



e - Quality Edge

bringing quality information to South Africans since 1996

SAQI
The South African Quality Institute

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Welcome to the October edition of our e Quality Edge



Paul Harding

In this month's edition SAQI celebrates 25 years of promoting Quality in South Africa. It has been a long and eventful journey and the last 11 years has been particularly satisfying from my own perspective. It is such a pleasure to work with a loyal and motivated team.

After giving 3 days of Auditor training this month I was particularly interested in Paul Simpson's view of the Psychology of an Audit. Jorge J Roman one of our long term partners from Chile gives us feedback on Benchmarking for Best Practice in Dubai. Glen Talbot and Travers Cape ask is your organisation adequately assured. Richard Hayward tells us that Yes exams are stressful but!

and Travers Cape ask is your organisation adequately assured. Richard Hayward tells us that Yes exams are stressful but!

Jacques Snyders gives feedback on SAQI's latest plant tour at Bevcan Industries. We give feedback from our services sector partner Assupol who sponsored our latest Knowledge Forum.

National Quality Week will soon be upon us and we remind you of the theme and ask you to tell us what you are proposing during this important week on the Quality calendar.

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



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Quality:

helping South Africans live, learn and work better

25 years of Living Quality

by Paul Harding



Next month the South African Quality Institute is celebrating a full 25 years of operating as the promotor of Quality in South Africa.

Introduction

Quality in Africa is truly a fusion of the vibrant “fit for purpose” entrepreneurial spirit of its people and the carefully measured quality standards accepted by the developed world. For the past 25 years the South African Quality Institute together with its members and several strategic partners has been bridging that gap that brings about that fusion.

Quality is a powerful lever for prosperity. It satisfies the needs of customers and brings them back for more; it is probably the last trade barrier left and can open up export markets all over the world. That is why *certification* in emerging markets is seen as a tool for achieving a competitive economic position. SAQI has realised, however, that *certification* to a standard alone will not be enough for organisations to remain competitive.

Quality in products and services has the added dimension that it can alleviate poverty and create jobs. It brings people hope, develops their skills and improves their quality of life...that is what the preamble to our Constitution declares: *to improve the quality of life of all citizens and free the potential of each person.*

Quality history in South Africa

The first time Quality standards were applied in modern-day South Africa was almost 100 years ago when gold was discovered and mines were established on the Witwatersrand. It soon became evident that standardization was a vital factor particularly in the safe and economic operation of deep level mines.

South Africa was also a founding member of the International Organisation for Standardisation (ISO).

Today thousands of South African companies in every sector of the economy have achieved ISO 9001 certification. Many more,

successfully run their organisations based on Quality Management Systems and meeting world standards.

About SAQI

The South African Quality Institute is driving this Quality effort; it was set up as the national body whose mission is to create awareness of quality and promote a national culture of quality at all levels of government, in every business enterprise – big and small - and in our society at large.

At SAQI we believe that commitment to Quality is the principle that brings about transformation from indifference to prosperity.

In November 1993 The South African Quality Institute was given the mandate by the South African Department of Trade and Industry to create quality awareness and help to implement its principles across the various sectors of the Country.

The business of Quality in Southern Africa has come a long way since the early days of standardization and quality control. The kind of quality we talk about today moves beyond conformance and standards.

Yes...these are a necessary part of quality... but they are only a part. We want to propel quality to a systems thinking approach that embraces the products people make, the services they provide and the impact quality makes on the image of their organisation and also their bottom line.

We want quality to be on the agenda at strategic board meetings of important organizations; we want financial directors to build quality into annual budgets and chief executives to see it as their personal responsibility and strategic intent.

We are committed to increasing awareness of Quality in education. It is every child's right to have Quality on his/her curriculum. To this end SAQI has been running its Quality in Schools program since 2005 and has reached out to thousands of schools in South Africa through its monthly column in the e Quality edge and our quarterly Quality Education News. We have also had thousands of educators attending the various Quality in Schools training programs given by our education specialist Dr Richard Hayward.

There is an urgency to get Quality programs into every corner of this land, into industry, services, into government, into education and especially into the small business sector.

In 2008 SAQI left the dti and became an independent *Not for Profit* entity without government funding but still retaining its mandate to promote Quality in South Africa.

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SMMEs

SAQI works closely with small, medium and micro enterprises to achieve profits and ongoing business success through the use of quality methods that have been tried and tested. We help them understand the value of quality service and that customer satisfaction is a key to making profits. To this end SAQI continues to offer SMME's reduced membership fees to encourage them to participate in our programs.

We believe getting quality principles into the hands of these small entrepreneurs is one of the urgent tasks that face this Institute.

SMMEs are a huge economic resource in this country's drive to create jobs and reduce poverty. Imagine if we could multiply this effort through the application of Quality principles like getting it right first time, reducing the cost of poor quality, continuous improvement and most of all achieving *customer satisfaction*.

These are all principles that bring financial gains, growth and lead to prosperity.



SAQI membership

One of the important aspects that really drive SAQI forward is its membership base of our associate members. They are quality practitioners who range from students of Quality to top professionals who work in different industries and sectors of the economy. Some represent their organisations and others are members in their individual capacity.

Company membership ranges from SMME level through to medium and large enterprises. Our highest level of membership comprise of our platinum members that actively play a role in promoting the culture of Quality in South Africa whether it be in the manufacturing, construction, service or the food and cosmetic industries.

We believe the body of knowledge of South African quality resides in the collective professional qualifications and experience of all our members. They are Quality role models and leaders both within their own organisations and beyond.

At SAQI we see them as our principal partners in our mission to promote quality in this country.

From their side being members of SAQI does bring some unique benefits such as the opportunity to access our unique quality career path development training program at discounted prices. It also offers the opportunity of networking with other organisations and individuals who can voice the concerns relating to Quality issues in their various sectors, or indeed who are prepared to share lessons learnt from their mistakes or share their best practices.

Being kept informed on local and international quality trends is another important benefit. This is done on an ongoing basis through the various SAQI publications and through its website. SAQI representatives also talk at many International Quality conferences and keep up to date with latest trends in the Quality Profession.



Strategic Partners

The full time SAQI team itself is not more than a few individuals committed to quality; however our network of partners and associates in business as well as international partners gives us the capacity we need to promote Quality across all sectors of the economy.

Indeed that network extends even beyond our borders to several African countries, and we are very aware of Africa's renaissance as an emerging continent. Beyond Africa our affiliation with other quality bodies extends to the European Union, the United States of America, South America, Central Asia and the Far and Middle East as well as Australia and New Zealand.

Government

One of SAQI's close partnerships is with government institutions particularly through the dti and various Sector Education Training Authorities. It makes good business sense that the national body that drives Quality is working alongside the government ministry that promotes trade.

Without Quality South African exports can't compete on world markets nor can local business withstand the competition that comes from outside our borders.

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We have worked together to define Management standards through SABS Technical Committees, provide executive training as well as giving guidance for our local National Quality Week campaigns in several Provinces.

Big business

The support we receive from big business is significant. Most large corporates are keenly aware of the role Quality plays in their performance, not only in achieving their bottom line goals but nowadays more and more in the area of corporate governance as well as safety, the environment and risk management – all aspect of quality that impact on company growth and share price.

Such companies work with us in several ways:

- ◆ They support and mentor their small suppliers and help them develop quality systems;
- ◆ They readily share information on lessons learnt;
- ◆ They host Quality Forums and events during National Quality Week;
- ◆ They provide case studies for publication;
- ◆ They use SAQI to train their teams to become Quality professionals.

We rely on their support and partnership and find them invaluable particularly during National Quality Week each year.



SAQI Quality training

SAQI is constantly engaged in the field of Quality training. To this end we work in association with various sectors to establish their training needs through regular sector specific forums. We also work with the Quality Council for Trades and Occupations (QCTO) to establish accredited programs. This enables us to offer a wide range of training courses ranging from basic Quality Control up to advanced Management programs both in house and using the newly acquired SAQI training rooms.



National Quality Week

National Quality Week is a serious national campaign spearheaded by SAQI each year in order to get South Africans to join other emerging and developed nations in acknowledging and celebrating quality in the workplace. The purpose of NQW is to show how quality can make a difference to the economy and to people's lives.

The Week is timed around World Quality Day, which always falls on the second Thursday in November, so that South Africa can participate with other nations around the world in this quality awareness initiative.

At this time many South African companies go out of their way to have in-house events that showcase their successes and recognize the talents of their people.

In the months leading up to National Quality Week and especially during this time the SAQI team engages with business and government and provides guidelines to set up events that focus on quality and create awareness of it.

Conclusion

As a nation we need to develop the understanding that a culture of quality is as important as literacy and numeracy and that it changes things for the better.

The SAQI mission echoes the words of our Constitution.

“To improve the quality of life of all citizens and free the potential of each person”.



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Psychology of an Audit

by Paul Simpson | Chair of ISO TC 176 Sub Committee 2 - Quality Systems

Introduction

I recently attended the IIRSM conference on 'People, building resilience' and there were some great speakers covering, among many other things, the people side of decision-making and the role of conversations in those decisions.

Both presentations made me think about auditing, particularly in the context of third party certification, a fact that some may find a little sad but it shows the way my mind works - there will be more references (in brackets) to my application of the presentations to the audit setting below.



Decision maker

Dr Emma Soane, the conference's first speaker, covered the role of the decision maker (auditor) wanting to raise something in public (audit finding) and some of the barriers to their doing this, primarily related to their perception of their own psychological safety. In my mind this translated into tendencies for auditors to avoid difficult situations, of which more later, and to sit in a comfort zone of areas of the standard they know well and where they can impose their views on an auditee.

Difficult conversations

The second presentation was by Hazel Carter-Showell, covering difficult conversations and their importance. This led to further insights of an inbuilt psychological response to trigger words and phrases, leading to aggression and arguments. The fear of a response then leads to reluctance to having any 'difficult' conversations. In audit the term 'nonconformity' seems to be a trigger for an auditee's challenge reaction.



Describing Audit findings

We could rename audit findings as a way of avoiding the trigger, much in the same way we advise people to avoid linking positive and negative aspects of feedback with 'but'. As an alternative we can link two contrasting pieces of feedback with 'and' still retaining the sense. Alternatively we could start a mature conversation between audit bodies and their customers within the third party certification market to explain that 'nonconformity' is not a dirty word, simply a means of identifying need for action.

There is not enough written about the psychology of audit while human behaviour underpins all parts of the process. Only if we get the behavioural side right will we get effective audits of quality management (and other management systems).



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Benchmarking for Best Practices

by Jorge J. Roman Ph.D | Dubai Police-Excellence & Pioneering Consultant

Benchmarking is an important part of improving performance by comparing our performance and practice with that of others - through benchmarking we can understand how we perform, how others perform, understand why differences in performance might have arisen and then make improvements based on best practices among other police forces or different sectors.

“Benchmarking is a process for identifying, comprehending, and adapting knowledge of exemplary practices and processes from organizations worldwide to assist an organization in improving its process or product performance”. (Dr. Robert Camp, 2010)

Best practices are those practices that have been shown to produce superior results; selected by a systematic process; and judged as exemplary, good, or successfully demonstrated (Basics of Benchmarking APQC, 1993).

“There is no single “best practice” because best is not best for everyone. Every organization is different in some way—different missions, cultures, environments, and technologies. What is meant by “best” are those practices that have been shown to produce superior results; selected by a systematic process; and judged as exemplary, good, or successfully demonstrated. Best practices are then adapted to fit a particular organization.” (Dr. Robert Camp, 2012 Honorary Life-time President, Global Benchmarking Network).

Since 2014, Dubai Police have been applying a formal methodology of Benchmarking “TRADE” (Dr. Robin Mann) and this methodology is used among different department and projects which allow Dubai Police to always research for the best practices, among police forces and others sectors as well, and also to create a sustainable knowledge management.

The name of TRADE reminds users to develop strong two way relationships with other organizations in order to share or trade information and best practices for mutual benefit. TRADE was

initially developed for the New Zealand Benchmarking Club which existed between 2000 and 2004. In 2007, the methodology was significantly enhanced when COER was commissioned to provide the benchmarking methodology for Singapore's public sector.

In 2009, further developments to the methodology were made with the introduction of a certification scheme to increase the professionalism of benchmarking. Today, in 2019, TRADE is continuing to grow in use with, for example, it becoming the methodology of choice for Dubai's Government Excellence Programme as part of its drive to encourage innovation in the public sector. Measuring performance against a recognized business excellence or quality framework can deliver a range of benefits for any organization. It is pivotal to a firm to know one's own standard and compare it against others in today's complex and competitive corporate environment. Benchmarking for best practices provides a good learning opportunity for those involved in the process, in addition to stimulating their creativity and stretching their cognitive ability. The possibilities of bringing about useful changes in the organization and the benefits of such change also become evident.

'Seeing is believing' as the saying goes, seeing the viability of certain ideas, processes and activities and their successful implementation by other companies, tends to bolster one's self-confidence and the belief that what other can do, one can do even better. However, it's true that we need to be humble. Understanding our value, and acknowledging that we are good, should not prevent us from knowing that there's always new to learn. We can't never stop learning, because benchmarking it's a journey not a destination.

About the author

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2019 SAQI Plant Tour at Bevcan, Springs

Hosted by: Bevcan



SAQI members were treated to a world class event at the recent SAQI plant tour, which were hosted by Nampak Bevcan South Africa at their “metal can” manufacturing facility in Spring, Gauteng.

Operations Director, Praveen Balgobin, opened the session with a detailed presentation on the strategic alignment of the Nampak & Bevcan strategies, and also explained the various pillars of the Bevcan Operational Excellence Model. Two of these pillars' being the focus on Quality & Safety.

Following Praveen's presentation, SHER Manager, Nadia Strydom, presented a safety briefing to all SAQI members, before the commencement of the plant tour. SAQI members were taken on a tour of the can making facility and the can ends manufacturing facility. Most SAQI members were amazed by the speed of manufacturing, while maintaining very small & precise tolerances throughout the process. We were also given a glimpse of the visual management & Quality circle practises deployed throughout the plant.

Following the detailed plant tour, Divisional Quality Manager, Nereshnie Ramluckan, expanded on the Bevcan Operational Excellence program, specifically on the Quality Pillar of the excellence model, as well as the “CAN DO” development program for machine operators. General Manager Tshikudo Luvhimb, concluded the plant tour on a detailed explanation of the product traceability system used at Bevcan, to ensure product traceability, should it be necessary to trace back a certain production batch.

SAQI's Executive member, Jacques Snyders, presented Nereshnie and her team with a small token of appreciation for a well-organized, and excellent plant tour, and we truly appreciate the time taken by the management team and staff members of Bevcan Spring for showing us around their facilities.



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SAQI Knowledge Forum at Assupol

9 October 2019

The 2019 SAQI Knowledge Forum was hosted by Assupol Life with the focus on Improvement Methodologies.

Assupol Life is a Life Insurer, established in 1913 with 85 offices nationwide. The seminar took place at their Head Office in Menlyn, Pretoria.

38 delegates attended from the Services sector. The speakers at the event:



From Left to Right: Johan Benadie, Benita Waldeck Assupol, Cynthia Moraka, Jacques Snyders, Daniel Ramatsetse Assupol, Louise Steenekamp Assupol, Clive Jainarain and Maurice Kuhn.

The topics covered ranged from 6 Sigma, Lean for Service, the 20 Keys and was followed with a discussion how all this can be applied in practice in the Service industry.

In summary, the following were key points highlighted by the presenters, who are all masters in their respective fields:

- The “Hippo” in the water is usually the 5 – 7% defect rate that is visible where the true poor cost of quality is hidden below, sometimes up to 40%.
- By using the appropriate tools, i.e. Y is a function of X, the Bell curve, one will not only focus on averages but define the problem clearly.
- A problem well defined is already half solved.
- Do not underestimate the power to analyse your critical X's.
- Do not try to fix everything at once and do not fix it at all cost.
- Trust the recipe, PDCA cycle.
- Training is crucial to understand how to work better with the data you have that eventually builds up to effective reporting.
- Consistency is key.
- Focus on managing process variation.

- Stick to simple, direct, basic principles.
- Understand the problem, using basic principles and identify the error.
- If any person in the process does not have an answer to a concern in 60 seconds, there is a problem.
- Organise better, finish the work, look at the flow, is it fast or slow?
- Think people and system and that will lead to improvement and innovation.
- Stick to the basics, don't engage all people but only the people affected.
- Don't set targets to flow your scrap faster.
- Scrap into the system leads to scrap out of the system.
- In the service industry, files are on computers and not always visible. Sort out the data on the computer; find out what is lying there unattended?
- Use the 3 M's effectively.
- Leadership involvement is key. The deck of a ship can still be cleaned while it goes off course.
- Teams must respect others and teamwork is vitally important.
- Small improvements are also a win.
- Quality circles are key to success.
- Do not forget to have fun while solving problems.
- Visual management is important in any form.
- Machines used must also be treated with respect.

In review of the summary of the key lessons learned, it can also serve as a checklist for any problem one wants to solve.

The spirits were high, contact information was shared and the Forum ended in a positive note with all participants looking forward to the next one. SAQI thanks Assupol for hosting the event.



The Assupol Life Team that hosted the event.

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Theme for SAQI's 2019 National Quality Week

We are pleased to announce our theme for **National Quality Week** that takes place from the **11th to the 15th November 2019**. **World Quality Day** will be held on **Thursday the 14th November 2019**.

“Creating Value through Quality Performance” ©SAQI 2019

This year we want to encourage our member organisations and our associates to view Quality improvement as the vehicle to create value for all their stakeholders.

Very often Quality Management is seen as an on-cost to the organisation and something that should be left to the Quality department.

We need to see Quality Performance elevated to the Boardroom and inculcated into organisation strategy to be used as the driver to create value and long term sustainability to the organisation.

Quality Performance cannot be seen in isolation. We need to link our Performance with our Organisational Purpose, our Processes and our People.

SAQI senior personnel will be available on a first come first serve basis to assist our member organisations during National Quality Week.

For more information email vanessa@saqi.co.za



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Combined Assurance: Is Your Organisation Adequately Assured?

by Glen Talbot(CA) SA, Travers Cape (CA)SA and peer viewed by Jene' Palmer CA(SA): CGF Lead Independent Consultants

If we have both internal and external auditors, we have combined assurance, right? Wrong!

For the board of directors to claim that they have discharged their obligations to implement a Combined Assurance Model requires much more than *just* the appointment of internal and external auditors.

Critical questions

As a director (executive or non-executive), can you confidently answer the following questions:



1. Do you have a clear picture of your organisational structure? This includes the legal entity structure of the organisation (or group of companies) as well as the operational structures including business units, divisions and departments.
2. Do you have a clear understanding of the business processes being engaged by the various entities and business areas within your organisation?
3. Has your organisation identified and assessed its key risks (strategic and operational) which impact the business processes?
4. Do you know what lines of defense have been applied to mitigate these business risks?
5. Are you satisfied that the lines of defense collectively provide adequate comfort to your stakeholders that the organisation's control environment is being optimally managed?

Lines of defense

King III referred to three (3) lines of defense, however, King IV™ has expanded this concept to include six (6) lines of defense as depicted below:

Defining Combined Assurance

Many boards appear to grapple with the meaning of the term "Combined Assurance" and see it as something which is delegated (relegated) to the finance department. Simply put: "Combined" refers to the combination of all the assurance providers as set out in the six lines of defense; and "Assurance" refers to the **level of confidence** derived from the work performed by various assurance providers.

King IV™ defines "assurance" as: *"The diligent application of mind to evidence, resulting in a statement or declaration concerning an identified subject matter or subject matter information, and that is made for the purpose of enhancing confidence in that subject matter or subject matter information"*.

It therefore stands to reason that the objective of a Combined Assurance Model is to provide comfort to stakeholders that an effective control environment is in place to address key business risks arising from business processes, including "non-finance" related business processes such as outsourced IT services.

King III (2009)	King IV™ (2016)
Management assurance	The organisation's line functions that own and manage risks
	The organisation's specialist functions that facilitate and oversee risk management and compliance
Internal assurance providers	Internal auditors, internal forensic fraud examiners and auditors, safety and process assessors and statutory actuaries
External assurance providers	Independent external assurance service providers such as external auditors
	Other external assurance providers such as sustainability and environmental auditors, external actuaries and external forensic fraud examiners and auditors
	Regulatory inspectors

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King IV™ defines a "Combined Assurance Model" as one which : *"incorporates and optimises all assurance services and functions so that taken as a whole, these enable an effective control environment; support the integrity of information used for internal decision-making by management, the governing body and its committees; and support the integrity of the organisation's external reports"*.

Whilst the above appears quite daunting, the Combined Assurance Model recognises that organisations are constrained by limited resources and that it is not practical, nor desirable, for all lines of defense to provide assurance on all *"subject matter or subject matter information"*. The key to achieving the best possible level of assurance within defined cost constraints lies in:

- establishing and approving a comprehensive risk register which forms the foundation for determining which business risks need to be mitigated;
- identifying the different assurance providers and mapping the coverage they provide in respect of the risks contained in the risk register; and
- using the Combined Assurance Mapping to identify gaps in assurance as well as areas where there is a duplication of effort (and costs).

Key role players

The board (as the governing body) is ultimately accountable for ensuring that an effective and efficient system of internal controls is designed and implemented within the organisation. In many instances, the board will delegate this responsibility to the audit committee who will approve a Combined Assurance Framework and oversee that the outcomes of the Combined Assurance Model provide adequate comfort that the organisation's control environment is effective and that it underpins the integrity of the organisation's internal and external reporting.

Business benefits

By leveraging the Combined Assurance Model to achieve an optimal level of assurance, the board can realise the following tangible business benefits:

- renewed focus on business and operations;
- enhanced risk management;
- better coordination of efforts between internal and external assurance providers with those of management to optimise assurance coverage;
- reduced costs through the elimination of unnecessary duplication of assurance efforts;
- improved integrity of the organisation's internal and external reporting;
- improved tracking of remedial actions; and
- improved organisational credibility and reputation.

Reporting obligations

Full disclosure of the application of the Combined Assurance Model in the Annual Integrated Report will underpin the

implementation of a Corporate Governance Framework® and demonstrate the board's commitment to good corporate governance.

To simply state in the Annual Integrated Report that "we adopt a combined assurance approach" is simply not sufficient. In compliance with governance best practice and in order to provide stakeholders with a good understanding of how the organisation applies the principles of Combined Assurance, the following information should as a minimum, be disclosed in the Annual Integrated Report:

- the process of risk management; and
- information about the organisation's implementation of its Combined Assurance Model, including details of the overall assurance measures, providers and reports obtained to verify and substantiate the integrity of internal and external reports relied on by stakeholders for decision-making.

The Combined Assurance Model can help to reduce siloed thinking within an organisation and force an integrated approach to developing and implementing an effective control environment. It promotes a shared understanding of risk and control information and will enable the board to confidently assess whether controls are really addressing critical business risks.

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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

Yes, exams are stressful but...

As the year comes to an end, the end-of-year exams loom. Children's stress levels can soar. They could start complaining of headaches and stomach pains. Irritability and moodiness sets in. Some children find it hard to sleep at night. Sadly, there are those who fear failing and feel that they're failures. What can children and parents do?

It's understandable and usually expected that we experience some form of stress at exam time. In fact, a degree of stress can be healthy.

If you've ever played in a competitive sport such as netball, rugby, soccer or tennis, you might have had pre-match nerves. You're looking forward to the game but are a little apprehensive. When that mild level of stress is managed well, it ups your game. It peaks your performance. This optimum stress level is called **eustress**.

Exam time eustress can be good for a child. It serves as a motivator. The child is focused and willing to spend the needed extra time for studying. They're motivated to do well in the exams. They understand that 'perseverance' precedes 'pleasure' not only in the dictionary but in the real world too!



To go back to the team sport analogy, there might be too much stress before a game. There might be too much emotional build-up. Anger, anxiety and panic can set in. Players can get overwhelmed and when they run onto the field of play, they might even underperform. Such stress overload is called **distress**.

If this distress isn't managed in a school exam situation, the child could have panic attacks and emotional melt downs. It can result in under-achievement or failure. So often when a high-achieving student does poorly in exams, the main reason is unmanageable stress levels.

What can be done to keep children's stress levels at a sensible level? Six suggestions for parents from the National Health Services in Britain are (NHS 2017):

1 Watch for signs of stress

When the child shows signs of stress, a chat with a school counsellor, parent or teacher can help. Listen to the child's concerns and help get everything in perspective.

2 Make sure that your child eats well

All that studying and writing exams can make one hungry! Make sure that the child eats well and that there are plenty healthy snacks in the fridge and kitchen.

3 Help your child gets enough sleep

Good sleep improves concentration and thinking. Teenagers, for example, need between eight and ten hours sleep a night.

4 Talk about exam nerves

Remind your child that exam anxiety is normal. Use the nervousness to positive effect to help them 'hang in there' and persevere.

5 Help them to study

Have a comfortable study area. Give practical help such as helping to draw up a study timetable and get past papers (if possible). You might like to do revision work with them.

6 Encourage exercise during exams

Exercise can boost energy levels. It clears the mind and reduces stress. Let the child do its' favourite exercises such as cycling, dancing, running, soccer and swimming.

Do remember though that the six tips mentioned above are not always successful in reducing stress. If the child's low moods are severe and persistent, a visit to the family doctor might be needed.

At the end of the year, the exam results will be released. If the results aren't good, nobody should fall off an emotional cliff. All children have both good and not-so-good years at school. Whatever the results, encourage children to tackle the new challenges of next year with perseverance and positivity. Help them manage the inevitable stress of school life with a smile and the eustress way.

References

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NHS 2017. *Help your child beat exam stress*. <https://www.nhs.uk/conditions/stress-anxiety-depression/coping-with-exam-stress/>

Google online picture: Stress curve level.

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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	Jun	Jul	Aug	Sep	Oct	Nov
L2	Certificate in Quality Control for Manufacturing	10	22,790-00	Jun	Jul	Aug	Sep	Oct	Nov
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						18-19
B79	A3 Problem Solving	2	5165-00						20-22
L2	Certificate in Quality Control for Services	10	21,725-00	Jun	Jul	Aug	Sep	Oct	Nov
B30	Introduction to Quality Control	2	5165-00						
B31	Introduction to Statistical Techniques	3	6230-00						
B33	Introduction to Quality Circles	2	5165-00						
B34	A3 Problem Solving	2	5165-00						
L3	SAQI Certificate in Quality Assurance*	13	29,020-00	Jun	Jul	Aug	Sep	Oct	Nov
B48	ISO Requirements 9001:2015	3	6230-00						
B24	Knowledge Management	2	5165-00						
B16	Internal Quality Auditing	3	6230-00						
B92	Advanced Quality Techniques	3	6230-00						
B77	Advanced Product Quality Planning (APQP)	2	5165-00						
L4	SAQI Certificate in Quality Management*	3	31,610-00	Jun	Jul	Aug	Sep	Oct	Nov
B38	Development of a QMS	3	6230-00						
B01	Organisational Excellence	2	5165-00						
B58	Policy Deployment (Hoshin Kanri)	2	5165-00						
B74/B76	Lean for Manufacturing/Service Industries	4	9885-00						
B93	Cost of Quality	2	5165-00						

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