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No 217 • February 2018

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Welcome to the February edition of our e Quality Edge



SAQI is pleased to report that we had two very successful information breakfasts earlier this month with our Manufacturing and Service members to discuss our strategy for the coming year. We will be hosting a breakfast for our construction members later this month. We are setting up a number of work groups to promote our activities and members are encouraged to participate. Contact Jacques@saqi.co.za for details.

In this edition Alastair Walker continues his series on the IT sector by publishing "getting to grips with software management". Jacques gives us feedback on SAQI's training program and asks "Is ISO 9001 certification and Quality the same thing?"

I am giving feedback on an interesting article on Managing Quality in Project Management. We also give feedback on our activity on World Quality Day at the end of last year. Our regular contributor Terry Booysen gives us an interesting perspective on managing risk. Richard Hayward continues his advice for learners and tells us how to make peer pressure a positive experience.

I would like to take this opportunity to inform our readers that I am recovering from my heart surgery and am now back at the office and resuming my gym activities. Thank you to everyone who sent their support.

Paul Harding
SAQI MD



Getting to grips...with software management

By Dr Alastair Walker

In 2001, seventeen software developers met at the Snowbird resort in Utah, USA to discuss lightweight development methods [1]. Subsequently they published the Manifesto for Agile Software Development [2]. The impact and effects of the publication of this document can be likened to a major seismic event, the impact and ripples of which are still reverberating through the world of software development.

The term 'Agile development' refers, collectively to lightweight development approaches known as 'iterative and incremental development methods' whose origins can be traced back to the early 1970s. Significantly though, 'Agile development' became a reaction to the imposition of so-called 'heavyweight development methods' focussing on what was perceived as excessive documentation and the inability to react quickly to user needs.



In essence, the Agile approach espouses the following core principles:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation

Not surprisingly, this has ensured that the way in which user requirements are captured and managed has become a highly contentious area in software development management. The areas of impact of the above three principles on requirements capture include [3]:

- Customer interaction
- Analysis (verification and validation)
- Non-functional requirements
- Managing change

Customer interaction

Perhaps the term 'stakeholder' should be used in preference to 'customer' since no single person / party can adequately represent the needs to be satisfied by a new product. Stakeholders need to include those representing the sponsoring organisation, but also need to include external parties. ISO 9000 [4] refers to the need to identify 'interested parties', when considering the scope of its products and services. Significant amongst external stakeholders are those that will impose regulatory requirements on the intended product.



Analysis (verification and validation)

The Agile development approach places great emphasis on prototyping in order to create the framework for rapid feedback [3]. These short delivery cycles (or sprints) and the elicitation of customer feedback, to all intents and purposes, represent short validation (delivery and testing) cycles. The role of verification tends to be muted in the Agile delivery process. The method does not address aspects of formal verification [5] because there's no formal modeling of detailed requirements. Consequently, consistency checking of requirements, or formal inspections, seldom occur.

Non-functional requirements

Most organizations following the Agile development approach shun formal documentation of specifications [5]. Instead, simple techniques such as user stories are used to define high-level requirements. These short, abstract descriptions serve mainly as anchors for further discussions with customers. The developers discuss requirements in detail with the customers before and/or during development. Non-functional requirements (e.g. safety, security, transaction performance etc) do not fit comfortably into the user story format with its predominant focus on

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functionality and usability concerns. If, however, the non-functional aspects are considered only at the implementation level, then considerable problems will arise following initial deployment.

Managing change

One of the most important aspects of the Agile development approach is that change is a built-in aspect of the process [5]. In the Agile development approach, software is developed in small releases and applies refactoring (i.e. code restructuring) as a frequent practice, so change is intrinsic to these methods. However, managing change is considered to be a fundamental practice in software engineering. Requirements *management* is a precondition of managing change based on the customers' expression of needs, i.e. the requirements. Central to requirements management is the concept of requirements traceability [6].



User stories are periodically revisited by the team, bringing the focus back to the customer's needs. However, the follow-up conversations between customer and team occurring as a result of the stories are seldom captured. This information has to be retained in the collective memory of the team and customer. Such behavior unavoidably suggests a natural barrier to scale for large and distributed projects, where developers often need access to the same information concurrently. Since communication and interaction lie at the heart of Agile practices, as projects become increasingly larger and distributed, maintaining effective and current communication becomes error prone, work intensive and ultimately unmanageable.



Take away ideas:

1) To determine how 'agile' a proposed software development project is intended to be, ask the question of the solutions team 'is the focus in this development upon 'configuring' existing (or off-the-shelf) components or 'building code' for new components?'

If the response is 'building code' then make no mistake, you are likely to be in for the long haul.

2) To determine whether the project effort estimation method has any relationship to objective reality, ask the question 'what is the basis of your project effort estimation method?'

If it is based on 'expert judgement' then do not be surprised if the results in retrospect are wildly optimistic. There are objective methods available for estimating software development effort. These are collectively known as 'functional size measurement' methods. (The best known methods are ISO/IEC 20926 and ISO/IEC 19761). They are not difficult to apply.

References

- [1] https://en.wikipedia.org/wiki/Agile_software_development
- [2] Manifesto for Agile Software Development (<http://www.agilemanifesto.org>)
- [3] Eberlein, Armin, and J. C. S. P. Leite. "Agile requirements definition: A view from requirements engineering." *Proceedings of the International Workshop on Time-Constrained Requirements Engineering (TCRE'02)*. 2002.
- [4] ISO 9001, Quality management systems — Requirements, International Organisation for Standardisation, Geneva, 2015
- [5] Cao, Lan, and Balasubramaniam Ramesh. "Agile requirements engineering practices: An empirical study." *IEEE software* 25.1 (2008).
- [6] Lee, Christopher, Luigi Guadagno, and Xiaoping Jia. "An agile approach to capturing requirements and traceability." *Proceedings of the 2nd International Workshop on Traceability in Emerging Forms of Software Engineering (TEFSE 2003)*.

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ISO 9001:2015 certification and Quality are not always the same thing

By Jacques Snyders SAQI practicing member

Having now given SAQI's level two training program to over five hundred delegates over the past two years, it is clear that ISO 9001 training by itself does not automatically guarantee quality.

Using the ISO 9001 standard

Why is it, that some ISO 9001 certified organisations do not necessarily see an improvement in quality in their organisations? Why is it that many systems, documents and manuals are in place, but still, no guarantee that quality is happening on the shop floor or in the office where the product or service is being produced? Why is it when an analysis is made of all the NCR's or CAR's raised in the organisation over the years, that there is no significant decline in the number of NCR's or CAR's raised? One of the reasons for this may be that too little emphasis is put on understanding basic Process Quality activities prior to trying to understand what ISO 9001 requirements are trying to achieve. Despite changes to the ISO 9001 requirement in 2015, with a focus on the PDCA cycle and controlling processes, when an audit is pending we witness last minute adjustments to the paperwork that is quickly updated and some window-dressing is often carried out.



The day-to-day process should be the main focus and quality needs to be entrenched at the production line. Bear in mind the production line may also be in an office environment or on a construction site. Quality should be a more holistic process where it matters most and that may be at the machine or the

service area. Very often the maintenance of quality management is seen as a responsibility of an audit function. When there is a structured integrated process, run by competent operators an organisation can use consistent activities and data collection to improve quality at the production line. It is this analysis of data and applying the correct statistical techniques that will lead to a better quality output. Systems and structures are only a part of the process when it comes to applying for certification. Therefore, a basic understanding of quality including statistical techniques is necessary as a foundation upon which a successful ISO 9001 quality management system is built. These Quality basics also include problem solving skills to address short falls in the system. It is also necessary to build a problem solving culture in the organisation.

Current Understanding of Quality:

Before enrolling on the SAQI Quality Control course a large number of delegates question the need for the training on Quality Control, as many of them profess to have completed "ISO training". After the first days' training most delegates realise that they were not equipped to fully understand the ISO 9001 requirements. Too often Corrective Action Requests (CARs) are raised against ISO 9001 requirements but root causes are not adequately addressed. Our experience at SAQI has illustrated that many Quality Managers are promoted based on attending an ISO 9001 training course without understanding these basic principles of Quality Control.

Who is responsible for quality?

Responsibility for quality should be with everyone either from production or other support functions. Quality concerns can be acted on proactively by the operator and not necessarily with a quality-assurance department auditor. The systems and procedures should be there to assist the operator or other staff to be in self-control, and should not be an end in itself. Having a broad overview of Quality Control including problem solving and statistical techniques assists the organisation to achieve both good quality and ISO certification.

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Cross functional teams / Quality Circles

If there is a quality problem, a cross functional team or Quality Circle can liaise to determine what went wrong, why it went wrong and remedy the problem at its inception. Involving the customer and other stakeholders at the start of the process is another step towards ensuring products and services are fit for their intended purpose.



Classifying the critical quality aspects of the product or service and then developing a quality plan to focus on these characteristics allows imperfections to be spotted immediately. The SAQI quality training program puts a large emphasis on Advanced Product Quality Planning (APQP) that has its origins in the automotive industry. The operators in the organisation also need to understand the importance of quality to the end-user, the requirements and their role in measuring these requirements. SAQI sees it important to train its delegates on basic measuring techniques. In a manufacturing environment the need to focus on a qualified and accurate measurement system is taken for granted. However, in a service environment this need for an accurate measuring system is often overlooked. Manufacturing organisations will recognise the need for calibration of equipment but in a service environment it is important to calibrate the activities of staff performing work. This is particularly true in a call centre environment where a common message to customer queries is important.

Self-control

Factory operators, construction workers or office personnel delivering a service need to have the ability to determine if there

is a problem, find out the cause and then act upon it. This may be done by making the necessary process adjustments and this is where Statistical Process Control (SPC) may be a useful tool to acquire. Quality improvement is not just about issuing a non-conformance report. A follow-up investigation by the cross functional team may be necessary to find the root cause if the problem cannot be solved by the operator.



SAQI's career path development program is aimed at giving its delegates a broad understanding of basic quality control principles before exposing them to the ISO 9001:2015 requirements standard and then moving on to more complex quality methodologies.

SAQI has received feedback from many of its delegates who have taken their acquired knowledge back to their organisations and have been able to solve real problems leading to reduced failure rates and increased productivity levels.

For more information on SAQI's training programs contact:

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Managing Quality in Project Management

By Paul Harding

It is interesting how people outside of the Quality profession view the approach to Quality Management. Below is an extract from a proposal for the Project Management Body of Knowledge (PMBOK). One of SAQI's member companies, Project Pro, asked SAQI for comment on a proposal for Quality in the Project Management field.

Extract from the PMBOK 6th Edition

MANAGE QUALITY

Manage Quality is the process of translating the quality of management plan executable quality activities that incorporate the organization's quality policies into the project. The key benefits of this process are that it increases the probability of meeting the quality objectives as well as identifying ineffective processes and causes of poor quality. Manage Quality uses the data and results from the control quality process to reflect the overall quality status of the project to the stakeholders. This process is performed throughout the project.

Manage Quality is sometimes called quality assurance, although Manage Quality has a broader definition than quality assurance as it is used in non-project work. In project management, the focus of quality assurance is on the process used in the project. Quality assurance is about using project processes effectively. It involves following and meeting standards to assure stakeholders that final product will meet their needs, expectations, and requirements. Manage Quality includes all the quality assurance activities, and is also concerned with the product design aspects and process improvements. Manage Quality work will fall under the conformance work category in the cost of quality framework.

The Manage Quality process implements a set of planned and systematic acts and processes defined within the project's quality management plan that helps to:

- Design an optimal and mature product by implementing specific design guidelines that address specific aspects of the product.
- Build confidence that a future output will be completed in a manner that meets the specified requirements and expectation through quality assurance tools and techniques such as quality audits and failure analysis.
- Confirm that the quality processes are used and that their use meets the quality objectives of the project and
- Improve the efficiency and effectiveness of processes and achieve better results and performance and enhance stakeholders' satisfaction.

The project manager and project team may use the organization's quality assurance department, or other organizational functions, to execute some of the Manage Quality activities such as failure analysis, design of experiments, and quality improvement. Quality assurance departments usually have cross organizational experience in using quality tools and techniques and are a good resource for the project.

Manage Quality is considered the work of everybody – the project manager, the project team, the project sponsor, the management of the performing organization, and even the customer. All of these have roles in managing quality in the project, though the roles differ in size and effort. The level of participation in the quality management effort may differ between industries and project management styles. In agile projects, quality management is performed by all team members throughout the project, but in traditional projects, quality management is often the responsibility of specific team members.

Editor's comment

*Is Project Management trying to re-invent the wheel in developing a new term of **Manage Quality**? Is there anything in this proposed activity that is not covered in existing ISO 9000 Standards that are meant to cover all sectors and operations?*

Comments on this article will be welcomed. Send to exec@saqi.co.za



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Feedback from National Quality Week

By SAQI Staff

SAQI attended a number of events to celebrate National Quality Week in November last year. To make the approach to NQW different this year SAQI had created an open ended theme of “Quality is.....” SAQI were impressed with a wide interpretation of this theme by a number of its members.

On World Quality Day that fell on the Thursday of NQW the SAQI MD was invited to give a keynote talk at South Africa's main power generation utility ESKOM.

They had chosen the theme of “Quality is my responsibility”.

An excellent turn out in the conference centre at ESKOM head office for the WQD presentations showed a strong commitment to Quality from the ESKOM staff and management.



On the left is Fiona Havenga

Senior Manager: Quality Management

Risk & Sustainability Division of ESKOM

Giving the introductory address, Fiona emphasised the importance of developing a Quality culture in the Organisation and how Quality needed to be everyone's responsibility.

Paul Harding then gave the keynote address and emphasised the importance of good leadership and how the revised ISO 9001:2015 standard now required senior management not only to be responsible for quality but also accountable for ensuring the Quality Management System is effective and capable of delivering a good product.

Below is a letter of appreciation from ESKOM sent to SAQI

LETTER OF APPRECIATION – ESKOM QUALITY CONFERENCE

Our Eskom employees have enjoyed the Quality Conference, held Thursday, 9 November 2017, and the event is receiving excellent reviews. On behalf of Eskom and Quality Management, I want to extend a heart-felt thank you to you and SAQI for your availability to present and willingness to share your experiences at this event.

We gratefully realise that presenters are vital to the success of any conference.

Thank you once again. It is truly appreciated.

Yours sincerely

*Fiona Havenga
Senior Manager: Quality Management*



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Evolved Models of Combined Assurance Bolster Organisational Risk Management

By Terrance M. Booysen (Director: CGF) & Anton van Wyk (Partner & Risk Assurance Leader: PwC)

Organisations can no longer operate only for the economically-driven rationale of generating a profit for their shareholders and investors. Organisations are an integral part of the societies and the environments in which they operate. As such, they affect -- and are affected by -- both internal and external stakeholders, and are consequently accountable to them.



Accountability is key

The accountability of an organisation to its various stakeholders lends the organisation its legitimacy, and is both *critical* and *complex*. It is critical insofar as it ensures the viability and sustainability of the organisation in the face of increased expectations from informed stakeholders and institutional investors. It is complex insofar as the accountability of an organisation cannot simply be measured on the basis of returns to shareholders and investors, but must take into account its impact of a broad range of other role-players, such as employees, customers, the media, government, local communities and even the natural environment.

As a requirement of sound corporate governance, and in the interests of maintaining their sustainability, organisations should consider and report on their interdependence with the economy, society and the environment (collectively known as the *triple context*). They should also consider and report on their interactions with the six forms of capital which they use or affect. These six capitals are financial, manufactured, intellectual, human, social and relationship, and natural.

"...it is now accepted that organisations operate in the triple context of the economy, society and they environment. How they make their money does have an impact on these three elements and, in turn, they impact on organisations."

The King IV Code on Corporate Governance for South Africa, 2016™

An important facet of an organisation's accountability to its stakeholders -- which considers the triple context as well as the six forms of capital -- is its ability to give true and valid assurances that the organisation is functioning soundly in the integrated environment within which it operates. As a part of the organisation's normal risk-management processes, it should be able to adequately show how the organisation identifies, manages and mitigates the myriad risks which it faces.

Risks are many and varied

As organisations evolve and become a more integral part of the society in which they operate, their circle of influence expands. Equally, the factors which influence organisations, in either a positive or negative way, are constantly changing; managing the heightened complexity of risk is just one reason which may explain the rationale for the new *COSO ERM Framework - Integrating with Strategy and Performance* which was released in 2017.

It is unlikely that an organisation's Board of directors will be able to single-handedly identify, address, manage and mitigate all of the risks (i.e. financial and non-financial risks) which arise from the very nature of the organisation's business, as well as from the changing world in which that business operates.

An integrated approach to an organisation's risk management requires a *combined assurance approach*, which can provide the Board, and ultimately the organisation's stakeholders, with confidence in the full suite of control and review measures implemented by way of the unified efforts of a wide range of assurance providers. Ultimately, the concept of combined assurance aims to address all of the risks which an organisation faces, and in so doing, it aims to optimise the organisation's strategy, performance and its approach to risk management.

Assurance is evolving

The provisions of the King Code on Governance for South Africa, 2009 ('King III') defined the concept and practice of combined assurance as *"integrating and aligning assurance processes in a company to maximise risk and governance oversight and control efficiencies, and optimise overall assurance to the audit and risk committee, considering the company's risk appetite"*. In achieving combined assurance, King III required organisations to rely on the expertise and assurances of internal and external auditors, as well as the assurances given by the management of the organisation itself. These role-players were considered to

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constitute the 'three lines of defence', which would address an organisation's risks.

In line with the evolving nature of business and the tenets of good corporate governance, the King IV Code on Corporate Governance for South Africa, 2016™ ('King IV™') -- which replaced King III -- has taken the concept of combined assurance further to require an extra three lines of defence (now a total of six lines of defence) as additional measures to identify unwanted risks, and ultimately, to protect an organisation from them.

In addition to an organisation's management, including the functions and duties of the internal and external auditors of the organisation who provide the Board with a certain level of assurance; the following functions should now also be considered as part of a combined assurance matrix: *organisational specialist functions* that facilitate and oversee risk management and compliance; *other external assurance providers*, such as IT auditors, *sustainability and environmental auditors*, *external actuaries*, and *external forensic fraud examiners and auditors*; and *regulatory bodies*, which provide high-level monitoring and oversight.

"In King IV™...a combined assurance model incorporates and optimises all assurance services and functions so that, taken as a whole, these enable an effective control environment; support the integrity of information used for internal decision-making by management, the governing body and its committees; and support the integrity of the organisation's external reports."

**The King IV Code on Corporate Governance
for South Africa, 2016™**

Each of the six categories of assurance providers will afford the organisation different levels -- or degrees -- of assurance. Moreover, the organisation's key stakeholders must be assured that there are levels of independence provided between the various assurance categories.

As 'independence' and 'assurance' go hand-in-hand, in practice it should come as no surprise that the less independent the assurance provider is, lower levels of assurance may be expected. Accordingly, it is imperative for the organisation to ensure it has implemented a robust and diverse combined assurance matrix to identify and facilitate the most effective approach to addressing key risks.

Indeed, a combined assurance model and approach may warrant the need for more than one assurance provider to provide assurance over a given risk to ensure that the risk is appropriately reviewed, and that independence measures are incorporated into the approach.

Organisations should evolve accordingly

Well-governed and mature organisations will have taken progressive steps towards the establishment of a combined assurance model and they should develop systems which facilitate a formal reporting process, including the regular measurement of how the model has performed against its goals.

This will encourage ongoing focus on combined assurance, and will assist organisations to identify and address those parts of the *control*, *monitoring* and *oversight* system which may be under-performing or lacking integration. In so doing, organisations may identify new opportunities or areas for change and development, especially in relation to their risk management strategies. In addition, the integrity of information used for internal decision-making within an organisation's Board and management structures will be enhanced, as will the integrity of external reports, such as the organisation's annual Integrated Report to its stakeholders.

Whilst the costs of combined assurance may seem prohibitive, the benefits to an organisation adopting a comprehensive, six-level combined assurance model go far beyond complying with the requirements of King IV™. These benefits have a knock-on effect which operate both horizontally and vertically within an organisation and ultimately serve to assist the Board of directors in the fulfilment of their fiduciary duties, not least also providing the Board itself with a degree of comfort that the risks within the organisation are known and contained.

Such assurance is especially important for non-executive directors who do not work on a full-time basis within the organisation they serve, and accordingly have limited information, unlike their executive counterparts. Through an improved combined assurance model, which provides the entire Board and the organisation's key stakeholders with the required comfort that all the necessary risks have been addressed, there is no doubt that the organisation's reputation will be enhanced, amongst other benefits.

Distinct from the recent shockwaves that rippled through the local and international markets in respect of the Steinhoff share price collapse, adopting a pragmatic combined assurance model greatly reduces unwanted risk, irrespective of its form. In addition, through proper controls and reporting, it also provides all vested stakeholders with the clarity required to determine exactly how the Board and the organisation are directing and controlling the business, hopefully with a bolstered approach to risk management that a combined assurance model encourages.

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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.

By Dr Richard Hayward

Peer pressure: make it positive

We're all vulnerable to peer pressure. What makes children particularly so? Familiar reasons are:

- They want to fit in and avoid being labelled negatively.
- They don't want to be physically or verbally bullied.
- They want to do what other children are doing.
- They lack self-esteem and seek the refuge of belonging within a gang or group.
- They don't know how to say "No" to negative pressure.

If a child succumbs to negative pressure, school days can become most unhappy. Incidents of alcohol, drug and inhalant abuse occur; there's inappropriate use of social media and cell phones. The list goes on.

When the peer pressure is positive, the child is likely to be happy. There are friends to encourage and support. Together they work hard both in and outside the classroom; they become achievers. Good character qualities grow.

Types of peer pressure

Sriram Bharatam has identified three types of peer pressure:

1 Direct peer pressure

This is the most commonly understood kind of pressure. This happens in a school when a person is influenced by a peer to either do or not do something. The pressuriser could also try to make someone change an attitude – for example, be more accepting towards classmates of a different racial group.

2 Indirect peer pressure

Here the person behaves in a way without always realising that they're conforming to others. Everybody in the peer group might wear similar types of clothes or hairstyles and prefer listening to the same sort of music.

3 Individual peer pressure

The person puts pressure on themselves to make them feel that they really belong to the group. Think of the person who's accepted as a member of a sports team but realises that to really belong, there's an expectation to go to gym three times a week.

Bharatam, S 2015. *Three ways to overcome peer pressure and excel in business world*. Business Daily Africa, 11 May 2015.

So, what can we do to ensure that the peer pressure on a child is positive? The experts suggest that parents:

Establish good communications: Have a supportive and warm relationship with your child. No discussion topic should be taboo. Remember that by simply being a good listener, you'll encourage many conversations that are both honest as well as open.

Stay involved in your child's daily life: Show interest in your child's life. That means making the time to watch them play in sports matches and perform on the school stage. Attend parents' evenings. Know your child's friends; know what they're doing.

Encourage healthy activities and hobbies: If your child shows an interest in a sport or other extramural activity, give encouragement. If money is needed for buying sport kit or starting a new hobby, realise that in the long-term it's a good buy. Develop your child's good self-esteem: As I've mentioned above, poor self-esteem can be a cause for negative peer pressure to become so powerful. A child that has good self-esteem, is less reliant on the favourable opinions of the peer group. Parents need to continually affirm the child's many good character qualities.

Talk about alcohol, drugs and smoking: Parents shouldn't shy away from talking about such topics. Help the child make healthy choices. Experts suggest that the possible dangers could be discussed with a child even before the age of ten.

Use you as an excuse: Sometimes when the negative pressure is powerful, the child can use the parents as an excuse. So, if the peers are encouraging a teenager to stay out until midnight, a reply could be, "If I come home at midnight, I'm grounded for a month."

Help your child to say "No" and mean it: Teach your child to say, "No". The negative response could be reinforced with an excuse. A boy who was encouraged by his classmates to start smoking, gave this response, "I can't start smoking. If I want to keep my place in the first rugby team, I've got to be super fit."

Teach your child to trust instincts: We all have instincts and a sixth sense that warns us that somebody or something isn't quite right. Tell the child to trust instincts. Avoid getting into the situation in the first place or simply walk away.

Give guidance on how to avoid negative peer pressure. When your child opts to choose positive peer pressure, school days can really be the best and happiest of days.

Reference

Bharatam, S 2015. *Three ways to overcome peer pressure and excel in business world*. Business Daily Africa, 11 May 2015.

<https://teens.webmd.com/tc/helping-kids-handle-peer-pressure>

<http://www.healthcommunities.com/healthy-living-guides/index.shtml/10-ways-to-help>



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SAQI Training Programme for 2018

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. SAQI reserves the right to change details of the programme without prior notice. [click here](#) for all course synopsis.
2. The courses listed below form part of a specific Certificate and all modules should be successfully completed to qualify for the Certificate.
3. Training is presented on the CSIR campus in the east of Pretoria.
4. All courses completed previously will receive credit when proof of successful completion is received.
5. All prices **include VAT**.

| Code | Course | Days | Cost | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov |
|-----------|---|-----------|------------------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| L2 | Certificate in Quality Control for Manufacturing | 10 | 22,590-00 | | | | | | | | | | |
| B41 | Introduction to Quality Control | 2 | 5120-00 | | | | | 25-26 | | | | 29-30 | |
| B90 | Introduction to Statistical Techniques | 3 | 6175-00 | | | | | 27-29 | | | | 31-2 | |
| B91 | Introduction to Statistical Process Control (SPC) | 3 | 6175-00 | | | 12-14 | | | 23-25 | | | | 19-20 |
| B79 | A3 Problem Solving | 2 | 5120-00 | | | 15-16 | | | 26-27 | | | | 21-23 |
| L2 | Certificate in Quality Control for Services | 10 | 22,590-00 | | | | | | | | | | |
| B30 | Introduction to Quality Control | 2 | 5120-00 | | | | | | 27-28 | | | | |
| B31 | Introduction to Statistical Techniques | 3 | 6175-00 | 28-2 | | | | | | 29-31 | | | |
| B32 | Quality Evaluation and Assessment | 2 | 5120-00 | | | 9-10 | | | | | 17-18 | | |
| B33 | Coaching and Mentoring | 1 | 1055-00 | | | 11 | | | | | 19 | | |
| B34 | A3 Problem Solving | 2 | 5120-00 | | | 12-13 | | | | | 20-21 | | |
| L3 | SAQI Certificate in Quality Assurance* | 13 | 28,765-00 | | | | | | | | | | |
| B48 | ISO Requirements 9001:2015 | 3 | 6175-00 | | 26-28 | | | | | | 5-7 | | |
| B24 | Knowledge Management | 2 | 5120-00 | | | 16-17 | | | | | | 8-9 | |
| B16 | Internal Quality Auditing | 3 | 6175-00 | | | 18-20 | | | | | | 10-12 | |
| B92 | Advanced Quality Techniques | 3 | 6175-00 | | | | 14-16 | | | | | 22-24 | |
| B77 | Advanced Product Quality Planning (APQP) | 2 | 5120-00 | | | | 17-18 | | | | | 25-26 | |
| L4 | SAQI Certificate in Quality Management* | 3 | 31,335-00 | | | | | | | | | | |
| B38 | Development of a QMS | 3 | 6175-00 | | | 28-30 | | | | | | | |
| B01 | Cost of Quality | 2 | 5120-00 | | | | | | 9-10 | | | | |
| B58 | New SA Excellence Model | 2 | 5120-00 | | | | | | 11-12 | | | | |
| B74/B76 | Lean for Manufacturing/Service Industries | 4 | 9800-00 | | | | | 19-22 | | | | | |
| B93 | Policy Deployment (Hoshin Kanri) | 2 | 5120-00 | | | | | | 30-31 | | | | |

Construction specific

| | | | | | | | | | | | | | |
|-----------|--|-----------|------------------|--|-----|-------|----|-------|--|-------|--|-------|-----|
| L1 | SAQI Certificate in Quality Awareness for Construction | 4 | 10,200-00 | | | | | | | | | | |
| B101 | Quality Awareness in Construction | 1 | 2550-00 | | | | 7 | | | 20 | | | |
| B102 | Introduction to Data Dossiers | 1 | 2550-00 | | | | 8 | | | 21 | | | |
| B103 | Introduction to Inspection Documentation | 1 | 2550-00 | | | | 9 | | | 22 | | | |
| B104 | Subcontractor Awareness | 1 | 2550-00 | | | | 10 | | | 23 | | | |
| L2 | SAQI Certificate in Quality Assurance for Construction | 10 | 22,590-00 | | | | | | | | | | |
| B105 | Introduction to Quality Control | 3 | 6175-00 | | | 21-23 | | 16-18 | | 10-12 | | | |
| B106 | Introduction to Statistical Techniques | 2 | 5120-00 | | | 24-25 | | 19-20 | | 13-14 | | | |
| B107 | Root Cause Analysis | 3 | 6175-00 | | 5-7 | | | 11-13 | | 13-15 | | 1-3 | |
| B108 | Technical Quality Documentation | 2 | 5120-00 | | 8-9 | | | 14-15 | | 16-17 | | 4-5 | |
| L3 | SAQI Certificate in Advanced Quality Assurance for Construction | 10 | 22,570-00 | | | | | | | | | | |
| B109 | ISO 9001: 2015 Requirements | 3 | 6175-00 | | | | | | | | | 15-17 | |
| B110 | ISO 14001: Requirements | 1 | 2550-00 | | | | | | | | | 18 | |
| B111 | OHSAS 18001 Requirements | 1 | 2550-00 | | | | | | | | | 19 | |
| B112 | Integrated SHEQ Internal Audit | 3 | 6175-00 | | | | | | | | | | 5-7 |
| B113 | Cost of Quality | 2 | 5120-00 | | | | | | | | | | 8-9 |



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