SAQI
The South African Quality Institute

e - Quality Edge
bringing quality information to South Africans since 1996

CONTENTS

No 203 • September 2016

Welcome to our September edition of our Quality Edge

In this month's edition we carry a feature article by one of our SAQI platinum members Jaco Roets of Aveng Grinaker-LTA who writes the first of a series of articles about quality in the construction industry. This first part will look at education in this sector. This supports SAQI's drive to focus on the growing number of construction industry organizations that are joining SAQI.

This is followed by feedback from a unique approach of one of our training courses that focused on documented information and knowledge management found in the ISO 9001:2015 standard. Following on this theme the well-known author of the ISO 9000 Handbook, David Hoyle, discusses the terminology found in the revised standard and asks some searching questions on suitability, adequacy and effectiveness.

As ever Bill Coetzee brings us down to earth and asks; "Do we make Quality and Safety jargon too complicated?" We carry Terry Booysen's regular governance article with a view on "Are bad times good times for others?" Richard Hayward continues this theme in his schools article and asks; "Is failure a good opportunity?"

As we approach November we would like to hear from our members and associates on their plans to celebrate our 2016 National Quality Week theme "Improving the Quality of Life".

Paul Harding

SAQI MD

WWW.SAQI.CO.ZA

Quality:
helping South Africans live, learn and work better

PROUDLY SOUTH AFRICAN

Construction Quality - Success Factors - Part 1 — Education

By Jaco Roets

Poor Quality within Construction Projects is not a new concept to the world, or to the South African demographic. Even though the effects of poor quality have been extensively catalogued and debated there seems to be a lingering culture of poor workmanship within the South African industry. And as a result the requirement to manage construction quality has been legislated by the Council for the Built Environment of South Africa (CBE) and the implementation of ISO9001 certification as a minimum requirement for large tenders, but the problem still persists.

If we thus look at the persisting poor quality product coming out we are faced with the question: What factors influences the success of the project quality management lifecycle to the point that it becomes uncontrollable and leads to substandard quality?

It is believed and agreed upon that the intention of the construction industry is to perform projects on schedule, not exceeding the planned budget, not hampering the safety of employees or the public and with the highest possible quality as end product. Unfortunately poor quality, over budget and exceeding allotted timeframes are more often than not what is delivered at the end of the project.

According to thought leaders the success of a project in the construction industry may only be evaluated when the specific dimensions are pre-defined. In essence the dimensions of evaluation directly correlates to the primary project constraints of cost, time and scope, with quality of work forming the core within these constraints.

Within an extended timeframe several scholars have researched the factors relating to the successful completion of a project, with minimal effect on cost output. In particular, focus was put on factors that had a greater effect on total project quality output.
When we define project success we are thus generally indicating that a project which does not meet the expected time, cost, quality and safety requirements, leads to decreased headline profit and a slowdown of order book, and vice versa.

If this is used as barometer for successful projects it would be clear that a project having financial deficits, sub-standard quality and reduced safety statistics would be deemed unsuccessful.

Taking the aforementioned into account it becomes paramount that the factors affecting project success be analysed and corrections implemented to ensure effective and successful project delivery. These factors need to be identified early enough so that the changes to be implemented may affect the outcome of that specific project.

Schedule

As we strive for excellence we find that one of the most effective strategic tools in ensuring total project success, is that of proper Quality Management. This has been embraced by numerous countries and organizations alike, and utilized as a strategic part of the construction and industrial output process to deliver high value projects, with continuing success being recorded across several industries.

The objective of any Quality Management System, in any industry, focusses on creating clarity as to how the operation should be performed and controlled to provide optimum results, whilst taking company resources and employee input into account as part of a strive for continual improvement. This invariably leads to an increased bottom line, and subsequent increased value for money to clients, increased profit margins for contractors and the allocation of further work based on historical performance.

The focus should thus be to create a Quality "Management System", in other words, a high yield management system for operations, which promotes effectiveness across production trades, whilst ensuring that specifications are adhered to, to provide a lasting, high quality structure.

There are several factors, which if correctly addressed will reduce non-conformances and poor quality work, thus ensuring project success within construction projects. However, for this article I will focus only on one issue, education. For the purpose of this article I will only look at vocational and quality related training, as this is where the criticality lies.

The diverse issues facing the South African construction industry are in essence very deeply rooted in inexperience and incompetence within the labour market. This shortcoming results in an increased defect severity and complexity to the industry.

This coupled with the socioeconomic challenges faced by the South African industry, as a result of non-inclusive development infrastructure created by the previous dispensation, created a whirlpool of polarization within the industry, as certain ethnic groups were not allowed to grow professionally above a certain level, before being suppressed by oppressive legislation and business practice. This resulted in friction between management and labour, which can be seen even to this day.

This friction is further amplified through the Broad Based Black Economic Empowerment (BBBEE) requirements set forth in new legislation, in essence, to alleviate the disparity between different racial groups to better represent the South African demographic; with the inadvertent effect of exclusion on one side and inclusion on the other side based on race.

Unfortunately the new legislation did not provide for vehicles to assist previously disadvantaged employees to achieve the necessary skills and education to perform the tasks within the position he/she now fulfils, resulting in inadvertent failures due to a shear lack of education. I wish to state categorically that this is a very broad generalisation for the purpose of this article. There are many appointees that have managed to beat the odds and claw themselves through the pitfalls to perform the work competently without the necessary education, but should we really subject employees to this kind of hardship, rather than providing them with the tools to further their careers?

Unfortunately this situation adds friction to an already tense working climate, especially within the technical vocations. If this is added to the frustrations felt during daily site operations we are faced with a severe ignition point, waiting to spark a flame at all times.

Whilst the construction industry globally has been put under severe pressure, the South African construction industry has felt the crunch to a higher degree due to a dwindling tax base, poor economic growth and high inflation, thus pulling focus to cost saving. This is all to the detriment of initiatives to maintain proper quality of work and the development of employees to improve their skills base.

It therefore becomes pertinent that introspection be done to determine the actual gaps within the job market, and subsequently implement measures to unilaterally improve the skillset of the greater workforce to promote quality of work as well as increased production.

It is however notable that the construction industry poses several unique challenges that have not been extensively covered in the modern approach to Quality Management. The primary constraint being the fact that statistical process control does not provide the expected level of output in the construction industry.

The reasoning behind this is very simple. There are too many variables at play during the execution of each task, with a severely high human input factor, which makes it nearly impossible to accurately determine the fault factors statistically. The statistical techniques only become a viability at such a time where processes are competently managed to a degree where a form of certainty over workmanship can be assumed.

It then becomes important for the quality management industry to re-evaluate how to ensure that training and education systems are suited to the objectives of the construction industry in order to stabilise the end result of projects.

The approach to construction quality should be engrained into the education of not just quality personnel, but the entire workforce to create a behavioural shift to the benefit of project objectives.
If you couple this with the lack of construction oriented education within the South African context it becomes clear that the industry has a very bleak outlook if serious effort is not put forth to close the skills gap and empowering employees to attain personal success.

The objective here is not to have companies being the primary

providers of skills upliftment, but rather to align external training and education entities to the needs of the construction industry. In addressing the educational shortfall the industry will ensure that employees add value to the industry, and more specifically, to their employers.

It is thus with great pride that I am liaising with the South African Quality Institute, in a drive to align specialised quality management training programs within the South African demographic, to better include the construction industry, and provide certifications that actually furnishes delegates the skills necessary to operate within the construction sphere.

The aim with this initiative is to optimize project output, to provide superior quality workmanship, whilst supporting the underlying profit margins to elevate profitability, sustainability and the overall compatibility of construction companies within the South African context through cross-pollination from skilled quality professionals to their vocational counterparts.

It is my personal goal to re-promote the principle of responsibility for your own work within the industry, but this can only truly bear fruit if the employee performing the actual task has the skillset to perform the task, not only to the correct standards, but also has the responsibility of performing tasks to a high standard as part and parcel of each individual employee's daily objectives.

This objective is shared by many professionals in the industry, and hopefully will one day result in the necessity for formally trained quality professionals on site to become less critical.

The aforementioned may sound absurd, but if we take the time to truly analyse the reason why the professions within the quality sphere exists we are faced with the realisation that it only exists as a factor of poor workmanship by a workforce that was employed to deliver a product against a set standard that they did not achieve.

I close this article off with a quote from one of my superiors (non-verbatim) as food for thought: "Our goal as SHEQ Professionals is to be effective to such an extent as to make our positions obsolete."

About the Author:

Jaco Roets is employed as Quality Manager for the Building Business Unit of Aveng Grinaker-LTA.

He holds a Master of Science (MSc) in Project Management from the University of Liverpool, UK.

He also possesses several quality related qualifications, as well as several trade related qualifications.

He has a passion for quality management and the promotion of construction quality.

The author can be contacted at:

jacobus.roets@grinaker-lta.co.za (Professional discussions only) jacojroets@gmail.com (Non-professional discussions and / or personal questions)

Apology:

In last month's newsletter we gave the impression that one of our training delegates had been admitted to a B Tech degree at UJ. We need to point out that the delegate had been invited to write the entrance exam based on his RPL activities with SAQI. UJ has since informed us that the application is in progress and the candidate is still awaiting the results of his admission application.

Documented Information and Knowledge Management

By Paul Harding

Amongst the many changes in the ISO 9001:2015 Quality management systems – Requirements standard is a new approach to documented information and an introduction of knowledge management.

For many years SAQI has been running a training program on "how to write procedures" explaining the use of typical templates and layout formats. With the removal of the "shall" requirement for formal procedures, as such, being replaced by "documented information" and a new focus on knowledge management we thought we would change the approach of our training program. What transpired after our two day training program was quite interesting and I have decided to share it with our readers.

After a brief introduction to the delegates, I asked a very loose question to them; "By using your tacit knowledge on the subject, write down the information necessary on how you would organize a Saturday afternoon braai?" For our non-South African readers a braai is the local name for a barbeque and very popular amongst all South Africans. I have used this braai example a number of times in the past to develop procedures and it is interesting what reaction is forthcoming. Across the group there will be people who focus on the big picture and will describe sending out invitations, buying supplies and arranging the disco. There will be others that write down recipes for salads or give a detailed account of how to light a fire. The interesting thing is, however, that collectively by sharing their knowledge and experiences they have covered just about everything necessary that will take place to ensure a successful Saturday afternoon event. We parked that information and then went on to look at the requirements in the standard for documented information and knowledge management and how this impacts on stakeholder satisfaction.

Once the requirements for ISO 9001:2015 had been shared, including the requirement for leadership, I then asked the group to elect a "CEO" of an organization that was going into the "Braai" business. The results were extremely interesting.

The new "CEO" took over the workshop and led the team in a brainstorming session to set up the "context of the organization", establish a strategy and then develop a Quality Policy based on the strategy. I expected a plan for a private braai amongst friends but what transpired was that a Not for Profit Organization (NPO) was set up focusing on supplying a braai event for disadvantaged Senior Citizens. Risks were identified, processes were documented using flow charts, procedures, work instructions, multimedia and responsibilities and authorities were established, objectives were set and the team moved into action.

Picture above delegates producing the workbook

What transpired at the end of the two day event was not your typical Quality Manual that was a "cut and paste" impression of the various elements of ISO 9001 but a very practical well illustrated and user friendly workbook of how to run an organization delivering braai events for the benefit of a neglected sector of the South African population. Not only were the standard work instructions developed for the Braai itself but strategies on how to obtain donor funding to finance the event. Just about every detail was covered from catering for people with disabilities to offering vegetarian options.

The end product or workbook was what a Quality Manual should look like. So although the ISO 9001:2015 standard no longer makes a QM mandatory this very comprehensive "guide to a successful braai" would certainly be a great benefit to the AMA GOGO BRAAI organization.

AMA GOGO BRAAI
102 Mandela Ave, Griekwastad , South Africa
Tel: 018 262 4646
www.amagogobraai.com
facebook.com/amagogobraai

Suitability, adequacy and effectiveness of a QMS

By David Hoyle

ISO 9001:2015 requires top management to review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.

Seems OK at first glance but when we look more closely we find all is not what it seems.

Let's look first at the terms and how ISO defines them.

Review - determination of the suitability, adequacy or effectiveness of an object to achieve established objectives (ISO 9000:2015)

Suitability – the extent to which the MS 'fits' and is right for the organization's purpose, its operations, culture, and business systems (ISO/TMB/JTCG/N360)

Adequacy – the extent to which the MS is sufficient in meeting the applicable requirements; (ISO/TMB/JTCG/N360)

Effectiveness – the extent to which planned activities are realized and planned results achieved (ISO 9000:2015)

If we substitute the definition of the term review in the requirement, we get:

"Top management shall determine the suitability, adequacy or effectiveness of the QMS to achieve established objectives to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization".

This seems like a lot of tautology.

If we analyse the other definitions, we find several anomalies:

a) An effective QMS can be one that is unsuitable or inadequate – how can that be?
b) A suitable QMS is one that aligns with the strategic direction of the organization so why repeat it?
c) An adequate QMS is one that will conform to requirements. These requirements are in ISO 9001 and one of them requires top management to ensure the QMS is suitable, adequate and effective therefore an adequate system is a suitable and effective QMS – so we only need the QMS to be adequate do we?;
d) If the planned activities are realised and the planned results are achieved but the plan was made against the wrong objectives the QMS would be ineffective, but it would also be inadequate and unsuitable since it would not conform to ISO 9001 – how crazy is that?

If we use the ISO definitions and consider a QMS to be a tool (as is stated in Annex A.4) and that tool fulfils the purpose for which it was designed it will be a deemed to be effective. If the tool conforms to a standard it will be deemed to be adequate and if the tool fulfils the present and future needs of its user, it will be deemed to be suitable. The tool may

be become unsuitable if the need changes and it may become inadequate if it no longer meets the standard, and if it's no longer fit for its purpose it will be deemed to be ineffective. The question we need to ask is, can this situation prevail in an organization?

Using a bizarre example to illustrate the point, a QMS possessing properties suitable for supplying military equipment to the armed services would not be suitable for a two-person business providing training courses to civic authorities. It may be effective for the military equipment supplier but not for the training course provider. Although it may meet the requirements the military equipment contract has to meet it won't meet the requirements the training course provider has to meet so won't be adequate. But the flaw in the argument is that it relies on the QMS being perceived as a tool, an artefact that is used by the organization. What if the QMS is not a tool but an expression of how the organization creates and retains its customers, then what?

The QMS will evolve as the organization evolves, the two are inseparable and if the QMS doesn't respond to changing needs of society, of customers, of regulators and of other stakeholders the QMS and by association the organization is not effective. There can be no situation where the organization is effective and the QMS is not effective and vice versa. However, there may be situations where specific elements of the system are unsuitable, inadequate and ineffective and need to change.

So if a QMS that was suitable, adequate and effective was OK for ISO 9001:2008, why did they add a requirement that it be also aligned to the strategic direction of the organization?

There is an implication in the requirement that a QMS can be suitable, adequate and effective and yet not aligned with the strategic direction of the organization. From the definition of suitability above it would appear that a suitable system would be aligned with the strategic direction of the organization, if it wasn't it would be unsuitable. It would also appear that a system that was resource hungry in an economic climate that is depressed would also be unsuitable, implying that a system that is aligned with the strategic direction of the organization needs to be an efficient system as its inconceivable that an inefficient system would be so aligned. The only use of the term 'efficiency' in ISO 9001 is in connection with the process approach where it states "Understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its intended results". So it is expected that the QMS be efficient but could it be that the addition of this requirement is code for *requiring* the QMS to be efficient?

I don't know what is wrong with simply requiring the QMS to be efficient and effective and then, if necessary define criteria for judging whether or not it is. After all, in clause 4.4.1 it requires criteria for the effective operation and control of processes to be defined so it's a small step to require criteria for the effective operation and control of the system to be defined – oh of course that's already been done, its reflected in the requirements of ISO 9001.

Quality and Safety: a different language?

By Bill Coetzee

Often when reading quality and safety articles I have to re-read and eventually reach for the Concise Oxford and the Afrikaans Verklarende to understand what is being said. At first I thought that my grasp of the English language is not what I thought it was, but after reading a few of these articles written in Afrikaans, I came to the conclusion that when speaking or writing about Safety and Quality the lingo is different to the languages that I was taught to understand.

Is it that Safety and Quality professionals use a different language to impress people, or do they use a different language to confuse people to impress on them that they cannot do the job at hand without our help…

Where does this leave Joe Soap, trying to implement safety and quality in the workplace, who is not an Industrial Engineer, nor a Quality/Safety expert and maybe does not have a Concise Oxford or an Afrikaans Verklarende to assist him? An example at hand is the OHSAct and Regulations.

Joe Soap and his cronies, in trying to implement a Safety Management System at work, all have different interpretations of certain sections of the OHSAct. They cannot agree on what the correct interpretation is and have to revert to "us" (consultants and other very clever people) to clarify the matter for them. This is done at great financial cost to the company, but it has to be done because they have to comply.

Another example. I have lately submitted articles for publishing to a certain website. These articles are important for me as I want people to know what I am about and how I can be of assistance to them. The editor (a man with vast knowledge of all things SHEQ), probably correct, edited the articles in order for the people who will be reading them to understand them better, as "quality and safety professionals speak a different language" - in his own words. These articles are edited to such an extent that I cannot at first recognise it as the words that I have written.

Nothing of Bill Coetzee is visible and the readers end up understanding only what the editor wants them to understand. I really don't care if safety and quality professionals do not like my articles, as I want Joe Soap and his buddies to understand them! These are the people that we want to get to know us. These are the people that can benefit from our assistance, not other safety and quality professionals.

Now, my plight to all safety and quality professionals; please keep it simple. The people who are implementing our preaching are not safety and quality professionals. They are production managers, supervisors, maintenance managers and foremen, office workers etc. who have a huge task to fulfil in going about their daily tasks without having to make sense of what the quality and safety experts are trying to convey to them. Let's keep it easy for these guys and think of their core competencies and skills when we educate them through articles, training, coaching and mentoring.

We need to be practical in our approach. In the end, would it not be to the advantage of us all if these people can implement and sustain good management systems?

National Quality Week Reminder

SAQI's current Mission is indicated below.

- SAQI will play a leading role in establishing and sustaining a National Quality Infrastructure that enhances the competitiveness of the South African economy.
- Create a National awareness of Quality to help improve the **Quality of life** of all South Africans
- Unify the Quality profession into a Body of Knowledge that is recognised as the national benchmark of Quality in all fields of human endeavour;
- Representing SA Quality abroad and help with the improvement of Africa's Quality Infrastructure.

In line with its mission we would reminder you of our theme for 2016 National Quality Week to run from the 7th to the 11th November as:-

Improving the Quality of Life © SAQI 2016

This theme and logo may not be used unless it is accompanied by the SAQI logo for members and copyright is acknowledged.

When SAQI member organizations sign their pledge to quality as a mandatory requirement to join SAQI they commit, as part of their approach to Quality, to improving the quality of life. The SAQI certificate says:- "We strive to improve the quality of life in the workplace, in our own families, societies in general and especially in the communities we serve."

This year's SAQI National Quality Week theme will focus on doing just that. So we call on all our members and associates to make a special effort to support this year's program.

SAQI will be happy to publish the plans and any events that our members will put together to celebrate our National Quality Week activities. We look forward to hearing from you all.

Send your NQW details to **vanessa@saqi.co.za**

Competition Law: Bad Economic Times can be Good Business for Others

By Terrance Mark Booysen

As South Africa's economy continues to struggle with shrinkage of 7.1% in exports and imports -- which was recently reported by Statistics SA for the first quarter of 2016 -- our dismal GDP (gross domestic product) annual growth of less than one percent, is great cause for concern. The pressure to see some form of economic vibrancy, which has generally eluded the country since 2008, has never been greater than it is at this point in time.

Besides South Africa narrowly escaping a series of country-downgrades from Standard & Poors, Fitch and Moody's international rating agencies earlier this year, there is still very little evidence to indicate just how businesses will be re-energised to provide the much needed employment to millions of unemployed citizens, which is estimated to tally around 5.7 million people (26.7% of the population). This being said, reportedly South Africa is the only country in the world that has been placed on such a long-term warning of a potential 'junk-status' downgrade by the rating agencies, and the country has suffered consistent rating downgrades during President Jacob Zuma's tenure.

> *"Businesses can ill afford to adopt a cavalier attitude to conducting business which may fall within the scope of the prohibition against cartel activity."*
>
> **Anthony Norton: Founder and Director of Nortons Inc.**

Against this gloomy economic cloud of despair -- where many businesses have closed and others are barely managing to survive -- there are some who may be enjoying a silver lining in these difficult times, as they assess battling businesses for potential mergers and acquisition, or even hostile takeovers. In the ordinary course of business, activity of this nature is not only anticipated, it is also completely acceptable so long as their action(s) do not represent any form of anti-competitive business behaviour as determined within the various jurisdictions wherein such a transaction is being considered.

There are a number of countries with competition legislation that govern the manner in which businesses may interact and operate at a national, as well as international levels. Some of the countries that have more established competition law are Australia, Canada, the United Kingdom ('UK') and the United States of America ('USA').

Whilst South Africa is no stranger to competition law, with origins in the Regulation of Monopolistic Conditions Act of 1955 and which was followed by the Maintenance and Promotion of Competition Act of 1979; our competition law has steadily improved through the years and ranks amongst some of the best in the world. The Competition Act (Act N°.89 of 1998) (as amended), which was passed in September 1998, replaced the Maintenance and Promotion of Competition Act and it marks a significant milestone in the development of effective market governance in South Africa. The Competition Act was developed upon international best practices of competition law and it fundamentally reformed South Africa's competition legislation and business landscape.

But given the unique circumstances of South Africa's post-apartheid era of 1994, the Competition Act has attracted much debate in respect of its interpretation and the practical manner in which companies must apply the Act. While the Competition Act applies to all economic activity as it affects our business behaviour and activities both within and outside our borders, it is also quite different from other international competition law vis-à-vis the emphasis and protection the Act places upon various public and social goals.

Unlike the UK and the USA's competition laws, South Africa's competition law also promotes a greater spread of business ownership within the economy, in particular by increasing the business ownership of historically disadvantaged individuals ('HDI') through additional acts such as the Broad-Based Black Economic Empowerment Act of 2003 and the Employment Equity Act of 1998. Through legislation and the transformational imperatives in South Africa -- supported by some of the provisions found in the Competition Act -- the Act seeks to reduce the past elitist concentration of a number of markets which have traditionally been dominated by a rather small group of business owners. Insodoing, the South African government and its legislators intend to transform the patterns of central ownership to include a much broader group of businesses and owners emanating from the HDI grouping.

Given the increased powers of the competition authorities, the Competition Act includes a number of prohibitions and criminal sanctions against those parties who participate directly and or indirectly in any form of anti-competitive business practices, including price-fixing and cartel behaviour. Some of the negative connotations to these practices include for example; abnormally high market prices for products and or services, reduced productivity, and restricted consumer choices to name just a few drawbacks. Indeed, if directors and persons with management authority are caught engaging in such 'unconscionable' behaviour, where they have deliberately participated in anti-competitive business activities, they can expect nothing less than the most severe fines, which could also include hefty prison sentences.

> *"It is important that we strengthen the competition authorities to deal with market abuse, particularly anticompetitive conduct by large firms who abuse their dominance in key markets of the economy."*
>
> *Mr Ebrahim Patel (Minister of Economic Development of the Republic of South Africa)*
>
> *Source: Competition Commission Annual Report 2014/15 Annual Report*

Regardless of the amount of the fines, those in favour of the criminal sanctions for cartel-like behaviour have contended that an administrative fine imposed on the perpetrators is simply not enough of a deterrent to stop their anti-competitive behaviour, not least also the negative implications associated with the malpractice. Besides the aspect of a monetary fine -- which could be levied at ten percent (10%) of a company's annual turnover and could also incorporate their exports figures -- parties found guilty of anti-competitive business may well also face jail sentences of up to ten years.

It is without any doubt that the Competition Act must not to be taken lightly, and even though there may be certain leniency provided to offenders, there is no automatic immunity -- especially to cartel operators -- who confess their deeds after the events or facts have became known to the authorities.

Staying on the African continent, it is worthwhile to note that nineteen (19) African member states, which excludes South Africa at this point in time, established COMESA (the Common Market for Eastern and Southern Africa) in December 1994 to promote economic trade amongst the member states. Now referred to as the 'Common Market'; COMESA acts as an enforcement agency within the Common Market.

COMESA has its own Competition Regulations which is binding on all organisations from the member states in respect of their economic activities. Interestingly, COMESA's Competition Regulations have primary jurisdiction over the competition laws of a member state, and traverses any industry sector of member states even though they may have their own competition

legislation. In addition to COMESA's efforts to combat anti-competitive behaviour on the continent, other regional bodies have also established forums to emulate those of COMESA. These include; CEMAC (Central African Common Market) whose members comprise Cameroon, Central African Republic, Chad, Republic of the Congo, Equatorial Guinea and Gabon as well as WAEMU (West African Economic and Monetary Union) whose members comprise Benin, Burkina Faso, Côted'Ivoire, Guinea-Bissau, Mali, Senegal and Togo.

The adage that suggests that "when in Rome, do as the Romans do" may be an appropriate way to consider how any South African organisation should prepare itself when conducting business on the African continent. The fact that South Africa is not a signatory to the 'Common Market', nor a member of the other regional bodies, does not negate the need to observe and comply with their anti-competitive rules and regulations. By breaking the laws of another jurisdiction, or by not following appropriate protocol in that jurisdiction, could well be more serious than breaking one's own laws.

For further information contact:

CGF Research Institute (Pty) Ltd
Terry Booysen (Chief Executive Officer)
Tel: 011 476 8264
Cell: 082 373 2249
E-mail: tbooysen@cgf.co.za
Web: www.cgf.co.za

About CGF Research Institute (Pty) Ltd: Services

CGF is a Proudly South African, Exempt Micro Enterprise Level 4 B-BBEE complaint company. The company specialises in a variety of specilised governance consulting services, including conducting desktop research on Governance, Risk and Compliance (GRC) topics.

Through CGF's Lead Independent Consultants, our professional consulting capabilities extend to;

• strategic management consulting, business re-structuring, executive placements, executive coaching, board assessments and evaluation, outsourced company secretarial functions and CIPC services, minute-taking services, facilitation of Corporate Governance Awareness workshops, group wellness, performance management, job profiling, ethics risk assessments and B-BBEE consulting.

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

back to contents page

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.

Is failure a golden opportunity?

Richard Hayward

The opening of the school report card can be a moment of delight or despair. For the high-achieving child, it's time for high-fives from admiring family and friends. What about the child who gets poor or mediocre results? Of even more concern, what about the child who fails? If not handled sensitively, there can be huge negative consequences.

It's not only in the classroom that a child tastes the tartness of failure. There's the "A" swimming team, the Open soccer team and other prestigious sport spots. Selection into such teams is often done through a rigorous process. Then, of course, there are those leading roles in areas such as school plays, debating clubs and student councils.

One tough reality that virtually every child experiences at school is some form of failure. There are two broad responses. The "high road" response is to put in a greater effort, to see the experience as a learning curve. In the "low road" response, the child gives up, is filled with despair and depression.

Misguided but well-meaning adults can use the Fear Factor to motivate the child. A typical remark could be: "If you carry on getting poor marks for English and Maths, you'll never get into a technikon or university." Such a comment pushes up the child's anxiety and negative self-image levels. As those go up, the ability to absorb and be focused on school work goes down. School results can plummet further.

So, what can be done to help a child cope with failure? Empathic and non-judgemental listening is the first essential. It's not the time to dish out large ladles of good advice. High emotionality experienced by the child (and sometimes even by mom, dad and the teacher too!) need to be calmed down. Once the child starts to view her experience in a less volatile emotional state, ask if she has suggestions on how to improve the situation. Simply by being a good listener, you'll often help the child to come up with sensible solutions herself.

Andrew Martin, an Australian educational psychologist, suggests that feedback and goal-setting can reduce negative self-defeating behaviour. He recommends using "growth goals" which are small steps that encourage students to do a little bit better each time. If there's carefully structured feedback about personal "better than before" goals, it improves motivation and helps reduce the fear of failure.

In the recent Rio Olympics, Wayde van Niekerk won the gold medal in the 400m athletics race. Not only did he win it by quite a big margin from his closest competitor, he set a world record. Yet six years ago in the World Youth Championships in Moncton, Canada, Van Niekerk came fourth in his preferred race at that time (200m). Through the years, he has also had to deal with hamstring problems. It was then that 68-year-old coach, Tannie Ans Botha, stepped up to the podium. She guided him to achieve gold in Rio with the resultant spontaneous acclaim of Usain Bolt as well as accolades from across the world.

Repeated blows of failure do not mean – as is so often stated – staying down on the canvas. It means getting one's battered body up from the canvas to fight another day. Confucius, the Chinese philosopher and teacher, reminds us:

Our greatest glory is not in never failing but in rising every time we fall.

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

* 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

WWW.SAQI.CO.ZA

back to contents page

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