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In this month's edition we give our readers some food for thought on some very pertinent points currently in our local and international news.

We are pleased to report that one of our SAQI member organizations were awarded their ISO 9001:2015 certification and we give some background to how they achieved this with some input from SAQI.

In the light of current student unrest relating to language policy that is taking place in South African Universities we reprint an article written and published in our e Q e some 5 years ago by the South African academic Jonathan Jansen. We must ask ourselves "Have we learned anything about living in harmony in the past 5 years since the article first appeared?"

I have also added an article about systems, processes and working in silos and ask why was the principle of "System approach to management" removed from the 8 management principles supporting ISO 9001:2015?

We also give feedback on our first workshop in our series of new training courses in 2016.

One of our Zimbabwe members asked the proverbial question "What came first the chicken or the egg?"

Terry Booysen also writes about "The right to protect personal information, a very topical subject in the USA at the moment. Our schools specialist Richard Hayward also contributes with an article on "Expect the best to get the best".

Paul Harding
SAQI MD



By Trevor Harty

Technoswitch, a local South African company with its headquarters in Johannesburg, has been designing, manufacturing, supplying and providing technical support on high quality fire detection products into sub-Saharan Africa for over 40 years.

At the beginning of 2014, after having analysed our position in the market using a SWOT analysis, a strategic decision was made to grow our local manufacturing section of the business to mitigate some of our exposure to the very volatile South African Rand exchange rate. As part of the manufacturing expansion program, it was decided to implement a documented quality management system to assist and support the Research and Development team as well as Manufacturing.

After speaking to many consultants and analysing the potential value add of each, it was eventually decided to utilize the services of the South African Quality Institute (SAQI) and in particular, Jacques Snyders, (SAQI Senior Member) to assist Technoswitch with the quality management system implementation. It was always agreed between SAQI and Technoswitch that the reason for implementing a Quality Management System (QMS) was to add value and structure to the business, and not to simply have a certificate on the wall. With this in mind, a process-based approach was adopted and used as the foundation of the QMS. This ensured that the QMS was tailored around our business processes and that everyone within the company would be able to see the benefits.

As the ISO 9001:2008 standard was the current standard during the system design, the requirements of that standard were used, but SAQI had cleverly identified that the new ISO9001:2015 standard was imminent and elements of the new standard were incorporated into the design to make sure that, should we wish to change over to the new standard, the transition wouldn't be difficult. Technoswitch had always envisaged a time scale of 9-12 months for a proper implementation of the system, and so in October 2015, when the new ISO9001:2015 standard was published, Technoswitch together with guidance from SAQI, decided to adopt the requirements of the new standard. Many of the new requirements had already been included in the development of the QMS, such as "Understanding the context of

the organization" and "Risk based thinking". The transformation of the system to adhere to the requirements of the 2015 standard was, therefore, a relatively smooth process.

Once again with advice from SAQI and after much comparative analysis, it was decided to partner with DQS as the certification body. DQS had the right fit and professionalism to suit our needs and so the dates for our audits were set. The audit was conducted in mid-January and after closing out the minor findings, Technoswitch received their ISO9001:2015 certification.

"This has been a fantastic team effort where everybody from the General Manager through to the cleaning staff have all been involved in the successful implementation of the quality management system. We are extremely proud of achieving the certification, but are more excited about the improvements we have seen in our business as a result of the implementation of the QMS. We now need to maintain the positive momentum by continuously improving our processes and growing the quality culture." Said Quality Manager – Trevor Harty



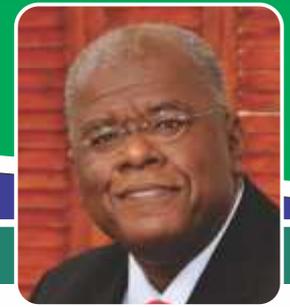
Above: Technoswitch management receiving the certification and flag from the management of DQS.

Editor's note: SAQI are proud to have been associated with such an enthusiastic organization that truly embraced the concept of quality in their organization and we wish Technoswitch well for the future.

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My South Africa

By Jonathan Jansen



SOURCED BY SA - THE GOOD NEWS : www.sagoodnews.co.za

"Have we learned anything about living in harmony in the past 5 years since this article first appeared in our e Quality edge in February 2011."

Prof. Jonathan Jansen, vice-chancellor and rector of the University of the Free State, appeared on Sunday's Carte Blanche and spoke about the amazing racial reconciliation and transformation happening on his campus. In this blog, Prof. Jansen talks about the people he knows that make South Africa great.

My South Africa is the working-class man who called from the airport to return my wallet without a cent missing. It is the white woman who put all three of her domestic worker's children through the same school that her own child attended. It is the politician in one of our rural provinces, Mpumalanga, who returned his salary to the government as a statement that standing with the poor had to be more than just a few words. It is the teacher who worked after school hours every day during the public sector strike to ensure her children did not miss out on learning.

My South Africa is the first-year university student in Bloemfontein who took all the gifts she received for her birthday and donated them - with the permission of the givers - to a home for children in an Aids village. It is the people hurt by racist acts who find it in their hearts to publicly forgive the perpetrators. It is the group of farmers in Paarl who started a top school for the children of farm workers to ensure they got the best education possible while their parents toiled in the vineyards. It is the farmer's wife in Viljoenskroon who created an education and training centre for the wives of farm labourers so that they could gain the advanced skills required to operate accredited early-learning centers for their own and other children.

My South Africa is that little white boy at a decent school in the Eastern Cape who decided to teach the black boys in the community to play cricket, and to fit them all out with the togs required to play the gentleman's game. It is the two black street children in Durban, caught on camera, who put their spare change in the condensed milk tin of a white beggar. It is the Johannesburg pastor who opened up his church as a place of shelter for illegal immigrants. It is the Afrikaner woman from

Boksburg who nailed the white guy who shot and killed one of South Africa's greatest freedom fighters outside his home.

My South Africa is the man who went to prison for 27 years and came out embracing his captors, thereby releasing them from their impending misery. It is the activist priest who dived into a crowd of angry people to rescue a woman from a sure necklacing. It is the former police chief who fell to his knees to wash the feet of Mamelodi women whose sons disappeared on his watch; it is the women who forgave him in his act of contrition. It is the Cape Town university psychologist who interviewed the 'Prime Evil' in Pretoria Centre and came away with emotional attachment, even empathy, for the human being who did such terrible things under apartheid.

My South Africa is the quiet, dignified, determined township mother from Langa who straightened her back during the years of oppression and decided that her struggle was to raise decent children, insist that they learn, and ensure that they not succumb to bitterness or defeat in the face of overwhelming odds. It is the two young girls who walked 20kms to school everyday, even through their matric years, and passed well enough to be accepted into university studies. It is the student who takes on three jobs, during the evenings and on weekends, to find ways of paying for his university studies.

My South Africa is the teenager in a wheelchair who works in townships serving the poor. It is the pastor of a Kenilworth church whose parishioners were slaughtered, who visits the killers and asks them for forgiveness because he was a beneficiary of apartheid. It is the politician who resigns on conscientious grounds, giving up status and salary because of an objection in principle to a social policy of her political party. It is the young lawman who decides to dedicate his life to representing those who cannot afford to pay for legal services.

My South Africa is not the angry, corrupt, violent country those deeds fill the front pages of newspapers and the lead-in items on the seven-o'clock news. It is the South Africa often unseen, yet powered by the remarkable lives of ordinary people. It is the citizens who keep the country together through millions of acts of daily kindness. * *This article originally appeared in Mango's inflight magazine.*

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Does your organization work in teams or silos?

By Paul Harding SAQI MD

I recently was invited to attend a committee meeting at an institution to discuss the progress of an important program to identify scarce and critical skills in our country and develop a strategy to improve the situation. At the previous meeting I, along with other colleagues from other institutions had taken a lot of trouble to share information with a number of role players as to the background of this concern and work already produced to help solve the concern.

To my surprise at the follow up meeting the person who had responsibility to give feedback on progress made had no idea what had been discussed at the previous meeting. Although minutes had been circulated, no one had spoken to each other outside of the meeting as to what needed to be followed up. This is typical of an organization that works in silos and does not communicate.

Why does this happen? There has been a lot of discussion recently about the newly released ISO 9001:2015 quality management requirements standard and the Management principles supporting it. There used to be eight management principles but now there are only seven. Some of the new principles have been worded slightly differently but in essence were saying the same thing. This was just a matter of semantics. What did concern me was the removal of the previous principle number five, "System approach to management". Apparently the rationale behind removing this principal is that "the group", whoever that may be, felt that a system is the same as a process, so therefore it is duplication.



Well the ISO 9000:2015 standard defines a system as "set of interrelated or interacting elements". It goes on to define a management system as "set of interrelated or interacting elements

of an organization to establish policies and objectives and processes to achieve those objectives" If we drill down further we will see that ISO 9000:2015 defines an information system as a "network of communication channels used within an organization". So was a systems approach taken at our meeting?

If we look at the figure on the left we see a number of triangles that indicate various functions within an organization. If you like you can count the number of triangles that you can see in the figure.

How many did you count?

Well most people count sixteen and sometimes seventeen. This signifies that they are looking at each triangle as an independent activity. Or in other words a silo.

So do we just need to have a process approach in our organizations or do we need to have a systems approach?

If we consider our management meeting example then a process took place in the form of a committee meeting. Responsibilities and authorities were allocated in the form of a chairman (I never use the term chairperson as the origin of the word "chairman" comes from "chair manager" and has nothing to do with gender) and a secretary. Inputs were given into the meeting in terms of information shared by the meeting members. The main tangible output of the meeting according to the process was the issuing of meeting minutes. Now were these minutes issued to merely keep a record of the event as part of the process or were these minutes intended to help create a broader system approach to sharing, information, analysing it and then acting on it to solve the stated problem tabled at the meeting?

If we go back to the illustration of our typical organization shown in the figure, the triangles indicate typical functions found in an organization. The one shown is manufacturing based but it could also apply to any service organization as well with a couple of minor modifications. So when we look at the ISO 9001:2015 requirements standard, do we see a number of clauses, sub clauses and notes or do we see a series of interacting requirements that when viewed together give us an interacting system.

One of the simpler definitions of systems thinking is that "The whole is greater than the sum of its individual parts". That is the strength of the ISO 9001: 2015 quality requirements standard. It is not just about applying each of the ten clauses and their requirements to your organization. It is about integrating all those requirements and taking away the silo approach and implementing a genuine system to continually improve your product / service within your organization to satisfy your customer.

As long as all the organizations that are applying ISO 9001:2015 realize that all the clauses interacting together is in fact a system approach and not just ten clauses, then we will not have a problem.

Who counted 27 triangles? Well done.

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SAQI 2016 Training kicks off on a high note

By Team SAQI

Most of us by now are knee deep in company challenges and trying to stay afloat with all the business head winds of 2016. At SAQI our year has started with a bang. Our SAQI Breakfast meetings on the 27th & 28th of January, where we invited some of our manufacturing and service members to spend a morning with us, was very successful. SAQI discussed our 2016 Strategic focus areas, and feedback from our members was positive and supportive of our 2016 strategy. ***“We would like to thank those members for taking time out to spend the morning with us”.*** Any members interested in attending our next breakfast forums please contact us for details.

We also received great support for the new SAQI training curriculum and development program which we launched in 2015. Our members support towards SAQI, as a credible training institute, was evident, when we started with one of the biggest intakes of 16 delegates for our Level 2 Certificate in Quality Control course in February. We are very pleased with this support from our members, and it shows that SAQI has a role and purpose in South Africa, to educate the Quality leaders of tomorrow.



Above shows our delegates writing their exam.

Another high point for us in 2015 was the case of Mokete Zondo. This young quality professional enrolled in our program in 2015, and after completion of the first stage of our development course, he was given the opportunity by a SAQI “Corporate member”, to join their management team as their latest Quality Manager. This case again, emphasizes the contribution SAQI

aims to make in the South Africa context of career development. It is also a “rubber stamp” on SAQI's credibility as a developer of South Africa's new talent pool, not by us, but by you, our SAQI corporate members. With the support we have from our loyal members, we are ready to make a difference in the challenging times our economy will face in 2016 and beyond.

We know that we will all face our own challenges in 2016, but I would like to assure you that SAQI is here to support you, our loyal members, even through your own quality challenges. We would like to leave you with this well-known quote.

CFO asks CEO: “What happens if we invest in developing our people and then they leave us?”

CEO: “What happens if we don't, and they stay?”



For more information on SAQI's training programs visit our website www.saqi.co.za or contact vanessa@saqi.co.za or jacques@saqi.co.za

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POPI: The Right to Protect your Personal Information

By Terrance Mark Booyen and reviewed by Nicholas Hall (Associate: Michalsons Attorneys)

Last year there was a flurry of activity when it was reported that a well-known South African cell phone company closed its e-billing portal over an alleged security breach. Considering the potential that their customer's billing information could have become exposed, the mobile operator was quick to respond. Soon thereafter the company implemented data encryption, together with customer identification login confirmation facilities. Then there was the case of the City of Johannesburg who reportedly had massive security flaws where allegedly it was possible for non-employees to read its customer's billing information, furthermore gaining access to the customer's name, account numbers and contact details.

Whilst these incidents of potentially accessing customer privileged information is miniscule in comparison to the well-publicised and documented case of Ashley Madison, where over 30 million customer's personal and financial information was infiltrated, it does beg the question of just how safe customer's information is by those who hold this information, and of course how it is being protected against any form of abuse.

"In Canada, Ashley Madison is already facing a \$578m class action lawsuit over the breach. If this breach had to happen to a South African company...heavy fines could be imposed. This is because local companies that fail to take adequate measures to protect client information on the internet could find themselves in breach of the Protection of Personal Information (Popi) Act.

Ashley Madison hack 'a lesson' for SA firms (24 August 2015)

Any organisation or persons in South Africa who capture, use and store a person's personal information, will need *that person's* consent to make use of this information. Indeed, where there is an existing relationship between the parties, then it will need to be understood -- and agreed -- by the customer as to the reasons why holding their personal information is necessary, and how their information will be used.

In the case where there is no existing relationship, for example a direct marketing company, then the company who managed to

acquire the potential customer's information will only have one chance to ask that customer whether or not they would like to continue receiving their marketing communications. Should the company *not* provide the potential customer an 'opt out' option such where they choose not to receive such information, and indeed also do not wish for their personal information to be retained by the company, the individual in question will have the right to report that company to the regulator.

The Protection of Personal Information Act 4 of 2013 ('POPI') aims to regulate the processing of personal information by public and private bodies. Accordingly, organisations that process personal information will have to be aware of -- and comply with -- the provisions of POPI, and they will need to 'get their houses in order' so to speak by rapidly setting up adequate security protocols, not least also ensuring their employees adhere strictly to the process of appropriately gathering, using and securing the personal information of their existing and future customers.



Whilst many of the larger organisations may already have introduced new provisions to comply with POPI which was signed into law on 27 November 2013, smaller companies (who are equally bound to comply with this Act) may still not have made strides in this area. By failing to comply with POPI, non-compliant companies who illegally retain customer's information would also be violating that person's constitutional rights to privacy which is contained in section 14 of the Constitution of the Republic of South Africa (1996). These rights state that everyone has the right to privacy and this includes the right to be protected against the unlawful collection, retention, dissemination and use of personal information.

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Whilst POPI is now a part of our statute, the actual commencement date of POPI is still to be determined by proclamation in the Government Gazette. From the date of commencement, 'responsible parties' will have one year to demonstrate their compliance with POPI. POPI defines a 'responsible party' as "a public or private body or any other person which, alone or in conjunction with others, determines the purpose of and means for processing personal information". This includes organisations dealing with the information of private individuals. The personal information which is protected by POPI includes information relating to the: (i) demographics (race, gender, sex, marital status, national, ethnic or social origin, colour, sexual orientation, age); (ii) contact details (e-mail address, physical address, telephone number, location); and (iii) history (education or medical, financial, criminal or employment history). Indeed if this information is not protected in the manner prescribed, then the individual could approach the Information Regulator who will ensure the appropriate sanction.

There are eight conditions that must be complied with for personal information to be processed lawfully, namely: (i) accountability; (ii) processing limitation; (iii) purpose specification; (iv) further processing limitation; (v) information quality; (vi) openness; (vii) security safeguards; and (viii) data subject participation. There are, however, certain exclusions and exemptions from having to comply with these conditions that organisations should be aware of. Failure to comply with POPI may cause serious damage to an organisation. Not only may it result in reputational damage, but anyone found guilty of an offence in terms of POPI may be liable to imprisonment of up to ten (10) years or a fine of up to R10 million.

As there are many negative actions which could result where personal information has been violated or negligently disclosed - and this includes the perils associated with identity theft -- POPI has come at a time when there is a heightened awareness surrounding our personal rights and personal safety. Indeed as technological and social media advances have made great strides in many areas, so too have there been negative connotations. Accordingly, whilst there are a number of changes organisations will need to adopt and systems which will need to be implemented, many people are pleased with the introduction of POPI which was modelled off the well-honed European Union legislation for protecting personal information.

"Global risk reports are citing cyber as one of the top 10 risks companies should be considering, but in South Africa, specialist cyber insurance is a new concept to most..."

This may be because many enterprises do not know the real value of the data they manage, and find it difficult to predict the potential losses they could suffer in the event of a hack, denial of service attack or data being lost..."

SA enterprise unprepared for breaches (27 March 2014)

There is no doubt that South African organisations -- as well as other 'responsible parties' -- will need to take this piece of legislation very seriously, especially in light of the fact that our society has never really been one to take privacy that seriously. Due to the broadness of this Act, and considering for example the many people in a retail store who deal with customer's personal information on a daily basis, each employee will need to be on top of this legislation to ensure they are all protecting the customer's information. Indeed the variables are vast, and just one error from any one of the employees could result in disaster for both the employee and the organisation.

As this Act begins to take effect, expectedly organisations will need to take greater precautions as they get rid of old office records containing personalised customer information, or when their office security guard insist on you completing all your personal information on their building entrance forms. Hopefully we will also see the end of those marketing companies who harass people with their annoying unsolicited phone calls and endless email spam.

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About CGF Research Institute (Pty) Ltd: Services

CGF is a Proudly South African, Level 4 B-BBEE compliant company that specialises in conducting desktop research on Governance, Risk and Compliance (GRC) related topics, amongst other related company secretariat, regulatory and compliance services.

The company has developed numerous products that cover GRC reports designed to create a high-level awareness and understanding of issues impacting a CEO through to all employees of the organisation.

Through CGF's Lead Independent Consultants, our capabilities include the aggregation of local and international best of breed governance reporting services and extend to;

- strategic management consulting, business re-structuring, executive placements, executive coaching, board assessments and evaluation, out-sourced company secretarial functions, facilitation of Corporate Governance Awareness workshops, IT governance through to Enterprise Risk Management (ERM) consulting and Corporate Reputation services.

All CGF's services cater for large corporates, small and medium sized businesses and state owned organisations. To find out more about CGF, its Lead Independent Consultants and Patrons access www.cgf.co.za or www.corporate-governance.co.za

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Quality in Schools

Many of our readers are parents themselves or interact often with children. We have asked our education editor, a retired headmaster, to share thoughts on how to get Quality principles and practices instilled in young people.



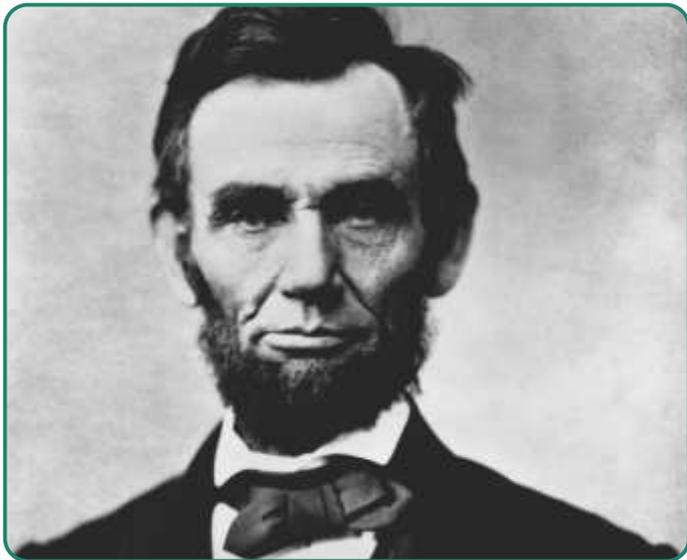
Expect the best to get the best

Richard Hayward

Treat people as if they were what they ought to be and you will help them to become what they are capable of being.

Goethe (1749 – 1832)

The First Term of the school year has begun. The children have all their textbooks by now (hopefully) as well as their stationery. Children and teachers have their classroom and extra-mural timetables. Everyone is settling into a daily school routine. We would like it to be a good year both in and outside the classroom for everyone. The familiar proverb states the expectations at the start of the year neatly: Well begun is half done.



However, reality intrudes on these good expectations. Not every child will achieve; there will be failures. In every classroom in the land there is a likelihood of at least one child not achieving full personal potential. Why?

Many factors cause a child to under-achieve but perhaps one of the biggest is the, 'negative self-fulfilling expectation'. This type of negativity doesn't start with the child. It usually starts with

those who are meant to be most concerned about the child's welfare. It can start with those well-meaning but often unintentionally negative parents, family members and teachers. They make negative expectations which the impressionable child often believes are true.

A few real-world examples are:

- The mother who tells her daughter not to worry if she fails a Maths test because girls usually do poorly in that subject;
- The father who tells his son not to be too concerned about poor classroom results because the real achievements of the family are on the sports field;
- Parents who tell their children not to bother to strive for academic excellence because no family member goes on to get a further college, Technicon or university education;
- The family has a, 'Let's get school days over quickly and earn a living,' attitude.

Such negative expectations can often turn into an actual reality. In contrast, parents with positive expectations of their child do and say these sort of things:

- 'As your parents, we weren't both able to go and study beyond school. However, we believe in your potential and will save for your tertiary studies.'
- Ensure that their children are sent to the best school that the family can afford;
- Give daily encouragement for the child's best efforts (not necessarily achievements);
- Insist on a daily study routine;
- Deal directly with those people who make negative comments about their child's potential;
- Encourage and guide their child to have long-term, life-long goals.

Richard Hayward does SACE (South African Council for Educators)-endorsed courses under the aegis of SAQI. For more details, please contact him at rpdhayward@yahoo.com or on 011 888 3262.

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Whatever form expectations take, they follow a similar process as the diagram shows:



In a classroom the teacher has different expectations for every individual child. There will be the high-flyer and those not so capable. The teacher shouldn't fall into the trap of being more willing to interact and encourage only the top student. By so doing, the negative and often prejudicial expectation about another child who finds the work difficult, is more likely to become a reality.

Different people have different expectations about the same child. Often the child senses those different expectations. So, for example, Belinda will prove to her always-affirming English teacher that she is indeed an excellent scholar. Yet in the Biology class, our Belinda will underperform because the teacher is negatively critical of her project work. Belinda starts to believe the poor assessment by the Biology teacher and studies half-heartedly when learning for tests.

Fortunately, not every child blindly accepts the expectations made of them. Think of the childhood and early adult year histories of Madame Curie, Abraham Lincoln, Thuli Madonsela and Barack Obama. Significant people in their young lives affirmed and believed in them when they were at most impressionable ages. Those mentors told them to reject negative nay-sayers. Believe in their potential. Strive to be who they could be.

May it be a good year for the children – a year that begins with them having positive self-expectations. With such a start, the year will have a most positive ending!

What's first — the quality system or the culture?

By Rachael Mazvito

The relationship between quality systems and organizational culture is a bit like the chicken and egg – it is interdependent. There is always a culture in an organization, and whether this is in a desired state or not will be influenced by, among other things, the defined quality system. Similarly the system design will undoubtedly be influenced by the pervasive culture of the organization.

A culture of hard work, positive attitude and related attributes will most certainly influence the success of our systems. Where products are of an intangible nature, it is important to keep all interpersonal relations intact; that is, planning of activities, timely and necessary communication in order to minimize costs. Quality does not mean that things must be done expensively; it simply means they must be done well or correctly and on time, every time. A culture that promotes quality can also be built through simple good manners; be it to suppliers,



customers, work colleagues or other stakeholders.

Once we have built such a culture, we are certainly going to excel in product and service quality and hence in our quality system. Remember, quality systems are the panacea for the success of organizations today because the operating environment is complex and dynamic; and, customers are more educated and informed than they were before. It is therefore imperative to build a good culture throughout an organisation so that the quality system can work as expected. In

organisations, we must thus strive to make our culture the foundation upon which to build a quality system that works as a competitive tool, in the same way a hen lays eggs.

Rachael Mazvito is a Senior Member of SAQI and resides in Zimbabwe

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SAQI Training Programme for 2016

All courses offered by the South African Quality Institute are presented in association with other course providers and are available to all organisations and individuals. 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 discount applies to SAQI members. For more information or to register contact Vanessa du Toit at (012) 349 5006 or vanessa@saqi.co.za

1. Each course listed on the training schedule can be completed individually or form part of the overall three levels of certification.
2. 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.
3. The courses listed below form part of a specific Certificate and all modules should be successfully completed to qualify for the Certificate.
4. Delegates are advised to start on Level 2 before moving on to Level 3.
5. All courses completed previously will receive credit when proof of successful completion is received.

**ALL PRICES
EXCLUDE VAT**

| Code | Course | Days | Cost | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|-----------|---|-----------|-----------------|-------|-------|-------|-------|-----|-------|-------|-------|-------|-----|
| L2 | SAQI Certificate in Quality Control* | 10 | R 18,874 | | | | | | | | | | |
| B41 | Introduction to Quality Control | 2 | R 4,277 | | | 23-24 | | | 1-2 | | 10-11 | | |
| B90 | Introduction to Statistical Techniques | 3 | R 5,160 | | | 25-27 | | | 3-5 | | 12-14 | | |
| B91 | Introduction to Statistical Process Control (SPC) | 3 | R 5,160 | 7-9 | | | 27-29 | | 22-24 | | 31-2 | | |
| B79 | A3 Problem Solving | 2 | R 4,277 | 10-11 | | | 30-1 | | 25-26 | | | 3-4 | |
| L3 | SAQI Certificate in Quality Assurance* | 13 | R 24,034 | | | | | | | | | | |
| B48 | ISO Requirements 9001:2015 | 3 | R 5,160 | 14-16 | | | | | | 5-7 | | | |
| B24 | Procedure writing | 2 | R 4,277 | 17-18 | | | | | | 8-9 | | | |
| B16 | Internal Quality Auditing | 3 | R 5,160 | | 18-20 | | | | | | | 14-16 | |
| B92 | Advanced Statistical Techniques | 3 | R 5,160 | | 4-6 | | | | | | 3-5 | | |
| B77 | Advanced Product Quality Planning (APQP) | 2 | R 4,277 | | 7-8 | | | | | | 6-7 | | |
| L4 | SAQI Certificate in Quality Management* | 15 | R 31,706 | | | | | | | | | | |
| B38 | Development of a QMS | 5 | R 10,693 | | | | | | | 26-30 | | | |
| B01 | Cost of Quality | 2 | R 4,277 | | | | | | | | 17-18 | | |
| B58 | New SA Quality Excellence Model | 2 | R 4,277 | | | | | | | | 19-21 | | |
| B74/B76 | Lean for Manufacturing/Service Industries | 4 | R 8,182 | | | | | | | | | 21-24 | |
| B93 | Policy Deployment (Hoshin Kanri) | 2 | R 4,277 | | | | | | | | | 28-29 | |

* Must successfully complete all modules listed to qualify for the certificate.

INHOUSE

Above and beyond the courses listed on the left, we can also provide your company with inhouse training on the following topics.

- Incident and Accident Investigation (B82)
- Introduction to ISO14001:2015
- Introduction to OHSAS 18001
- Inventory and Warehouse Management (B86)
- Lean Six Sigma Yellow Belt (YB)
- Lean Six Sigma Black Belt (BB)
- Production Planning and Scheduling (B85)
- SHEQ Internal Auditing (B49)
- Supply Chain Management (B84)
- IT Process Improvement courses



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**For a list of other courses provided, please visit www.saqi.co.za
Inhouse courses provided to 10 or more delegates**

