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No 153 • November 2011

# 2011 is almost over but was it a Quality Year?

After the hype of the 2010 FIFA World Cup, 2011 was in many ways a quiet year but was it a quality year? A few days ago I attended a Tourism Leadership Dialogue Breakfast forum at the request of the Ministry of Tourism and one of the questions asked was "Can we sustain the quality effort that was put into making the 2010 event so successful?" The answer was that there is no reason why we can't but we must identify a couple of quality drivers. Firstly the FIFA World Cup 2010 was very much viewed as a project and was influenced by the FIFA external body. It had a start point and an end point and a single deliverable that was a successful World Cup. What we must now do is to convert the lessons learned from this project and convert them into a process. A process converts inputs into outputs so we must ensure that sufficient quality inputs are put into a broader Quality Management System that makes South Africa a great tourist destination as well as a place where all our citizens enjoy a quality of life. Our National Quality Week theme of "Leading the Way to Sustained Quality" was aimed at promoting long term development and growth and is process based rather than just project based.

## National Quality Week

We have just ended yet another annual promotion of SAQI's National Quality Week and World Quality Day and this month's issue of our e Quality Edge is dedicated to all our members who showed support in our drive for sustainable quality. The feedback, pictures, stories and comments from our members has once again been nothing short of phenomenal.

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**TEAM SAQI** wishes all its members warm Seasonal Greetings

We thank you for your support and look forward to another quality year in 2012.

As is customary SAQI will close for its annual break on Thursday 15 December at 12 noon and reopen for business on Monday 9 January 2012.



# Group Capital Division declares November 2011 as Quality month

By Mala Bedhasie and Sithembiso Sangweni : Quality Management Department  
Group Capital Division : Eskom



Group Capital Division is working on one of the world's biggest build projects currently. We are creating Quality awareness with all employees and contractors to ensure that the projects will be built right the first time!

During the Quality month of November, Quality leaflets with Quality information were handed out to employees and contractors at entrances. We held roadshows on site at some of the New Build and refurbishment projects. We adopted the SAQI National Quality theme: "Leading the way to sustained Quality".

Exhibitions, presentations, competitions etc. were part of the roadshows. We used banners, flags and exhibition stands, brochures and videos in Quality to create awareness on site.

The first road show was held at Komati Power Station on 10 November 2011. More than 200 people attended the function; the attendees included contractors from different companies and Eskom staff members.

The second road show was held at Ingula Pumped Storage Scheme on 17 November 2011. Quality Management staff

members invaded the Ingula PSS. Flag poles, PVC banners, posters and free standing banners were posted all around the Ingula PSS. The attendees were participative and were really excited that Quality awareness was being brought to the projects. A competition which was based on the Statement of Commitment to Quality was also held and questions related to the Statement were asked. Prizes went to those who answered the questions correctly.

Networking and staff communication of quality results and "best practices" was a great success! Staff and contractors appreciated the fact that we went to them, discussed results, plans for improvements and best practices. They were also able to provide feedback and ask questions from Quality Management team.

Project employees appreciated the personal approach and the chance to interact with head office Quality management staff.

Roadshows will be held in Grootvlei Return to service project in November and we will be scheduling more roadshows throughout 2012 at all the other projects within Group Capital Division.



**Ingula Roadshow**



**Komati Roadshow**



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# SUMMARY REPORT

Quality week Monday the 7<sup>th</sup> till Friday the 11<sup>th</sup> November 2011

## by Howden Projects



Howden Projects started their Quality week with a talk by John Glover, the company veteran of quality. He introduced the week's theme of "Quality begins at Home" and discussed leading the way to sustainable quality. The pledge was signed by all staff agreeing that quality begins at home. Tuesday was all about Health. The company doctor - Dr Millicent Tlakula discussed topics including external environment and its effects on us, life style and quality health. Wednesday Safety was covered by our SHE representative; Pierre Richmond, with focus on office staff's safety in the factory. We saw our office staff wearing their safety gear and a prize was handed out to the most safely dressed person. Thursday was Environmental Day with our Ken Mackenzie focusing on ammonia and teaching staff how to identify it and what to do in the event of coming into contact with it.



Finally we celebrated being Proudly South African on Friday. The staff dressed up in their SA T-shirts and SA Flag ponchos and sat together and enjoyed a lovely lunch of traditional briyani. Quality key rings and Quality Street Sweets were handed out to everyone to finish the week off. As charity also brings at home we had collected clothes for our less fortunate senior citizens which Annetta Gouws handed over to Even Tide Old Age Home in Brakpan. Eddie Lamberti, our chief draughtsman won the Quality Achiever of the year overall winner for 2011.

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# SUMMARY REPORT

Quality week Monday the 7<sup>th</sup> till Friday the 11<sup>th</sup> November 2011

by Nampak Flexible



Nampak Flexible celebrated NQW from the 7th to the 11 of November. On WQD the QA team presented information to all staff on the cost of poor quality, trends from customer complaints, the results from customer satisfaction surveys and motivational talks on Quality followed by lunch. Each employee was given a Quality mug and a WQD sticker to mark the occasion and prizes were awarded by Grant Page our Operations and Supply Chain Director to the winners of the Quality Competition. The event was organised by Antoinette Maake, QA Manager and was attended by all the senior management of Nampak Flexible and customers including Nestle and Distell.



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# SUMMARY REPORT

Quality week Monday the 7<sup>th</sup> till Friday the 11<sup>th</sup> November 2011

by Optipower Projects



## OptiPower Projects (Pty) Ltd celebrates World Quality Day

Thursday the 10th November 2011 was declared as World Quality Day and OptiPower Projects took this opportunity to bring about awareness to their staff on the company's Quality Management System and the importance of quality as a performance indicator to the company and the client.



The program was held at OptiPower's Eros – Vuyani Project where OptiPower Projects is constructing a 77km 400kV transmission power line for Eskom. The program was organized and presented by Senior SAQI member and OptiPower SHEQ Manager, Mr. A. Elmie. This year's program was the first held since company's initiation and registering in 2001 by current CEO Mr. A. Swart. On the left are pictures of the teams on site who attended the program. The program has been a huge success and OptiPower is committed to continue promoting quality throughout the company on a continual basis using WQD as just one of the platforms.

A thank you goes out the staff of OptiPower who has supported the initiative and to SAQI for the assistance to the program.

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# SUMMARY REPORT

Quality week Monday the 7<sup>th</sup> till Friday the 11<sup>th</sup> November 2011

by PetroSA



SHEQ Manager, CEO handing over gift to King of Excellence with Quality Leader announcing.



All Excellent service nominees & poetry completion entries with Quality Team & CEO.



Queen of Excellence

PetroSA ran a week-long awareness campaign, in both their sites, with a forum that took place on the last day of the Quality Week, 11/11/2011 where all employees attended. The Acting President & CEO, Mr Yekani Tenza delivered a speech of the day on Leadership and their role in creating sustained Quality.

Build-up to the event was created two weeks before, through our in-house magazine, PetroSA Today, and internal posters, advising employees of the programme and the activities of the Quality week.

On the first day, the campaign was launched with display tables at the foyers where employees received goodie bags & information pamphlets. Themed Banners were also displayed at reception areas and entrances to the buildings for the duration of the week.

PetroSA ran a competition where employees/departments were encouraged to write a one paragraph poem about their understanding of Quality in their day to day activities. Employees who provided excellent service were also recognised by fellow employees. Departments which performed well in internal audits were also recognized.

It was at the forum on the last day of the week where great prizes were handed over to the winners of the poetry competition and Certificates of Achievement awarded to the King and Queen of Excellence.

Quality videos were shown on both sites, titled "You Don't have To be Sick to get Better" which highlighted the elements of quality & the importance of everyone's participation to the continual improvement of an organization's processes.

All the proceedings and the programme of the Quality week were published daily on an in-house magazine, PetroSA today, by courtesy of our Communications department. The Quality team, which is part of greater Corporate SHEQ, used company's own resources and expertise for most of the excellent work done. The team worked hand-in-hand with internal suppliers i.e. Communications, Reprographics, Information Systems and Procurement departments. External suppliers also played a role in making this adventure a successful and memorable one.

PetroSA has carried the Theme through the entire month of November.

by: Gcobisa Vena  
(Corporate Quality Assurance Leader)

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# SUMMARY REPORT

Quality week Monday the 7<sup>th</sup> till Friday the 11<sup>th</sup> November 2011

## by South African National Blood Service (SANBS)

South African National Blood Service (SANBS) has once again successfully celebrated National Quality Week (NQW) and World Quality Day. Our theme for the week, was 'Leadership in Quality – New Broom that Sweeps Clean', the theme was carefully selected based on the following:

**Leadership in Quality:** Any staff member whom embraces the importance of Quality, and encourages and educates their co-workers on the importance of implementing Quality into their working environment. For Quality to be in the forefront of every working environment, it would need to be embraced by upper management first.

**New Broom that Sweeps Clean:** Internet definition: 'When we start a new task or are in a new environment, we make a much bigger effort and probably produce better results.': The implementation of Quality into our work areas, should be a constant new broom that sweeps clean, so that embracing Quality becomes a way of life.

In preparation for National Quality Week, the Quality Systems Department embarked on an initiative from January 2011, which was to promote the awareness of Quality within SANBS. Emails were forwarded on a quarterly basis to 'All Users' identifying the sites that were successful in correctly closing off the notifications raised against them by target date. A packet of 'Quality Street' chocolates was forwarded to the Supervisor, Manager, or Head of Department for their efforts in ensuring the close off of notifications by target date. This initiative together with the active roll that the Quality System's team played in educating staff on the importance of Quality and assisting the sites with the close off of their notifications contributed greatly to the reduction of overdue notifications.

The QS Team is passionate about Quality and assisted SANBS in celebrating National Quality Week and World Quality Day, as follows:

- A poster identifying the 10 'Traits of a Good Leader' and 10 'Leadership Mistakes' was displayed nationally at various SANBS's sites;
- Each staff member was presented with a gift as a token of our appreciation for embracing Quality. The gift which was in keeping with our theme of New Broom that Sweeps Clean, was a keyboard brush and screen cleaner;
- The SHEQ Coordinators, exhibited displays and served cakes within their Zone hubs;
- A successful World Quality Day celebration was held at SANBS HQ in Constantia Kloof, and SANBS Leadership Forum members and Board Members were invited. Hazel Bell as the master of ceremonies

welcomed. The speakers were, Stan Coffey, whom opened the function, and Dr Charlotte Ingram, whom highlighted the significance of Quality and emphasised the importance of the Leadership Forum members implementing Quality. The Guest speaker was Dr Lucas Moloï, the Chairperson of the SAQI Board. His presentation was extremely enlightening and a copy will be electronically forwarded to 'All Users'. Based on the above initiative for the close off of notifications, Processing and Inventory (Vaal and Eastern Cape), and the IT Department were recognised as the top three Departments whom since January 2011 have successfully closed off the notifications by target date, the staff from these departments were presented with trophies and a gift at the World Quality Day Celebration. A floating Quality trophy was presented to the National Technical Manager.

**The Quality Systems team would like to thank each and every staff member for their contribution during NQW and for embracing the importance of Quality.**

### Quality starts with you!



SANBS Executives: From Left: Lunga Mpofane, Ravi Reddy, Stan Coffey, Charlotte Ingram, Abbey Mothokoa



QS Team (Back from left: Glen Walker (SHEQ Coordinator–Vaal, Sooghandrie Moonsamy – QS Admin Assistant, Natasha Roopchand (SHEQ Coordinator – Kwa Zulu Natal, Jacqui Kente (SHEQ Coordinator – Egoli and Johan Wessels (SHEQ Coordinator) - Free State and Northern Cape. (Front Row from Left: Eunice Baloyi (SHEQ Coordinator) – Northern, Smita Patel (QS Practitioner), Hazel Bell (Head of Quality Systems), Leena Gounden (QS Practitioner) and Lyle Vos (SHEQ Coordinator) – Eastern Cape

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# LEADING THE WAY TO SUSTAINED QUALITY

Paul Harding SAQI MD

## SAQI launches the first of a proposed series of Breakfast Forums

As part of the lead up to National Quality Week, SAQI in conjunction with one of its Platinum Members DQS held a breakfast Forum to enhance this year's theme for NQW of "Leading the Way to Sustained Quality". One of SAQI's corporate members Rifle Shot also contributed by demonstrating software that can be utilised to support the integrated approach to sustained success



ISO 9004:2009 – Breakfast Session – Nov 2011

This event, held at the Woodmead (Johannesburg) Country Club, was extremely well attended and supported the decision taken earlier at the SAQI EXCO meeting of a need for more interaction with SAQI members, particularly our platinum supporters. The event attracted a wide range of more than 80 participants drawn from both SAQI membership and also clients of DQS. These delegates represented various sectors from parastatals, manufacturing, services, government, utilities and mining. Presenters at the session were the SAQI MD who gave the keynote address supported by Ian Huntley of Rifle Shot Performance Holdings, and Jeff Hollingdale of DQS.

The theme that fell nicely into the SAQI National Quality Week program was to introduce to the audience an insight and the concepts behind the ISO 9004:2009 Guidance document: "Managing for the sustained success of an organization – A quality management approach" and how it could benefit an organization. The presentation covered its application using a broader business management approach with a focus on quality and sustainability. This was seen to go beyond the basic requirements of ISO 9001:2008 by seeking to realize the economic and financial effectiveness of the organisation with a view to achieving long term objectives.

Paul Harding gave a detailed overview of the standard, drawing on his experiences of introducing a similar activity in the automotive sector in South Africa. He was able to explain the context of what each section was intended to do in acting as a guideline for realising the benefits of a business focused quality management process. Particular

emphasis was demonstrated in creating a motivated organization with better customer focus, supplier development, innovation and continuous improvement together with a learning climate in an organization. The importance of effective policy deployment at all levels in the organization was also demonstrated.

The main clauses in the ISO 9004:2009 Standard are as follows:

4. Managing for the sustained success of an organization
5. Strategy and Policy
6. Resource management
7. Process Management
8. Monitoring, measurement, analysis and review
9. Improvement, innovation and learning

Jeff Hollingdale of DQS followed up on the main presentation by briefly summarizing the key sections of the ISO 9004:2009 Standard and illustrating where businesses should re-focus their efforts to take the business process to a higher level of performance, through innovation and continuous improvement. He illustrated the differences between Innovation and Improvement as follows:

	Innovation	Improvement
When?	Pre-planned time	Continual Process
Who?	Dedicated resource	Everyone in the organization
How?	Research and risk assessment	Quality tools and methods
Where?	Selected processes and areas	All processes and areas
Why?	To gain a competitive edge	To avoid losses

Ian Huntley of Rifle Shot added the final ingredient to the presentations, outlining a range of software tools which would assist and aid in the achievement of the concepts outlined in the standard.

The speakers formed a discussion panel and a lot of questions were fielded from the audience, who were mainly quality professionals which demonstrated to the organizers the interest developing in this relatively new ISO 9004:2009 standard.

What was also interesting, but not surprising, was the response from the attendees in respect of their own business management's support, i.e. Production, Finance, Procurement; IT; Logistics, in relation to participating in the development of the quality process in terms of collaboration. As is usual at these sessions many delegates expressed a concern over a non-committed or adversarial relationship where those responsible for the overall business process, whether at the customer, supplier or the

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**“Congratulations, humbly proud mom and dad but ...!”**

There are times when children make the family feel humbly proud. Mom and dad find it hard to resist telling everyone of a son or daughter's new leadership position. The child has just been appointed to a children's councillor, monitor, prefect or some other leadership role. That leadership position could also be in a cultural club or sports team. Parents can deservedly glow briefly in the child's achievement. Then it's time to have an in-depth look of what is meant by true quality leadership.

Too often leaders get obsessed with the 'blings' of leadership. There are the badges, scrolls, braided or different coloured blazers to be worn. Certain schools have special privileges. One example is the Prefects' Room. Lesser mortals enter at their grave peril. Judith Ancer, a psychologist, observes, "... as long as the focus of student leadership is on status, not service, we and our children will buy into the wrong kind of leadership."

A simple beautiful one-liner that describes servant leadership is, "A real leader shows true greatness by stooping low to help the smallest child." At a school that nurtures servant leadership, the leaders put in 'extra time'. They are of service to parents, peers and staff. Servant leaders are often involved in outreach projects such as homes for orphaned children and the elderly.

Every leader soon learns the emotionally tough lesson that not everyone willingly follows the leader. There will be those who are resentful of the leader. Malcontents deliberately try to make a leader buckle by using ridicule, defiance or even threatening physical bullying. An honest leader makes decisions based on core values and an ethical code. Parents have a huge role – together with the school – in helping the child toughen leadership skills through successfully managing such conflict.

Your child is most likely very enthusiastic about being a leader. There's much to enjoy and experience for the very first time in this role. Your child learns things of life-long value. Be there for your child; give willingly of your time. Watch the sports matches; attend school functions. Listen to the speech that will be given at School Assembly the next day. Make your young leader humbly proud of mom and dad who display servant leadership themselves. You give all the moral support and time needed to nurture the blossoming leadership.

Richard Hayward does Total Quality Education programmes under the aegis of SAQI. For more details, kindly contact Vanessa du Toit (012-349-5006; [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za)) or him (011-888-3262; [rpdhayward@yahoo.com](mailto:rpdhayward@yahoo.com))

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process level, were in contention with the de-facto owners of the quality management process. The views expressed was that their job was purely the pursuit of the stated strategic objectives of the organization, i.e. throughput, profitability and shareholder satisfaction, and that Quality management were the sole owners of demonstrating the effectiveness of quality processes. Quality improvement and innovation was often seen as a secondary consideration to the organization's survival.

Would implementing the ISO 9004:2009 Standard change this management perception questioned attendees? We hope so.

Other views supported the thinking that to create jobs, assist in supplier development, and generate investor interest, something like ISO 9004:2009 was needed to create awareness of how to re-position the organization to become more responsive, innovative and sustainable at a world class level. There was a general belief that ISO 9001:2008 was more seen as a regulated document control system rather than a means of business improvement and innovation.

So the questions remain largely as yet unanswered – is it worth the time and effort to elevate an organization to a higher business quality operating level in the current unstable economic times or is it business as usual?

SAQI and its partners intend to hold more of these breakfast sessions in other provinces at key city centres in 2012 and we hope our members and potential members will join us. If you feel that there is scope for a breakfast to be held in your province or even better offer your corporate facility as a venue then please contact Vanessa du Toit of SAQI at [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za)



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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)

[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
B11	Setting and achieving measurable objectives	1	R2,150.00			2			8
B12	ISO 14000 overview	1	R2,150.00	27			26		
B14	Integrated Management Requirements	3	R4,250.00	24-26				2-4	
B16	Internal Quality Auditing	3	R4,400.00		8-10			29-31	
B20	Organisational QMS Lead Auditor	5	R9,980.00					21-25	
B24	How to write procedures	2	R3,740.00		15-16			17-18	
B34	Statistical Process Control	5	R9,980.00			12-16			25-29
B38	Development of QMS	5	R9,980.00			5-9			18-22
B41	Introduction to Quality Control	1	R2,150.00			1			
B48	ISO 9001 Requirements Workshop	3	R4,250.00		27-29				5-7
B49	SHEQ Internal Auditing	3	R4,250.00						25-27
B58	Customer Satisfaction and Excellence	2	R3,740.00		13-14			15-16	
B64	Introduction to Quality Techniques	3	R4,250.00				3-5		
B65	SAQI Certificate in Quality	10	R18,320.00					7-11	11-15
B66	Problem Solving and Decision Making	3	R5,200.00						5-7

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.

- ◆ 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)
- ◆ Health And Safety Lead Auditor (B52)
- ◆ How To Write Procedures, Work Instructions and ISO 9000 Overview (B24)
- ◆ ISO 14000 Overview (B12)

- ◆ ISO 9001:2008 Requirements Workshop (B48)
- ◆ Integrated Management Requirements (B14)
- ◆ Internal Quality Auditing (B16)
- ◆ Introduction To Quality Control (B41)
- ◆ Introduction To Quality Techniques (B64)
- ◆ Organisational Lead Auditor (Preparation Course) (B20)
- ◆ Policy Deployment And Continual Improvement
- ◆ Project Management Demystified (TD1)
- ◆ SHEQ Internal Auditing (B49)
- ◆ SHEQ System Development Programme (B51)
- ◆ Statistical Process Control (Basic Quality Control) (B34)



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