



CONTENTS

No 162 • November 2012

Did you release your Quality Potential?	1
National Quality Week Denel Land Systems	2
National Quality Week Howden Projects	3
National Quality Week NCP Chlorchem	4
National Quality Week SARS	5
National Quality Week SANBS (Blood Service)	6
It is easy to pick holes in something, especially when it already has holes in it, particularly when it comes to Swiss cheese. by Paul Naysmith	7
Eat and think your way to higher work performance by Health Connect	9
"I'm so privileged!" by Dr Richard Hayward	11
SAQI 2012 Training	12

Did you release your Quality Potential?



National Quality Week is now over and SAQI was very happy that a large number of our members participated in this annual event. Feedback from many of the participating organizations can be found in this month's newsletter.

Our directors were busy during this week of celebrations and creating awareness of quality and many of our member organizations benefited from the experience and knowledge that is available through our SAQI directors. It was interesting that during National Quality Week many radio stations and newspapers were discussing various concerns in the country due to a lack of quality but few had time to investigate opportunities to resolve our quality issues through our citizens and leaders releasing their quality potential.

Let us hope that through the efforts of SAQI members the message of improved quality and service excellence can be spread to all the various sectors in South Africa.

Are you a member of the SAQI group on "Linked In"? We are encouraging all our members to join with us to discuss quality issues through our Linked In group. This is an opportunity to share your views or debate your opinions with other SAQI members. Currently SAQI has 51 members of the group but we would like to challenge our members to pass the 100 figure by the end of March next year. What are you doing for quality right now? Post your status on our Facebook page.

We always welcome your comments relating to our newsletters

Yours in Quality

Paul Harding
SAQI MD





DENEL LAND SYSTEMS

As a Platinum Member of the South African Quality Institute (SAQI), Denel Land Systems utilised SAQI's theme "Releasing your Quality Potential" in order to recognise and award individuals on World Quality Day. Business Excellence requested all departments via the EXCO to nominate a member per department who personified the following Quality Values:

- Trust** – engendering trust.
- Honesty** – honest and transparency in all actions.
- Respect** – respecting dignity and diversity of other individuals.
- Empowerment** – empowering others to improve the quality of their work.
- Competitiveness** – promoting fair competition as a key ingredient of success.
- Good Ethics** – promoting, practicing and constantly advancing good ethics.

Reenen Teubes (COO) handed over a small token of appreciation to the nominees on World Quality Day, 09 November 2012.



[...back to contents page](#)



**WORLD
QUALITY
DAY 2012**

Our Pillars are Quality

Monday: Magazine on Policies Awareness – Group Operating Manual (GOM)

E-mails were sent out to Howden Booyens with the aim of raising awareness of the Environmental Policy, the Health and Safety Policy and Quality and Customer Service Policy. Posters were put up as well.

We also put up posters of the importance of Education, as we at Howden Projects believe that the children of today are the CEO's of tomorrow.

Tuesday: SPCA (Click to Feed a Dog) Awareness / Sunflower Fund – Leukemia & Bone Marrow / Organ Donation Awareness

On Tuesday we put up posters to raise awareness of the above mentioned, we sent out emails to get people to go click on a link to feed a dog/cat as we believe that the safety of animals are just as important as the safety of our colleagues at work, we also raised awareness on the sunflower foundation for children with leukemia and how easy it has become to donate bone marrow compared to the past, as we also believe that the safety and health of our children has a big impact on our future in businesses (they are the future employees of companies).

Wednesday: GOM Policies Competition

On Wednesday we sent out emails with questions about the G.O.M. policies we sent out on Monday, this competition was very popular and we got the whole of Howden reading the G.O.M. in no time. The winners of the 3 policies are shown in the slide above.

The G.O.M. is very important and there to protect us, we just felt that Howden employees don't read it enough so thought we would get everyone involved to raise awareness of the importance of our Howden G.O.M

Thursday: Water and Electricity usage Awareness with handouts and small gifts

Howden Projects raised awareness through emails to Howden Booyens about water usage and electricity usage, as a big company we believe that we could make a huge impact by saving water and electricity in our companies.

Friday: Suppliers Day with prize giving for Most Improved and Best Supplier 2012

We arranged a suppliers day on Friday, to thank our suppliers for their valued support and great work during the year of 2012. We believe that our Suppliers are a very important part of the Quality we offer our clients, therefore we have a special day to say thanks to them.



[...back to contents page](#)



**WORLD
QUALITY
DAY 2012**

@ NCP Chlorchem

Quality day was celebrated at Stokkiesdraai with attendance from NCP employees. The event included:

1) A presentation by Mr. Francois Labuschagne titled "Climbing the Ladder towards Customer Excellence" in which he highlighted the use of Quality Systems and tools to improve business Performance. He concluded his presentation with a video called "cross the line". Francois is a Board Member of SAQI.



2) The selection and announcement of the winners in the "Photo Competition".



All were thanked for the participation & making the day a success with snacks and goodie bags.

1st place – Blue N C Peans



2nd place



3rd place



3) A Quality Quiz based on SHEQ training that was rolled out to all employees during the year. Ten employees worn prizes as they provided correct answers to the Quiz.



[...back to contents page](#)

SARS PARTICIPATES IN NATIONAL QUALITY WEEK

Story by Moses Rasodi

Photo by Karen Nelmapius

Like all the other organisations which have demonstrated certain levels of commitment to Quality, SARS celebrated the National Quality Week (NQW). As a build-up towards NQW, SARS started to create awareness of the concept in August and issued Quality statements from different operational divisions in its weekly national electronic newsletter a week prior to the NQW.

SARS had planned for its Quality Forum to be held during NQW. In this forum a Quality expert and CEO of Business Assessment Services, Ed Van Den Heever, was invited as a key note speaker. See picture below. Ed addressed SARS Group Executives, Senior Managers and other managers on the topic, "An organisation that lives and breathes Quality". The topic was presented within the frame work of NQW theme, i.e. "Releasing your Quality Potential".

Closely linked to the notion of an organisation that lives and breathes Quality, is Q – SARS (SARS Integrated Quality Management System) which is based on the fundamental concepts of the South African Excellence Model (SAEM). A key deployment approach of Q – SARS is Guide to Service Delivery Excellence (GSDE). Guide to Operational Excellence (GOE) is a divisional version thereof. Firdous Sallie, Group Executive of Contact Centre Operations (SARS division in which GOE is being piloted) shared best practice with the audience.

The forum was also graced by the presence of SAQI MD, Paul Harding. Quality Forum is one of the vehicles that SARS uses to institutionalise the Quality concept and drive a culture of continuous improvement within the organisation. In these forums divisions and business areas transfer information, share insights, best practice and quality practice for pursuing performance excellence. At the end of NQW two more articles were published in the weekly newsletter. One article captured the events of Quality Forum and the other one was on the Quality journey of Branch Operations, one of SARS operational divisions.



From left to right:

Moses Mathebula, Senior Manager: Enterprise Product Design and Development; Brenda Hore, Group Executive of Enterprise Business Enablement; Ed van Den Heever: CEO of Business Assessment Services; and Sithembiso Duruwe, Enterprise Quality's Senior Manager.

[...back to contents page](#)

South African National Blood Service

SANBS showcased our commitment to going green and our celebrations this year comprised of planting 75 trees at school across the country and launching our environmental waste management system.

We wanted to make people more aware of recycling waste materials so that we can live in a cleaner, quality environment.

Competitions for hats made out of recycled materials and CPD articles will include all staff in this week of creating awareness and highlight the importance of "Going Green"

1. Part of this initiative was planting 10 trees at a school in each province, this activity took place on the 06 Nov 2012 (During Quality week) and was very successful. The principle and school kids were also involved and were very excited for the tree planting initiative by SANBS!
2. Our Representatives also made displays of our Environmental Waste management System (which was displayed on Quality day)

The 4 Companies which joined in the Quality week celebrations and supplied the Recycle Bins and Wheelie bins were:

- Postwink
- Solid Waste
- Otto Bins
- Compass Waste

3. The Competitions for the Recycled Hats was also received with excitement!
4. The Quality Day function was also a success on the 08 Nov 2012, with School kids singing and dancing and giving a short speech on saving the Earth!



T-shirts that the team wore for Quality Day (08 Nov 2012)

[...back to contents page](#)

It is easy to pick holes in something, especially when it already has holes in it, particularly when it comes to Swiss cheese.

by Paul Naysmith

Cheese is by far one of the greatest foods. It is my only ambrosia, wrapping around my taste buds on my tongue sending fireworks of pleasure around my brain. In particular, I love the nutty flavor of Switzerland's holiest of cheeses: Emmental. When you meet me, I will happily bore you into a coma, when I start talking about cheese.

However today it is not Emmental, or even cheese that has stimulated my Quality receptors, however one of the recent management theories to help us in business: the Swiss Cheese Model. You may be familiar with the term "Swiss cheese model" or "Reason's Dynamics of Accident causation model". In many failure investigations, you may either have produced a diagram or seen one that expresses all the failure points in the system that produced an undesirable outcome. A perfect storm of a problem, which has aligned through layer upon layer of Swiss cheese slices perfectly, as a bullet fire through each hole aperture, passing through without resistance, hitting the failure target.

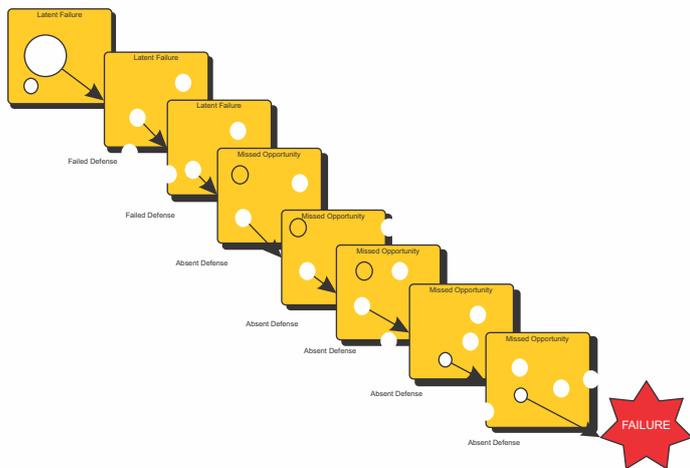


Figure1: Adapted from the "dynamics of accident causation" model, or Swiss Cheese model from Prof. James Reason, 1990

Professor James Reason in the 1990s, after extensive research into the psychology of human nature at the University of Manchester UK, produced a text book, which today, I at least refer to on a weekly basis. Although more of a 'guru' of Safety, I greatly believe that his research must be read and applied to the field of general business, and particularly for Quality professionals.

Granted if you spend time with Safety professionals, many will be very familiar with his research. They would be familiar, as it is used to express many different failings in an accident. However the Swiss cheese model, as useful as it

is to express the causal factors or failures in the defense mechanism, is not the element of Reason's research that aids me in my daily pursuit of Excellence. It is something more fundamental, it is his whole chapter on latent errors and systems disasters.

The idea or concept of 'systems' thinking that I have, I will attribute to Deming's teachings. I am a card carrying member of the Devoted Deming fan club. I think at least once a year, I will read either a book on Deming, or re-read one that he wrote. I have the ability now to recite, at free will, passages of his work with the averment passion of a religious leader. Deming introduced to the business world the idea that a business is like a delicate ecosystem, where a small change in one area, will have a change across the entire business. He called upon business leaders to pull down the walls between departments, and to let ideas flow openly, where everyone works together for the benefit of the company or the system.

Deming's ideas would attribute the failings in a business, not to the employee but to a failure in the system that the employee was working in. He recommended that focusing on the system, owned by management, rather than the employee working in the system. This was always a core theme in Deming's philosophy. Deming, however does have his critics when it comes to systems thinking. In James Hoopes 2003 book "False Prophets: The Gurus Who Created Modern Management And Why Their Ideas Are Bad For Business Today" writes that Deming's ideas are utopian and perhaps naïve. I would also agree, after subsequent decades of business research and development of ideas, or any concept, can or will become out-of-date. However one of the weaknesses in Deming Systems thinking is the fleshy, unpredictable element of any business: the human factor. I believe Deming's concepts can be complemented or enhanced, with Reason's research into "Human Error".

I know at this point many proficient Quality professionals will throw down the "poka-yoke" flag on the field of play. I like poka-yoke, I like all of Shingeo's work, however, mistake proofing does have limitations. It may not always be possible, to mistake proof everything in this world. We are limited by knowledge, engineering, technology, time, and money or if you are working in a service business, you are more than often dealing with human decision making ability. Therefore knowing these limitations, we will default to rely solely on the human factor. The fallible natural human factor, with more variation, more complexity, or challenges to consistent levels of Quality excellence.

However if I see an investigation report, nothing grabs me

...continue on page 8

more than seeing the root cause as being attributed to “human error”. I was taught by my mentor to never accept this, and ask the question “what caused the human to err?” A good question to ask, however, what is the correct answer to this? This set me on my quest to understand more on human error, and I introduced myself to Reason's work.

If you follow my writing, you may recall that one of my hobbies is to read investigation reports from different industries. I do this primarily as entertainment and to learn lessons. Recently I was made aware of an investigation into a failure, and this instance it was clear that the individual involved, knowingly violated the system designed to prevent failure. His company had put a great deal of attention and focus into training, education, competency, technology, procedures, supervision, all of which would probably be very expensive to his employer, and in place to prevent a Quality problem. However in this instance, human error was directly to blame. So at this point I go back to my mentor's question, and why would this human err. Granted I am not privy to the whole details of the event, however when I reviewed this report, I immediately pulled Reason's book from my library in my office.

Reason's book in chapter 7 on latent errors and systems disasters, he discusses “unsafe acts”. In the failure example above, I'll interpret unsafe acts as “acts that lead to poor quality”. In section 10.2.4 Reason states “an unsafe act is more than just an error or a violation – it is an error or a violation committed in the presence of a potential hazard”¹. Therefore if the hazards of poor quality are present, when a poor quality act is created by an individual, it will only lead to an undesired outcome. The slices of Swiss cheese have aligned, and the bullet has passed through without deflection.

In the same section, Reason published a model which describes this graphically, and more simply than what I can express in writing.

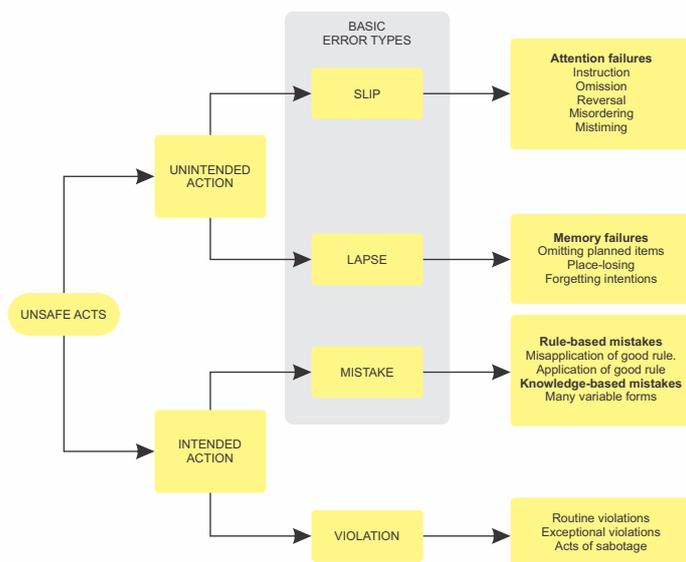


Figure 2: reproduction of Reason's summary of the psychological varieties of unsafe acts, classified initially according to whether the act was intended or unintended and then distinguishing errors from violations. Reason 1990

So what would my learning be from this investigation and research? We all have this thing called “decision making” or “free-will”, and it is here I would recommend that this has to be addressed. If we can help people make better and more informed decisions, in the presence of poor quality hazards (presuming poor quality hazards cannot be eliminated), then we will prevent an undesired outcome. Some call this 'culture change'; others will see this as 'systems thinking'. I on the other hand view this as maturity.

All companies or businesses are on a journey; the learning business will thrive and develop, or as Deming put it “Institute a vigorous program of education and self-improvement.” Deming's desire for education, will bring organizational maturity, and therefore changing the culture. I'm not trying to make the point that Deming was there before Reason, or Reason has bettered Deming, or talk about systems thinking, I am highlighting the point that applying a scientific approach. Doing so will enhance your thinking and business philosophy. After all it took centuries to pass before Einstein improved upon Newton's theories of the physical universe.

Professor Reason has been quoted as saying, “you cannot change the human condition; however you can change the conditions that humans work in”. Why not change your condition, and apply some education or self improvement today? I highly recommend looking up James Reason's body of work.

¹ James Reason (1990) “Human Error”

About the Author



Paul Naysmith as well as being a Quality Punk and Improvement Ninja, is the HSEQ region manager in the United States for a leading oil and gas well services company. He is a Chartered Quality Professional with the UK's Chartered Quality Institute (CQI) and an honorary member of the SAQI. Naysmith has a bachelor of science in paper science and management, has worked in industrial textiles, food

manufacturing, and the aerospace industry. When not working, he enjoys photography, training to become a Cajun, and spending every precious moment with his family.

Paul is appointed as a regular contributor to the eQuality Edge. Reproduction of any of Paul's articles can only be authorised by contacting him directly at naysmith@yahoo.com

SAQI would like to apologise to Paul Naysmith that we accidentally left out his name on his last article “The Real Power in Powerpoint”. We rectified the error on our website edition and updated the international editions. We will try to improve our inspection in future.

[...back to contents page](#)

Eat and think your way to higher work performance

Article by Health Connect



Group wellness and corporate wellbeing is vital in any organisation and is the common denominator to strong and effective leadership. Any good manager or leader needs optimal energy and acute mental alertness as they navigate their way through their daily tasks which are increasingly 'laced' with risks.

And as life in the fast lane continues, many companies in a globalised economy are saturated by sick leave, absenteeism, and general lethargy resulting in below par productivity, and diminished morale.

So how does an organisation turn the tide on these issues, and aim for optimum energy and morale in the workforce and ultimately a more productive employee and organisation?

Essentially, the bulk of the answer lies within the **nutrients** we consume; this is the core of a human's energy source. These nutrients perform the necessary functions within our bodies everyday and are so often taken for granted. Nutrients supply our bodies and brain with 'fuel' for power, and enable our organ functions to be carried out.

Sugar imbalances are often the cause of the low energy levels we may experience, and this may be one of the causes resulting in 'dips' in employee workplace productivity. These low blood sugar levels result in employees resorting to their 'afternoon fix' at around 3 or 4pm normally through a quick cup of coffee with sugar or a chocolate bar to perk themselves up in order to complete the rest of their day's work. Understandably, when some of these employees gather in the later part of the afternoon for their coffee or 'smoke ritual', their employers may regard this behaviour as abuse of company time, particularly as productivity is affected when these employees are not at their posts and working. Upon more careful consideration, might it be possible that these employees may not be congregating over a quick cup of coffee by choice, but rather because they actually **"have"** to get their boost in order to complete their day?

It therefore follows that brain chemistry, and the correct supply of nutrients is even more important to employees in top management who are often faced with tremendous stress levels and lots of responsibility.

That said, interestingly, the human brain has the capacity to store trillions of memories. It also, very importantly, sends messages to parts of the body -- that is from one neuron to another -- through 'components' called "*neurotransmitters*" -- or "*messengers*" if you like. These messages are vital in making us feel good, satisfied, happy, energised, focussed and are important in protecting us.

Neurotransmitters are connected by *dendrites* and cross gaps called *synapses* to reach one another in the brain. The sending neuron produces the chemical neurotransmitter, pushing it to the receiving neuron which has a receptor. Where this process becomes complicated, is that the neurotransmitters have to exactly "fit" in order to be activated. If they do not "fit" then the message is not received.

So why is this important for group wellness and corporate wellbeing? Receiving the correct nutrients -- in its proper proportions -- is essential for optimum thinking, for focus



...continue on page 10



and energy. Of course it is expected that strong leadership flows from a healthy body and a healthy mind, and when there is a strong and healthy leader, it provides fertile grounds wherein people may flourish and in the context of business, promote team spirit. Without delving into the detail, let us look at a few well known neurotransmitters to understand their importance in the proper functioning of the human mind and body.

First there's *serotonin*; this is the mellow transmitter which assists in improving sleep and avoiding depression. Then there's *adrenalin*, which most of us know; it makes us feel energized and sharp and it is also the "motivator" when we find ourselves in a challenging situation. One of the neurotransmitters which is not that often spoken of is *taurine*; it produces calmness, good digestion, sleep and seizure control. There are a few other neurotransmitters such as *dopamine*, *endorphins* and *GABA*.

All neurotransmitters are made from *amino acids* (which are the building blocks of protein). These are found in eggs, meat, chicken, fish, nuts and seeds and dairy. But unfortunately there are a number of other factors involved in getting these messages across the body.

Firstly, the human body must have plentiful vitamin B (2, 6 and 12), zinc and magnesium, including healthy fats such as omega 3 and 6, which form 40% of the human brain. Healthy fats help the neurotransmitters connect to the synapses (which we spoke of earlier).

Secondly, there is a process called *methylation*. This process is an incredible way whereupon the human brain manages to turn the amino acids into transmitters. A billion transmitters are produced every couple of seconds and are completely dependent on nutrients (which come from amino acids, vitamins and minerals from foods).

Following this rather brief explanation of what is a very complex process, a person can now understand when the human body is deficient in a neurotransmitter -- which can happen rather easily through stress, poor diet, fasting, dieting, or even over indulgence in certain substances -- how the brain then mimics messages to compensate the lack of its own neurotransmitters by trying to make us feel "awake", satisfied and happy by craving things like sugar, caffeine or cigarettes. This in turn causes even more deficiency and so the vicious habitual cycle continues.

These substances generally cause a desire for more of its consumption, which then results in a dependency upon sugar, caffeine and so forth. Some substances like smoking for example, are more severe than others. Unfortunately, the matter of quitting the habit by "sheer will power" is just not enough when attempting to stop the intake of these substances. And why so -- confused brain messages lie in the answer.

What is fascinating to note is how in a regulated and healthy body a cup of coffee, or spoon of sugar now and then for example will not hurt the body. But in an unregulated system (or deficient system), the "hit" is required more and more frequently to re-balance.

A distressing observation is that hypoglycaemia is often a precursor to diabetes. Under normal conditions when sugar is consumed, glucose is released from the liver into the blood stream and used for energy. Insulin is then released from the pancreas into the blood stream to restore the sugar levels. The excess sugar is then stored in the liver as glycogen. When the blood sugar levels fall too low, secretions from the adrenal cortex convert the stored glycogen from the liver back into glucose again. However when this cycle continuously occurs the pancreas burns out, which then results in becoming insulin dependent and eventually diabetic.

One of the safest and surest ways to rectify the balance in insulin production and brain chemistry is through proper dietary therapy. Eating a diet rich in green vegetables, fish, eggs, tofu, lamb, chicken, grains, seeds, nuts and beans as well as avoiding processed and refined sugars and stimulants is the key. Staying clear of colourings, additives and preservatives which also over-tax our delicate system, is also important. Substituting foods containing sugar with natural alternatives, such as fresh or dried fruit, molasses or Xylitol is of great value. Supplementation with further vitamins, and amino acids can be of major benefit where food is not enough and in many cases, it isn't.

Organisations who are concerned with their overall wellbeing, may soon be expected to provide guidelines to their employees regarding their personal health; and this may well form part of determining the health of the business and its succession management and future planning.

Claire Bell, D.N. D.th.D
(Knowledge Connect - 083 412 2251)
claire@knowledgeconnect.co.za
www.knowledgeconnect.co.za

References:

"Food is better Medicine than drugs" by Patrick Holford
"How to quit without feeling S**t" - by Dr J Braly and P. Holford



[...back to contents page](#)



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.

“I'm so privileged!”

Granny collected five-year old Luke from outside his Grade O teacher's classroom. Luke buckled himself into the seat next to granny as they drove away from school. “Phew!” he exclaimed, “... we had such fun today!” Granny was told of the exciting number games done with the teacher. Then he had a really 'cool' swimming lesson on such a hot day. Best of all was that Luke had scored a goal at soccer practice.

“You're so privileged to go to such a school,” remarked granny. Luke with his love for learning new words asked, “Granny ... what does priva ... priva ... mean?” In true granny-style patience, Luke was helped to pronounce 'privilege' correctly. The word was explained to him. Granny then asked, “You're very privileged, Luke. Why do you think I say that?”

Luke became very thoughtful. Then his answer tumbled out: his teacher was wonderful (the best that he had ever seen in his whole life); the school had so much sport and computer classes. Luke spoke about how everyone at home loved him. He lived in a lovely house and never, ever was hungry. Also, he was adored by the huskies that always gave him a licking welcome when he came back from school.

Suddenly Luke became quiet. At that very moment they were driving past a squatter camp school that they passed every day. Luke remembered that it was a Thursday. That was the day that the children in his class were encouraged to bring either clothes or tinned food for the poor. That morning he had again forgotten to take anything. Last week he had forgotten too. The clothes and tinned food were for the squatter camp school children.

When they arrived home, the huskies again gave Luke an exultant welcome. After hurried pats, Luke ran into the house. He was a little chap on a big mission. Clothes and tinned food had to be found quickly and they had to be taken to school the very next day. They couldn't wait until the next Thursday.

Luke learnt a few things on his drive home from school with granny. He learnt how to pronounce the word 'privilege' perfectly; he now clearly understood what the word meant. More importantly though, granny and his school were helping Luke to live quality values such as caring and kindness.

Richard Hayward does programmes on behalf of SAQI. For more details of the Total Quality Education (TQE): the five pillars of Quality schools workshops, please contact Richard (011-888-3262; rpdhayward@yahoo.com). Poor schools are sponsored for hosting workshops.

[...back to contents page](#)



SAQI Training Programme for 2012

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

[DOWNLOAD TRAINING REGISTRATION FORM](#)

SAQI reserves the right to change details of the programme without prior notice. Click on the course code for a synopsis.

Code	Course	Days
B11	Setting and achieving measurable objectives	1
B12	ISO 14000 overview	1
B14	Integrated Management Requirements	3
B16	Internal Quality Auditing	3
B20	Organisational QMS Lead Auditor	5
B24	How to write procedures	2
B34	Statistical Process Control	5
B38	Development of QMS	5
B41	Introduction to Quality Control	1
B48	ISO 9001 Requirements Workshop	3
B49	SHEQ Internal Auditing	3
B58	Customer Satisfaction and Excellence	2
B64	Introduction to Quality Techniques	3
B65	SAQI Certificate in Quality	10
B66	Problem Solving and Decision Making	3

SAQI also offer the following courses on an inhouse basis for 10 or more delegates. Please contact 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)



[...back to contents page](#)

