



e - Quality Edge

bringing quality information to South Africans since 1996

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Welcome to the March edition of our e Quality Edge



Our feature article in this month's edition is focused on a follow up of our article of last month that went under the heading of "With the benefit of hindsight". David Hoyle, the well-known author of the ISO 9000 Handbook and occasional contributor to our newsletter, has used his hindsight to review the article and bring us up to date with his 21st Century Quality thinking. He discusses various issues found in last month's article under the heading "Let us talk about the term quality".

SAQI gives feedback from the NAACAM trade show recently held in Durban South Africa. We are then pleased print part four of Jaco Roets' series on Quality in the Construction Industry. Terry Booysen looks at amendments to the Competition Act of South Africa that may further curtail foreign investment appetite.

Finally Richard Hayward continues his Quality in Schools series and tells us that "Good listening leads to achievement".

If any of you would like to contribute to future SAQI 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



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Quality:

helping South Africans live, learn and work better

David Hoyle the well-known author of the ISO 9000 Handbook uses the benefit of hindsight to comment on one of last month's articles.

LET'S TALK ABOUT THE TERM 'QUALITY'

by David Hoyle

As I started to read the article "With the benefit of hindsight" in February's e-Quality Edge I began to wonder which century these CEOs were from. Is this serious I thought. How could anyone think like this about quality in the 20st century let alone the 21st century. But then, I was familiar with ISO 9000, the international standard on Quality management systems — Fundamentals and vocabulary and had forgotten that in board rooms the meaning of the word quality is stripped of qualifying phrases.

But it's not only in board rooms where we strip away the full meaning of a concept. Take Juran's definition of "fitness for use", this was not how Juran defined the term quality. What he stated was "*the extent to which a product successfully serves the purposes of the user during usage is called fitness for use and this is popularly called by such names as 'quality'*" (Juran, 1974). This is a fundamentally different approach to what most of us do. Instead of defining quality he sought to find an appropriate label for a concept — an approach that deserves serious consideration.

In Quality is Free Philip Crosby wrote that '*quality is conformity to requirements*' but also declared that "*one erroneous assumption is that quality means goodness*" and declared that the term "*quality is used to signify the relative worth of things*" thereby implying that quality is a variable not an absolute (Crosby, 1979). If we examine the ISO 9000 definition of quality which is "*the degree to which a set of inherent characteristics of an object that fulfils requirements*" we could strip away the words and declare "quality is fulfilling requirements".

The point I am making is that by omitting key words in a statement that includes the word quality we strip away meaning and create ambiguity, thereby decreasing the quality of communication. We glibly state that "quality is meeting customer requirements" when what we really mean is that a service that meets customer requirements is deemed to be a service of satisfactory quality and one that doesn't meet customer requirements is deemed to be a service of unsatisfactory quality.

In the Oxford English Dictionary (OED), there are 21 pages devoted to the word quality addressing several ways in which the word is used. It is used primarily as a noun but also as an adjective. When it's used as an adjective it implies something of a high standard or of excellence e.g. quality wines, quality cars, quality newspapers. The word quality is not used as an adjective in ISO 9001. Of all the uses identified in the OED the one which matches that used in the field of quality management is "The standard or nature of something as measured against other things of a similar kind; the degree of excellence possessed by a thing" and here we can see consistency with the definitions above.

In the ASQ article from 2004 were several uses of the term quality that need to be challenged and I'll attempt to do this in a way that will provide lessons for the future.

Use of specific quality techniques

If we use the ASQ definition of quality as meeting or exceeding customer requirements, perhaps a quality technique would be one that enabled an organization to meet or exceed customer requirements. We might therefore conclude that any technique that produced positive results would qualify as a quality technique. Turning now to techniques that produce negative results we would deduce that the techniques described by Deming in his book *Out of the Crisis* e.g. drive out fear, arbitrary targets, awarding business on the basis of price alone and the deadly diseases, would not qualify as quality techniques to ASQ.



Quality's contribution to the bottom line

This made me cringe! If the statement had been "Bill's contribution to the bottom line" and we were informed that Bill was the CEO of a successful company, it would have made sense. But how can an abstract noun possess an ability to contribute unless it is referring to a Quality Function? Juran defined the 'quality function' as the entire collection of activities through which we achieve fitness for use no matter where these activities are performed. It's a long shot, but perhaps this is what was meant by the statement. Incidentally the quality function is not the same as the quality department because the latter only includes a few specialist activities.

Quality as a management technique or product attribute

Again, if we use the ASQ definition of quality as meeting or exceeding customer requirements, there is no trick we can pull to

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make quality a technique because quality is not an activity. It's a result; it's what you get when you do stuff and measure what you've done against a standard (as per the OED use stated above). If ASQ were referring to quality planning, quality control or quality assurance I could reluctantly accept these as management techniques but strictly speaking they are all concepts. However, quality is also not a product attribute. Taking the ISO 9000 definition, we won't find "quality" by measuring a product. We only find quality when we submit our measurements for evaluation against requirements and the result may be satisfactory or unsatisfactory, acceptable or unacceptable.

People who practice quality

One practices activities such as law, medicine, accountancy, engineering etc but quality is a result and it's therefore absurd to claim one can practice quality. If we want to turn the term 'quality' into an activity, we need to append an activity, one such as management, assurance or control.

The perceptions of quality as a profession

Although I use the term "quality profession" myself I do it reluctantly because as I mentioned above, quality is a result not an activity. Strictly speaking the profession should be 'quality management' just as those professionals concerned with risk refer to their profession as 'risk management' although from searching the Internet, I notice that they too are also referred to as "risk professionals". This implies they are adept at taking risks!

Information that would influence executives to use quality

This is a good example of abuse because although quality is a result and therefore one can use results, that is not the intended meaning in this case. In this context it is obvious that what is 'used' here are the various tools and techniques that enable an organization to meet or exceed customer requirements.

Techniques and practices generally associated with quality

This is a common mistake in the field of quality management where contraction loses meaning. It begs the question "associated with the quality of what? There was space to append the term 'management' but there is a perception in some circles (unwarranted in my view) that quality management is the concern of managers and not technicians.

Responses to the question "What is your definition of quality?"

- Getting the product done right first time: This is more like an answer to the question "What benefit is gained by paying attention to quality?"
- Implementing an ongoing process toward perfection within the organisation: This is more like an answer to the question "What benefit is gained from a TQM programme?"
- Setting a goal of zero defects and zero rejects: This is more like an answer to the question "What are your quality objectives?"

Quality is a management tool

It was amazing that 64% of survey respondents believed that quality is a management tool. I can only surmise that the word

quality triggers in the minds of the respondents a set of practices which are used by management to produce products and services that met customer requirements and therefore we can conclude that when we ask people what quality is, they answer by telling us what they believe quality management is. It would be far better to ask them "What name do you give to the set of practices which are used by management to produce products and services that met customer requirements?". I very much doubt that they say "quality".

Conclusions

Although the article I have reviewed was written in 2004, I've been reading several editions of the Chartered Quality Institute's magazine, Quality World lately and there is no doubt in my mind that we still use the term 'quality' in inappropriate ways. When conversing with quality professionals it's easy for us to see when someone is shortening the language for brevity but if we are to make ourselves understood in the wider community, we need to be more circumspect.

I've only examined one aspect of this article, the use of the word quality, but there is a related problem in the way the ASQ survey was conducted. Those conducting the survey approached it through their eyes and not through the eyes of the intended participants and hence the questions they put were not framed in a language readily understood by the participant's. The last point I made above about the questions is evidence of this.

As was noted in the article only 46.7% of the respondents agreed quality is a profession and they concluded that "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." I would add to this; with hindsight, it should encourage us to take more care when using the word quality and if at all possible avoid using it if by doing so it will convey more clearly the concepts, principles and practices that will increase the ability of an organization to produce outputs that satisfy all its stakeholders.

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SAQI at NAACAM 2019

by Paul Harding

SAQI exhibited at the National Association of Automotive Component and Allied Manufacturing (NAACAM) conference and show during March at the Durban International Convention Centre.

About NAACAM

NAACAM is recognised as the voice of the South African automotive component industry both domestically and internationally. As a member driven organisation they are at the forefront of industry leadership, representation and stakeholder engagement for automotive component manufacturers.

The majority of component suppliers to OEM's in South Africa are globally owned however there is a significant emphasis on increasing the number of home grown participants in this space. To that extent, NAACAM devotes much resource towards positively impacting the localisation, transformation and supplier development environment in South Africa.

NAACAM Specialised Services

- High level representation with government and other relevant industry stakeholders;
- Wage and other industrial relations negotiations in the auto components sector;
- Relationship building and maintenance with key decision makers in the vehicle assembler community;
- Provision of up-to-date information on key trends and current issues impacting the sector;
- Networking, marketing and profile building for members and the automotive components sector;
- Furthering business development nationally and across regional markets;
- Best practice education and advice on policy, regulatory and other strategic industry topics.

SAQI Support for NAACAM

SAQI's career path development training program for manufacturing fits in with the aims of NAACAM which to increase the number of home grown participants in the automotive component supply space. A solid understanding of basic quality control including quality tools and techniques is essential for players entering this highly competitive market. Once the emerging SMMEs have mastered the basics of quality control they can then move on to a broader understanding of quality assurance and then progress to a more advanced understanding of quality management. SAQI took the opportunity to showcase its products and services at the NAACAM show. We were pleased with the large amount of interest shown in our career path development program particularly by SMMEs at the SAQI stand.

Exhibitors

There were 168 exhibitors at the NAACAM show ranging from the major automotive OEMs down to the emerging local component suppliers. There was also government representation including

Trade and Investment KwaZulu-Natal and a strong presence of the Automotive Industry Development Centre (AIDC).



The photo on the left shows Myen Chetty the Chief Executive officer of ALP Africa (PTY) LTD visiting the SAQI stand and showing interest in SAQI's training program. ALP are manufacturers, exporters and importers of industrial rubber, plastic extrusions and moulding. ALP Africa is a part of a 60 Million USD ALP Group. ALP Africa formally known as Glengyn (Pty) Ltd. and was trading in South Africa since 2008. ALP Africa has recently acquired Tensile Rubber Extrusions in December 2014 which is situated in Rosslyn, Pretoria. The group's main focus has been Automobiles, Mass transportation, Construction, Packing, HVAC & R, Building and Industrial sealings including OE's.



One stand that I took a particular interest in was that of Dramco Tooling, a family toolmaking business run by the Dramat family. This brought back memories of my early career as a toolmaker, manufacturing precision progression tools in the UK. The photo on the left shows examples of various component parts produced by this family business. Toolmaking is one of those background activities that the average person does not know much about. A tool either works or it doesn't. The tool itself is only means to an end, the end being an acceptable part that will satisfy the

customer. This is unlike a Quality Management System that is also a means to an end but the end result, either a product or service, will not always satisfy the customer.

SAQI wishes NAACAM every success in its drive to improve the local automotive supplier base.



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Construction Quality - Success Factors - Part 4 - Defining Quality Control Mechanisms

By Jaco Roets

In April last year we looked at the 3rd Critical Success Factor for Construction Quality, namely Standards, Specifications & Legal Compliance.

Today we continue our journey, by looking at the next factor; the setting of quality control parameters, and the mechanisms deployed with it.

Please note that my experience is largely as a contractor, and subsequently I speak largely to my experience, and that of my personal research in the industry. I do however believe that the lessons are universally applicable throughout the construction industry.

Back to the issue at hand.

It is second nature, and normally a requirement for a construction company to be ISO9001 certified, in order to tender on construction work.

In the perfect world this certification would mean that all products and services supplied by the company is of the utmost quality, and at the forefront of value-for-money.

For many reasons this is unfortunately not the case. We find companies that are certified as compliant, but when we start looking at their operations, we find that the quality management system being deployed is only on paper, or is only set up for audit purposes on audit sites prior to certification and surveillance audits.

Now, I do not personally blame the certification bodies for this phenomenon, although I do feel that they have a role in the decaying quality standards in the industry. My reasoning is simple. Certification bodies employ duly trained auditors to perform audits against the standard, but unfortunately these auditors are rarely subject matter experts in the industry they are being required to audit, thus they revert to their common sense, i.e. does something look like it should be done this way, yes or no.



And there is the problem. You see, as a seasoned construction professional there are lots of loopholes and quick fixes, which you

can identify when walking on site, without even having the need to perform tests on the end product. There are deviations from national standards and regulations, which if you do not know the requirements, will not be obvious as defective, and subsequently these auditors visit our sites and declare them compliant with the issuance of an ISO9001 certificate.

Though we might put the blame squarely at these accreditation bodies' feet, I felt it necessary to continue further, to see what the root cause of this phenomenon is, and the answer is unfortunately that we as construction professionals, from designer to contractor are excellence averse.

What a bold statement to make.

I looked at my career, and analysed the information received from the respondents in my thesis, and found a golden thread, which led me to the aforementioned conclusion.

You see, most of the construction industry is dominated by large-scale corporations, with boards and shareholders who want their pound of flesh, but not just any flesh, they want a little bit of fat as well. Add to this the sometimes ludicrous timeframes given by the clients to get the project done, and you are faced with a conundrum.

As a result there is a constant push for production, claims completion and chasing the illusive completion milestone called "practical completion", without worrying about the control of on-site quality. As long as we can get to practical completion in time, we will be fine, but we are not. In the responses, and my own experience it became evident that in order to achieve the practical completion milestone, a lot of work is being rushed, and made to look good for the handover inspection.



The inadvertent effect is that the end user and/or the client starts picking the issues up a while after practical completion, and the

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snag list starts growing, page upon page of defects, weeks turning to months of additional costs to keep the site running whilst the issues are corrected, contra-charges and closed-door deals become the order of the day, and in some circumstances an uneasy truce, with a financial penalty and a non-disclosure agreement is the final step. Relationships destroyed, and an unhappy client is the end result.

Is this really the way we wish to construct in this industry? Are we all really content with construction rework and wastage costs being approximately 26% of the contract value? Are we content on using up every last cent of our contingency which was worked in on the tender, just to get the job done, or is there something we as construction professionals can do to remedy the situation?

And that brings me to the crux of today's article, the defining of quality control measures, and the active management thereof.

Now I know that a lot of professionals will immediately retaliate, and state that they have a checklist for each piece of work, which is covered by a Quality Control Plan, which can be back-linked to the drawing, which is back-linkable to the delivery note of the sand that was procured by the supplier. We all have that.

What we are discussing here is the application and applicability of these documents, and the effect they have on our sites.

I remember auditing a site a while back, and entering the foremen's office to conduct a document review on the completed data packs. To my amazement I found all five foremen sitting, furiously signing off checklists, filing them away.

You see, this is what our production personnel think when we issue them with a piece of paper. They do not take it out to site and physically check the work as we intend the documents to be used, they wait until the afternoon before an audit, and then try to catch up on three months' worth of paperwork. This adds no value to anyone, in fact, it creates confusion.

The reason I say it creates confusion is simple. Let's imagine a crack developing on a wall. We suspect that the bricklayer may have toothed the bond, hence the crack forming. We decide to investigate the matter, but to our amazement there is a fully signed off checklist, endorsed by all parties, which indicate that the wall was correctly built. It must be the plasterer then, right? We look at his documents, pristine. Test results on plaster mixes, checklists are in place, the whole package. Now what? Who made the mistake, or is it a natural phenomenon?

You see, if the checklist was not completed and signed off for the work which had been defective, we would be able to pinpoint exactly what went wrong, and apply the correct remedy, but by making the checklists a paperwork exercise we muddy the water, making it impossible to pinpoint.

So how do we control our on-site quality?

My personal opinion is that we should begin right at the beginning, with the knowledge we transfer to our employees. Teach them what the standards are, where the questions in the checklist stem from, why there are such things as hold points on a Quality Control

Plan, and how this all ties back to him and his personal liability within the project.

Thereafter, focus on developing a documented system to capture the control efforts, but keep it simple. Try to do as much as you can with one piece of paper. Remember, the guy on the ground likes to build things, he has no interest in paperwork, but will do it if it is not too much of a hassle.

And lastly, we need to verify our compliance on site, making sure that our efforts are effective. We cannot manage the quality of our operations by sitting in a cosy office, we need to sometimes roll up our sleeves, and step into the thick of it with the production crews, and teach them what we know. I am not saying that you need to be on-site every day, all day, but a little oversight at ground root level have never hurt anyone.

I do believe that by deploying hassle free control measures, and applying the correct, measurable management effort behind it, we will be able to change to quality of work, speed up our projects in the process, and deliver a below-budget project to our clients. It has been done successfully in other countries, why not here?

Thank you for taking the time to read this article, until next time, go well.

About the Author:



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For more information on SAQI's specialised Construction Industry training calendar refer to the last page of the newsletter.

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Amendments To The Competition Act May Further Curtail Foreign Investment Appetite

By Terrance M. Booyesen and peer reviewed by Lesley Morphet (Partner: Hogan Lovells)

The South African Competition Amendment Act 18 of 2018 ('the Amendment Act') which was tabled in Parliament in July 2018, and signed into law by President Ramaphosa last month, has been the subject of much debate and comment, especially insofar as it aims to implement far-reaching changes to the current Competition Act 89 of 1998 ('the Competition Act'). Although the Amendment Act has been signed into law, it is yet to be brought into operation on a date to be declared by the President.

The changes to the Competition Act introduced by the Amendment Act include strengthening and clarifying the provisions which relate to abuse of dominance and prohibited practices by dominant firms; giving the Competition Commissioner and the Minister the right to appeal against a merger decision of the Competition Tribunal; and giving the President of South Africa the power to identify a list of national security interests and establish a committee to assess whether or not an acquisition by a foreign firm will be adverse to national security.

These changes are part of the Amendment Act's broader stated aim of addressing persistent structural constraints on the South African economy, such as high levels of economic concentration, and strongly promoting transformation and economic growth in South Africa and working towards achieving a greater spread of ownership by historically disadvantaged individuals.

The Competition Act itself states in its preamble that "apartheid and other discriminatory laws and practices of the past resulted in excessive concentrations of ownership and control within the national economy, inadequate restraints against anticompetitive trade practices, and unjust restrictions on full and free participation in the economy by all South Africans", and further that the economy must be open to greater ownership by a greater number of South Africans.

disputed that transformation and economic growth are desperately required in the South African economy. Indeed, as stated by President Cyril Ramaphosa at the World Economic Forum Annual meeting in Davos in January 2019, "We have placed the task of inclusive growth and job creation at the centre of our national agenda... We recognise that we cannot create work on any meaningful scale unless we grow the economy at a far greater rate – and for that we need much more investment in the productive sectors of the economy, in infrastructure and in skills development." That being said, it may be an unintended consequence of the Amendment Act that the bureaucratic and administrative cost of doing business in South Africa is simply too high, and the changes imposed by the Amendment Act will not in fact grow the economy at the rate and on the scale as envisaged, but will give foreign investors yet another excuse to seek out more appealing jurisdictions for their investments.



Heightened regulation of the free market economy by the government, as proposed by the Competition Act, and further encouraged by the Amendment Act, may add to foreign investors' concerns around doing business in South Africa, as compared to other, less highly regulated countries. Take for example the prohibition against charging an excessive price for a particular commodity or service, which is addressed differently in various countries. The likes of the United Kingdom and Germany are similar to South Africa, insofar as they specifically prohibit organisations from levying what they deem to be excessive prices. In other countries, such as the United States of America ('US'), Canada and Australia, a general offence of abuse of dominance is acknowledged, but there is no specific reference in the law to the levying of excessive prices as an offence. This is because there is a reticence to allow regulators to become too directly involved in a free market economy, especially through action being taken against excessive pricing. Indeed, in the US, it was found by the Supreme Court that "the mere possession of monopoly power, and the concomitant charging of monopoly prices, is not only not

"[Local] competition policy, therefore, allows for economic intervention that arguably leans more extreme than in other jurisdictions. For instance, nowadays, frequent mention is made by policy makers of "ownership structures" and "participation in markets" as a focus for competition interventionism. The recent proposed amendments to the Competition Act will likely exacerbate the scope for interventionism along these lines."

**TG van Onselen
(2018)**

Does the Amendment Act curtail what it aims to achieve?

The aims of the Amendment Act are noble, and it cannot be

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unlawful; it is an important element of the free market system". In other words, it should be for the market to regulate itself, with those suppliers charging excessive prices ultimately being faced with a decrease in demand.

Unlike in Germany and the United Kingdom, however, South Africa imposes further legislative constraints on local market players, in addition to the constraints on free market forces which are imposed by the Competition Act and Amendment Act. These include legislation that deal with employment equity, broad-based black economic empowerment, preferential procurement, including various mandatory levies such as those for skills development which go beyond the company's own training and development budgets which is calculated at one percent (1%) of the organisation's monthly wage bill. Considering these factors, amongst a host of other business challenges in a less than exciting economy, many would-be business investors and entrepreneurs, especially those considering opening their businesses in South Africa, may be discouraged by the bleak prospectus of success. Quite ironically, the Competition Act purportedly seeks to remove these restrictions to encourage "full and free participation in the economy".

"The Bill constitutes a major overhaul of the Competition Act of 1998 and sweeping new powers are given to the Competition Authorities to address the perceived high concentration levels and lack of transformation in the South African economy."

**Werskmans
(2018)**

The real motivation for the heightened state of government interference and regulation of the market therefore needs to be questioned. Is penalising what are elsewhere considered to be normal business practices indeed beneficial to the South African economy in the long term?

The Amendment Act is likely to come into operation soon

In spite of the concerns raised from several quarters and the intense debate around the Amendment Act, at the time of writing this article, the Amendment Act had passed through both South African Houses of Parliament and been signed into law by the President, awaiting only the proclamation of the date on which it will commence operation (there is talk in this regard that it will be brought into operation in stages). The Competition Commission has already issued draft guidelines in relation to buyer power, price discrimination and the definition of small and medium businesses, and it would seem that South African businesses and potential foreign investors need to brace themselves once again for another piece of legislation which seeks to address the symptoms, rather than the cause of a rapidly failing economy, and which may in fact work against the very aims which it seeks to achieve.

With the Amendment Act likely to come into force soon (at least in part), one should consider whether or not these changes will improve some of the following worrying key economic statistics:

1. a dismally poor performing economy where South Africa's growth rate over the last decade has barely surpassed 1,5% per annum;
2. unemployment has dramatically increased to figures hovering at 27,5% (not including the figures of the 'despondently unemployed');
3. South Africa's Total Public Debt -- as a percentage of nominal GDP -- has ballooned from a low point of 26.5% in 2008 to 53% towards the end of 2017, where our total debt is now circa R3 trillion;
4. South Africa's nett Foreign Direct Investment (FDI) -- as percentage of GDP -- fell from 22,7% (2010) to -29% (2017); and
5. Company income taxes were 6,6% lower in December 2018 than a year ago, and economists predict a grim 2019 Budget with an estimated budget deficit of between 4-4,5%.

Indeed, the "new dawn" espoused by President Ramaphosa would be a welcomed event, especially considering that South Africa is the only OECD country that experienced a "technical recession" last year, not least also remembering that our economy is currently at its lowest growth path since 1945.

With the imminent changes of the Amendment Act, including the uncertainty of the ANC's Expropriation Without Compensation (EWC) policy -- and its associated Expropriation Bill (2019) which was published in December last year for public comment -- the "new dawn" actually feels quite ominous, and truthfully this does not inspire any form of confidence, let alone business confidence and optimisation.

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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

Good listening leads to achievement



Poor Theresa May! The British Prime Minister was given a verbal mauling in the House of Commons shortly before the No Confidence vote on her leadership. While she was talking, fellow politicians were loudly talking over her voice, interrupting her and making rude comments. It was evident that some of the questions put to her showed that the questioners hadn't been listening to what she had already stated.

Stephen Covey, in his book, *The 7 habits of highly successful people*, commented that, "Most people do not listen with the intent to understand. They listen with the intent to reply." Too often, when a speaker pauses for a nanosecond, someone jumps in with their opinion – an opinion that is often indicative of not having listened properly.

There's a need to differentiate between 'hearing' and 'listening'. While you're reading this article, you might hear noises in the background. You hear the noises but you don't pay any attention to them. Yet should someone interrupt your reading, you'd most likely look up and listen to the speaker.

There are many children in school who hear what's being said to them but don't pay attention and listen. To them it's all just noise. Why is it important to be a good listener? Among the many benefits are:

- Fewer misunderstandings
- Faster work rate
- More self-confidence in doing tasks
- Better quality of work

For a child who has poor listening skills, there could be severe consequences. They include:

- Delay in language and communication development
- Negative impact on relationship with teachers
- Poor social skills when interacting with other children
- Underperformance to potential in both classroom and outside activities

The simple drawing above right pinpoints the basics of being a good listener.

Obviously, there's more to being a good listener than shown in the picture. It also includes understanding what's being said as well as remembering the contents. The listener evaluates what's being said and decides whether or not to agree with the speaker.

Crucially, the listener should try to avoid personal biases and prejudices. Little meaningful listening and learning happen when the speaker's words are rejected out of hand. This negative reaction can happen in a classroom. A child could have a poor personal relationship with a teacher. Whatever the teacher tries to teach is dismissed.



In the picture of the child it states, "Eyes on the speaker." It's a courtesy to look at the person who's talking. Yet this politeness includes looking at the person's body language. That speaks too. The speaker who, for example, averts direct eye contact and fidgets all the time might be trying to avoid saying something.

What can be done at home to help ensure that a child is a naturally good listener? Four simple yet effective techniques are:

1 Ask your child to repeat what was said by the speaker

There are countless conversations in a day. Pick a few. Ask the child what was said by the cashier or the sports coach.

2 Go to the movies and watch TV together

Get into the habit of discussing films and programmes. Besides resulting sometimes in post-watching lively discussions, it's an excellent way to improve memory recall.

3 "I'm going to tell you once only!"

This is a very old classroom technique used by most teachers! Remind the child that an instruction or piece of information is to be given only once. Therefore, pay careful attention! Children soon get into the habit of the need to be attentive.

4 Read stories

Read stories to the child. Ask questions about the story line and the characters. Get audio tapes of favourite stories. Besides the enjoyment of books, listening skills should soar.

Too often a child doesn't reach full potential at school. The child isn't lazy. Also, it's often has nothing to do with a learning problem. Rather it's an inability to listen well. When a child becomes a good listener, there's every likelihood of being a good achiever too.

Reference

Keyser, A undated. *9 ideas to improve your child's listening skills*. <https://www.worksheetcloud.com/blog/9-ideas-toimprove-your-childs-listening-skills/>

Tips & activities to improve your child's active listening skills 2017. <https://www.oxfordlearning.com/improve-active-listening-skills/>

<https://growinghearts123.files.wordpress.com>

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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					
B90	Introduction to Statistical Techniques	3	6230-00					
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					

Inhouse Training: vanessa@saqi.co.za • Public Training: info@saqi.co.za



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

