SAQI
The South African Quality Institute

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

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Welcome to our March edition of our e Quality Edge

I am delighted with the feedback that we had from last month's newsletter. It is encouraging to receive customer feedback particularly when that feedback is positive. Apart from our members in South Africa our newsletter goes to many parts of the world and we appreciate the feedback from our global readers.

In this edition Alastair Walker continues his series on the IT sector by publishing "getting to grips with software development". Continuing our theme on Project Management Jill Palitsky shares an article with us on Project Management and Organisational Excellence.

We share an interview that our New Zealand associate Robin Mann conducted with Professor Mohamed Zairi.

Our industry workgroups are progressing well and we give feedback on these. On March the 8th the world celebrated International Women's Day and although we celebrate this day in August in South Africa we share some feedback from the International community. Our regular contributor Terry Booysen tells that we must keep Internal Auditors on their toes and although his focus is on finance we must do the same for Quality Auditors. Richard Hayward continues his advice for schools and tells us how to handle criticism.

Paul Harding
SAQI MD

www.saqi.co.za

Quality:
helping South Africans live, learn and work better

Getting to grips...with software development

By Dr Alastair Walker

In this short article on the topic of software development, justice can hardly be done to this enormous topic in the confines of a couple of pages. The whole subject of the technologies that underpin the translation of software design concepts into working solutions will be ignored entirely.

We will focus rather upon those aspects of software design that will generally be intelligible to the sponsor of a new software development project. In common parlance, this will refer to the 'customer' or 'user' of the intended software product.

The concept of 'business added value'

All new software development begins with the notion of 'adding business value' - usually through the construction of a new software tool that automates part or whole of a business process. The intended business process may exist already as a series of manual operations, or it may represent a process for an entirely new field of business activity.

A widely used approach today is to towards describing the intended business process is to use the vehicle of 'user stories' [1], a formula that can be succinctly expressed as:

As a < type of user >, I want < some goal > so that < some reason >.

This formula can be applied recursively to any level and depth of required detail.

Any significant system will end up being described by a large number of user stories. In text format this will cover many pages.

This is typically where the first real problems begin to arise. Human minds, so astonishing adept at processing incredibly large amounts of data in other ways, are simply not geared to comprehend the implications of text-based requirements that cover more than one text page. (For visual approaches to clarifying requirements, see the section 'Take away ideas' below.)

Clearly help is needed to break down the problem into conceptually manageable chunks.

The first step is to recognise that any software solution for a business process problem requires three major areas of support,

in order to:

- Establish and maintain data repositories;
- Establish and maintain links between data repositories; and
- Establish views into the basic data repositories, and the links between these repositories.

The well-known business application area of maintaining a set of accounts will be used to illustrate these basic concepts.

In any accounting system, there are at least four basic data repositories, namely, the layout of the general ledger, the cashbook details, a list of the customers, and a list of the suppliers. Until these four repositories are in place, you cannot proceed further with the development of the business solution. The need for the existence of these four repositories derives from a basic understanding of the information needs of this application domain. The class of users of this part of the business solution are generally referred to as 'process owners' or 'business administrators'.

Secondly, once these repositories are in place and functioning, the second step can be taken, that of creating links between the general ledger and the customer. In common terms this is referred to as generating a customer invoice. Creating these links (i.e. generating invoices) is the lifeblood of any business, and will be undertaken many thousands, indeed millions of times, over the life span of the business. We could go on, and refer to the creation of links between the cashbook entries and the general ledger – fundamental to assembling a set of accounts. Links will also be assembled between the general ledger and the list of suppliers, and so on. The key idea here is that the creation of these links is a normal part of business operations, undertaken by a class of users generally referred to as 'operators'.

Thirdly, and lastly, the identification of 'views into basic data resources, and the links between these resources' essentially determines the power of the business solution i.e. to provide many and varied insights into the performance of the process. Views (or reports) may be very detailed (generally targetted to the needs of operators (to correct link errors), to process owners (as insight into process behaviour) and business owners (providing insight into business performance). As an example of the latter, referring to the example of the accounting system, generating the statement of accounts and the balance sheet are pertinent.

Basic business process insights from the accounting example

1. Scheduling the development of parts of the business solution

    It is clear from the above example that the foundational part of the business solution is the data repositories. These have to be designed and implemented first. It really is important to pay a lot of attention to the elements of the data to be stored in these repositories, as changes will impact the design and implementation of the two other layers (Links, and views).

    Secondly, a start can be made on creating views into the basic data repositories. These reports will be useful immediately for checking the validity of the any data entered into these repositories.

    Once the data repositories are in place, the features for adding links between repositories can be added.

    Additional views will then be created to check the integrity of the links created in the application. In terms of the accounting example, these early reports will serve to check whether cashbook entries are accurate, and whether customer and supplier invoices are correct.

2. Security aspects of the business solution

    We referred to different classes of user above, namely business administrators, process owners, operators, and business owners.

    The rights of access of each of these classes of users will need to be defined and managed, in order to protect the information in the basic data repositories, and links between repositories.

    The question will then arise – there are these users and their access credentials described, and managed?

    Very soon it will be clear that there is an additional layer that needs to be added to the application.

    The details of the users will comprise the elements of a new basic data repository.

    So – in terms out that in terms of scheduling the development effort on the application, it turns out that we need to first implement the basic data repository holding the user details. The access of a user to each application feature will be managed by creating links between the application feature and the user.

3. Information needs of an extended class of users

    As the application matures, the information needs of other

stakeholders will become apparent. For example, in the accounting application, it will be necessary to generate a 'tax report' that becomes the basis of state-imposed (regulatory or statutory) payments that have to be made in terms of tax related elements of customer invoices. Although the creation of this type of report can be delayed until the other application features are in place, it will have to be implemented before the application can be released for use in the operational business environment.
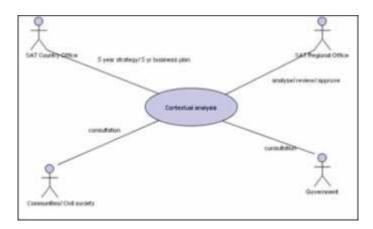
Take away ideas:

1) Visualising requirements arising from user stories [2]

Mind-mapping is a extremely valuable technique for rendering visual requirements with complex relationships. Mind maps start with a central idea, which is then elaborated to any level or depth. Many tools are available in this area, some of which are open-source and available at no cost.

2) Visualising aspects of user behaviour – use cases [3]

There is a class of software development tools that support what is known as UML or 'unified modelling language'. One of the descriptive features is that of showing the relationship of users (or 'actors') to the planned system, or system element. It provides essential insight into the question 'who is involved/ affected' by the planned system, and what is the nature of their interactions with the system.
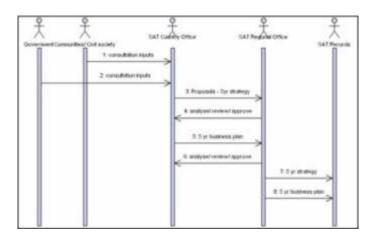

3) Visualising aspects of user behaviour – sequence diagramme [3]

In the UML context, the figure below is known as a 'context diagramme'. Alternatively, it is also referred to frequently as a 'swimlane' diagramme as it shows the temporal or 'timing'

relationships in the performance of a business process. It provides essential insights into the question 'what will happen and when'.
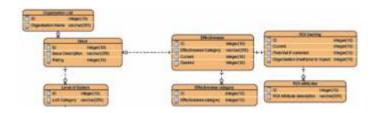

4) Wireframe diagramme's or screen mock-ups [4]

There is a class of software tools for creating what are known as 'wireframe' diagrammes, or 'screen mock-ups'. These tools allow screens to be quickly produced that will be a very close representation to what the user will actually experience when the live application becomes available. As the saying goes, a picture is worth a thousand words. These mock-up views very quickly lead to the expression of insight ' Oh – now I know what you mean!'. The key issue is that with very little effort these views can lead to the detection of omitted requirements.

5) Modelling the database tables [3],[5]

All the previous figures rely on the data that is stored in the application database, so identifying the tables in the database, the columns (i.e. fields) and the field attributes is a vital next step towards creating a sound foundation for the application.

References

[1] https://www.mountaingoatsoftware.com/agile/user-stories

[2] ConceptDraw Mindmap. Not free, but excellent value.
     (http://www.conceptdraw.com/products/mind-map-software)
[3] Visual paradigm. Not free, but excellent value. (https://www.visual-paradigm.com/)
[4] Mockup screens. Not free, but excellent value. (http://www.mockupscreens.com/)
[5] MYSQL Workbench. Free. (https://www.mysql.com/products/workbench/)

ImproveIT Special Interest Group contact point

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Project Management and Organizational Excellence

By Jill Palitsky

A Project Manager is accountable for the success or failure of a project. They plan, execute and close projects by defining the project, building a comprehensive work plan, and managing to the budget. By comparison, the Chief Executive Officer makes major corporate decisions, manages the overall operations and resources of a company, and acts as the main point of communication between the board of directors and corporate operations.

A recent participant at the workshop about the Organizational Excellence Framework, Jill Palitsky CPA (CGA), PMP, noted there are some similarities between using an excellence model at the project level and the corporate level. At Organizational Excellence Specialists, we value the time she has taken to share her thoughts as a guest author:

http://organizationalexcellencespecialists.ca/project-management-and-organizational-excellence/ and interviewee https://youtu.be/JdMU5ZOvkqw
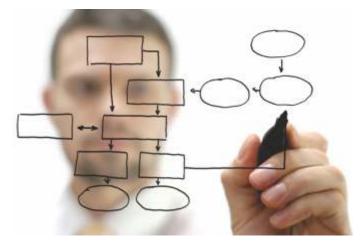
Jill says:

"It's all about process".

Why the Organizational Excellence Framework works well at the project level as it does at the corporate level?

Results achieved by organizations implementing the Organizational Excellence Framework include: good governance, trust in leadership, customer delight, employee engagement, continually improving work processes, strong supplier and partner relationships, better utilization of resources, balanced system of measurement, and financial results. The similar framework of an excellence model can be applied at the project level to ensure a successful outcome and provide a foundation to drive tangible results and measurements. It's the same "scalable" methodology provided by the excellence model's approach that can contribute to all goals whether the goals are driven by corporate or project objectives.

For example, governance at the corporate level will affect the way a company is perceived both inside and outside the company, and enable or inhibit how efficiently the company will react to external influences. Same goes for a project. Its success is hinged on making efficient clear timely decisions from project sponsors, project managers and stakeholders. The ability to make a decisive decision based on a well laid out governance will significantly increase the success of project objectives.

Leadership and a team or the organization's trust in that leader will impact or impede any project or organization objective. As Project Manager or Chief Executive Officer your ability to create a culture of expectations and a clear vision will outline your project or organization goals clear for all to understand. You can only go as fast as your slowest member is true at any level of your organization. A leader can enhance the team's performance by sharing the responsibility and making everyone accountable.

Doesn't everyone have a customer in some way or another? Customer delight is key to running a project and it starts on the first day and doesn't stop until you've closed the project. A customer relationship can benefit from routine checkpoints and commitment to aligned understanding of the project objective. It's essential you understand your customer's environment and market whether you're becoming a corporate partner or

undertaking a simple server / software application upgrade project.

We can see similarities between process improvement within the Organizational Excellence Framework and within the phases of standard project management methodology. Project management use standard phases within any project:

1. Planning
2. Analysis & Design
3. Development
4. Testing
5. Implementation
6. Post Implementation Support
7. Lessons learned and closing

A project manager must ensure each phase is complete in order to proceed to the next phase. If, for any reason a prior phase is left incomplete, the subsequent phase will inevitably come back with issues to be resolved. **Work processes** are there to monitor and control the accepted system standards. They ensure benchmarks are met consistently or identify if corrective action needs to take place. Each project is reviewed in its entirety during the closing phase and we depend on continuous improvement as we identify avoidable challenges or issues during the lessons learned deliverable in our closing phase. Lessons learned are identified concerns to be addressed next time and to be avoided by implementing an improved process.

During the initial **planning** stage of the project, a Project Manager must identify key skills needed to deliver a successful project. A Project Manager must break down the project deliverables (work products) for each resource with a schedule and cost assumptions. It's a fine balance to apportion out the responsibilities to each resource, who will in turn return a quality product on budget and on time. Similar to running a corporation, any objectives or work products not delivered to satisfactory levels, either degraded quality, behind schedule or excessive costs are a disruption to business and mismanagement of any resource can extend to the success of corporate or project endeavors. Both Project Managers and Chief Executive Officers must effectively utilize and **manage resources** to continue success of chosen objectives.

Key Performance Indicators or performance indicators are crucial to judging organization or project performance. We need to evaluate our efforts no matter how small. It could be argued an organization is just a multitude of inter-related projects. **Evaluating and measuring performance** for each area, whether it is an entire department in the organization or one resource on a project that is essential to improving our approach and overall success.

About the Author

Jill Palitsky, CPA (CGA), PMP is a Senior IT project manager who has worked as a project manager for the last 10+ years. Her career started as an accountant where she attained her CGA in 1999 and transitioned into project management when she ran a

finance project at IBM for 2+ years. She attained her PMP designation in 2008 and has managed a variety of projects including all shapes and sizes of server and/or application implementations, a variety of network projects from simple firewall upgrades to pervasive projects like replacing core network switches. She has been responsible for projects migrating one server to outsourcing an entire corporation infrastructure including servers, applications, call centre, security, desktop and mail exchange. She has also worked in social media and deployed a number of websites, including customers Disney and Kimberly Clark.

About Organizational Excellence Specialists

Organizational Excellence Specialists is in the business of transferring knowledge to professionals about best management practices common to high performing organization and offering a toolkit these professionals can use to assist business, government and associations with the excellence journey. The toolkit includes a publication, scenario games, holistic and modular workshops, an automated assessment and reporting tool and a train-the-trainer program. Dawn Ringrose, Principal at Organizational Excellence Specialists is the representative for Canada on the Organizational Excellence Technical Committee QMD ASQ (OETC) and the Global Benchmarking Network (GBN) and is a Registered Education Provider for Project Management International. Several tools in the toolkit are being used to conduct the 'first global assessment on the current state of organizational excellence'
http://organizationalexcellencespecialists.ca/activities/global-oe-index/ that was launched by the OETC and endorsed by the GBN and ISO Technical Committee 176.

An interview with
Professor Mohamed Zairi – A leader in excellence

Posted by SAQI associate Dr Robin Mann, CEO, COER Limited and BPIR.com

Listen to this great interview, click here, with Professor Mohamed Zairi by Józefa Fawcett on JFI Radio.

https://www.youtube.com/watch?v=7y4kK_aol0I

Professor Mohamed Zairi has been a thought leader in the quality profession for over 30 years. His strength has been to have a broad-based view of quality (centred on TQM an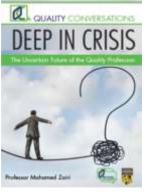d business excellence) and a deep understanding of current business trends and challenges from which he can prescribe relevant and often innovative quality-based solutions.

Indeed, Professor Zairi was a great inspiration to me when I was undertaking my PhD on Total Quality Management between 1988 and 1992. I could always count on Mohamed being at the forefront of the field and sharing new concepts and techniques for business improvement. His early books and practitioner guidelines on TQM-based performance measurement: practical guidelines and Competitive benchmarking: an executive guide were must reads and made the quality profession an exciting profession to study and work in – quality was placed as central to business success.

Professor Zairi has written over 50 books many of which are shown on the http://www.excellencetetralogy.com website. His most recent book is "*Deep in Crisis – The Uncertain Future of the Quality Profession*".

Deep in Crisis

Whilst Professor Zairi recognises that the quality profession has been slow to respond to a fast-changing business world he provides many insights, opportunities and solutions to how the quality profession can provide a leading role in addressing today's and tomorrow's challenges. With chapters as diverse and relevant as "The Quality of Business Model Innovation", "The Quality of Happiness", "The Quality of Agility", "Managing Disruption Through the Power of Engagement" and "Out of the Deep Crisis – The New Quality DNA" this book may yet get "quality" back into the business mainstream.

To order the book contact:

Ranjana Mishra, r.mishra@excellencetetralogy.com
www.excellencetetralogy.com

This article has been reproduced from the BPIR News team info@bpir.com

Professor Mohamed Zairi

Professor Zairi was the Juran Chair in TQM from July 2004 until July 2014 and previously the Sabic Chair in Best Practice Management. He is currently The Executive Chairman of the European Centre for Best Practice Management, is the founder of the Middle East Quality Association and is co-founder of the Hamdan Bin Mohammed e-University in Dubai. He is Emeritus Professor at the University of Bradford (UK) and Emeritus Academician at the International Academy of Quality.

Professor Zairi has been involved in guiding, mentoring and advising on the implementation of excellence in both the government and private sector context. He has also acted in the capacity of Jury chairman of various prestigious International awards around the world. He was Chairman of Jury for Dubai Government Excellence Program, Abu Dhabi Award for Government Excellence Performance and is currently Chairman of Jury for Sheikh Khaleefa Government Excellence Program.

JOIN The SAQI INDUSTRY WORKGROUPS

By Team SAQI

During the yearly SAQI Strategic breakfast forum held in February this year, the SAQI team shared the 2018 strategic plan with its members. The breakfast was well attended through both sessions, and interaction between the SAQI team and SAQI members was appreciated.

The SAQI management shared the main strategic focus points for 2018 which include a focus on:

1) Changes to SAQI's Memorandum of Incorporation
2) Update on SASQ's application for registration of professional body for quality professionals
3) Changes to SAQI courses and 2018 training calendar
4) Launch of the SAQI Industry workgroup forums.

Since the inception of the SAQI development program for quality professional in 2014, the program has gone from strength to strength over the years. Since 2016 the need for a customised curriculum program that suites the different industry groups, have been raised. The SAQI management acknowledged the growing need, and have decided to establish focus groups for the various industry groups.

During the SAQI Strategic breakfast forums, the SAQI management team used the opportunity to announce the official kick-off of the SAQI Industry workgroup forums. The aim of the Industry Workgroup forums is to:

1) Ensure more interaction between SAQI & its members
2) Members to provide input to the SAQI development programs and training curriculums
3) Identify training need and critical skills gaps per industry
4) Contribute to the SAQI's book of knowledge
5) Assist SAQI with the planning of the yearly social events program

Early March saw the start of the first workgroup meetings, where the responsibilities and mandates of the workgroups as well as the agenda for the year were discussed and defined. Follow up meetings dates were agreed and are planned for the 2nd quarter of this year. The planned dates are as follows:

a) Service industry workgroup: 20th March 2018
b) Manufacturing workgroup: 3rd May 2018
c) Construction workgroup: 4th May 2018

We would like to take this opportunity to invite any member of SAQI who were not able to attend the first workgroup meeting, to please contact the SAQI offices and register for the next workgroup meeting as indicated above. Our aim is to grow the workgroup participation and give SAQI a stronger voice in South Africa.

Please register with Vanessa at 012 349 5006 or email vanessa@saqi.co.za to confirm your attendance.

International Women's Day | Transforming Lives

The 8th March marked International Women's Day, commemorated globally to recognize the significant strides taken to achieve gender equality and to address the challenges that remain. Issues of gender have dominated headlines and social media around the world, highlighting the need for quicker and lasting societal changes to transform the lives of women and to create more equal societies.

Addressing gender equality has far-reaching consequences that positively impact society and the economy. Achieving equality requires bold action and a commitment from everyone to do their part, with the understanding that gender equality is not a women's issue; it's a human rights issue, a leadership issue, a social and economic transformation issue that benefits us all.

According to UN Women:

- An increase in women's participation in the economy leads to faster economic growth.

- Increasing women and girls' education has a significantly positive impact on the economy.

- It is calculated that women could increase their income globally by up to 76% if the employment participation gap and the wage gap between women and men were closed.

- Companies greatly benefit from increasing leadership opportunities for women, which is shown to increase organizational effectiveness.

Business plays an important role in addressing gender inequality. According to the Commission on Employment Equity's Annual Report for 2017, women made up only 33% of senior management and 22% of top management. When broken down

further, the data shows that African women make up 7.8% of senior management and 2.8% of top management revealing staggering under-representation.

Representation is a key focus for business; however business can go beyond this to facilitate equality in workplaces, in the marketplace and communities in which they operate. There are numerous ways and opportunities for business to play its part:

- Create organizational cultures that nurture and support representation and inclusion;

- Provide safe working environments and protect women from harassment and discrimination;

- Have equal representation of men and women at senior leadership and decision-making positions;

- Pay men and women equally for equal work;

- Support women-owned SME's through procurement and supply chains;

- Design products and services that address the needs of women; and

- Eliminate gender stereotyping in marketing and advertisements.

Gender forms an important part of the National Business Initiative's (NBI's) transformation programme and we look forward to working with you to transform lives.

Please get in touch with any thoughts and comments you may have by emailing: GuguM@nbi.org.za

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South Africa: Internal Auditors Kept on Toes with Amended International Professional Practices Framework

By Terrance M. Booysen (CEO: CGF Research Institute) and reviewed by Dr Claudelle von Eck (CEO: Institute of Internal Auditors, South Africa)

New standards, guidelines, codes and laws are being regularly implemented to update and improve the international regulatory environment in which businesses operate. In many instances, these 'governance instruments' are implemented in response to the myriad leadership challenges which are being experienced on a global basis. In spite of the measures being adopted to improve the governance position of organisations, there are still numerous examples in the private and public sector of organisations being caught out in corruption scandals, inaccurate reporting, financial misstatements and similar indiscretions which cause a great deal of instability within business and society, often resulting in the demise of the organisation.

With disgraced organisations such as KPMG, Mckinsey, SAP, Software AG, Trillian, Eskom and most recently Steinhoff; there is no doubt that boards of directors are in the main, being placed under increasing pressure to thoroughly understand the organisation's financial and non-financial related risks. Moreover, directors must be equipped with the correct knowledge and necessary information to be able to understand the business risks and be able to interrogate and oversee the measures taken to mitigate these risks which have the potential to harm the business. With this in mind, it is hardly surprising that boards will require a more proactive approach toward managing the risks associated with their business, albeit the existing and future potential risks.

> *"Changes in today's business environment and the associated risks are only accelerating. Internal auditing requires commitment and a framework of clearly articulated principles, leading-practice standards, and timely guidance that not only acknowledge but also anticipate these changes."*
>
> **Institute of Internal Auditors of South Africa (2017)**

Trying to achieve this feat, especially for boards that are dysfunctional or those that operate at a distance from its executive management, is nearly impossible. It is becoming more evident that the role of the Chief Audit Executive (CAE), including members of the internal audit team, will become more critical in making this task easier for boards to achieve.

Strengthening the board's risk profile and decision-making

Mature boards are realising the value of including the experience of CAEs and internal audit within their risk assessment and mitigation processes. In these organisations the internal audit profession is being leveraged to maximise their risk-based knowledge, experience and skills to benefit the board's risk-based decision making for the overall sustainability of the organisation.

Given that organisations and their board of directors are expected to comply with due care and the highest of ethical and professional standards, they are duty bound to ensure that the organisation and executive leadership complies with all applicable legislation and regulation, including internal policies, rules, practices and procedures. Indeed, the ambit of this compliance also extends to the additional governance demands placed upon the organisation by its key stakeholders, not least also those of their suppliers. Interestingly, internal auditors -- who are often described as the organisation's critical friend when dealing with the organisation's risk management -- have recently witnessed a renewed focus of their own International Professional Practices Framework ('IPPF'), published by the Institute of Internal Auditors ('IIA').

Stronger emphasis on independence and ethical standards

Amongst other, the IPPF standards seek to enhance the duties of compliance, including the professional care which is applicable to all internal auditors worldwide. The IPPF, and the standards which it promotes, was updated with effect from 01 January 2017, and raises amongst other criteria, the ethical obligations of internal auditors. The IPPF standards require internal auditors to meet the responsibilities expected of them *vis-à-vis* their internal audit activities, such that these responsibilities are executed in a uniform manner and in the best interests of the organisations which have employed them, either as employees or as insourced contractors.

Core principles set out in the IPPF, as well as its code of ethics, require mandatory conformance from internal auditors. Furthermore, they entail fundamental and evolved principles and expect the values of integrity, competence, confidentiality and objectivity to be exercised by internal auditors, as well as considerations of proactivity in the interests of being future focused and insightful. An area of focus in the IPPF is the requirement of independence, and it is this quality, in particular, which emphasizes a tone similar to many of the recent

regulatory developments that focus on ethical businesses and the challenges their leaders face.

MAFR and NOCLAR

Indeed, where external auditors are concerned, independence has been reiterated in the recent requirement of Mandatory Audit Firm Rotation ('MAFR') which requires that an audit firm cannot serve a public interest entity for more than ten (10) consecutive financial years. After such time, the audit firm will only be eligible for reappointment after at least five (5) financial years has lapsed.

While auditors are performing the tasks which their daily work requires of them, complying with local and international rules and standards, as well as applicable legislation; they are also required to proactively report irregularities within their professions to the appropriate authorities.

> *"With South Africa being in a perfect storm of political uncertainty, an adverse economic climate, social unrest, credit ratings downgrades and increasing inequality, it is more urgent than ever that the leaders in organisations ensure that good governance principles are adhered to, chief among those is building an ethical culture. This of course means that internal auditors should be more vigilant and ensure that their audit plans are crafted to put the spotlight on the important issues that lead to well governed organisations."*
>
> ***Corporate Governance Index 2017***
> ***Institute of Internal Auditors, South Africa***

In addition to the Companies Act, 2008 and the Auditing Profession Act, 2005, which set out irregularity reporting requirements, recent ethical requirements and guidance for responding to Non-Compliance with Laws and Regulations ('NOCLAR') by members of the accounting profession have also been published. These ethical requirements establish a comprehensive response framework that guide chartered accountants in terms of the factors to consider and the steps to be taken when they become aware of NOCLAR or suspected NOCLAR. The purpose of the NOCLAR guidelines is to promote the principles of integrity and professional behaviour and to alert clients (or employing organisations) of any non-compliance in order for it to be properly and timeously addressed. Clearly, it

is in this regard that NOCLAR also has direct relevance and implied consequences for auditors who carry the accounting qualification.

Complete governance and ethical oversight

Since the board holds ultimate accountability to stakeholders for the ethical and effective leadership of an organisation, it needs to have a full and thorough grasp of all of the applicable new standards, guidelines, codes and laws which are published within the local and international regulatory environment and, even more importantly, must know at any given time how their organisation, as well as their service-providers (such as their internal and external auditors) are responding to and complying with them. Directors can be called on by key stakeholders at any point in time to give an account of the manner in which their organisations are being governed. As such, organisations need to be transparent in their business and transparent in their reporting.

But how is this transparency achieved in the complex, fast-paced and globalised business environment, where operational and strategic risks compound the financial, non-financial and regulatory risks which organisations face? Simply put, directors need to be in possession of an overarching view of all the governance components within their organisations, including the extent to which these components are being managed, monitored and controlled. A well-considered and tailored Corporate Governance Framework® will provide this view by giving directors better oversight of -- and insight into -- the organisations that they lead.

Through an integrated risk and opportunity management system such as the Corporate Governance Framework® -- which facilitates transparency and information sharing -- directors will be able to properly identify areas within the organisation that require attention. From here, various risks can be prioritized and then followed by the necessary corrective actions to mitigate the risks and / or even exploit the opportunities arising from the risks, as the case may be.

For example, by using the Corporate Governance Framework®, the board will be able to quickly and accurately determine the extent to which internal auditors have fulfilled their operational and ethical mandates as required by relevant policies, procedures, rules, laws, standards and guidelines, and will be

able to keep assessing whether the risk appetite and tolerance levels -- which are set by the board -- are being complied with by the organisation. Any irregularity in reporting requirements will be flagged, and the fact that there is a requirement to report such irregularities will be clear. A Corporate Governance Framework® will give directors, including their internal auditors, a high-level view of the extent to which enterprise-wide risk is addressed, as well as the manner in which organisational policies with respect to internal and external auditing have been complied with.

Combined assurance

In terms of Principle 15 of the King IV Code on Corporate Governance for South Africa, 2016™ ('King IV™'), "The governing body should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision-making and of the organisation's external reports." This requires a combined assurance approach to the management of the effectiveness and integrity of internal controls and information used for reporting and decision-making.

A Corporate Governance Framework® forms part of the first, third and fifth lines of defence in a combined assurance model. The governance framework can be used to confirm to the board, including internal audit members (amongst other key users), the level of governance assurance associated with each important component of the organisation's business. Armed with this information, the board will be better positioned to take decisive action to address high, medium or low risk areas of the business. Such action may include, but is not limited to forensic audits, extended internal audits, and revised operating procedures and policies.

> *"Effective coordination and alignment of a range of assurance providers is essential for a board or supervisory committee to have adequate oversight of the organisation's governance."*
>
> ***The Institute of Internal Auditors Research Foundation (IIARF)***

Notably, the level of transparency required by the organisation's key stakeholders is underpinned by the use of a Corporate Governance Framework®. The board of directors, backed by their internal auditors who are also responsible for complying with the IPPF standards, may find additional solace with the insights provided by such a governance framework. Accordingly, both parties should be in a much better position to provide more accurate, relevant and realistic reports on the governance performance of their organisation, for which they are accountable. Indeed, these proactive measures taken by the board and the internal auditors, will go a long way to addressing some of the core IPPF requirements, namely the importance of the objectivity, independence and accountability of internal auditors. As organisations improve their governance measures, stakeholders can expect to see reduced levels of corporate collapses, fewer ethical failures, including reduced inaccurate reporting and financial instability which are currently so rife in business.

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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.
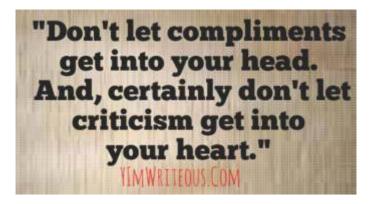
By Dr Richard Hayward

Helping children handle criticism

*Sticks and stones can break my bones
but words can never harm me.*

Not everyone will agree with the above English proverb. In fact, there are folk who can remember the precise hurtful words that someone once told them many years later. Those cruel words seem to have seared their memories forever.

A reality in our lives is that we'll all be criticised – sometimes fairly and at other times most unfairly. That criticism could range from being given in a gentle, sensitive way to that blurted out with harsh brutality. At school, children are criticised daily from many sources. There are the blunt-talking and sometimes-bullying classmates. There are the perfectionist ever-demanding teachers and the hard-driving sports coaches. Some children benefit from these verbal encounters. Too many understandably wilt and could become embittered by such experiences.

Yet if a child learns the skills to handle criticism well, it's being given a skill of life-long benefit. Criticism meted out becomes a source of personal never-ending improvement.

There's a need to differentiate between criticism that's destructive as against that which is constructive. When it's destructive, the critic is often jealous or envious. The classmate who is being destructively criticised is seen, for example, as being more talented or skilled in the classroom or on the sports field. Maybe that person is resented for their beauty or good looks. Words used are intended to hurt and humiliate.

Constructive criticism has a different goal. It wants to grow the child – to help it further develop its' character and help it achieve better results. Sadly, good intentions aren't always couched in words that are careful of the child's sensitivities. Well-meaning people might give criticism that's valid but tactless. The negative results on relationships can be huge.

The starting point for dealing with criticism is for the child to ask, "Is this criticism destructive or constructive?" If it's destructive, understand the person's true motives. That makes it much easier to ignore the unkind comments. Also, stay confident. The hurtful words don't define you; you define yourself. Remind yourself of your good qualities and strengths. Carry on doing what you're presently doing. You're doing just fine.

Even when the criticism is destructive and hurtful in intention, there's another question that needs answering. That is, "Is there a grain of truth?" In answering the question, there's a need for introspection. Yes, maybe the criticism was cruel and harsh. Yet is there some truth in the comment? If so, change in behaviour is needed.

When criticism is seen as positive, it should be accepted in the same spirit. The child accepts the good intentions of the person making the critical comments. However, don't always uncritically accept the criticism. Talk openly to the critic because sometimes there's an acceptable reason for something that's gone poorly. An example would be a child doing badly in a test because of a recent traumatic family bereavement.

If there aren't excuses, don't make any! Rather, ask for advice; be a willing learner. Decide on   and carry out a plan to follow through on the suggestions. Show appreciation to the person for the guidance given.

To help a child more readily accept positive criticism, there might be a need to develop a "thick skin." Not every classmate, coach or teacher is skilled at using the perfect emotionally intelligent words when being critical. In fact, too few are! Don't focus on their not-so-perfect choice of words but rather focus on their good intentions.

It's to be mindful that no one on the planet is perfect. The child who accepts that truism and has the handling skills to deal with criticism, will undoubtedly benefit. Such a youngster will accept that criticism is "part of the deal" of going to school. Criticism well-handled helps a child have school days that are both happy and high achieving.

Reference

https://www.wikihow.com/Deal-With-Criticism *How to deal with criticism*.

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	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						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 QualityTechniques	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

Code	Course	Days	Cost	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
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

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