SAQI
The South African Quality Institute

e - Quality Edge
bringing quality information to South Africans since 1996

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No 223 • August/September 2018

Welcome to our combined August / September edition of our e Quality Edge

I am happy to publish feedback from our various quality colleagues from around the world on our article in last month's issue about the long journey from basic inspection to organisational excellence. We are always requesting feedback from our readers which is not always forthcoming. Last month proved to be an exception.

We continue our IT special Interest Group series with Thea Wentzel discussing "Getting to grips with ... IT Recovery Planning".

We cover the publishing of a new standard from PMI on Organizational Project Management.

Don't leave it too late to develop your plans for National Quality Week 2018.

Terry Booysen asks us "Is Alternative Dispute Resolution all it's made out to be?"....and Richard Hayward asks us to "Take the distress out of school stress".

Have a great Quality month!

Paul Harding
SAQI MD

Quality:
helping South Africans live, learn and work better

Feedback from the long journey to Excellence

By Paul Harding

I asked for feedback from my article in the previous edition of the e Quality edge and below are some of the comments.

Feedback from Belgium

Thank you for sending us the issues of the SAQI newsletter. I think they always contain interesting material and show the efforts SAQI is doing to promote quality in Southern Africa.

As far as the article "The Journey to Excellence" is concerned, I follow your reasoning to a large extent. In fact at the EOQ conference in Athens a couple of years ago I called the ISO 9001:2015 an "Excellence Light" standard and "Much Ado About Nothing" (that was the title). I am not a great fan of the term Excellence and I certainly don't like the way the word is getting degraded in meaning by making it something that apparently anyone can achieve. When the standard switched to Process Based Thinking in 2000, within 3 years all companies all of a sudden were process oriented (as very few, if any lost their certificate). Now you will see that all companies are "excellent" as again, very few if any will lose their certificate. Because the standard is continuously aiming higher and higher the reality in the field gets further and further away from the standard. But certification being a business, no business turns away customers. We are creating a fantasy world if we think that all certificated companies are on the way to "Excellence". As an example: the standard focusses more on leadership and the statement is that top management will now have to get involved much more in Quality. Anyone who believes that this will happen because it is written in the standard has lost all connection with reality. The next step will be World Class (another term that is used way too often) and then all companies will be world class.

This is not the right path to go and I think we need to rethink to what extent Total Quality can and should be "standardized". ISO 9001 does not create enthusiasm to anyone for quality. If we claim it to be all that quality has to offer, we are jeopardizing true Total Quality Management.

Feedback from Canada

Thank you for another wonderful edition of the SAQI newsletter. I like your article on the "long journey to excellence" and would share the following comments based on my experience:

- the ISO standard(s) are complicated in general and do not use the language of business
- organizations have difficulty understanding ISO 9001 and often need the assistance of a consultant or a trainer
- revisions to the ISO 9001 standard have included practices that have been present in excellence models for decades
- excellence models are often written in the language of business and easier to understand and apply
- many of the excellence models have an abbreviated version of the model for smaller size organizations

I believe the excellence community needs to build on the foundation created (i.e. excellence models, training, consulting, award programs) and work together in a few areas (e.g. global assessment on current state of OE, international best practice awards, global benchmarking awards, best in class profiles of national award recipients, 'new' Olympic style awards for top performing organizations across 21 industry sectors) to increase awareness, develop understanding, encourage application and reverse current trends (declining membership, declining award applications).

Feedback from EFQM

I promised to reflect on your SAQI July Newsletter, where you have published an article on "the long journey to Excellence".

I like the way you share the development of a Quality journey towards Excellence (the boxes picture), from Inspection to Quality Control, towards Quality Assurance, TQM and finally Operational Excellence. I fully recognise the history you describe on the developments of the Quality standards over the last 30 years, and most of your article is about the development of the ISO Q standardsISO9001: 2015 and the ISO 9004, all very well described.

I like the way you end with Operational Excellence "If any operation with aspirations of becoming World Class want to go for an international Excellence Award then let's encourage them to do so..."

Where you end, EFQM starts, to promote (Organisational) Excellence for all organisations who have the ambition to become a global role model, being recognised by the EFQM Global Excellence Award, benchmarked globally against the best organisations in the world, where they have to prove that they are perceived by their peers within their (business) sector as a role model to learn from.

Thank you for sharing your article, I very much appreciate and thank you also for your support on the Excellence movement in S-Africa (and beyond).

Feedback from South Africa

Many thanks for the newsletter.

I think this article is brilliant! I have had a long session today (on WhatsApp) with a group of third party auditors who are battling to audit because they don't understand the content of the standard, and can't "think outside the (tick) box". Some of these are senior auditors, and well-known figures in certification. In my opinion, based on the experience of my consulting clients, unjustified NCR's are being raised because auditors (bluntly) don't know what they're doing any more!

Editor comment

Thanks for the feedback on this article which is appreciated. It is always good to receive a global perspective on what we are doing here in South Africa.

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Getting to grips with... ICT Continuity Planning

By Thea Wentzel

What is Business Continuity Management (BCM)?

BCM is the holistic management process that identifies potential threats to an organization and the impacts to business operations that those threats, if realized, might cause.

It provides a framework for building an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities. *(BCI Good Practice Guide)*

What is ICT Continuity Planning?

ICT Continuity Planning, also referred to as 'Disaster Recovery (DR)', is the capability of the organization to plan for and respond to incidents and disruptions in order to continue ICT services at an acceptable level. *(BCI Good Practice Guide)*

Business and ICT continuity planning are integral parts of the overall risk management for an organization. Since the realization of risks cannot always be prevented, companies need to implement continuity plans to prepare for potentially disruptive events.

In the event of a technical disruption, such as a total power outage or a failure of multiple systems, the continued operations of a company depends on its ability to recover impacted IT systems and data. The ICT Continuity (*or 'DR'*) Plan stipulates how a company will prepare for a potential business disruption, what the company's response will be, and what steps it will take to ensure that operations can be restored.

Typically, an ICT Continuity Plan would include a set of ICT Recovery ('*DR*') procedures; each ICT Recovery Procedure detailing the technical steps to recover a particular system or database.

This article provides an approach that can be practically used to develop an organization's ICT Continuity Plan. Integrated with the relevant international benchmarks (e.g. ISO 22301), assurance can be provided to management and auditors that the process applied is not only practical, but also reliable and auditable.

BCM Life Cycle

The Business Continuity Management (BCM) life cycle that is included in the Good Practice Guide (GPG) of the international Business Continuity Institute (*thebci.org*), can also be applied to ICT Continuity Planning.

The following is an example of how the BCM Lifecycle can be adapted for ICT Continuity:

- **Demonstration of Management Commitment**

  It won't be possible to develop and implement a workable ICT Continuity Plan without the commitment and availability of your organizations' managers, at all levels.

  Commitment would typically be demonstrated in the form of dedicated Continuity resources, an allocated Continuity budget as well as an approved Policy that defines the mandate, scope, compliance requirements, and roles and responsibilities of everyone that are to be involved in continuity planning and exercising.

- **Understanding the Business**

When embarking on an ICT Continuity Planning journey, it is important to understand the organizations' core services and supporting processes, risk tolerance levels, functional structures, and strategic objectives.

This will be the Terms of Reference for preparing a Business Impact Assessment.

- **Conducting the Business Impact Assessment (BIA)**

  Business Impact Assessment (BIA) can be defined as the process of assessing activities and the effect that a business disruption might have on them. *(ISO 22300)*

  Maximum Acceptable Outage (MAO) is the time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable. *(ISO 22301)*

  A company-wide Business Impact Assessment (BIA) is to be conducted with the focus on services and processes that are supported by technology solutions. Typically, this would be done by interviewing key business managers in order to identify the processes they are responsible for, and to determine the Maximum Accepted Outage time that could be tolerated when an on-line process is interrupted.

  For ICT Continuity Planning, the technologies that enable the on-line processes would also be listed, as well as work-around methods that may be used when systems are down.

  The resulting BIA report formalizes the business requirements and forms the basis for further ICT strategy and plan development, as well as budget negotiations. It is hence important that the BIA is properly documented and approved by business management.

- **Defining the ICT Continuity Strategy**

  The Strategy will define how impacted mission and business critical services would be recovered in the event of an ICT disruption of normal business operations, within the MAO parameters defined in the BIA:

  - For each system identified in the BIA, the **Recovery Time Objectives (RTO)** needs to be the determined. This is the maximum time allowed for an impacted system to be recovered after an interruption. The RTO will always be smaller than the MAO for the associated process. *(For example, if the MAO for the Financial Accounting process is 30 hours, then all the accounting systems will have to be*

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recovered in say less than 20 hours.)

- The **Recovery Point Objective (RPO)** for the restoration of data also needs to be within accepted time frames. The RPO determines the maximum data loss in the event of a disruption. *(For example, if the RPO is 24 hours, daily backups will be needed.)*
- Once the on-line systems have been listed, they can be prioritized based on the recovery time objectives in order to determine the **Recovery Urgency** for each system. The systems identified as 'Most Urgent' will have to be recovered first and would typically need more money to implement a suitable recovery solution than systems listed as 'Not Urgent'.
- Based on the above Urgency levels, a suitable **ICT Recovery Strategy and Options** is proposed. Different recovery options need to be provided and the pros and cons of each option discussed in order to choose an optimum solution. Traditional approaches rely on backup-restore solutions that may not meet the specified recovery time objectives. Hence, more and more companies have started to invest in virtualized approaches such as 'virtual replication' and 'Disaster Recovery as a Service (DRaaS)' to meet their most urgent recovery objectives.

- **Compiling the ICT Continuity Plan**

Next, an ICT Continuity Plan is developed that will, in the event of a business disruption, ensure the continuity of technology-based services and processes.

As a minimum, such a Plan would:

- Define and prepare the IT Emergency Management Team to assist the business in recovering business applications and information, networks, and systems
- Define the sequence in which business applications, ICT systems and databases need to be recovered
- Provide a list of suppliers of ICT services and goods and their main contacts
- Describe how management will declare an Emergency and invoke the ICT Continuity Plan and relevant Recovery Procedures
- Describe the closing of an Emergency situation and returning to 'business as usual'
- Contain an index of recovery procedures, application sources, supporting documents and media that need to be available in times of an emergency.

- **Exercising and Testing**

The proof is in the pudding

The ICT Continuity Plan must be exercised and its components tested to provide assurance that the Maximum Accepted Outage requirements defined in the Business Impact Assessment, are achievable.

By involving stakeholders in **'walkthrough/desktop exercises'** of the ICT Continuity Plan, they will be made familiar with the content of the Plan whilst the readiness of the Pan when responding to a real emergency will be proven.

Restore tests of individual systems and database can test the recovery time and point objectives defined in the Strategy, whilst technical resources are trained and recovery procedures verified.

The idea is to start small, with a walkthrough of the ICT Continuity Plan and restore tests of system and database components, working towards **simulation exercises** of 'end-to-end' business processes.

Continuous Improvement

To ensure that the ICT Continuity Plan remains current and reliable, the BIA, ICT Strategy and Plans need to be reviewed on a regular basis, as per Policy. The Strategy and Recovery Procedures also need to be updated when there are systems changes and important release updates.

Lessons learned from exercises and real emergencies are valuable and should be documented in post-mortem reviews, and the ICT Continuity Plan updated accordingly.

Once implemented, the BCM Lifecycle becomes a continuous process, embedding a more and more resilient and comprehensive Business Continuity Management System (BCMS) in the organization.

International Benchmarks

Applying internationally accepted standards and guides will help you to build a reliable Business Continuity Management System that will reduce the likelihood of disruptive incidents, and help your business to recover from disruptive incidents that could not be prevented.

The following references are useful benchmarks for business and ICT continuity planning:

- **ISO/IEC 27031:2011 – Information Security - Guidelines for information and communication technology readiness for business continuity**

  This standard provides a framework for ICT Continuity planning, including the Plan-Do-Check-Act improvement and Exercising models

- **ISO 22301:2012 - Societal security – Business continuity management systems**

  This standard provides definitions and requirements for an organization's Business Continuity Management System (BCMS)

- **BCI Good Practice Guide (GPG): 2018 - A Guide to Global Good Practice in Business Continuity**

  The GPG includes descriptions of the BCM life cycle and processes, and is used to train BCM professionals.

ImproveIT Special Interest Group contact point

Make contact with the ImproveIT SIG by send an email to improveit@saqi.co.za

About the author

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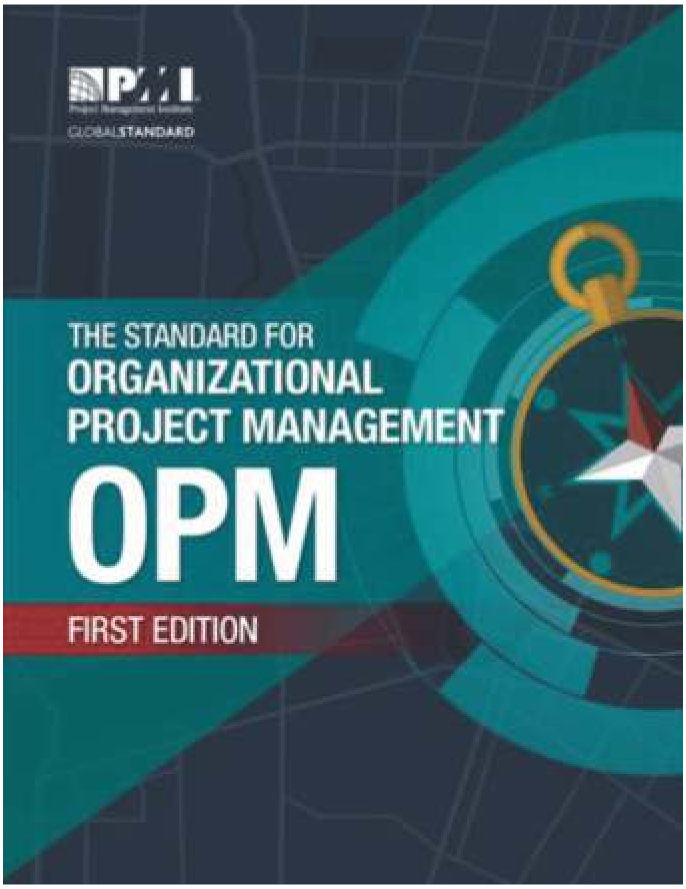
New Standard for Organizational Project Management is released

By Terry Deacon Project Pro



The new standard Organizational Project Management (OPM) provides a framework to align portfolio, program and project management practices with organizational strategy and objectives. It's a valuable tool for organizations looking to better meet their strategic objectives–regardless of approach and where they are in the value delivery landscape.

This OPM standard provides guidance to organizational management, PMO staff, and practitioners on these topics. It spans the value delivery landscape and can be used with all approaches to project delivery—including waterfall, agile, hybrid and next practices (those future approaches yet to be determined).

This standard is one of Project Management Institute's (PMI)® latest foundational standards and it is aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition and other PMI® standards.

OPM helps organizations deliver value through the following principles:

- Alignment with organizational strategy
- Integration with organizational enablers
- Consistency of education and delivery
- Organizational integration
- Value to the organization
- Continuous development

Although useful for any organization that is seeking to better meet its strategic objectives, this standard is particularly beneficial for organizations that do not have a unified project management approach and those in the process of improving or sustaining their current project management framework. As organizations grow with the changing times and adapts to disruptive technologies, this standard will help them maintain a stable framework to stay on track with organizational strategy.

Visit *www.pmi.org* for more information.

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SAQI 2018 National Quality Week theme

By Team SAQI

In line with SAQI's career path development programme aimed at improving the understanding of Quality concepts to all our quality delegates, SAQI takes pleasure in announcing its National Quality Week theme for 2018. NQW will run from the 5th to the 9th November as:-

Changing the Mind-set of Quality

This theme was inspired by one of our member organisations last year that adapted our 2017 theme to "Quality is... my responsibility".

In order for South Africa to move forward as a nation we need to understand the concepts of quality. These concepts start with doing things right the first time and not having to rely on basic inspection when we don't. We can then progress to improving our Quality Control activities and setting improved Quality Assurance standards. However, our mind-set needs to change before we set our sights on Organisation wide Quality Management and Organisational Excellence.

We are amazed when we speak to non-Quality practitioners about what we do that most of them only view "Quality" as Quality Control and usually think that Quality is the responsibility of someone else or at best the Quality Control department.

We need to change the Mind-set of Quality and address these attitudes towards product and service delivery including operator and staff level right up to executive management level.

Quality is everyone's responsibility.

So we call on all our members and associates to make a special effort to support this year's program.

SAQI will be happy to publish the plans and any events that our members will put together to celebrate our National Quality Week activities. We look forward to hearing from you all.

Send your NQW details to vanessa@saqi.co.za

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Is Alternative Dispute Resolution All It's Made Out To Be?

By Terrance M. Booysen (Director: CGF) and peer reviewed by Jayson Kent (Cowan-Harper-Madikizela Attorneys: Senior Associate)

In today's fast-paced business environment, where time is of the essence, any manner in which processes can be streamlined, made more efficient, and concluded within a shorter time frame than previously possible, is generally met with positivity and appreciation. This is no less the case in the realm of dispute resolution, since parties to a failed agreement often find that there is hardly time to have a dispute, let alone resolve it. Increasingly the benefits of Alternative Dispute Resolution ('ADR') are being lauded over more traditional, litigious methods which most often start with contending and expensive lawyers, followed by complex, expensively drawn out legal processes. Juxtaposing the traditional approach of settling disputes first and formally through the courts, there are international calls for greater efficiencies in all aspects of the dispute resolution process. However, notwithstanding the benefits expected by 'side-stepping' the formal courtroom process, the success of ADR depends largely on negotiation, including the goodwill and collaboration of all the affected parties. If any of these elements are missing, then it is inevitable that the ADR process may be negatively impacted and even fail.

The good in ADR

Over the past five decades, the concept of ADR has been gaining momentum on a global scale, with a strong emphasis on the benefits of this method of dispute resolution. The popularity of ADR was, once again, brought into sharp focus at the recently-held 2016/2017 Global Pound Conference ('GPC') Series. The GPC Series of meetings included judges, arbitrators, lawyers, mediators, business representatives and academics at twenty-eight (28) conferences held across twenty-four (24) countries, over several months, as a platform to discuss the current and future global ADR landscape.

> *"Most dispute resolution still has as its frame of reference an adversarial process (litigation or arbitration) based on asserted legal rights with the lawyer fighting their client's corner tenaciously ... The call for more efficiency and collaboration puts into question whether traditional dispute resolution processes meet the needs of corporate and civil users."*
>
> ***Global Pound Conference Series - Redefining Dispute Resolution (May 2018)***

The GPC Series confirmed the international interest in the use of pre-dispute protocols such as ADR, which is designed to 'de-escalate' a potentially adversarial situation and thereby prevent a full-blown dispute altogether which courts want to avoid where possible.

Done correctly, and where the parties are genuinely interested in resolving their differences as quickly as possible, and without burdening the already overloaded court systems, a mixed-mode dispute resolution as an alternative to the more traditional processes of litigation and arbitration, is seemingly the preferred option.

Of the main themes which arose from the GPC Series was the efficiency of the ADR process. ADR pundits were quick to point out the typical long and drawn out legal processes involved with litigation and that with willing parties seeking quick resolution, the time taken to settle disputes on a win-win basis was drastically reduced, thereby saving the disputing parties -- as well as the courts -- inordinate monetary costs and time. Indeed, the efficiency of the ADR process generally offers many benefits, especially so in a country such as South Africa where the courts are already severely over-subscribed. As ADR is promoted further, as an alternative to using courtroom litigation as the first and only solution for matters that can potentially be resolved through ADR, it stands to good reason to use the courts for more pressing and urgent matters. Moreover, the South African Labour Court already requires that certain cases go through a conciliation phase before the court will adjudicate the matter. Discrimination disputes, automatically unfair dismissals, and certain retrenchment disputes, for example, must first have gone through conciliation in order to clothe the Labour Court with the jurisdiction necessary to hear the matter.

Other benefits of the ADR process include the fact that it can be conducted and concluded in private, with the associated confidentiality and avoidance of bad publicity. The fact that a mediator or arbitrator (rather than a judge) presides over the more informal proceedings of ADR, generally means that there is an opportunity for novel solutions to be explored between the parties; unlike the rigidity of a courtroom. Through the dialogue and process of ADR -- where the parties are given time to find 'common-ground' -- an element of flexibility is introduced which

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is quite unlike the customary route adopted by a court which limits parties to the strictest provisions found in the legal statutes and case law precedent. Whilst maintaining the rights and obligations of each of the disputing parties, because ADR aims to simplify the legal process with a faster turn-around time for solutions, the all-round costs can be significantly reduced. This is especially true if the person presiding over the matter is an expert in the field under consideration, meaning that less time and money may be spent on expert witnesses.

A further benefit of ADR, assuming of course that the disputing parties have entered the ADR process with a genuine commitment of goodwill, is that the process seeks to reach a healthy, and non-aggressive compromise when solutions are sought. Unlike a court ruling, where in most cases there is either a 'winner' or a 'loser' mentality, realistically, it is seldom that a court ruling gives the benefit of doubt to both parties. In fact, such a ruling is often viewed as having been ineffective and can lead to uncertainty. The underlying ADR philosophy seeks to facilitate collaboration between the parties to the dispute, which could lead to their relationship being preserved, without either party feeling cheated, or that one of them was the winner and the other the loser.

"Perhaps the answer lies in not having a one-size-fits-all solution. There are certain disputes that cry out for mediation rather than adjudication and vice versa, and the challenge is to find a balance between compulsion and voluntariness."

Source: SA ripe for alternative dispute resolution to take root (02 August 2017)

Expectedly, if the ADR process has been successful, each party will be more inclined to fulfill their agreed obligations which will have been determined by the process of collaboration, thereby also preserving their business relationship with each other.

ADR assumes a mutual willingness to compromise

It is this latter benefit -- which is based on the assumption that the parties wish to collaborate, and that they enter into an ADR process in good faith -- which should give some pause for consideration. It may occur that parties enter into an ADR process for the 'wrong' reasons, perhaps being placed under pressure from their legal representatives. A party may be under the mistaken belief that the other party has equally good intentions of finding a mutually-suitable solution, and this may not necessarily be the case.

Even worse; it may be that the other party has simply agreed to enter the ADR process in an attempt to save time and costs, but in reality, the matter in dispute is better suited to a more formal, adjudicative court process. In these instances, the ADR process may break down, with the parties ultimately having to pursue a litigious route and spending significantly more time and money on resolving the matter, with an outcome that may not be ideal for any of them.

For ADR to be effective, all parties to the dispute must have a real interest in the process working. There is a very real danger that one party could frustrate the process by not co-operating with the other party or abiding by the so-called "rules of engagement", or they could in fact use the entire process as a delay tactic. Mediation, in particular, is appropriate only when there is goodwill and an equal determination from all of the parties to reach consensus.

Approach ADR with caution

While it is clear that ADR is becoming increasingly mainstream in its acceptance and use internationally, in itself, it is not necessarily always the answer to expedite a cost-effective resolution of conflict. As identified at the GPC Series, the ideal position is for potential disputes to be identified, pre-empted and mitigated, even before they arise.

Parties to an agreement should be proactive in allocating risk-identification and risk-management measures between them, and they should consider agreeing on incentives which would encourage collaboration from the outset of their relationship. In this way, the inevitability of the adoption of the ADR process by parties to a dispute will in fact save them time, money and reputational damage, rather than wasting those already scarce resources.

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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

Take the distress out of school stress

It's not only adults who are stressed. So are the children. One area of stress for children could be school. A school can be a bullying and too demanding place.

There are children who thrive at school. Sadly, there are others who cannot cope. They become depressed and overwhelmed. Their distress and unhappiness levels soar.

When children manage the reality of school stress positively, they are happy and they achieve. Ten strategies that could help children are:

1 Make mornings calmer

It's a familiar morning scene. Everybody's rushing out of the house to get to school and work. Then someone shouts that they can't find their hockey stick or soccer boots. There's a simple solution. Pack everything needed the night before. Arriving at school with everything needed for the day, makes for a calm start to what awaits.

2 Stop over-scheduling

Quality schools usually have a wide range of stimulating extramural activities. Your child might want to be part of it all. Then there are those activities that outside the school that are also interesting. Add homework that's to be done before bedtime too.

A child's day can be tightly scheduled from dawn to dusk and late into the night. Allow time for the child to simply, 'veg out'. Have times to totally relax and 'chill-out'.

3 Be a role-model yourself

Your child will have seen you in situations where you've had to deal with stress. How did you handle those moments? They will have noticed how you responded.

Let them observe you remaining calm; let them see you defuse a negative situation by not over-reacting emotionally. Be a role-model of effective stress management.

4 Chat

The more chances that your child can simply chat to you, the better. Find the time. Be a non-judgemental listener. There's a likelihood of sharing what is stressful at school. Be there as a nurturing guide and support.

5 Prepare children to deal with mistakes

Poor results in an exam or test can be stressful. So can dropped catches on a cricket field and foot-faults in a netball game. Unfortunately, there could be class and team members who make harsh comments.

There's a need to understand that if the effort was good, there's no need to feel bad about the result. Education is a process of daily learning from our mistakes. The Japanese proverb reminds us, "Fall seven times. Stand up eight."

6 Help child find own solutions

One of Nelson Mandela's favourite poems was *Invictus* by William Ernest Henley. The last verse reads:

It matters not how strait the gate,
How charged with punishments the scroll,
I am the master of my fate:
I am the captain of my soul.

The poet encourages the individual to take personal responsibility.

Sometimes, the child needs to take personal responsibility for being stressed. Failing a test, for example, could be explained by an unwillingness to put in the extra hours of prior study. If the studying had been done, the distress of failure could have been avoided.

7 Limit technology

To reduce stress, it's healthy to unplug at times from social media such as mobile phones and the internet. The chances of cyberbullying happening hugely decreases with the reduction in the use of such technology.

8 Get enough sleep

If a child has enough sleep, the likelihood of irritability in dealing with those stressful moments could be reduced. They'll be alert and awake in the classroom. According to McIntosh and Horowitz (2018: 163), the recommended hours are:

How much sleep do I need?	
Age of child	**Recommended hours per day**
Young child (3 – 5 years)	10 – 13
Child (6 – 12)	9 – 11
Child (13 – 18)	8 – 10

9 Connect with staff

A child displays signs of being stressed in different ways. There could be mood swings or pervasive anger. The child could become isolated or lack interest in what's happening at school. Talk to the class or homeroom teacher. Arrange for an interview with the school counsellor. Work out solutions together.

10 Get specialist help

No matter how well-intentioned a school staff might be, they're not trained as medical doctors, psychologists and psychiatrists. Specialist help might be needed. When the school advises referral to specialists, do so.

School days should be enjoyable, happy and stimulating. Use the above ten tips. The result will be a child who's taking the distress out of school stress and is thriving.

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SAQI Training Programme for 2018

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