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We are pleased that we had lots of feedback from our January edition when we focused on complaints and consumerism. It seems we have a big problem not just in South Africa but also in overseas countries as we also had examples of inadequate feedback to complaints from our overseas readers as well.

Will the ISO 9001:2015 Standard solve our problems? We must wait and see but positive feedback on David Hoyle's article in the November edition leaves a lot of questions unanswered by the international standards community. This month's edition features the Transition Planning Guidance document for ISO 9001:2015 recently approved by the International Accreditation Forum.

Last month we asked what members require in terms of the product offered by SAQI. This leads us to another dilemma in asking what training is currently offered to the Quality fraternity in South Africa. SAQI is currently repositioning its training programs to suit the needs of the current market place in our country. We feel there is a need to move away from the traditional ISO 9001 "Conformance" training and rather focus on delivering quality products and services through a more process improvement centered approach. Isn't this what the ISO 9001:2000 update was meant to provide?

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



Why Advanced Product Quality Planning (APQP)?



By Jacques Snyders SAQI training facilitator

Most organisations are under tremendous pressure to develop their SMME suppliers to improve their own BEE score card and to continuously reduce costs. Organisations do not always have the necessary time and resources to effectively execute their procurement strategy and are left with below standard service and product quality from these SMME suppliers. Most organizations think that pushing their suppliers to achieve ISO 9001 certification will suffice.

The conundrum to large organisations is how do they develop suppliers to ensure product, service and process quality, without pushing a typical ISO 9001 Quality Management System on these SMME suppliers, who often do not have the necessary resources and financial abilities to comply to such a rigorous system?

APQP could be a possible solution

Advanced product quality planning (or APQP) is a well-known defined process for a product development system used by General Motors, Ford, Chrysler and their suppliers. According to the Automotive Industry Action Group (AIAG), the purpose of APQP is "to produce a product quality plan which will support development of a product or service that will satisfy the customer's needs."

APQP is utilized today by these three companies and some affiliates. Tier 1 suppliers are typically required to follow APQP procedures and techniques and are also required to be audited and registered to ISO/TS 16949 that is the automotive group's equivalent of ISO 9001. This methodology has been now adopted in other manufacturing sectors as well.

APQP focuses on:

- Up-front quality planning
- Determining if customers are satisfied by evaluating the output of processes and supporting continual improvement activities

The APQP process has seven major elements:

1. Understanding the needs of the customer
2. Proactive feedback and corrective action
3. Designing within the process capabilities
4. Analyzing and mitigating failure modes
5. Verification and validation
6. Design reviews
7. Control special / critical characteristics.

The customer's viewpoint

Being in the automotive industry myself for over 15 years, the concept and advantages of a rigorous APQP process were well known to us. As suppliers to Daimler Chrysler, we were often audited by our German Customers to verify process and product quality. It was common practice for the customer's quality auditors, to not even look at our ISO/TS 16949 documented systems, but merely required two pieces of documentation, namely the Failure Mode Effect Analysis (FMEA) & Control plan for the applicable product line they were interested in.

The FMEA & Control plan are two of the key documents described in the APQP process, and are used to define, analyse and mitigate potential process and product failure modes. From the "Failure Mode Effect

Analysis" FMEA, the necessary processes can be defined, controlled and monitored through the use of a Control plan.

These two documents were good enough to answer all the questions of our very demanding German customers, and were used to conduct very effective audits so why is this not used more in businesses today, to ensure product and process quality. This is specifically relevant with smaller SMME companies and suppliers?

The SAQI Approach

We do not believe, that certification to an ISO9001 QMS is the only way for SMME organisations to prove product and process quality to its customers. SAQI can help you with the design and development of your SMME supplier development strategy, and can assist you in implementing the basic "Advanced Product Quality Planning" APQP tools with your New and SMME supplier to ensure process and product improvements. These APQP core tools include:

- Process design & development
- Failure Mode Effect Analysis & Control plans
- Process & Quality Standards and documentation
- Process capability and Statistical controls
- Measurement system analysis & Calibration
- Problem solving & Visual Management techniques
- Process & Quality controls

If you are a SMME, or big corporate, and would like SAQI to assist you in developing a supplier development program that will deliver product and process quality, please contact the SAQI office, to make an appointment with one of our Snr Members.



Contact jacques@saqi.co.za or vanessa@saqi.co.za

About the Author



Jacques Snyders has 19 years of experience in Operations Management, which includes Production, Quality, Engineering Management as well as Business Improvement.

He is a Senior Member of the South African Quality Institute.

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Feedback on David Hoyle's November article



We are always asking for feedback on our e Quality edge publications and the article by David Hoyle in our November edition on the ISO 9001:2015 Draft International Standard did raise some comments that are printed below.

The article by David Hoyle was interesting reading – but not altogether surprising. What continues to intrigue me is how blinkered the ISO 176 world is. He could have expanded the article as nowhere does David refer to large rafts of published standards on process thinking. There is also a well known standard on systems engineering ISO 15288 – which has been around for many years. TC 176 could do well to take its blinkers off.

- Alastair Walker

The article on the draft of ISO 9001:2015 was excellent and well worth the read.

- Terence Kelly posted on the SAQI Group Linked In site.

I also enjoyed David Hoyle's article and I also enjoy reading the David Hoyle books. The ISO 9001:2015 DIS is as clear as mud.

- Jacques Krog posted on the SAQI Group Linked In site.

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

Paul Harding SAQI MD



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An Evening with Jack Ma (馬雲與青年有約)

By Ir. Dr. Lotto LAI Former Chairman, Hong Kong Society for Quality

We recently spent an evening with Jack Ma the founder and Executive Chairman of the Alibaba Group, a family of highly successful Internet-based businesses. The event was organized by Our Hong Kong Foundation on 2 Feb 2015. The topic was named "Jack Ma and Youth: From Dream to Successful start-up."

Mr. Jack Ma went onto the stage and shared his journey of his start-up. He told us that he had asked 24 friends about his start-up idea over 15 years ago. 23 of his friends did not support him but he insisted that he would go ahead. He also said he was someone who did not have a good academic result; but he was willing to do the start-up. Then he explained what is a dream and Ideal. Dream is "Insistent" and "Action"; Ideal is "Team". He said he was not keen for an MBA because most of the courses only studied the successful cases but seldom studied the failure cases.



Mr. Ma always mentioned the need to adjust your mind. He said many successful business men had the similar characteristics to those listed below.

1. Optimistic
2. After failure happened you must find the problem for yourself first (Change yourself)
3. Do not complain (Because chance become from people's complain)
4. Be Insistent and Think

Mr. Ma encouraged the youth that many chances are available in Hong Kong. The first industry revolution released man power. The second industry revolution of Information Technology also released man power. He said the next wave would release brain power. However, action is important. He said many people dream in the night and forget everything after they wake up.

The next session was sharing with youth start-up. Some important points were summarized below.

- Jack Ma said Data era would come after 10 or 20 years.
- Jack Ma's view on social responsibility is that ego in IT era was passed.

- The Data Technology (DT) era is altruism and focused on responsibility.
- Industry Mind and Business Skill .
- Without creative Value, Free is equal to Suicide!
- Alibaba is a Data company. In manufacturing, it is B2C and the best is standardization and lean. In future, it is C2B that means small amount, unique and characterized, self-maker.
- Change Ourselves, Change Future!
- If you have technology and capital first, your start-up will fail. A successful start-up must have a lack of resource.

The last session was Q&A. Mr. Stephen C.W. Chan asked Mr. Jack Ma several questions from audiences through Apps.

Do youth apply to the Alibaba fund if he/she joined Umbrella Movement?

Jack replied "Why Not?"

If youth applied to your fund but he was not able to return to China, how do you help him?

Jack replied that every youth had done wrong. His father had not allowed him to do many things in the past. He thought that "Discipline is needed".

Sometimes, you need to think that everyone has their difficulties.

Stephen questioned a fake university to sell certificates in Taobao.com.

Jack replied that they must handle it once they had received the complaint. They had 3000 people in the team to monitor and control it. However, people must continue to complaint to them otherwise it is difficult to find it out because of huge products in Taobao platform.

Finally, Mr. Jack Ma said a team was important for start-up. They should have the same Spirit and Trust. The ideal team is a Journey to the West.

Author's summary

It was a very good talk and I enjoyed the evening very much. However, I would like to add "Quality" into their core values which are not only for Alibaba itself but also for using their influential power to change the quality concept in other China shops under different Alibaba platforms.

At the end, I think about Quality in China. The Chinese translation of Quality was different between China and Hong Kong. However, the Chinese words of Quality could be combined as follows.

In China, Quality means Quantity and Good Nature

In Hong Kong, Quality means Good Nature and Brand

So that I called Quality in Chinese indicated Quantity, Good Nature and Brand. I hope Alibaba could lead China business to the Quality Way in near future.

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Transition Planning Guidance for ISO 9001:2015

IAF Informative Document

1. INTRODUCTION

This document provides guidance for the transition from ISO 9001:2008 to ISO 9001:2015 and has been prepared by the International Accreditation Forum (IAF) in cooperation with ISO/TC 176/SC 2/WG 23 to provide advice to interested parties on transition arrangements to be considered before implementing ISO 9001:2015.

It identifies activities which should be considered by relevant interested parties and increases understanding of the context of ISO 9001:2015. The revision introduces significant changes and will be published in September 2015.

The standard is based on Annex SL of the ISO Directives, a high-level structure (HLS) which standardizes sub-clause titles, core text, common terms and core definitions to enhance compatibility and alignment with other ISO management system standards.

The main changes in the new version of ISO 9001:2015 are:

- i. The adoption of the HLS as set out in Annex SL of ISO Directives Part 1.
- ii. An explicit requirement for risk-based thinking to support and improve the understanding and application of the process approach.
- iii. Fewer prescribed requirements.
- iv. Less emphasis on documents.
- v. Improved applicability for services.
- vi. A requirement to define the boundaries of the QMS.
- vii. Increased emphasis on organizational context.
- viii. Increased leadership requirements.
- ix. Greater emphasis on achieving desired outcomes to improve customer satisfaction.

Relevant interested parties who will benefit from this guidance include:

- i. Organizations certified and/or using ISO 9001:2008.
- ii. Accreditation Bodies (ABs).
- iii. Certification Bodies (CBs).
- iv. Training bodies and consultants.

2. TRANSITION

The International Accreditation Forum (IAF) and the ISO Committee on Conformity Assessment (CASCO) have agreed to a three year transition period from the publication date of ISO 9001:2015.

IAF Resolution 2013-15 was passed by the IAF General Assembly in Seoul on 23 October 2013 endorsing a 3 year transition period to ISO 9001:2015.

2.1 Validity of certifications to ISO 9001:2008

ISO 9001:2008 certifications will not be valid after three years from publication of ISO 9001:2015.

The expiry date of certifications to ISO 9001:2008 issued during the transition period needs to correspond to the end of the three year transition period.

3. SPECIFIC GUIDANCE FOR INTERESTED PARTIES INVOLVED IN CERTIFICATION AND ACCREDITATION

For any organisation the degree of change necessary will be dependent upon the maturity and effectiveness of the current management system, organisational structure and practices, therefore an impact analysis/gap assessment is strongly recommended in order to identify realistic resource and time implications.

3.1 Organizations using ISO 9001:2008

Organizations using ISO 9001:2008 are recommended to take the following actions:

- i. Identify organizational gaps which need to be addressed to meet new requirements.
- ii. Develop an implementation plan.
- iii. Provide appropriate training and awareness for all parties that have an impact on the effectiveness of the organisation.
- iv. Update the existing quality management system (QMS) to meet the revised requirements and provide verification of effectiveness.
- v. Where applicable, liaise with their Certification Body for transition arrangements.

NOTE: Users should be aware that at the Draft International Standard (DIS) stage technical changes may still occur, therefore it is recommended that, while preparation can be carried out at the DIS stage, significant changes should not be implemented until the Final Draft International Standard (FDIS) is issued and the technical content is finalized.

3.2 Certification Bodies

CBs are recommended to:

- i. Train their auditors and verify the results to ensure the relevant level of competence is demonstrated.
- ii. Communicate regularly with national standards bodies.

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- iii. Communicate regularly with ABs.
- iv. Communicate with other CBs to co-ordinate information.
- v. Communicate with existing clients and share guidance on the transition process and arrangements for transition.
- vi. Plan the timing of audit and certification activities for the revised standard.
- vii. Consider the stated transition period and current certification period.
- viii. Plan the timing of certification decisions for upgrading certification documents.
- ix. Encourage current users of ISO 9001:2008 to implement ISO 9001:2015 at an early stage, taking into account any changes that may occur during the DIS stage.
- x. Encourage new users to implement ISO 9001:2015.
- xi. Arrange audit schedules for existing client organizations.

3.3 Accreditation Bodies

ABs are recommended to:

- i. Inform CBs about the transition process using the appropriate guidance as stated in 4.3 and IAF produced documents.
- ii. Plan resources for training and performing assessments to the revised standard.
- iii. Check that criteria used to assess auditor competence are adequate for auditors verifying compliance to the revised standard.
- iv. Train their assessors and verify the result to ensure the relevant level of competence is demonstrated.
- v. Communicate regularly with national standards bodies.
- vi. Communicate regularly with their accredited Certification Bodies.
- vii. Communicate with other Accreditation Bodies to co-ordinate information.
- viii. Plan the timing of assessments and arrange assessment schedules for the revised standard.
- ix. Plan the timing of accreditation decisions for upgrading accreditation certificates.

4. IAF TRANSITION GUIDANCE

4.1 Implementation of transition of accredited certification from ISO 9001:2008 to ISO 9001:2015

This document is intended to allow for advanced activity in the planning and adoption of the new requirements, taking into account changes that may still occur during the DIS phase. While planning activities are encouraged during the DIS phase it is recommended that organisations should exercise caution as the DIS may still be subject to further technical changes until the FDIS is published.

Evaluation activity undertaken by the CB during the DIS stage cannot be taken into

account as part of the formal transition process. Any early evaluation must be re-assessed and fully verified before transition to ISO 9001:2015.

4.2 Guidance for Certification Bodies

4.2.1 General

CBs are encouraged to start briefing their clients from the DIS stage and can, if required, start to perform gap analysis between the client system and the DIS.

CBs are to keep track of all evaluation activities during the DIS stage for full verification at the time of the transition audit to ISO 9001:2015.

Accredited certifications to ISO 9001:2015 and/or national equivalents should only be issued once the CB has been accredited to deliver certification to the new standard and after the organization has demonstrated conformance to ISO 9001:2015. The Certification Body should conduct an audit of each client against ISO 9001:2015. Based on the agreement with the certified organizations, CBs can conduct transition activities during a routine surveillance, recertification audit or a special audit. Where transition audits are carried out in conjunction with scheduled surveillance or recertification (i.e. progressive or staged approach), additional time is likely to be required to ensure that all activities are covered for the existing and new standards.

4.2.2 Transition Process

CBs should communicate their transition arrangements to their clients at the earliest opportunity.

It is recommended that this is done at the latter DIS or FDIS stage. CBs are recommended to develop transition plans to address the following:

- i. Training and verification of competence of auditors and other staff.
NOTE: CBs are encouraged to commence training at the DIS stage but additional training may be required to address any differences between the DIS, FDIS and the published standard.
- ii. The CB's arrangements for communicating with its clients.
- iii. The CB's arrangements for auditing conformance to the new



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- standard. For example, will it be a single visit or a staged approach.
- iv. How the CB will ensure clients' ongoing conformance to ISO 9001:2008 through the transition process.
 - v. How the CB plans to use the results of any audits conducted against the FDIS.
 - vi. Action to be taken in respect of clients that have failed to complete the transition by three years after the publication of ISO 9001:2015. For example, the level of audit necessary for certification to be reinstated.

The following should be ensured:

- i. All issues that require client action for compliance with the new requirements should be clearly identified and raised as documented findings.
- ii. Only when all identified outstanding issues have been appropriately addressed and the effectiveness of the management system demonstrated, can auditors recommend certification to the published ISO 9001:2015 standard.
- iii. Records should be available to demonstrate that all prior transition audit findings have been evaluated for corrective action and compliance before any recommendation for approval to ISO 9001:2015 can be made.
- iv. The CB should ensure that the evaluation of a client's conformance to the new requirements during the transition phase does not interfere with the client's ongoing conformance to ISO 9001:2008.
- v. Where evaluation activities have taken place at the FDIS, a review will be undertaken by the Decision Maker to ensure the validity of such activity is taken into account in the decision process.

4.3 Guidance for Accreditation Bodies

Additional visits by ABs to assess solely for the transition to ISO 9001:2015 are not normally required. The implementation should, wherever possible, be verified during normal scheduled activity, noting that there may be some need for additional assessment time. However, additional assessments may be necessary for a CB requesting accreditation within an accelerated timeframe.

ISO 9001:2015 promotes the need to demonstrate system effectiveness and the application of risk-based thinking through the process approach. This may result in the need for a variation of auditing techniques, therefore witnessed assessments may be necessary as part of the transition programme.

AB's should, at the earliest opportunity, communicate their transition arrangements and requirements to their accredited CBs. It is recommended that the transition arrangements take account of the following:

- i. Training and verification of competence of assessors and other staff.
- NOTE: ABs are encouraged to commence training at the FDIS stage but additional training may be required to address any differences between the FDIS and the published standard.
- ii. Where training has been carried out based on the FDIS, additional training may be required should there be any differences between the FDIS and final published standard requirements.
 - iii. The AB should develop its transition programmes to make full use of available time, including carrying out as much activity as possible at the FDIS stages in order to enable accreditation for the new standard to be available at the earliest opportunity.
 - iv. The transition assessment should focus on changes to be implemented by CBs as a result of implementing the new standard: primary consideration should be given to consistent interpretation of the requirements; competence; reporting; and any associated change in audit methodology (see note above regarding witnessed assessments). The assessment will also review the CB's transition arrangements for its certified clients.

End of IAF Informative Document Transition planning guidance for ISO 9001:2015

Further Information:

For further Information on this document or other IAF documents, contact any member of IAF or the IAF Secretariat. For contact details of members of IAF see the IAF website <http://www.iaf.nu>.

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DIRECTORS BALANCING THE ASSETS: ISO 55000

By Terrance M. Booyen and reviewed by Tom Davel (I-Pam: Principle Consultant)

Being a director of a board requires the individual to not only understand their fiduciary duties owed to the organisation, it also demands a thorough understanding of the organisation's business, assets and operations. Whilst the board of directors are for the most part accountable for the organisation's strategic direction, they also need to ensure the organisation remains compliant with numerous legislations, as well as keeping in line with its policies and procedures. As demands for sound governance in organisations has increased -- evidenced through more legislation and various corporate governance codes across the world -- so too have there been changes set by the International Standards Organisation ('ISO') which most organisations need to comply with. ISO develop and publish international standards; and some of the more commonly used standards are ISO 9000 (Quality Management), ISO 14000 (Environmental Management), ISO 26000 (Social Responsibility) and ISO 31000 (Risk Management).



Indeed, the previous adage that directors need *only* be concerned with strategic issues is long time past. Directors need to be fully cognisant of all the organisation's key objectives and they must be able to apply their minds to the nature of the business at both a *strategic* and *operational* level in order to understand (and mitigate) any risks which could negatively impact the strategy as well as the organisation's bottom line.

One of the key areas organisations must protect is its assets. After all, this is ultimately the reason for the organisation's existence and profitability. The more commonly known and measured physical assets include the physical property owned by the organisation, its inventory as well as its equipment as examples. But non-physical assets such as the organisation's people, its brand and reputation, digital assets, intellectual property rights and so forth have not until recently been held at the same level of importance as the organisation's tangible assets.

The collective value of an organisation's *tangible* and *intangible* assets is critical to measure, understand and deploy. These are the critical components that make business work, which done correctly, defines the organisation's success. For this reason a new suite of international standards has been created by the International Standards Organisation to give organisations clear guidance in asset management and best practices.

With the recently launched ISO 55001 in January 2014, as compared to its narrowly focussed predecessor -- namely PAS 55 -- it is more business-centric than asset-centric. PAS 55 is a British publication focused only on tangible assets. Due to its international nature, the ISO 5500X asset management suite -- namely ISO 55000, ISO 55001 and ISO 55002 -- superseded PAS 55 in January this year.

"The Top Management [the board] are the leaders of asset management in an organization. They are the people at the highest level in an organization."

Just as Top Management is ultimately responsible for quality and safety, so too are they responsible for successful asset management. Top Management set the vision and objectives. They align the organization and provide the resources to achieve the goals."

Source: www.lifetime-reliability.com

Organisations are now able to establish a formal lifecycle asset management system to optimise the value of its tangible and intangible assets. Broadly defined, the term '*asset management*' relates to the organisation's system that monitors and maintains

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things of value to the organisation.

Notably, the ISO 5500X suite of standards is made up of three standards, namely:

- (i) ISO 55000 which contains the overview, principles and terminology;
- (ii) ISO 55001 which contains the requirements of an asset management system; and
- (iii) ISO 55002 which contains the guidelines for the application of ISO 55001.

Interestingly, the South African Bureau of Standards (SABS) has fully accepted ISO 55000 and ISO 55001.

The main standard in the asset management suite is ISO 55001; it contains the requirements an organisation must comply with in order to be ISO certified. As this standard 'talks to the heart' of the organisation's assets, it is imperative for directors to read ISO 55000 and 55002, which are supporting documents of ISO 55001.

The obligations of the board and individual directors are set out in Sections 5 and 9 of ISO 55001. That having been said, the board of directors should also observe other sections of the standard which could affect them, namely Sections 4.1, 4.2 and 6.1. These sections cover internal and external issues as well as risks and opportunities. The duties of the board in respect of the asset management system are divided into four areas: (i) leadership and commitment; (ii) policy; (iii) organisational roles, responsibilities and authorities; and (iv) management review. Whilst this particular ISO standard refers to the organisation's 'top management'; this may generally be considered to be the organisation's board and its executive management structures. Directors and boards of organisations that are -- or who seek to become -- ISO 55001 certified, must be aware of their obligations with regard to asset management.

According to this new suite of international standards, whether it refers to the board or its top management structures; there's no doubt that all the organisation's directors will need to debate (and agree) the manner in which the organisation develops its asset management policy and asset management objectives and that these are aligned with the organisation's objectives. Quite correctly, the board and its directors must create the vision and values that guide the organisation's policies and procedures. To this end, all the organisation's leaders must be involved in the strategic planning, implementation and operation of the organisation's asset management system.

Indeed, the asset management system must also be congruent with the other management systems being used in the organisation. The different management systems should be integrated and these should be rewritten into the same format as ISO 55001, which has a risk-based approach. But if the board and its directors naively believe that this is a matter for management only, and the board does not lend its authority to supporting the organisation's integrated management systems, the project will be doomed and the organisation will not be able

to claim compliance with this critical international standard.

About CGF Research Institute (Pty) Ltd ('CGF')

CGF is a Proudly South African, Level 4 BBBEE compliant company that specialises in conducting desktop research on Governance, Risk and Compliance (GRC) related subjects. The company has numerous products and services that cover GRC reporting, consulting, board assessment and induction, mentoring and coaching, business optimisation, executive search, business rescue, including business audit services.

For more information about CGF Research Institute visit www.cgf.co.za or www.corporate-governance.co.za

For more information about Integrated Physical Asset Management (I-Pam) www.i-pam.co.za

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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.

Being an introvert is absolutely OK!

by Dr Richard Hayward

How often haven't caring parents worried that their child's too 'quiet'?! To get on this world one is supposed to be outgoing, sociable and enjoy being in crowds. To be an extrovert is seen as the preferred personality. If one is quiet, likes working on one's own and prefers the small group as against a crowd, then that's seen as a 'problem'. How will the introverted child cope and be successful in a crazy-busy 21st century world?

Along comes a book that has quietly become a bestseller. It makes and proves a bold statement: It's absolutely fine to be an introvert.

You might be an introvert yourself. The book accepts that we might notice the extrovert more because of that person's physical appearance and voice. Research has shown that about a third of the population are introverts. Introverts do just as much and sometimes more than the extroverts but their achievements are done more quietly. Susan Cain is the author of *Quiet* (publisher: Penguin). She reminds her readers that countless famous people including Albert Einstein, Bill Gates and JK Rowling would be seen as introverts.

Introverts don't need changing! What parents and teachers should do is to support introverts and help them be all that they can possibly be. Let them feel comfortable about being themselves. Susan Cain gives these tips as to what parents and teachers can do for introverted children:

- Children will most likely have their favourite school subjects. Give them every encouragement to get the most out of those subjects. Feed their enthusiasm. Let them buy books and equipment (for example, the budding scientist). Maybe they'd like to go on a course or a workshop. It's good to remember that Bill Gates developed his passion for computers as a teenager and was continually encouraged by his parents.
- Classroom group work at school can be unsettling for the introvert. An empathic teacher would be sensitive to that fact. Working together the home and the school can find tasks within the group that makes the child feel at ease. The

introvert can be the scribe (note-taker). Every group needs researchers to visit the library and go on to the internet. Maybe the child could be a picture-drawer or do page layout designs.

- Help the child gain confidence in speaking. Remind the child that there's nothing wrong in gathering one's thoughts before expressing them. There's a real virtue in thinking before speaking! The child might like to practise in its head what it wants to say before speaking aloud. If there's a classroom discussion, it's sometimes easier for the child to speak earlier than later. Tension can build up if one has to wait a long time before speaking. Even if the child doesn't want to say much to the group, a good question posed can be of huge benefit to everyone.
- When talking to the child, get into the habit of asking open-ended as against close-ended questions. A typical close-ended question is, 'How was school today?' Don't be surprised when you get a one-word reply such as 'Alright' or 'Nice'. Rather ask questions that encourage the child to say more. Two open-ended questions are: 'What did the English teacher talk about in class this morning?' or 'What do you like about your teacher?'
- We all have places and times when we feel comfortable within ourselves and speak freely. For a child it could be at sports practices, bedtime or when dad and daughter are taking the dog for a walk. Make sure that whatever those very special chatting times are, they happen often.

Every school has those children who are seen as the popular ones. Maybe they excel at sports or have good looks. Maybe they're very enthusiastic about everything, talk excitedly on every topic and have flashing winning smiles for everyone. Good for them! Yet the introverts can also have equally good social skills but simply display them on a smaller scale. They definitely don't need to be changed into extroverts. Introverts are to be accepted, appreciated and loved for being exactly who they are right now!

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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SAQI Training Programme for 2015

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

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.



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Code	Course	Days	Cost	Feb	Mar	Apr	May	Jun
B16	Internal Quality Auditing	3	R5,400.00		4-6			
B20	Organisational QMS Lead Auditor	5	R11,500.00	9-13				
B24	How to write procedures	2	R4,600.00	16-18				
B34	Statistical Process Control	5	R11,500.00		16-20			
B38	Development of QMS	5	R11,500.00		9-13			
B41	Introduction to Quality Control	1	R2,750.00		24			9
B48	ISO 9001 Requirements Workshop	3	R5,500.00				20-22	
B64	Introduction to Quality Techniques	3	R5,500.00		25-27			10-12
B65	SAQI Certificate in Quality	10	R21,340.00				25-29	22-26
B75	Intro to Lean	1	R2,750.00	19				
B76	Lean for the Service Industry	4	R8,800.00			7-10		
B74	Lean for Manufacturing	4	R8,800.00		3-6			
B77	Advanced Product Quality Planning APQP	2	R4,600.00	3-4				
B78	Rapid Kaizan Improvement	2	R4,600.00	5-6				
B79	A3 Problem Solving	2	R4,600.00		30-31			

Inhouse only

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)
- 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)
- Incident and Accident Investigation (B82)
- Inventory and Warehouse Management (B86)
- ISO 14000 Overview (B12)
- ISO 9001:2008 Requirements Workshop (B48)
- Integrated Management Requirements (B14)
- Policy Deployment And Continual Improvement
- Production Planning and Scheduling (B85)
- Project Management Demystified (TD1)
- SHEQ Internal Auditing (B49)
- SHEQ System Development Programme (B51)
- Supply Chain Management (B84)

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