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Welcome to New Platinum Members of SAQI

In these times of economic downturn it is easy to look narrowly at the present and say how can I save money and reduce costs? Supporting a National Quality initiative is often seen as an on cost, but the more forward thinking organizations see it as an investment in the future. Most of our readers will know that the theme we have chosen for South Africa's National Quality Week taking place from the 7th to the 11th November 2011 is "Leading the Way to Sustained Quality".

Very often when SAQI approaches organizations to become members they invariably say "We don't need a Quality Institute we already have good quality in our organization." It then takes time to convince these organizations that the role of SAQI is to Promote Quality in South Africa and "Improve the Quality of life of all citizens and free the potential of each person." This is not an easy job as we all know and the strength of SAQI does not just reside in its board of directors and limited operations staff but in the collective knowledge and drive of all its members. So who better to assist in the promotion of Quality than those organizations that are already world leaders?

With this in mind SAQI is pleased to announce that two leading South African organizations, SAB Miller and Denel Land Systems have shown their full support for leading the way to sustained Quality by accepting the offer to become the latest Platinum members of SAQI. We welcome them on board and are sure that they will continue to play a leading role in the promotion of Quality in our Country.

Paul Harding SAQI MD



DENEL LAND SYSTEMS



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helping South Africans live, learn and work better



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Welcome to New Members of SAQI June to August 2011

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Itron - Wins Best Enterprise Quality Award (Large Enterprise) - 2011

by Caroline Himely-swift



From left to right: Mohamed Sheik (Sales Account Manager), Damian Padachi (General Manager), Rob Davies (Minister of DTI).

ACROSS the world, Itron's intelligent metering, data collection and software solutions are helping utilities manage and conserve precious resources.

Itron, a global, NASDAQ-listed company, is the leading provider of energy and water resource management solutions for utilities around the world. It employs nearly 10,000 people worldwide and has a presence in Cape Town from where it services sub-Saharan Africa. There are 450 Itron employees in South Africa and in satellite offices across the continent, and Itron has a factory in Atlantis, just outside of Cape Town, which manufactures electrical products and services that meet local requirements including single- and three-phase metres and prepaid smart systems.

Itron's commitment to ensuring the design, development and distribution of these high quality metering products has resulted in Itron Southern & Eastern Africa (SEA) becoming a leader in the field of smart technology. In South Africa, Itron has established a track record over the last 25 years in the provision of reliable, accurate measurement systems in electricity, water and gas. It is a track record which remains unrivalled in the country's metering industry.

Because of its exceptional products, leadership in the region, and emphasis on quality practices and processes, Itron was awarded the Best Quality Company Award from the South African Department of Trade and Industry (DTI). The DTI recognized Itron's devotion to designing and manufacturing quality products, locally, by presenting it with this prestigious award.

Itron's Dedication to Quality

Itron's commitment to quality runs deep. It is evident in its products, which consistently exceed performance and customer expectations. Consequently, Itron has a reputation with its customers as a supplier of quality products at competitive prices that are maintained through



reduced product life cycle costs via ongoing quality improvements.

Furthermore, at Itron, our design and production teams are committed to keeping costs low and ensuring that internal practices are sensible and environmentally sound. For example, when new improvements, such as using fewer materials, can be incorporated, without compromising product functionality and customer usability, the teams take action. In addition, when selecting suppliers, Itron strives to choose vendors that use less energy and pollution when transporting goods, and those that conform to the principles of green and environmentally friendly practices.

Itron's commitment to quality control creates the best product quality for its customers. For example, the Atlantis manufacturing plant has a dedicated service centre at the factory in order to assure that customer repairs are received and addressed in the shortest possible time-frame and within the quality specifications and standards as per industry requirements.

For Itron SEA general manager Damian Padachi, the company's success is due to quality beginning long before manufacture. "We ensure that R & D includes the proper standards in its designs and that these can be maintained all the way through manufacturing. When we choose our suppliers we make sure that they are compliant with our stringent requirements."

Quality Processes and Practices Instill Excellence at Itron

At Itron, product quality starts with the design process. The company uses a formalised Product Development Procedure (globally) that is focused on quality. This process provides insight and involvement of all key functions throughout the development process, from marketing and R&D to manufacturing. In addition, extensive internal approval testing is carried out in the Type Test Laboratory. Consequently, all products at Itron have external approvals granted by both the South African Bureau of Standards and Eskom.

In South Africa, Johann Koegelenberg heads the manufacturing operations division situated in Atlantis Cape Town. Mr. Koegelenberg says that a significant step in

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Itron's success is the strong emphasis on collaboration between manufacturing, R&D and marketing. "These divisions have to operate as a single unit although they have their very own focus areas. "Marketing translates customer requirements into priorities for R&D. A process of concurrent engineering, which also involves manufacturing in product development, ensures a smoother transition from design to industrialization and ultimately volume manufacturing." He says that a very structured approach is taken in relation all ongoing improvements and innovations including very close co-operation in order to translate concept into design.

"When we begin the manufacturing process, we check that our people are informed, knowledgeable and properly trained and they understand the impact of their jobs," says Mr. Padachi. Constant training means when new technologies are introduced to staff, quality can be maintained all the way. "Our processes validate proper calibration and verification in order to produce quality innovative products and solutions that address our customer needs."

The manufacturing business is also able to tap into different structures at the various Itron factories around the world and together adopt best practices. In terms of manufacturing, the South African factory has earned a reputation for flexibility on turnaround times and addressing customers' needs for quality and speed. "Being one of the top manufacturing sites, we have a sharp focus on competitiveness," says Koegeleberg. "On the services side, we have activities focused on systems developers and over a long period have distinguished ourselves from our competitors by the consistent strong quality of our brand."

Providing Critical Knowledge to Shape a Sustainable Future in Africa

Smart systems have been developed by Itron SEA for a number of countries in Sub-Saharan Africa including Kenya, Mozambique and South Africa. These countries are at the forefront of energy use, all relying on technology developed by Itron, the leading provider of energy and water resource management solutions for utilities, including smart metering and smart-payment systems. More than 5 million products have been supplied in the region over the past 10 to 15 years.

The South African arm, Itron Southern and Eastern Africa (SEA) has its roots in local business, Angcon Technologies which started in the 1980s. In 2007, the company was acquired by Itron, a US-based company, which is involved in smart-payment and smart metering projects in Africa and around the world.

Prepaid metering in Africa has the aim of getting electricity to all: for Mr. Padachi, the company's job is more than just supplying meters to large utilities keen to improve customer service. "Prepayment systems have virtually been born in this country in response to the specific needs of African consumers. Prepaid metering makes it possible to provide

electricity to all which improves the quality of life and provides access to goods and services. Our systems present the right platform to address these challenges both in South Africa and in other African countries. To a larger degree, from a prepayment point of view, South Africa has become a leader in this field."

According to Mr. Padachi, serving Africa's diverse markets will vary depending on the level of existing infrastructure. "South Africa is structurally different and already has Eskom as a dominant player, closely followed by municipalities and metros. When standards are in place it is easier to follow." He points out that due to a lack of infrastructure and standards in other parts of Africa, the marketplace is very fragmented. "In recent years, some African countries are beginning to adopt best practice as we have encountered with many of our east African clients."

Itron's vending system is being used for the deployment of Eskom's National Prepayment Vending Platform enabling prepaid electricity to be sold online and in real time to its customers. Itron was awarded the tender to develop and implement Eskom's National Online Vending Platform in 2006. The technology was successfully piloted before being migrated into a full production environment: today, it is the largest prepayment vending system in the world. It has become a solution which is changing the entire prepaid vending environment by both improving cash collection for the utility and allowing consumers to purchase electricity anywhere, at any time.

In addition to an improved customer service for Eskom, benefits include a larger footprint of vendors and a consolidated vending database. Advanced functionality allows the recovery of non-payments and real-time interfaces with the utility's financial and Customer Relationship Management systems. Importantly, the infrastructure eliminates the risk of potential fraudulent transactions and lets Eskom extend its vending footprint to more remote areas. Due to the innovative technology, the system also helps members of the informal sector to become vendors, creating employment opportunities and uplifting communities.

Mr. Padachi describes online vending as a "step towards change" for Eskom prepaid vending as it introduced benefits to their business as well as to their prepaid customers. Eskom customers are able to purchase prepaid electricity tokens nationwide through point of sale networks managed by retailers and service providers. "South Africa has become a global leader in prepayment systems and the Eskom system has changed the face of the prepaid electricity market in South Africa. This is a reference in the world of prepayment systems," he said.

"Itron is dedicated to realizing the potential of people and technology in Africa," he stated. "Along the way, we have positioned ourselves as a strong company in South Africa, integrating quality as an essential aspect of our strategy. This is also the way that we believe will allow our company achieve a sustainable future."

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NATIONAL QUALITY WEEK 2011

7 - 11 November

World Quality Day
10 November

Theme

Leading the way to Sustained Quality

In order to ensure that any quality program is sustainable we need good leadership.

This does not necessarily mean the chief executive must drive the process although this is always the first prize.

Leadership comes with all quality role players setting an example. Leaders are normally visionary, challenging people to go beyond their comfort zone. In order to develop a sustainable approach to quality the leader needs to set new goals and not accept any compromise in the quest to improve the organization's success.

What are the qualities of good leaders?

- Guide others as role models
- Have significant technical skills for the job
- Have a clear sense of purpose
- Are results oriented
- Are optimistic
- Have the ability to encourage and nurture others
- Are self aware

Organisations can also be "leaders" in their field by setting examples for other organizations to follow.

Background to NQW

The concept of having World Quality Day (WQD) was introduced by the United Nations in 1990, to increase awareness worldwide of the important contribution that quality makes towards a nation's and an organisation's growth and prosperity.

The aim of the National Quality Week (NQW) in South Africa is to create quality awareness and encourage individuals and organisations to focus on the importance of quality, both as a strategic management tool for global competitiveness and as a generator of wealth and jobs at the local level. This normally takes place during the week that straddles World Quality Day, which is on the second Thursday of every November.

ARE YOU PLANNING AN EVENT FOR NATIONAL QUALITY WEEK?

Please send the details of your event to vanessa@saqi.co.za and we'll place your event on the our website as your pledge to Quality.

SAQI also offer its members the opportunity to become a Supporter of Quality. Your company logo will be advertised on the front page of SAQI's website, with a link to your website. A nominal fee will be charged. Please enquire from vanessa@saqi.co.za

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Quality as a Service - Testing and Certification Industry in Hong Kong

Author: Lotto Lai

When we are talking about Quality, many people only focus on product quality. It narrows the definition of Quality just for manufacturing related or product related. In the Information Technology (IT) industry, the term "Software as a Service" (SaaS) was very famous that could be referred to as "on-demand software". It is a software delivery model in which software and its associated information are hosted centrally, so-called "cloud computing" (Recently, Apple's new service is called iCloud.). I believe that Quality is a kind of service. We always need to provide excellent service so that Quality is also on-demand by customers. Therefore, I propose the concept of "Quality as a Service". How does the concept of goods quality convert to service quality from an objective measurement to more abstract and elusive service which is intangibility, heterogeneity and inseparability of production and consumption (Parasuraman, Zeithaml, and Berry 1985)? It definitely requires education of the public regarding Quality as a Service (QaaS).

Same as IT software in cloud computing, products quality assurance is centralized by different quality service providers such as internal quality assurance and control activities, internal and external quality consultancy, external testing laboratories, inspection bodies and certification bodies. It is similar to cloud computing. I call it Quality Cloud Servicing (QCloud). QCloud is a model of QaaS, indicating that Testing, Inspection and Certification service providers as centralized software database, provides quality service to different types of industry.

The Testing and Certification (T&C) Industry was identified by the Task Force on Economic Challenges (TFEC) as one of six economic areas which are high growth potential industries in Hong Kong, on 22 June 2009. From 2008 to 2009, T&C industry's economic growth was about 13%. It was obvious in the mature economy of Hong Kong. Thus, Hong Kong Special Administrative Region (HKSAR) government established Hong Kong Council for Testing and Certification (HKCTC) on 17 September 2009. The vision of HKCTC is to develop Hong Kong into a Testing and Certification Hub in the region by reinforcing the branding of "Tested in Hong Kong, Certified in Hong Kong."

In that case, Census and Statistics Department (C&SD) of HKSAR conducted a survey for collecting information and views on the profile of the testing and certification service in Hong Kong from December 2009 to January 2010. It demonstrated that private laboratories dominate in testing by comparison with in-house laboratories in different industries and government organizations. Moreover, it indicated Testing Service had 66% of business receipts in 2008 (Table 1). The testing service was found mainly in the four mature trades including Textile (28%), Toys (25%),

Medical Testing (20%) and Electrical Products (14%). After that, HKCTC submitted the Report with all findings to Chief Executive of HKSAR on 31 March 2011. The report finally recommended to enhance Hong Kong Accreditation System together with the Factors of Production including Manpower, Technology, Capital and Land. (Lai, 2011)

The government of HKSAR accepted the report and the suggestions, and took the following actions to enhance the development of T&C industry. For Accreditation System, the current mode of accreditation in Hong Kong should firstly be maintained. Then, manpower should be provided for establishing new accreditation service (e.g. ISO 22000 & ISO 27001). For doing this, universities, Vocational Training Council (VTC) and the industry would cooperate to organize seminars, workshops and career talks to enable students to have an understanding of the T&C industry, and to encourage the development of their career in this aspect in order to ensure adequate manpower supply. Regarding Technology, collaboration between institutions within the existing technology infrastructures such as Hong Kong Science and Technology Parks, Hong Kong Productivity Council and five R&D centres in Hong Kong are supported in order to have a wider use of Innovation Technology Fund provided by Innovation & Technology Commission (ITC) of HKSAR. Furthermore, the Small Entrepreneur Research Assistance Programme (SERAP) should be promoted extensively to build and preserve capital. Last but not least, Land is an important factor for developing the industry in Hong Kong. Industrial buildings could be revitalized for the T&C industry. It should also keep in view the Government's plan on land supply for the industry such as Lok Ma Chau Loop development. The report further identified four trades which are considered to be good opportunities for new economic momentum, namely Chinese Medicine, Construction Material, Food and Jewelry (Lai, 2011).

Based on the HKCTC report, one of recommendations related to Hong Kong Science and Technology Parks Corporation (HKSTPC) is to magnify the promotion of their facilities available for shared use. Technology Support Centre of HKSTPC is focusing on this recommendation at present. HKSTPC provide R&D testing service for start-up R&D companies to assist their growth.

According to the concept of Quality as a Service (QaaS), a preliminary study was performed on the testing service by HKSTPC. SERVQUAL's' five dimensions suggested by Parasuraman et al. (1988) was adopted and the dimensions are shown as follows:

- Tangibles: Physical facilities, equipment, and appearance of personnel
- Reliability: Ability to perform the promised service dependably and accurately

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- Responsiveness: Willingness to help customers and provide prompt service
- Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence
- Empathy: Caring, individualized attention the firm provides its customers

Questionnaires were sent out to all our existing users and finally 141 responses were confirmed valid. The survey pointed out that around 93% of customers were satisfied with HKSTPC laboratory service. Hence, it found the most important dimension was Responsiveness and HKSTPC best laboratory service level was Assurance. (See Figure 1)

QaaS is an important concern for Testing and Certification Industry. It not only ensures the Quality Service in T&C industry but also maintains the industry "Five High". They are:

- High credibility of the Industry
- High profit margin
- High value added per person engaged
- High education staff needed
- High Potential Growth Industry

I expect that QCloud will further develop in Hong Kong, so as to support the international trades especially in China, successfully.

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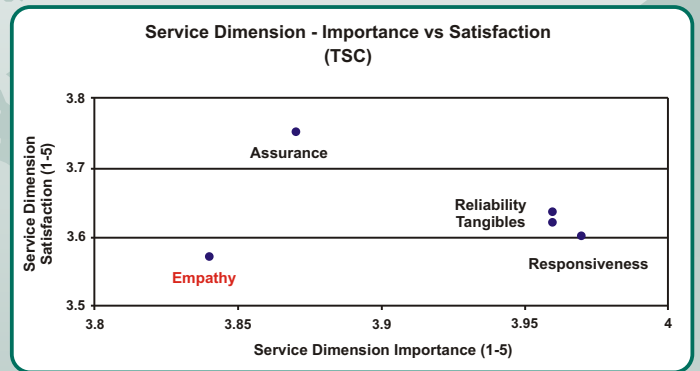
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Lotto K.H. Lai (2011), Keynote speech entitled "Introduction to Testing and Certification Industry and Quality Movement in Hong Kong – HKSTP Supporting Case" in TQM Kaz-2011 Forum on 15-17 June 2011, Kazakhstan.

Table 1 Value Added of the Six Industries (Census and Statistics Department, HKSAR, 2011)

以當時價格計算的增加價值 Value added at current prices	2008 百萬元 HK\$Mn	2009 百萬元 HK\$Mn	按年增長率 Annual growth rate
1. 文化及創意產業 Cultural and creative industries	61,080 (4.0%)	62,935 (4.1%)	-0.2%
2. 醫療產業 Medical services	22,444 (1.4%)	24,077 (1.0%)	+7.3%
3. 教育產業 Education services	15,809 (1.0%)	16,386 (1.1%)	+3.6%
4. 創新科技產業 Innovation and technology	10,283 (0.6%)	10,733 (0.7%)	+4.4%
5. 檢測及認證產業 Testing and certification services	4,499 (0.3%)	5,090 (0.3%)	+13.1%
6. 環保產業 Environmental industries	4,178 (0.3%)	4,697 (0.3%)	+12.4%
六項優勢產業 Six Industries	126,293 (7.6%)	133,918 (8.0%)	+3.6%
本地生產總值 GDP	1,592,897	1,550,851	-2.6%

Figure 1 – Service Dimension Result on HKSTPC Laboratory Service Survey



Author **Lotto Lai** is currently a Fellow and Chairman of Hong Kong Society for Quality (HKSQ), Senior Member of America Society for Quality (ASQ) and Member in Hong Kong Institute of Engineer (HKIE) as well as, IRCA QMS Lead Auditor. He has been appointed as a member of Industry Training Advisory Committee (Testing, Inspection & Certification) of Qualification Framework under Education Bureau in Hong Kong. Lotto has more than fifteen years of experiences in scientific research and quality management. He is an expert of quality management, environmental & safety management and laboratory management. He has facilitated many organizations to achieve ISO 9001, ISO 14001, OHSAS 18001 and ISO/IEC 27001 certification, as well as ISO/IEC17025 (called The Hong Kong Laboratory Accreditation Scheme - HOKLAS) accreditation. He is Quality Manager in Hong Kong Science and Technology Parks Corporation.

Quality is the password to success

EDITORIAL
 ISO LEAN PROCESS
 eQuality Edge – Issue 150 – July 2011
 This article was written by
 Jeff Hollingdale from DQS for eQuality Edge.

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DISREGARD OF COMPANY POLICIES CAN CRIPPLE YOU

Article by: Terry Booysen

When you first hear your colleagues discussing the need to draft or revisit a company policy, you may be inclined to think this is a menial task meant to keep someone busy. Nothing could be further from the truth. In fact, a company's policies -- particularly its key policies -- are critical documents that generally describe the intentions of the company, and they set the manner and principles to which the company will govern its actions in achieving its goals.

That said, the company's key policies are meant to provide the necessary guides to formulate the company's strategy and plans, whilst ensuring that it complies with its statutory documents, the respective legislation and its long term objectives. Clearly, as the success of a company often depends upon a good strategy, one must therefore not lose sight of the fact that both the strategy and the company's policies, which have a symbiotic relationship, are an evolving process. Most often when companies are first established, eager policy writers may produce a policy that sets for example the manner in which the company and its employees will manage its ethical behaviour. Yet somehow, notwithstanding the company's initial great intentions, things can go horribly wrong for some of the following key reasons:

- the policy is either not in place, updated or agreed to by the company's main stakeholders (i.e. shareholders, directors, managers, employees, suppliers and customers); or
- the policy is not aligned to the company's vision, ethos or strategy; or
- the policy is not visible, neither understood or practiced; or
- the policy does not encompass legal and/or industry benchmarks or practices, and finally;
- the policy is in conflict with changes in legislation.

Of course there is an irony when the company commits itself to producing its key policies, but allocates an inadequate person (or process) to fulfilling the function of not only producing and maintaining the policies, but more so ensuring that there is a functional balance and alignment of these policies to the critical missions of the company. Needless to say, there are countless examples of failed organisations, who have seen their demise as a result of poorly governed policies and the procedures that flow from these crucial documents.

It is therefore critical that company's and their leadership take full responsibility to ensure that their key policies are in place and effectively being applied within its operating structures. Equally important to understand is the fact that policies are specifically designed to suit a specific set of criteria which is relevant to the nature of the company, its

stakeholders and its operating environment. For example, the policy for a dress code in a financial services industry cannot in all reasonableness be expected in a mining or manufacturing environment. Yet so often -- and probably due to ignorance or even laziness -- people who have been tasked to produce a company's key policies, may have no problem 'borrowing' say a sexual harassment policy from a vastly different industry sector, and by modifying a few of its sections believe it will be suitable in their own environment.

Policy and policy formulation should therefore be a key area of focus for the executive leadership of any organisation. Its formulation must be done on a consultative basis, more particularly as companies will be expected to improve their stakeholder relationships and its integrated reporting.

There is no doubt that a well constructed, and relevant policy can bring many advantages to a company, some of these being that:

- there is a documented process which governs the behaviour of the company and all its employees in an equal manner;
- through the policy, there are agreed values, objectives and participatory practices;
- the goals to attain the objectives are clear, or in the case of certain behaviours, that they are defined between that which is considered good or poor behaviour;
- there is consensus regarding the manner in which the company will set its priorities, and then meet them;
- there are clear guidelines which define the roles of authority, delegation and where the boundaries of accountability and responsibility lie;
- through the implementation and monitoring of the company's policies, the organisation will experience an improved level of service or customer satisfaction;
- there is a greater alignment of the company's value and its purpose towards civil society, target groups and other stakeholders.

Of course with the continued bombardment of additional legislation in South Africa -- with an average of six new acts each month over the last ten years -- companies need to question whether their policies adequately reflect the changing legislative, regulatory and business landscape. If this response is in the negative, then the question arises not only regarding the company's state of legal compliance, but indeed also its ability to comply?

The consequences of failing to give the necessary attention

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10 Things you should know about Social Media

By Maria Tabaka

Based on work by Eric Yaverbaum down loaded from LinkedIn Non Profit Organization Headlines. More information is available at www.socialmediamags.com

Have you mastered your social media strategy? Do you know how to leverage the power of social media to create meaningful relationships, build your business and learn?

1. All social media are not the same. LinkedIn should be treated differently than Facebook, which is different from Twitter, which is different from Google+.
2. It takes time and frequency to build trust in any social media, just as in any relationship. Social media is a tool, not a destination.
3. Use all of your communities as a Business Development tool to source highly targeted potential clients/customers.
4. Use LinkedIn to establish Thought Leadership through the growth of a community of highly passionate and engaged people. You can even write a blog that is linked into Facebook, Twitter & Google+.
5. You should join groups in all of your social networks. There are also some terrific resources out there for free. You can freely subscribe to any of mine. www.socialmediamags.com
6. Your posts will and should reflect the personality of your

company. If you are not genuine, you won't last very long. Anyone who says otherwise is just trying to sell you something.

7. It is okay for your customers to disagree with you on Twitter. That's why they call it "social" media and not "one kind" media. Best practice: Have a policy for how you deal with negative comments and reach out to those who support you. They are your brand ambassadors! This is true for all of your communities, not just Twitter.
8. If you choose to schedule your Tweets, timing is everything. The life of a Tweet is about one hour; schedule several times throughout the day. Make your presence consistent and meaningful. Hootsuite might make that easier. Follow suit in your other communities.
9. Make sure you are listening to communities on Twitter and any community you participate in! Make no mistake; consumers are in charge now more than ever. Pay attention to what they say. Some of the best product ideas, feedback and problems will come to you from your Twitter communities.
10. Use all your communities to cultivate business leads.

Editor's note:

You can follow SAQI on Linked In by joining the SAQI group. You can also follow us on Facebook. Let us know your thoughts and opinions on quality.

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to a company's statutory documents and its key policies could be dire. If the company's documents are in conflict with, for example, the new Companies Act or the Consumer Protection Act, decisions made by the board could be rendered null and void. This in turn could lead to personal liability on the part of the directors and/or officers of the company. In addition, there could be unintended consequences for a company that does not ensure that these documents are aligned to the changes in legislation that govern it. This is particularly pertinent to the new Companies Act, where certain classes of companies that do not amend their statutory documents -- to bring them into line with the new requirements -- will have their status changed by default. This will lead to unintended tax and other consequences which could be disastrous.

As company officers charged with the fiduciary duty to serve and protect the company, directors and managers would well be advised to reconsider their views and

participation in their company's policies, charters and terms of reference documents, rather than to relegate this critical task to their junior counterparts. Ignore these key policies and other statutory documents at your peril.

About CGF Research Institute (Pty) Ltd



Contact CGF to find out more about our governance, risk and compliance and policy services.

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Why were those young ones rioting?

A fortnight before the 2011 London riots I was in that city. As a visitor I was enthralled by its fascinating history, places of beauty and ... yes, its orderliness! Hundreds of thousands of people use their clean, punctual Underground trains every day. There was virtually no pushing, shouting and screaming. Every station master announcement started with the polite words, "Ladies and gentlemen ..."

So, what caused buildings to be torched, property damaged and businesses losing millions to looters? The spark was the fatal police shooting of a man in Tottenham. Yet thousands of mostly young people who took part in the riots didn't focus on the Tottenham incident. It became an excuse to indulge in destruction and go 'looting shopping'.

England has done much introspection to try and understand that sudden, almost spontaneous uprising against law and order. One viewpoint put forward is that many young people no longer respect authority figures. There are schools in England where teachers are abused. They're spat and sworn at; they're even physically assaulted. The police get pelted with bottles and stones. A question asked is, "If the young rioters had been imbued with values such as consideration and respect towards others, would the riots have happened?"

Sadly, in South Africa too there is also an element of defiance against authority figures such as the police and teachers. We have our rioting towns and cities (thirteen so

far in 2011 as against three in England) as well as wanton looting of shops and stalls. There are some of our teachers who are also verbally abused and physically assaulted.

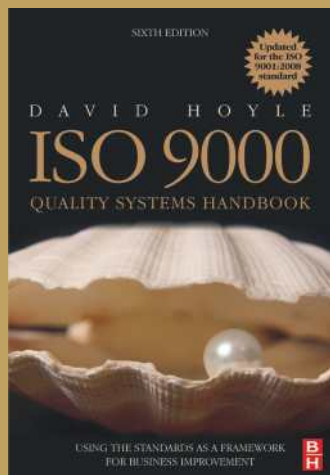
To create a Quality society, we need to ensure that young people respect legitimate authority. Parents need to support the teacher who disciplines their child who disobeys fair rules. When the family discusses what happened at school that day, parents can do much to ensure that the children adopt the right attitude towards their teachers and school. Verbal trashing of teachers makes it that much harder for a child to accept sound discipline the next day at school.

It's right to instil in children the courage to speak out when they feel unfairly treated. Parents obviously have that right too. Yet it should always be expressed in a manner that is mindful of being respectful to authority that is fair.

Richard Hayward, a former principal of two schools, does leadership and management programmes under the aegis of SAQI.

SAQI has school leadership and management programmes based on Quality practices. For more details, please contact either Vanessa du Toit (012-349-5006; vanessa@saqi.co.za) or Richard Hayward (011-888-3262; rpdhayward@yahoo.com)

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

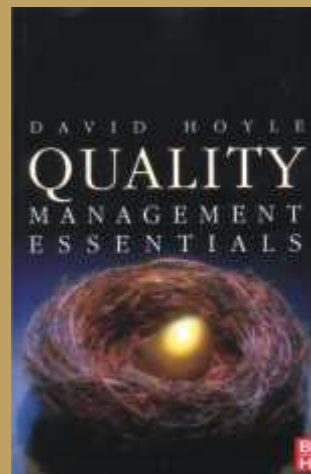


SAQI still has a number of copies of this book available at the special price of R564-00 incl.

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Contact members@saqi.co.za

Quality Management Essentials



Quality Management Essentials

David Hoyle
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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

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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	Sept	Oct	Nov	Dec
B1	Cost of Quality	2	R4,000.00		10-11		
B11	Setting and achieving measurable objectives	1	R2,150.00	2			5
B12	ISO 14000 overview	1	R2,150.00			25	
B14	Integrated Management Requirements	3	R4,250.00			2-4	
B16	Internal Quality Auditing	3	R4,250.00		5-7		7-9
B20	Organisational QMS Lead Auditor	5	R9,980.00		10-14		
B24	How to write procedures	3	R4,250.00		3-4		
B34	Statistical Process Control	5	R9,980.00			7-11	
B38	Development of QMS	5	R9,980.00			14-18	
B41	Introduction to Quality Control	1	R2,150.00				6
B48	ISO 9001 Requirements Workshop	3	R4,250.00		17-19		
B49	SHEQ Internal Auditing	3	R4,250.00			21-23	
B50	EMS Lead Auditor	5	R9,980.00	5-9			
B51	Development of SHEQ System	5	R9,980.00		24-28		
B52	OHSMS Lead Auditor	5	R9,980.00		31-4		
B58	Customer Satisfaction and Excellence	2	R3,740.00			28-29	
B64	Introduction to Quality Techniques	3	R4,250.00	12-14			
B65	SAQI Certificate in Quality	10	R18,320.00	19-23	24-28		
B66	Problem Solving and Decision Making	3	R5,200.00				12-14

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

- ◆ 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 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)
- ◆ 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)
- ◆ Statistical Process Control (Basic Quality Control) (B34)

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