



e - Quality Edge

bringing quality information to South Africans since 1996

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The South African Quality Institute

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Welcome to the first edition of our e Quality Edge for 2019



We take this opportunity to wish all our readers both in South Africa and around the world a belated happy and prosperous 2019.

SAQI has kicked off the New Year with a successful breakfast for our members held at the Botanical Gardens in Pretoria. At our breakfast meeting we shared our strategy for the coming year and it was well received. We hope to engage with all of our members more frequently through the coming year.

Our feature article in this month's edition is focused on reading the small print of contracts and how contracts can impact on customer satisfaction and brand image. As a follow up to this discussion we are reprinting an article from 2005 and asking with the benefit of hindsight was anything changed with the attitude of CEO's towards quality. We have our regular input from Terry Booysen and Richard Hayward and ask that if any of you would like to contribute to future newsletters please contact us.

Please feel free to pass on our newsletter to your network and we look forward to input from you for our next edition.

Paul Harding
SAQI MD



WWW.SAQI.CO.ZA

Quality:

helping South Africans live, learn and work better

Reading the Small Print

by Paul Harding

Background

I had an incident last year when I took my car in for a service. Now when I purchased my vehicle it came with a three year service plan. Now I had never been exposed to how these service plans worked as I had previously been fortunate enough to have a company car that I had purchased on leaving the company and had driven that car for twelve years. I had the car serviced during that twelve year period but always paid for each service. When I took possession of my new vehicle **I failed to read the small print in the service plan contract.** But it was great when I took my new car to the workshop after twelve months for its first service and they said there was no charge as it was covered by the service plan.

Service plan rules

The following year was a little difficult for me. I had gone through a heart operation followed by more surgery and had spent a considerable amount of time in hospital or recovering at home. Needless to say I did not use my car much during that period. When I did use my car the computer told me that it was due for a service. I was still receiving treatment and found it difficult to book in my car at my local dealership. I didn't see it as a problem as I had covered less than 4 000 kilometres since the previous service.

When I finally took my car for the service I was surprised to find out that they couldn't service it because I had gone too long past the scheduled service date. I explained to the service manager my situation and pointed out that there had only been 4000 kilometres on the car since the previous service. I then started out on the long process of getting a waiver from the rules found in the **small print** of the contract. I first had to contact the hospital where I had been confined and obtain a letter stating the dates that I had been in hospital and confirming my recovery period. Many phone calls later and scanned email messages I finally received approval that the second service could go ahead, even though the vehicle had not yet reached the first service mileage. What also surprised me was the service plan was not with the dealership but a third party insurance company so we became involved with a complicated three way conversation.

I will not make the same mistake again and I have already put the date of the next service in my calendar.

Par for the course

Was this an isolated incident or is it "par for the course" on all service plans. Well my colleague came into the office the other day and he was fuming. He had just dropped his vehicle off for a scheduled service. He had also not read **the small print** and was

told his vehicle had gone past the stipulated mileage by just over a thousand kilometres and was therefore not covered by the service plan. Now there is a reason why his vehicle went over its mileage between services. Unlike my situation where I was immobilised for a long period, my colleague was busy driving around the country trying to sustain the business and securing future work. You can't take your vehicle for a service in Pretoria if you are stuck in Cape Town. After many more phone calls to many different departments the dealership would not budge. Okay, he said, so then just give me the parts that I have paid for through my service plan and I will service the vehicle myself. Many more phone calls later the situation could still not be resolved. The dealership was adamant that he would have to pay the full amount for parts and labour. He tried to explain the concept of quality and aiming for Customer Satisfaction but his reasoning fell on deaf ears.



Definition of quality

Now this is where the definition of quality comes into question. If we take the definition of quality as conforming to requirements or specifications then we have to adhere to the small print and the letter of the law. That is the choice that my colleagues dealership took. If we take the definition of quality as satisfying the customer then the dealership has failed miserably.

In my case although the dealer could have applied the definition of conforming to requirements or specifications the dealer chose to apply the satisfying the customer definition. The result is this dealer and brand will continue to have my business and support.

My colleague's dealer chose to strictly apply the conforming to requirements definition and will now lose a client who will definitely switch to another brand and, by the way, will tell all of his friends about the incident.

Conclusion

We are probably all guilty of not **reading the small print.**

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With the benefit of Hindsight

With acknowledgement to ASQ www.asq.org

In 2005 SAQI reprinted an article first published through ASQ about CEO's understanding of Quality. Fourteen years later has anything changed?

What CEOs think of Quality

In today's highly competitive global marketplace, quality practitioners must justify the cost of quality, especially with the executives in their own company. Often they lack the tools to demonstrate that quality pays rather than costs. During 2004 the American Society for Quality (ASQ) made this a priority and decided the effort required three primary activities:

1. Conduct a survey to identify the current level of thinking about the economics of quality among CEOs and other top executives in four markets: manufacturing, service, healthcare and education. This would allow ASQ to create and focus materials to prove the economic case.
2. Engage volunteers in two target markets to contact top executives and deliver the economic case for quality message.
3. Provide members and other quality professionals with information and materials they can use in their own organisations.

The survey was conducted in January and February, and its results provided valuable information in the following areas:

- ◆ Awareness and use of specific quality techniques.
- ◆ Definition of the word "quality."
- ◆ Quality's contribution to the bottom line
- ◆ Quality as a management technique or product attribute.
- ◆ Measuring the economic impact of quality improvements.
- ◆ The perceptions of quality as a profession.
- ◆ The attributes associated with people who practice quality.
- ◆ Sources of information that would influence executives to use quality.

Awareness

Interviewers read a list of techniques and practices generally associated with quality to interviewees, asking them whether they were familiar with each technique or practice and whether it was being used in their company.

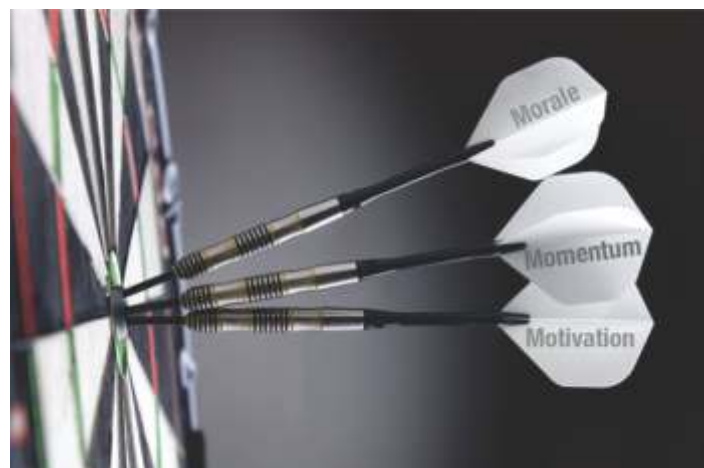
The list included total quality management (TQM), Six Sigma, Baldrige, the ISO 9000 series of quality management standards, quality circles and benchmarking. By a wide margin in all four markets, TQM (83.1% overall) and benchmarking (82% overall) were the most familiar.

As might be expected, those in manufacturing had the highest degree of awareness or familiarity. That the service market was less familiar with all the techniques than were healthcare and education was surprising.

Usage followed the same pattern, with benchmarking (60.7%) and TQM (59.3%) being used most frequently. Again, manufacturing led the list, and service was last.

Interviewers also asked what other techniques the executives might be familiar with or use, and the most typical responses included lean manufacturing, continuous quality improvement, QS-9000 (ISO 9001's automotive industry spin-off), internal processes and *kaizen* (unending gradual improvement).

The conclusion drawn from the data is that there is still a significant gap between familiarity and actual use when it comes to quality initiatives or business process improvements.



Definition of Quality

Because the study did not wish to prejudice the survey by providing a definition for quality, each person interviewed was asked what his or her definition of quality was. The most common response was "customer satisfaction." Other common answers included:

- ◆ Meeting or exceeding customer expectations through excellence in products and services.
- ◆ Getting the product done right the first time.
- ◆ Producing the highest quality product with the least expense to the company.
- ◆ Implementing an ongoing process toward perfection (continuous improvement) within the organisation.
- ◆ Setting a goal of zero defects and zero rejects.

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Within the education segment, quality was defined as the academic success of students.

It was concluded from these responses that, for the most part, executives recognize quality in the same way most quality professionals do, although they generally attribute it to a specific tool or technique rather than an organisation wide system. Executives also see quality reflected basically in the product or service being created.

The results affirm the still remaining need to adopt a standard definition of quality that is accepted by everyone.

Bottom-Line Contribution

This item in the survey was one of the most crucial and most interesting. Respondents were given two choices: that quality contributes to the bottom line (provides a positive financial return) or does not contribute (costs more than the relate return). The results were stunning: 99% of the respondents said they believe quality contributes to the bottom line. This unexpectedly high level of agreement may be because respondents define quality broadly.

When asked why quality contributes, respondents most often mentioned increased revenue through repeat business, referrals and customer loyalty; less rework; and savings on labor and materials.

Only two respondents of a total of 603 stated quality does not contribute. Their reasons were, "We have found it is expensive to achieve," and "People are just interested in price, not quality."

Management Technique Or Product Attribute?

The analysis of all the verbatim responses to the question about quality's bottom-line contribution led to the hypothesis that the respondents were defining quality as a product attribute, not as a system of management.

To test this conclusion, we went back to 100 respondents (chosen randomly) and asked the question differently:

There are several definitions of the word "quality." For this question, I want to define quality as an organisation wide, coordinated effort to use quality techniques and practices to achieve business process improvement. My question is: Do you believe this type of quality effort provides a positive financial return, or do you believe it usually costs more than the potential return?

To our great surprise, the results using the revised question were virtually the same: 92% of respondents agreed an organisation wide, coordinated effort to use quality techniques provides a positive return.

If we accepted this at face value, then we would have to conclude there is no need to try to prove the economic case for quality.

In a follow-up question, the respondents were presented two definitions for the word "quality":

1. Quality is a management tool.
2. Quality is built into a product and is not a business management tool.

Given the answers to the original question, we assumed the majority of respondents would choose the second option, but that was not the case. Instead, 64% believe quality is a management tool.

Surprisingly, the manufacturing segment was least ready to accept the management tool definition and service the most.

Measuring Economic Impact

We believe it was important to understand the degree to which companies actually measure the impact of quality improvements. Responses indicated 60% measure the economic impacts of business process improvement initiative, with the manufacturing segment most likely to do so

Respondents mentioned a variety of different measurement methods including customer satisfaction mail or telephone surveys, cost benefit, analysis, trend analysis, audits, benchmarking, Six Sigma, tracking studies, returns on investment, bottom line profitability and warranty returns.

Respondents don't seem to be using a great deal of hard statistical study or data gathering and analysis, but instead favour more general types of information gathering. We've concluded this is an area ripe for additional study.

Quality as a Profession

A question that has frequently intrigued many quality practitioners is whether their bosses see quality as a profession in the way law, medicine, engineering and accounting are viewed. Perhaps they see practicing quality more a the ability to understand and use a variety of tools and techniques to arrive at a result. So we included that question in the survey.

Interestingly, only 46.7% of the respondents agreed quality is a profession./ that is quite telling, since we use the term "quality professional" with great regularity – including in this article. This survey might encourage us to look more closely at how we are defining what we do and what we might do to appear more professional.

Editor's comment

We decided to reprint this article as a supplement to our article on "Reading the small print". Are CEO's only interested in short term profits at the expense of the bigger picture.

With acknowledgement to ASQ www.asq.org

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UNIDO Results Workshop on the pilot application of the Quality Infrastructure for Trade Facilitation Toolkit to facilitate the smooth flow of goods



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

PRETORIA, SOUTH AFRICA, 22 January 2019 – The United Nations Industrial Development Organization (UNIDO) organized a workshop to present and validate the results of the pilot application of the Quality Infrastructure for Trade Facilitation (QI4TF) Toolkit in the essential oils sector in which was initiated in August 2018. The toolkit was developed with funding from the German Federal Ministry for Economic Cooperation and Development. It aims at identifying gaps in the National Quality Infrastructure (NQIS) that affect the sound implementation of the WTO Trade Facilitation Agreement (TFA). In particular, the toolkit focusses on identifying gaps that governments and industry need to address to comply with TFA articles 4, 5, 8 and 10.3.

The workshop brought together the government nominated national coordinators, the respondents of the questionnaire as well as high-level public and private sector representatives from the South African technical infrastructure system and essential oils sector, namely from the Department of Agriculture, Forestry and

Fisheries (DAFF), the Department of Trade and Industry (**the dti**), the Cosmetics Export Council of South Africa (CECOSA), the Southern African Essential Oils Producer Associations (SAEOPA), and a number of active essential oils enterprises from different provinces in South Africa. In this occasion, certificates of appreciation were given to the DAFF and SAEOPA tool coordinators for their commitment to the data collection activity, which was pivotal to the pilot activity.

“Groups comprising a mix of private (industry) and public sector representatives discussed the key issues identified by the tool and prioritized key interventions to support the essential oils sector to successfully access markets and export”, said Juan Pablo Davila, UNIDO Project Manager.

South Africa is one of the two pilot country identified to validate the toolkit before its global release. The results of UNIDO Quality Infrastructure for Trade Facilitation Toolkit will support the preparation and implementation of ongoing/new interventions and action plans in the fast going essential oils sector.

“The results of the tool are very useful as it pointed us towards the key areas to investigate further”, said Godfrey Radzilani, Directorate, Food Import & Export Standards, DAFF. The initiative's next step is to adjust the tool based on the pilot experiences and release for global dissemination. In addition, a web-based tool is being prepared as well.

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Is Whistleblowing Legislation As Effective In Practice As It Is On Paper?

By Terrance M. Booysen and peer reviewed by David Loxton (Chief Executive Officer: Africa Forensics & Cyber)



Theory and practice can be worlds apart, and unsurprisingly, in the realm of *morality* and *ethics*, the divide between the two is often clearly pronounced. While it may be easy for employees to claim that they would without question report any observations of fraud, corruption, or other impropriety being perpetrated in the workplace, it may not be that easy for them to do so in practice. Would their job be jeopardised? Would they lose their means of supporting themselves, their family and extended family? And what implications would it have for their chances of securing future employment, not to mention the social implications and, in more high-profile cases, the media and social media interest?

In many instances, these concerns for the implications of 'doing the right thing' are justified. Research indicates that individuals who blow the whistle on fraud and other improprieties in the workplace tend to find themselves victimised and treated unfairly. A very real obstacle to whistleblowing is that individuals may be too intimidated -- due to fear of negative reprisal -- to report unethical behaviour occurring within an organisation, and this leads to organisations losing a useful source of inside information and missing out on a valuable opportunity to avert potential risks.

Do legal protections have teeth?

In South Africa, the government has shown some support for whistleblowing, and has acknowledged the need to offer legal protection to whistleblowers. Two examples of such legislation are the Protected Disclosures Act 26 of 2000 ('PDA') and the Financial Sector Regulation Act 9 of 2017 ('FSRA').

"Ethics, too, are nothing but reverence for life. That is what gives me the fundamental principle of morality, namely, that good consists in maintaining, promoting, and enhancing life, and that destroying, injuring, and limiting life are evil."

Albert Schweitzer (1875 - 1965), German-French Philosopher and 1952 Nobel Peace Prize Winner

The PDA was originally enacted to provide procedures in terms of which any employee may disclose information relating to an offence or a malpractice in the workplace by his or her employer or

fellow employees; and to offer protection for an employee who has made a disclosure.

This piece of legislation has been amended since it was first promulgated to purportedly increase its scope of application, including the obligations it places on employers and whistleblowers alike. For example, it is not only employees that blow the whistle on unlawful or irregular conduct who are meant to be protected; the PDA now also refers to the protection of 'workers', who include individuals currently or previously employed by the state, including independent contractors and consultants of private enterprises who are afforded the same protection.

Other changes to the PDA include the increased obligations of employers to have appropriate procedures in place to receive and deal with whistleblowing tip-offs, as well as to make all employees and workers aware of these procedures, through ongoing training and awareness programmes. Employers are also required to give their employee feedback on what has been done in respect of their tipoff - informing them of whether or not the matter is being investigated internally or externally, and keeping them apprised of developments regarding the progress being made in the matter, including the outcome.



In addition to the safeguards of the PDA, the FSRA was promulgated on 01 April 2018 and this legislation provides additional mechanisms of protecting whistleblowers. The FSRA aims to transform the South African financial services regulatory and risk management environment through a framework which is set to promote *financial stability; enhance the safety and soundness of financial institutions; provide fair treatment and protect financial customers; and prevent financial crime*, among other things.

Section 140 of the FSRA will go a long way to bolstering the rights of whistleblowers and, in practice, this legislation is already proving to be useful in turning perpetrators of white collar crime

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into whistleblowers and key witnesses. The section of the Act guarantees that any information given to authorities by a whistleblower *will* not be used against them in a criminal case. Further, Section 156 provides for leniency agreements between authorities and co-operative individuals, while Section 151 enables settlement agreements to be entered into between authorities and organisations which have broken the law. Besides the whistleblowing protections offered in the PDA and FSRA, Section 159 of the South African Companies Act 71 of 2008 makes further provision to protect whistleblowers in addition to the aforementioned rights, and the provisions of these legal protections are not subordinated, but may be exercised jointly with each other.

of reticent whistleblowers by paying incentive bonuses to those that blow the whistle on instances of failed internal governance practices, including known or suspected corruption within their business operations. Similar practices are seen in other countries internationally, but they have generally been met with some controversy, since such a system could be open to abuse and misuse.

In addition, irrespective of a whistleblower receiving legal protections or not, including criminal immunities or incentives, the initial concerns remain – if they did blow the whistle on observed improprieties, would they retain their job? Would they want to? Would they be able to secure future employment, and would they be able to endure the media and social media interest? In an ideal world, it would be prudent for the government and organisations to foster an ethical culture that supports good governance practices, which would include the necessary whistleblowing systems that offer true and proper protection to any whistleblower. But this is not an ideal world; whistleblowers will need to continue to rely on the existing, rather flimsy systems currently in place in the hope that these do not fail the whistleblower, whose intentions of reporting unlawful or irregular conduct is meant to bolster good governance .



While these legal developments and whistleblowing protections are commendable, it begs the question whether these safeguards are actually enough to actively encourage whistleblowing in the private and public sectors. This being said, considering the diabolic state of many South African state-owned organisations, the Treasury Regulations seem to fall short of whistleblowing since whistleblowing appears to be linked only to reporting vis-à-vis known or suspected "criminal acts". Clearly, this limitation neglects to address the full scope of ethical breaches which, for example, are currently being exposed by the Zondo Commission of Inquiry into Allegations of State Capture.

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It can be argued that organisations must implement policies, on the back of relevant legislation and codes of good governance, as a first step in detailing the expectations for whistleblowing, as well as the consequences for those who do not report improprieties. Organisations may be quick to tick the policy-making box around whistleblowing, since such policies generally assist them in demonstrating their 'corporate citizenship', moreover that they abide by good governance practices -- and even more importantly -- that they are upholding their social contract by acting ethically and in the best interests of all stakeholders. However, in practice, these actions do not make the decision to blow the whistle any easier for the whistleblower. Notwithstanding the fact that a number of organisations may be increasingly implementing anti-corruption policies, including whistleblowing hotlines and ethical statements, a 2018 Global Fraud Survey by EY has found that there has been *no marked decrease in unethical conduct in business*.

Incentives to whistleblowers?

A current move being made by some large organisations in the financial services sector in South Africa, is to address the problem

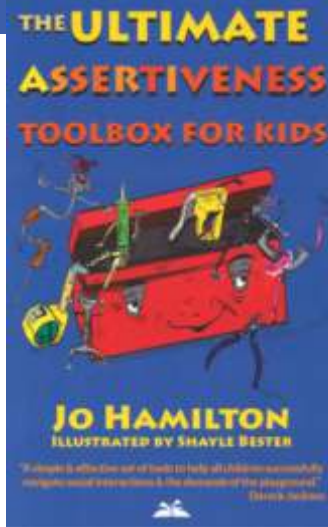


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Quality in Schools

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



Beat the bully

There's no such thing as a 'bully-proof' school. Bullying, meanness and nastiness are to be found in every school. Some schools deal decisively and quickly when they're spotted in and outside the classroom. Staff and children in leadership positions swoop down on the transgressors. Unacceptable behaviour is minimal.

Sadly though, there are those schools where bullying is rife. The staff can't get a grip on it. Children

as well as staff are frequently victimised. School days are unhappy days.

Bullying is often seen as only physical in nature. The bully physically assaults the victim by actions such as fighting, punching, pushing and tripping. Yet bullying takes other forms too. Another form is emotional in nature. That's when abusive and insulting comments are made; when hurtful gossip about a person is spread across the school. Emotional bullying could also involve isolating the victim. The person is shunned and is a leper on the playground.

In recent years, cyberbullying has come to the fore. Facebook, SMSs and twitter are used to devastating effect to trash and humiliate a person.

So, what can a parent do when a child is victimised? Once upon a time, the parent would tell a child that bullying is a tough reality of school life. Grin and bear it. If you're physically strong enough, fight back. The parent wouldn't even bother to inform the school.

Yet there's an absolute need to tell the school. Once the school has been told, it has a resultant obligation. There could be both legal and professional consequences for the school if it doesn't take effective action.

But what can the child do when confronted by a bully? What can a child do when mom and dad are nowhere nearby to protect them? Jo Hamilton, an educational psychologist, maintains that children need to be given the necessary skills to be assertive at such times. She defines the term 'assertiveness' as:

Assertiveness is the ability to stand up for yourself and to say what you think and feel in a way that is respectful towards other people's thoughts and feelings.

In her child-friendly book, *The ultimate assertiveness toolbox for kids*, Hamilton gives her young readers twenty psychologically-based tools to become assertive. Five simple yet powerful tips to her readers are:

1 The Eye Contact Tool

Look directly into the bully's eyes. Hamilton makes the point that you might be scared to look directly. The trick is to look at a spot between their

eyes, above the bridge of their nose. This will make the bully think that there's direct eye contact. The eye contact needs to be firm and strong. Averting your eyes away from the bully could make you look uncertain and insecure.

2 Posture

Look assertive even if inside you're not feeling confident! As Hamilton (page 20) remarks, "We often communicate more with our body language and facial expressions than we do with words." Stand tall with your shoulders back. Try to stand still. If you move around too much, you'll look nervous.

3 The 'I' message

This message is when you talk about yourself. By so doing, you come over as less argumentative. It always starts with the word 'I'. There are three parts to the message.

Part 1 (You tell the person what you think or feel.)

"I feel angry, humiliated, hurt, sad ..."

"I don't like/think/didn't/ would like to ..."

Part 2 (You are very specific about what you're talking about.)

"I am angry when you push your way in front at the tuckshop queue."

Part 3 (You tell the person what has to be done.)

"I want you to wait your turn at the tuckshop queue."

4 The Walk Away Tool

So simple but at times, hard to do! The bully's words can make you freeze. Try to walk away so as not to hear more of the verbal garbage. The longer you are with the bully, the more hurtful things might be spat out. This makes the bully feel even stronger. Disempower the bully. Walk away.

5 The Proximity Tool

If there's a bully around, try to be in close proximity to classmates, friends or teachers. This should act as a brake on the bully's bad behaviour.

A child deserves enjoying going to school. That's far likely to happen when the child is assertive and confident. Give the child assertiveness to beat the bully's bad behaviour.

Reference

Hamilton, J 2016. *The ultimate assertiveness toolbox for kids*. Johannesburg: Clockwork Books.

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SAQI Training Programme for 2019

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 @ 15%**.

Code	Course	Days	Cost	Feb	Mar	Apr	May	Jun
L2	Certificate in Quality Control for Manufacturing	10	22,790-00	Feb	Mar	Apr	May	Jun
B41	Introduction to Quality Control	2	5165-00	18-19				
B90	Introduction to Statistical Techniques	3	6230-00	20-22				
B91	Introduction to Statistical Process Control (SPC)	3	6230-00		11-13			
B79	A3 Problem Solving	2	5165-00		14-15			
L2	Certificate in Quality Control for Services	10	21,725-00	Feb	Mar	Apr	May	Jun
B30	Introduction to Quality Control	2	5165-00		4-5			
B31	Introduction to Statistical Techniques	3	6230-00		6-8			
B33	Introduction to Quality Circles	2	5165-00			2-3		
B34	A3 Problem Solving	2	5165-00			4-5		
L3	SAQI Certificate in Quality Assurance*	13	29,020-00	Feb	Mar	Apr	May	Jun
B48	ISO Requirements 9001:2015	3	6230-00		27-29			
B24	Knowledge Management	2	5165-00			8-9		
B16	Internal Quality Auditing	3	6230-00			10-12		
B92	Advanced Quality Techniques	3	6230-00				6-8	
B77	Advanced Product Quality Planning (APQP)	2	5165-00				9-10	
L4	SAQI Certificate in Quality Management*	3	31,610-00	Feb	Mar	Apr	May	Jun
B38	Development of a QMS	3	6230-00				22-24	
B01	Organisational Excellence	2	5165-00					4-5
B58	Policy Deployment (Hoshin Kanri)	2	5165-00					6-7
B74/B76	Lean for Manufacturing/Service Industries	4	9885-00					
B93	Cost of Quality	2	5165-00					

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For a list of other courses provided, please visit www.saqi.co.za
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