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# New Year message



The South African Quality Institute would like to take this opportunity to wish all our members, partners and associates a happy and prosperous New Year.

In this month's edition we are continuing to publish feedback from the many events that our members participated in during National Quality Week at the end of last year in order to "Build Quality into our Nation". We also feature articles from our regular contributors.

On the topic of National Quality Week we would like to throw out a challenge to all our members. Each year SAQI develops a theme that we use as our main NQW activity. We feel it is time that our members contributed to developing this year's theme. To help you the following themes have been used over the past few years;

- 2009 • Placing Quality at the heart of our organization
- 2010 • Moving the borders of Quality
- 2011 • Leading the way to sustained Quality
- 2012 • Releasing your Quality potential
- 2013 • Building Quality into our Nation
- 2014 • \_\_\_\_\_?

Please send your proposed theme with a justification on why you chose that theme to [exec@saqi.co.za](mailto:exec@saqi.co.za) and a SAQI selection panel will choose the best submitted theme for use this year. Who knows there may be a prize at stake? Closing date for submissions is the 28<sup>th</sup> February.

Finally in this issue we are running a profile on our latest Platinum member AON. Please look at how you as a SAQI member can benefit from this partnership.

*Paul Harding*  
SAQI MD



# Aon South Africa Recognised as Platinum SAQI Member



"We're delighted with the recognition that is associated with our platinum membership of SAQI, which speaks volumes of our commitment to quality insurance products and services which are tailored to suit the unique needs of our clients," says Geraldine Aves of Aon South Africa. "We strongly believe that the best insurance products are simply the starting point, and that these need to be backed by the best service, professional advice and a personal touch," she adds.

Aon and SAQI have also announced an affinity partnership that will provide the preferential rates and superior cover on tailored insurance products to SAQI members. "The partnership provides members with the opportunity to benefit from our global infrastructure and local experience that goes beyond skilled advice and innovative solutions and services, to ensure a bespoke offering that is defined by one-on-one support, professional guidance and a dedicated partnership approach," Geraldine explains.

Aon is the leading global provider of risk management services, insurance and reinsurance brokerage, and human resource consulting and outsourcing. The company first brought its international experience and resources to South Africa in 1996 and today, provides seamless, tailor-made insurance and risk solutions to more than 25 per cent of the top 200 South African public companies, thousands of privately owned businesses and many more private individuals.

## Benefits for individual SAQI Members

Aon provides a comprehensive range of household and motor insurance covers that are designed to accommodate each client's individual needs. "Our insurance covers range from stand-alone motor insurance right through to comprehensive policies for individuals with significant and often complicated asset bases," says Geraldine.

Aon's well-established range of short-term insurance covers is arguably amongst the best and most comprehensive of personal insurance offerings in the market today. "We understand that your asset base often requires a unique approach to ensure that your risk is placed with the most suitable insurance provider," says Geraldine.

Aon is able to provide tailored insurance solutions for buildings, home contents, all risks and motor covers, right through to specialised covers for the likes of fine art, antiques, jewellery, thatch, classic cars, executive cars, rolls Royce/Bentley, motor-bikes including Harley Davidson and pleasure craft.

## Employee Group Schemes for SAQI Member Companies

When correctly structured and managed, employee group insurance can become a vital tool in the armoury of employers wanting to stay ahead in the vital arena of

modern day HR management.

"Using our large client base and market influence, we are able to secure superior cover, preferential rates and preferential service for companies and their employees. The buying power of a group results in competitive premiums and ultimately provides an organisation with a cost effective insurance solution for their employees," explains Geraldine.

"The reality is that South Africans are under tremendous financial pressure, exacerbated by fuel price hikes, water and electricity price increases, high education costs, the rapidly increasing price of food and basic necessities and so on. By adding a group insurance scheme to the host of other employee benefits such as retirement and healthcare, employers get to help remove or at least mitigate employees' anxieties about protecting their personal motor and, household assets, usually with much lower premiums and better benefits than they could obtain on their own. Any efforts to reduce your employees' financial strain is a welcome and much needed relief in the current environment, and adds a further attractive staff retention benefit to the usual retirement, healthcare, life and disability offerings," says Geraldine.

Obviously group insurance schemes are not the be-all-and-end-all solution for employees' financial concerns, and they form part of a much bigger picture of employee benefits. But they do address some of the major financial anxieties among staff, by assuring them that their private assets are protected and will be replaced in the event of a loss. Being under-insured in the event of a total loss can have devastating financial consequences for them. This in turn will impact on their work performance and productivity if their personal finances are in upheaval.

## Why Aon?

Decades of international experience, local alliances, global links and buying power in the market remain unmatched by Aon's competitors.

"When you partner with Aon, you will find that it's our people who build lasting, collaborative relationships with you, providing greater value to you as an individual or to your business. Our team of experts is ready to analyse your needs and create an innovative cost-effective solution that is designed to provide enhanced value to SAQI's members," concludes Geraldine.

For more information go to [www.aon.co.za](http://www.aon.co.za) or contact:

**Geraldine Aves**  
**Mobile: 082 820 0022 or**  
**Email: [geraldine.aves@aon.co.za](mailto:geraldine.aves@aon.co.za)**

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# Organisational process maturity: Is it measurable?

By Dr Alastair Walker : SPI Laboratory (Pty) Ltd, Johannesburg, South Africa

## 1. Introduction

In the fourth article of this multipart series aspects of process behaviour were explored, namely a) process capability, b) process effectiveness, and c) process efficiency.

In this fifth article in this series, we explore the topic of 'organisational process maturity' (OPM), and how it can provide insights into the capability of an organisation to sustainably provide products and services.

## 2. What is meant by 'organisational process maturity'?

To understand this term we need to look at ISO/IEC 33001 which defines 'organisational process maturity' as 'the extent to which an organisational unit consistently implements processes within a defined scope that contributes to the achievement of its business goals (current or projected)'.

The phrase 'the extent to which' implies that organisational process maturity can be measured. To support a measurement framework for OPM, we also need look at the concepts of a 'maturity model' and a 'maturity level'.

A 'maturity model' (MM) is defined in ISO/IEC 33001 as 'a model, derived from one or more specified Process Assessment Model(s), that identifies the process sets associated with the levels in a specified scale of organizational process maturity'.

Closely associated with the concepts of OPM and MM is the concept of a 'maturity level' (ML), which ISO/IEC 33001 defines as 'a point on an ordinal scale of organizational process maturity that characterises the maturity of the organisational unit assessed in the scope of the maturity model used'.

## 3. Background to maturity models

A Google search on the internet with the keywords of 'maturity model' lists 472,000 hits (on the day when this article was compiled), so it is clearly a very rich subject area. The discerning reader will need to be able to separate out the 'chaff from the wheat' in this subject area. This article is not the place to provide a detailed perspective on maturity models, but will identify some the key issues.

The concept of maturity model has its origins in the work undertaken by the late Philip Crosby. These concepts were incorporated into the Capability Maturity Model produced by the Software Engineering Institute, at Carnegie Mellon

University, at the request of the US Department of Defence. The CMM was created to assess the capability of software companies.

Most of the published maturity models owe their model basis to the CMM. The large majority of these maturity models are domain specific, and created by professional interest groups, or commercial enterprises.

Maturity models have a limited footprint in international standards. The Systems security engineering Capability maturity model (SSE-CMM)<sup>®</sup> was first published in 2007. ISO 9004:2009 supports a self-assessment maturity model, but it does not provide a basis for measurement in terms of objective evidence.

ISO/IEC 15504-7 is the first attempt at defining an organisational maturity model where the maturity level can be evaluated using objective evidence. (A revised model is presently being prepared as ISO/IEC 33080 by ISO/IEC JTC1 SC7 WG10 Process Assessment).

## 4. The organisational process maturity model (OPMM) in SANS 1466

A great deal of research and development work on OPMMs has been underway in South Africa since 2012, under the auspices of the South African Bureau of Standard Technical Committee TC 175 (Process Models). A body of work is being prepared for publication as a multipart series under the banner of SANS 1466 (Process Benchmarking Framework).

In Part 2 an OPMM is presented, as shown in *Figure 1*.

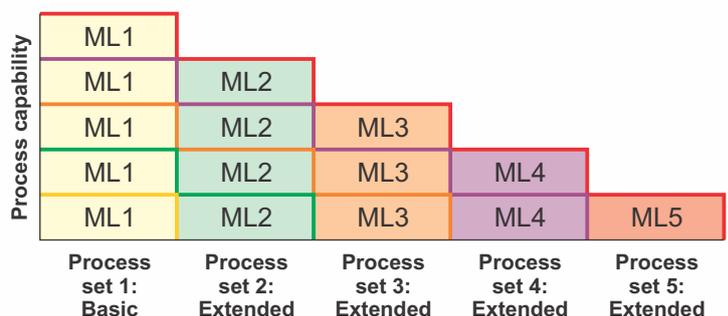


Figure 1: Organisational process maturity model in SANS 1466-2

The OPMM attributes are listed in Table 1 below. The focus in Process set 1 is upon the delivery of product/service. The first of these processes is the 'Order fulfilment process' i.e. the process that bears the primary responsibility for

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identifying the customer needs, producing and then supplying the product. Such a process usually carries contractual obligations, and is normally associated with financial obligations. The other processes in Process set 1 are closely associated with the order fulfilment process. Proficiency in the product design and implementation and release processes serve to enable the order fulfilment process.

The processes in the extended process sets (i.e. process sets 2 - 5) enable the basic processes to achieve higher levels of organisational process maturity.

Table 1 SANS 1466 OPMM – Process groups	
Process set	Processes/ groups of processes
Process set 1: Basic	<b>Product fulfilment:</b> (PSF) Product order fulfilment/ service delivery process <b>Product realisation:</b> (WPM) Design and implementation of software/ systems/ service/ product.
Process set 2: Extended	<b>Product management:</b> Processes required to plan and manage the development of Product.
Process set 3: Extended	<b>Product support:</b> (ORG) Organisational processes to support the development of Product and Process.
Process set 4: Extended	<b>Process management:</b> (PMA) Processes required to plan and manage the development of Process.
Process set 5: Extended	<b>Organisational leadership:</b> (OLM) Organisational leadership and management.

The OPMM process sets and their relationship to process capability levels (vertical axis) and maturity level rating (each cell) are shown in Figure 1.

The rating model is progressive. Maturity Level 1 (ML1) only requires that process capability level 1 is achieved for the Basic process set.

In order to achieve Maturity Level 2 (ML2), all the processes in the Basic process set must achieve process capability level 2. Additionally, all the processes in the extended Process set 2 must achieve process capability level 1.

This pattern is repeated for the remaining OPMM levels.

## 5. Implications of the use of the OPMM

The OPMM attempts to formulate a response to a question that troubles most customers when facing a new product/service acquisition – 'does the supplier really have the capability to sustainably provide the required product/service'?

The OPMM attempts to answer this problem in a phased approach, by providing objective insight into the following:

- Does the supplier have a history of successfully providing a product/service? (Level 1)
- Can the supplier provide the product/service on time and with the required quality characteristics? (Level 2)
- Does the supplier have an effective organisational infrastructure to ensure sustainability of provision of product/service? (Level 3)
- Are the supplier processes efficient in provision of product/service? (Level 4)
- Are the supplier business goals and vision consistent with a sustainable supply of the required product/service? (Level 5)

## 6. How does the SANS 1466 OPMM differ from other models?

There are some seminal differences between the model framework of SANS 1466 and other major model approaches:

- The CMM approach and its many derivatives.

These models are uniformly characterised by regarding Level 1 as 'ad-hoc', a realm of chaos and unpredictable behaviour. The real model content starts at Level 2.

- The ISO 9004:2009 approach

This maturity model does not offer an objective measurement framework. It does not provide a basis for objective benchmarking. As long as it adopts this approach, it will remain an object of intellectual curiosity – but will not provide real-world value.

In contrast to the above, the foundation of SANS 1466 seeks answers to the question, which is at the heart of all commercial activities - 'does the supplier actually have the capability to supply the required product/service'?

## 7. Wrap-up

Using this conceptual foundation for measuring organisational process maturity, the next article in this series will explore the concepts of objective process evidence, how to rate that evidence, and how to aggregate the results into ratings of process capability and organisational process maturity.

## 8. References

- [1] ISO/IEC 21827, 2008, Information technology -- Security techniques -- Systems security engineering -- Capability maturity model (SSE-CMM)®
- [2] ISO 9004, 2009, Managing for the sustained success of an organization — A quality management approach
- [3] ISO/IEC 15504-7, 2008, Information technology — Process assessment — Part 7: Assessment of Organizational Maturity
- [4] ISO/IEC 33001, DIS, 2013, Information technology — Process assessment — Concepts and terminology
- [5] SANS 1466, DSS, 2013, Information Technology — Process Benchmarking Framework: Part 1: Concepts and overview
- [6] SANS 1466, DSS, 2013, Information Technology — Process Benchmarking Framework: Part 2: Generic Process Model

## About the Author

Dr Alastair Walker is the founder and chief executive officer of the Software Process Improvement Laboratory. He is a member of the Standards South Africa Information Technology Committee (TC 71), and chair of SABS National Committee for Software Engineering Standards (TC001-SC7). He is a member of SABS technical committees TC176 (Quality assurance and quality management, TC 180 (Conformity assessment) and TC 175 (Process Models).



### Contact details:

Dr Alastair Walker  
SPI Laboratory (Pty) Ltd  
P O Box 44041  
Linden - 2104  
Johannesburg - South Africa

Office: +27-(0)11-888-9881  
Mobile: +27-(0)82-452-0933  
E-mail: [office@spilab.co.za](mailto:office@spilab.co.za)  
Web: <http://www.spilab.co.za>  
Skype address: spilab.

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# Target becoming the Target of Targeting thieves.

By Paul Naysmith



I'm one of those 40 million customers having their bank card and PIN numbers stolen in one of America's largest nationwide chain of general supermarket stores called Target. Like most consumers I hear firstly from my own bank. I'm with a large network of banks in the USA know as "Chase", part of the JP Morgan mega banking group, being explained to, in a very frank email a few days before Christmas, that I'm limited to \$100 cash ATM withdrawals, \$300 spending cap per day and a new card with PIN is in the mail, all because of the breach of security at a place where I shop for food. The US television and online news networks for weeks later spend the majority of their time lambasting the poor defenses and how awful Target's response was to their customers.

Personally I thought that Target did a good job of managing the issue. They gave out 10% discounts over the weekend before Christmas to all who passed through their doors, along with free credit checks to any customer that asked. I'm sure that behind the scenes, Target were tightening security, and working with law enforcing agencies to find the perpetrators.

We now live in a world where, thankfully, we are starting to see in some ways that there are reductions in violent organized crime. The BBC event went to great lengths to provide a study that "the number of robberies on British bank branches has dropped by 90% in the past decade" (Lee, 2013) and that the "Bank Job" is a thing of the past. This is great; it's an improvement in the Quality of life, as I

would never wish to have a sawn-off-shotgun thrust in my face during my daily work routine, nor wish for the resulting forevermore emotional scars that would persist.

As criminals become smarter going after this thing called "data", a valued commodity to society, we need to be prepared for more "card jobs". I've been a victim of card fraud, unfortunately multiple times. I believe that I'm particularly careful with my data, my spending habits, my choice of where and how I buy, but the "bad guys" somehow got my information. I'm sure that my bank, my retailers are working hard to protect my data, however I sense that the criminals are working harder to overcome every new blocker put in their way. But it is how our banks or retailers or companies in general deal with the after effects that come under greater scrutiny. If I had the gift of prediction, I would foresee that we are about to start a new age of better customer based disaster management from businesses. All of which will be nice, however I think that it would be wiser, to put that same energy into preventing the issue from occurring in the first instance.

However this got me thinking, how would I deal with a data breach at my place of work? What post event mitigating measures are there defined? Granted that the data theft was terrible, moreover it was the media attack on a victim, in this case Target that was worse.



In most companies of a certain size and of a certain QMS maturity, there is probably a suite of plans that deal with Business Continuity, Media or Emergency Response. In some ways the Quality Professional will have a contribution to the development or revision of these documents. Perhaps now is an opportunity when a high profile event, like above, can be viewed as a lessons learned opportunity, and used as an input into your plans.

If you are like me, naturally you would focus on the

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prevention measures; however, I would strongly recommend taking the time to look into reputation management through whatever media outlets, and preparing your management or executives to address the media.

If we cast our minds back a few years ago to the BP disaster in the Gulf of Mexico, an unprepared executive, unfortunately put his foot into his mouth, multiple times. The consequence to the company was to further compound their issue, and this was perhaps the worst public relations management recorded this century. Even Tony Hayward the BP executive stated in an interview with the BBC that the company's contingency plans were inadequate and "we were making it up day to day." (Lawless, 2010)

Naturally most people are exposed to polished media appearances, that when we see something that looks like it is being made up on the spot, we would know instantly. We as consumers of television or internet news are professionals in recognizing a "gaff", that in many ways, can be massively detrimental to the company's reputation, compared to the problem that initiated it. History is littered with poor preparation and what is worse, management of a company's reputation.

So how do we prepare our executives or management to speak to the media? Well to me it is like any contingency measure, start with an assessment of the impact of the event that could occur. Identify the worst possible outcome, and from here, assess which stakeholder groups would be affected. Should you find that it would involve Government bodies, multiple community groups or be placed on an international platform, I would state with great confidence, you need to be prepared.

You may be fortunate to have your own internal communications or media group in your business; however this is not always the case. Many PR companies exist, and would welcome the offer to consult or prepare your business. This preparation could go from simply developing procedures, to actually conducting mock interviews with executives.

For those few Quality Professionals that get to be involved in this aspect of continuity management in your work, it is a great opportunity to be exposed to new skill sets and ideas that would prove useful in other elements of your role. Brand image and reputation is a very delicate thing. You may have the best product or service in the world, however the perception of your brand can be easily destroyed from a few unprepared words from the leadership in your business.

Returning to my own loss of information and to the person who took my card information, to help you take my money faster my PIN is \*\*\*\*.

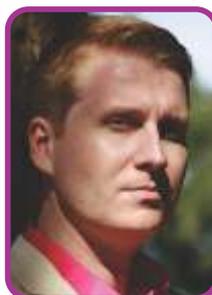
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## About Paul Naysmith:



As well as being a Quality Punk and Improvement Ninja, [Paul Naysmith](#) is the HSEQ regional 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 South African Quality Institute (SAQI).

Naysmith has a bachelor of science in paper science and management, and 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. Connect with him on LinkedIn, or follow on twitter [@PNaysmith](#) or buy his printed book [Business Management Tips from a Quality Punk](#) also available as an [ebook](#) (Lulu, 2013). Paul is appointed as regular contributor to the eQuality Edge. Reproduction of any of Paul's articles can only be authorized by contacting him directly at [naysmith@yahoo.com](mailto:naysmith@yahoo.com)



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# Lancet Laboratories

## 2013 World Quality Week Celebrations

By Mpumi Masiko - Project Manager



## LANCET LABORATORIES

### 2013 World Quality Week Celebrations



*Mpumi Masiko - Project Manager*

Lancet laboratories embarked on their first “World Quality Week” celebrations on the 14<sup>th</sup> November 2013 under the theme: Improving Quality through Risk reduction. Lancet laboratories declared 2014 as the year for Risk reduction. Although our processes are aimed at reducing risk, Risk Management is a new concept to our company and our three main South African Laboratories were privileged to be introduced to the topic with presentations by some of our expert pathologists on World Quality Day.

Lancet laboratories provides diagnostic pathology services in South Africa and other African countries like Swaziland, Zambia, Zimbabwe, Tanzania, Botswana, Nigeria, Kenya, Mozambique, Uganda and Ghana. Most of the laboratories are SANAS accredited to ISO15189 and support departments certified to ISO9001. We are keenly anticipating the 2014 celebrations on a bigger scale which will include all of our operations in the African Continent.



*Celebrations in Lancet KZN main lab*



*Celebrations in Lancet JHB Head Office*

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# Nampak Flexible

## 2013 World Quality Day Celebrations



**Nampak**  
packaging excellence

In a global economy where success depends on quality, innovation and sustainability, World Quality Day is our chance to reinforce these as the foundations of our organisation. World Quality day and National Quality week are celebrated each year by Nampak Flexible. The 2013 celebrations were held at the Operations in CT, NOC and Pinetown.

- The Integrated Management System new SHERQ site was launched on WQD and training given to employees on site navigation.
- SHERQ policy was approved and signed by all employees including senior management.



- QA team and GM conducted presentations to promote Quality awareness



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- WQD day competition prize winners



- All employees and visitors were issued with WQD stickers and the slogan for the day was **“Make Collaboration Count”**
- A **Quality** pledge was signed by all employees to renew their commitment to **Quality**



- **“Happy World Quality Day”** SMS were sent to all employees cell phones on WQD

For any information contact Antoinette Maake, Divisional QA Manager, Nampak Flexible  
021 507 5300

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# Nampak Bevcan

## 2013 World Quality Week Celebrations

Nampak Bevcan is the preferred beverage can manufacturer in sub-Saharan Africa. As an organisation, we pride ourselves on delivering absolute quality to our national and international customers.

This year each manufacturing sites within Bevcan celebrated Quality week by developing crossword puzzles which concentrated on various quality aspects within our business.

Each employee was encouraged to enter the competition which had awesome prizes up for grabs. In addition each employee received a pen and a box of chocolates.

### Pictures of the prize winners:



**FOCUS on Quality**

**BEVCAN CELEBRATES NATIONAL QUALITY WEEK**  
11 - 17<sup>th</sup> NOVEMBER  
QUALITY DAY - 15<sup>th</sup> November 2013

The aim of the National Quality Week (NQW) in South Africa is to create quality awareness and encourage individuals and organisations to focus on the importance of quality. At Bevcan Durban, satisfying our customers means supplying cans that are within dimensional specification and have **EXCELLENT PRINT READABILITY AND CONSISTENT COLOUR**.

Hi Dennis, I heard there are awesome competitions we can enter with great prizes. Remember, last year I won the GPS, and you won a prize as well!

You're right, Yvonne. Plus each employee will also get a box of Smarties on the 15<sup>th</sup> of November to celebrate Quality Day & a Quality pen.

**QUALITY AWARENESS WEEK**  
**FIND THE QUALITY SLOGAN**

DATE: \_\_\_\_\_ NAME: \_\_\_\_\_  
NEWSPAPER: \_\_\_\_\_

B S V J S A N N A N H A I F A C C  
 T N X X W O D A S T Y H C  
 B A S T F A D C S I D J J D S  
 I O P T A H S B A Q W I G O S  
 A A R P S G C R A L E D O C  
 W D E E A K F S U F F B E P  
 Z N F F O C K E A R T C I A  
 S H C O S E J R H S P H W S  
 C U D S S I S H S G V L S  
 F O S S O I R A S T X R S  
 L L R H R O M E X I L S M E C  
 I R U S J Y S S T H R P G  
 S C R W A Y S T P S H V  
 E S J A T R E D S S I M O U  
 R S C J T C C R S H S R C S

What is the name given to the final inspection process involved in our cans? (1000000)  
 What is the name of the equipment that draws walls and forms the cap? (What equipment is used to press the material of the cap?) (1000000)  
 What is the name of the equipment used to stretch the cap? (1000000)  
 What is the name of the equipment used to stretch the cap? (1000000)  
 What is the name of the equipment used to stretch the cap? (1000000)  
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 What is the name of the equipment used to stretch the cap? (1000000)  
 What is the name of the equipment used to stretch the cap? (1000000)  
 What is the name of the equipment used to stretch the cap? (1000000)

Place your completed entry form into the suggestion boxes  
**CLOSING DATE: 17 NOVEMBER 2013**

MANUFACTURES \_\_\_\_\_ CANS \_\_\_\_\_



**Nampak**  
packaging excellence

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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](mailto: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.

## What's the most important thing learnt at school?

by Dr Richard Hayward

What's the single most important thing that a child learns at school? Ask ten people and you're likely to get ten different answers!

Ask ten teachers though – especially primary school ones – and you're likely to get similar replies. Learning to read is of critical importance. Teach a child to read well and at an age-appropriate speed. Once those have been done, the door has been opened for the child to successfully learn every school subject. As the teacher one-liner goes: 'Learn to read so that you can read to learn.' A poor reader is hampered scholastically no matter what the innate potential of the child might be.

Only 50% of the children who enter Grade One in South African schools manage to get to Grade Twelve. Millions of children drop out because of poor reading skills. They can't keep up with the reading demands which increase with every Grade. They can neither read independently nor at a sufficient speed for their age.

We should encourage children to read – the younger the better. Before children can read a single word for themselves, parents and family members should read to them. Nurture a love of listening to stories and looking at pictures in books. Have books in their bedrooms and scattered around the home. Be a role model yourself; let the children see you reading!

When it's gift time for a child, you might like to move away from the common presents. Instead of a cellphone upgrade or computer games, how about a book voucher? Even if they use the voucher to buy books about computers, their reading skills are growing. One family has a monthly ritual of visiting their favourite bookshop. Everyone is allowed to buy one book.

John was a youngster who only read when told to do so by his English teacher. His reading was limited to class readers and novels prescribed for the Grade. Fortunately for John, his teacher also happened to be his cricket coach. The teacher

noted his insatiable interest in anything to do with the game. Books, magazines and newspaper articles on cricket were given to John. At first John enjoyed looking at the pictures of cricketing heroes. Soon though he became very frustrated. He could neither read the photo captions nor the printed material. John's need to know what was written motivated his efforts to read better and quicker. Today John is an avid reader with a large library including, of course, many books on cricket.

There are ways to get a child who's obsessed with computers to become hooked on reading. Use computer technology itself. Literacy and reading apps are easily available. Through companies such as Amazon and Google, a child can browse brief descriptions of thousands of e-books. Once the selections have been made, mom and dad can pay online. The e-books are downloaded on to the child's tablet (for example, iPad or Samsung). For very young children there are outstanding apps for interactive reading which are often supplied free.

A child who develops a love of reading is being given a head-start for life. Scholastic results are usually good; doors are more easily opened for entry into tertiary institutions; first-time interviews for jobs often go well for the well-read. Most leaders in business, professions and the trades read widely. Whether one follows a career or not, a literate person is able to add hugely to the quality to their lives. One need never be bored.

James Russell Lowell, American poet and diplomat, sagely observed:

*Have you ever rightly considered what the mere ability to read means? That it is the key which admits us to the whole world of thought and fancy and imagination? To the company of saint and sage, the wisest and the wittiest at their wisest and wittiest moment? That it enables us to see with the keenest eyes, hear with the finest ears, and listen to the sweetest voices of all time?*

**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](mailto:rdphayward@yahoo.com)). Poor schools are sponsored for hosting workshops.**

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# SAQI Training Programme for 2014

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)

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.



**DOWNLOAD TRAINING REGISTRATION FORM**

Code	Course	Days	Cost	Feb	March	April	May	June
B12	ISO 14000 overview	1	R2,500.00			30		
B14	Integrated Management Requirements	3	R5,000.00		12-14			
B16	Internal Quality Auditing	3	R5,100.00	5-7			28-30	
B20	Organisational QMS Lead Auditor	5	R11,500.00				5-9	
B24	How to write procedures	2	R4,400.00		24-25			
B34	Statistical Process Control	5	R11,500.00			7-11		
B38	Development of QMS	5	R11,500.00				12-16	
B41	Introduction to Quality Control	1	R2,500.00	20				12
B48	ISO 9001 Requirements Workshop	3	R5,000.00		5-7			
B58	Customer Satisfaction and Excellence	2	R4,400.00			23-24		
B64	Introduction to Quality Techniques	3	R5,000.00	12-14				4-6
B65	SAQI Certificate in Quality	10	R19,500.00				19-23	23-27
B66	Problem Solving and Decision Making	3	R6,000.00			14-16		
B75	Intro to Lean	1	R2,100.00				26	
B76	Lean for the Service Industry	4	R8,700.00		10-13			18-20
B82	Incident and Accident Investigations	2	R6,700.00		10-11			
B83	Project Management and Quality	3	R15,100.00					9-11
B84	Supply Chain Management	3	R12,700.00		17-19			
B85	Production Planning and Scheduling	3	R15,100.00		26-28			
B86	Inventory and Warehouse Management	2	R10,250.00			2-3		

**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)

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

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