e – Quality Edge

bringing quality information to South Africans since 1996

SAQI
The South African Quality Institute

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Welcome to the April edition of our e Quality Edge

Paul Harding

Our feature article in this month's edition is focused the Centenary of our partner organisation in the UK "The Chartered Quality Institute".

Our colleague in Canada, Dawn Ringrose fills us in on the Global Survey on the state of Organisational Excellence. SAQI is pleased to report that at last we can see some movement towards the approval of a South African Quality qualification. Mike Smith from SAQI member organisation Rifle Shot Holdings talks to us about robust Advanced Product Quality Planning.

Our regular author Terry Booysen tells us that GDPR substantially changes the manner in which personal data is treated. Richard Hayward helps our school learners to Unlearn learned helplessness

There was quite a lot of follow up from David Hoyle's article in last month's edition and you can access this by following Vince Desmond's post on:

https://www.linkedin.com/feed/update/urn:li:activity:6516700909215449088

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

Quality:
helping South Africans live, learn and work better

100 years of quality

by Alicia Dimas: *first published in Quality World*

Chartered Quality Institute

The UK's Chartered Quality Institute this year is celebrating its centenary year.

As the CQI celebrates 100 years, Alicia Dimas talks to CQI's CEO, an emerging talent in quality, a new Fellow, and a CQI and IRCA member about what the centenary means to them and how the CQI has contributed to quality over the past 100 years.

The CQI has a rich history in quality management and auditing, from military products inspection to supporting the quality and auditing professions worldwide.

Background

The institute has come a long way since it was first established as the Technical Inspection Association in 1919. Members of the Inspection Department of the Ministry of Munitions created the Technical Inspection Association to raise standards on product quality following the many reports of production defects in munitions and other military equipment during the First World War.

In 1922, the Technical Inspection Association reformed as the Institution of Engineering Inspection (IEI), with a mandate to promote efficiency in industry and commerce through quality assurance. But it wasn't until 1972 that the association decided that quality should go beyond military and engineering and encompass society as a whole, and the Institute of Quality Assurance (IQA) was created to replace the IEI.

In 1981, the IQA formed a corporate membership arm with the British Quality Association, and three years later the institute also creates the Register of Lead Assessors in response to the growing demand for audits of quality management systems across industry. It is the world's first register auditor certification system. Within the last decade, the Register of Lead Assessors becomes the Registration Board for Assessors which expands to the International Register of Certificated Auditors (IRCA). This evolution reflects the rising demand for auditor training and accredited certification worldwide.

The IQA was focused on spreading the quality message globally and for that purpose opened national and international branches and established World Quality Day – a worldwide celebration day designed to increase awareness of the important contribution that quality makes towards organisational and national growth and prosperity. In 2006 the IQA was awarded a Royal Charter and in 2007 changed its name to the Chartered Quality Institute (CQI). Since then, the CQI has been committed to supporting and recognising the quality profession, publishing the CQI Competency Framework in 2014 and launching the International Quality Awards in 2017.

Celebrating 100 years

Vincent Desmond, CQI's CEO, tells *QW* about how the organisation is going to celebrate its centenary and his vision for CQI's future.

QW: Why is it important to celebrate CQI's centenary?

Vincent Desmond (VD): Our centenary is a great opportunity to celebrate the CQI, but also to promote the benefit that quality management and the quality profession have provided society during the past 100 years. As with any significant birthday, our centenary is an opportunity to consider not only the past, but also what the future might hold. Just consider how the world has changed since 1919 and how the quality management discipline has responded. I am sure that the founding members of what was originally constituted as the Technical Inspection Institute would not recognise our world of global trade, technology and radically different social norms. And I suspect they would be amazed to see how the quality profession's scope and tool kit have expanded to cope with those changes.

QW: How will the CQI celebrate its centenary?

VD: We will celebrate our centenary during the whole of 2019. Firstly, I am keen that we recognise the contribution that quality management has made to society to date. In my opinion, society enjoys better, cheaper, safer and more reliable products and services since the CQI was founded, and quality management and the quality profession have been a foundation in achieving that – simply put, life would not be so good without us. Secondly, I would like to consider what the next 100 years hold. The same external forces that changed the CQI and the profession in the past 100 years will continue to require the profession to change and adapt – but at an even quicker pace. Thirdly, I hope members and partners will join us to celebrate and promote quality management, our profession and the CQI within their own communities.

QW: How do you see the CQI 100 years from now?

VD: Based on the last 100 years, I can say with certainty that it will be different. The challenge for the CQI and the profession will be to adapt quickly to reflect the needs of organisations and society, as we move at full speed into the next industrial age of Industry 4.0 and whatever comes after that. Based on the current external trends, that means that the profession and the CQI will need to retain their global perspective as organisations navigate an increasingly complex and volatile global market. It will need to embrace new

skills to help organisations adapt to automation and interconnectivity and to translate 'big data' into actionable improvement. It will need to move its focus from tactical activity to supporting strategic priority, if it is to remain relevant. And all of that means the profession will be more diverse and have ongoing learning at its heart.

A global network

Hannah Murfet, Compliance Manager at Microsoft Research, is part of the CQI's Next Generation Network group, and has also recently achieved CQI Fellowship. She shares with *QW* her thoughts on the present and future of the CQI, and what being a Fellow means to her.

QW: When did you start your career in quality?

Hannah Murfet (HM): I started my career in quality in 2010. I'm a biochemist by background and the first two years at university I spent as a lab technician. I eventually I got involved in improving the processes and implementing monitoring schemes, so the next thing I knew, my job title had changed to quality technician – and it all started from there. I've been in the medical devices industry for 10 years, and eight of those years have been in quality and regulatory roles. This is how it happened to me and, from what I know, many quality professionals go through a similar process, instead of consciously choosing to be a quality professional from the beginning of their career. So, one of the objectives of the CQI Next Generation Network group is to try to make quality a career of choice.

QW: When did you join the CQI?

HM: In 2012 I moved companies and I decided I wanted to network with other like-minded professionals. I did some research and came across the CQI and joined from there. In my job nobody had come across the CQI at that point. I feel that has changed since I became a member – the CQI is more well-known now, and that is a positive change for the profession.

QW: How does the CQI support you on your career?

HM: There have been a number of ways in which the CQI has helped me with my career. I have attended a number of CQI events over the years, which helped me network and meet like-minded professionals. It has also given me professional recognition: I have been over the main CQI grades through my career and had the honour of achieving Fellowship this year, which has helped in terms of job interviews and applying for new roles because I can show my commitment to my career.

QW: What does being a Fellow of the CQI means to you?

HM: It is a real honour to be a Fellow, especially because I'm under 35, and to get Fellowship feels like a huge achievement. I'm so proud of being volunteer of the CQI for a few years now, mainly in CQI Next Generation Network group and writing for QW. It is great to have that recognition for my contribution to the profession.

QW: Do you think it is important to celebrate CQI's centenary?

HM: I think 100 years is definitely worth celebrating. Especially with the changes I've seen in the profession in the last century. In the past, quality professionals were seen as the inspectors, the people looking for what you shouldn't do. I've seen how this perception evolved and how quality professionals are having a more a positive influence and perception in the rest of the business. It's also worth celebrating the unique position that the CQI has, since it is able to appoint chartered quality professionals and, as far as I'm aware, there is no other body that can do the same.

QW: In your opinion, how has the CQI helped the quality profession in the last century?

HM: The CQI has, in a number of ways, provided platforms for discussion [in the quality arena] that have evolved over the years. Those platforms have developed over the years in terms of representation and special interest groups. Even *QW* is able to give a voice to quality professionals, and this is something to be valued.

QW: How do you see the CQI 100 years from now?

HM: It will be interesting to see how the CQI will continue to evolve its electronic presence and how it will become more global, and to see more opportunities arise from digital platforms.

QW: What do you think will be the main challenges for quality professionals in the future?

HM: I think the main challenges will be diversification of the role (which I think will continue to evolve), and the increasing amount of data that will become part of the profession. In terms of diversification, we are already seeing it. We are seeing quality professionals being involved in different things, like data protection with the General Data Protection Regulation (GDPR), and I imagine that the kind of skills [required of] quality professionals will continue to evolve to adopt new areas such as that. In terms of data, especially big data, I expect quality professionals will become more involved, as systems become smarter and more connected. I think data management will become even more important to the quality profession in the future.

Raise a glass to the CQI

Kevin Sheath, Safety, Quality, Business Continuity Auditor, Trainer & Consultant for Lloyd's Register, and a Reviewing Officer for IRCA courses worldwide, tells *QW* how the CQI has supported his career, not only in the UK, but internationally.

QW: How important is the CQI in your professional life?

Kevin Sheath (KS): The CQI has been pivotal in my professional life right from when I was an apprentice studying for what was then the Institute of Quality Assurance (IQA) exams. Later in my career I went on to lecture at college in those same subjects and deliver CQI training. Now, as a CQI Reviewing Officer, I help training organisations deliver their own CQI training. The CQI has provided support and recognition in my professional career, especially relevant when working outside the UK. Ongoing membership continues to provide me with the technical resources and support when I need them in the course of my work.

QW: How does it feel to be part of an organisation that is celebrating 100 years?

(KS): The history of the CQI is a proud and relevant one, so it is a source of pride to be part of an organisation that has contributed to the economic prosperity of the UK and helped other organisations worldwide.

QW: How will you celebrate the CQI's centenary?

(KS): With quiet reflection over a glass of Merlot.

QW: In your opinion, how has the CQI helped the quality profession in the last century?

(KS): Primarily by establishing the credibility of the quality assurance function from just inspection into a recognisable and accepted profession that has a positive role across all sectors.

QW: How do you see the quality profession 100 years from now?

(KS): I honestly have no idea, but I hope that it continues to evolve to remain a credible and useful profession that contributes to the UK economy.

Confidence and knowledge

Khar Voen Chin, Project Quality Engineer at Alstom Hong Kong Limited and winner of the International Quality Awards 2018 Emerging Talent award, talks about the importance of the CQI for her career and how she will celebrate the centenary.

QW: What role does the CQI play in your professional life?

KC: Since I started my career in quality, in 2016, that the CQI has never failed to keep me updated with the latest quality trends, highlights and guidelines from different companies of different industries. In addition, through its great online resources and Quality World magazine, the CQI develops my knowledge about quality management. It also boosts my confidence to promote quality in the company [I work for], and to apply quality approaches to the people and processes. And lastly, the articles shared by the experienced people from the global CQI network inspire me a lot, as their efforts have contributed to their companies' success and they have tremendous work experience in the quality profession. I have gained so much confidence and knowledge ever since I joined CQI on 16 November 2017.

QW: Is it important for you to be part of an organisation that is celebrating 100 years?

KC: Yes, definitely yes. I am proud to be associated with such a well-established and globally recognised organisation that has made remarkable contributions to the quality profession and many organisations over the past 100 years.

QW: How will you celebrate the CQI's centenary?

KC: I plan to organise an event within my company to help boost awareness and bring quality to the front of people's minds. If there are any CQI centenary celebrations organised by CQI Hong Kong Branch, I will also attend with my manager.

QW: In your opinion, what impact has the quality profession had on the world in the last century?

KC: Over the past century, the industry has changed significantly and businesses [have] transformed to cope with the shifts in the market environment. This is the same for the quality profession, which is continually improving and adapting to the changes in the market. The quality focus started from factory product inspection, in the early 1910s, to quality control. Then we had the works of quality gurus in the middle of the 20th century, followed by the introduction of international quality standards, such as the ISO 9000 series, and the drive for high reliability within the aerospace and automotive industries.

QW: How do you see the quality profession 100 years from now?

KC: This is a great question. I think regardless of whether it's 10 or 100 years into the future, the core principles in quality that guide companies' performance improvement will remain unchanged and will continue to pass on to the next generations.

For sure, the bar will be set much higher than it is now. Maybe more industry specific standards will be developed, instead of a 'one size fits all' standard. Innovations in technology, artificial intelligence (AI) and automation will change the way quality professionals work, such as reducing manual inspections of physical items. The quality profession will rely more on data analytics for better decision making. The quality of work will increase, reliability will improve, efficiency will increase, and costs will be further reduced.

QW: What do you think will be the main challenges for quality professionals in the future?

KC: Understanding and taking advantage of digitisation and AI technology, as they are changing at a rapid pace. As the world becomes more automated, the quality of products and solutions will become more consistent and reliable, but extra emphasis will need to be placed on audit of the data and reliability of the technology to ensure that inputs and processes are being followed. Customer expectations will be higher, and it will definitely be a challenge to maintain customer confidence.

QW: How will digital technologies affect the quality professionals of the future?

KC: Quality professionals have to be well-versed in digital technologies, as they will be reliant on digital aids. Hardware will be minimal, and the manufacturing process will be automated. Manual, visual and dimensional checks can be replaced by full coverage inspection with a scanner or phone linked to automated applications. Quality inspection apps can be developed and customised according to the required standards. They will rely on data analysis from the apps, as these will be able to instantly notify the results of the inspection. The innovation in digital technologies will definitely help to reduce manual work for quality professionals, allowing us to work efficiently and spend more time on high-value strategic work.

Celebrate the centenary with CQI. Check their website for the latest updates: quality.org/CQI-centenary. Share how you are celebrating the centenary via social media.

> *SAQI congratulates our partner organisation in the UK on this monumental achievement. We look forward to celebrating our own 25th anniversary later this year.*

Giving, Values and the Work We Do

by Dawn Ringrose

Reading *The Givers* by David Callahan has me reflecting on the global research study my firm has been leading over the past few years https://organizationalexcellencespecialists.ca/activities/global-oe-index/. The study was launched by the Organizational Excellence Technical Committee QMD ASQ (OETC) and has been supported by the Global Benchmarking Network, ISO Technical Committee 176 and the International Academy for Quality. It aims to provide a snapshot of the current state of organizational excellence by size, industry sector and country (region).

There are two quotes in *The Givers* book that have captured my attention. Both quotes are by Arthur Brooks who is considered an expert on giving and leads the American Enterprise Institute http://www.aei.org/ , a conservative think tank that researches government, politics, economics, and social welfare.

The first quote is on page 39 where Brooks states *"It is a fact that givers are happier people than non-givers"*. This statement is based on a number of studies that have shown how giving affects one's brain chemistry, producing a *"helper's high"*. Did you know there are over 350 professionals around the world that have volunteered to reach out to their networks and invite potential respondents to participate in the global research study? So far, their efforts have yielded over 1000 respondents that have taken time to self-assess their organization. And I must say experiencing a *"helpers high"* is important as the research exercise is much like *"pulling hen's teeth"* with today's working population being over surveyed, time starved and reluctant to share data and information about their organization. But as the respondents have trickled in one by one, we are slowly but surely developing a Global Organizational Excellence (OE) Index that is providing a nice snapshot of current state - the extent to which organizations have a culture committed to excellence and have deployed best management practices.

The second quote by Brooks is on page 66, where he goes on to say that giving is a *"key way that givers express their values"*. The Oxford dictionary defines values as *"a person's principles or standards of behavior; one's judgment of what is important in life"*. So let's consider the intended benefits of the global research study. The study intends to provide benefit for the excellence community in general and the working population at large:

- Uniting the excellence profession on a common project
- Encouraging organizations to start or continue their excellence journey, using an excellence model
- Providing dashboard results to show aggregate ratings on principles and best management practices by organization size, industry sector and geographical region
- Sharing aggregate results on the OETC LinkedIn site
- Encouraging organizations to benchmark their performance, apply for an award (e.g. national excellence, international best practice, international benchmarking)
- Envisioning that organizations improving their performance will make a positive contribution to a local economy, trade and resident quality of life
- Enabling all countries to participate, in a more competitive and sustainable way in the global economy
- Making the world a better place for future generations

It is a noble undertaking for sure. And it is an undertaking that requires a collective and collaborative effort that will yield more positive outcomes than any one individual or organization could accomplish on their own.

Just imagine the synergistic effect of this study and how each type of organization will be able to leverage the aggregate findings to better accomplish their purpose and add value for their customers:

- Government - delivering programs and services that support industry and help develop the economy and trade
- Business – offering goods and services that satisfy customers and generate a profit
- Association – providing programs and services that enrich and advance their members
- Educational Institution – preparing students that will offer value to future employers

The possibilities are simply endless.

About the Author

Dawn Ringrose MBA, FCMC is Principal of Organizational Excellence Specialists and Author of the Organizational Excellence Framework publication and accompanying toolkit. Her qualifications include: Masters of Business Administration, Certified Organizational Excellence Specialist, Certified Excellence Professional, Registered ISO 9000 Specialist, Assessor of Quality Systems. She has worked in the area of organizational excellence since 1990 and several clients have earned national excellence awards. Dawn currently serves on the Executive Team for the Organizational Excellence Technical Committee QMD ASQ, on the Board for the Global Benchmarking Network and as a Chair on the Content Management Committees for QMD ASQ. Email dawn@organizationalexcellencespecialists.ca

Quality Qualifications

by Paul Harding

SAQI is pleased to announce that after a long delay, progress is being made on the approval of a formal qualification for Quality practitioners ranging from NQF level 3 Quality Controller, NQF level 4 Quality Assurer up to NQF level 5 Technical Quality Specialist (Quality Technician). This qualification represents the first management level for persons seeking a career path in the Quality Management Industry. The proposed qualification will be discussed by the major role players in the South African Quality fraternity at a workshop at the SSETA at the end of April.

This qualification is long overdue and will give SAQI and other training service providers in the industry an opportunity to align training materials to a recognised QCTO formal qualification.

The photo on the right shows delegates attending the Internal Auditing module that is one of fourteen modules that make up SAQI's career path development program. These fourteen modules have been developed to fall in line with the proposed requirements laid out in the formal qualification that is now up for final approval.

SAQI will keep its members up to date on further progress made to formalise this qualification.

More information about SAQI's training courses can be obtained by contacting vanessa@saqi.co.za

Robust APQP
3 Keys to long term manufacturing success

by Mike Smith

Having attended dozens of industry trade association events in recent years, one notices a common theme in comments made by Original Equipment Manufacturers (OEMs) and their Tier 1 or prime contractor suppliers regarding their product launches.

Across every industry and market, executives talk about the significant investment of time and money involved in bringing new products to market. These same people also say they wish their suppliers would become more reliable and consistent in providing material, parts and services that are on-time and within specification. When asked about recent experiences as a customer or a supplier, executives often roll their eyes and sigh, saying that it is very difficult to launch new or update programs in our modern era without problems.

As with any common challenge in our economy, this presents a huge opportunity for any supplier who can deliver consistently clean product launches, enabling them to come out above their competition, and build favour with customers. The proper application of Advanced Product Quality Planning (APQP) will determine whether things go right or head off the rails during development, the fruit of which depends on three keys elements - Process, People and Systems.

Process

The first decision to make is where and how the APQP process definition is kept in a company. Unsurprisingly, it is often kept in a file cabinet or secure file folder on the company's network server. Regardless of how simple, eloquent or complex the defined process is, it is often referred to, but more often or not can be difficult for employees to access.

When an APQP process definition is hard to find, the principle of 'out-of-sight, out-of-mind' leads to the temptation for most employees to be informally guided by word-or-mouth. In this situation the process can quickly become a conglomeration of personal impressions and recollections that may sometimes work, but can just as easily break down. As each team member proceeds under their own presumptions, misunderstandings, issues and problems will inevitably arise. Many manufacturers try posting the process chart on a board somewhere in a hallway or meeting room to make the APQP process definition more visible to team members. Yet, even when this is done, the information is static and not readily available to all stakeholders. By using modern systems, well-trained, coached and mentored program managers can overcome this challenge and help to ensure long-term success.

People

The retirement of baby-boom era employees, combined with the hiring of millennials and new graduates, means leadership experience and technical skills are being depleted, which in turn can cause APQP DNA to unravel and develop gaps. Without the proper initiatives to on-board these newer employees and help them build the communications and leadership skills needed for their important roles, they often end up 'not knowing what they do not know'. In a manufacturing company where technology and markets are changing rapidly, ignorance is never bliss.

To establish and support a healthy hiring and development process for new employees, there are cost-effective software tools capable of tailoring a company's training needs based on short- and long-term goals set by senior leaders. Results improve when a strategy is created, and then committed to via a documented workflow to build skills of new employees. With clarity comes success and confidence. Both are critical to retaining millennials in our economy. It is important to remember that modern APQP project- and program-managers typically do not have the classic or 'social' authority to exert over their teams. By the very nature of their role, these managers must lead with 'horizontal' influence, which requires effective communication skills, strong discernment and focus.

To successfully navigate the gauntlet of an APQP process, development project managers must listen well to colleagues, demonstrate best practices, and discern the blind spots, strengths and weaknesses of their team members. Fortunately, most of these strategies, tactics and skills can be acquired through training and coaching that can in turn be managed with the use of modern human development software. Mentoring by experienced managers and executives will become more consistently effective when driven by a logical, documented process flow.

Systems

Having an APQP / Launch process defined and thoroughly documented, and managed by relatively new employees with growing skills, only addresses two of the critical building blocks required for consistent launch success. There is still one major area of risk - a lack of internal information tools. It is critical to provide program managers and their team members with accurate, consistent, real-time information to generate the proverbial 'one version of the truth'. The APQP process can be put at great risk by using the typical hodgepodge of emails, spreadsheets and shared network folders to carry the critical collection of documents, records, statuses, reminders and KPIs needed for the team to succeed.

This approach introduces many leak points, multiple versions of key data, and out-of-sync open loops in communications. Even with team members doing their best to follow their understanding of the official APQP process, misunderstandings and costly mistakes are guaranteed to occur. For project and program managers - even those with project management certifications - the so-called "affordable" disparate tools approach can result in a huge waste of time and money. Project managers have to chase and revalidate multiple versions of key files, and chivvy their team members in order to gather updates on the latest news via phone calls and emails, most of which may not be accurate. They will end up spending much of their valuable time on these clerical tasks - instead of focussing their attention on analysing trends and anomalies in the processes they are overseeing in order to manage these proactively and reduce hidden costs.

Useful capabilities of these systems support the goal of creating team clarity, trust and respect:

- Inform team members and the program manager when deliverables are at risk of being late

- Notify the next person in a workflow when the required preceding steps are complete enabling their task to begin on time

- Track completion of important quality and planning documents (such as FMEAs, Control Plans, Staffing Plans, Capability Studies etc)

- Intuitive dashboard metrics with key statuses available at-a-glance

- Facilitate timely and accurate communications with suppliers of tooling, equipment, materials and services.

This modern approach enables managers to stay on top of their projects, and to avoid omissions and misunderstandings which, if not detected in time, will become glaring failures just before or during a new product launch.

Comprehensive, integrated and automated systems such as SoftExpert's Excellence Suite (SE Suite) can be the eyes and ears of the modern program manager. A system of this strength enables development project managers to prevent problems before they happen, and to contain and manage problems if and when they might occur. Thoughtfully investing in strengthening each of the three pillars of Process, People and Systems is an important part of the principles of ISO 9001 and related quality standards, and is virtually a prerequisite to ensuring consistently clean product launches - by design. Such an investment can be truly cost effective, prevent cost overruns, and enable a manufacturer to shine as the preferred supplier to its customers.

Modern software systems are capable of providing consistent business logic, accurate up-to-the-moment information, automated historical record keeping, as well as real-time alerts based on actionable project data to support better decision-making.

For more information on SoftExpert's APQP Solution and other SE Suite solutions for business send mail to: Mike Smith
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GDPR Substantially Changes The Manner In Which Personal Data Is Treated

by Terrance M. Booysen (Director: CGF) and peer reviewed by Dr. Peter Tobin (GDPR & POPIA Specialist)

In recent months, there has been much discussion and focus on GDPR -- the new European Union ('EU') General Data Protection Regulation 2016/679 -- which came into force on 25 May 2018. This EU legislation aims to strengthen the application and enforcement of data privacy laws, not only through its principles and the obligations it places on organisations, but also through its global reach.

Why should South African organisations understand the GDPR?

While the GDPR has a direct impact on individuals and organisations based in Europe, its provisions give rise to responsibilities for organisations based anywhere in the world; if they offer goods or services to residents of the EU, or if they monitor the behaviour of those residents, they are affected.

> "In an age of Big Data, 24/7 connectedness and ever-present surveillance, customers' demands for data privacy are greater than ever before. The most enlightened businesses will recognise this and grasp the GDPR compliance nettle with vigilance."
>
> **Consent and the GDPR - An Essential Guide (April 2018)**

At some stage in the course of their operations, a large number of South African organisations -- especially those in the e-commerce sector -- will no doubt fall within the scope of the GDPR. This means that they will have to comply with the provisions of the GDPR. Indeed, this is no mean feat and becoming GDPR-compliant, let alone remaining compliant with its stringent provisions, is an onerous task for many organisations to contemplate.

The task of GDPR compliance is made even more onerous in light of the fact that many South African organisations are still in the process of aligning their business systems, operations and procedures with the South African Protection of Personal Information Act 4 of 2013 ('POPIA'), which is still not fully in force at this point in time. POPIA, which is considered by many governance authorities to be less draconian than its GDPR counterpart, as it is based on legislation over 20 years old, seeks to protect personal information which is processed by public and private bodies and sets out various conditions which must be met before such processing is permitted.

The GDPR's key principles

The principles required by the GDPR include lawfulness, transparency and fairness in data processing, as well as accountability for compliance by organisations. Organisations processing data must have a specified, explicit and legitimate purpose for doing so and this must be indicated to individuals when their personal data is collected. Organisations may only collect and process the specific personal data necessary to fulfil the intended purpose, and they should hold no more data than that which they strictly require.

The personal data which is collected and processed should be adequate, relevant, and limited to what is necessary. Moreover, organisations must ensure that the personal data which they collect and process is accurate and up-to-date, furthermore ensuring that the data is not stored for any longer period than is necessary.

Importantly, organisations must also ensure that appropriate technical and organisational safeguards are in place so that personal data is properly secured, and personal data must, among other things, be protected against unauthorised or unlawful processing, including accidental loss, destruction or damage.

What happens if South African organisations fall foul of the GDPR?

GDPR cannot be ignored simply because it has origins in the EU. In the ordinary course of their business operations, organisations should hold the principles espoused by the GDPR in high regard, not least for the reason that protecting people's private information is ethically correct as well as aligned with good governance practices.

> "There is not only one thing for companies to do to become GDPR-compliant - it is very much a multi-disciplinary project involving functions across the business, from HR to legal to finance to IT, security and so on. GDPR fundamentally tries to change the way that organisations think about personal data, and how it is treated. GDPR is as much about the people and processes as it is about the technology."
>
> **David Warburton, Senior Systems Engineer, F5 Networks (2018)**

For organisations that advocate the values of being a 'good corporate citizen', it is expected that they proactively engage -- amongst other activities -- the necessary means of protecting the privacy rights of all individuals associated with their business; albeit employees, suppliers and their customers. Whilst these organisations will still be required to 'ramp up' their data protection procedures to meet the provisions of the GDPR, those who choose to ignore this legislation may be severely punished. Organisations that fail to comply with the GDPR will be subjected to fines of up to 20 million Euros or four percent (4%) of their annual worldwide turnover, whichever is the greater.

Notably, non-compliance with the GDPR could also lead to lost customers and reputational damage, as well as damages payable to EU residents ('data subjects') in the case of a data privacy breach where organisational security systems were lacking. The worst case scenario is that organisations may be required to cease their processing of personal data entirely.

What should South African organisations be doing to comply?

There are many steps which organisations will need to consider in order to comply with the GDPR, ranging from briefing their governing bodies on this new piece of legislation to implementing and updating their Customer Relationship Management (CRM) systems across their entire supply chain.

Some important examples of specific actions to take include: ensuring that the correct people within the organisation understand the provisions and implications of the GDPR; having appropriate, automated systems and filters in place to identify when the GDPR is applicable to the organisation at any point in time, or deciding to comply with its provisions as a 'gold standard' of data protection legislation.

On the basis that a South African organisation is required to comply with the GDPR, noting that proactive measures should be taken to safeguard the personal information of EU residents, it would be wise for the organisation to adopt a "privacy by design" approach to all of their systems (e.g. information technology, security, legal and finance, etc.), rather than being passive, or reactive in the case of complaints or a data privacy breach. In fact under the GDPR privacy by design and data protection, impact assessments are mandatory in certain circumstances.

Privacy by design considerations should make provision for communicating appropriately with those EU residents whose data is collected and processed, this includes updating all the organisation's customer-facing documents and internet platforms in order to comply with the GDPR's requirements.

A data protection officer will need to be appointed in the organisation and a relevant supervisory authority will need to be appointed in the EU. Organisations will need to determine the circumstances in which personal data will be allowed to be processed and when it can be transferred between organisations and countries. In the event of any data privacy breaches, proper breach management steps and incident response processes will be required.

Considering the EU stakeholder

Those individuals affected by the GDPR now have more rights and protection against the abuse of their personal information than ever before. As priority stakeholders of an organisation, they are likely to cause organisations to drive the proper implementation of data privacy and protection measures. Considering the massive consequences linked to non-compliance with the GDPR, organisations clearly have a vested interest to implement effective safeguards that protect the intended beneficiaries.

The rights of data subjects are numerous under the GDPR and include, for example, the right to receive clear and understandable information about the organisation processing their data; what data is being processed and the reasons why the organisation is processing that data; the right to object to the processing of their personal data, or to have their details corrected; as well as the right to request that their personal data is deleted by an organisation. Data subjects have the right to consent to the use of their information, as well as the right to be timeously informed if their data is lost or stolen.

> *"The more the world's population carries out activities online, the more important it becomes for individuals to have their data privacy. The key to GDPR is giving control of that privacy to the data subject - to the individual. The EU is trying to change the way that we think about protection of data - it shouldn't be an after-thought, and we welcome the way that the EU is championing the importance of data privacy."*
>
> ***A Jacobsz, Managing Director at Networks Unlimited (2018)***

It is clear that the provisions of the GDPR are more onerous than local privacy-protection legislation -- such as POPIA in the South African context -- and the GDPR may become a catalyst that causes all organisations dealing with data subjects in the EU to set even higher compliance standards as compared to those contained in POPIA. These collective standards will serve to protect the use of EU residents' personal data -- including other citizens' personal data -- especially in light of increasing incidences of identity theft and its associated crimes.

The 'benchmark' standards set by the GDPR will also become increasingly indispensable in the context of the Fourth Industrial Revolution and the burgeoning use of Artificial Intelligence (AI) in everyday life, where systems, products and smart devices will require personal data in order to operate effectively and to capitalise on predictive behaviours.

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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

Unlearn learned helplessness

Learning something new can be tough experience. Think back to your school days. You might have had moments of helplessness in learning new knowledge or a skill. There are those who've have had mental block around certain school subjects. Today they still make comments such as, 'I could never get my head around Maths' or 'I was totally useless at learning another language like Afrikaans or Zulu.'

What were the reasons for them getting poor results in such subjects? Was it poor teaching or lack of academic ability? Perhaps there's another far more likely reason for the under-performance. It's called a way of thinking called 'learned helplessness'.

What's learned helplessness? It's a mistaken belief in one's mind that one can never achieve a certain task or target. The person talks or thinks themselves into a state of helplessness; there's an illogical belief that they're totally incapable. Psychologist Martin Seligman describes it as catastrophic thinking.

Where does catastrophic thinking start? Seligman maintains that the starting point is in early childhood. It's what parents, siblings, teachers and other important people in a child's very young life remark about their efforts. When these people continually make negative comments, they're accepted uncritically as the absolute truth.

A sense of learned helplessness can have dire consequences. A bright child can mentally close down in a classroom and do huge self-harm to its sense of self. If not overcome, such negative thinking can permeate all aspects of later life such as when looking for work, trying to do post-school studies and relationships with others. The person sees themselves as a perpetual 'loser' in life's inevitable challenges and disappointments.

Another unfortunate consequence is the onset of depression. There was a time when depression was seen only as an adult mental health issue. That's not the case today. Increasingly, children are suffering from depression too. There are many children who have long spells of suppressed frustration and incendiary rage. They could even have suicidal thoughts and tragically, some actually end their lives.

Seligman talks of moving one's thinking from learned helplessness to one of learned optimism. He stresses the need to teach children (and ourselves!) to be resilient. When an unkind remark is made or a school assignment ends in a shambolic mess, stop the catastrophic thinking. Be mindful that a cruel comment doesn't define who you actually are. Similarly, even if the assignment was poor, other opportunities will occur. If not, there are still ways to do damage control.

An astute personal observation by Seligman is that:

For me, resilience boils down to trying to overcome catastrophic thoughts. When you dispute catastrophic thoughts, you try harder and are more present.

What can be done to reduce a child's mind frame of learned helplessness? Three simple strategies are:

1 Give encouragement and praise in those areas where the child does well. Everyone has strengths. Put a high focus on them. Don't be obsessed by give over-emphasis to areas of difficulty.

2 Give encouragement and praise based on the child's efforts. The effort is more important than the result. So, the diligent child who gets 60% in a Maths exam deserves greater praise than the student who obtained 80% but lost 10% because of rushed work.

3 Give encouragement and praise to the child striving to reach goals that are within their capabilities but that need a stretch effort. If it's too easy, there's not much development.

When helping a child learn optimistic thinking, guard against naïve optimism. Not everyone who'd like to be a chartered accountant or engineer has the capacity to cope with the required academic rigour.

Yet much can be achieved when the child has learnt to think optimistically and be resilient. By so doing, the child will conquer daily and long-term challenges that ensure a happy, quality life.

References

Bloom, A 2016. Build resilience by teaching positivity before puberty. *Times Educational Supplement*, 1 July, page 16.

https: positivepsychologyprogram.com/learned-helplessness-seligman-theory-depression-cure/

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	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
L2	**Certificate in Quality Control for Manufacturing**	**10**	**22,790-00**	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B41	Introduction to Quality Control	2	5165-00				1-2			28-29	
B90	Introduction to Statistical Techniques	3	6230-00				3-5			30-1	
B91	Introduction to Statistical Process Control (SPC)	3	6230-00				22-24				18-19
B79	A3 Problem Solving	2	5165-00				25-26				20-22
L2	**Certificate in Quality Control for Services**	**10**	**21,725-00**	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B30	Introduction to Quality Control	2	5165-00					26-27			
B31	Introduction to Statistical Techniques	3	6230-00					28-30			
B33	Introduction to Quality Circles	2	5165-00	2-3					16-17		
B34	A3 Problem Solving	2	5165-00	4-5					18-19		
L3	**SAQI Certificate in Quality Assurance** *	**13**	**29,020-00**	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B48	ISO Requirements 9001:2015	3	6230-00						11-13		
B24	Knowledge Management	2	5165-00	8-9						7-8	
B16	Internal Quality Auditing	3	6230-00	10-12						9-11	
B92	Advanced QualityTechniques	3	6230-00		6-8					21-23	
B77	Advanced Product Quality Planning (APQP)	2	5165-00		9-10					24-25	
L4	**SAQI Certificate in Quality Management***	**3**	**31,610-00**	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
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				9-12				
B93	Cost of Quality	2	5165-00				1-2				

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**