectively responsible (especially when public interest is at stake). Clearly then, NEDs must play a more active role in the organisations they represent, furthermore taking the necessary time to fully apply themselves to their fiduciary duties owed to the organisation.

Finally, the performance of the NEDs should be assessed on an ongoing basis and processes must be in place to deal with underperformers who don't add value to the Board and organisation. Therefore, amongst other critical functions, the organisation has a legal, but also moral duty to evaluate the effectiveness, the performance and the value -- individually and collectively -- of each member of the Board.



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# Nova Highveld Air Quality Project



## Domestic coal use, South Africa

### An energy efficiency project for coal using households in South Africa

The project is active in 11 municipalities in four South African provinces on the Highveld: Gauteng, Mpumalanga, Free State and KwaZulu-Natal.

The Highveld, at an altitude of 1,500 meter and higher, often experiences temperatures as low as zero degrees Celsius in winter. The area is rich in coal and water, with the result that huge mines, heavy industries and large power plants have been established here. They attract large numbers of people from rural areas and neighboring countries. Many dreams of finding a job and a steady income have never been realized, with the result that sprawling informal settlements are found around every town and city.

Numerous people stay in “shacks” or informal housing, made from plastic, cardboard and old sheets of corrugated iron. Government, providing subsidy houses, struggles to catch up with the high rate of influx of people.

Low-income families often use coal for domestic purposes, causing a serious health impact to young and old.

This project introduces an alternative ignition technique that leads to the efficient and clean burning of coal. This leads to a reduction of more than 80% in the emission of pollutants that are harmful to health, and a reduction of 30% – 50% in the quantity of coal that is used and, consequently, the same rate of reduction in the emission of greenhouse gasses.

### Project objectives:

The project has a positive impact on human and economic development and addresses three of the United Nations' Millenium Development Goals: End Poverty and Hunger, Environmental Sustainability and Child Health.

- Reduction in domestic energy cost and an increase in expendable income per household
- Reduction in health risk due to exposure to air pollution
- Reduction in greenhouse gas emissions
- Reduction in solid waste
- Improvement in visibility

### About The Nova Institute



The project is owned and operated by the Nova Institute ([www.nova.org.za](http://www.nova.org.za)), an independent, not for profit organisation that aims to improve the functioning of lowincome households through participatory action research. Nova's vision is “A healthy household culture in Southern Africa”. Nova was founded in 1994.

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## Technical information

Emissions from coal burning have various negative health impacts. Coal burning emits large amounts of gaseous and particulate pollutants including sulphur dioxide, heavy metals, total and respirable particulates including heavy metals and inorganic ash, carbon monoxide, polycyclic aromatic hydrocarbons, and benzo(a)-pyrene. Polyaromatic hydrocarbons are recognised as carcinogens.

Researchers states that an economically active person in such an area can experience 69 affected days per year due to air pollution related illness, of which more than 60% can be attributed to domestic fuel use.

Together with community members, Nova developed an alternative ignition

technique that reduces the health risk of the households who use the technique through increasing the efficiency of burning and thus reducing the particulates emitted as well as the mass of coal used. This reduces heavy metals, sulphur dioxide and ash emissions. Particle emissions, which is a leading cause of negative health impact associated with coal use, is reduced by more than 80%.

The project activity is the introduction of this alternative ignition technique to individual households.

Nova carries out the project activity by way of formal or informal training and demonstration of the alternative ignition technique.

## *"Improving the quality of life of low-income households"*



## Features/Results:

The project is operational and has delivered VERs totalling 87 000 tCO<sub>2</sub>eq to date. Nova plans to extend the project to deliver an approximate total of 450 000 VERs between 2010 and 2019.

The benefits to households and to the state exceed the cost of the project by orders of magnitude. Households save between 30% and 50% of their annual coal use. This means a direct saving on coal purchases of about R675 per household per year. Other savings are difficult to determine. Direct saving in spending on medical care is most probably much more. It includes loss of income, travel to health care facilities as well as the use of private health care.

This project will enable low-income households to save more than R200 million over a period of ten years in coal purchases alone, and much more in health benefits. The production of more than 20 000 tons of ash, that contains polluting heavy metals, will be avoided.

[www.nova.org.za](http://www.nova.org.za)

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# New edition of ISO/IEC 17021 aims to raise level of management system certification

by Roger Frost

Information from TC 176 SABS Committee 2011-02-01

The just-published second edition of the International Standard ISO/IEC 17021 sets new requirements for the auditing of management systems and for auditor competence in order to increase the value of management system certification to public and private sector organizations worldwide.

The certification bodies that carry out management system certification (independently of ISO), are being given a two-year period to bring their operations in line with the new edition (see below).



**ISO/IEC 17021:2011, Conformity assessment – Requirements for bodies providing audit and certification of management systems**, is intended to increase trust in certificates issued attesting conformity to management system standards (MSS) such as ISO 9001 (quality management), ISO 14001

(environmental management) and ISO 22000 (food safety management). Certificates to these and other MSS are widely used in global markets to establish confidence between business partners and between organizations and their customers, to qualify suppliers in supply chains, and as a requirement to tender for procurement contracts.

The first edition, published in 2006, named six principles that inspire confidence: impartiality, competence, responsibility, openness, confidentiality, and complaint handling. These principles then formed the basis for specific requirements given in the standard.

The new edition retains these principles and requirements, but adds new requirements developed in response to market feedback on the use of the first edition. The new requirements provided in ISO/IEC 17021:2011 relate to the competence of the auditors who carry out certification and to the way in which they are managed and deployed.

Certification bodies that use the new edition will be able to ensure competent audit teams, with adequate resources, following a consistent process and reporting audit results in a consistent manner.

Observance of the standard's requirements is intended to ensure that certification bodies operate competently, consistently and impartially, so facilitating the recognition of

such bodies and the acceptance of their certifications both nationally and internationally. ISO/IEC 17021 will therefore serve as a foundation for facilitating the recognition of management system certification in the interests of international trade.

The requirements of the 2006 edition have not been changed except where they contradict those of the 2011 edition. ISO/IEC 17021 is also being published in an unofficial marked-up edition highlighting the new and deleted text. The new edition is to be reviewed one year after it has been in use to decide whether any first edition requirements need modifying to align them further with the new requirements.

ISO and the International Accreditation Forum (IAF) – the association of national accreditation bodies that declare the competence of certification bodies – have agreed on a two-year transition period from the date of publication of ISO/IEC 17021:2011 for certification bodies to bring their operations and processes in line with the requirements of the new edition. A joint ISO-IAF communiqué giving details is available.

ISO/IEC 17021:2011, *Conformity assessment – Requirements for bodies providing audit and certification of management systems*, was developed by the ISO Committee on conformity assessment (ISO/CASCO) and is available from ISO national member institutes. It may also be obtained directly from the ISO Central Secretariat, price 142 Swiss francs for the clean, official edition and 208 Swiss francs for the clean edition plus the unofficial marked-up edition, through contacting the SABS or through the ISO store by contacting the Marketing, Communication & Information department as indicated below.

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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.

## 'All work and no play ...'



'All work and no play make Jack a dull boy,' goes the saying. I was reminded of those sensible words on the day that the 2010 matric results were announced. A very thrilled mom sent me an email. Her daughter, Kiera, had obtained nine distinctions.

I was reminded when Kiera was in primary school. She was a star scholar in those days too. Yet I also remember that Kiera was also an achiever outside the classroom. She was both a very good hockey and netball player. Kiera was in the school choir. Her classmates elected her on to the Children's Council. If you were to meet Kiera on the corridor, she'd give you a friendly Colgate smile and scamper along to her next activity in an action-packed day.

High school was also a busy time for Kiera. There was an ever-busy balance between in and outside classroom activities. Last year she received the Dux Scholar Award for being the top student. However, Kiera found the time to take part in cultural, sporting and community outreach activities.

Parents want their children to be the best that they can possibly be. There's usually a strong focus on academic performance. That's healthy. Don't overdo it though.

There's only so much that can be absorbed in a study session. Academic achievement does require diligence and hard work. However, there is no direct correlation between the time spent studying and the results achieved. Breakaways from the books are good for the brain. Different activities after study sessions actually improve performance. There's new energy and better memory recall when it's time to go back to the books and computer screens.

Quality schools have many extramural activities. Help you children to participate in the programme. Encourage them to spend some time far away from their study desks! Children, who take part in group activities such as a team sport or school production, grow so much. They learn new skills. Yet they also further develop values such as focus, inner-discipline, hard work and perseverance ... qualities needed by every sound academic student.

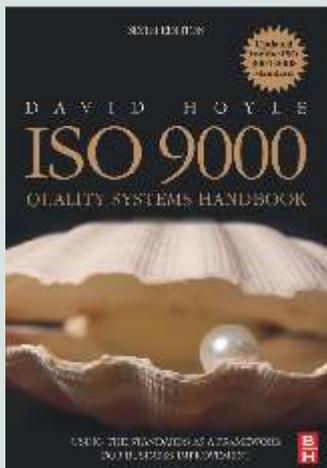
Make sure that Jack and Jill definitely aren't dull. Have a balance between classroom work and everything else that the school has to offer. Do it the Kiera way: work hard and play hard. Such a balance brings out the very best in every child.

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](mailto:rpdhayward@yahoo.com)). Alternatively, contact Vanessa du Toit at SAQI (012-349-5006).

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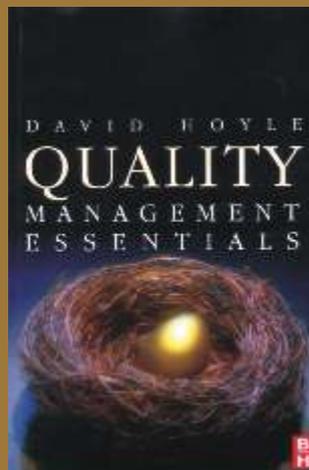
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# SAQI Training Programme for 2011

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](mailto:vanessa@saqi.co.za)

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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		28-29				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
SPI1	Certified Software Quality Engineer (CSQE)	5	R18,240.00	6 - 10 June
SPI3	ISO 9001 Master Class in Process Management	3	R5,266.80	9 - 11 May

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

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- ◆ Control Chart And process Capabilities (B31)
- ◆ Cost of Quality (B1)
- ◆ Customer Care (B39)
- ◆ Customer Satisfaction and Excellence (B58)
- ◆ Development of Quality Management System (B38)
- ◆ EMS Lead Auditor (B50)
- ◆ 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)
- ◆ 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 (B59)
- ◆ OHSAS 18001 Auditing (B19)
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