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Welcome to our special NQW November edition



This month's newsletter focuses on our National Quality week campaign where we looked at "Paving the way to Quality beyond standards". We are pleased to put into this edition an article by the renowned author of the "ISO 9000 Handbook" and authority on ISO 9001 David Hoyle. The article entitled "Exposing uncertainty in ISO DIS 9001:2015" will be looking at the proposed changes to this Standard. We will also reflect on the World Standards Day that took place on the 17th October that we mentioned last month and

give feedback from the Swaziland event to celebrate the day. The question is asked; "Do standards level the playing field?"

Our SAQI members participated in a number of promotional events during National Quality Week and we were able to support a number of them by SAQI executive giving presentations. This month's edition will showcase some of those events that took place. If you have not submitted your feedback yet on your NQW celebrations you can still submit details that will be posted in our December edition.

As ever, I would be happy to receive comments relating to our articles or any other items of interest relating to quality at exec@saqi.co.za

Yours in Quality

Paul Harding
SAQI MD



Exposing uncertainty in ISO DIS 9001:2015

By David Hoyle

When we read ISO 9001 we should not be in doubt as to what is required, but the latest draft of the forthcoming 2015 version induces uncertainty to the discerning reader, not only in the way certain requirements are expressed but also in the way certain key terms are defined. In this article I am going in search of uncertainty with respect to four key concepts, management system, resources, process and risk by presenting evidence from the standard itself and I'm pretty sure you'll be amazed at what I find.

Management system

We probably have a good idea what a management system is; the way we work or how the business is managed or it's how the business functions. But then there are others who will show you a pile of documents when you ask them to show you their management system. So let's look at what ISO say on the subject. According to ISO 9000:2005 a management system is defined as a "system to establish policy and objectives and to achieve those objectives" where a system is a "set of interrelated or interacting elements".



In the proposed new edition a management system is now defined as a "set of interrelated or interacting elements of an organization to establish policies and objectives and processes to achieve those objectives". In the 2005 version, the management system "achieves objectives" but in the proposed 2015 version the management system "establishes processes to achieve objectives" which removes the implication that a management system that doesn't achieve the objectives it establishes is not a management system at all. But now all the management system does is establish things and according to Note 2 of the definition in clause 3.04, the things it establishes are not part of the system - how crazy is that! In fact it looks as though the elements of a management systems can only be people because the organization's structure, roles and

responsibilities, planning, operation, policies, practices, rules, beliefs, objectives and processes are not elements of the system, unless of course this is a drafting error.

On the other hand in B.5 it states that "the quality management system is composed of interrelated processes" and throughout there are statements endorsing this view e.g. in 4.4 "quality management system and its processes", and in 3.11 "quality management system, including related processes". So are processes an element of the QMS or simply an entity established by the QMS? There is certainly uncertainty whether a QMS is a set of rules or an administration system.

Donella Meadows wrote a great book about systems¹ in which she tells us that a system is an interconnected set of elements that is coherently organized in a way that achieves something. She also tells us that the elements are the tangible and intangible entities that make up a system and the interconnections are the relationships that hold the elements together. But we also use the word system in other ways, sometimes to refer to something that is well organized, being systematic or applying a set of rules and both uses of the word are present in ISO DIS 9001?

If we put the definitions of system and management together we get: "set of interrelated or interacting elements to coordinate activities to direct and control an organization", which is a totally different definition to that given in 3.04.

In clause 5.1.1 we are required to "ensure the integration of the quality management system requirements into the organization's business processes" implying perhaps that the QMS is a set of requirements. If we view the organization and how it operates as a system, and select those elements and relationships that serve the management of quality and refer to this as a model of quality management, it could be used to identify opportunities for improvement. It is therefore not inconceivable that ISO 9001 refers to establishing, implementing, maintaining and continually improving such a model.

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So is a QMS

- a) a set of rules?
- b) a system for establishing a set of rules?
- c) a system to direct and control an organization with respect to quality?
- d) a system for producing products and services?
- e) all of the above
- f) a collection of those elements of an existing management system that serve the management of quality

ISO 9001 recommends we adopt, design, define, plan, implement and measure the level of maturity of it and apply PDCA to it and integrate it with *the requirements of other management system standards* (whatever that means). It requires we determine its scope, establish, maintain, operate, change, improve, audit and review it, conform to it, measure its performance and its effectiveness and therefore it's vital we know what a QMS is.

Resources

In clause 4.4 we are told to determine the resources neededfor the processes needed for the QMS and from the above, we will also see that the resources we identify will depend on what we think a QMS is. If we think a QMS is a system for establishing a set of rules, the resources we identify will be those for producing and maintaining the set of rules. But if a QMS is a system for producing products and services it's fair to assume that the resources needed will be those for transforming inputs into outputs that are turned into products and services for customers. But is this enough? Don't the processes need to be managed?

In clause 5.1.1f) we are told that top management demonstrate leadership and commitment to the QMS by "ensuring that the resources needed for the quality management system are available" and in 7.1.1 we are required to determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system but again this rather depends on what we think a QMS is. If your top management think a QMS is a set of rules, it's unlikely they will provide you with resources to run operations, but if a QMS delivers products to customers as is shown in the only diagram in ISO 9001, then indeed the resources needed will be those to run operations.

Now for a revelation. Clauses 3.14 and 8.4.2 place outsourced processes within the scope of the management system and therefore indirectly invokes 4.4d) thus bringing the resources of an external organization into the QMS. So is it the intention that the resources for both operating and managing outsourced processes come within the scope of the QMS?

Processes

In ISO 8402:1994 the definition of a process was a "set of interrelated resources and activities which transform inputs into outputs" and in ISO 9000:2000 it is a "set of interrelated or

interacting activities which transforms inputs into outputs" and that remains unchanged in the proposed 2015 version. So they removed resources and added interacting activities but they didn't tell us why.

The other issue about definitions is that anything that does not match the definition cannot be the entity being defined. Therefore only if inputs are transformed into outputs is an entity a process. This implies that design is not a process because the inputs exist in their original form after the design is complete and can be used again - hence they are not transformed. Resources are used by a process rather than being inputs to a process or as the 1987 definition suggests, part of a process. Many manufacturing work processes transform inputs whereas most work processes in the service sector only use inputs and don't transform them so isn't it about time the definition changed?



Now for something interesting. Clause 4.4 requires processes needed for the QMS to be determined and then it tells us to determine 18 things about these processes; the inputs, outputs, sequence, interaction, performance criteria, methods, responsibilities, risks, resources, monitoring and measurement methods and opportunities for improvement etc. If the processes needed for the QMS are few, this is no big deal, but if you search the organization for all the sets of interrelated or interacting activities which transforms inputs into outputs and filter out those that do not in any way influence the quality of products and services provided to customers you might be left with a very high number of processes and indeed a daunting task to meet all 18 requirements on each one. So maybe the process approach is not intended to apply to every "set of interrelated or interacting activities which transforms inputs into outputs". Perhaps we can apply risk-based thinking to limit the application of these 18 requirements.

The one thing we really do need to be certain about is knowing to which processes the requirements of ISO 9001 apply. Clause 4.4 requires us to determine the processes needed for the QMS. Once again it depends on what we believe a QMS to be. In clause 5.1.1 top management are to ensure the integration of the quality management system requirements into the organization's business processes. This brings into question whether the processes needed for the QMS are different from business processes and if they are what is the difference. In clause 8 it requires several processes to be planned, implemented and controlled e.g. in 8.1, processes needed to meet requirements for the provision of products and services, in

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8.2.1, processes for communicating with customers, in 8.2.2, a process to determine the requirements for the products and services and in 8.3.1, a process for design and development. It is not clear whether these are processes needed for the QMS or are business processes.

Risk

If we look up the term risk in an English dictionary we will find that in the simplest terms, the word is used to express the possibility of something bad happening. But if we look at clause 3.09 in ISO DIS 9001:2015 we find its nothing like that, risk is now defined as 'effect of uncertainty on an expected result and among the notes to this definition is the statement "effect is a deviation from the expected - positive and/or negative". Now I don't expect many to understand this but its obviously totally different from the dictionary definition that has stood us in good stead since the 13 century, so why change and how could this change possibly benefit users of ISO 9001?



Uncertainty is simply something we are uncertain about, there is doubt, we are unsure. Now, not everything we are unsure about is important to us. We might be unsure of the price of bread in Russia but if we don't intend travelling to Russia its an uncertainty that doesn't matter to us. The Risk Management community refer to uncertainty that matters as 'risk' and therefore uncertainties that result in loss are risks having a negative effect and uncertainties that result in gains are risks having a positive effect. But in order for a risk to result in anything the risk has to be taken and indeed, there will be times when the odds stack in our favour and we incur no loss and other times when the odds are against us and we suffer great loss as those Scots did in the Darien Scheme Paul Naysmith wrote about in the August Newsletter. But that is risk taking not risk.

The change is brought about by the committee responsible for the development of ISO 9001 being placed under an obligation from ISO/IEC Directives² to adopt a new common structure and common terms for management system standards, referred to as Annex SL. This directive takes the definition of risk from ISO Guide 73³ so we are stuck with it - or are we?

In every instance in which the term risk is used in the new draft it is used in the negative sense and never in the sense of a positive effect. In fact, other than in the guidance and definitions, the word risk is only used among the requirements in the form of the compound term "risks an opportunities" with only one exception where the meaning is obviously referring to loss. So it looks like TC 176 were taking no 'risk' that the word risk could be misunderstood, but nonetheless retained the new definition so as to cause confusion and uncertainty.

Conclusion

The dust has not yet settled on this new edition of ISO 9001 and clearly the committee has a lot of work to do to remove the uncertainty but providing they stay focused on the general principle stated in ISO Directives that these standards be easily understood and unambiguous (2) we may be pleasantly surprised when we pick up ISO 9001:2015 around Q4 2015.

About David Hoyle



David Hoyle is a writer and mentor in quality management based in Wales. Formerly a Chartered Engineer and Quality Manager in the aerospace industry he is the author of several books on quality management including the ISO 9000 Quality Systems Handbook published by Taylor & Francis and now in its 6th edition. He is a Fellow of the Chartered Quality Institute in the UK and a Full Member of ASQ.

¹ Thinking in systems by Donella Meadows 2008

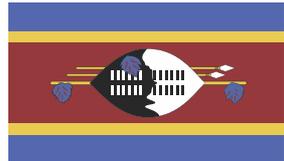
² ISO/IEC Directives, Part 1 2014 Consolidated ISO Supplement — Procedures specific to ISO

³ ISO Guide 73:2009 Risk management - vocabulary



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World Standards Day with the Swaziland Standards Authority



The South African Quality Institute was invited to give a workshop in Swaziland to celebrate World Standards Day at the Esibayeni Lodge in Manzini. The topic was "Standards level the playing field". Paul Harding gave his presentation stressing the need to first grasp the eight quality management principles behind the current ISO 9001:2008 requirements before moving on to more complex standards that will lead to sustainable growth. This was in line with the SAQI National Quality Week theme of "Paving the way to Quality beyond Standards"



The workshop was attended by the Honourable Minister of Commerce, Industry and Trade for Swaziland, Mr. Gideon Dlamini who addressed the delegates before the workshop. The picture to the left shows the Minister sharing a joke with the SAQI MD. In the background are the executive and officials of SWASA. It was pleasing that the minister stayed for the full duration of the workshop

after giving his address which stressed the need to embrace quality concepts in order for his country to foster increased trade and promote growth. He also stressed the need for Small, Medium Enterprises that made up a large proportion of Swaziland's economy to embrace quality in their organizations.

Speech by the Honourable Minister of Commerce Industry and Trade, Mr. Gideon Dlamini



It gives me great pleasure to join you today as we celebrate World Standards Day 2014. A day that our National Standards Body, Swaziland Standards Authority, together with other International Standardizing Organizations have set aside to appreciate the input and efforts of all stakeholders who have continued to contribute to the development of Swaziland National Standards including the harmonization initiatives at the regional and international levels. A day like this also provides the perfect opportunity to reflect on the benefits that standards bring to our everyday lives, the market economy and to the smooth running of public affairs.

We all appreciate that it is difficult to engage in trade locally and globally without standards that guide the country in producing quality products and services consistently. This consistency ensures things are done right the first time and always to ensure efficiency in the deployment of resources.

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The Theme for this year's celebrations is "Standards Level The Playing Field". We are living in a world that is undergoing profound transformations at all levels. It is no longer business as usual. Economies have never been more interdependent. Today, products that are consumed in one market are no longer made in one country; they are made in the world. Before they get to the end-consumer, they transit through many countries where manpower or parts add value to the final product.

Small and medium enterprises that use national standards that are aligned to international benchmarks will find it easier to get their products certified and are better able to compete and sell anywhere in the world. With standards SMEs are able to take part in national, regional and global value chains and benefit from technology transfer. In this regard I want to implore, large business to consider assisting the SMEs in implementing the requisite standards needed to tap into their supply chain. As Swazi large businesses, let us not rush to throw away our SMEs in preference to foreign suppliers of goods and services that can be easily provided by the small players in our country. I am not, however, saying we should buy local just because it is a locally produced product. Although we want to support local entrepreneurs, we still need value for our money. I am, therefore, equally encouraging SMEs to seek the assistance of SWASA on how they can implement standards to be able to access greater business opportunities.

Let me assure you of the Government's commitment to standardization and ensuring that quality is part of the way we do business. We are currently engaged in a project together with our development partners, the United Nations Industrial Development Organization (UNIDO), to strengthen our national quality infrastructure to be able to deliver competent services whose results are recognized internationally. As a country we have set ourselves an ambitious target, that of being counted amongst the developed countries by 2022. It is my firm belief that standards and quality are central to any society that wants to transform their way of life. Standards make us to speak the same language with our trading partners. In a multi-polar world, where the influence and economic weight of emerging economies is shifting the balance of power, international standards stimulate trade, overcome artificial trade barriers and help level the playing field. This makes companies, industries and economies more competitive, making it easier for them to export, and stimulates diversification nationally and internationally.

Before I end, let me thank SWASA for ensuring that we commemorate this day as many other countries do. I am happy to hear that SWASA now has the capacity to

develop national standards, offer standards-based training to improve understanding and implementation of standards and, offer third party certification for products and systems standards. As the Government of the kingdom of Swaziland we count on this institution (SWASA) to help entrench the quality culture in our society. This will not only help create market access for our export products but also protect our citizens from sub-standard goods from being imported into our country. I note that, countries that have mainstreamed standards in their policies and regulations are able to better protect their populations and give them a bigger choice of quality products.

Finally, let me declare this standards day celebrations officially opened. I wish you fruitful deliberations. I know that different speakers will be sharing knowledge on the subject of standards and quality, learn as much as you can and then go and implement. This will translate to "quality products and quality life" and a prosperous economy as envisaged in the National Vision 2022.

I wish all of you Happy World Standards Day celebrations. Thank you very much and God bless us all.



Total Quality Management

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Levelling the playing field in Swaziland

By Dr. Lomkhosi L. Mkhonta: Executive Director Swaziland Standards Authority



(Pic above: Musa Simelane)



I would first like to give you a brief background to the Swaziland Standards Authority. It started operating in April 2007. We are governed by a nine member Council and I must thank them for their untiring support of my office. They are ready to receive any constructive criticism of SWASA for the benefit and growth of the organisation.

It is to my pleasure to see you all here in attendance of this 2014 celebration of World Standards Day. The theme of today says "**Levelling the playing Field**". To me then this brought many areas in the standards arena in which we need to level the playing field. We can level the playing field with respect to Small Medium Enterprises versus large Corporates. We can level the

playing field with regard the Quality Competition between Imports and Exports. We can level the playing field when it comes to the competence of local National Standards Bodies (NSBs) vs transnational NSBs. We can level the playing field when it comes to the accreditation of competence of personnel in a given sector. We can level the playing field in the sphere of consumption. All these playing fields need to have standards with which we can level the playing field that is the theme of our conference today.

Someone might be asking, is it really uneven? We will not answer these questions today, but we will briefly look at instances of an uneven playing field and find ways in which we can address them.

We all know the mantra that says 80% of any country's businesses are in the SME sector. The SME sector is most often than not trading informally. If we were to boost the economy of our country we would have to promote these SMEs to the formal sector by teaching them to assume the standards mindset. We have seen how some big companies have given an instruction to their sub-contractors to have a semblance of standards in their operations. This is because any input into a standardised system must come from a standardised backdrop. I then would like to challenge those big corporates that need everyone in their value chain to meet standards to engage in a new type of corporate social responsibility. Set aside some money to help the SMEs to be trained on and assisted in implementing standards. In this way the playing field will be levelled and the SMEs will be able to operate on the same level playing field as the big corporate.

Many countries, including Swaziland speak of import substitution. They also talk of reserving certain business types for their indigenous business people. But would it be fair to replace the well standardised imports with shoddy locally manufactured goods? Would it be fair to the local consumers to ask them to receive shoddy jobs from local service providers just because we have reserved that business sector for our indigenous business people? SWASA says no! Let us level the playing field. Anyone who wants to operate in that space must meet international standards. If there are no international standards, let us agree on what should be the acceptable level or standard for anyone to be recognised or taken seriously in that business. There are many SMEs that we can find engaged in all types of businesses. These products and services need to see the light of day. They have to be taken aboard the standards value chain. This value chain starts at standards identification. If the standard does not exist, it has to be written from the scratch.

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That is the responsibility of the national standards body. The next step is module development and training. That is the work of the national standards body. The next step on the value chain is on-site implementation and internal auditing. That is the work of the standards consultant. Even that standards consultant must be operating on a level playing field with peer consultants through a formal and recognised accreditation system. The next step of the value chain is external audit, certification and maintenance. The SMEs cannot do this alone or in isolation. Standards implementation may need an initial cash injection to acquire better technology and to build capacity in the people. There is a need for a community or group approach to cut down costs and benefit from economies of scale. This is the program that SWASA has proposed to the community development department of the Ministry of Tinkhundla and this has been well received. The benefit for SWASA and for the country comes from turning the SMEs around so that they are contributing meaningfully to the Swazi economy. This must not be the responsibility of SWASA alone. Big companies must come on board this initiative by offering to financially support the regional and national workshops that SWASA has to carry out to gradually push all the SMEs up the standards value chain.



As the CEO of a small national standards body that is looking at working with all the local companies, I find the playing field rendered uneven when you hear that the services that SWASA offers are being imported from outside the country. Some companies have told me that it is because their head offices are outside the country and they have been instructed to source these services externally. That is understandable and in any case this is a free market. May I take the opportunity to thank and commend all the companies that have worked with SWASA. I will explain why this is important. SWASA is currently a public enterprise that is fully funded by government. In response to her commitments at the World Trade Organisation, the Swaziland Government formed SWASA for the reduction of trade barriers for Swaziland commodities into the world. SWASA is a tool and a muscle for Trade and Commerce which is all premised on industry. It is the responsibility of all the industry of Swaziland to make sure that SWASA develops to its fullest. Of course, we know that competence is key. This is why SWASA has over the past eight years emphasised capacity building for all its people. This is to ensure that we offer you the services that are as good as you can get outside the country

Levelling the playing field in our business is also achieved by the

signing of Memorandum of Understanding between national standards bodies. This facilitates the exchange of ideas and personnel in order to learn from each other. The national standards bodies of the 14 countries in SADC subscribe to the dictates of The Technical Barriers to Trade Annex of the SADC Protocol on Trade. We meet every year in March to discuss advances and challenges we each and all face in the field of Standards for Quality, Safety and Sustainability. Swaziland, through SWASA is an active part of this network. These countries have each committed to forming the SADC regional network to report on sub-standard commodities that ravage our region. This is in an attempt to eradicate sub-standard commodities from outside our region, give a fighting chance to our producers and level the playing field for intra-regional trade. We can only do this through harmonised regional texts that are cognisant of our varied country peculiarities yet adequate to facilitate the exchange of good between our economies.

Levelling the playing field in the consumption sphere can mean many things. It can mean that a Swazi product stands an equal opportunity to be picked off the shelf as a product of external origin. Levelling the playing field in the consumption sphere can mean an infant in Swaziland is being nourished similarly as an infant in any first world or any other first world bound country. Levelling the playing field in the consumption sphere means the manufacturer or the supplier is willing and ready to have a healthy conversation with the client should their product fail on the market. Levelling the playing field in the consumption space means emafutsa ahalibhoma bought in the Hhohho region are the same as emafutsa ahalibhoma bought in the Shiselweni region; are the same as emafutsa ahalibhoma bought in the Manzinini region, which are the same as emafutsa ahalibhoma bought in the Lubombo region.

Levelling the playing field, that is what we do at SWASA and in all this, we use standards. In all you do from today you must apply standards to level the playing field in the intercourse of Big and Small companies. We must expect that big companies will lend a hand to small companies to meet standards. We must expect Big companies to fund the import substitution program through SME development. At institutional level, we level the playing field by building the competence of our people to deliver to you a service as good as any you can get from outside Swaziland. We level the playing field by insisting that all goods traded intra-regionally are made according to harmonised regional standards that are applied in all the fourteen SADC countries. We level the playing field by insisting that all locally produced commodities are made according to recognised national standards that are applied in all the four regions of Swaziland.

We will also level the playing field by insisting that anything that is on the consumer space is made according to known standards.

I urge you to partner up with SWASA and let us make a true difference in Swaziland by levelling the playing field with standards. Thank you for taking time to come be with us as we celebrate your World Standards Day and thank you for your attention.

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National Quality Week 2014



REFRALINE

Group of Companies

National quality week 2014 was celebrated at Refraline Group of Companies by hosting our first Quality conference for all SHEQ Co-ordinators, quality officers and safety officers. The theme for this conference was "Paving the way to quality beyond standards". Speakers were invited to discuss quality issues. Paul Harding, Managing Director for the SAQI was our first speaker and discussed general quality issues as well as upcoming changes to ISO 9001. We also had speakers discussing safety issues in the afternoon.

Afternoon group sessions were held to discuss how to pave the way to quality beyond standards and two resolutions were agreed on: Moving back to basics in terms of Quality Management and designing our quality training programme to reach more people within the group, especially first line supervisors.

Awards were given for the site with the highest internal audit score, which went to Refraline Natal – Metalloys site in Mayerton, as well as most improved company / site which went to Refraline SA Industrial Linings in Johannesburg.

Refraline Group of Companies - Jacques Krog – Group Quality Manager



The Refraline Group of Companies SHEQ Personnel



Paul Harding presenting his session



Jacques Krog presenting the first group session



Award for most improved company and SHEQ Co-ordinators Pearl Ngubane and Arne Swanepoel

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National Quality Week 2014

World Quality Day at Protechnik Laboratories



Protechnik Laboratories, a division of Armscor, celebrated World Quality Day with SAQI. As a SANAS accredited laboratory, Protechnik felt it was important to share the Quality message with their staff on World Quality Day. Of particular importance in the quality message given by Londeka Hlatswayo their SHEQ officer was the need to make quality a way of life and not just prepare quality activities to suit the auditor. She also emphasised the point that people should not be scared of a quality audit as these could be used as an opportunity to improve performance rather than be seen as a policing activity. An interesting presentation was also given on how important it is to apply quality principles and standards in the finance department as well as the laboratories. The need for continuous staff training was also emphasised and senior management confirmed their commitment to the Protechnik training program. A presentation was also given on the importance of clear and precise report writing that is so essential in a laboratory environment.

(Main picture): Londeka Hlatswayo the SHEQ officer of Protechnik is seen thanking Paul Harding following his presentation on: Paving the Way to Quality beyond Standards.



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National Quality Week

2014



Celebrating Quality Day 13 November 2014

We as SGB-Cape, the largest “all in one” service provider of Scaffolding, Insulation, Industrial painting, and related services in Africa are committed to rendering a quality service to all our clients. We have a vast range of resources, knowledge, and experienced employees to retain the status as a Progressive and Quality Conscious organization.

In the celebration of Quality Day 2014, SGB-Cape ran a word search competition, with words based on Quality and the ISO 9001:2008 standard. We had 171 entries and off that 171 entries, we drew 15 winners, who received vouchers to the value of R250 each.

SGB-Cape also have put together a Quality pledge which all employees have signed and will be placed on our display wall.

This has been an exciting experience in creating awareness of Quality and the importance of Quality within the organisation. “Quality is not just a standard, but a way of life”.

National Quality Awareness Day
13 November 2014

What is World Quality Day?

World Quality Day was introduced by the United Nations in 1980 to increase worldwide awareness of the important contribution that quality makes towards a nation's and an organization's growth and prosperity.

What is the Purpose of Quality Day?

The purpose of World Quality Day is to promote awareness of quality around the world and to encourage individuals and organizations growth and prosperity. On World Quality Day 2014, we celebrate the difference quality management makes to our organization. We want to use the opportunity to remind colleagues and business leaders that a quality professional can create change across an organization.

Why Quality?

The best quality is everywhere. It is all aspects of life. For organizations, however, adopting quality approaches is a prerequisite for creating a sustainable business. Quality approaches can benefit an organization in many ways:

- Improve customer satisfaction
- Reduce costs and improve profitability
- Support engagement and innovation
- Help to identify and manage risk

Did you remember for World Quality Day 2014 are:

- Quality professionals are an essential part of the organization, not a barrier to delivering products
- To deliver quality products and services, senior management must understand that quality standards are the foundation of their long-term strategy
- Implementing quality must seriously challenge our business reputation
- Quality management impacts everyone in the workplace

We as SGB-Cape, the largest “all in one” service provider of Scaffolding, Insulation, Industrial painting, and related services in Africa are committed to render a quality service to all our clients. We have a vast range of resources, knowledge, and experienced employees to retain the status as a Progressive and Quality Conscious organization.

Happy Quality Day 2014

“FINDING THE WAY TO QUALITY BEYOND STANDARDS”

Quality is not just a standard, but a way of life.

QUALITY PLEDGE

We pledge allegiance to,
A safe and quality service, on time, at the right price,
hassle free, by competent personnel.

HAPPY QUALITY DAY 2014

QUALITY COMPETITION WINNERS

Thank you to all who have participated in the word search challenge!

In total, we had **171 entries!**

Below are the names of all correct entries per branch:

1. Richards Bay - 10 entries	11. Durban Branch - 2 entries
2. Nelson Mandela Station - 10 entries	12. Durban Branch - 2 entries
3. Cape Town Branch - 10 entries	13. Durban Branch - 2 entries
4. Durban Bay - 10 entries	14. Durban Branch - 2 entries
5. Durban Branch - 10 entries	15. Durban Branch - 2 entries
6. Durban Branch - 10 entries	16. Durban Branch - 2 entries
7. Durban Branch - 10 entries	17. Durban Branch - 2 entries
8. Durban Branch - 10 entries	18. Durban Branch - 2 entries
9. Durban Branch - 10 entries	19. Durban Branch - 2 entries
10. Durban Branch - 10 entries	20. Durban Branch - 2 entries

Congratulations

“FINDING THE WAY TO QUALITY BEYOND STANDARDS”

Quality is not just a standard, but a way of life.

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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 (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.

Decisions ... decisions ... decisions

by Dr Richard Hayward

In 1998 an American campaign was launched to find the nation's favourite poem. It was Robert Frost's, The road not taken. The first verse is:

*Two roads diverged in a yellow wood,
And sorry I could not travel both
And be one traveller, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;*

The last verse is:

*I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less travelled by,
And that has made all the difference.*

We make decisions or decisions are made for us that sometimes have a life-long impact.

Parents and children make almost daily decisions around school issues. Some are tiny: how much tuck shop money to take to school or what to wear on a civvies day. Others can be huge: the choice of school to go to or the selection of subjects to be studied. Even a bright child who attends a school of poor educational quality and does the 'wrong' subjects can be denied tertiary education.

How does one make the better or right decision? Six tips from the business and professional world are:

1 Avoid making snap decisions There's the temptation to act quickly to show decisiveness. Yet psychologists remind us of the truth in the common sense wisdom of 'sleeping on it'. Our subconscious processes our thoughts. Given enough time, the correct decision often becomes clear.

2 Base decisions on facts Do the research beforehand. Imagine that a child is going to take part in the school extramural programme. The school could have a reputation for having outstanding coaching in a particular sport or an award-winning drama club. Before making the

decision also find the answers to these sort of questions about the child:

- What extra murals and subjects do they have a particular interest in?
- Are there areas of budding skills and talents?

3 Analyse the 'pro' and the 'con' arguments Seldom is any decision the absolutely right one. You might have to give up other possible achievements. Usain Bolt, for example, was a gifted youngster on the sports field. He had to make a choice between athletics and cricket; he chose athletics and won many medals. What would he have achieved if he had become a professional cricketer? Decision-making can be difficult. However, make a choice and move on.

4 Think of the long-term consequences The decisions of today can have unintended consequences in future years. One of the saddest situations that happens in high school is the child who does subjects that reduce the chances for admission into university. The reason: Admission Offices refuse to give credit for certain subjects for entry into some faculties.

5 Avoid analysis paralysis It's good to first have all the facts. Yet seldom do we have all the information around an issue. There are time restraints and a decision is expected; not every financial resource is readily available. At this stage, don't over-analyse. Commit to a decision.

6 Use your 'gut-feel' Alistair Mant in his book Intelligent Leadership refers to using one's instinct or 'gut-feel' when making decisions. At first glance, a decision taken might not seem to be the best choice. When events unfold though, the decision proves to be an excellent one. Successful sports captains often make 'gut-feel' decisions. AB de Villiers, the Proteas ODI cricket captain, recently displayed this quality in the triangular series win over Australia and Zimbabwe. He'd make a sudden bowling change or field placing. A few balls later a vitally important opponent's wicket would be taken.

Not every decision taken is the right one. Hindsight – as we're often reminded – is a 100% accurate science. Foresight has a lower success rate! On occasion you'll make the wrong decision. Yet that same mistake can often be corrected if one's humble and open-minded. Be decisive! Make decisions to improve the quality of your own life and that of others.

Richard Hayward does Professional Development programmes under the aegis of SAQI. Six of the programmes are endorsed by the South African Council for Educators (SACE) and earn PD points. For more details, please go to www.saqi.co.za or contact him on 011 888 3262 or rpdhayward@yahoo.com. Poor Schools are sponsored.

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B24	How to write procedures	2	R4,400.00		
B34	Statistical Process Control	5	R11,500.00		
B38	Development of QMS	5	R11,500.00		
B41	Introduction to Quality Control	1	R2,500.00		18
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