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A quality year is almost over

We are pleased to report that 2012 has been a Quality Year for SAQI. Our membership continues to grow and is now at record highs thanks to the efforts of our current members and the dedication of our staff, board and affiliates in promoting the quality message. This newsletter also goes out to many countries around the world and we particularly thank our international readers for their ongoing support, encouragement and positive feedback. We would also like to thank all those who contributed articles in the past year particularly our regular contributors, Dr. Richard Hayward, Terry Booysen, Paul Naysmith and also our publisher Aubrey Jansen Design. Not forgetting of course Vanessa du Toit who painstakingly puts the articles together and controls the mailing list.

Our financial position, despite no longer being funded by government, is on a firm base so SAQI can look forward to 2013 as a year to further expand our efforts in the promotion of quality in South Africa.

We would like to take this opportunity to thank our members both associate and corporate for the trust placed in SAQI in this important work of building a quality ethic in our country. We wish you all joy in the festive season and look forward to your contributions in 2013.

Yours in Quality

Paul Harding
SAQI MD



Building a safer South Africa through buildsafe

By David Bass MD

BuildSafe South Africa is a non-profit organisation aimed at improving the health, safety and welfare conditions of all industry stakeholders through the free exchange and sharing of HSE information between organisations working in South Africa.

By encouraging companies to pool information, BuildSafe South Africa hopes to prevent accidents by raising awareness and communicating potential dangers and lessons learnt throughout the industry.

BuildSafe South Africa consists of a number of major (International and Local) contractors, consultants, designers, service organisations and institutes who have agreed to share their 'best practice safety information' in the form of Safety Alerts, Best Practice Bulletins, Statistics and a Request for Information (RFI) Portal.

This is now expanding to include risk assessments, safe working methods, safety presentations, toolbox talks, case studies, focus groups, sustainability bulletins and anything else for the greater good in an effort to improve the general standard of Health, Safety and Welfare across South Africa.

By sharing experiences the group can demonstrate that accidents are preventable and that **safety is ethically "the right thing to do"** and business-wise **"the smart thing to do"**.

We invite individuals and organisations across industry to join the BuildSafe South Africa initiative to become involved in creating and improving a real and tangible awareness of worker health and wellness throughout.

Individuals only need to visit the website at www.buildsafe.co.za and sign up for free. Once you register and verify your commitment you will have access to the entire website and all the free information available.

Companies need to contact info@buildsafe.co.za for a registration form. They will be expected to follow the KPIs (available online) which are all focused around participation in the sharing and use of the information provided.

A wise man once said "you CAN make a difference,..... but first you have to want to"

LET'S MAKE A DIFFERENCE!

SAQI is supporting the Buildsafe initiative.



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We are members of South African Quality Institute who are also partners with American Society for Quality (ASQ) and Chartered Quality Institute (CQI). Since 5-9 November 2012 was National Quality Week we decided to use this opportunity to not only celebrate Quality week but to highlight quality, refresh, revive and enhance Quality in our organisation. Staff are always inducted and introduced to Quality in the first few hours of day one at ATC. In addition weekly quality training sessions are rigorously held which is compulsory for all staff. However we wanted to further revive the Quality concept and increase its awareness at ATC?

Some of our objectives were to educate staff and bring to their attention what Quality is, it's role at work and beyond the bench, it's role in exceeding customer expectations, Leadership's role, types of quality and OE tools available, costs of poor quality, examples of the quality guru philosophies and quality principles that we work with. In addition we also wanted staff to test how well they knew their own management system. Our overall aim was to attain these objectives in short time spans and on a daily basis by not disrupting routine work but also to ensure that staff were extremely interested and involved in the process and that they left each day with more knowledge.

One challenge was to try and achieve buy in and beat the "conventional wisdom" theory in certain cases.

With only 3 days to prepare, a plan was drawn up. The plan had to ensure the infusion of quality daily in small amounts without disrupting the daily testing routines, keeping and highlighting the Coca-Cola culture, importing new knowledge into the organisation while at the same time using available resources and keeping costs as low as possible.

On Monday morning as staff arrived at their work stations their attention was captured through various quality posters (examples below) and then a "PS" chocolate that read "I love Quality". Later we had an introduction to Quality and its role in Business and Life a formal presentation by the Quality Compliance Officer. Staff pledged their commitment to quality by wearing quality badges. In addition we had daily quiz competitions that encouraged staff to do self-studies to achieve the answers.

On Tuesday we activated the Q- Metro (Quality Metro) movie theme where we served Coca-Cola's and popcorn to all staff. For the diabetic members we encouraged the Coke Light and light popcorns



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trying to send the message that the quality of life is also important. We screened movies on the Cost of Poor quality (from the ASQ site) followed by Titanic - the use of cause and effect analyses. This was followed by a presentation by leadership and a motivational video.

On Wednesday we had a competition where teams were divided based on their operations and each team was allocated a topic around quality and the quality principles. They were free to bring the topics to life using song, dance, poetry etc. as long as they brought the concept to life. Each team fantastically participated and educated staff on quality tools, external and internal customer focus using South African culture, people involvement in quality, continuous improvement creating Mr Quality.

The Wet chemistry lab brought Quality assurance and Control to life by acting out a real life scenario. The Gas Chromatography team taught staff the importance of involving staff and the effects of autocratic management in South African clothing industry context.

On Thursday we passed out little tokens with cards reading "The happiness in our lives depends on the quality of our thoughts" together with a caption we found on the web

For the final day we had Mr Paul Harding, MD of SAQI and winner of 2011 dti awards as Quality Champion category to speak to ATC staff on releasing their quality potential.

This was followed by ATC Quality system survivor challenge where staff were split into teams and given riddles and activities related to our management system and technical activities. To win this one staff had to know their system and activities well.

We were able to import and transfer quality knowledge to all staff and at the same time engage them. The seed of quality has been planted in one week and our staff would have to nourish and grow this seed of quality into a tree of Quality both at work and at home using all that they have learnt. Through different fun themes and activities we were able to engage staff, enhance their Quality knowledge, beat the Conventional wisdom theory and refresh overall quality culture and awareness at ATC. A great win was the total participation of staff. Through this week we successfully initiated and revived the quality culture.

Quality can be defined as excellence or eminence in any act of ours. If quality is present, it is sure to attract the appreciation of others, secretly or openly. Quality can be achieved only through repeated sincere attempts and hard work and not by hook or crook or by birth. "William A Forster rightly said, "Quality is never an accident. It is always the result of high intention, sincere effort, intelligent direction and skillful execution. It represents the wise choice of many alternatives". The society does not see how much of work has been done or how long you have lived. The quality of your work or the character which is your quality only counts. So, in order to earn a good reputation, quality is crucial. And to reach this goal, one important tip is to associate you with good people who have great quality.

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Eskom Telecommunications celebrated Quality Week with an engagement session with their Guardians on the 9th November 2012. In adherence to the SAQI theme for the week 'Releasing your Quality Potential' the group was addressed by Dr Lucas Mloi (Chairman of SAQI) who had the audience both captivated and in stitches with his talk titled 'Quality begins with You!'

The event took place at the Victoria Lake, Ubhunye Hall in Simmerpan (Germiston) however, the proceedings were also broadcast live in six other regions via video conferencing.

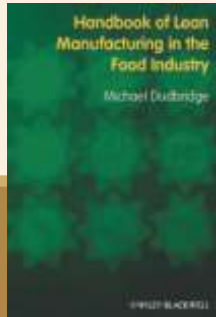
Corrie Vermeulen, Telecommunications Manager highlighted the department's success in retaining its ISO 9001:2008 certification subsequent to a recent audit. This is a very significant achievement as Telecommunication is one of very few departments who are ISO 9001 certified within Eskom. He commended the Guardians for both embracing and adopting a Quality culture in executing their daily activities. To further cement their dedication, each Guardian then pledged their commitment by signing the Telecommunications Statement of Commitment to Quality banner.



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4 Book Reviews

by Paul Naysmith



Title: Lean Manufacturing in the Food Industry

Author: Michael Dudbridge

ISBN: 978-1-4051-8367-3

Put simply, this book is a stinker. For a so-called “handbook of lean”, it is not created with lean principles and some of the recommendations within this book even go against lean philosophies. In the first chapter the author goes to great length to describe the different “costs” in a food manufacturing environment, however at no point considers asking what are the causes that created the costs. To me addressing the causes of costs and focussing on value creation is a key tenant and philosophy of Lean. To omit this principle does make me question the integrity of the author’s credentials. In the remainder of the book leads the reader on how to get lean with traditional approaches; teamwork, measurement, planning, some 5S and even one chapter dedicated only to “start of shift” meetings. Throughout the book all examples are lifted directly from the food production business, and many of these examples will be meaningless to those who don’t operate inside this industry.

In the same way as buying a watch that looks like, but isn’t, the genuine thing, will give you the time, you are still in the knowledge that it isn’t authentic. It’s much the same feeling I got from this book; it looks like lean, but it’s not really lean. So it will have to be classified in the library under “fake lean”.

The author, Michael Dudbridge is a Principal Lecturer on food at the University Of Lincoln, UK. Given that he works at an academic establishment, surely he would understand the need to include references or citations. None of which are made anywhere in the 200 plus pages of this book. What an outstanding achievement to discuss Lean without mentioning Toyota or Womack! How would he mark his student’s papers if they didn’t support their assertions with evidence and research? Mr Dudbridge, for this I’ll give you a “D”, and I am in a generous mood.

The detritus continues beyond a lack of citations, to the use of the same picture chapter after chapter, and pictures do not add anything to the readers understanding of the subject. In one example, in his words “I just wanted an excuse to show you a picture of a lovely pizza”, and it wasn’t a lovely looking pizza either. In lean terms this is “NON VALUE ADDED”.

In my opinion this book title should be changed to a more adequate description of what it really represents: “Get fake lean to get your instant pudding, for the pudding making business”. Save your money and buy Ohno or Liker’s work on the Lean, it would be a wiser investment.

By Paul Naysmith



Title: Chance and Intent

Author: David Bodde and Caron St John

ISBN: 978-0415877602

I am sitting comfortably on my last flight of today. A transatlantic affair from the city of brotherly love: Philadelphia back to the UK. After finishing reading this book on managing risks of innovation and entrepreneurship, my flight neighbour leans over, and said “oh you’re reading that too!”. Dr Gary Stewart, a teaching lecturer on management at the faculty of pharmacy at the university of Maryland, was enroute to Scotland for a vacation reading the same book as i. coincidentally he too received it gratis, therefore what is the probability of two people sitting next to each other on a plane reading the same book (not in the top ten best sellers list), and had received it for free? Correct answers will receive 100 quality kudos points.

Chance and Intent is a collection of research compiled by Bodde and St John, two academic professionals with tremendous work to their names in their research fields. The book, aimed at the executive level, is a concise description of the hazards associated with the risks in new ventures: uncertainty, ambiguity and ignorance. In addition, the book provides strategies to ‘manage’ and understand these hazards.

The book is split into three distinct sections: (i) decision making (ii) managing reality and (iii) open innovation. Of the eight chapters that make up these sections, each is provided by a different contributor from academia. Therefore this book reads more like an academic journal, and as such, it does not ‘flow’. I did find that some chapters were a bit too academic, and boring to the point that I was apprehensive towards reading on further. The research is excellent, and reflects very high standards from the authors own field of research; however as a book it is a touch dull. Especially when the same case study appears more than once, or the same concept is redefined.

Aside from this, there was a golden nugget of brilliance in the crowd of contributing authors; Professor Rita Gunther McGrath. Her writing on “learning from the unexpected” is a wonderfully developed chapter, with a writing style that executives would be happy to spend their precious time over. I certainly will be looking out for her work as a future read.

In summary this is an exercise in academic research, with a hidden gem of an author. If I had to give it a score, I would give it ten out of ten for the academics in this world, six out of ten for the rest of us.

By Paul Naysmith

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Title: A Guide to Open Innovation and Crowdsourcing – Advice from leading experts

Author: Edited by Paul Sloane

ISBN: 978-0-7494-6307-6

On approaching this book, the title immediately made me feel queasy; it sickens me to think that a book on the subject of innovation is incapable of having an innovative title. However, you are right; we shouldn't judge a book by its cover, after all Paul Sloane (the book's editor) has a good reputation for his writing on innovation.

As it says on the cover; "Open innovation (OI) and crowdsourcing are among the hottest topics in strategy and management today", well is it? I believe that I am well read and enjoy performing research from the comfort of my laptop; however OI is something that has never crossed my radar. How could I have missed this I thought, as it is the "hottest topic" in town?

So perhaps I have an opportunity to learn something new from this and be able to converse with confidence on this new concept with management. As we are still in an economic pothole, perhaps through innovative thinking we can fly out of it, stronger than before.

The book has taken the principle of OI and crowdsourcing (fundamentally getting ideas for anywhere and everybody), has 34 "leading experts" contributing to its creation, nearly one for each chapter. With a variety of authors it reads like an academic journal of many papers with many different writing styles. Although this is not a bad thing, it is wearisome that nearly every chapter gives you a different definition of OI. However moving past that, there are some excellent recommendations on creating an innovation culture and how to achieve the most from ideas both inside and outside your business.

In essence, to me this book is a reflection of early 21st Century innovation techniques, involving the use of tools such as the internet and how the "Generation Z" global social networking culture works. As the book does very neatly describe how innovation has evolved through time, it is therefore probable that this book on OI and crowdsourcing is now, already out of date.

By Paul Naysmith



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



Title: A guide to the new ISO/IEC 20000-1 standard.

Author: Lynda Cooper

ISBN: 978-0580728501

This book is an explanation on the changes to the ISO/IEC 20000-1 standard for Service Management Systems 2011 revision. Each chapter in the book explains the changes from the original 2005 revision and guidance on how to move to the latest revision, in addition, the book also highlights the relationships to other associated standards, such as the ever popular ISO9001 Quality Systems Standard.

The book is written by Lynda Cooper, who sits on the BSI committee for IT Service Management, who is also one of the contributors to the ISO/IEC20000 standard revision. You couldn't get a better person to expertly write on this specific subject, especially as she was part of the process creating the revision. I would presume having the background notes with the reasons for the changes to hand, would make it easy to write a book of this nature.

When reading this book, it wasn't a particularly enjoyable experience. As it is mainly written to express the key differences between the 2005 version, and reasons for the change, therefore the majority of the 50 or so pages are tables after tables. It is very well laid out, presented neatly and moving from each chapter or section, was aligned to moving through the standard, and I will admit there are some useful nuggets of wisdom. The tips by the author, on how she recommended ways to achieve the standard requirements, can be of value. These were presented in neat little bubbles of text, not to dissimilar to how the 'Dummies' series have their hints and tips.

On reflection I did get a better understanding of the standard and I like the way that the changes were to make it more of a generic services business model than specific to IT services. I feel this book would be suited ideally for auditors, or Quality managers already aligned with the 2005 revision, looking to move to the 2011 revision. The tables with explanations of the differences would make an excellent reference document. When reading this, I often would comment to myself, why don't the ISO people make something like this a part of the revision and issue process. If I'm going to be paying for a new expensive standard, and if the work is already done on identifying the differences, why not issue it as an appendix to that new standard?

This is not a book for the holiday read list in my opinion, unless you have problems getting to sleep.

By Paul Naysmith

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ODE TO A KING

Article issued by CGF Research Institute



So much has been written about corporate governance across the world in recent years; it's a topic that is guaranteed to be raised by informants and critics when organisations or governments get things horribly wrong. Under its banner, poor corporate governance issues may include matters such as executive greed, poor leadership, unethical or irregular business or leadership practices, violating legal and policy frameworks, personal conflicts, nepotism, corruption and so the list goes on. Of course, the topic in namesake -- *corporate governance* -- may be fancy, but simply put it is really about applying good discipline and complying within a set of acceptable practices which meets with the approval of ethically and morally grounded principles. No matter its guise, corporate governance has been in existence for centuries. It is not a foreign concept at all, except that in more modern times, as people have become more entitled to openly air their disapproval toward various matters -- especially when they have been personally aggrieved -- that the topic is raised.



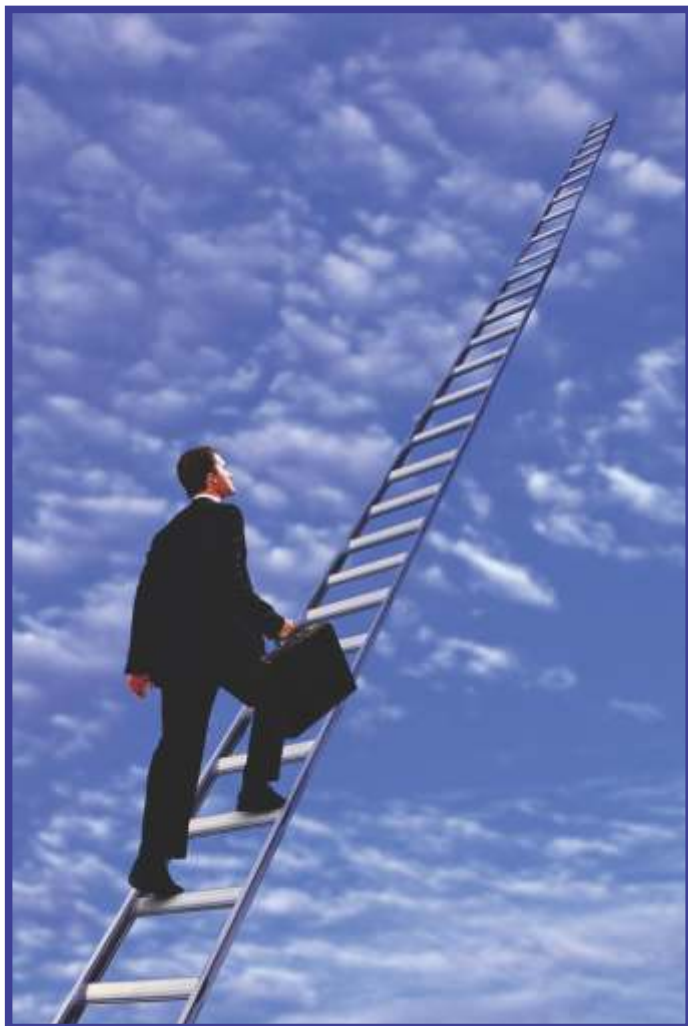
Indeed corporate failures such as the Enron Corporation -- an American energy giant at the time -- showed just how empowered ordinary individuals and employees have become when they voiced their disapproval against the willful and unethical business practices carried out by its leaders, Kenneth Lay and Jeffrey Skilling, who were both aware of the organisation's accounting loopholes and poor financial reporting, ultimately costing their stakeholders billions of dollars.

Since some of the world's most spectacular corporate governance scandals, evidenced for example through the cases of HP, Siemens, Arthur Anderson, Barings Bank, Fannie Mae, Parmalat and WorldCom, business leaders and civil society have had ample opportunity to understand the main reasons which led to their public exposure, and in most instances their demise. Expectedly, South Africa has also had its fair share of corporate governance scandals and failures, some of these found in the cases of Macmed, Tigon, Regal Treasury, LeisureNet, Saambou and Frankel International & Frankel Chemicals.

Irrespective of where these examples of poor governance may have occurred, albeit locally or abroad, they all have a common thread comprising any one and or all of the following dire components, these including; voracious greed, deceitfulness, people with an insatiable appetite for self-gain and self-preservation, and even outright fraud and corruption.

That said, whilst many South African organisational leaders in business and government will undoubtedly have come across the world renowned, and comprehensive King Reports on Corporate Governance, the vast majority of these leaders may not have realised just how significant the King Reports have become across the world. These Reports provide important guidelines, which if followed correctly, can prevent future corporate governance failures and collapses of businesses, government entities and structures, not least the mistrust which is so often linked to these failures.

South Africa can be very proud of the fact that much of the thinking and effort which has gone into the three King Reports on Corporate Governance has essentially been driven by a well known former judge of the Supreme Court



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of South Africa, namely *Professor Mervyn King SC*. This extraordinary person has not only changed the thinking surrounding the principles of sound governance and its application in our daily business routines, but he has also significantly highlighted what the world is likely to become in the event that our natural resources are exploited at the current rates of consumption. It's not a pleasant scenario which Professor King presents, and it is for these reasons, which include his wealth of knowledge and experience, that he was elected as the Chairman of the *International Integrated Reporting Council (IIRC)*, this being just one of his many and notable international achievements. Furthermore, noting Professor King's incredible contributions toward Integrated Reporting, he was recently awarded an Honorary Fellowship of CIMA (Chartered Institute of Management Accountants) by the President of CIMA, Gulzari Lal Babber, who travelled from London to make the Award. Notably, Professor King is the first South African to receive an Honorary Fellowship of CIMA and only the 6th person in the 93 years of the Institute to be so honoured. Shortly hereafter, he was further recognised by the *International Federation of Accountants (IFAC)* in November 2012 by its President, Göran Tidström when he received IFAC's prestigious *International Gold Service Award* for his outstanding contributions to the accountancy profession.

In many respects Professor King may be regarded as the 'godfather' of corporate governance; some even refer to him as the 'custodian of corporate governance' across the world. Considering his impeccable and illustrious career, which includes the roles he has fulfilled as a corporate advocate, arbitrator, mediator, corporate director, commission chair, author and public speaker; these descriptions are more than befitting to one of South Africa's greatest. Comparatively speaking, whilst Professor King has received many international awards for his work in corporate governance, he has remained one of South Africa's unsung heroes.

One of Professor King's earlier bold career moves -- which epitomized his deeply grounded morals -- may be highlighted in 1980 when he took a brave and incredibly unusual step of resigning as a judge of the then Supreme Court of South Africa, following an issue on which he wanted a public hearing and Prime Minister Botha did not agree. It was after that highly publicised resignation that Professor King became involved as a director and chairman of

companies. A discussion between President Mandela and Professor King has remained confidential between them, but suffice it to say that it was followed by Professor King becoming involved in the formation of the King Committee and thereafter chairing and directing the committee which produced King I, King II, King III and now he chairs the internationally famous, International Integrated Reporting Council.

Indeed, amongst Professor King's very many notable achievements and awards, he was also elected as President of the Advertising Standards Authority of South Africa (ASA), a position he served for fifteen years. Indeed, the changes he brought about at the ASA were notable. Prior to his appointment at the ASA, the ASA's judgements were in the main oral; however through Professor King's tenure, an enormous body of Advertising and Marketing Jurisprudence was created and through this, attracted the interest of regulators in this field around the world. Points dealt with by Professor King and his judgments were often ahead of judgements delivered by the High Court and Constitutional Court of South Africa.

More important than all of these achievements, are the achievements of Professor King as a man and human being. His marriage of many years to his lovely wife, Liz, has produced two sons who have themselves been highly successful in their chosen fields. He enjoys a close relationship with his sons and is adored by his grandchildren. Professor King loves his sport and wine, and has an outstanding sense of humour and a keen, and often wicked wit. He is admired, loved and respected by his enormous circle of friends around the world, and many people have beaten a path to his door when help and assistance is needed, never to be turned away.

Professor King remains a warm, caring and approachable person, notwithstanding the international accolades and awards which has been bestowed upon him and continue to be bestowed upon him. He is a true and great son of the African soil and will no doubt continue to contribute enormously to a country which he loves and admires, but equally will never hesitate to criticise when things are not done in accordance with his exact and precise standards.

We salute you Professor King for the manner in which you have served South Africa, and indeed the fine ambassador that you have been for South Africa over these many years.



More information regarding CGF can be found at:

www.cgf.co.za

www.corporate-governance.co.za

www.governance-connect.mobi

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Quality in Schools

a regular column by Dr Richard Hayward

As most of our readers are parents themselves, we have asked SAQI's education editor Richard Hayward (rdphayward@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.

The truth is out ... in black and white!

By Richard Hayward

By now, most of the 2012 school exam results are out. The National Senior Certificate (matric) results will be released very soon.

When the report card is brought home, there's one Big Question: Did the person pass? That's a good question to ask but does the family also ask this hugely important one too:

What is the significance of the mark in each subject?

The end-of-year report should set the scene for the new school year. Find time to see the significance of each subject result. A SWOT (strengths, weaknesses, opportunities and threats) analysis would be beneficial.

Academic **strengths** will usually be reflected by high marks. The hard-working child needs to see that commitment is rewarded. Maybe during 2012 the child did new subjects and the results identified hitherto unknown talents. These and similar subjects could be done next year and beyond. As the saying goes, 'Play to your strengths.'

Where results reflect **weaknesses**, the aim is to find the reasons. It could be a lack of aptitude, interest or work ethic. There are, of course, times when the results are beyond the control of the child. For example, there could have been three different teachers teaching the same subject in the year. By understanding the reasons, improvement strategies can be planned. Should there be catch-up or remedial lessons? Should the subject be dropped or done at a lower level?

Opportunities can be found by studying the report. When a person does well in exams, bursary and scholarship doors start opening. Education is expensive; any form of financial assistance is most welcome. Exam results can help identify future career paths which a family might never have considered for their child. When the results are very good, a child is often allowed to do subjects on a higher grade or at a specialised level such as Additional Maths.

Threats to a child's school career and beyond can be gleaned from the report card. A poor subject result warns that improved results are needed to follow certain careers. For example, subjects such as English, Maths and the Natural Sciences have to be good to get entry into certain university courses.

Once this SWOTing homework is done, it's time to forget about teachers and tasks! Enjoy the holidays. May you have a blessed, happy and safe Festive Season.

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; rdphayward@yahoo.com). Poor schools are sponsored for hosting workshops.

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SAQI Training Programme for 2013

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

[DOWNLOAD TRAINING REGISTRATION FORM](#)

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

Code	Course	Days	Cost	Jan	Feb	Mar	Apr	May	Jun
B11	Setting and achieving measurable objectives	1	R2,340.00			1			7
B12	ISO 14000 overview	1	R2,340.00				25		
B14	Integrated Management Requirements	3	R4,650.00			12-14			
B16	Internal Quality Auditing	3	R4,800.00		6-8			28-30	
B20	Organisational QMS Lead Auditor	5	R10,800.00					6-10	
B24	How to write procedures	2	R4,100.00			26-27			
B34	Statistical Process Control	5	R10,800.00				15-19		
B38	Development of QMS	5	R10,800.00					13-17	
B41	Introduction to Quality Control	1	R2,340.00		22				13
B48	ISO 9001 Requirements Workshop	3	R4,650.00			5-7			
B58	Customer Satisfaction and Excellence	2	R4,100.00				23-24		
B64	Introduction to Quality Techniques	3	R4,650.00		12-14				4-6
B65	SAQI Certificate in Quality	10	R18,320.00					20-24	24-28
B66	Problem Solving and Decision Making	3	R5,700.00				10-12		

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)

For a list of IT specialised courses, please [click here](#)

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