SAQI
The South African Quality Institute

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

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The Future of ISO 9001

In this month's newsletter we look at the Japanese position paper on the future of ISO 9001 and what they feel needs to change. We have been given permission by the Secretariat of Japanese NMC for ISO/TC 176, Japanese Standards Association to share this viewpoint with our members. In the first part, of what will be a two part article, the Japanese look at some of the current concerns with the application of the current standard and how this has impacted on the original purpose of the ISO 9001:2008 requirements standard. Next month we will publish part two that will make suggestions of what should change in the upcoming revision.

We will also share in this issue some interesting feedback from a recent visit to Kazakhstan where SAQI had the honour to share a platform with some leading quality practitioners from around the world. It is interesting to draw a comparison with our country and Kazakhstan as Kazakhstan is now into its 20th year of independence from Soviet rule. The theme of the conference was "Quality as a Basis of Sustainable Development and Leadership" and it was interesting to note the enthusiasm by government and major industry players in Kazakhstan to embrace the concepts of not only ISO 9001 but also ISO 9004 and the EFQM Excellence model.

In the interests of Customer satisfaction, SAQI would very much like to receive feedback on our newsletter as to what our readers think of our articles. Any suggestions for future topics would be most welcome. Also we would be happy to consider publishing any quality articles submitted by our members in future editions.

Yours in Quality

Paul Harding SAQI MD

PROUDLY SOUTH AFRICAN

Quality:
helping South Africans live, learn and work better

Japan's Position Paper on the proposed ISO 9001 future revision *(Part 1)*

This is the first part of a two part article that discusses the current concerns with ISO 9001:2008 seen from a Japanese perspective. Next month we will publish part two which will cover the Japanese proposal for improving the Standard.

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1. Social value of the certification

In general, the certification provides three social values. **The first social value** is to provide customers with information on quality of products they intend to purchase and help them make a correct choice of good products. This value is especially crucial when quality of products cannot be judged by their outer appearance. In a process of certification, product realization processes and the quality management system is assessed to determine their conformity with relevant preliminarily-defined standards. And, based on the assessment result, a certificate/symbol mark to indicate the conformity is issued. In this way, the certification enables customers to easily judge the quality of products and purchase them without anxiety.
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The second social value of the certification is to provide organizations with an opportunity, through various activities to obtain and maintain certification, to achieve better quality and establish an effective quality management system. Especially when the certification is publicly recognized as evidence of an excellent organization and closely linked with success of trade, the certification strongly motivates organizations to seriously address quality management while overcoming numerous challenges.

The third social value is to enable both organizations and their customers to save resources for audits and other activities which are prerequisites to initiate and maintain trade. This value is particularly important these days as trade becomes more and more globalized. The second and third social values, however, cannot stand alone, being decoupled from the first social value. The certification will become totally irrelevant to trade of products, if it does not provide customers with the first value, and consequently will not become worthwhile for organizations to continue to work hard to obtain or maintain.

2. Current status of the QMS certification

The reality of the QMS certification based on ISO 9001 is that there is a large variation in quality among products provided by certified organizations. From the perspective of the first social value of the certification, homogeneity in some sense must be expected in product quality among certified organizations; e.g.

1)   Product quality does not go below a certain level,
2)   Variance of product quality is confined within a certain range,
3)   Product quality improves at a certain rate etc.

In actuality, however, there are certified organizations whose products fail to meet the expected level of their customers, vary a lot in quality or hardly improve in terms of quality.

In addition, a significant number of certified organizations caused disgraceful accidents and scandals which made them unable to continue their business. Due to such current status,

customers are raising serious questions about the value (the first social value) of the ISO 9001-based QMS certification.

An in-depth study about actual cases where organizations fail to satisfy expectations of their customers show that there are **three major causes:**

1. In the above certified organizations in question, their inherent technology essential for realizing product is poorer than that of typical organizations in the sector.
2. In the above certified organizations, work is not implemented in accordance with relevant defined standards due to lack of knowledge/skills, intentional violation of standards or unintended mistakes of personnel in charge.
3. Linkage of quality objectives means to achieve the objectives including product realization process, monitoring of product/process and management review is not sufficient enough to drive quality improvement.

Theoretically speaking, Cause (1) can be removed when inherent technology of an auditee organization is assessed in a QMS certification audit. In reality, however, it is not easy to assess how good the inherent technology is, and thereby Cause (1) remains unsolved. According to a survey conducted in Japan, 92.9% of the respondent certification/accreditation bodies responded "Inherent technology must be assessed," but it was only 81.4% of the respondents which said "They actually assess inherent technology."

In the case of Cause (2), organizations are equipped with necessary inherent technologies but they fail to appropriately apply them to their work. Lack of knowledge/skills is assessed considerably well even in the current QMS certification system. In the survey conducted in Japan, 98.6% of the respondent certification/accreditation bodies responded "Knowledge/skills of personnel in charge must be assessed," and 91.5% of the respondents said "They actually assess knowledge/skills of personnel in charge." On the other hand, intentional violation of standards and unintended mistakes fail to be assessed adequately in many cases. In the study conducted in Japan, 94.2% and 88.4% of the respondent certification/accreditation bodies responded "Intentional violation of standards must be assessed" and "Unintended mistakes must be assessed," respectively, but 56.3% and 50.7% of the respondents said "They actually assess intentional violation of standards" and "They actually assess unintended mistakes," respectively.

In the case of Cause (3), though ISO 9001 expects that activities at each stage of the PDCA cycle are closely linked with each other when being implemented, the linkage is not well assessed in the current QMS certification audit because each auditor in an audit team just looks at those areas which are allocated to him/her. Although QMS must be reviewed and improved on the axis of "product quality," which is an outcome of the QMS, the linkage among different activities is not appropriately assessed because people understand "product quality" differently.

3. Areas needing revision

In the background of the current status the QMS certification discussed in section 2, there does not exist a unified understanding of ISO 9001 requirements which is attributed to lack of explicit presentation of the requirements. In addition, some certification bodies and their auditors call it conformity when there is no positive information to raise a non-conformity although they are supposed to raise a nonconformity when there is not sufficient evidence of conformity.

To find a breakthrough in the current status, therefore, there are two potential solutions:
1. To improve the operation of the certification system
2. To revisit ISO 9001 requirements which constitute the basis of the certification system.

Solution 1 has been repeatedly tried in various ways in the past but due to conflicting interests among various stakeholders this solution has not yielded expected results and it does not seem to work effectively in the short term.

In order to make ISO 9001 and the accompanying QMS certification based on ISO 9001 remain valuable for our society in the future, **solution 2**, namely the revision/addition of ISO 9001 requirements, is considered to be more effective.

In next month's SAQI e Quality Edge we will publish the recommendations for revision/addition of ISO 9001 requirements as proposed by the Japanese Standards Association.

QUALITY creates jobs and makes us competitive on local and international markets

VII International Quality Forum in Kazakhstan TQM Kaz-2012

Quality as a Basis of Sustainable Development and Leadership

SAQI MD Paul Harding participated as an invited speaker in the VII International Quality Forum that took place on June 27-29, 2012 in Almaty, Kazakhstan. The event organizers were represented by the International Association of Quality Managers and Auditors (IAQMA-Kazakhstan) and the National Committee for Technical Regulation and Metrology of Ministry of Industry and Trade of the Republic of Kazakhstan.

This Forum was held within the framework of economic reforms implemented by the National Government of Kazakhstan with the aim to facilitate sustainable development and global integration of the country.

Globally renowned foreign quality experts from Japan, South Africa and the Philippines as well as leading domestic professionals and scientists in management systems based on ISO international standards as well as representatives of public administration bodies of Kazakhstan and business leaders took part in the Forum.

L to R: Dr. Jose Gatchalian, Dr. Miflora Gatchalian, Gulba Abdrakhmanov, Paul Harding, Dr. Yoshinori Iizuka, Dr. Azat Abdrakhmanov

A set of practical recommendations and optimal approaches to product quality assurance and enhancement of business competitiveness and sustainability was developed through joint efforts of the Forum participants and attendants that will ultimately lead to increased export capability and economic growth of Kazakhstan.

Keynote papers were presented by International speakers on the following topics:

- Technical regulation within the framework of the Customs Union (Mr N Samasayev Kazakhstan)
- New Era of Quality: Quality Management in an Economically Developed Society (Dr. Yoshinori Iizuka Japan)
- Improvement of Competitiveness through Total Quality Management (Dr. Miflora Gatchalian Philippines)
- To Organizational Excellence Models through Quality Management Systems (Dr. Azat Abdrakhmanov Kazakhstan)
- Practical aspects in implementation of Nissan Management Systems (Paul Harding South Africa)
- Employee engagement as a basis for improvement of Competitiveness (Dr. Jose Gatchalian Philippines)

GOALS OF THE FORUM

1. To provide attendants with information on development of management systems within the environment of globalization of the world economy with the view to practical study and adaption of advanced international management experience and practices. It is forecast that this will support increasing competitiveness of domestic companies and

their products as well as further sustainable development and strengthening of export capability of Kazakhstan and improvement of life quality.

2. Development and application of innovative and latest management solutions based on successful global experience will enable organizations to address current global challenges and requirements. As well as:

   • Sharing experience in the field of quality management applicable to various economic sectors, social sphere and public administration;
   • Enabling synergy of quality professionals and advocates with the aim to involve other specialists and mass population to the quality movement and thus create a new culture and behaviour of people both at work and in society based on TQM principles;
   • Be able to study and become familiar with most advanced management approaches of economically mature countries;
   • Create a platform for business networking with peers from near and far abroad.

ORGANIZERS OF THE FORUM

   • National Committee for Technical Regulation and Metrology (KAZSTANDARD)
   • International Association of Quality Managers and Auditors (IAQMA-Kazakhstan);
   • InterCert Consulting Group (Kazakhstan, China and Uzbekistan);
   • InterCert Certification Center (Kazakhstan, Uzbekistan).

FEEDBACK FROM THE FORUM

There was a good interaction between the invited speakers and the delegates to the forum with many questions being asked. It was obvious that the delegates were hungry for new knowledge on the advancement of quality leading to sustainability. References were made to the EFQM model and particularly the understanding of the ISO 9004:2009 Standard on Managing for the sustained success of an organization. The Japanese delegate Yoshinori Iizuka presented his workshop on sustainable success through the use of the principles found in ISO 9004. Paul Harding of South Africa supported Iizuka san's message by giving a practical example of how ISO 9004 principles can be applied by using the Nissan South Africa integrated management system example. The important element of workplace cooperation necessary when applying advanced quality management principles was discussed by the Philippines delegate Jose Gatchalian. All new quality

initiatives need to be focused on achieving customer satisfaction and Jose's wife Miflora Gatchalian gave an in depth case study analysis on how customer satisfaction can be measured.

THE BEST QUALITY MANAGER 2012 CONTEST

This contest was held within the program of TQM Kaz-2012 International Quality Forum. The contest players were represented by various companies and organizations of Kazakhstan who significantly contributed to development of their organizational quality management systems. The competition started by each contestant presenting an overview of their organizations in the context of applying a QMS to satisfy ISO 9001:2008 requirements as well as any other Integrated System Requirements. They were further tested for their overall knowledge in the understanding of the requirements of ISO 9001:2008 by completing a quiz. The contestants were then challenged to interpret a film of "Cinderella" by recognizing applicable clauses of the 9001 Standard reflected in the movie. Finally each contestant had to produce a flow chart for a given scenario and also identify inherent risks. The competition was judged by the International speakers to ensure no bias in the results. The winners were awarded with honourable diplomas and a cash prize established by International Association of Quality Managers and

Auditors (IAQMA-Kazakhstan). The competition was won by Lutsiya Daunova seen opposite receiving her diploma from Dr. Azat Abdrakhmanov. Second place went to Valentina Rudolf and third place went to Talant Omarbekov. The South African Quality Institute wishes to congratulate the Kazakhstan organisers on such a successful forum.

Why I Wish I Got My Black Belt from Hong Kong Airlines

By: Paul Naysmith

How cool would it be to kick your manager's butt?

I greatly believe in training. I have been fortunate to work in businesses that also believed in having trained and qualified professionals in their organization. I have personally and professionally benefited from that philosophy, and I have gained new knowledge as a result.

Since graduating from university, the most time-consuming and costly training I have been asked to undertake was my lean Six Sigma Black Belt training. The training comprised nearly 50 hours of e-learning, six residential sessions over six months, and submission of two projects demonstrating all the tools and techniques that I learned. The instructors were excellent, and often I was reminded that I was going to learn more than 140 tools and techniques during the course. I used this number to brag to others about how proficient I was going to become.

I don't think I have even 10 hand tools in my garage, but if having loads of hand tools makes an excellent garage, it follows that having lots of lean Six Sigma tools would make an excellent employee. After my training, though, I found that I favored techniques that were simple and effective. So taking a "lean" view of my skills, it could be argued that many of them were valueless since I was selecting and using only what would bring value.

OK, so I may not use 95 percent (or more) of the tools and techniques from my Black Belt training, but I have the potential to use them. Or do I? It has been five years since my training, and without practicing some very complex statistical analysis, I feel that this potential has been eroded.

This is why we need training and retraining continuously. For example, my first-aid certificate—also paid for by my employer—has an expiration date that encourages retraining to ensure I'm familiar with current life-saving techniques. However, even that has proved non value added. During the nine years since my first-aid class, I've never had to use the knowledge in my workplace. In fact, I've used these skills only three times outside of work, and none of the incidents were life-threatening. For this case, though, it could be argued that it is better to have the training than not at all.

I often wonder if this argument holds true for other training. Is it really better to have than not have?

I regularly meet managers who complain that their people are "collecting" training certificates, insinuating that the training was unnecessary and somehow preventing business from happening. And I also hear training instructors complain about managers not attending scheduled training that would be of tremendous benefit to the business. However, in all cases of non value-added training, the abuse of training or lack of it are due to the system that created it. As quality professionals, shouldn't we be asking what training is necessary in our processes that would add value for our customers?

Concerning this article's title, "Why I Wish I Got My Black Belt from Hong Kong Airlines": It's based on a report I read in The Wall Street Journal about a new training program [1] that Hong Kong Airlines is planning. According to the report, "the airline plans to make it mandatory for its cabin staff to undergo training in Wing Chun, a type of martial art often used in close-range combat" due to an "average of three incidents a week involving disruptive passengers." If you consider that in one week the airline moves more than 46,000 passengers, this is equivalent to one disruptive passenger per 15,000. If the average plane holds 300 people, that is one disruption per 50 journeys.

I would love to have been in the meeting when they assessed that Wing Chun was the best option as a mitigating action because I would have challenged it. I would have suggested an approach that considered ways to prevent a combative situation while simultaneously protecting the employee from any potential danger, rather than asking an employee to open a can of "whoop ass" on a customer. I theorize that one beaten-up customer would become one less repeat customer.

I may have created a contradiction here. I want to become proficient in Kung Fu, and my reason is simple: How cool would it be to have the opportunity to kick some manager's butt, on the instruction of your employer, all in the pursuit of education? However, this proficiency would not bring repeat custom, either. Nonetheless, in the Kung Fu class, I would tattoo "PDCA" across my knuckles. Why? Because I would definitely like to impress PDCA on Mr. Manager, only with repeated applications.

http://online.wsj.com/video/hong-kong-airlines-kung-fu-to-rescue/6A4025C1-4E0C-4A5A-B6CF-943FCAA1E4BA.html

About the Author

Paul Naysmith as well as being a Quality Punk and Improvement Ninja, is the HSEQ region manager in the United States for a leading oil and gas well services company. He is a Chartered Quality Professional with the UK's Chartered Quality Institute (CQI) and an honorary member of the SAQI. Naysmith has a bachelor of science in paper science and management, has worked in industrial textiles, food manufacturing, and the aerospace industry. When not working, he enjoys photography, training to become a Cajun, and spending every precious moment with his family.

Paul is appointed as a regular contributor to the eQuality Edge. Reproduction of any of Paul's articles can only be authorised by contacting him directly at naysmith@yahoo.com

Quality and the Toolmaker

by Paul Harding SAQI MD

I am often asked how I became involved in the Quality profession and my immediate answer is that it was by accident. Of course quality should be all about planning and to quote John Ruskin's famous words: "Quality is never an accident; it is always the result of intelligent effort". So should people coming into the Quality profession follow some form of career path and study Quality as an academic subject?

The definition of quality

To help us decide on what attributes a Quality professional should have, let us consider what the definition of quality should be. My favourite definition of quality is still something that could be found some years ago in the ISO Standard 8402. This definition described quality in the following way. "The totality of features and characteristics of a product or service that bears on its ability to satisfy stated or implied needs" Now this definition was far too complicated for the average person to grasp and was quickly watered down. However, this definition is still also a favourite amongst many of the older Quality professionals as it is really saying, "Quality is everything that makes a customer satisfied".

The attributes of a toolmaker

Now I have mentioned that I came into the Quality profession by accident so what was my original field of work? Well I started my working career as a toolmaker. Now before you get the impression that I made screwdrivers and pliers let me explain a little more about tool making. Toolmakers are a dying breed of craftsmen without whom none of today's hardware such as vehicles, fridges, ipads, laptops, cellular phones, cookers or aeroplanes would be available. The profile of a toolmaker needs to contain all the quality attributes found in the ISO 8402 definition of quality. The toolmaker has to be trained in the use of a variety of precision hand tools and machines to enable him to accurately perform work. Even if these machines are computer controlled someone has to create the programme and indeed build the machine. The toolmaker has to work to fairly rigid tolerances in order that the end product, the tool or die, can consistently deliver the component part that is required by the customer. Now the argument is how accurate must the work of the toolmakers be in order to perform to the requirements necessary in the application of their trade? Now here lies the crux of the matter. Most people accept that there is no such thing as perfection, so there must be a tolerance band. No argument. But people often overlook the fact that the tolerance should be there to cover the wear and tear on the tool itself during its life span, in the case of the automotive industry about five years. So the tool itself has to start its life with an accuracy way inside the limit of the tolerance of the component part that the tool will produce. If we are talking about a press tool that produces automotive sheet metal parts for cookers or fridges, other factors like chemical or mechanical variation of raw materials also affect the accuracy of the final part. If a tool is made up of a number of stations then the toolmaker has to take account of the tolerance "creep" which is an accumulation of variation from one die section to the next. In some instances of multi stage progression tools more than five hundred individual sections could make up the final tool.

So if each section had an error of just a few microns, the final tool could not be assembled to produce the intended component. So the tool cannot be the result of an accident. It must be the result of intelligent effort put in by the toolmaker to plan each stage of the process using the correct materials to the right specification. Then each stage must be checked and verified that each part will interact with other parts in order to deliver the final product to the satisfaction of the customer.

The attributes of a Quality Management System (QMS)

Let us now look at the attributes of a QMS. If we start off with a basic system comprising of stand alone procedures that is only focusing on the individual requirements of ISO 9001:2008, will it be capable of delivering an accurate product that is within the tolerance required by the customer? Then what if parts of the system are not clearly thought out or the system as described is poorly applied and maybe even abused? If that is the case the QMS may not be an integrated approach to satisfy the customer but purely a set of individual activities that may lead to an even more inferior product (service). So the QMS needs to be

set up with attention to detail of all its component parts that interact with each other in order that the "creep" from each part of the system does not affect the viability of the system as a whole. Like any tool the QMS also needs to receive regular maintenance in order that the original intended purpose lasts the life of the product. This maintenance

aspect of the QMS should be addressed by ongoing audits as well as the Management Review as stated in the Requirement Standard.

The role of the auditor

Can you audit the work of the toolmaker? The answer is to a degree yes you can. Some of the "building blocks" or individual die sections of a tool can be checked for accuracy during each stage of manufacture but at the end of the tool build, the tool either produces an accurate acceptable part or it doesn't. Toolmakers generally would feel insulted if a third party checked each stage of their work. Yet this practice is readily accepted in production areas. This is what makes the role of the toolmaker different; they audit their own work as each stage is developed. There is no place to hide or no one else to blame if the tool doesn't work. Only lengthy planning, working to tight limits, applying project management skills and not accepting inferior workmanship from others will produce the final result. So the role of the auditor, in this case the component inspector, is not to check the planning and application of the trade but rather the end result, the component part. But what do we expect in a quality management system audit? At best an auditor can only take a very small sample of a QMS and make a judgement on its effectiveness. Sometimes this is not even one percent of the overall system. So this is like checking five parts of a five hundred-part tool and making a judgement that the tool will work. Of course the auditor can check whether the organization's customers are truly satisfied and then make a decision on the real effectiveness of the QMS. We can then apply the same criteria as a tool; it either works or it doesn't.

The role of the quality professional

There are no conclusive criteria to be found in the various service or manufacturing sectors or academia as to the key attributes of a Quality professional. Particularly you will observe in the various debates you can find on "Linked In" that the requirements of the quality professional range from a policeman, bureaucratic nuisance or necessary evil to someone that relishes stifling creativity. Maybe the problem is similar to that of the toolmaker. The really good ones go totally unnoticed because if they do their job well then no one remembers. We take it for granted that new cars will be launched, new cellular phones or tablets will be produced and new aircraft will take to the air. The craftsmen building the tools, moulds and jigs to manufacture these commodities will forever stay in the background. But if the quality standard falls in the production assembly area or on the service delivery side, the first person to be fired is normally the quality manager. Who said life should be fair?

Directors' Liability: Not that Rosy

Article issued by CGF Research Institute

It sounds like some wonderful advertisement; experience teaches us when an offer 'sounds too good to be true', there's usually some sinister catch behind it. Similarly, by accepting and holding a *directorship or prescribed officer* (collectively 'company officers') post; at first may seem quite grand and somewhat elevates a person's self esteem, complimented by the awe of family, friends and business associates. But in times with increased governance, and more litigious rules and regulations, there is little doubt that being appointed as a company officer in an organisation may no longer be as attractive to times gone by, particularly if the appointee lacks the knowledge and experience required for this 'hard core' post. Moreover, with the introduction of the new Companies Act 71 of 2008 (the Act) and the provisions of the King Report on Governance for SA - 2009 (King III), additional areas surrounding the business and the organisation's leadership will be scrutinized. Where failure of sort has occurred, the company officers -- and even in some cases the organisation's senior managers -- could be brought to book in their joint and several capacities.

Notably, since the launch of the Act and the recommendations of King III, organisations and their company officers have had to grapple with the meaning and importance of a set of statutory duties that are apparently in addition to, and not in substitution of, their existing common law duties. There is a view that this step by the Legislature was intended to expand upon the duties of company officers and, consequently, the liabilities that attach to company officers for failure to comply with their duties.

And while aspects of common law have been codified in the Act, organisations are beginning to feel the burdens of leadership and the attached liabilities which are now more *financially* weighted, as opposed to *criminally* weighted as was the case with the previous Companies Act '73. Moreover, as organisations are now expected to produce an Integrated Report, many will find this a daunting task as this report must provide its stakeholders an unambiguous and honest view of the organisation in its entirety, including the *performance of its leadership*. In many instances, those who fail in their fiduciary and statutory duties will cause damages of some sort; and these will be a lot more difficult to pass by than in previous times where the scrutiny of company officers was not as intense. Of all the sections in the Act where liability is attached to company officers; sections 22 (reckless trading), 66 (powers of the board) and 77 (liability of company officers) will most likely cause them many new hardships. Notably, the provisions of section 66(10), discusses the fact that prescribed officers now share the same level of statutory duties and liabilities as those for directors. Regardless of the organisation's size or type, the role of the directors remains fairly constant. Directors are responsible for governing the affairs of the organisation on behalf of its shareholders - they are expected to have a relationship of 'trust' with the organisation's stakeholders and it is from this trust that their fiduciary and statutory duties arise.

As case after case has revealed in many corporate failures -- and there have a number of them since Enron -- the collapses of organisations have invariably been due to poor organisational leadership and a lack of good governance practices. Stakeholders have in all cases had to bear the brunt of these failures, whilst the perpetrators have generally walked 'scot free' and generally have not -- rather ironically -- paid the price in the wake of their destructive greed and behavior. Of course this is expected to change as company laws and regulations intensify; all done with the ultimate aim of improving the governance of organisations. The effect of these increased liabilities will hopefully see the organisation's stakeholders being afforded better protection against errant and reckless behaviour on the part of company officers.

Company officers may become more cautious of accepting these positions, particularly if they are inexperienced in these matters. As Richard Leblanc and James Gilles put it, the co-authors of the book Inside the Boardroom, "Litigation has become a part of the landscape of corporate governance and all directors [company officers] should assure themselves that they are properly informed of and protected by director and officer liability insurance, and perhaps even more importantly, that they are well advised, when making complicated decisions, by competent legal counsel and other outside advisors."

Undoubtedly, company officers will have to 'up their game' and be more aware of their increased obligations and exposure they now face. Failure on their part to do so will most certainly be a recipe for disaster.

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Quality in Schools

a regular column by Dr Richard Hayward

As most of our readers are parents themselves, we have asked SAQI's education editor Richard Hayward (rpdhayward@yahoo.com), a retired headmaster and published author to give us some words of wisdom on how to get quality principles instilled in young people.

David gets a dogged attitude

David was a really bright scholar. If he worked hard, he had the ability to get 80% or more for a subject.

When David first sat in my class, his potential was visible. He was enthusiastic and knowledgeable; he participated well in discussions.

One day the class discussed goal-setting. We discussed that most children find it is easier to score high marks in certain subjects rather than in others. (Think of your own school days!) Not many children excel in every subject. The critical factor though in goal setting, is to do as best as you are personally able to achieve.

Everyone in the class set themselves personal goal challenges for their end-of-term report cards. There were those who had struggled in the subject in previous years. This year they were determined to get at least 50 and maybe 60%. Then there were those who knew that they could pass the subject with minimal effort but why – they asked themselves -   try to get 65% or more?!

A smaller number thought of going for a distinction which would mean at least 80%. David was one of such youngsters. He knew that he had the potential. David put himself down for the distinction challenge.

When the termly results were issued, David was in for a disappointment. The distinction had not come his way.

David asked if he could speak to me. 'Why', he pleaded, 'couldn't you have given me the extra 2%? I got so desperately close ... 78%!" Then he quickly added that he wanted to 'earn' the marks, not simply have them 'given' to him. David and I sat down and looked at all his different assignment marks during the term. He had worked really well in all of them bar one assignment. There was one assignment that he agreed was a 'rushed Sunday-night-before-school' job' which had brought his overall mark down by a few crucial points.

Until David and I had the chat, David had never really understood the meaning of words such as being 'dogged' or 'persistent.' If you want to achieve a quality goal, you need to never waver in giving it all the quality time that needs. Did David achieve his goal of getting a distinction in the subject the following term? Of course he did! David applied the winning formula ... Quality dogged effort achieves Quality results.

Richard Hayward does programmes on behalf of SAQI. For more details of the Total Quality Education (TQE): the five pillars of Quality schools workshops, please contact Richard (011-888-3262; rpdhayward@yahoo.com). Poor schools are sponsored for hosting workshops.

SAQI Training Programme for 2012

All courses offered by the South African Quality Institute are presented in association with other course providers and are available to all organisations including SMMEs and corporates. SAQI can assist with the training of a company's workforce and all training packages can be run in-house at cheaper rates. A special 10% discount applies to SAQI members. **All prices include VAT**. For more information or to register contact Vanessa du Toit at (012) 349 5006 or **vanessa@saqi.co.za**

DOWNLOAD TRAINING REGISTRATION FORM

SAQI reserves the right to change details of the programme without prior notice. Click on the course code for a synopsis.

Code	Course	Days	Cost	Jul	Aug	Sept	Oct	Nov	Dec
B11	Setting and achieving measurable objectives	1	R2,150.00					14	
B12	ISO 14000 overview	1	R2,150.00		28				
B14	Integrated Management Requirements	3	R4,250.00	11-13					
B16	Internal Quality Auditing	3	R4,400.00	17-19			17-19		
B20	Organisational QMS Lead Auditor	5	R9,980.00			10-14			
B24	How to write procedures	2	R3,740.00		20-21			15-16	
B34	Statistical Process Control	5	R9,980.00			17-21			
B38	Development of QMS	5	R9.980.00				8-12		
B41	Introduction to Quality Control	1	R2,150.00			7			
B48	ISO 9001 Requirements Workshop	3	R4,250.00				3-5		
B49	SHEQ Internal Auditing	3	R4,250.00			4-6			
B58	Customer Satisfaction and Excellence	2	R3,740.00		15-16				
B64	Introduction to Quality Techniques	3	R4,250.00		22-24				
B65	SAQI Certificate in Quality	10	R18,320.00					5-9	3-7
B66	Problem Solving and Decision Making	3	R5,200.00	24-26					

SAQI also offer the following courses on an inhouse basis for 10 or more delegates. Please contact vanessa@saqi.co.za for a quote.

- Control Chart And process Capabilities (B31)
- Cost of Quality (B1)
- Customer Care (B39)
- Customer Satisfaction and Excellence (B58)
- Development of Quality Management System (B38)
- EMS Lead Auditor (B50)
- Executive Report Writing (B57)
- Exceptional Service (B32)
- Health And Safety Lead Auditor (B52)
- How To Write Procedures, Work Instructions and ISO 9000 Overview (B24)
- ISO 14000 Overview (B12)

- ISO 9001:2008 Requirements Workshop (B48)
- Integrated Management Requirements (B14)
- Internal Quality Auditing (B16)
- Introduction To Quality Control (B41)
- Introduction To Quality Techniques (B64)
- Organisational Lead Auditor (Preparation Course) (B20)
- Policy Deployment And Continual Improvement
- Project Management Demystified (TD1)
- SHEQ Internal Auditing (B49)
- SHEQ System Development Programme (B51)
- Statistical Process Control (Basic Quality Control) (B34)

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