



# e - Quality Edge

bringing quality information to South Africans since 1996

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## Welcome to the November edition of our e Quality Edge



Paul Harding

We lead this month with a different view of technical progress where the law of Amara is explained. We then give feedback on the successful European Organisation for Quality Congress that took place last month in Lisbon in Portugal. We cover the Food Cosmetic and Oil industry pilot quality training program as well the WBHO Quality Seminar.

SAQI gives an advance notice to its members on the proposed composition of its new board and publishes their backgrounds and proposed benefit to the organisation.

One of our long term members, NCP gives us feedback on their NQW celebrations and Stephen Simmonds helps us to Demystify ISO Management System Requirements and Guidelines.

It would be remiss of us not to share the joy of South Africa in winning the 2019 rugby World Cup. Richard Hayward captures the mood in telling us that the impossible is possible.

SAQI are pleased to be able to publish our updated training calendar for 2020

National Quality Week has now come and gone and we are excited that so many of our members participated. It was good to see via LinkedIn that so many Countries were celebrating this annual event.

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



# The law of Amara explained

by Willy Vandenbrande



## The wrongly perceived impact of technology

There is a very important but hardly known law, called the law of Amara about the perceived impact of a new technology. It is named after Roy Charles Amara (1925 – 2007), futurist and former head of the Stanford Institute for the Future. It states: *“We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run”*. Amara defined short as about ten years and long as about twenty years. The focus of this article is on the first part of the law, the fact that we tend to overestimate the impact of a new technology in the short run and why this is the case.

One reason undoubtedly is that we like spectacular titles and announcements. As a result you see that a little advancement in fundamental cancer research gets translated in the media as a cure for cancer within five years. Sometimes there may be ulterior motives in presenting things a little bit better than they really are. You may want to attract capital or support your stock price. But when practical applications start lagging behind expectations, we get disappointed and we start to doubt the impact of the technology. Meanwhile however, behind the scenes, scientists and technicians are working very hard on further developments. As this is less visible this could be the reason why we underestimate the effect in the long run.

But the biggest reason why we overestimate the effect of a new technology in my view is selective blindness caused by enthusiasm. I describe it as follows: *“In the short run we tend to neglect the negatives related to a new technology that in the long run we are inevitably confronted with”*<sup>®</sup>. This neglecting is not necessarily a conscious decision; people have the benefit of the doubt. We are just so thrilled about the possibilities of a new technology that we simply cannot see potential negatives and problems.

Making self-driving cars was seen as a technical challenge. Developments in artificial intelligence, big data, internet of things

and sensory devices created a big belief in the possibility of developing autonomous vehicles that could function in normal traffic within a reasonably short time frame. What we did not see or anticipate, were the serious liability problems related to an algorithm that has to make decisions about life and death. Legal problems could prove to be a bigger obstacle than technical difficulties. Another example along the same lines are algorithms developed for policing and health care that after a while proved to be machines of prejudice. We need to accept, understand and deal with negatives that are inevitably linked with any new technology.

This actually has a wider field of application. With any change you often see the same mechanism at work. We are so convinced about the positives of the change that we do not want to see or hear any negatives. As a result we get resistance to the change and changes going totally wrong once we are – inevitably – confronted with its negatives. So we need to start all over again and hopefully in the long run we get the perceived advantages of the change but with high cost and unnecessary frustration.

Take into account this idea, do not close your eyes for negatives and problems connected to a change and you will be able to implement it better, faster and with less frustration.

**Willy Vandenbrande**

Note 1: © Copyright is to be interpreted as stated: “the right to copy”.

Note 2: this is an adapted English version of a column published on [www.kwinta.be](http://www.kwinta.be) titled "Waarom automatisering soms grandioos faalt".



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# European Organisation for Quality Congress 2019

## Rediscovering Quality

Feedback by Paul Harding

The 63<sup>rd</sup> European Congress of Quality was held on the 23<sup>rd</sup> and 24<sup>th</sup> October 2019 in Lisbon, Portugal. The conference also celebrated the 50th Anniversary of the Portuguese Association of Quality. The theme of the conference was **“Rediscovering Quality”** and was attended by 582 delegates from 52 Countries.



Francisco Frazão Guerreiro Congress Chair and APQ President opened the Congress.

The European Congress of Quality is an annual event that started in 1957, where professionals from Europe and around the world come to meet, learn and Benchmark. High – level speakers presented various topics on Quality over the two days. It had been 25 years since the last time the European Congress of Quality had held the event in Portugal. Given the changes that we are all facing, this is the time for Quality Professionals to rediscover what quality means today in different parts of the world, types of organisations and sectors of activity.



Pedro Savaiva APQ Vice President and prominent Congress organiser can be seen on the left talking to his International Academy for Quality (IAQ) colleague Gregory Watson. An IAQ meeting had also been arranged the day after the Congress at the headquarters

of the Portuguese Association of Quality and was well attended by IAQ members from around the world.



Other IAQ members attending the Congress were Ram Ramanathan from India with IAQ colleague Lars Sörqvist, President, Sandholm Associates AB and IAQ Vice President, from Sweden also seen in the photograph on the left.

South Africa was represented at the Congress by Paul Harding from SAQI and his wife Ansie Harding from the University of Pretoria. Paul gave a presentation on the SAQI Quality in Schools Model and presented a joint paper prepared by himself and Dr Richard Hayward, focusing on the pillars of Values and Tools and Techniques.



Ansie presented a paper on Integrity for ensuring quality in education in the digital era. Her paper focused on the challenges of maintaining integrity when using unsupervised on line assessment platforms and the dangers of unethical behaviour. Both the papers

from South Africa were well received and created a lot of interest from many international delegates.

In the so called age of the fourth Industrial Revolution it was gratifying to see that the Congress proceeding were being diligently recorded by a graphic artist using only a white board and pen as seen in the photograph below.



SAQI congratulates the Portuguese Association for Quality for hosting such memorable Congress in their fiftieth year and also the European Organization for Quality for supporting this event over the past 63 years.

We hope to bring you more details and papers from the Congress in our next newsletter in the New Year.



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# Food, Cosmetic & Essential/Vegetable Oils Industry pilot program

By Team SAQI

November saw the running of the first Pilot training program developed specially for the Food, Cosmetic and Essential and Vegetable Oils industries. Since the beginning of 2019, the SAQI team, in conjunction with industry participation, have been developing this new industry program, based on our very successful development programs for QC's, QA's & Quality Management.

This intervention is supported by UNIDO as part of their "Global Quality & Standards Programme". A Total of 15 Pilot delegates were invited covering the food industry, cosmetic industry & Essential and Vegetable oils industries.

The purpose of this pilot program is for the industry delegates to give SAQI feedback, and to advice on the relevance and areas of improvement, for the SAQI team in order to adjust and fine tune the program before a full launch in 2020.



Feedback after the first week's level two program covering the Quality Control level, has been positive, with many commenting on the relevance of the program in industry today. Some of the comments included:

*"Wow - what an experience!! This training course is a must for all QC's. The SPC's and CPK's is a valuable tool for all industries."*

*"The training exceeded my expectations! I appreciated how the theory was put into practice with good examples."*

*"I've never understood statistics so well as it was presented in this course."*

*"A very practical understanding of application of topics to industry*

*that can only result in continuous improvement once applied in an organisation."*

*"My factory will never be the same. I intend meeting with our team to see how we will incorporate the knowledge into our processes to deliver quality."*

*"It was a lot to process, because it excited me during the course gathering the information to the point where I want to use this, while knowing our needs."*

Delegates on the pilot team will still complete the final session of training on the level three QA program at the end of November. The SAQI team will on conclusion of the pilot training, schedule a final workgroup meeting with the different industry participants. We can then discuss and make adjustments to the program, before planning the official launch of the program in its totality by the second half of the year in 2020. SAQI will communicate the launch dates to the wide industry members early in 2020.

SAQI would like to thank UNIDO for supporting us with the development of the program, and also our various industry participants for adding their valuable contribution during the design process. Without industry input, none of our programs would be of value to the wider South African economy.



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# 2019 Annual WBHO Quality Seminar

By WBHO Team



The 12<sup>th</sup> Annual WBHO Quality Seminar for 2019, was held at the Birchwood conference centre in Johannesburg from the 11<sup>th</sup>-12<sup>th</sup> of October 2019. The theme for this year's seminar was titled "Back-to-Basics 2". Quality Director of WBHO, Arno Boshoff explained that the reason for this year's theme was to re-focus on the correct implementation of the Quality Management System on a construction site. This is to ensure that the basics of the Quality Control Plans (QCP's) to meet applicable specifications are implemented and maintained. The focus also included a deeper understanding of the South African National Standards (SANS) applicable on construction sites, as well as a renewed focus on supply chain quality.

Over 60 quality control, quality assurance and management personnel within the wider WBHO organisation attended this year's Seminar. More than 13 presentations were delivered during this two day Seminar, and the line-up included presentations from not only WBHO internal departments' staff members, but also included informative presentations by major suppliers and service providers who interact with WBHO staff on various projects in South Africa, and abroad.

The South African Quality Institute was also invited to present on the topic of the "Mind-set of Corrective Action", which was presented by one of SAQI's Senior Members, Jacques Snyders.

Following his presentation, WBHO's Director of Quality, Arno Boshoff, surprised the over 60 quality delegates with the presentation of a one year membership certificate as official associate members of the South African Quality Institute. The delegates received their associate membership certificates from Mr Jacques Snyders of SAQI.

The two day Seminar ended on the Saturday, with a strategic overview of the WBHO Vision for 2020. The reason for this was to ensure that the Quality team is informed, focused and aligned to the overall strategy of WBHO and committed to the plan to ensure quality deliverables on all WBHO project executions for the New Year ahead.

The SAQI team would like to congratulate the WBHO team for an excellent seminar, and encourage our other industry members to establish similar events such as the WBHO Quality Seminar, to promote and celebrate quality excellence on a continuous basis in your organisations. "Hats off to the WBHO team"



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# Configuration of New SAQI Board of Directors

Following the disbanding of SAQI's previous Board of Directors and the proposed changes to SAQI's Memorandum of Incorporation (MOI), SAQI has received nominations for Board positions based on the criteria found in the revised MOI.

It is proposed that the new MOI and the Board nominations will be tabled for acceptance at a special SAQI member meeting to be held during the first week in February 2020.

## Introduction to proposed SAQI board members



**Navin Arujun**

Navin leads the Customer Service, Food Safety and Quality functions for McCain South Africa. He holds various Qualifications in the fields of Operation Management, Quality Assurance, and Food Safety from various Institutes.

He has practiced Quality principles in the Automotive Industry for 14 years, thereafter transitioning into the Food Industry, where he is currently employed, for the past 8 Years.

### What do I want to contribute as a board member

In line with SAQI's promotion of Quality in South Africa, I would like to promote Quality in the Food Industry, by guiding organisations to move to a Quality Engineering mind set. I would also promote SAQI as the body in South Africa, which industry needs to be affiliated to, in order to demonstrate their commitment to Quality.



**Arno Boshoff**

Arno started his career in 1995 in the building construction industry with Bosnel Builders. He is currently the Quality Director of WBHO Construction (Pty) Ltd. Various subsidiary companies also fall under his control including Edwin Construction, Roadspan Surfacing, Reinforced Mesh Solutions (RMS), VSL Africa and Tekfalt Binders. His 22

years' Quality Management experience includes development of systems for Civil & Building construction, Construction material manufacturing and construction materials testing and compliance. Arno has significant experience in ISO 9000, ISO 9001, ISO 19011, ISO 10006, ISO 10013, ISO 10014, ISO 17025,

ISO 14001, ISO 45001, ISO 31000, ASME NQA-1 (Nuclear Quality Assurance) and many others. He is also the leader of the Supplier selection and evaluation team. Arno is involved in the International Quality benchmarking initiative. Benchmarking projects include international power generation (France), Construction automation (CA, USA) and nuclear facility construction (NE, USA). Arno is also the leader of a team to develop and implement Building Information Management (BIM) within the construction sector. This involves aligning management systems with automated process to keep up with the Fourth Industrial Revolution. Arno is a Senior Member of The South African Quality Institute, a Member of the Institute for Risk Management of South Africa and a member of the BIM Institute. Arno will represent South Africa at the next ISO conference in the USA on behalf of SABS TC 176. Arno is an ASQ Certified Manager of Quality and Organizational Excellence and is currently busy with a degree in Operation and Quality management.



**Jacques Krog**

Jacques is the current Group SHEQ Manager at the Refraline Group of Companies, and started his career in the quality field as a quality inspector and lab technician. He has been working in the field of safety, health, environmental and quality for 26 years.

He holds degrees in health and safety as well as environmental management from the UK, and a diploma in operations management.

He is a lead auditor as well as a qualified training facilitator and assessor. He regularly writes articles for various international health and safety publications. He is a senior member of the South African Quality Institute, graduate member of the Institute for Occupational Health and Safety in the UK, practitioner member of Institute of Environmental Management and Assessment in the UK as well as a specialist member for the International Institute for Risk and Safety Management.

### What do I want to contribute as a board member

I have always promoted SAQI at every company I work for and to various industry colleagues around the country. I believe that quality is at the heartbeat of every occupation, company, household, and organization, and I intend to carry on preaching the message of this wonderful organization and its staff. I think more companies should be involved and I want to bring ideas to the table to help grow the institute to the same status as international bodies. We in South Africa need SAQI to help the country move forward and grow to become a quality destination for tourists and businesses.

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**Jaco Roets**

Jaco is the National Quality Manager for Grinaker-LTA Construction. He is a Senior Member of SAQI. He holds an MSc Degree in Project Management, with specialisation in Construction and Infrastructure from the University of Liverpool, as well as various other qualifications in the fields of Project Management, Quality Management, and Operations Management.

Jaco is very passionate about quality and productivity improvement in the construction sector, and the deployment of Lean Construction Methodologies, and has spent the past 11 years working to facilitate change in the industry, whilst expanding his knowledge base constantly.

**What do I want to contribute as a board member**

During my term of office, I will bring my construction industry experience to the board and assist in the promotion of training in the field of quality within the construction industry to improve overall industry efficiency. I strongly believe that the current woes in the industry can be solved by focussing on doing the basics right, which is what I want to drive.



**Louise Steenkamp**

Louise Steenkamp is a Senior Executive Manager at Assupol Life and the head of Quality Assurance. She has a National Diploma in Policy Administration, certified as a Compliance Practitioner, Wealth Manager, Short Term Insurance National Certificate and is also registered as a Key Individual and Representative at the FSCA. She was a Chief Executive Director of a subsidiary for Assupol Life for 14 years.

She was before her employment at Assupol Life the Head of a Detective Unit in the SA Police Services and was deployed at various specialist units in the SA Police Services during her 10 years of service. The unit launched a business intelligence unit where technology was used to identify and predict crime trends and the unit had various successes.

**What do I want to contribute as a board member**

During my term of office, I would like to increase the awareness of the effectiveness of applying quality assurance principles in the services industry. I am a promotor of the practical classes offered by SAQI and the benefit for members in the services industry attending them. Practical application after attendance is important and to ensure positive communication forums contribute to assisting learners.



**Dr Nita Sukdeo**

Dr Nita Sukdeo is currently Senior Lecturer and Head of Department in the Department of Quality and Operations Management within the School of Mechanical and Industrial Engineering at the University of Johannesburg, South Africa. She obtained a Masters in Quality from

the Durban University of Technology and a PhD in Engineering Management from the University of Johannesburg. She is an emerging young researcher in the field of total quality management and operations management.

Her field of expertise also includes advanced manufacturing technologies, smart factory, Quality 4.0, quantitative analysis, quality management systems, quality auditing and risk assessment. She is a qualified Lead Auditor, proficient in ISO standards and certification. She is chairperson and director of the Society for Operations Management in Africa (SOMA), a professional member of the South African Society for Quality (SASQ) as well as the executive board member of the South African Quality Institute (SAQI). She is an active participant and session chair of the IEOM Women in Industry and Academia panel session.

**SAQI paid up members may submit support or objections to the proposed Board members in writing to [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za) by the closing date of the 13<sup>th</sup> December 2019.**



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# NCP Quality Awareness celebration

By NCP Team

On 4 September 2019 NCP Chlorchem hosted a Governance, Risk & Compliance (GRC) Awareness Day. Our GRC department. The main focus of the day was built around Risk & Compliance, Ethics, Environmental Regulation & Remediation and SHERQ Business Systems, and how they align with our business processes.

We invited several organisations to come join us as we raise awareness about the GRC department functions. In total there were 4 out of 6 stands from external organisations which includes SAQI, SHEMA, Jones & Wagner and SGS. Each stand had an information session and prize giving to the participants.

The games that were played were associated with Safety, Environmental, Quality, Risk & Compliance, and Process Safety. In addition, Zero Zebbie, our Process Safety Mascot (PSM) was officially introduced and mingling with the employees on that day. The awareness was raised across all NCP Chlorchem sites including Catoridge, where they planted a tree and played games that were also associated with Safety, Environmental, Quality, Risk & Compliance, and Process Safety.

During the day an evaluation form was handed to the participants to assess the satisfaction level of the awareness. The overall results from the questionnaire were positive. Employees appreciated the very informative sessions from all supplier stands, they loved the mascot and the vibe of the event. Some points for improvement was that the day was organised on the wrong day of the week which resulted in poor attendance, and the realization of the dangerous environment we work in. We realised that further help is needed on training in various areas. It is clear that we need to plan more days like with involvement from other departments as well.

The day was a success and all the improvements for future awareness days will be based on the findings that came out from evaluation forms.

## Some fun facts on the day:

- NCP filled a total of 147 Ecobricks of which some were used to border the Catoridge veggie patch and the rest donated to the Intongela Primary school in KZN.
- In honor of Arbour Day Chloorkop planted the tree of the year, *Sclero-carya birrea*, common name Marula.
- Catoridge planted a veg-gie patch bordered with Ecobricks.

*We thank everyone who participated in making this a successful celebration. We look forward to start planning the 2020 celebrations!*



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# Demystifying ISO Management System Standards and Related Guidelines

By Stephen Simmonds (Independent Lead Consultant - Integrated Management Systems: CGF Research Institute) and peer reviewed by Terrance M. Booyesen (Director: CGF Research Institute)

The number of management systems has risen dramatically in recent years, reflecting the increasing governance demands being placed on more and more organisations and their boards, and especially so in the wake of a myriad of governance scandals and corporate collapses locally and abroad. Indeed, as organisational stakeholders become more informed of business best practices and codes of governance such as King IV™ -- which require organisations to report upon their 6-capitals -- it comes as no surprise that improving the organisation's performance across a wide range of areas becomes a critical imperative for the organisation's overall sustainability. The challenge many organisations have today is that most of them have more than one management system and these are often duplicated, redundant or inadequate which ultimately affects the organisation's performance and resilience.

In the same way there are many different types of ISO management system standards and related guidelines that have been developed to suit different business sectors. These standards apply to product or service quality, operational efficiency, environmental performance, health and safety in the workplace and many more.

The benefits of applying these standards within an organisation include:

- more efficient use of resources and improved financial performance;
- improved risk management practices;
- increased protection of people and the environment;
- increased capability to deliver consistent and improved services and products, thereby increasing value to customers and vested stakeholders, and
- greater stakeholder assurance that the organisation is being properly governed.

To demystify how all these standards, relate to one another, it is important that organisational leadership -- namely the board and its executive -- understand the inter-connectedness of these standards, moreover that they also support the principles of many codes of governance adopted across the world. In the illustration, the four (4) quadrants set out some of the ISO (International Standards Organisation) documents and their relevance to the organisation's management systems.

Indeed, the overall standard that covers the actual governing of the organisation and its collective management systems, will be covered by the imminent ISO 37000, which is expected to provide

guidelines for governing the organisation as a whole. It is anticipated that ISO 37000 will provide the key principles, relevant practices and a governance framework to assist the organisation's leadership to direct and control the activities required in the business. In this regard, ISO 37000 is also expected to provide clear guidelines pertaining to the accountability of the board, including management's responsibilities such that they are adequately equipped to fulfil their purpose and fiduciary duties.



Diagram adapted from the MSS Chart published by the BSI (British Standards Organisation)

**Quadrant 1** in the illustration refers to *generic ISO management system standards* examples that give requirements (or guidance) to assist organisations to manage their policies and processes in order to achieve specific objectives. Example standards shown in this quadrant are those which organisations can adopt and once implemented, they will make use of an ISO-approved certification body to verify, audit and certify the organisation's compliance with the applied standard. Each one of the management system standards shown in this quadrant -- namely ISO 9001, ISO 14001 and ISO 27001 -- have their own family of standards, but the management system standard is the only one in each family that is certifiable.

As an example to understand what a "family" (sometimes known as a series) is, in the context of ISO standards, we can use ISO 9001 as an example. There are three (3) other standards that together with ISO 9001, form a family.

They are:

- ISO 9000: Quality Management Systems - Fundamentals and Vocabulary (definitions)

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- ISO 9004: Quality Management - Quality of an Organisation - Guidance to Achieve Sustained Success (continuous improvement)
- ISO 19011: Guidelines for Auditing Management Systems

These additional standards provide guidance and direction that assist in the effective implementation of an ISO 9001 management system. Their importance cannot be understated by management responsible for implementing an ISO management system.

**Quadrant 2** refers to some of the *sector specific management system standards*. Sector-specific standards are requirements developed by a particular industry to address their specific needs. These standards are used in the main by subject matter experts that are part of the management system implementation team and provide specific knowledge and experience that is utilised in the design of the content of a generic management system.

**Quadrant 3** refers to ISO management system related example standards that provide further guidance on *specific aspects of the management system*, the standard itself and various support techniques.

ISO 10013 provides guidelines issued by those persons responsible for the development and maintenance of the documentation necessary to ensure an effective quality management system, tailored to the specific needs of the organisation. The use of these guidelines will aid in establishing a documented system as required by the applicable quality management system standard. This standard can be used to document management systems other than that of the ISO 9000 family, for example environmental management systems and safety management systems.

The other examples are related to guidelines for the auditing of management systems. These documents provide guidance on auditing management systems, including the principles of auditing, managing an audit programme and conducting management system audits, as well as guidance on the evaluation of the competence of individuals involved in the management system audit process. These activities include the individual(s) managing the audit programme, auditors and audit teams.

**Quadrant 4** refers to some of the ISO management standards that -- although specific -- have a *broad impact on the management system* and should be known and understood by leadership and senior management.

The ISO 26000 guideline on social responsibility provides guidance on the underlying principles of social responsibility, moreover, recognising the importance and value of engaging the organisation's stakeholders pertaining the organisation's social responsibility programme. The standard furthermore emphasises the importance of results and improvements in performance on the organisation's social responsibility programme. ISO 26000 can be used with most generic standards where social responsibility

should be recognised along with stakeholder identification and engagement.

ISO 31000 provides the organisation with guidelines for managing its risks. The purpose of the risk management framework within ISO 31000 is to assist organisations in integrating risk management into significant activities and functions. The effectiveness of risk management will depend on its integration into the governance structures of the organisation, including decision-making. This requires support from the organisation's key stakeholders, particularly top management.

ISO 31000 can be used with most generic standards where risk-based thinking needs to be part of the management culture and the treatment of risk managed in a planned manner.

In conclusion, the involvement of the organisation's leadership -- as part of the implementation of management systems -- is key to its success as they establish unity of purpose and direction of the organisation. They should create and maintain the internal environment in which people can become fully involved in achieving the organisation's objectives. Applying the ISO standards as outlined in this article, amongst others, will assist the organisation's leadership to ensure that:

- people will understand, and be motivated towards the organisation's goals and objectives;
- activities are evaluated, aligned and implemented in a unified way;
- miscommunication between different levels of an organisation will be minimised;
- a clear vision and purpose of the organisation's future is established and entrenched;
- challenging goals and targets are set;
- shared values, fairness and ethical role models are established at all levels of the organisation;
- trust is established and fear that paralyses required actions is eliminated;
- people are provided with the required resources, training and freedom to act with responsibility and accountability; and
- people are inspired, encouraged and their contributions to the organisation are recognised.

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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

## The impossible is possible



**Teaming together** Rassie Erasmus and Siya Kolisi sharing the Springbok RWC 2019 victory

There are Rugby World Cup Finals and then there was the 2019 Rugby World Cup Final. That Final in the Yokohama Stadium, Japan was much more than a rugby game. It was an emotional roller-coaster of exceptional intensity. It brought overwhelming joy to a country in the midst of huge economic, political and societal pressures. The Springbok 32-12 win over England showed South Africans that the impossible can become the possible.

From 2015 onwards South African rugby had continually lost to nations that once held them in awe. The Springboks lost to Italy (18-20), Japan (32-34), New Zealand (0-57) and Ireland (3-38). What was the catalyst that turned the results around and led to the triumph of Siya Kolisi lifting the Webb Ellis Trophy? Many factors come into play. Yet one significant factor was the selection of a new coach: Rassie Erasmus.

In 2018 Rassie Erasmus was made the Springbok coach – only eighteen months before the Rugby World Cup in Japan. Another significant factor in the team's victory, was its captain. Siya Kolisi was an incredible rags-to-riches story. He grew up in the poverty-stricken township of Zwide in Port Elizabeth.

His primary school rugby field was an almost bare patch of ground with hardly a blade of grass. Yet Kolisi enjoyed going to his poor school. One reason was that it was often the only proper meal that he had in a day. Siya's natural flair with the ball had him invited to a rugby festival. At the festival a talent scout saw his innate potential. Siya was offered a bursary to Grey High School in Port Elizabeth.

Going from a destitute school to one of the country's most prestigious boys' school in the country wasn't easy for Siya. Yet he

refused to be shackled by a sense of victimhood in his new comfortable surroundings. Siya grabbed every opportunity offered to him. In his natural humble way, he gave total dedication and worked tirelessly to develop his skills. Siya's commitment was eventually rewarded. On 2 November 2019 he led his team to victory to win rugby's biggest prize – the Webb Ellis Trophy.

At the start of any school year, so many children set out with big dreams. They dream that on the sports field they'll make the 1<sup>st</sup> cricket or rugby or swimming team. In the classroom they'll get academic colours for outstanding results. Then, of course, there are those children who might not have such lofty goals but their targets are personally just as important. This is the year, for example, that they'll pass all their school subjects. The dream lists are long but the actual achievement lists are much shorter.

Why are dream lists so much shorter than achievement lists?

Rassie Erasmus and Siya Kolisi's results are a reminder of what we can achieve through discipline, hard work and self-belief. It's also a reminder to persevere – no matter what life's cards might have been thrown on your table. Both captain and coach had a number of failures on their way to reaching rugby's pot of gold. It's to be remembered that success isn't a one-way highway without detours to reach one's destination. Confucius, the Chinese philosopher, stated it simply:

*Our greatest glory is not in never failing but in rising every time we fall.*

Hopefully, every child has sat down and set a few personal goals – sometimes with a nudge from a caring mom or dad or someone else. Give every encouragement on the journey. Be a team member helping where you can. Be supportive during those inevitable hiccups on the way. Finally, you'll then be able to celebrate together. A goal has been turned from the impossible to the possible.

*It just shows that when we decide to work together for one goal, or as a team and as a country, we can make anything happen and achieve all the goals and dreams.*

Siya Kolisi

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# SAQI TRAINING PROGRAMME 2020

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 [info@saqi.co.za](mailto:info@saqi.co.za)

1. SAQI reserves the right to change details of the programme without prior notice.
2. All training takes place at the SAQI offices on the CSIR campus in Pretoria.
3. The courses listed below form part of a specific Certificate and all modules should be successfully completed to qualify for the Certificate.
4. ALL delegates will start at level 2.
5. All courses completed previously will receive credit when proof of successful completion is received – please submit copy of certificate and exam results.
6. All prices include VAT @ 15%.

Code	Course	Days	Cost	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
<b>L2</b>	<b>Certificate in Quality Control for Manufacturing</b>	<b>10</b>	<b>23,920-00</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>
B41	Introduction to Quality Control	2	5420-00	10-11					13-14			26-27	
B90	Introduction to Statistical Techniques	3	6540-00	12-14					15-17			28-30	
B91	Introduction to Statistical Process Control (SPC)	3	6540-00		9-11					3-5			16-18
B79	A3 Problem Solving	2	5420-00		12-13					6-7			19-20
<b>L2</b>	<b>Certificate in Quality Control for Services</b>	<b>9</b>	<b>22,800-00</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>
B30	Introduction to Quality Control	2	5420-00	17-18						17-18			
B31	Introduction to Statistical Techniques	3	6540-00	19-21						19-21			
B33	Introduction to Quality Circles	2	5420-00		16-17						7-8		
B34	A3 Problem Solving	2	5420-00		18-19						9-10		
<b>L3</b>	<b>SAQI Certificate in Quality Assurance*</b>	<b>13</b>	<b>30,460-00</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>
B48	ISO Requirements 9001:2015	3	6540-00			1-3					21-23		
B24	Knowledge Management	2	5420-00			20-21						12-13	
B16	Internal Quality Auditing	3	6540-00			22-24						14-16	
B92	Advanced Quality Techniques	3	6540-00				11-13						9-11
B77	Advanced Product Quality Planning (APQP)	2	5420-00				14-15						12-13
<b>L4</b>	<b>SAQI Certificate in Quality Management*</b>	<b>14</b>	<b>37,020-00</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>
B38	Development of a QMS	4	10,380-00					8-11					
B93	Policy Deployment (Hoshin Kanri)	2	5420-00						7-8				
B58	Operational Excellence	2	5420-00						9-10				
B74/B76	Lean for Manufacturing/Service Industries	4	10,380-00						27-30				
B01	Cost of Quality	2	5420-00							13-14			

**Inhouse Training:** [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za) • **Public Training:** [info@saqi.co.za](mailto:info@saqi.co.za)



For a list of other courses provided, please visit [www.saqi.co.za](http://www.saqi.co.za)  
Inhouse courses provided to 10 or more delegates. Enquire from [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za)

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