



	<b>Curriculum Document</b>			
<b>Curriculum Code</b>	<b>Curriculum Title</b>			
132107000	Occupational Certificate: Quality Manager			
	<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Logo</b>
<b>Development Quality Partner</b>	Services SETA	noziz@serviceseta.org.za	011 276 9754	

\_\_\_\_\_  
Learner QDF Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
QDF Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
DQP Representative Signature

\_\_\_\_\_  
Date

## Table of content

SECTION 1: CURRICULUM SUMMARY .....	4
1. Occupational Information .....	4
1.1 Associated Occupation .....	4
1.2 Occupation or Specialisation Addressed by this Curriculum .....	4
1.3 Alternative Titles used by Industry .....	4
2. Curriculum Information.....	4
2.1 Curriculum Structure .....	4
2.2 Entry Requirements.....	6
3. Assessment Quality Partner Information .....	6
4. Part Qualification Curriculum Structure .....	7
SECTION 2: OCCUPATIONAL PROFILE .....	9
1. Occupational Purpose.....	9
2. Occupational Tasks .....	9
3. Occupational Task Details .....	9
SECTION 3: CURRICULUM COMPONENT SPECIFICATIONS.....	11
SECTION 3A: KNOWLEDGE MODULE SPECIFICATIONS .....	11
1. 132107-000-00-00-KM-01, Quality Management and Quality Management Systems, NQF Level 5, Credits 11 .....	12
2. 132107-000-00-00-KM-02, Quality Management and the 4th Industrial Revolution, NQF Level 5, Credits 3 .....	19
3. 132107-000-00-00-KM-03, Process Management, NQF Level 5, Credits 6.....	21
4. 132107-000-00-00-KM-04, Fundamental Management Principles, NQF Level 5, Credits 4 .....	24
5. 132107-000-00-00-KM-05, Managing Quality Assurance Department or Business Unit, NQF Level 5, Credits 8 .....	26
6. 132107-000-00-00-KM-06, Risk Profiling, NQF Level 5, Credits 4 .....	30
7. 132107-000-00-00-KM-07, Internal and External Stakeholders, NQF Level 5, Credits 2 .....	33
8. 132107-000-00-00-KM-08, Quality Management, NQF Level 6, Credits 8.....	35
9. 132107-000-00-00-KM-09, System Management and Leadership, NQF Level 6, Credits 6.....	38
10. 132107-000-00-00-KM-10, Management of Resources, NQF Level 6, Credits 6.....	40
11. 132107-000-00-00-KM-11, Standards and Statutory and Regulatory Requirements, NQF Level 6, Credits 10 .....	45
12. 132107-000-00-00-KM-12, Design of Quality Measurement, NQF Level 6, Credits 10 .....	50
13. 132107-000-00-00-KM-13, Quality Management Finances, NQF Level 6, Credits 6 .....	54
SECTION 3B: PRACTICAL SKILL MODULE SPECIFICATIONS .....	59
1. 132107-000-00-00-PM-01, Implement and Maintain Quality Assurance Processes in Compliance with Regulatory and Customer Requirements, NQF Level 5, Credits 4 .....	60
2. 132107-000-00-00-PM-02, Conduct Quality Assurance to Ensure Product/Service Conforms to Standards and Regulatory Requirements, NQF Level 5, Credits 4 .....	65

3. 132107-000-00-00-PM-03, Manage Documentation and Records within Quality Assurance Processes, NQF Level 5, Credits 2 .....	70
4. 132107-000-00-00-PM-04, Improve the Effectiveness and Efficiency of Quality Assurance Processes, NQF Level 5, Credits 2 .....	72
5. 132107-000-00-00-PM-05, Introduce New Products/Service, NQF Level 5, Credits 2 .....	75
6. 132107-000-00-00-PM-06, Critically Analyse Qualitative and Quantitative Data and Use Information for Improvements, NQF Level 5, Credits 2 .....	77
7. 132107-000-00-00-PM-07, Lead and Manage Wellbeing and Performance of Staff and Effectiveness of Teams, NQF Level 5, Credits 2 .....	79
8. 132107-000-00-00-PM-08, Apply Principles of Business Ethics and Accountability, NQF Level 5, Credits 2 .....	83
9. 132107-000-00-00-PM-09, Conduct Internal Audits of the Quality Management Systems Policies and Procedures, NQF Level 5, Credits 4 .....	86
10. 132107-000-00-00-PM-10, Plan the Quality Management Function and Activities, NQF Level 6, Credits 4 .....	89
11. 132107-000-00-00-PM-11, Develop Quality Business Unit Plans and Control the Achievement of Targets, NQF Level 6, Credits 4 .....	91
12. 132107-000-00-00-PM-12, Manage Human Capital of the Quality Management Business Unit, NQF Level 6, Credits 4 .....	94
13. 132107-000-00-00-PM-13, Compile a Budget for Operational Expenses for the Quality Business Unit, NQF Level 6, Credits 4 .....	97
14. 132107-000-00-00-PM-14, Identify, Acquire and Manage Necessary Resources for Execution of the Quality Function, NQF Level 6, Credits 4 .....	99
15. 132107-000-00-00-PM-15, Manage Quality Management System, NQF Level 6, Credits 6 .....	101
16. 132107-000-00-00-PM-16, Execute Continuous Improvement and New Product/Service Implementation, NQF Level 6, Credits 6 .....	103
17. 132107-000-00-00-PM-17, Analyse and Evaluate Information and Report on Quality Management Functions, NQF Level 6, Credits 4 .....	106
18. 132107-000-00-00-PM-18, Apply Business Ethics, Accountability and Liability to Uphold Company Reputation, NQF Level 6, Credits 6 .....	108
19. 132107-000-00-00-PM-19, Manage Quality Assurance Activities, NQF Level 6, Credits 8 .....	110
SECTION 3C: WORK EXPERIENCE MODULE SPECIFICATIONS .....	115
1. 132107-000-00-00-WM-01, Conduct Quality Assurance at Various Stages of the Process, NQF Level 5, Credits 28 .....	116
2. 132107-000-00-00-WM-02, Maintain Productive and Effective Work Teams for a Quality Business unit, NQF Level 5, Credits 16 .....	118
3. 132107-000-00-00-WM-03, Render Quality Planning, Monitoring and Communication Services, NQF Level 6, Credits 24 .....	120
4. 132107-000-00-00-WM-04, Attend to Standard Financial Planning, Monitoring and Controlling Procedures of the Quality Business Unit, NQF Level 6, Credits 20 .....	123
5. 132107-000-00-00-WM-05, Plan and Control Targets and Performance Standards in Accordance with Workplace Processes and Procedures, NQF Level 6, Credits 24 .....	125
SECTION 4: STATEMENT OF WORK EXPERIENCE .....	127

## **SECTION 1: CURRICULUM SUMMARY**

### **1. Occupational Information**

#### **1.1 Associated Occupation**

132107: Quality Manager

#### **1.2 Occupation or Specialisation Addressed by this Curriculum**

132107000: Quality Manager

#### **1.3 Alternative Titles used by Industry**

- Quality technician, quality control manager, quality assurance manager, reliability engineer, metrologist, quality systems auditor, quality controller, product quality manager, supplier quality manager, quality systems manager, and monitoring and evaluation practitioner

### **2. Curriculum Information**

#### **2.1 Curriculum Structure**

This qualification is made up of the following compulsory Knowledge and Practical Skill Modules:

Knowledge Modules:

- 132107-000-00-00-KM-01: Quality Management and Quality Management Systems, NQF Level 5, Credits 11
- 132107-000-00-00-KM-02, Quality Management and the 4th Industrial Revolution, NQF Level 5, Credits 3
- 132107-000-00-00-KM-03, Process Management, NQF Level 5, Credits 6
- 132107-000-00-00-KM-04, Fundamental Management Principles, NQF Level 5, Credits 4
- 132107-000-00-00-KM-05, Managing Quality Assurance Department or Business Unit, NQF Level 5, Credits 8
- 132107-000-00-00-KM-06, Risk Profiling, NQF Level 5, Credits 4
- 132107-000-00-00-KM-07, Internal and External Stakeholders, NQF Level 5, Credits 2
- 132107-000-00-00-KM-08: Quality Management, NQF Level 6, Credits 8
- 132107-000-00-00-KM-09, System Management and Leadership, NQF Level 6, Credits 6
- 132107-000-00-00-KM-10, Management of Resources and Administration, NQF Level 6, Credits 6
- 132107-000-00-00-KM-11, Standards and Statutory and Regulatory Requirements, NQF Level 6, Credits 10
- 132107-000-00-00-KM-12, Design of Quality Measurement, NQF Level 6, Credits 10
- 132107-000-00-00-KM-13, Quality Management Finances, NQF Level 6, Credits 6

Total number of credits for Knowledge Modules: 84

Practical Skill Modules:

- 132107-000-00-00-PM-01, Implement and Maintain Quality Assurance Processes in Compliance with Regulatory and Customer Requirements, NQF Level 5, Credits 4
- 132107-000-00-00-PM-02, Conduct Quality Assurance to ensure Product/Service conforms to Standards and Regulatory requirements, NQF Level 5, Credits 4
- 132107-000-00-00-PM-03, Manage Documentation and Records within Quality Assurance Processes, NQF Level 5, Credits 2
- 132107-000-00-00-PM-04, Improve the Effectiveness and Efficiency of Quality Assurance Processes, NQF Level 5, Credits 2
- 132107-000-00-00-PM-05, Introduce new Products/Service, NQF Level 5, Credits 2
- 132107-000-00-00-PM-06, Critically Analyse Qualitative and Quantitative Data and Use Information for Improvements, NQF Level 5, Credits 2
- 132107-000-00-00-PM-07, Lead and Manage Wellbeing and Performance of Staff and Effectiveness of Teams, NQF Level 5, Credits 2
- 132107-000-00-00-PM-08, Apply Principles of Business Ethics and Accountability, NQF Level 5, Credits 2
- 132107-000-00-00-PM-09, Conduct internal audits of the Quality Management Systems Policies and Procedures, NQF Level 5, Credits 4
- 132107-000-00-00-PM-10, Plan the Quality Management Function and Activities, NQF Level 6, Credits 4
- 132107-000-00-00-PM-11, Develop Quality Business Unit Plans and Control the Achievement of Targets, NQF Level 6, Credits 4
- 132107-000-00-00-PM-12, Manage Human Capital of the Quality Management Business Unit, NQF Level 6, Credits 4
- 132107-000-00-00-PM-13, Compile a Budget for Operational Expenses for the Quality BU, NQF Level 6, Credits 4
- 132107-000-00-00-PM-14, Identify, Acquire and Manage Necessary Resources for Execution of the Quality Function, NQF Level 6, Credits 4
- 132107-000-00-00-PM-15, Manage Quality Management Systems, NQF Level 6, Credits 6
- 132107-000-00-00-PM-16, Execute Continuous Improvement and New Product/Service Implementation, NQF Level 6, Credits 6
- 132107-000-00-00-PM-17, Analyse and Evaluate Information and Report on Quality Management Functions, NQF Level 6, Credits 4
- 132107-000-00-00-PM-18, Apply Business Ethics, Accountability and Liability to Uphold Company Reputation, NQF Level 6, Credits 6
- 132107-000-00-00-PM-19, Manage Quality Assurance Activities, NQF Level 6, Credits 8

Total number of credits for Practical Skill Modules: 74

This qualification also requires the following Work Experience Modules:

- 132107-000-00-00-WM-01, Conduct Quality Assurance at Various Stages of the Process, NQF Level 5, Credits 28
- 132107-000-00-00-WM-02, Maintain Productive and Effective Work Teams for a Quality Business Unit, NQF Level 5, Credits 16
- 132107-000-00-00-WM-03, Render Quality Planning, Monitoring and Communication Services, NQF Level 6, Credits 24
- 132107-000-00-00-WM-04, Attend to Standard Financial Planning, Monitoring and Controlling Procedures of the Quality Business Unit, NQF Level 6, Credits 20
- 132107-000-00-00-WM-05, Plan and Control Targets and Performance Standards in Accordance with Workplace Processes and Procedures, NQF Level 6, Credits 24

Total number of credits for Work Experience Modules: 112

## **2.2 Entry Requirements**

Occupational Certificate: Quality Controller (NQF 4)

## **3. Assessment Quality Partner Information**

Name of body: Services SETA

Address of body: 15 Sherborne Rd, Parktown, Johannesburg, 2193

Contact person name: Me N Zondo (Manager: QMD: Qualifications and Learning Program Division)

Contact person work telephone number: 011 276 9754

#### 4. Part Qualification Curriculum Structure

##### PARENT QUALIFICATION

SAQA ID	Curriculum Code	Title	NQF Level	Credits
	132107-000-00-00	Occupational Certificate: Quality Manager	6	270

##### DERIVED QUALIFICATIONS REGISTERED AS PART QUALIFICATIONS

SAQA ID	Curriculum Code	Title	NQF Level	Credits
	132107-000-00-01	Occupational Certificate: Quality Assurer	5	106

##### Part Qualification 1:

###### Title:

Quality Assurer, NQF Level 5, Credits 106

###### Purpose:

Assure incoming, in-process and outgoing quality standards of products and services in terms of planned and systematic activities implemented in a quality system so that quality requirements for a product or service will be fulfilled. A qualification in quality control is a prerequisite for access to this qualification.

##### RULES OF COMBINATION

This qualification is made up of the following compulsory Knowledge, Practical Skills and Work Experience Modules:

###### Knowledge Modules

Total number of credits for Knowledge Modules: 38

###### Practical Skill Modules

Total number of credits for Practical Skill Modules: 24

###### Work Experience Modules

Total number of credits for Work Experience Modules: 44

##### MODULES

COMPONENT	ID	TITLE	NQF LEVEL	CREDITS
Knowledge	132107-000-00-00-KM-01	Quality Management and Quality Management Systems	5	11
Knowledge	132107-000-00-00-KM-02	Quality Management and the 4th Industrial Revolution	5	3
Knowledge	132107-000-00-00-KM-03	Process Management	5	6

COMPONENT	ID	TITLE	NQF LEVEL	CREDITS
Knowledge	132107-000-00-00-KM-04	Fundamental Management Principles	5	4
Knowledge	132107-000-00-00-KM-05	Managing Quality Assurance Department or Business Unit	5	8
Knowledge	132107-000-00-00-KM-06	Risk Profiling	5	4
Knowledge	132107-000-00-00-KM-07	Internal and External Stakeholders	5	2
Practical Skills	132107-000-00-00-PM-01	Implement and maintain Quality Assurance Processes in Compliance with Regulatory and Customer Requirements	5	4
Practical Skills	132107-000-00-00-PM-02	Conduct Quality Assurance to Ensure Product/Service Conforms to Standards and Regulatory Requirements	5	4
Practical Skills	132107-000-00-00-PM-03	Manage Documentation and Records within Quality Assurance Processes	5	2
Practical Skills	132107-000-00-00-PM-04	Improve the Effectiveness and Efficiency of Quality Assurance Processes	5	2
Practical Skills	132107-000-00-00-PM-05	Introduce New Products/Service	5	2
Practical Skills	132107-000-00-00-PM-06	Critically Analyse Qualitative and Quantitative Data and Use Information for Improvements	5	2
Practical Skills	132107-000-00-00-PM-07	Lead and Manage Wellbeing and Performance of Staff and Effectiveness of Teams	5	2
Practical Skills	132107-000-00-00-PM-08	Apply Principles of Business Ethics and Accountability	5	2
Practical Skills	132107-000-00-00-PM-09	Conduct Internal Audits of the Quality Management Systems Policies and Procedures	5	4
Work Experience	132107-000-00-00-WM-01	Conduct Quality Assurance at Various Stages of the Process	5	28
Work Experience	132107-000-00-00-WM-02	Maintain Productive and Effective Work Teams for a Quality Business Unit	5	16

#### PARENT QUALIFICATION

SAQA ID	Curriculum Code	Title	NQF Level	Credits
	132107-000-00-00	Occupational Certificate: Quality Manager	6	270

#### DERIVED QUALIFICATIONS REGISTERED AS PART QUALIFICATIONS

SAQA ID	Curriculum Code	Title	NQF Level	Credits
	132107-000-00-01	Occupational Certificate: Quality Assurer	5	106

#### Assessment Qualification Standards:

- Coordinate the implementation of quality assurance processes and activities to enhance organisation's efficiency and profitability
- Coordinate quality assurance functions to support operations and implement improvements (0%)



## **SECTION 2: OCCUPATIONAL PROFILE**

### **1. Occupational Purpose**

Quality Managers plan, organise, direct, control and coordinate quality activities to ensure stated quality requirements and objectives are met within an organisation

### **2. Occupational Tasks**

- Ensure incoming, in-process and outgoing quality products or services
- Manage the quality management department to meet performance targets
- Manage a quality management system
- Manage quality functions of an organisation to ensure product/service quality

### **3. Occupational Task Details**

#### **3.1. Ensure incoming, in-process and outgoing quality products or services (NQF Level 6)**

##### **Unique Product or Service:**

- Quality compliant products or services

##### **Occupational Responsibilities:**

- Implement and maintain quality assurance processes in compliance with regulatory and customer requirements

##### **Occupational Contexts:**

- Quality assurance at various stages of the process

#### **3.2. Manage the quality management department to meet performance targets (NQF Level 6)**

##### **Unique Product or Service:**

- Managed quality management department

##### **Occupational Responsibilities:**

- Plan and control targets and performance standards in accordance with workplace processes and procedures

##### **Occupational Contexts:**

- Direct quality management activities

#### **3.3. Manage a quality management system (QMS) (NQF Level 6)**

##### **Unique Product or Service:**

- Managed QMS

##### **Occupational Responsibilities:**

- Render quality planning, monitoring and communication services

**Occupational Contexts:**

- QMS

**3.4. Manage quality functions of an organisation to ensure product/service quality (NQF Level 6)**

**Unique Product or Service:**

- Product/service quality compliance

**Occupational Responsibilities:**

- Execute continuous improvement and new product/service implementation

**Occupational Contexts:**

- Organisational quality compliance

### SECTION 3: CURRICULUM COMPONENT SPECIFICATIONS

#### SECTION 3A: KNOWLEDGE MODULE SPECIFICATIONS

List of Knowledge Modules for which Specifications are included

Knowledge	132107-000-00-00-KM-01	Quality Management and Quality Management Systems	5	11
Knowledge	132107-000-00-00-KM-02	Quality Management and the 4th Industrial Revolution	5	3
Knowledge	132107-000-00-00-KM-03	Process Management	5	6
Knowledge	132107-000-00-00-KM-04	Fundamental Management Principles	5	4
Knowledge	132107-000-00-00-KM-05	Managing Quality Assurance Department or Business Unit	5	8
Knowledge	132107-000-00-00-KM-06	Risk Profiling	5	4
Knowledge	132107-000-00-00-KM-07	Internal and External Stakeholders	5	2
Knowledge	132107-000-00-00-KM-08	Quality Management	6	8
Knowledge	132107-000-00-00-KM-09	System Management and Leadership	6	6
Knowledge	132107-000-00-00-KM-10	Management of Resources and Administration	6	6
Knowledge	132107-000-00-00-KM-11	Standards and Statutory and Regulatory Requirements	6	10
Knowledge	132107-000-00-00-KM-12	Design of Quality Measurement	6	10
Knowledge	132107-000-00-00-KM-13	Quality Management Finances	6	6

## **1. 132107-000-00-00-KM-01, Quality Management and Quality Management Systems, NQF Level 5, Credits 11**

### **1.1 Purpose of the Knowledge Module**

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of quality management and quality management systems in terms of realisation of goods and services standards

The learning will enable learners to demonstrate an understanding of:

- |              |   |  |            |
|--------------|---|--|------------|
| • KM-01-KT01 | : | Quality assurance (QA) and quality management (QM) | <b>8%</b>  |
| • KM-01-KT02 | : | Quality systems management                         | <b>8%</b>  |
| • KM-01-KT03 | : | Quality management systems (QMS)                   | <b>8%</b>  |
| • KM-01-KT04 | : | Lean systems                                       | <b>8%</b>  |
| • KM-01-KT05 | : | Quality plans                                      | <b>10%</b> |
| • KM-01-KT06 | : | Quality tools                                      | <b>5%</b>  |
| • KM-01-KT07 | : | Accountability and responsibility                  | <b>8%</b>  |
| • KM-01-KT08 | : | Reliability  | <b>5%</b>  |
| • KM-01-KT09 | : | Quality communication                              | <b>8%</b>  |
| • KM-01-KT10 | : | Quality measurement                                | <b>8%</b>  |
| • KM-01-KT11 | : | Measurement systems analysis (MSA)                 | <b>8%</b>  |
| • KM-01-KT12 | : | Audits and auditing                                | <b>8%</b>  |
| • KM-01-KT13 | : | Continuous improvement                             | <b>8%</b>  |

### **1.2 Guidelines for Topics**

- 1.2.1. KM-01-KT01 : Quality assurance (QA) and quality management (QM) 8%**

***Topic elements to be covered include:***

- KT0101 Relationships of quality system, quality assurance, quality control and inspections
- KT0102 QA and audit functions
- KT0103 Quality management concepts and terminology
- KT0104 The role of quality assurance within quality management
- KT0105 Quality management philosophies (including, but not limited to Continuous improvement, Total Quality Management (TQM), Lean, and Six Sigma)

#### ***Internal Assessment Criteria and Weight***

- IAC0101 Quality assurance terms and concepts are defined.
- IAC0102 QA and QM are differentiated.
- IAC0103 Relationships between quality system, quality assurance, quality control and inspections are clarified.
- IAC0104 The role of quality assurance within quality management is explained.
- IAC0105 Quality management philosophies are clearly explained.

***(Weight 8%)***

- 1.2.2. KM-01-KT02 : Quality systems management 8%**

***Topic elements to be covered include:***

- KT0201 Management responsibilities
- KT0202 Statutory and regulatory requirements (research and identification of applicable legislation, active, withdrawn, changed)
- KT0203 Compliance vs non-compliance
- KT0204 Standard operating practices (SOPs) and work instructions
- KT0205 Critical control points (CCPs) and risk management
- KT0206 Standards and codes of practice
- KT0207 Information security (sensitivity, disposal of documents, control)

***Internal Assessment Criteria and Weight***

- IAC0201 An understanding of the elements and practical application of quality systems management is demonstrated.
- IAC0202 Management responsibilities in quality systems management are differentiated.
- IAC0203 The implications of statutory and regulatory requirements as applicable to quality systems management are analysed.
- IAC0204 Statutory and regulatory compliance in the context of quality assurance is analysed.
- IAC0205 The principles and importance of occupational health, safety and environmental protection in the context of quality assurance are justified.
- IAC0206 A clear understanding of SOP and work instructions is demonstrated.

***(Weight 8%)***

**1.2.3. KM-01-KT03 : Quality management systems (QMS)**

**8%**

***Topic elements to be covered include:***

- KT0301 Concepts, terms and definitions
- KT0302 QMS principles
- KT0303 Purpose of QMS
- KT0304 Benefits of QMS
- KT0305 Quality management standards
- KT0306 Elements and requirements of a QMS
- KT0307 Industrial influence on quality and standardisation

***Internal Assessment Criteria and Weight***

- IAC0301 Elements and requirements of a QMS are evaluated.
- IAC0302 Benefits of QMS to a company are justified.
- IAC0303 QMS principles and benefits are understood.
- IAC0304 An understanding of the concept, terms and definition of QMS is demonstrated.

***(Weight 8%)***

**1.2.4. KM-01-KT04 : Lean systems**

**8%**

***Topic elements to be covered include:***

- KT0401 Concepts, terms and definitions
- KT0402 Elimination of all non-value-adding activities and waste
- KT0403 Lean supply chain
- KT0404 Types of waste

**Internal Assessment Criteria and Weight**

- IAC0401 The concept of lean systems is defined in terms of the benefits to the company.

**(Weight 8%)**

**1.2.5. KM-01-KT05 : Quality plans**

**10%**

**Topic elements to be covered include:**

- KT0501 Concepts, terms and definitions
- KT0502 Standards and requirements
- KT0503 Purpose of a quality plan
- KT0504 Elements of a strategic quality plan
- KT0505 Writing of quality plans
- KT0506 Information included in a quality plan
- KT0507 Quality plan documentation and deployment
- KT0508 Uses of documenting the quality plan
- KT0509 Reviewing a quality plan

**Internal Assessment Criteria and Weight**

- IAC0501 An understanding of the concepts, terms and definition of quality plans is demonstrated.
- IAC0502 The purpose of a quality plan is outlined.
- IAC0503 The ability to write a quality plan is demonstrated.
- IAC0504 A quality plan is reviewed.

**(Weight 10%)**

**1.2.6. KM-01-KT06 : Quality tools**

**5%**

**Topic elements to be covered include:**

- KT0601 Concepts, terms and definitions
- KT0602 Purpose and uses
- KT0603 Various tools
- KT0604 Quality templates and excel tools

**Internal Assessment Criteria and Weight**

- IAC0601 The application of a range of quality tools is compared and contrasted.
- IAC0602 Quality tools are outlined.

**(Weight 5%)**

**1.2.7. KM-01-KT07 : Accountability and responsibility**

**8%**

**Topic elements to be covered include:**

- KT0701 Concepts, terms and definitions
- KT0702 Codes of conduct
- KT0703 Business values and ethics
- KT0704 Representing the company
- KT0705 Confidentiality
- KT0706 Cool-off periods
- KT0707 Industrial espionage

**Internal Assessment Criteria and Weight**

- IAC0701 The concepts of accountability and responsibility are defined within the context of QA.
- IAC0702 The concepts of code of conduct, business value and ethics are understood.
- IAC0703 Company representation and confidentiality are understood.
- IAC0704 Cool-off period and industrial espionage are outlined.

**(Weight 8%)**

**1.2.8. KM-01-KT08 : Reliability**

**5%**

**Topic elements to be covered include:**

- KT0801 Concepts, terms and definitions
- KT0802 Quality vs reliability
- KT0803 Reliability resources
- KT0804 Life cycle management

**Internal Assessment Criteria and Weight**

- IAC0801 The concept of reliability within QA is justified.
- IAC0802 An understanding of the concept of reliability within QMS is demonstrated by the learner.

**(Weight 5%)**

**1.2.9. KM-01-KT09 : Quality communication**

**8%**

**Topic elements to be covered include:**

- KT0901 Interpersonal skills (networking, liaising, internal and external)
- KT0902 Situational leadership skills
- KT0903 Business writing skills
- KT0904 Advanced quality data presentation skills (development and delivery)
- KT0905 Productive meeting procedures (chairing and directing)

**Internal Assessment Criteria and Weight**

- IAC0901 An understanding of the elements and applications of communication with regard to quality management is demonstrated.

**(Weight 8%)**

**1.2.10. KM-01-KT10 : Quality measurement**

**8%**

***Topic elements to be covered include:***

- KT1001 Measurement design conformance (Standards, Specifications, Control limits, Warning limits, Machine and measurement capability, Critical to quality parameters)
- KT1002 Statistical process control (descriptive and inferential statistics)
- KT1003 Advanced problem-solving methods and tools
- KT1004 Compliance measurement (Measurement System Analysis (MSA), Internal Auditing procedures, External Auditing procedures, Non-Conformance management, preventative actions) (see p1 bottom)

***Internal Assessment Criteria and Weight***

- IAC0101 Process and sequence used for installation of automotive body glass is explained.
- IAC0102 Importance of applying all steps and sequence is reasoned.

***(Weight 8%)***

**1.2.11. KM-01-KT11 : Measurement systems analysis (MSA)**

**8%**

***Topic elements to be covered include:***

- KT1101 Quality control planning including:
  - Advanced product quality planning (APQP),
  - Production part approval process (PPAP)
  - Failure mode and effects analysis (FMEA)
  - Risks, risk assessment and opportunities
  - Process capabilities
  - Statistical process control (SPC)
  - Measurement systems analysis (MSA)
  - Performance of product or service
  - Assessment, verification and validation
  - Availability
    - Uptime
    - downtime
    - MTBF
    - MTTR

***Internal Assessment Criteria and Weight***

- IAC1101 An informed understanding of quality performance of product or service is demonstrated.
- IAC1102 An informed understanding of the aspects below is demonstrated: -
  - MSA
  - Quality control planning including risks
  - APQP
  - PPAP
  - FMEA failure mode and effects analysis
  - Process capabilities



- SPC

- IAC1103 An informed understanding of performance: - operations/services, international standards and specifications, procedures, protocols and cost is demonstrated.
- IAC1104 An informed understanding of basic cost accounting and financial skills is demonstrated.
- IAC1105 An understanding of the relationship between and interdependencies of systems with regard to the provision of products and services, while realising the impact of final output, is demonstrated.

**(Weight 8%)**

**1.2.12. KM-01-KT12 : Audits and auditing 8%**  
**Topic elements to be covered include:**

- KT1201 Characteristics of an auditor
- KT1202 Principles of auditing
- KT1203 Reasons for conducting audits
- KT1204 Types of audits
- KT1205 Criteria for the different types of audit
- KT1206 Auditing processes and protocol
- KT1207 How mistakes will be indicated, based on which principal (e.g. “for information”, “minor”, “major”, etc.)

**Internal Assessment Criteria and Weight**

- IAC1201 The characteristics of an auditor that will ensure effective auditing performance during the auditing process are described.
- IAC1202 Principles of auditing and reasons for conducting audits are explained to achieve a common understanding of the purpose of an audit. Principles include ethical conduct, fair presentation, due professional care/ good stewardship, independence and an evidence-based approach.
- IAC1203 Types of audits are identified and explained to ensure systematic understanding of the auditing process. Audits include systems audit, product/service audits, process audits, supplier/customer audits, compliance audits which are classified as first party, second party, third party and further characterised as internal and/or external audits.
- IAC1204 Criteria for the different types of audit are explained in order to ensure correctness of the audit being conducted.

**(Weight 8%)**

**1.2.13. KM-01-KT13 : Continuous improvement 8%**  
**Topic elements to be covered include:**

- KT1301 Concepts, terms and definitions
- KT1302 Continuous process improvement model (PDCA)
- KT1303 Methods of continuous improvement
- KT1304 Meeting client needs and expectations
- KT1305 Employee involvement and teamwork

- KT1306      Systematizing processes, and reducing variation, defects, and cycle times

***Internal Assessment Criteria and Weight***

- IAC1301      Continuous improvement is defined in terms of the benefits to the company, e.g. meeting client needs and expectations, employee involvement, process systematisation, variation reduction and cycle times.

***(Weight 8%)***

**1.3 Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

*Human Resource Requirements:*

- Qualifications of lecturer: NQF 6 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

**1.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **2. 132107-000-00-00-KM-02, Quality Management and the 4th Industrial Revolution, NQF Level 5, Credits 3**

### **2.1 Purpose of the Knowledge Module**

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of the impact of the 4<sup>th</sup> IR on quality management

The learning will enable learners to demonstrate an understanding of:

- KM-02-KT01 : Introduction **30%**
- KM-02-KT02 : Implications for QM (advantages and disadvantages) **40%**
- KM-02-KT03 : Adapting to 4<sup>th</sup> IR **30%**

### **2.2 Guidelines for Topics**

#### **2.2.1. KM-02-KT01 : Introduction **30%****

**Topic elements to be covered include:**

- KT0101 Concept and definitions
- KT0102 History
- KT0103 Characteristics and focus of the 4<sup>th</sup> Industrial Revolution (IR4)
- KT0104 Infancy and maturity

#### **Internal Assessment Criteria and Weight**

- IAC0101 The concept and definition of IR4 is clearly outlined.
- IAC0102 A clear understanding of the characteristics of IR4 is demonstrated.

**(Weight 30%)**

#### **2.2.2. KM-02-KT02 : Implications for QM (advantages and disadvantages) **40%****

**Topic elements to be covered include:**

- KT0201 Physical and digital elements and systems
- KT0202 Information integration
- KT0203 Data-driven quality assurance
- KT0204 Quality assurance leading the Revolution
- KT0205 Maintaining quality in an ever faster moving world
- KT0206 Profitability
- KT0207 Improved regulatory compliance
- KT0208 National Industry 4.0 policy framework

#### **Internal Assessment Criteria and Weight**

- IAC0201 The implications of the 4<sup>th</sup> IR for QM are reasoned
- IAC0202 Advantages and disadvantages of the 4<sup>th</sup> IR for QM are compared and contrasted
- IAC0203 Information is extrapolated to indicate future approaches.

**(Weight 40%)**

### **2.2.3. KM-02-KT03 : Adapting to 4<sup>th</sup> IR**

**30%**

***Topic elements to be covered include:***

- KT0301 Opportunities and challenges for quality management during and after transformation of industry 4.0 in economic sectors
- KT0302 What does quality 4.0 means for quality professionals
- KT0303 QA skills for 4.0
- KT0304 Smart factories and digitalisation of quality management

***Internal Assessment Criteria and Weight***

- IAC0301 Information is extrapolated to indicate future approaches.
- IAC0302 Opportunities and challenges for quality management during and after transformation are identified and reasoned.

***(Weight 30%)***

## **2.3 Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

*Human Resource Requirements:*

- Qualifications of lecturer: NQF 6 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

## **2.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

### 3. 132107-000-00-00-KM-03, Process Management, NQF Level 5, Credits 6

#### 3.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of process management

The learning will enable learners to demonstrate an understanding of:

- KM-03-KT01 : Process view of work / Process flow 15%
- KM-03-KT02 : Process capability (supply and demand) 10%
- KM-03-KT03 : Supply chain management 30%
- KM-03-KT04 : Process of product/ service delivery 15%
- KM-03-KT05 : Process decision program chart (PDPC) 5%
- KM-03-KT06 : Overview on Environmental Management Systems (EMS) 25%

#### 3.2 Guidelines for Topics

- 3.2.1. KM-03-KT01 : Process view of work / Process flow 15%**

**Topic elements to be covered include:**

- KT0101 Concepts, terms and definitions
- KT0102 Process view of work model
- KT0103 Types of processes
- KT0104 Elements of the types of processes
- KT0105 Process analysis tools and templates

**Internal Assessment Criteria and Weight**

- IAC0101 An understanding of process analysis tools and various templates is demonstrated.
- IAC0102 Types of processes and work models are identified.

**(Weight 15%)**

- 3.2.2. KM-03-KT02 : Process capability (supply and demand) 10%**

**Topic elements to be covered include:**

- KT0201 Concepts, terms and definitions
- KT0202 Assessing process capability
- KT0203 Conducting capability studies

**Internal Assessment Criteria and Weight**

- IAC0201 Capability studies are conducted.
- IAC0202 Process capabilities are clearly assessed.

**(Weight 10%)**

- 3.2.3. KM-03-KT03 : Supply chain management 30%**

**Topic elements to be covered include:**

- KT0301 First, second and third suppliers
- KT0302 Criteria for suppliers
- KT0303 Approved and preferred supplier list
- KT0304 Supplier priority
- KT0305 Improving processes
- KT0306 Inventory control and rules (e.g. FIFO, shelf life)
- KT0307 Applicable legislation
- KT0308 Quality across the supply chain

**Internal Assessment Criteria and Weight**

- IAC0301 Aspects relating to supply chain management, i.e. process, supplier priority and legislation, are analysed.

**(Weight 30%)**

**3.2.4. KM-03-KT04 : Process of product/ service delivery 15%**

**Topic elements to be covered include:**

- KT0401 Resources capability (incl. machines and technology)
- KT0402 Parameters, specifications and requirements
- KT0403 Stability and reliability of processes
- KT0404 Monitoring and measurements

**Internal Assessment Criteria and Weight**

- IAC0401 The parameters, specs and product specifications as well as resource capabilities are clearly outlined, monitored and measured.

**(Weight 15)**

**3.2.5. KM-03-KT05 : Process decision program chart (PDPC) 5%**

**Topic elements to be covered include:**

- KT0501 When to use a PDPC
- KT0502 PDPC procedure

**Internal Assessment Criteria and Weight**

- IAC0501 PDPC procedure is demonstrated

**(Weight 5%)**

**1.2.6. KM-03-KT06 : Overview on Environmental Management Systems (EMS) 25%**

**Topic elements to be covered include:**

- KT0601 Concepts, terms and definitions
- KT0602 Statutory and regulatory requirements
- KT0603 Social responsibility
- KT0604 EMS components
- KT0605 Benefits of an EMS

- KT0606 Three approaches to measuring improvements
- KT0607 Evolutionary model of EMS development

***Internal Assessment Criteria and Weight***

- IAC0601 Environmental management systems are clearly outlined.
- IAC0602 Understanding of EMS components and statutory and regulatory requirements is demonstrated.
- IAC0603 Social responsibility is understood in terms of EMS

***(Weight 25%)***

**3.3 Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

*Human Resource Requirements:*

- Qualifications of lecturer: NQF 6 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

**3.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

#### 4. 132107-000-00-00-KM-04, Fundamental Management Principles, NQF Level 5, Credits 4

##### 4.1 Purpose of the Knowledge Module

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of general management concepts for persons leading and directing a quality business unit

The learning will enable learners to demonstrate an understanding of:

- KM-04-KT01 : Operational planning 15%
- KM-04-KT02 : Leading 35%
- KM-04-KT03 : Organising 25%
- KM-04-KT04 : Controlling 25%

##### 4.2 Guidelines for Topics

###### 4.2.1. KM-04-KT01 : Operational planning 15%

**Topic elements to be covered include:**

- KT0101 An overview of planning concepts and principles
- KT0102 Strategic planning
- KT0103 Targets and scheduling
- KT0104 Operational problem-solving tools and techniques

###### **Internal Assessment Criteria and Weight**

- IAC0101 An understanding of operational planning concepts and principles is demonstrated.

**(Weight 15%)**

###### 4.2.2. KM-04-KT02 : Leading 35%

**Topic elements to be covered include:**

- KT0201 An overview of concepts and principles related to leading teams
- KT0202 Leadership models
- KT0203 Motivation
- KT0204 Leading individuals
- KT0205 Leading groups and teams
- KT0206 Trust and respect
- KT0207 Ethics in leadership

###### **Internal Assessment Criteria and Weight**

- IAC0201 Leadership and management roles and their applications within day-to-day practices are explained.
- IAC0202 The leadership roles of quality assurers in organisations are explained and good practices are motivated for different groups or work processes.

**(Weight 35%)**

###### 4.2.3. KM-04-KT03 : Organising 25%

**Topic elements to be covered include:**

- KT0301 An overview of organising concepts and principles



- KT0302 Organising, delegating and authority
- KT0303 Structuring and organising work
- KT0304 Empowerment

**Internal Assessment Criteria and Weight**

- IAC0301 The role of quality assurers in organising the delivery of work is explained and good practices are motivated.

**(Weight 25%)**

**4.2.4. KM-04-KT04 : Controlling**

**25%**

**Topic elements to be covered include:**

- KT0401 An overview of concepts and principles related to controlling
- KT0402 The control processes
- KT0403 The focus of control
- KT0404 Areas of control
- KT0405 Levels of control

**Internal Assessment Criteria and Weight**

- IAC0401 The role of quality assurers in controlling the delivery of work is explained and good practices are motivated.

**(Weight 25%)**

**4.3 Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

*Human Resource Requirements:*

- Qualifications of lecturer: NQF 6 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

**4.4 Exemptions.**

- None, but the module can be achieved in full through an RPL process

## **5. 132107-000-00-00-KM-05, Managing Quality Assurance Department or Business Unit, NQF Level 5, Credits 8**

### **5.1 Purpose of the Knowledge Module**

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of the management of human capital and financial resources of the QA business unit

The learning will enable learners to demonstrate an understanding of:

- |              |   |  |     |
|--------------|---|--|-----|
| • KM-05-KT01 | : | Introduction to people management                | 30% |
| • KM-05-KT02 | : | Managing teams                                   | 10% |
| • KM-05-KT03 | : | Performance standards for staff / team           | 15% |
| • KM-05-KT04 | : | Facilitation of on-the-job learning and coaching | 20% |
| • KM-05-KT05 | : | Introduction to financial concepts               | 15% |
| • KM-05-KT06 | : | Costs and costing                                | 10% |

### **5.2 Guidelines for Topics**

#### **5.2.1. KM-05-KT01 : Introduction to people management 30%**

***Topic elements to be covered include:***

- KT0101 Codes of conduct
- KT0102 Values and ethics
- KT0103 Accountability and responsibility
- KT0104 The supervisory function and the scope of supervision
- KT0105 Business structures and levels of management
- KT0106 Supervision and organisational performance
- KT0107 Supervisory theory
- KT0108 Leadership
- KT0109 Strategic business management models
- KT0110 Management in a changing environment

#### ***Internal Assessment Criteria and Weight***

- IAC0101 Supervisory theories, concepts and models are explained.
- IAC0102 The role of the supervisor as a management team member is explained.

***(Weight 30%)***

#### **5.2.2. KM-05-KT02 : Managing teams 10%**

***Topic elements to be covered include:***

- KT0201 Productive work teams
- KT0202 Stages in team development
- KT0203 Leadership, decision making and problem solving in groups
- KT0204 Delegation
- KT0205 Team performance targets and standards

#### ***Internal Assessment Criteria and Weight***

- IAC0201 The role of the supervisor to establish productive work teams is explained.
- IAC0202 Leadership and decision-making models that are used to build teams are explained.

- IAC0203 Achieving work targets through teams is explained.

**(Weight 10%)**

### **5.2.3. KM-05-KT03 : Performance standards for staff / team**

**15%**

**Topic elements to be covered include:**

- KT0301 Key performance areas and job descriptions
- KT0302 Factors affecting performance levels
- KT0303 Performance agreements and targets
- KT0304 Performance interviews

**Internal Assessment Criteria and Weight**

- IAC0301 Variables in the work environment that impact on the performance of an individual are listed and corrective measures are motivated.
- IAC0302 Job descriptions that outline key deliverables and performance targets are drafted.
- IAC0303 Principles that guide interpersonal relations during performance discussions and the establishment of performance agreements are explained.

**(Weight 15%)**

### **5.2.4. KM-05-KT04 : Facilitation of on-the-job learning and coaching**

**20%**

**Topic elements to be covered include:**

- KT0401 Adult learning principles
- KT0402 Learning methodology
- KT0403 Material relevance
- KT0404 Impact assessment and measurement of skills transfer
- KT0405 Coaching and mentoring
- KT0406 Facilitating change

**Internal Assessment Criteria and Weight**

- IAC0401 Adult learning principles and concepts of learning methodology are explained.
- IAC0402 Criteria that must be met to ensure that the required impact of a programme is achieved and that the required skills have been transferred, are listed and explained.
- IAC0403 Coaching and mentoring principles are described and explained.

**(Weight 20%)**

### **5.2.5. KM-05-KT05 : Introduction to financial concepts**

**15%**

**Topic elements to be covered include:**

- KT0501 Budgets and budgeting
- KT0502 Management accounts
- KT0503 Financial source documents
- KT0504 Financial auditing concepts
- KT0505 Enterprise resource planning IT systems

### ***Internal Assessment Criteria and Weight***

- IAC0501 An understanding of budgets and budgeting concepts is demonstrated.
- IAC0502 An understanding of management accounts and cost management concepts is demonstrated.
- IAC0503 An understanding of the control and use of financial source documents is demonstrated.
- IAC0504 Management controls that have to be implemented to ensure an effective financial management system are defined and motivated.
- IAC0505 The use of management information systems in controlling costs is explained.

***(Weight 15%)***

#### **5.2.6. KM-05-KT06 : Costs and costing**

**10%**

##### ***Topic elements to be covered include:***

- KT0601 Costing and cost estimates
- KT0602 Cost control
- KT0603 Cost benefit analysis
- KT0604 Financial performance measurement (return on investment)
- KT0605 Internal failure cost
- KT0606 External failure cost
- KT0607 Appraisal cost
- KT0608 Prevention cost

### ***Internal Assessment Criteria and Weight***

- IAC0601 An understanding of costing of services is demonstrated.
- IAC0602 The business risks and related consequences of non-compliance with budgets and cost estimates are explained for specific scenarios.

***(Weight 10%)***

### **5.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

#### ***Human Resource Requirements:***

- Qualifications of lecturer: NQF 6 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

#### **5.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## 6. 132107-000-00-00-KM-06, Risk Profiling, NQF Level 5, Credits 4

### 6.1 Purpose of the Knowledge Module

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of the business processes and potential risks, the identification of various risks and assessing the impact thereof, the development of contingency plans and the testing and revision of contingency plans

The learning will enable learners to demonstrate an understanding of:

- KM-06-KT01 : Fundamentals of risks 15%
- KM-06-KT02 : Identification of risks 15%
- KM-06-KT03 : Risk analysis 20%
- KM-06-KT04 : Elements of contingency plans 25%
- KM-06-KT05 : Testing of mitigation plans 25%

### 6.2 Guidelines for Topics

#### 6.2.1. KM-06-KT01 : Fundamentals of risks 15%

**Topic elements to be covered include:**

- KT0101 Concepts of risks
- KT0102 Contributing risk factors
- KT0103 The role of policies and procedures

**Internal Assessment Criteria and Weight**

- IAC0101 The concept of risk is explained.
- IAC0102 The factors that could contribute to risks within a business are identified.
- IAC0103 Potential risks are discussed and the impact thereof on a business is assessed.
- IAC0104 The elements and maintenance of a risk register are described.
- IAC0105 The five basic types of charts are listed.
- IAC0106 Appropriate forms of tables, graphs, diagrams and charts are selected to capture information relevant to a variety of workplace functions.

**(Weight 15%)**

#### 6.2.2. KM-06-KT02 : Identification of risks 15%

**Topic elements to be covered include:**

- KT0201 Potential risk factors
- KT0202 Root cause analysis
- KT0203 Scenarios constituting risk
- KT0204 Analysis of impact
- KT0205 Risk materialisation

**Internal Assessment Criteria and Weight**

- IAC0201 Potential risk factors for critical processes in a business are identified and documented.
- IAC0202 The root causes of the identified potential risks are analysed.

- IAC0203 Possible scenarios that could constitute a risk are identified and documented.
- IAC0204 The possibility of each scenario occurring is described and each one is evaluated and recorded.
- IAC0205 The analysis to rate the impact of each scenario of a business is explained.
- IAC0206 The priorities resulting from the impact analysis for implementation in the event of the risk materialising are defined and documented.

**(Weight 15%)**

#### **6.2.3. KM-06-KT03 : Risk analysis 20%**

**Topic elements to be covered include:**

- KT0301 Analysis of risks
- KT0302 Evaluation and ranking of risks
- KT0303 Mitigation and control of risks
- KT0304 Monitoring and reviewing of risks

**Internal Assessment Criteria and Weight**

- IAC0301 The concept “risk analysis involves examining how project outcomes and objectives might change due to the impact of the risk event” is analysed as pertaining to QA.
- IAC0302 Risks are analysed to identify the qualitative and quantitative impact of the risk on the project and appropriate steps to mitigate them are suggested.

**(Weight 20%)**

#### **6.2.4. KM-06-KT04 : Elements of contingency plans 25%**

**Topic elements to be covered include:**

- KT0401 Mitigation plans development and communication
- KT0402 Mitigation plans distribution

**Internal Assessment Criteria and Weight**

- IAC0401 The development and documentation of mitigation plans are explained.  
  
The way in which the mitigation plans are communicated to relevant stakeholders, in line with
- IAC0402 business risk management procedures, is described.  
  
The distribution of the mitigation plans aligned to business risk management processes is
- IAC0403 defined.

**(Weight 25%)**

#### **6.2.5. KM-06-KT05 : Testing of mitigation plans 25%**

**Topic elements to be covered include:**

- KT0501 Analysis of mitigation plans
- KT0502 Mitigation plans recommendations

- KT0503 Revision of mitigation plans

***Internal Assessment Criteria and Weight***

- IAC0501 The testing of mitigation plans as per the business risk management procedures is described.
- IAC0502 The recommendations and improvements to the mitigation plans in relation to the findings of the testing are defined.
- IAC0503 The way in which the mitigation plans are revised to incorporate recommendations from the testing, in accordance with businesses policies and procedures, is explained.

***(Weight 25%)***

### **6.3 Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

*Human Resource Requirements:*

- Qualifications of lecturer: NQF 6 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

### **6.4 Exemptions**

- None, but the module can be achieved in full through an RPL process



## 7. 132107-000-00-00-KM-07, Internal and External Stakeholders, NQF Level 5, Credits 2

### 7.1 Purpose of the Knowledge Module

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of the implications of stakeholder and customer feedback for quality assurance of the company

The learning will enable learners to demonstrate an understanding of:

- |   |            |   |   |     |
|---|------------|---|---|-----|
| • | KM-07-KT01 | : | Stakeholders                                | 15% |
| • | KM-07-KT02 | : | Customer centricity and customer experience | 35% |
| • | KM-07-KT03 | : | Customer satisfaction                       | 25% |
| • | KM-07-KT04 | : | Teams                                       | 25% |

### 7.2 Guidelines for Topics

#### 7.2.1. KM-07-KT01 : Stakeholders 15%

**Topic elements to be covered include:**

- KT0101 Concepts, terms and definitions
- KT0102 Identifying stakeholders
- KT0103 Stakeholder analysis
- KT0104 Stakeholder analysis matrix
- KT0105 Stakeholder management

#### **Internal Assessment Criteria and Weight**

- IAC0101 Aspects related to stakeholder management in terms of QA are evaluated.

**(Weight 15%)**

#### 7.2.2. KM-07-KT02 : Customer centricity and customer experience 35%

**Topic elements to be covered include:**

- KT0201 Concepts, terms and definitions
- KT0202 The customer experience journey
- KT0203 Consumer rights and protection (CPA)
- KT0204 Improving the total customer experience vs meeting specifications
- KT0205 Key aspects of providing a great customer experience
- KT0206 Total view of the customer experience
- KT0207 Technologies that can enhance customer experience
- KT0208 Customer quality groups
- KT0209 Functions of the chief customer officer

#### **Internal Assessment Criteria and Weight**

- IAC0201 The importance of managing customer centricity and customer experience in terms of QA is justified.

**(Weight 35%)**

#### 7.2.3. KM-07-KT03 : Customer satisfaction 25%

**Topic elements to be covered include:**

- KT0301 Concepts, terms and definitions
- KT0302 Customer satisfaction models
- KT0303 Identifying the customer
- KT0304 Supplier-customer relationships
- KT0305 Tools to determine customer satisfaction
- KT0306 Customer satisfaction process improvement

***Internal Assessment Criteria and Weight***

- IAC0301 The importance of managing customer satisfaction in terms of QA is justified

***(Weight 25%)***

**7.2.4. KM-07-KT04 : Teams**

**25%**

***Topic elements to be covered include:***

- KT0401 Concepts, terms and definitions
- KT0402 Lifespan
- KT0403 Organizational team network
- KT0404 Types of teams
- KT0405 Team dynamics
- KT0406 Value and benefits of teams

***Internal Assessment Criteria and Weight***

- IAC0401 The importance of the role and function of teams and the enhancement of team functionality in terms of QA is justified.

***(Weight 25%)***

**7.3 Provider Programme Accreditation Criteria**

***Physical Requirements:***

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

***Human Resource Requirements:***

- Qualifications of lecturer: NQF 6 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

**7.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## 8. 132107-000-00-00-KM-08, Quality Management, NQF Level 6, Credits 8

### 8.1 Purpose of the Knowledge Module

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of general management concepts for persons leading and directing a quality business unit

The learning will enable learners to demonstrate an understanding of:

- |   |            |   |  |     |
|---|------------|---|--|-----|
| • | KM-08-KT01 | : | Quality management philosophies and principles | 10% |
| • | KM-08-KT02 | : | Quality management (QM) models                 | 10% |
| • | KM-08-KT03 | : | Methodologies                                  | 30% |
| • | KM-08-KT04 | : | Quality system management                      | 10% |
| • | KM-08-KT05 | : | Quality management                             | 30% |
| • | KM-08-KT06 | : | Establishing and implementing a QMS            | 10% |

### 8.2 Guidelines for Topics

- 8.2.1. KM-08-KT01 : Quality management philosophies and principles 10%**

***Topic elements to be covered include:***

- KT0101 Employee empowerment
- KT0102 Culture of quality
- KT0103 Organisational or corporate governance
- KT0104 (Seven) quality management principles
- KT0105 Continuous improvement
  - Lean
  - Reliability
  - Customer centricity
  - Technology advancement

#### ***Internal Assessment Criteria and Weight***

- IAC0101 An understanding of employee empowerment, quality culture, importance and organisational or corporate governance is demonstrated.
- IAC0102 The seven management principles are clearly understood.
- IAC0103 Concepts of continuous improvement are understood.

***(Weight 10%)***

- 8.2.2. KM-08-KT02 : Quality management (QM) models 10%**

***Topic elements to be covered include:***

- KT0201 Organisational excellence
- KT0202 Kano model
- KT0203 Quality function deployment (QFD)

#### ***Internal Assessment Criteria and Weight***

- IAC0201 The relevance of the QM models in different organisations is understood.

***(Weight 10%)***

- 8.2.3. KM-08-KT03 : Methodologies 30%**

***Topic elements to be covered include:***

- KT0301 Quality cost system
- KT0302 Quality system management tools and templates
- KT0303 Supplier quality
- KT0304 Software quality
- KT0305 Change management
- KT0306 Product/service recall
- KT0307 Six sigma
- KT0308 Quality auditing

**Internal Assessment Criteria and Weight**

- IAC0301 An understanding of the various methodologies and their relevance to different organisations is demonstrated.

**(Weight 30%)**

**8.2.4. KM-08-KT04 : Quality system management 10%**

**Topic elements to be covered include:**

- KT0401 Quality Management
- KT0402 Managing QMS
- KT0403 Accessing, processing and managing QMS information and documentation

**Internal Assessment Criteria and Weight**

- IAC0401 The relevance of QM relating to performance and customer satisfaction is understood.

**(Weight 10%)**

**8.2.5. KM-08-KT05 : Quality management 30%**

**Topic elements to be covered include:**

- KT0501 Terminology and definitions
- KT0502 Applied management principles (plan, lead, organise, control)
- KT0503 Maintaining certification
- KT0504 Legislation and standards
- KT0505 Customer centricity
- KT0506 Managing compliance
- KT0507 Risk management
- KT0508 QM policies and procedures
- KT0509 QM Reporting
- KT0510 Program improvement
- KT0511 Product/service system
- KT0512 Standardisation
- KT0513 Strategies to address deviations

**Internal Assessment Criteria and Weight**

- IAC0501 The components of QM and their functions are demonstrated.

**(Weight 30%)**

**8.2.6. KM-08-KT06 : Establishing and implementing a QMS 10%**

**Topic elements to be covered include:**

- KT0601 Design and develop
- KT0602 Deploy
- KT0603 Control and measure
- KT0604 Review and improve

***Internal Assessment Criteria and Weight***

- IAC0601 The current situation is understood and improved where necessary by implementing the four QMS steps.

***(Weight 10%)***

### **8.3 Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

*Human Resource Requirements:*

- Qualifications of lecturer: NQF 7 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

### **8.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## 9. 132107-000-00-00-KM-09, System Management and Leadership, NQF Level 6, Credits 6

### 9.1 Purpose of the Knowledge Module

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of quality system management in terms of realisation of goods and services and customer feedback and satisfaction

The learning will enable learners to demonstrate an understanding of:

- KM-09-KT01 : Leadership 35%
- KM-09-KT02 : Critical management skills 35%
- KM-09-KT03 : QMS information and documentation 30%

### 9.2 Guidelines for Topics

#### 9.2.1. KM-09-KT01 : Leadership 35%

**Topic elements to be covered include:**

- KT0101 Vision, mission, values
- KT0102 Terminology and definitions
- KT0103 Types of leadership (Strategic and Operational)
- KT0104 Leadership models
- KT0105 Management vs leadership
- KT0106 QM goals, objectives and performance

**Internal Assessment Criteria and Weight**

- IAC0101 Leadership role and execution is clearly understood.

**(Weight 35%)**

#### 9.2.2. KM-09-KT02 : Critical management skills 35%

**Topic elements to be covered include:**

- KT0201 Communication
- KT0202 Delegation of authority
- KT0203 Performance management
- KT0204 Collaboration and team work
- KT0205 Decision-making
- KT0206 Management styles

**Internal Assessment Criteria and Weight**

- IAC0201 The role and application of each of the critical management skills are analysed with QM related examples.
- IAC0202 Decision-making is analysed as weighing the probabilities and outcomes of pursuing a decision strategy with regard to the overall organisational strategy, with QM related examples.
- IAC0203 The management styles are compared and contrasted with examples related to QM

**(Weight 35%)**

#### 9.2.3. KM-09-KT03 : QMS information and documentation 30%

***Topic elements to be covered include:***

- KT0301 Information analysis, synthesis and evaluation
- KT0302 External and internal sources of information
- KT0303 Documentation: control of records, safe storage, access, retention and archiving
- KT0304 Configuration management
- KT0305 Revisions and version control

***Internal Assessment Criteria and Weight***

- IAC0301 The ability to compile documentation as per QMS requirements is clearly demonstrated.

***(Weight 30%)***

### **9.3 Provider Programme Accreditation Criteria**

***Physical Requirements:***

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

***Human Resource Requirements:***

- Qualifications of lecturer: NQF 7 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

***Legal Requirements:***

- Compliance with QMS
- Compliance with occupational health, safety and environmental protection regulations

### **9.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## 10. 132107-000-00-00-KM-10, Management of Resources, NQF Level 6, Credits 6

### 10.1 Purpose of the Knowledge Module

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of resource management concepts as related to quality business unit managers

The learning will enable learners to demonstrate an understanding of:

- |              |   |   |     |
|--------------|---|---|-----|
| • KM-10-KT01 | : | Finances  | 10% |
| • KM-10-KT02 | : | Basic financial management/ budgeting principles for quality management | 10% |
| • KM-10-KT03 | : | Quality management budgets  | 10% |
| • KM-10-KT04 | : | Financial awareness   | 5%  |
| • KM-10-KT05 | : | Procurement management  | 10% |
| • KM-10-KT06 | : | Management of staff   | 10% |
| • KM-10-KT07 | : | Labour relations  | 10% |
| • KM-10-KT08 | : | Staff development   | 10% |
| • KM-10-KT09 | : | Communication   | 15% |

### 10.2 Guidelines for Topics

#### 10.2.1. KM-10-KT01 : Finances 10%

**Topic elements to be covered include:**

- KT0101 Financial concepts
- KT0102 Accounting systems
- KT0103 Capital expenditure
- KT0104 Forecasting
- KT0105 Budget prioritisation
- KT0106 Concepts of profit, loss, profitability, cash flow, supply and demand
- KT0107 Cost of quality assurance
- KT0108 Cost control
- KT0109 Cost benefit analysis
- KT0110 Financial performance management (ROI)
- KT0111 Financial statements: balance sheets
- KT0112 Assets and liabilities
- KT0113 Records and registers of expenses
- KT0114 Claims, methods of payment and exchange rate of currencies
- KT0115 Income and expenditure statement
- KT0116 Sources of income and expenditure in a mission office
- KT0117 Budgets and reports
- KT0118 MTEF
- KT0119 Basic balance sheet: assets and liabilities

#### **Internal Assessment Criteria and Weight**

- IAC0101 An understanding of the finance management principles is clearly demonstrated.
- IAC0102 Financial management concepts and terminology, such as gross profit, breakeven, profit, loss, discounts, return on investment, income statements, financial sustainability, cash flow, royalties, overheads, economies of scale, fixed costs, variable costs and price setting, are defined using the correct terminology.

**(Weight 10%)**



**10.2.2. KM-10-KT02 : Basic financial management/ budgeting principles for quality management 10%**

**Topic elements to be covered include:**

- KT0201 Spreadsheet applications as a financial management tool
- KT0202 Basic statistical calculations and skills
- KT0203 Financial calculations such as gross profit (GP), breakeven, return on investment (ROI), potential actual market (PAM) and realistic actual market (RAM)
- KT0204 Market discount structures
- KT0205 Costs of quality
- KT0206 Short-term and long-term sales projections

**Internal Assessment Criteria and Weight**

- IAC0201 Basic financial management principles for quality systems are analysed and the relevance to the quality management BU is argued.
- IAC0202 Basic budgeting principles for quality systems are analysed and the relevance to the quality management BU is argued.
- IAC0203 Crucial factors influencing organisational and quality viability are identified and reasoned.

**(Weight 10%)**

**10.2.3. KM-10-KT03 : Quality management budgets 10%**

**Topic elements to be covered include:**

- KT0301 The impact of budgets on organisational sustainability
- KT0302 Different elements of a QSM budget (expenses/costs and income/revenue)
- KT0303 Budget errors, irregularities and discrepancies between projected costs and actual expenses (including the cost implications of changes at various stages of process)
- KT0304 Monitoring and reporting on QMS budgets during the project
- KT0305 Final budget sign-off

**Internal Assessment Criteria and Weight**

- IAC0301 Methods and techniques for drawing up and monitoring QSM budgets are evaluated.
- IAC0302 The implications of inaccurate budgeting are examined and correcting measures are provided.

**(Weight 10%)**

**10.2.4. KM-10-KT04 : Financial awareness 5%**

**Topic elements to be covered include:**

- KT0401 Financial source documents
- KT0402 Financial auditing concepts
- KT0403 SARS and other legislation

**Internal Assessment Criteria and Weight**

- IAC0401 A sound understanding of various finance related concepts is demonstrated.

**(Weight 5%)**

#### **10.2.5. KM-10-KT05 : Procurement management**

**10%**

**Topic elements to be covered include:**

- KT0501 Definitions and terminology including: supply chain, supply chain integration, cross functional integration, logistics concepts, materials requirement planning (MRP), distribution requirements planning (DRP), benchmarking, supply chain optimisation consultants, distribution channels and channel selection, partnerships.
- KT0502 Principles
- KT0503 Sourcing
- KT0504 Procurement
- KT0505 Costing estimates
- KT0506 Benchmarks for procurement planning
- KT0507 Supplier development (current and future)
- KT0508 Administration

**Internal Assessment Criteria and Weight**

- IAC0501 Procurement management steps and cross functional integration are clearly understood.

**(Weight 10%)**

#### **10.2.6. KM-10-KT06 : Management of staff**

**10%**

**Topic elements to be covered include:**

- KT0601 Leading, motivating and directing teams
- KT0602 Productivity and achievement of objectives
- KT0603 HR policies and procedures
- KT0604 Conditions of employment and employment contracts
- KT0605 Recruitment and interviewing
- KT0606 Role and job descriptions
- KT0607 Performance management, appraisals and incentives

**Internal Assessment Criteria and Weight**

- IAC0601 Staff management principles are evaluated to ensure consistent availability of relevant skills and ensure team motivation and ethics.

**(Weight 10%)**

#### **10.2.7. KM-10-KT07 : Labour relations**

**10%**

**Topic elements to be covered include:**

- KT0701 Legislation and company policies
- KT0702 Organised labour
- KT0703 Disciplinary hearings
- KT0704 Conflict resolution
- KT0705 Disciplinary codes

- KT0706 Wage negotiations
- KT0707 The role of shop stewards

**Internal Assessment Criteria and Weight**

- IAC0701 The purpose and application of labour relations principles, in order to ensure consistent availability of relevant skills and good practices and ensure team motivation and ethics, are justified

**(Weight 10%)**

**10.2.8. KM-10-KT08 : Staff development 10%**

**Topic elements to be covered include:**

- KT0801 Legislation
- KT0802 Career development
- KT0803 Performance reviews
- KT0804 Continuous training
- KT0805 Transfer of information and skills: mentoring and training
- KT0806 Coaching principles

**Internal Assessment Criteria and Weight**

- IAC0801 The purpose and application of training and mentoring principles to ensure consistent availability of relevant skills and good practices and ensure team motivation and ethics, are justified

**(Weight 10%)**

**10.2.9. KM-10-KT09 : Communication 15%**

**Topic elements to be covered include:**

- KT0901 Communication and listening skills
- KT0902 Liaison with internal and external stakeholders
- KT0903 Communicating information: e.g. charts, diagrams
- KT0904 Trend analysis and reporting
- KT0905 Reporting on performance
- KT0906 Quality dashboards
- KT0907 Types of reports and writing methods
- KT0908 The impact of team dynamics and human behaviour on communication and interpersonal relations
- KT0909 Negotiation procedures in terms of current labour legislation
- KT0910 Assertiveness in communication and leadership skills
- KT0911 The way different leadership and management styles affect working relationships
- KT0912 Techniques which can be used to enhance presentation skills
- KT0913 The importance of the flow of communication, through and across organisational levels, giving cognisance to confidentiality of certain information

**Internal Assessment Criteria and Weight**

- IAC0901 The tools available and relevant to communication skills, are understood.

**(Weight 15%)**

### **10.3 Provider Programme Accreditation Criteria**

#### *Physical Requirements:*

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

#### *Human Resource Requirements:*

- Qualifications of lecturer: NQF 7 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

#### *Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

### **10.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **11. 132107-000-00-00-KM-11, Standards and Statutory and Regulatory Requirements, NQF Level 6, Credits 10**

### **11.1 Purpose of the Knowledge Module**

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of the impact of statutory and regulatory requirements and national and international standards on the quality management function of a company

The learning will enable learners to demonstrate an understanding of:

- |              |   |   |     |
|--------------|---|---|-----|
| • KM-11-KT01 | : | Statutory and regulatory requirements         | 5%  |
| • KM-11-KT02 | : | Organisational or corporate governance        | 10% |
| • KM-11-KT03 | : | Culture of quality (COQ)                      | 10% |
| • KM-11-KT04 | : | Change management                             | 5%  |
| • KM-11-KT05 | : | Product/service recall                        | 10% |
| • KM-11-KT06 | : | Employee empowerment                          | 10% |
| • KM-11-KT07 | : | Organisational excellence                     | 15% |
| • KM-11-KT08 | : | Software quality                              | 5%  |
| • KM-11-KT09 | : | Supplier quality                              | 10% |
| • KM-11-KT10 | : | Quality system management tools and templates | 5%  |
| • KM-11-KT11 | : | Quality cost approach                         | 10% |
| • KM-11-KT12 | : | Models to improve customer satisfaction       | 5%  |

### **11.2 Guidelines for Topics**

#### **11.2.1. KM-11-KT01 : Statutory and regulatory requirements 5%**

**Topic elements to be covered include:**

- KT0101 Compliance
- KT0102 Research and identification
- KT0103 Review of applicability of the law to practices

#### **Internal Assessment Criteria and Weight**

- IAC0101 Statutory and regulatory requirements as applicable to quality system management are explained.

**(Weight 5%)**

#### **11.2.2. KM-11-KT02 : Organisational or corporate governance 10%**

**Topic elements to be covered include:**

- KT0201 Definitions and terminology
- KT0202 Principles
- KT0203 Characteristics of good governance
- KT0204 Governance models
- KT0205 Structures to implement accountabilities
- KT0206 Strategies to set direction
- KT0207 Policies, processes and procedures
- KT0208 Governance, risk and compliance
- KT0209 Social responsibility (impact of product and processes)

#### **Internal Assessment Criteria and Weight**

- IAC0201 The organisational or corporate governance is explained and understood.

**(Weight 10%)**

**11.2.3. KM-11-KT03 : Culture of quality (COQ) 10%**

**Topic elements to be covered include:**

- KT0301 Terminology and definitions
- KT0302 Principles
- KT0303 Organisational values and principles
- KT0304 Continuous improvement
- KT0305 Process view of work
- KT0306 Motivation
- KT0307 Adherence to standards

**Internal Assessment Criteria and Weight**

- IAC0301 The importance of a culture of quality within the organisation is clearly understood and explained.

**(Weight 10%)**

**11.2.4. KM-11-KT04 : Change management 5%**

**Topic elements to be covered include:**

- KT0401 Terminology and definitions
- KT0402 Principles
- KT0403 Change management models, methods and techniques
- KT0404 Current state, transition state, desired state
- KT0405 Implementing change management
- KT0406 Managing and overcoming resistance to change

**Internal Assessment Criteria and Weight**

- IAC0401 The principles of change management and their impact are clearly understood.

**(Weight 5%)**

**11.2.5. KM-11-KT05 : Product/service recall 10%**

**Topic elements to be covered include:**

- KT0501 Terminology and definitions
- KT0502 Principles
- KT0503 Decision making
- KT0504 Internal product/service recall team (establish and lead)
- KT0505 Risks of a product/service recall
- KT0506 Prevention planning for a product/service recall
- KT0507 Product/service recall team approach
- KT0508 Response plan in event of product/service recall

**Internal Assessment Criteria and Weight**

- IAC0501 An understanding of the importance of product/service recall decisions and risks involved is demonstrated.
- IAC0502 Prevention planning for recall is understood and explained.

**(Weight 10%)**

**11.2.6. KM-11-KT06 : Employee empowerment 10%**  
**Topic elements to be covered include:**

- KT0601 Terminology and definitions
- KT0602 Principles and purpose
- KT0603 Job expansion
- KT0604 Job enrichment
- KT0605 The empowered organisational structure
- KT0606 Tools, techniques and resources
- KT0607 Benefits and risks

**Internal Assessment Criteria and Weight**

- IAC0601 Employee empowerment concepts are discussed.
- IAC0602 How employee empowerment can result in heightened productivity and a better quality of employee work and work life is reasoned.

**(Weight 10%)**

**11.2.7. KM-11-KT07 : Organisational excellence 15%**  
**Topic elements to be covered include:**

- KT0701 Terminology and definitions
- KT0702 Principles and nature of organisational excellence
- KT0703 Management approach
- KT0704 Benefits and risks
- KT0705 Models and framework
- KT0706 Methods and techniques
- KT0707 Internal framework for standards and processes
- KT0708 Employee engagement and motivation
- KT0709 Integration of technology, infrastructure, and personnel
- KT0710 Maturity levels

**Internal Assessment Criteria and Weight**

- IAC0701 A clear understanding of available organisational excellence models and their applicability to the organisation is demonstrated.

**(Weight 15%)**

**11.2.8. KM-11-KT08 : Software quality 5%**  
**Topic elements to be covered include:**

- KT0801 Terminology and definitions

- KT0802 Principles and uses
- KT0803 Different approaches

**Internal Assessment Criteria and Weight**

- IAC0801 A clear understanding of software quality and applicability to the organisation is demonstrated.

**(Weight 5%)**

**11.2.9. KM-11-KT09 : Supplier quality**

**10%**

**Topic elements to be covered include:**

- KT0901 Terminology and definitions
- KT0902 Principles
- KT0903 Benefits and risks
- KT0904 Selection criteria and strategies
- KT0905 Relationships
- KT0906 Supplier development (current and future)
- KT0907 Value creation and collaboration

**Internal Assessment Criteria and Weight**

- IAC0901 Supplier quality principles, benefits and risks as well as the importance of approving suppliers are clearly explained and understood.

**(Weight 10%)**

**11.2.10. KM-11-KT10 : Quality system management tools and templates**

**5%**

**Topic elements to be covered include:**

- KT1001 Various tools
- KT1002 Advantages and disadvantages
- KT1003 Purpose and application
- KT1004 Benchmarking principle

**Internal Assessment Criteria and Weight**

- IAC1001 Purpose and application of tools and templates are reasoned.
- IAC1002 Various tools are compared and contrasted

**(Weight 5%)**

**11.2.11. KM-11-KT11 : Quality cost approach**

**10%**

**Topic elements to be covered include:**

- KT1101 Terminology and definitions
- KT1102 Principles
- KT1103 Methodology
- KT1104 Cost of quality (COQ)
- KT1105 Cost of poor quality
- KT1106 Contributing to savings and improving value



### ***Internal Assessment Criteria and Weight***

- IAC1111 A clear understanding of the quality cost principle and methodology as well as cost of quality is demonstrated.

***(Weight 10%)***

#### **11.2.12. KM-11-KT12 : Models to improve customer satisfaction**

**5%**

##### ***Topic elements to be covered include:***

- KT1201 Various models
- KT1202 Advantages and disadvantages
- KT1203 Purpose and application
- KT1204 Determining and anticipating customer expectations
- KT1205 Measuring against expectations

### ***Internal Assessment Criteria and Weight***

- IAC1201 An understanding of models used to improve customer satisfaction is demonstrated.
- IAC1202 Various models are compared and contrasted.

***(Weight 5%)***

### **11.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

#### ***Human Resource Requirements:***

- Qualifications of lecturer: NQF 7 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

### **11.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## 12. 132107-000-00-00-KM-12, Design of Quality Measurement, NQF Level 6, Credits 10

### 12.1 Purpose of the Knowledge Module

The main focus of the learning in this knowledge module is to equip qualifying learners with knowledge and understanding of the elements of quality measurement and how it is integrated during the design of QM

The learning will enable learners to demonstrate an understanding of:

- KM-12-KT01 : Quality control plan 15%
- KM-12-KT02 : Customer needs and satisfaction 10%
- KM-12-KT03 : Designing the process of measurement 15%
- KM-12-KT04 : Conformance against design 10%
- KM-12-KT05 : Institutionalising quality management 10%
- KM-12-KT06 : Measurement process design conformance 10%
- KM-12-KT07 : Statistical process control 10%
- KM-12-KT08 : Advanced problem solving methods and tools 10%
- KM-12-KT09 : Compliance measurement 10%

### 12.2 Guidelines for Topics

#### 12.2.1. KM-12-KT01 : Quality control plan 15%

**Topic elements to be covered include:**

- KT0101 Terminology and definitions
- KT0102 Principles
- KT0103 Methodology
- KT0104 Aim of the quality control plan
- KT0105 Integration with overall strategic plans of the organisation
- KT0106 Elements of a quality control plan
- KT0107 Developing a quality control plan
- KT0108 Quality plan documentation and deployment

#### **Internal Assessment Criteria and Weight**

- IAC0101 The ability to develop an effective quality control plan which will be integrated with overall strategic plans of the organisation, is demonstrated.

**(Weight 15%)**

#### 12.2.2. KM-12-KT02 : Customer needs and satisfaction 10%

**Topic elements to be covered include:**

- KT0201 Terminology and definitions
- KT0202 Principles
- KT0203 Models of customer satisfaction
- KT0204 Parameters
- KT0205 Manual
- KT0206 Analysing customer satisfaction
- KT0207 Customer satisfaction strategy

#### **Internal Assessment Criteria and Weight**

- IAC0201 The ability to develop a customer satisfaction strategy which will improve customer satisfaction is shown.

**(Weight 10%)**

**12.2.3. KM-12-KT03 : Designing the process of measurement**

**15%**

***Topic elements to be covered include:***

- KT0301 Terminology and definitions
- KT0302 Principles
- KT0303 Aim of the process of quality measurement
- KT0304 Baseline
- KT0305 Biases
- KT0306 Data: logging and presentation of data
- KT0307 Duration
- KT0308 Strategies for successful measurement
- KT0309 Use of multiple measures

***Internal Assessment Criteria and Weight***

- IAC0301 The statement “The best approach is through the measurement of indicators or performance measures” are analysed and justified.

***(Weight 15%)***

**12.2.4. KM-12-KT04 : Conformance against design**

**10%**

***Topic elements to be covered include:***

- KT0401 Terminology and definitions
- KT0402 Principles
- KT0403 Quality of design
- KT0404 Quality of conformance
- KT0405 Competing on the dimensions of quality

***Internal Assessment Criteria and Weight***

- IAC0401 Design conformance as well as the dimensions of quality is understood.

***(Weight 10%)***

**12.2.5. KM-12-KT05 : Institutionalising quality management**

**10%**

***Topic elements to be covered include:***

- KT0501 Terminology and definitions
- KT0502 Principles
- KT0503 Institutionalising quality
- KT0504 Essential elements of an enabling environment
- KT0505 Internal enabling environment
- KT0506 Phases of institutionalisation

***Internal Assessment Criteria and Weight***

- IAC0501 The reality that the institutionalisation of quality management is a continual process with multiple elements that require sustained commitment from leadership, is analysed and justified.

***(Weight 10%)***

**12.2.6. KM-12-KT06 : Measurement process design conformance 10%**

**Topic elements to be covered include:**

- KT0601 Product or service specifications
  - Tolerance band
  - Aesthetic input
  - Attribution of compliance and assessment

**Internal Assessment Criteria and Weight**

- IAC0601 Accuracy of the measurement is overseen and ensured and tools and resources are in place in order for measurement to happen.

**(Weight 10%)**

**12.2.7. KM-12-KT07 : Statistical process control 10%**

**Topic elements to be covered include:**

- KT0701 Theory of probabilities
- KT0702 Descriptive and inferential statistics
- KT0703 Creating the environment for successful application of SPC

**Internal Assessment Criteria and Weight**

- IAC0701 A clear understanding of the statistical process control and an ability to choose the applicable SPC are proven.

**(Weight 5%)**

**12.2.8. KM-12-KT08 : Advanced problem solving methods and tools 10%**

**Topic elements to be covered include:**

- KT0801 Investigation of the problem to determine magnitude of a problem (cost, linkages to other processes, etc.)
- KT0802 Judging and choosing the appropriate tool based on the complexity of the problem to solve the problem
- KT0803 Prediction of probable impact of using a tool

**Internal Assessment Criteria and Weight**

- IAC0801 The advanced problem-solving methods and tools and their applicability to various situations are clearly explained.

**(Weight 10%)**

**12.2.9. KM-12-KT09 : Compliance measurement 10%**

**Topic elements to be covered include:**

- KT0901 Measurement system analysis (MSA)
- KT0902 Internal auditing procedures
- KT0903 External auditing procedures
- KT0904 Non-conformance management
- KT0905 Preventative actions

**Internal Assessment Criteria and Weight**

- IAC0901 The compliance measurement tools and their application are understood.

**(Weight 10%)**

### **12.3 Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

*Human Resource Requirements:*

- Qualifications of lecturer: NQF 7 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

### **12.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

### **13. 132107-000-00-00-KM-13, Quality Management Finances, NQF Level 6, Credits 6**

#### **13.1 Purpose of the Knowledge Modules**

The main focus of the learning in this knowledge module is to build an understanding of the basic principles and concepts of project management as it pertains to the publishing production process and publishing value chain

The learning will enable learners to demonstrate an understanding of:

- KM-07-KT01: Project management (8%)
- KM-07-KT02: Stakeholders and role players in publishing production project (8%)
- KM-07-KT03: Managing financial resources for publishing production project (20%)
- KM-07-KT04: Managing human resources in publishing production project (20%)
- KM-07-KT05: Setting and achieving goals (10%)
- KM-07-KT06: Reporting (7%)
- KM-07-KT07: Record-keeping and administration (5%)
- KM-07-KT08: Quality control mechanisms (15%)
- KM-07-KT09: Project management communication (7%)

#### **13.2 Guidelines for Topics**

##### **7.2.1. KM-07-KT01: Project management (8%)**

***Topic elements to be covered include:***

- KT0101 General principles and core concepts of project management
- KT0102 Function of project management in publishing process
- KT0103 Roles and responsibilities of project manager
- KT0104 Resource allocation (time, money, people)

***Internal Assessment Criteria and Weight***

- IAC0101 Application of project management principles and concepts for planning, scheduling and monitoring of resources in publishing process is analysed
- IAC0102 Project planning, scheduling and monitoring principles and concepts are appraised for application in publishing process
- IAC0103 Roles and responsibilities of project manager in publishing process are assessed

***(Weight 8%)***

##### **7.2.2. KM-07-KT02: Stakeholders and role players in publishing production project (8%)**

***Topic elements to be covered include:***

- KT0201 Roles and responsibilities of project team members in publishing process
- KT0202 Managing project expectations (time, quality, cost)
- KT0203 Role of ethics and integrity in working relationships

***Internal Assessment Criteria and Weight***

- IAC0201 Various role players and suppliers (e.g. text editor, production editor, designer, typesetter, illustrator, proof reader and indexer) in production process are identified, and roles and responsibilities of each are elaborated on

- IAC0202 Delicate nature of establishing good working relations with all role players is evaluated with regard to impact on publishing production process

**(Weight 8%)**

### **7.2.3. KM-07-KT03: Managing financial resources for publishing production project (20%)**

**Topic elements to be covered include:**

- KT0301 Budgets and expenditure
- KT0302 Quoting and invoicing
- KT0303 Managing profitability of publishing production projects

**Internal Assessment Criteria and Weight**

- IAC0301 Methods and techniques for drawing up and monitoring publishing production budgets are evaluated
- IAC0302 Implications of inaccurate budgeting are examined and corrective measures are provided
- IAC0303 Implications of tax and VAT on budgeting process and reporting on expenditure are reasoned
- IAC0304 Principles to deal with quoting and invoicing are analysed within the publishing production process

**(Weight 20%)**

### **7.2.4. KM-07-KT04: Managing human resources in publishing production project (20%)**

**Topic elements to be covered include:**

- KT0401 Team selection, composition and diversity of skills
- KT0402 Briefing team members
- KT0403 Contracts and contractual issues (function and binding nature)
- KT0404 Managerial/supervisory skills

**Internal Assessment Criteria and Weight**

- IAC0401 Composition and characteristics of multi-disciplinary team are discussed and strategies to manage diversity within team are developed
- IAC0402 Strategies to manage external team members are developed
- IAC0403 Supervisory techniques and principles are evaluated

**(Weight 20%)**

### **7.2.5. KM-07-KT05: Setting and achieving goals (10%)**

**Topic elements to be covered include:**

- KT0501 Priority setting
- KT0502 Managing schedule
- KT0503 Time management and importance of deadlines
- KT0504 Monitoring role players progress and input
- KT0505 Performance management principles

- KT0506 Problem-solving methods and techniques (troubleshooting)
- KT0507 Decision-making principles and methods

***Internal Assessment Criteria and Weight***

- IAC0501 Problem-solving and decision-making principles and techniques are applied to publishing project
- IAC0502 Performance management concepts, principles and methods are evaluated
- IAC0503 The application of relevant performance-management principles to monitor and improve effectiveness of publishing process is assessed

***(Weight 10%)***

**7.2.6. KM-07-KT06: Reporting (7%)**

***Topic elements to be covered include:***

- KT0601 Reporting principles
- KT0602 Reporting structures
- KT0603 Reporting protocols and formats

***Internal Assessment Criteria and Weight***

- IAC0601 Important requirements for report writing and report presentation are evaluated
- IAC0602 Report-writing formats and techniques are compared and evaluated

***(Weight 7%)***

**7.2.7. KM-07-KT07: Record-keeping and administration (5%)**

***Topic elements to be covered include:***

- KT0701 Keeping paper trail of communication
- KT0702 Security and recording of information (filing and back-ups)
- KT0703 Version control
- KT0704 Confidentiality

***Internal Assessment Criteria and Weight***

- IAC0701 Importance of accurate record-keeping and reporting is justified
- IAC0702 Types of project documentation are identified and their functions are defined

***(Weight 5%)***

**7.2.8. KM-07-KT08: Quality control mechanisms (15%)**

***Topic elements to be covered include:***

- KT0801 Quality control concepts
- KT0802 Quality control principles
- KT0803 Function of quality control throughout editing process
- KT0804 Quality control tools (checklists and style sheets)



### ***Internal Assessment Criteria and Weight***

- IAC0801 Concepts of quality control and quality assurance are defined and differentiated
- IAC0802 Importance of quality control is argued
- IAC0803 Mechanisms in publishing process to ensure quality are identified and assessed for relevance
- IAC0804 Implications of poor quality in any given step of the publishing process are elaborated on

***(Weight 15%)***

### **7.2.9. KM-07-KT09: Project management communication (7%)**

#### ***Topic elements to be covered include:***

- KT0901 Types of meeting and their respective purposes
- KT0902 Chairing meetings
- KT0903 Attendance
- KT0904 Roles and functions of attendees
- KT0905 Meeting procedures
- KT0906 Preparing for meetings
- KT0907 Documentation and correct formats for documentation
- KT0908 Input and participation

### ***Internal Assessment Criteria and Weight***

- IAC0901 Role and function of meetings in e-publishing production process are defined
- IAC0902 Importance of meeting procedures is discussed

***(Weight 7%)***

## **13.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Meet requirements as set out by the QCTO appointed AQP for accreditation of skills development providers

#### ***Human Resource Requirements:***

- Qualifications of lecturer: NQF 7 qualified in Quality Management field
- Experience of lecturer: 3 years of applicable experience
- Lecturer/learner ratio: 1 lecturer to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

## **13.4 Exemptions**

- None, but the module can be achieved in full through an RPL process



## SECTION 3B: PRACTICAL SKILL MODULE SPECIFICATIONS

### List of Practical Skill Module Specifications

Practical Skills	132107-000-00-00-PM-01	Implement and Maintain Quality Assurance Processes in Compliance with Regulatory and Customer Requirements	5	4
Practical Skills	132107-000-00-00-PM-02	Conduct Quality Assurance to Ensure Product/Service Conforms to Standards and Regulatory Requirements	5	4
Practical Skills	132107-000-00-00-PM-03	Manage Documentation and Records within Quality Assurance Processes	5	2
Practical Skills	132107-000-00-00-PM-04	Improve the Effectiveness and Efficiency of Quality Assurance Processes	5	2
Practical Skills	132107-000-00-00-PM-05	Introduce new Products/Service	5	2
Practical Skills	132107-000-00-00-PM-06	Critically Analyse Qualitative and Quantitative Data and Use Information for Improvements	5	2
Practical Skills	132107-000-00-00-PM-07	Lead and Manage Wellbeing and Performance of Staff and Effectiveness of Teams	5	2
Practical Skills	132107-000-00-00-PM-08	Apply Principles of Business Ethics and Accountability	5	2
Practical Skills	132107-000-00-00-PM-09	Conduct Internal Audits of the Quality Management Systems Policies and Procedures	5	4
Practical Skills	132107-000-00-00-PM-10	Plan the Quality Management Function and Activities	6	4
Practical Skills	132107-000-00-00-PM-11	Develop Quality Business Unit Plans and Control the Achievement of Targets	6	4
Practical Skills	132107-000-00-00-PM-12	Manage Human Capital of the Quality Management Business Unit	6	4
Practical Skills	132107-000-00-00-PM-13	Compile a Budget for Operational Expenses for the Quality Business Unit	6	4
Practical Skills	132107-000-00-00-PM-14	Identify, Acquire and Manage Necessary Resources for Execution of the Quality Function	6	4
Practical Skills	132107-000-00-00-PM-15	Manage Quality Management Systems	6	6
Practical Skills	132107-000-00-00-PM-16	Execute Continuous Improvement and New Product/Service Implementation	6	6
Practical Skills	132107-000-00-00-PM-17	Analyse and Evaluate Information and Report on Quality Management Functions	6	4
Practical Skills	132107-000-00-00-PM-18	Apply Business Ethics, Accountability and Liability to Uphold Company Reputation	6	6
Practical Skills	132107-000-00-00-PM-19	Manage Quality Assurance Activities	6	8

## **1. 132107-000-00-00-PM-01, Implement and Maintain Quality Assurance Processes in Compliance with Regulatory and Customer Requirements, NQF Level 5, Credits 4**

### **1.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in a controlled learning environment related to ensuring quality assurance

The learner will be required to:

- PM-01-PS01 : Plan implementation of and maintain quality assurance (QA) processes and operations
- PM-01-PS02 : Develop action plans for the QM department
- PM-01-PS03 : Implement action plans
- PM-01-PS04 : Review action plans
- PM-01-PS05 : Implement QMS and ensure QMS compliance with internal standards
- PM-01-PS06 : Develop standard operating procedures (SOP) for the quality assurance department.
- PM-01-PS07 : Review quality policies and procedures at specified frequencies to ensure relevance and effectiveness of policies and procedures
- PM-01-PS08 : Revise quality policies and procedures to close gaps (in the case of technical developments, new markets, new product or service, new legislation)

### **1.2 Guidelines for Practical Skills**

- 1.2.1. PM-01-PS01 : Plan implementation of and maintain quality assurance (QA) processes and operations**

#### ***Scope of Practical Skill***

Given a simulated learning exercise, quality records, work plan and schedules, process and product standards and resource allocation plans, the learner must be able to:

- PA0101 Draft job descriptions that outline key deliverables and performance targets.
- PA0102 Set protocols to achieve standards.
- PA0103 Set effective controls based on results.
- PA0104 Perform process capability/efficiency and formulate corrective actions required in accordance with workplace policies and procedures.
- PA0105 Maintain conformance to statutory and regulatory requirements.
- PA0106 Assure quality against specifications by interpreting quality data, recognising trends and responding to trends.

#### ***Applied Knowledge***

- AK0101 Planning and scheduling techniques

#### ***Internal Assessment Criteria***

- IAC0101 An implementation plan of QA processes and operations are compiled.
- IAC0102 QA processes and operations are maintained.

- 1.2.2 PM-01-PS02 : Develop action plans for the QM department**

#### ***Scope of Practical Skill***

Given simulated exercises, case studies, workplace documents (e.g. strategic plan) and specifications, the learner must be able to:

- PA0201 Identify and include tasks, responsibilities, timeframes, performance measures and resource needs in the action plans and ensure they are documented
- PA0202 Identify and make provision for contingencies

#### ***Applied Knowledge***

- AK0201 Components of strategy
- AK0202 Models for developing strategy
- AK0203 Techniques for identifying strengths and weaknesses e.g. SWOT analysis
- AK0204 Approaches and tools for strategy implementation

#### ***Internal Assessment Criteria***

- IAC0201 The action plans are in accordance with the strategy.
- IAC0202 The action plans are complete and include provision for contingencies.
- IAC0203 The action plan is executed and the progress monitored through the corrective action processes.
- IAC0204 The action plans are documented to show tasks, responsibilities, timeframes, performance measures and resource needs.

### **1.2.3. PM-01-PS03 : Implement action plans**

#### ***Scope of Practical Skill***

Given simulated exercises, case studies, workplace documents (e.g. strategic plan) and specifications, the learner must be able to:

- PA0301 Communicate the strategy and action plans to the QM team
- PA0302 Implement specified action plans
- PA0303 Make optimum use of available resources during implementation
- PA0304 Conduct annual inductions to all personnel to re-anchor themes and inform them on targets

#### ***Applied Knowledge***

- AK0301 Components of strategy
- AK0302 Models for developing strategy
- AK0303 Techniques for identifying strengths and weaknesses e.g. SWOT analysis
- AK0304 Approaches and tools for strategy implementation

#### ***Internal Assessment Criteria***

- IAC0301 Strategy and action plans are communicated to the team, department or division.
- IAC0302 Implementation matches specified action plans.
- IAC0303 Implementation makes optimum use of available resources.

### **1.2.4. PM-01-PS04 : Review action plans**

#### ***Scope of Practical Skill***

Given simulated exercises, case studies, workplace documents (e.g. strategic plan) and specifications, the learner must be able to:

- PA0401 Conduct reviews of the implementation against QM departmental objectives
- PA0402 Communicate results to stakeholders throughout the process making use of suitable communication methods
- PA0403 Make amendments to plans if necessary, to ensure efficiency and effectiveness of the QM department

### ***Applied Knowledge***

- AK0401 Components of strategy
- AK0402 Models for developing strategy
- AK0403 Techniques for identifying strengths and weaknesses e.g. SWOT analysis
- AK0404 Approaches and tools for strategy implementation

### ***Internal Assessment Criteria***

- IAC0401 Reviews are conducted of the implementation against departmental objectives.
- IAC0402 Results are communicated to stakeholders throughout the process.
- IAC0403 Amendments are made to plans if necessary to ensure efficiency and effectiveness of department.

## **1.2.5. PM-01-PS05 : Implement QMS and ensure QMS compliance with internal standards**

### ***Scope of Practical Skill***

Given a simulated learning exercise, quality records, work plan and schedules, process and product standards and resource allocation plans, the learner must be able to:

- PA0501 Schedule quality-related activities.
- PA0502 Monitor, evaluate, review and report on performance against quality objectives.
- PA0503 Conduct cause analysis to solve quality problems within a familiar context, evaluate and select alternatives and implement corrective action.
- PA0504 Conduct verification of quality inspections and audits at process or service level.
- PA0505 Initiate the development of work instructions.
- PA0506 Review process documentation and formulate improvement opportunities.

### ***Applied Knowledge***

- AK0501 Planning and scheduling
- AK0502 Problem solving tools and techniques
- AK0503 Data analysis and verification

### ***Internal Assessment Criteria***

- IAC0501 A schedule is drawn up of quality-related activities.
- IAC0502 A cause analysis is conducted to solve quality problems within a familiar context, alternatives are evaluated and selected, and corrective action is implemented.
- IAC0503 Quality inspections and audits at process or service level are verified.
- IAC0504 The ability to initiate the development of work instructions is demonstrated.

## **1.2.6. PM-01-PS06 : Develop standard operating procedures (SOP) for the quality assurance department.**

### ***Scope of Practical Skill***

Given a QA policy, company information, a template, authorities, indexes, approvals, numbering and master record index, the learner must be able to:

- PA0601 Source master references (from the internet or hard copy or existing policies).
- PA0602 Study the QMS of the company as guidance to the requirements for SOP.
- PA0603 Use a template or apply specific information consistently (e.g. authority, originator, version, revision; effective date, level of confidentiality).

- PA0604 Analyse company information and understand what product lines or service the company does.
- PA0605 Analyse customer requirements and regulatory requirements for document retention and control.
- PA0606 Analyse work activities and draft standard work procedures drafted in accordance with workplace policies and procedures.
- PA0607 Categorise, define and code documents (confidential, private, privileged, etc.) and find requirements in the company policy document.
- PA0608 Define the scope of work to be performed.
- PA0609 Document the procedure and outline the steps of the activity to be applied ensuring it is in support of the business unit (BU).

#### ***Applied Knowledge***

- AK0601 Techniques for developing SOPs

#### ***Internal Assessment Criteria***

- IAC0601 Standard operating procedures are developed for the quality assurance department (e.g. for document control, record retention, how to write a procedure, inspection activities, management review, etc.) and are in line with the company objectives for quality of product/service.

### **1.2.7. PM-01-PS07 : Review quality policies and procedures at specified frequencies to ensure relevance and effectiveness of policies and procedures**

#### ***Scope of Practical Skill***

Given existing policies and procedures and documented information on the company, product/service and customer base, the learner must be able to:

- PA0701 Work with a review team on documentation and confer with process owners.
- PA0702 Policies and associated documents for review are identified by the policy owner
- PA0703 Analyse any relevant information that could inform the policy/SOP review
- PA0704 Review for suitability (which could mean change or not)
  - Determine if a policy/SOP is still needed or if it should be combined with another policy;
  - Determine whether the purpose and goal of the policy/SOP is still being met
  - Determine whether the policy/SOP still has an impact
  - Determine if changes are required to improve the effectiveness or clarity of the policy/SOP and procedures
- PA0705 Consult stakeholders and any affected party
- PA0706 Draft the policy/SOP or apply changes.
- PA0707 Submit policy/SOP for approval

#### ***Applied Knowledge***

- AK0701 Applicable legislation.
- AK0702 The purpose of the policy or procedure.

#### ***Internal Assessment Criteria***

- IAC0701 A comprehensive review of policy/SOP and all relevant documentation is conducted
- IAC0702 Amendments to reviewed quality policy are effected.

**1.2.8. PM-01-PS08 : Revise quality policies and procedures to close gaps (in the case of technical developments, new markets, new product or service, new legislation)**

***Scope of Practical Skill***

Given existing policies and procedures and documented information on the company, product/service and customer base, the learner must be able to:

- PA0801 Access company policies and procedures.
- PA0802 Identify areas of non-compliance.
- PA0803 Apply company policies and procedures consistently.
- PA0804 Educate team members/staff on company policies and procedures.
- PA0805 Identify changes and amend policies in accordance with procedures.
- PA0806 Integrate existing policy and procedures or new policies.
- PA0807 Supply information on the technical developments, new markets, new product or service.
- PA0808 Receive feedback from the users of the policy and procedures.

***Applied Knowledge***

- AK0801 Applicable legislation.
- AK0802 The purpose of the policy or procedure.
- AK0803 The consequences of non-compliance.

***Internal Assessment Criteria***

- IAC0801 All critical activities of the business unit are covered by workplace procedures.
- IAC0802 The policies and procedures are applied by team members and the implications of non-conformance are understood.
- IAC0803 Changes to policy(-ies) and procedure(s) are timeously communicated to team members/staff.

**1.3 Provider Programme Accreditation Criteria**

*Physical Requirements:*

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

*Human Resource Requirements:*

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

**1.4 Exemptions**

- None, but the module can be achieved in full through an RPL process



## **2. 132107-000-00-00-PM-02, Conduct Quality Assurance to Ensure Product/Service Conforms to Standards and Regulatory Requirements, NQF Level 5, Credits 4**

### **2.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills related to ensuring quality assurance

The learner will be required to:

- PM-02-PS01 : Conduct incoming, in-process and outgoing quality assurance
- PM-02-PS02 : Provide inputs into the budgeting process
- PM-02-PS03 : Ensure quality assurance practices for handling non-conforming products or services are adhered to
- PM-02-PS04 : Analyse and monitor quality measurement
- PM-02-PS05 : Evaluate/investigate recurring non-conformances at occurrence to prevent and eliminate the recurrence of non-conformances
- PM-02-PS06 : Continuously ensure adherence to standard policies and procedures to prevent any deviations and to maintain effective operations

### **2.2 Guidelines for Practical Skills**

#### **2.2.1. PM-02-PS01 : Conduct incoming, in-process and outgoing quality assurance**

##### ***Scope of Practical Skill***

Given a simulated learning exercise, quality records, work plan and schedules, process and product standards and resource allocation plans, the learner must be able to:

- PA0101 Perform day to day quality activities in accordance with the elements and applications of quality systems management when directing the quality of goods and services.
- PA0102 Explain quality problem solving tools and techniques (seven basic tools of quality) and apply as applicable to quality assurance.
- PA0103 Explain and apply sustainability issues, such as recycling, reusing, reassigning, and waste management.
- PA0104 Generate creative and innovative ideas to optimise quality assurance.
- PA0105 Apply the elements of measurement, design, conformance and compliance measurement when directing the quality of goods and services.
- PA0106 Ensure that problem solving methods and tools are applied to solve quality problems.
- PA0107 Ensure quality of operations by co-ordinating quality activities.
- PA0108 Ensure implementation of production part approval process (PPAP).
- PA0109 Ensure implementation of advanced product quality planning (APQP).
- PA0110 Ensure implementation of failure mode, effects analysis and process capabilities (FMEA).
- PA0111 Ensure implementation of measurement systems analysis (MSA) etc.
- PA0112 Co-ordinate quality operations with other functions

##### ***Applied Knowledge***

- AK0101 Process and product/service knowledge.

##### ***Internal Assessment Criteria***

- IAC0101 Quality is assured in accordance with the elements and practices of quality systems management.

- IAC0102 Quality is assured in accordance with statutory and regulatory compliance requirements.
- IAC0103 Quality assurance terminology and concepts are applied to demonstrate knowledge of quality systems management.
- IAC0104 Statutory and regulatory requirements as applicable to quality assurance are met.
- IAC0105 The performance of the quality assurance department to support operations is analysed.

### **2.2.2 PM-02-PS02 : Provide inputs into the budgeting process**

#### ***Scope of Practical Skill***

Given a simulated learning exercise, quality records, work plan and schedules, process and product standards and resource allocation plans, the learner must be able to:

- PA0201 Review past budget trends.
- PA0202 Establish budget requirements.
- PA0203 Compile inputs for the budgeting process

#### ***Applied Knowledge***

- AK0201 Budgeting concepts

#### ***Internal Assessment Criteria***

- IAC0201 Budget inputs are comprehensive and accurate.
- IAC0202 Budgeting is done in a structured and systematic manner.

### **2.2.3. PM-02-PS03 : Ensure quality assurance practices for handling non-conforming products or services are adhered to**

#### ***Scope of Practical Skill***

Given a range of products or services, the learner must be able to:

- PA0301 Classify non-conformance.
- PA0302 Direct non-conformance as per classification.
- PA0303 Apply problem solving to identify root cause of non-conformance.
- PA0304 Develop alternative solutions to the problems and implement most suitable solution.
- PA0305 Review effectiveness of solutions.
- PA0306 Provide input to management review report related to non-conformance.
- PA0307 Provide feedback on sustainability issues, recycling, reusing, reassigning and waste management.

#### ***Applied Knowledge***

- AK0301 Product and process knowledge
- AK0302 Product/service specifications
- AK0303 Problem-solving methods and tools
- AK0304 Auditing practices
- AK0305 Product and process knowledge
- AK0306 Product/service specifications

#### ***Internal Assessment Criteria***

- IAC0301 Non-conformance is classified and directed as per classification.

- IAC0302 Appropriate systematic problem-solving skills are demonstrated to identify root cause of non-conformance.
- IAC0303 The effectiveness of the system is audited.
- IAC0304 Valid inputs are made to complete management review report related to non-conformance.
- IAC0305 Presentation of non-conformance trends, at appropriate level, is delivered.

**2.2.4. PM-02-PS04 : Analyse and monitor quality measurement**  
**Scope of Practical Skill**

Given a range of simulated learning exercises and applicable quality data, the learner must be able to:

- PA0401 Analyse the achievement and maintenance of output to specifications.
- PA0402 Maintain and analyse Statistical Process Control charts, identify trends and formulate corrective actions.
- PA0403 Conduct a process capability/efficiency analysis and formulate corrective actions.
- PA0404 Implement the review of the quality measurement system based on quality data and trends. (Qualitative and quantitative measurement)
- PA0405 Perform validation of controls.
- PA0406 Conduct verification at process and service levels.

**Applied Knowledge**

- AK0401 SPC (E.g. Control limits, Process capability analysis)
- AK0402 Sampling and measurement plan
- AK0403 Validation and verification

**Internal Assessment Criteria**

- IAC0401 The establishment of critical quality indicators is initiated.
- IAC0402 The achievement and maintenance of output to specifications are analysed.
- IAC0403 Statistical Process Control charts are maintained and analysed, trends are identified and corrective actions are formulated.
- IAC0404 The ability to conduct a process capability/efficiency analysis and formulate corrective actions is demonstrated.
- IAC0405 The learner is able to formulate and motivate the review of the quality measurement system based on quality data and trends (Qualitative and quantitative measurement).
- IAC0406 The ability to perform validation of controls is demonstrated.
- IAC0407 Verification at process and service levels is conducted.

**2.2.5. PM-02-PS05 : Evaluate/investigate recurring non-conformances at occurrence to prevent and eliminate the recurrence of non-conformances**

**Scope of Practical Skill**

Given a range of products or services, the learner must be able to:

- PA0501 Audit the effectiveness of the system.
- PA0502 Apply problem solving to identify root cause of non-conformance.
- PA0503 Develop alternative solutions to the problems and implement most suitable solution.
- PA0504 Review effectiveness of solutions.
- PA0505 Provide input to management review report related to non-conformance.

- PA0506 Provide feedback on sustainability issues, recycling, reusing, reassigning and waste management.

#### ***Applied Knowledge***

- AK0501 Problem solving methods and tools
- AK0502 Auditing practices
- AK0503 Product and process knowledge
- AK0504 Product/service specifications

#### ***Internal Assessment Criteria***

- IAC0501 Appropriate systematic problem-solving skills are demonstrated to identify root cause of non-conformance.
- IAC0502 The effectiveness of the system is audited.
- IAC0503 Valid inputs are made to complete management review report related to non-conformance.
- IAC0504 Presentation of non-conformance trends, at appropriate level, is delivered.

### **2.2.6. PM-02-PS06 : Continuously ensure adherence to standard policies and procedures to prevent any deviations and to maintain effective operations**

#### ***Scope of Practical Skill***

Given a simulated learning exercise, quality records, work plan and schedules, process and product standards and resource allocation plans, the learner must be able to:

- PA0601 Set the evaluation systems (sampling plan, inspection reports, applicability of technology to be used, and customer feedback) in place to ensure quality is according to standards.
- PA0602 Evaluate inspection reports.
- PA0603 Develop a sampling plan to take random samples to monitor conformance.
- PA0604 Continuously monitor effectiveness of the system.
- PA0605 Evaluate and update documents.

#### ***Applied Knowledge***

- AK0602 Problem solving methods and tools
- AK0602 Product and process knowledge
- AK0603 Product/service specifications

#### ***Internal Assessment Criteria***

- IAC0601 Perform walkabouts to identify deviations and conformances
- IAC0602 The effectiveness of the system is continuously monitored through evaluation systems and processing of information.

## **2.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the “Scope of Practical Skill”.

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.

- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

## **2.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

### **3. 132107-000-00-00-PM-03, Manage Documentation and Records within Quality Assurance Processes, NQF Level 5, Credits 2**

#### **3.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in exercising document control in a QA BU in compliance with requirements. Range: Documentation includes but is not limited to policies, procedures, instructions, forms and manuals. Requirements include but are not limited to organisational, statutory and regulatory requirements

The learner will be required to:

- PM-03-PS01 : Develop new and/or review existing documentation. (Documentation includes both electronic and manual documents.)
- PM-03-PS02 : Ensure process documentation is administered, reviewed and protected and improvement opportunities are identified in accordance with workplace policies and procedures.
- PM-03-PS03 : Manage and archive records.

#### **3.2 Guidelines for Practical Skills**

- 3.2.1. PM-03-PS01 : Develop new and/or review existing documentation. (Documentation includes both electronic and manual documents.)**

##### ***Scope of Practical Skill***

Given various types of quality assurance documentation and operational procedures, the learner must be able to:

- PA0101 Differentiate the types of documents in terms of the differences and functions in the organisation. Documentation includes but is not limited to policies, procedures, instructions, forms and manuals.
- PA0102 Review existing documents and revise based on procedure to determine if new documentation is required to comply with requirements. Requirements include but are not limited to organisational, statutory and regulatory requirements.
- PA0103 Approve the documentation according to organisational procedure.

##### ***Applied Knowledge***

- AK0101 Organisational, statutory and regulatory requirements
- AK0102 The differences between a document and a record

##### ***Internal Assessment Criteria***

- IAC0101 Documents and records are differentiated in terms of the way in which they are managed within an organisation.
- IAC0102 Standard operating practices (SOPs) and work instructions are developed and/or reviewed to confirm applicability/relevancy to current processes.

- 3.2.2 PM-03-PS02 : Ensure process documentation is administered, reviewed and protected and improvement opportunities are identified in accordance with workplace policies and procedures.**

##### ***Scope of Practical Skill***

Given various types of quality assurance documentation and information on company processes, the learner must be able to:

- PA0201 Update the document control register according to organisational procedure.
- PA0202 Update involves the master record index, document descriptions, document revision number, status and relevant versions.

- PA0203 Prepare a distribution list from identified users and issue the documents.
- PA0204 Manage the document in terms of storage, retrieval, distribution, traceability and legibility.
- PA0205 Give an explanation of the prevention of unintended destruction of document.
- PA0206 Identify documents for knowledge preservation.

#### ***Applied Knowledge***

- AK0201 Organisational, statutory and regulatory requirements

#### ***Internal Assessment Criteria***

- IAC0201 Process documentation is administered and security thereof protected.
- IAC0202 Documents for knowledge preservation are identified.

### **3.2.3. PM-03-PS03 : Manage and archive records.**

#### ***Scope of Practical Skill***

Given various types of quality assurance records, the learner must be able to:

- PA0301 Assure that records are according to organisational procedure.
- PA0302 Maintain records for reference purposes.
- PA0303 Control records in terms of procedure. Control refers but is not limited to including storage protection, retention, retrieval, legibility and disposal.

#### ***Applied Knowledge***

- AK0301 Traceability concepts and requirements

#### ***Internal Assessment Criteria***

- IAC0301 Legal, industry and customer requirements are understood.
- IAC0302 Storage protection, retention, retrieval, legibility and disposal of documentation are ensured.

### **3.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
- Compliance with QMS

### **3.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

#### **4. 132107-000-00-00-PM-04, Improve the Effectiveness and Efficiency of Quality Assurance Processes, NQF Level 5, Credits 2**

##### **4.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in the implementation of continuous improvements or new products

The learner will be required to:

- PM-04-PS01 : Implement (continuous) improvements or new products
- PM-04-PS02 : Identify opportunities for process improvement.
- PM-04-PS03 : Propose solutions to problems and improvement opportunities.
- PM-04-PS04 : Plan and implement solutions and monitor effectivity of results (e.g. performance graph).

##### **4.2 Guidelines for Practical Skills**

###### **4.2.1. PM-04-PS01 : Implement (continuous) improvements or new products**

###### ***Scope of Practical Skill***

Given a range of simulated learning exercises, case studies, scenarios, quality documents and other relevant information, the learner must be able to:

- PA0101 Apply previous lessons/experience to new product/service on the introduction of new product/service offering to mitigate possible risks or failures / not to re-invent the wheel whereby enhancing efficiencies.
- PA0102 Share knowledge of the acceptance criteria and tolerances of products/services and processes at the beginning of process, or new product/service for improvements and consistency.
- PA0103 Validate ISIR (initial sample inspection report) results during the introduction of new equipment/processes/resources to identify design problems within equipment/processes or resources.
- PA0104 Select and implement a new quality method/ test/ procedure/ process as required to ensure adherence/ compliance to current policies/ procedures.
- PA0105 Identify and solve new problems at occurrence in order to reduce or minimise risks.

###### ***Applied Knowledge***

- AK0101 Process and product/service knowledge

###### ***Internal Assessment Criteria***

- IAC0101 Characteristics of product or service are measured against the standard and process capability.

###### **4.2.2 PM-04-PS02 : Identify opportunities for process improvement.**

###### ***Scope of Practical Skill***

Given a range of simulated learning exercises, case studies, scenarios, quality documents and other relevant information, the learner must be able to:

- PA0201 Identify techniques to identify current and potential problems so that the most appropriate one is chosen to address the problem or the opportunity for improvement. (Techniques include but are not limited to Affinity Diagrams, Relations Diagrams, Tree Diagrams, Matrix Diagrams, Arrow Diagrams, Process decision Program Charts and Matrix Data Analysis).



- PA0202 Determine the cost of quality through consultation and the use of models. (Models refer to but are not limited to the Prevention Appraisal and Failure Model, Process cost model like price of conformance (PoC) and price of non-conformance (PoNC).)
- PA0203 Develop alternative solutions to identified opportunities to ensure criteria compliance.
- PA0204 Apply acceptance criteria and select the most appropriate alternative.
- PA0205 Prepare a proposal regarding the identified opportunities for approval by the higher authority.

#### ***Applied Knowledge***

- AK0201 Problem solving techniques.

#### ***Internal Assessment Criteria***

- IAC0201 Evidence of process improvements is provided.
- IAC0202 Advantages and disadvantages of various Problem solving techniques are compared and contrasted.
- IAC0203 Suitable and most appropriate techniques for process improvement are selected and applied.
- IAC0204 A comprehensive proposal regarding the identified opportunities is prepared.

### **4.2.3. PM-04-PS03 : Propose solutions to problems and improvement opportunities.**

#### ***Scope of Practical Skill***

Given a range of simulated learning exercises, case studies, scenarios, quality documents and other relevant information, the learner must be able to:

- PA0301 Select appropriate team members to analyse the problem in order to improve process efficiency and effectiveness.
- PA0302 Apply appropriate tools and techniques to determine the root cause/s of the problem. Tools and techniques include but are not limited to root cause analysis.

#### ***Applied Knowledge***

- AK0301 Problem solving techniques.

#### ***Internal Assessment Criteria***

- IAC0301 Solutions for acceptability are analysed, developed and considered.

### **4.2.4. PM-04-PS04 : Plan and implement solutions and monitor effectivity of results (e.g. performance graph).**

#### ***Scope of Practical Skill***

Given a range of simulated learning exercises, case studies, scenarios, quality documents and other relevant information, the learner must be able to:

- PA0401 Develop an implementation plan based on the chosen solution.
- PA0402 Implement the plan at process level in order to achieve planned results.
- PA0403 Evaluate and verify results against defined objectives.
- PA0404 Review and/or standardise the new methodology to ensure effectiveness and efficiency.
- PA0405 Record lessons learned for replication and sharing throughout the organisation.

#### ***Applied Knowledge***

- AK0401 Problem solving techniques

### ***Internal Assessment Criteria***

- IAC0401 Cost-effectiveness of quality management processes is ensured.
- IAC0402 The implementation of solutions is planned.
- IAC0403 Effectivity of results is monitored.

### **4.3 Provider Programme Accreditation Criteria**

#### *Physical Requirements:*

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### *Human Resource Requirements:*

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### *Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **4.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## 5. 132107-000-00-00-PM-05, Introduce New Products/Service, NQF Level 5, Credits 2

### 5.1 Purpose of the Practical Skills Module

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in the activities of the QA BU during the introduction of new products/services

The learner will be required to:

- PM-05-PS01 : Measure characteristics of product or service against the standard process capability
- PM-05-PS02 : Ensure inter-departmental communication when introducing new products/services
- PM-05-PS03 : Analyse the results of the measurement and report on findings.

### 5.2 Guidelines for Practical Skills

- 5.2.1. PM-05-PS01 : Measure characteristics of product or service against the standard process capability**

#### ***Scope of Practical Skill***

Given a case study with information on an existing product/service and changed material OR introduced new product/service or changes to an existing product or improvement in technology, the learner must be able to:

- PA0101 Determine the standard for the product/service (from customer requirements, quality manual, design specification, data review and management review)
- PA0102 Select and implement a new quality method/test/procedure/process as required to ensure adherence/ compliance to current policies/procedures.
- PA0103 Determine how the product will be measured: Validate ISIR (initial sample inspection report) results during the introduction of new equipment/ processes/resources to identify design problems within equipment/processes or resources.

#### ***Applied Knowledge***

- AK0101 Problem solving techniques.
- AK0102 Product/service knowledge
- AK0103 Process and procedure knowledge

#### ***Internal Assessment Criteria***

- IAC0101 The development of new products or services is supported through meaningful inputs.
- IAC0102 Product/service characteristics are determined.
- IAC0103 New quality method/test/procedure/process is determined.

- 5.2.2 PM-05-PS02 : Ensure inter-departmental communication when introducing new products/services**

#### ***Scope of Practical Skill***

Given a case study with information on an existing product/service and changed material OR introduced new product/service or changes to an existing product or improvement in technology, the learner must be able to:

- PA0201 Communicate information to the production line (Share knowledge of the acceptance criteria and tolerances of products/services and processes at the beginning of process or new product/service for improvements and consistency).
- PA0202 Influence teams by involving teams in brainstorming sessions to anticipate and solve new challenges.

#### ***Applied Knowledge***

- AK0201 Communication methods and techniques.

#### **Internal Assessment Criteria**

- IAC0201 Communication flow between departments is ensured.
- IAC0202 An inter-departmental communiqué is compiled.
- IAC0203 Quality information flow is maintained in the context of quality.

### **5.2.3. PM-05-PS03 : Analyse the results of the measurement and report on findings.**

#### **Scope of Practical Skill**

Given a case study with information on an existing product/service and changed material OR introduced new product/service or changes to an existing product or improvement in technology, the learner must be able to:

- PA0301 Identify and solve new problems at occurrence in order to reduce or minimise risks.
- PA0302 Write a report on findings and make recommendations if the results do not comply with the set standards.
- PA0303 Identify the risk approach.
- PA0304 Identify risks/hazards by performing ongoing measurements/analyses to prevent nonconforming product/service.

#### **Applied Knowledge**

- AK0301 Risk analysis techniques
- AK0302 Report writing techniques and formats

#### **Internal Assessment Criteria**

- IAC0301 Measurement results are analysed and appropriate findings and recommendations are formulated.
- IAC0302 A risk matrix is compiled.
- IAC0303 FMEA technique is applied.

### **5.3 Provider Programme Accreditation Criteria**

#### *Physical Requirements:*

- Appropriate case studies or scenarios with supporting documents and examples as implied in the “Scope of Practical Skill”.

#### *Human Resource Requirements:*

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### *Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **5.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **6. 132107-000-00-00-PM-06, Critically Analyse Qualitative and Quantitative Data and Use Information for Improvements, NQF Level 5, Credits 2**

### **6.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in the critical analysis of qualitative and quantitative data and using such information for QA and process improvements

The learner will be required to:

- PM-06-PS01 : Evaluate and review quality data, information and other process documentation and report on findings, trends and identified opportunities for improvements and make recommendations
- PM-06-PS02 : Analyse trends continuously to improve quality and efficiencies (e.g. performance)
- PM-06-PS03 : Compile reports ensuring quality information is well-represented

### **6.2 Guidelines for Practical Skills**

- 6.2.1. PM-06-PS01 : Evaluate and review quality data, information and other process documentation and report on findings, trends and identified opportunities for improvements and make recommendations**

#### ***Scope of Practical Skill***

Given various reports on quality of product, service or process, the learner must be able to:

- PA0101 Evaluate and analyse reports, process, product and services to ensure quality of product or services whereby assuring requirements of customer are met.
- PA0102 Review quality reports (oral, hard and electronic copies) on an ongoing basis in order to make recommendations on the findings.
- PA0103 Analyse quality reports (oral and hard electronic copies) on an ongoing basis to interpret trends in order to make informed decisions.

#### ***Applied Knowledge***

- AK0101 Risk analysis techniques
- AK0102 Report writing techniques and formats

#### ***Internal Assessment Criteria***

- IAC0101 A report is written of performance against quality objectives.
- IAC0102 Process documentation is reviewed and improvement opportunities are identified and described.
- IAC0103 Reports are compiled using appropriate formats including graphs, diagrams, etc.

- 6.2.2 PM-06-PS02 : Analyse trends continuously to improve quality and efficiencies (e.g. performance)**

#### ***Scope of Practical Skill***

Given a variety of graphs on product/service or process performance, the learner must be able to:

- PA0201 Interpret information as per graphs against the norm/standard.
- PA0202 Identify deviations from the norm/standard.
- PA0203 Calculate percentages.
- PA0204 Quality data and trends (Qualitative and quantitative measurement) are interpreted and results applied when directing the quality of goods and services Identify type of trends.

- PA0205 Identify potential deviation analysis.
- PA0206 Propose recommendations to address deviations.

#### ***Applied Knowledge***

- AK0201 Data analysis techniques
- AK0202 Critical thinking

#### ***Internal Assessment Criteria***

- IAC0201 Quality data is interpreted, trends are recognised and appropriate responses are suggested.
- IAC0202 Validation and verification results of quality data and inspection are applied in day to day quality management decisions and problem solving.

### **6.2.3. PM-06-PS03 : Compile reports ensuring quality information is well-represented**

#### ***Scope of Practical Skill***

Given a variety of graphs on product/service or process performance, the learner must be able to:

- PA0301 Compile, present and/or distribute quality reports on an ongoing basis to inform relevant stakeholders about quality status achieved on products/services.
- PA0302 Administer and record information and reports.

#### ***Applied Knowledge***

- AK0301 Basic understanding of graphs i.e. negative and/or positive

#### ***Internal Assessment Criteria***

- IAC0301 Reports are compiled using appropriate formats including graphs, diagrams, etc.
- IAC0302 Quality reports, presentations on quality data and feedback on quality issues are accurately compiled and communicated.
- IAC0303 Quality information flow is maintained in the context of quality.

### **6.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **6.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **7. 132107-000-00-00-PM-07, Lead and Manage Wellbeing and Performance of Staff and Effectiveness of Teams, NQF Level 5, Credits 2**

### **7.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in managing the wellbeing of staff, achievement of targets, performance management and enhancing team effectiveness.

The learner will be required to:

- PM-07-PS01 : Lead and manage team effectiveness
- PM-07-PS02 : Manage targets for work teams
- PM-07-PS03 : Instruct/guide/delegate or mentor duties/ activities to colleagues/subordinates as required to maintain effective operations
- PM-07-PS04 : Evaluate team dynamics and performance
- PM-07-PS05 : Manage personal development and that of team members

### **5.2 Guidelines for Practical Skills**

#### **7.2.1. PM-07-PS01 : Lead and manage team effectiveness**

##### ***Scope of Practical Skill***

Given range of simulated learning exercises and relevant documentation, the learner must be able to:

- PA0101 Establish team performance plan.
- PA0102 Develop and facilitate team cohesion.
- PA0103 Facilitate teamwork.
- PA0104 Liaise with stakeholders.

##### ***Applied Knowledge***

- AK0101 Team characteristics and functioning.
- AK0102 Decision making techniques.

##### ***Internal Assessment Criteria***

- IAC0101 Team members are consulted to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives.
- IAC0102 Performance plans are developed to establish expected outcomes, outputs, key performance indicators (KPIs) and goals for work team.
- IAC0103 Team members are supported in meeting expected performance outcomes.
- IAC0104 Strategies are developed to ensure team members have input into planning, decision making and operational aspects of work team.
- IAC0105 Policies and procedures are developed to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities.
- IAC0106 Feedback is provided to team members to encourage, value and reward individual and team efforts and contributions.
- IAC0107 Processes are developed to ensure that issues, concerns and problems identified by team members are recognised and addressed.
- IAC0108 Team members and individuals are encouraged to participate in and to take responsibility for team activities, including communication processes.
- IAC0109 The team is supported in identifying and resolving work performance problems.
- IAC0110 Own contribution to work team, serving as role model for others and enhancing the organisation's image for all stakeholders, is ensured.
- IAC0111 Open communication processes with all stakeholders are established and maintained.

- IAC0112 Information is communicated from line manager/management to the team.
- IAC0113 Unresolved issues, concerns and problems raised by team members are communicated and followed-up with line manager/management and other relevant stakeholders.

### **7.2.2 PM-07-PS02 : Manage targets for work teams**

#### ***Scope of Practical Skill***

Given range of simulated learning exercises and relevant documentation, the learner must be able to:

- PA0201 Formulate targets which align to directives.
- PA0202 Compile needs analysis of resources required to achieve targets.
- PA0203 Review the availability of resources that are required to achieve targets.
- PA0204 Allocate targets to work team members.
- PA0205 Conduct a team meeting, confirm and agree target allocation and mutual understanding.
- PA0206 Monitor and measure team and team member performance against targets.
- PA0207 Conduct a team feedback meeting on performance.
- PA0208 Facilitate an agreement on corrective measures.

#### ***Applied Knowledge***

- AK0201 Cascading targets
- AK0202 Inter-personal/team relations
- AK0203 Target setting
- AK0204 Measurement design conformance (standards, specifications, control limits, warning limits, machine and measurement capability, critical to quality parameters)
- AK0205 Control measures
- AK0206 Corrective measures

#### ***Internal Assessment Criteria***

- IAC0201 Team targets that meet the outputs defined in the operational targets are set.
- IAC0202 Areas of non-performance are identified and corrective measures are formulated that are practicable and implementable.

### **7.2.3. PM-07-PS03 : Instruct/guide/delegate or mentor duties/ activities to colleagues/subordinates as required to maintain effective operations**

#### ***Scope of Practical Skill***

Given a range of simulated learning exercises and relevant documentation, the learner must be able to:

- PA0301 Analyse a work activity and list key competencies and standards.
- PA0302 Draft a standard work procedure for the activity.
- PA0303 Explain and demonstrate the work activity to a person.
- PA0304 Observe the execution of the activity and evaluate performance.
- PA0305 Correct areas where the execution is not to the accepted standard.

#### ***Applied Knowledge***

- AK0301 Coaching principles
- AK0302 Work activity analysis
- AK0303 Standard work procedure

#### ***Internal Assessment Criteria***



- IAC0301 An understanding of work activity analysis and the development of standard work procedures are demonstrated.
- IAC0302 Clear guidance is provided during observations and constructive learning opportunities are facilitated.
- IAC0303 Mentoring and coaching are done to ensure proficiency in the application of quality assurance tools, techniques as well as policies and procedures in the business.

#### **7.2.4. PM-07-PS04 : Evaluate team dynamics and performance**

##### ***Scope of Practical Skill***

Given a range of simulated learning exercises and relevant documentation, the learner must be able to:

- PA0401 Perform an evaluation/appraisal of individual team member's performance using given evaluation/appraisal forms.
- PA0402 Evaluate and report on team performance.
- PA0403 Make suggestions to improve team performance.

##### ***Applied Knowledge***

- AK0401 Communication
- AK0402 Interpersonal/team relations and dynamics
- AK0403 Target setting
- AK0404 Measurement

##### ***Internal Assessment Criteria***

- IAC0401 An understanding of team dynamics is demonstrated.
- IAC0402 Appraisal/evaluation is conducted according to instructions.
- IAC0403 Meaningful improvements to team performance are suggested.

#### **7.2.5. PM-07-PS05 : Manage personal development and that of team members**

##### ***Scope of Practical Skill***

Given a scenario and relevant documentation, the learner must be able to:

- PA0501 Draw and implement learning development plans for self and sub-ordinates for improvement and personal growth of self and sub-ordinates and for the benefit of the organisation.
- PA0502 Conduct evaluation of self and sub-ordinates by setting performance targets in order to achieve organisational performance targets.

##### ***Applied Knowledge***

- AK0501 Continuous professional development principles
- AK0502 Objectives of the BU
- AK0503 Evaluation procedures and techniques

##### ***Internal Assessment Criteria***

- IAC0501 Learning development plans for self and sub-ordinates are compiled and address skills gaps.

### **7.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the “Scope of Practical Skill”.

*Human Resource Requirements:*

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

#### **7.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **8. 132107-000-00-00-PM-08, Apply Principles of Business Ethics and Accountability, NQF Level 5, Credits 2**

### **8.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in applying principles of ethics and accountability in quality management and decision making.

The learner will be required to:

- PM-08-PS01 : Apply business ethics and accountability
- PM-08-PS02 : Safeguard/protect company information/ intellectual property and copyright continuously to prevent exposure of company trade to unintended recipients and plagiarism.
- PM-08-PS03 : Apply principles of ethics to improve organisational culture

### **8.2 Guidelines for Practical Skills**

#### **8.2.1. PM-08-PS01 : Apply business ethics and accountability** ***Scope of Practical Skill***

Given a case study (video) on unethical conduct, the learner must be able to:

- PA0101 Be aware of and comply with internal and external organisational ethical codes of conduct continuously in order to manage/uphold organisational and reputational image and interrelationships or to prevent organisational risks (litigations).
- PA0102 Be accountable for own actions and to others pertaining to quality assurance and use of resources at all times, in order to uphold quality standards in production and/or service offerings and to ensure that actions and decisions pertaining to quality are implemented accordingly.
- PA0103 Be liable for quality of every product and service within own scope of work and for meeting regulatory requirements at all times, by working effectively with others as this is own job or key performance area.

#### ***Applied Knowledge***

- AK0101 Ethical codes of the organisation.
- AK0102 Concepts of accountability and liability and how it pertains to company reputation and customer trust.

#### ***Internal Assessment Criteria***

- IAC0101 Consequences of breach in ethics and accountability, with magnitude and impact on reputation of the company are analysed.

#### **8.2.2 PM-08-PS02 : Safeguard/protect company information/ intellectual property and copyright continuously to prevent exposure of company trade to unintended recipients and plagiarism.**

#### ***Scope of Practical Skill***

Given a case study (video) on exposure of company trade to unintended recipients and plagiarism, the learner must be able to:

- PA0201 Write a policy including cool-off period, restraint of trade agreements, non-disclosure agreements, restricted information access, etc.
- PA0202 Write procedures related to the safeguarding and protection of company information and intellectual property.
- PA0203 Compile forms and templates.

#### ***Applied Knowledge***

- AK0201 All policies in the organisation
- AK0202 Auditing quality of management systems. Auditing quality includes auditing of systems, processes, products and services.

#### ***Internal Assessment Criteria***

- IAC0201 Consequences of breach in confidentiality, with magnitude and impact on reputation of the company are analysed.

### **8.2.3. PM-08-PS03 : Apply principles of ethics to improve organisational culture**

#### ***Scope of Practical Skill***

Given a case study (video) on unethical culture, the learner must be able to:

- PA0301 Analyse the role of corporate governance within an entity.
- PA0302 Determine the contribution of a unit in promoting internal organisational codes and ethical practices.
- PA0303 Select an instrument for analysing individual and organisational conduct in respect of organisational values, codes of conduct and corporate ethics.
- PA0304 Analyse the unit in relation to the implementation of and adherence to principles of corporate ethics.
- PA0305 Formulate recommendations for promoting organisational values, the code of conduct and ethical practices within a unit and entity.
- PA0306 Compile an implementation plan for strengthening of the entity's values, code of conduct and ethical practices in the unit.
- PA0307 Apply decision making processes to strengthen the values, code of conduct and ethical practices in a unit and the entity.

#### ***Applied Knowledge***

- AK0301 The relationship between values, ethics and organisational culture and its impact on achieving goals and objectives.

#### ***Internal Assessment Criteria***

- IAC0301 The role of corporate governance within an entity is analysed to determine the contribution of a unit in promoting internal organisational codes and ethical practices.
- IAC0302 An instrument is selected for analysing individual and organisational conduct in respect of organisational values, codes of conduct and corporate ethics.
- IAC0303 An implementation plan is prepared that describe the strengthening of the entity's values, code of conduct and ethical practices in the unit.
- IAC0304 The role and responsibilities of the manager are described in terms of decision making to strengthen the values, code of conduct and ethical practices in a unit and the entity.

### **8.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

#### **8.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **9. 132107-000-00-00-PM-09, Conduct Internal Audits of the Quality Management Systems Policies and Procedures, NQF Level 5, Credits 4**

### **9.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in overseeing the verification of quality inspections and audits at process or service level is carried out in terms of industry practices

The learner will be required to:

- PM-09-PS01 : Plan and prepare for an internal audit
- PM-09-PS02 : Conduct audits
- PM-09-PS03 : Finalise an audit

### **9.2 Guidelines for Practical Skills**

#### **9.2.1. PM-09-PS01 : Plan and prepare for an internal audit**

##### ***Scope of Practical Skill***

Given a simulated learning exercise, quality records, work plan and schedules, process and product standards and resource allocation plans, the learner must be able to:

- PA0101 Scope, plan and schedule an internal audit according to requirements.
- PA0102 Compile an audit checklist to ensure that relevant criteria are addressed.
- PA0103 Notify all parties involved in the internal audit process of the audit itinerary or audit plan.
- PA0104 Prepare audit documentation according to requirements.

##### ***Applied Knowledge***

- AK0101 All policies in the organisation
- AK0102 Auditing quality of management systems. Auditing quality includes auditing of systems, processes, products and services.
- AK0103 Types of audits
- AK0104 Types of audit documentation (Audit documentation includes but is not limited to notification, process documentation, finding sheets, agenda, audit programme/itinerary and report format.)

##### ***Internal Assessment Criteria***

- IAC0101 All types of audit documentation are identified and prepared for the audit.
- IAC0102 All affected parties are informed of the internal audit.

#### **9.2.2 PM-09-PS02 : Conduct audits**

##### ***Scope of Practical Skill***

Given a simulated learning exercise, quality records, work plan and schedules, process and product standards, and resource allocation plans, the learner must be able to:

- PA0201 Conduct an opening meeting to discuss audit scope, objectives and methodology.
- PA0202 Demonstrate the ability to apply the evidence-based approach of auditing to ensure that objective evidence is verifiable.
- PA0203 Evidence-based approach includes witnessing, critical questioning and document review, sampling and measurements. Audit activities are conducted according to audit requirements.
- PA0204 Review documentation applicable to scope of audit for conformance to system requirements.

- PA0205 Evaluate audit evidence against the criteria to determine conformity.
- PA0206 Formulate findings of the audit based on objective evidence.
- PA0207 Propose corrective and preventive actions in order to achieve conformity.
- PA0208 Draw up action plans in respect of audit findings, customer audits and findings, supplier audits and findings and recommendations.
- PA0209 Direct the achievement and maintenance of outputs to quality specifications.

#### ***Applied Knowledge***

- AK0201 All policies in the organisation
- AK0202 Auditing quality of management systems. Auditing quality includes auditing of systems, processes, products and services.
- AK0203 Methods and techniques.
- AK0204 Documentation includes finding sheet, non-conformance report

#### ***Internal Assessment Criteria***

- IAC0201 An internal auditing of the system is conducted and external audits are prepared for and supported.
- IAC0202 Internal and external audit practices are complied with in terms of quality assurance.
- IAC0203 Due diligence standards are met as required in quality assurance.
- IAC0204 Policy and procedure audits are conducted.
- IAC0205 Second- and third-party audits are conducted.

### **9.2.3. PM-09-PS03 : Finalise an audit**

#### ***Scope of Practical Skill***

Given a simulated learning exercise, quality records, work plan and schedules, process and product standards, and resource allocation plans, the learner must be able to:

- PA0301 Collate and consolidate audit findings from audit areas in preparation for writing a report.
- PA0302 Conduct a closing meeting to discuss the audit and obtain agreement on corrective action.
- PA0303 Prepare and approve the formal written report prior to distribution to all parties to ensure accuracy and obtain consensus.
- PA0304 Propose follow-up procedures in order to verify close-out of non-conformances.

#### ***Applied Knowledge***

- AK0301 Auditing quality of management systems. Auditing quality includes auditing of systems, processes, products and services.
- AK0302 Reports and formats

#### ***Internal Assessment Criteria***

- IAC0301 An internal audit report is compiled and is a factual reflection of the findings and recommendations.

### **9.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 6 qualified in quality assurance field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

#### **9.4 Exemptions**

- None, but the module can be achieved in full through an RPL process



## **10. 132107-000-00-00-PM-10, Plan the Quality Management Function and Activities, NQF Level 6, Credits 4**

### **10.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in planning the quality management function and activities of the department or business unit:

The learner will be required to:

- PM-10-PS01 : Develop a strategy for the QM department

### **10.2 Guidelines for Practical Skills**

#### **10.2.1. PM-10-PS01 : Develop a strategy for the QM department**

##### ***Scope of Practical Skill***

Given simulated exercises, case studies, workplace documents (e.g. strategic plan) and specifications, the learner must be able to:

- PA0101 Analyse the strategic plan of the organisation to align the operations of the QM department
- PA0102 Compile a mission statement for the QM department which reflects the mission statement and strategic plan of the organisation
- PA0103 Formulate SMART objectives which reflect the mission statement for the QM department
- PA0104 Develop strategies to promote quality throughout the organisation
- PA0105 Involve key stakeholders in the process for input

##### ***Applied Knowledge***

- AK0101 Components of strategy
- AK0102 Models for developing strategy
- AK0103 Techniques for identifying strengths and weaknesses e.g. SWOT analysis
- AK0104 Approaches and tools for strategy implementation e.g. Balanced Scorecard

##### ***Internal Assessment Criteria***

- IAC0101 The strategic plan of the organisation is analysed with a view to aligning the operations of the section/department with it.
- IAC0102 The mission statement of the section/division/department reflects the mission statement and strategic plan of the organisation.
- IAC0103 Objectives are clear and reflect the mission statement for the department/division/section.
- IAC0104 Stakeholders are involved on the process.

### **10.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience

- Facilitator/learner ratio: 1 facilitator to 25 learners

*Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

**10.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **11. 132107-000-00-00-PM-11, Develop Quality Business Unit Plans and Control the Achievement of Targets, NQF Level 6, Credits 4**

### **11.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain the practical skills related to the development of operational plans and management of the operational performance levels

The learner will be required to:

- PM-11-PS01 : Develop an operational plan with targets for the quality business unit
- PM-11-PS02 : Anticipate and identify business risks and opportunities for improvement (respond to risks)
- PM-11-PS03 : Monitor and report on the achievement of the operational targets of the quality business unit
- PM-11-PS04 : Compile and present various reports (monthly, quarterly and annual reports) to executive management to communicate performance of the quality department

### **11.2 Guidelines for Practical Skills**

#### **11.2.1. PM-11-PS01 : Develop an operational plan with targets for the quality business unit**

##### ***Scope of Practical Skill***

Given a controlled simulated learning environment, performance level agreements and business targets, the learner must be able to:

- PA0101 Identify operational objectives
- PA0102 Identify operational targets for each of the objectives
- PA0103 Estimate and allocate resource requirements for each of the targets
- PA0104 Identify opportunities for improvements and future planning
- PA0105 Identify and assess risks for each operational objective as well as mitigating factors, including concessions
- PA0106 Formulate measures to be implemented to achieve increased target levels
- PA0107 Define strategic and operational reporting and compliance objectives

##### ***Applied Knowledge***

- AK0101 Operational planning

##### ***Internal Assessment Criteria***

- IAC0101 Operational objectives and targets are defined and aligned to the performance level agreements and the business targets.
- IAC0102 Operational targets are defined and aligned to targets contained in the performance level agreements and the business targets.
- IAC0103 Measures to address deviations from planned targets are explained and motivated.

#### **11.2.2 PM-11-PS02 : Anticipate and identify business risks and opportunities for improvement (respond to risks)**

##### ***Scope of Practical Skill***

Given a publisher house style guide, the learner must be able to:

- PA0201 Conduct risk planning by identifying risk management objectives
  - Define strategic and operational reporting and compliance objectives

- Identify internal and external factors that may affect the objectives
- PA0202 Identify the risks by conducting an analysis of workflow and processes and listing risks and possible causes
- PA0203 Conduct a risk analysis by assessing the probability of identified risks and the severity thereof
- PA0204 Select the risk control measures by identifying risk control choices, determine priorities and make control decisions
- PA0205 Implement risk control measures by establishing risk control authorities and responsibilities that define the structure, process and procedure
- PA0206 Monitor the risk control measures for effectiveness
- PA0207 Liaise with internal and external customers

#### ***Applied Knowledge***

- AK0201 Risk identification and analysis models

#### ***Internal Assessment Criteria***

- IAC0201 Business risks are identified and possible strategies for mitigation are developed
- IAC0202 Opportunities for improvement are identified and possible strategies for implementation are developed

### **11.2.3. PM-11-PS03 : Monitor and report on the achievement of the operational targets of the quality business unit**

#### ***Scope of Practical Skill***

Given a controlled simulated learning environment, operational reports, performance level agreements and business targets, the learner must be able to:

- PA0301 Review short-term and quarterly targets and project revised target levels
- PA0302 Drive the quality management review (business-wide) and ensure implementation of the actions derived from the review
- PA0303 Analyse team and team member performance records and develop a performance report
- PA0304 Align operational targets and financial costs
- PA0305 Collate the records into a performance report
- PA0306 Structure improvements to address variances
- PA0307 Present the report to a management meeting

#### ***Applied Knowledge***

- AK0301 Operational planning
- AK0302 Performance report format and process

#### ***Internal Assessment Criteria***

- IAC0301 Quality business unit objectives and targets are defined and aligned to the service level agreements and the business targets.

### **11.2.4. PM-11-PS04 : Compile and present various reports (monthly, quarterly and annual reports) to executive management to communicate performance of the quality department**

#### ***Scope of Practical Skill***

Given scenario/case study and variety of types of collected data or information, legislation, company codes and customer standards, the learner must be able to:

- PA0401 Analyse various indexes, statistics and acceptable market standards during first half evaluation and second half evaluation (according to sectors) to determine performance of company and customer satisfaction
- PA0402 Compile and present information and statistical (charts, diagrams, etc.) reporting to executive management for review and improvement purposes (i.e. Management review)
- PA0403 Use quality dashboards to visually display performance according to set parameters
- PA0404 Compile a report based on benchmarking against best practices as part of continuous improvement

#### ***Applied Knowledge***

- AK0401 Report writing skills
- AK0402 Report formats and information presentation (graphs, charts, diagrams, etc.)

#### ***Internal Assessment Criteria***

- IAC0401 Various reports (monthly, quarterly and annual reports) are compiled and presented using a range of suitable formats.

### **11.3 Provider Programme Accreditation Criteria**

#### *Physical Requirements:*

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### *Human Resource Requirements:*

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### *Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **11.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **12. 132107-000-00-00-PM-12, Manage Human Capital of the Quality Management Business Unit, NQF Level 6, Credits 4**

### **12.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in developing performance, wellbeing, and development of the personnel of the quality management business unit

The learner will be required to:

- PM-12-PS01 : Set criteria for recruiting and interviewing personnel
- PM-12-PS02 : Manage personnel performance according to agreed targets
- PM-12-PS03 : Manage wellbeing of personnel in line with HR policies and BU targets (on behalf of HR)
- PM-12-PS04 : Manage personnel development and training in line with the objectives of the BU
- PM-12-PS05 : Manage own development and training in line with the objectives of the organisation
- PM-12-PS06 : Manage labour relations of the BU

### **12.2 Guidelines for Practical Skills**

#### **12.2.1. PM-12-PS01 : Set criteria for recruiting and interviewing personnel** ***Scope of Practical Skill***

Given a scenario with information on the personnel, available skills and BU objectives, the learner must be able to:

- PA0101 Review the job description and job profile to ensure alignment with BU objectives
- PA0102 Provide technical input into the advertisement to ensure alignment with the job profile
- PA0103 Compile relevant questions for the interview to ensure alignment to the job profile
- PA0104 Participate in the interview to identify suitable candidate
- PA0105 Make recommendations on the appointment of the suitable candidate
- PA0106 Plan and conduct induction and ensure suitable resources are available

#### ***Applied Knowledge***

- AK0101 Relevant HR procedures

#### ***Internal Assessment Criteria***

- IAC0101 Criteria for recruiting and interviewing of candidates are in line with BU objectives and skills gaps.

#### **12.2.2 PM-12-PS02 : Manage personnel performance according to agreed targets** ***Scope of Practical Skill***

Given a scenario with information on the personnel, available skills, BU objectives and job descriptions, the learner must be able to:

- PA0201 Develop a performance management contract aligned to the operational plan of the BU
- PA0202 Monitor and evaluate performance per individual position at set intervals
- PA0203 Motivate reward / non-reward based on performance

#### ***Applied Knowledge***

- AK0201 Relevant HR procedures

**Internal Assessment Criteria**

- IAC0201 Performance measurement is in line with BU objectives and performance management contract.

**12.2.3. PM-12-PS03 : Manage wellbeing of personnel in line with HR policies and BU targets (on behalf of HR)**

**Scope of Practical Skill**

Given a scenario with information on the personnel, available skills and BU objectives, the learner must be able to:

- PA0301 Attend to and report on trends related to attendance, overtime schedules and rosters to achieve targets
- PA0302 Attend to and report on trends related to types of leave
- PA0303 Attend to and report on trends related to absenteeism
- PA0304 Compile a dashboard of staff movement for presentation to management

**Applied Knowledge**

- AK0301 Relevant HR procedures

**Internal Assessment Criteria**

- IAC0301 A dashboard of staff movement is compiled for presentation to management.

**12.2.4. PM-12-PS04 : Manage personnel development and training in line with the objectives of the BU**

**Scope of Practical Skill**

Given a scenario with information on the personnel, available skills and BU objectives, the learner must be able to:

- PA0401 Compile training and development plans
- PA0402 Compile a development matrix
- PA0403 Train/coach quality staff (QA and QC and QI) on policies, procedures, tools, techniques and on company methodologies (when guiding new and current employees and when new processes are introduced in order to fill skills gaps and to ensure a proficient workforce)

**Applied Knowledge**

- AK0401 Relevant HR procedures

**Internal Assessment Criteria**

- IAC0401 Staff development and training is managed in line with the BU objectives.

**12.2.5. PM-12-PS05 : Manage own development and training in line with the objectives of the organisation**

**Scope of Practical Skill**

Given a scenario with information on the personnel, available skills and company objectives, the learner must be able to:

- PA0501 Conduct self-evaluation of performance against given criteria during performance evaluation to ensure self-development and continuous professional development
- PA0502 Identify own skills gap during performance evaluation to ensure self-development and continuous professional development

#### ***Applied Knowledge***

- AK0501 Relevant HR procedures

#### ***Internal Assessment Criteria***

- IAC0501 Own development and training is managed in line with the BU objectives.

### **12.2.6. PM-12-PS06 : Manage labour relations of the BU**

#### ***Scope of Practical Skill***

Given a scenario with information on the staff member and nature of transgression and BU objectives, the learner must be able to:

- PA0601 Preside in a disciplinary hearing applying proper procedures
- PA0602 Compile a report on findings from a disciplinary hearing and make recommendations on appropriate sanctions
- PA0603 Manage grievances in line LR requirements

#### ***Applied Knowledge***

- AK0601 Labour relations requirements
- AK0602 Disciplinary procedures

#### ***Internal Assessment Criteria***

- IAC0601 A disciplinary hearing is chaired in a fair manner and a report on findings with recommendations on appropriate sanctions is compiled.

### **12.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **12.4 Exemptions**

- None, but the module can be achieved in full through an RPL process



### **13. 132107-000-00-00-PM-13, Compile a Budget for Operational Expenses for the Quality Business Unit, NQF Level 6, Credits 4**

#### **13.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills related to the development of operational budgets that are aligned to the achievement of operational plans

The learner will be required to:

- PM-13-PS01 : Prepare inputs into the budgeting process
- PM-13-PS02 : Compile the budget
- PM-13-PS03 : Monitor, control and report on expenditure against budgets

#### **13.2 Guidelines for Practical Skills**

##### **13.2.1. PM-13-PS01 : Prepare inputs into the budgeting process**

###### ***Scope of Practical Skill***

Given quality records, work plan and schedules, process and product standards, and resource allocation plans, the learner must be able to:

- PA0101 Review past budget trends and expenses
- PA0102 Establish budget requirements
- PA0103 Compile inputs for the budgeting process
- PA0104 Determine performance indicators

###### ***Applied Knowledge***

- AK0101 Budgeting concepts
- AK0102 CAPEX (capital expenditure) and OPEX (operational expenditure)

###### ***Internal Assessment Criteria***

- IAC0101 Budget inputs are comprehensive and accurate.

##### **13.2.2 PM-13-PS02 : Compile the budget**

###### ***Scope of Practical Skill***

Given quality records, work plan and schedules, process and product standards and resource allocation plans, the learner must be able to:

- PA0201 Consolidate budget inputs
- PA0202 Make estimates and create focus for the coming financial year
- PA0203 Quantify the cost of quality to the company
- PA0204 Communicate with CFO and finance department to receive guidance for the coming year

###### ***Applied Knowledge***

- AK0201 Budgeting concepts
- AK0202 CAPEX (capital expenditure) and OPEX (operational expenditure)

###### ***Internal Assessment Criteria***

- IAC0201 Budgeting is done in a structured and systematic manner.

##### **13.2.3. PM-13-PS03 : Monitor, control and report on expenditure against budgets**

###### ***Scope of Practical Skill***

Given examples of budgets, source documents, workforce and operational plans, the learner must be able to:

- PA0301 Analyse expenses against allocated budget
- PA0302 Control and track expenses against budgets (e.g. cash flow management diagram)
- PA0303 Forecast expenditure to meet targets
- PA0304 Formulate cost reduction opportunities
- PA0305 Promote cost containment (effort to save cost without compromising quality) in the BU and introduce measures to achieve cost savings
- PA0306 Deal with wasteful and unauthorised expenditure

#### ***Applied Knowledge***

- AK0301 Budget analysis
- AK0302 Cost forecasts

#### ***Internal Assessment Criteria***

- IAC0301 The budgets are accurately analysed and variances identified.

### **13.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **13.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **14. 132107-000-00-00-PM-14, Identify, Acquire and Manage Necessary Resources for Execution of the Quality Function, NQF Level 6, Credits 4**

### **14.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in managing procurement of relevant equipment, consumables, services for quality management BU

The learner will be required to:

- PM-14-PS01 : Manage procurement of relevant equipment and tools for quality assurance
- PM-14-PS02 : Manage and maintain assets throughout the life cycle

### **14.2 Guidelines for Practical Skills**

**PM-14-PS01 : Manage procurement of relevant equipment and tools for quality assurance**

#### ***Scope of Practical Skill***

Given a scenario with information on the products or services required as well as BU objectives, the learner must be able to:

- PA0101 Source products or services:
  - Develop specifications for products or services
  - Conduct supplier identification/selection and grading as per specification
  - Verify supplier certification (attainment and maintenance of certification)
- PA0102 Procure products or services:
  - Receive products and services
  - Conduct monitoring and evaluation of suppliers (Ongoing monitoring for quality, reliability and maintaining certification)
  - Conduct supplier audit as the customer

#### ***Applied Knowledge***

- AK0101 Supply chain procedures and requirements
- AK0102 Demonstrate detailed knowledge of leading subordinates and others (leadership)

#### ***Internal Assessment Criteria***

- IAC0101 The resources required for quality processes are planned and controlled.
- IAC0102 Supplier compliance is verified against statutory requirements to maintain stakeholder relationships.
- IAC0103 Supplier audit is conducted, findings are noted and reported on.
- IAC0104 The acquisition of adequate resources is in line with the organisational policies and enhances customer experience and enhances team work.

**PM-14-PS02 : Manage and maintain assets throughout the life cycle**

#### ***Scope of Practical Skill***

Given a scenario with information on assets of the BU, and BU objectives, the learner must be able to:

- PA0201 Schedule maintenance intervals according to manufacturer specifications
- PA0202 Approve emergency maintenance and breakdown maintenance
- PA0203 Evaluate information from inspections and judge the working condition of equipment and infrastructure
- PA0204 Verify calibration of equipment according to set intervals

- PA0205 Decide on either the repair or replacement of equipment
- PA0206 Manage computerised system and software maintenance and upgrades
- PA0207 Research and motivate introduction of new technology (as replacement) or for new product/service

#### ***Applied Knowledge***

- AK0201 Asset management principles and procedures

#### ***Internal Assessment Criteria***

- IAC0201 Assets are managed through the life cycle of asset – from acquisition to disposal) (testing and measuring equipment, etc.)

### **14.3 Provider Programme Accreditation Criteria**

#### *Physical Requirements:*

- Appropriate case studies or scenarios with supporting documents and examples as implied in the “Scope of Practical Skill”.

#### *Human Resource Requirements:*

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### *Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **14.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## 15. 132107-000-00-00-PM-15, Manage Quality Management System, NQF Level 6, Credits 6

### 15.1 Purpose of the Practical Skills Module

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in the day-to-day management of the QMS ensuring optimised systems, processes and use of resources

The learner will be required to:

- PM-15-PS01 : Develop quality management system policies, quality manual and procedures or documented information (which could be video or apps)
- PM-15-PS02 : Implement and control a quality management system ensuring optimised systems, processes and use of resources

### 15.2 Guidelines for Practical Skills

- 15.2.1. PM-15-PS01 : Develop quality management system policies, quality manual and procedures or documented information (which could be video or apps)**

#### *Scope of Practical Skill*

Given information (context) on an existing (fictitious) company, examples of good and bad policies, criteria for policies, templates and formats, the learner must be able to:

- PA0101 Decide what policy will be applicable to the company and source an example on the internet
- PA0102 Source and analyse applicable legislation and regulations
- PA0103 Source and analyse company information on customer needs and satisfaction and line function/core processes (vs support processes)
- PA0104 Analyse all the above
- PA0105 Compile an appropriate QMS policy (road map for where you want to be) for the company
- PA0106 Compile appropriate QMS procedures or documented information for the company addressing the QMS policy
- PA0107 State required frequencies for review

#### *Applied Knowledge*

- AK0101 Workplace reporting
- AK0102 Cross-functional reporting and communication
- AK0103 Process knowledge

#### *Internal Assessment Criteria*

- IAC0101 Quality management system policies, quality manual and procedures or documented information are current and up-to-date.
- IAC0102 Integration between functions of the company is ensured through facilitation by QMS policies and procedures.

- 15.2.2 PM-15-PS02 : Implement and control a quality management system ensuring optimised systems, processes and use of resources**

#### *Scope of Practical Skill*

Given case studies, workplace documents (e.g. strategic plan), specifications, examples of budgets, source documents, workforce and operational plans and information on products/services, the learner must be able to:

- PA0201 Plan, develop and oversee implementation of APQP (used to monitor whole process) for new and existing services and products and on receipt of customer complaints to ensure efficient use of resources, customer satisfaction, keeping up with new trends and monitoring product/service quality through its life cycle
- PA0202 Monitor and act to verify that the system and methods are being properly entrenched at planned intervals, after audits, when non-conformance has been raised, customer complaint has been received and the effectiveness of the systems is questioned to recommend corrective action to address non-conformances and deviations
- PA0203 Evaluate and select new methods and technology during introduction of new products and technology to oversee correct quality processes and procedures and that they are implemented and will enhance quality and efficiency
- PA0204 Implement methods and procedures during new technology application to oversee correct quality processes and procedures and that they are implemented and will enhance quality and efficiency
- PA0205 Initiate quality related training in other disciplines to enhance understanding of quality related practices
- PA0206 Customise process, tools and techniques (7QC tools + 7 new QC tools) to contexts to suit company needs and context or to save money and to optimise, standardise, customise and improve

#### ***Applied Knowledge***

- AK0201 Cross-functional reporting and communication
- AK0202 Process knowledge
- AK0203 Workplace reporting
- AK0204 QM tools and techniques

#### ***Internal Assessment Criteria***

- IAC0201 A quality management system ensuring optimised systems, processes and use of resources is implemented.
- IAC0202 Necessary controls are implemented to ensure the QMS is maintained.

### **15.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the "Scope of Practical Skill".

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **15.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **16. 132107-000-00-00-PM-16, Execute Continuous Improvement and New Product/Service Implementation, NQF Level 6, Credits 6**

### **16.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in continuous improvement and the implementation of a new product/service and resolve problems which might be encountered through risk assessment and mitigation

The learner will be required to:

- PM-16-PS01 : Support quality research and development studies
- PM-16-PS02 : Implement projects or change processes to optimise quality systems, processes and use of resources
- PM-16-PS03 : Initiate, motivate and maintain creativity and innovation

### **16.2 Guidelines for Practical Skills**

#### **16.2.1. PM-16-PS01 : Support quality research and development studies**

##### ***Scope of Practical Skill***

Given case studies or scenarios with supporting documents, the learner must be able to:

- PA0101 Present quality data as a member of a Research and Development team (including gather and analyse quality data, compile quality reports)
- PA0102 Contribute to the development of research and development quality plans (including review lessons learned, formulate inputs in the development of Research & Development quality plans)
- PA0103 Support development of new products or services (including adequate testing methods of quality standards of new products or services, collect and analyse quality data, quality reporting)
- PA0104 Support the improvement of processes, products or services
- PA0105 Support verification and validation of organisational quality development and improvement projects
- PA0106 Participate in the design and development team to inform about implications for quality when introducing new technology and resources, ensuring enhancement of productivity and service and maintaining a competitive edge
- PA0107 Conduct research and development for new technology, processes, systems and new business models to ensure continuous improvement

##### ***Applied Knowledge***

- AK0101 Sampling and sampling plans
- AK0102 Analysis of quality data
- AK0103 Workplace reporting
- AK0104 Cross-functional reporting and communication
- AK0105 Planning process
- AK0106 Inspection, measurement and testing (including metrology)
- AK0107 Process knowledge

##### ***Internal Assessment Criteria***

- IAC0101 The ability to support organisational quality development and improvement projects is demonstrated by presenting quality data as a member of a Research & Development team and contributing to the development of research and development quality plans.
- IAC0102 Contributions are made to support the development of new products or services.

- IAC0103 Contributions are made to support the improvement of processes, products or services.
- IAC0104 The verification and validation of organisational quality development and improvement projects are supported.

**16.2.2 PM-16-PS02 : Implement projects or change processes to optimise quality systems, processes and use of resources**

***Scope of Practical Skill***

Given case studies, workplace documents, specifications, examples of budgets, source documents, workforce and operational plans, product/service information and results, the learner must be able to:

- PA0201 Implement changes and projects to optimise quality systems:
  - Medium term project
  - Source equipment which will improve and optimise quality
  - Which will improve internal investments (worthwhile at the end)
- PA0202 Implement changes brought about by external and internal environment factors
- PA0203 Use resources (technology, continuous improvements, cost effectiveness and competitiveness) to ensure quality objectives are met and to minimise risks
- PA0204 Respond to changing external and internal quality needs in order to remain competitive and sustainable
- PA0205 Based on the outcome of the performance of the system and other influencing variables, develop strategies for improvement of the system
- PA0206 Evaluate quality performance trends and remove bottlenecks

***Applied Knowledge***

- AK0201 Conflict handling techniques.
- AK0202 Change procedures

***Internal Assessment Criteria***

- IAC0201 Projects or change processes to optimise quality systems, processes and use of resources (technology, continuous improvements, cost effectiveness and competitiveness) are implemented.

**16.2.3. PM-16-PS03 : Initiate, motivate and maintain creativity and innovation**

***Scope of Practical Skill***

Given case studies, workplace documents, specifications, examples of budgets, source documents, workforce and operational plans, product/service information and results, the learner must be able to:

- PA0301 Brainstorm for innovation during changing of technology, introducing new regulations, entering new markets, new demands from customers to stay competitive, optimisation and improvement and better utilising of resources
- PA0302 Plan and adopt sustainability issues, such as recycling, reusing, reassigning and waste management

***Applied Knowledge***

- AK0301 Brainstorming techniques
- AK0302 Techniques to unlock creativity and innovation.

***Internal Assessment Criteria***

- IAC0301 Creative and innovative ideas are generated.



### **16.3 Provider Programme Accreditation Criteria**

#### *Physical Requirements:*

- Appropriate case studies or scenarios with supporting documents and examples as implied in the “Scope of Practical Skill”.

#### *Human Resource Requirements:*

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### *Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **16.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **17. 132107-000-00-00-PM-17, Analyse and Evaluate Information and Report on Quality Management Functions, NQF Level 6, Credits 4**

### **17.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in collecting, analysing, evaluating and building a case based on various types of collected data or information, taking into account legal, technological and ethical considerations

The learner will be required to:

- PM-17-PS01 : Collect, analyse, evaluate and build a case based on various types of collected data or information, taking into account legal, technological and ethical considerations
- PM-17-PS02 : Scrutinise various types of data, information or documentation for compliance, taking into account legal, ethical and accountability considerations

### **17.2 Guidelines for Practical Skills**

- 17.2.1. PM-17-PS01 : Collect, analyse, evaluate and build a case based on various types of collected data or information, taking into account legal, technological and ethical considerations**

#### ***Scope of Practical Skill***

Given scenario/case study and various types of collected data or information, legislation, company codes and customer standards, the learner must be able to:

- PA0101 Evaluate if the information that was gathered displays authenticity (signed, dated, etc.) and relevancy
- PA0102 Evaluate and use collected data to influence and build a case for presentation to management in order to improve products/process
- PA0103 Analyse and evaluate the data for adherence to legal and ethical requirements resulting in upholding accountability
- PA0104 Use information gleaned from collected data to ensure that the product/process is aligned to set standards and complies with technological requirements

#### ***Applied Knowledge***

- AK0101 Data analysis techniques

#### ***Internal Assessment Criteria***

- IAC0101 The collection of correct types of company data and information is planned, ensuring they are relevant to the case.
- IAC0102 Legal, technological and ethical considerations are taken into account when analysing of data.
- IAC0103 A concrete case is build based on the analysis of the collected data.

- 17.2.2 PM-17-PS02 : Scrutinise various types of data, information or documentation for compliance, taking into account legal, ethical and accountability considerations**

#### ***Scope of Practical Skill***

Given scenario/case study and various types of collected data or information, legislation, company codes and customer standards, the learner must be able to:

- PA0201 Review and amend documentation so that it serves as a manual when there is uncertainty and when used for reference
- PA0202 Monitor that procedures have been updated when product/service or processes were reviewed and amended
- PA0203 Monitor that all business units are working on correct instructions and procedures
- PA0204 Monitor configuration management of policies and procedures throughout the life cycle of the product/service
- PA0205 Manage archiving systems for obsolete quality documents for record retention as proof of conformance
- PA0206 Provide guidance and awareness of new knowledge on quality processes and on statutory and regulatory requirements for consistency and adherence

#### ***Applied Knowledge***

- AK0201 Data analysis techniques
- AK0202 Archiving policies

#### ***Internal Assessment Criteria***

- IAC0201 The flow of quality information is planned and reports and data are verified.
- IAC0202 Quality and authenticity of data and reports are verified.
- IAC0203 Quality data are interpreted, and trends are recognised and appropriately responded to.

### **17.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the “Scope of Practical Skill”.

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **17.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## **18. 132107-000-00-00-PM-18, Apply Business Ethics, Accountability and Liability to Uphold Company Reputation, NQF Level 6, Credits 6**

### **18.1 Purpose of the Practical Skills Module**

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in the application of ethics and accountability in terms of upholding the company reputation

The learner will be required to:

- PM-18-PS01 : Apply professional practice and accountability in the day-to-day QM activities
- PM-18-PS02 : Investigate and represent the company on issues of liability

### **18.2 Guidelines for Practical Skills**

- 18.2.1. PM-18-PS01 : Apply professional practice and accountability in the day-to-day QM activities**

#### ***Scope of Practical Skill***

Given case studies, workplace quality documents, specifications, examples of budgets, source documents, operational plans and information on product/service performance, the learner must be able to:

- PA0101 Report defective product/service to executive managers to maintain quality and company reputation and to maintain customer loyalty
- PA0102 Adhere to existing standards and regulations when signing off on product/service quality to maintain quality and company reputation as well as customer loyalty
- PA0103 Avoid or prevent unprofessional and unethical behaviour in order to prevent penalties related to unprofessional and unethical conduct, thereby effecting reduction of cost of non-conformance
- PA0104 Decide on and authorise concession (temporary deviation approval) as a request from production, supplier or internal customer to deviate from requirements, with customer approval

#### ***Applied Knowledge***

- AK0101 Understanding of reputational damage
- AK0102 Code of ethics and professional conduct

#### ***Internal Assessment Criteria***

- IAC0101 Code of ethics is adhered to in the day-to-day QM activities.
- IAC0102 Code of ethics is adhered to in decision making procedures.
- IAC0103 Deal with non-conformances according to the code of ethics.

- 18.2.2 PM-18-PS02 : Investigate and represent the company on issues of liability**

#### ***Scope of Practical Skill***

Given case study (food, cars, medication, emissions) on liability claims and supporting information, the learner must be able to:

- PA0201 Analyse a claim and/or liability suit against the organisation to determine liability
- PA0202 Identify the product/service line that is affected in order to trace the product/batch/reference or identification number
- PA0203 Source documentation to take the results of the sample (pre-release) to verify conformance
- PA0204 Compile a report on findings

- PA0205 Demonstrate highest level of accountability when representing the company
- PA0206 Request customer to return samples of the product or documents for verification
- PA0207 Verify customer sample to determine where the problem occurred
- PA0208 Make an ethical decision based on the findings and therefore suitable actions to take
- PA0209 Present information on the liability of the company to management and advise executive managers on the ethical course of action to rectify quality deviation
- PA0210 Compile communication on the liability claim/suit to the customer applying professional etiquette

#### ***Applied Knowledge***

- AK0201 Principles of traceability
- AK0202 Code of ethics
- AK0203 Product recall procedures

#### ***Internal Assessment Criteria***

- IAC0201 All relevant source documentation is traced, collected and investigated to analyse the nature of the liability claim.
- IAC0202 An ethical decision is made based on the findings and suitable actions are taken and presented.
- IAC0203 Advice to executive managers is ethical.

### **18.3 Provider Programme Accreditation Criteria**

#### ***Physical Requirements:***

- Appropriate case studies or scenarios with supporting documents and examples as implied in the “Scope of Practical Skill”.

#### ***Human Resource Requirements:***

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### ***Legal Requirements:***

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **18.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

## 19. 132107-000-00-00-PM-19, Manage Quality Assurance Activities, NQF Level 6, Credits 8

### 19.1 Purpose of the Practical Skills Module

The focus of the learning in this module is on providing the learner with an opportunity to gain practical skills in managing the QM activities and liaise with stakeholders and (internal and external) customers and ensure product/service meets the customer or stakeholder (financer, marketing, operations, supplier, end-user) expectations and requirements as well as statutory and regulatory requirements

The learner will be required to:

- PM-19-PS01 : Compile a communication with stakeholders and list involvement per stakeholder.
- PM-19-PS02 : Maintain the flow of quality information
- PM-19-PS03 : Ensure conformance of product/service with quality standards
- PM-19-PS04 : Improve the effectiveness and efficiency of quality assurance processes
- PM-19-PS05 : Manage implementation of new product/process as well as continuous improvement
- PM-19-PS06 : Lead internal and external auditing processes and act as the link between external auditors and the company

### 19.2 Guidelines for Practical Skills

- 19.2.1. PM-19-PS01 : Compile a communication with stakeholders and list involvement per stakeholder.**

#### ***Scope of Practical Skill***

Given scenario/case study and various types of collected data or information, legislation, company codes and customer standards, the learner must be able to:

- PA0101 Liaise with suppliers when there is a deviation on an input product or service in order to either get new certification which include concession or supply new product
- PA0102 Investigate customer complaints, check validity of the complaint and the impact on the product (scrap, discontinue, recall, etc.)
- PA0103 Liaise with customers when required to resolve quality issues, thereby enhancing customer relationships and identifying opportunities for continuous improvement
- PA0104 Liaise with internal operations/processes to maintain adherence to quality standards, manage transition and minimise deviation
- PA0105 Liaise with certification body for initial certification, surveillance and re-certification to build trust between customer and the organisation
- PA0106 Liaise with relevant regulatory and statutory bodies on quality aspects of the compliance and certification on handling, transportation, storage of input and output, etc.

#### ***Applied Knowledge***

- AK0101 Principles of communication and liaison
- AK0102 Communication techniques

#### ***Internal Assessment Criteria***

- IAC0101 Information is relevant to keep stakeholders (internal and external) informed on the development or performance of product/service.
- IAC0102 All platforms (email, letters, telephonic, etc.) are utilised for communication with stakeholders and customers.

- 19.2.2 PM-19-PS02 : Maintain the flow of quality information**

### **Scope of Practical Skill**

Given scenario/case study and various types of collected data or information, legislation, company codes and customer standards, the learner must be able to:

- PA0201 Engage and communicate with relevant departments (internal and external stakeholders) through role-plays
- PA0202 Participate and present in a cross-functional or multi-disciplinary quality assurance meeting
- PA0203 Interface with SHE on matters relating to housekeeping

### **Applied Knowledge**

- AK0201 Principles of communication and liaison
- AK0202 Communication techniques

### **Internal Assessment Criteria**

- IAC0201 Communication with relevant departments (internal and external stakeholders) is planned and demonstrated.
- IAC0202 A cross-functional or multi-disciplinary quality assurance meeting is attended and participated in.

## **19.2.3. PM-19-PS03 : Ensure conformance of product/service with quality standards**

### **Scope of Practical Skill**

Given simulated exercise with examples of context and system, source documents, product/service standards and performance and operational plans, the learner must be able to:

- PA0301 Advise on standardisation and inform technical and operational aspects during design processes in order to reduce inconsistency in the business, and to optimise processes and methods (new developments)
- PA0302 Operate in a cross-functional team during new product/service/process introduction to discuss impact of one system on the other and to eliminate the silo effect (HOD)
- PA0303 Analyse the cross-functionality of systems within a company when there is a change in requirements, products, standards or regulations/legislation, in order to determine the impact of one process/system on the other (drive an integration of systems - IMS)
- PA0304 Liaise between process owners and support system owners during an analysis across systems to get systems aligned with one another and to harmonise them
- PA0305 Analyse processes and systems to determine continuous improvement opportunities across company to harmonise resources and methodologies
- PA0306 Influence colleagues on compliance optimisation (team)

### **Applied Knowledge**

- AK0301 Process knowledge
- AK0302 Quality standards
- AK0303 Regulatory requirements
- AK0304 Cross-functional reporting and communication

### **Internal Assessment Criteria**

- IAC0301 The overall monitoring of product or service conformance with quality standards is demonstrated.

- IAC0302 The cross-functional interaction between process owners, support system owners and the impact of actions across systems is managed.

#### **19.2.4. PM-19-PS04 : Improve the effectiveness and efficiency of quality assurance processes**

##### ***Scope of Practical Skill***

Given a case study on current product and results, workplace documents, specifications, source documents, and operational plans, the learner must be able to:

- PA0401 Inform business in terms of design improvements and throughout the whole process chain – incoming, in-process and outgoing to ensure optimisation and to improve product/service quality and customer service
- PA0402 Manage corrective action and preventative action
- PA0403 Conduct annual review of the product (products are reviewed annually through reports, trends analysis, testing and validations)
- PA0404 Investigate and evaluate process options to enhance the quality management system
- PA0405 Apply problem solving and decision-making skills (e.g. non-conforming product: dispose, discard, rework, recall, release) in adherence to company code of ethics
- PA0406 Specialise in the business processes which deliver product or service when analysing different business processes and give guidance in terms of corrective actions to optimise the way in which the company is working

##### ***Applied Knowledge***

- AK0401 Code of ethics
- AK0402 Process knowledge
- AK0403 Quality standards
- AK0404 Regulatory requirements
- AK0405 Cross-functional reporting and communication

##### ***Internal Assessment Criteria***

- IAC0401 An understanding of how the interpretation of documents impact on functioning of operational plans is demonstrated.
- IAC0402 Segregation/quarantine is ensured as per procedure.
- IAC0403 Appropriate procedure to deal with non-conforming product e.g. disposal, discard, rework, recall, release is authorised.
- IAC0404 Re-call activities are initiated and completed as per code of ethics.

#### **19.2.5. PM-19-PS05 : Manage implementation of new product/process as well as continuous improvement**

##### ***Scope of Practical Skill***

Given a case study on current product/service and results and new product/service information, the learner must be able to:

- PA0501 Conduct analysis, synthesis and evaluation of product and processes against product specifications during introduction of new product/service or enhancement of current product/service, to determine whether same technology (e.g. measuring instruments) can be used and as to the applicability of current quality resources
- PA0502 Evaluate different sources of information i.e. external or internal sources thereby adding value, and determine how they are going to impact on the product/service to validate currency and relevancy of information



- PA0503 Share relevant information when new product/process information becomes available or when enhancing existing products for improvements and consistency
- PA0504 Apply in unfamiliar but relevant context “what if” and “worst case” scenarios when introducing new products or new processes to determine and mitigate risk and develop contingency plans
- PA0505 Analyse evidence by applying problem-solving techniques/methods when introducing new product, process and/or procedures in order to identify potential problems before they occur
- PA0506 Internalise and share information on product/service from external source throughout continuous improvement process
- PA0507 Ensure it meets the customer or stakeholder (financer, marketing, operations, supplier, end-user) expectations and requirements as well as statutory and regulatory requirements and during decision making (even if not popular decision)

#### ***Applied Knowledge***

- AK0501 Process knowledge
- AK0502 Quality standards
- AK0503 Regulatory requirements
- AK0504 Cross-functional reporting and communication

#### ***Internal Assessment Criteria***

- IAC0501 Characteristics of product or service are measured against product specifications and standard process capability.
- IAC0502 “What if” and “worst case” scenarios are applied when introducing new products, services or new processes to determine and mitigate risk and develop contingency plans.
- IAC0503 Information on product/service from external source throughout continuous improvement process is internalised and shared throughout the company.
- IAC0504 New product/process as well as continuous improvement is successfully introduced.

**19.2.6. PM-19-PS06 : Lead internal and external auditing processes and act as the link between external auditors and the company**

#### ***Scope of Practical Skill***

Given case studies, workplace documents, specifications, examples of budgets, source documents, workforce and operational plans, the learner must be able to:

- PA0601 Draft and compile internal audit check sheets
- PA0602 Prepare and review documentation required for auditing purposes to ensure consistency
- PA0603 Align the internal SOPs to the QMS manual
- PA0604 Draw up internal and external audit schedule
- PA0605 Assist other HODs to prepare for external audit
- PA0606 Assist in closing the gaps from previous external audits by conducting and leading an internal audit
- PA0607 Facilitate document preparation or drafting (e.g. feedback report and gap closure reports) in order to conform during external audits

#### ***Applied Knowledge***

- AK0601 Auditing procedures
- AK0602 Cross-functional reporting and communication

#### ***Internal Assessment Criteria***

- IAC0601 Internal auditing processes are managed.
- IAC0602 External auditing processes are managed.

### **19.3 Provider Programme Accreditation Criteria**

#### *Physical Requirements:*

- Appropriate case studies or scenarios with supporting documents and examples as implied in the “Scope of Practical Skill”.

#### *Human Resource Requirements:*

- Qualifications of facilitator: NQF Level 7 qualified in quality management field.
- Experience of facilitator: 3 years of operational experience
- Facilitator/learner ratio: 1 facilitator to 25 learners

#### *Legal Requirements:*

- Compliance with occupational health, safety and environmental protection regulations
  - Compliance with QMS

### **19.4 Exemptions**

- None, but the module can be achieved in full through an RPL process

### SECTION 3C: WORK EXPERIENCE MODULE SPECIFICATIONS

#### List of Work Experience Module Specifications

Work Experience	132107-000-00-00-WM-01	Conduct Quality Assurance at Various Stages of the Process	5	28
Work Experience	132107-000-00-00-WM-02	Maintain Productive and Effective Work Teams for a Quality Business Unit	5	16
Work Experience	132107-000-00-00-WM-03	Render Quality Planning, Monitoring and Communication Services	6	24
Work Experience	132107-000-00-00-WM-04	Attend to Standard Financial Planning, Monitoring and Controlling Procedures of the Quality Business Unit	6	20
Work Experience	132107-000-00-00-WM-05	Plan and Control Targets and Performance Standards in Accordance with Workplace Processes and Procedures	6	24

## **1. 132107-000-00-00-WM-01, Conduct Quality Assurance at Various Stages of the Process, NQF Level 5, Credits 28**

### **1.1 Purpose of the Work Experience Module**

The focus of the work experience is on providing the learner with an opportunity to:

Gain experience in an environment in which the learner is exposed to the complexities of quality assurance, including the planning, review and management of assurance processes under authentic working conditions. Expose the learner to the complexities of dealing with different assurance measures and specific requirements. Develop confidence in the execution of quality assurance processes through repetition under different conditions. The range of experience is influenced by the differing assurance methods, instruments and assurance standards and specifications

The learner will be required to:

- WM-01-WE01 : Observe and assist an experienced person conducting quality assurance tasks and activities at various stages of a process
- WM-01-WE02 : Attend to quality assurance tasks and activities at various stages of the process under guidance and with the support of an appointed mentor/coach

### **1.2 Guidelines for Work Experiences**

- 1.2.1. WM-01-WE01 : Observe and assist an experienced person conducting quality assurance tasks and activities at various stages of a process**

#### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0101 Observe and assist with actions related to incoming quality assurance
- WA0102 Observe and assist with actions related to in-process quality assurance
- WA0103 Observe and assist with actions related to out-going quality assurance

#### ***Supporting Evidence***

- SE0101 Report by mentor

- 1.2.2. WM-01-WE02 : Attend to quality assurance tasks and activities at various stages of the process under guidance and with the support of an appointed mentor/coach**

#### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0201 Attend to actions related to incoming quality assurance
- WA0202 Attend to actions related to in-process quality assurance
- WA0203 Attend to actions related to out-going quality assurance

#### ***Supporting Evidence***

- SE0201 Completed records and reports
- SE0202 Daily work records
- SE0203 Quality/inspection reports

### **1.3 Contextualised Workplace Knowledge**

1. Workplace reporting structures
2. Workplace documents
3. Workplace record keeping
4. Workplace policies, customs and practices
5. Workplace specific practices, statutory and regulatory requirements

### **1.4 Criteria for Workplace Approval**

#### *Physical Requirements:*

- The scope and functions of the operational unit covers to the content of this work experience module
- Quality assurance processes

#### *Human Resource Requirements:*

- Mentor/learner ratio: 1:5
- Mentor qualifications: NQF Level 6 or equivalent
- Mentor work experience: 2 years as quality assurer

#### *Legal Requirements:*

- Workplace compliance with occupational health safety and environmental protection requirements

### **1.5 Additional Assignments to be Assessed Externally**

Assignment description: Assignment 1: Evaluate quality assurance at various stages of the process

## **2. 132107-000-00-00-WM-02, Maintain Productive and Effective Work Teams for a Quality Business unit, NQF Level 5, Credits 16**

### **2.1 Purpose of the Work Experience Module**

The focus of the work experience is on providing the learner with an opportunity to:

Develop confidence in directing the work activities of subordinate team members in an authentic work environment. This is achieved by exposing the learner to the application of knowledge and practical skills related to directing the work standards of subordinate team members gained during contact sessions under close supervision. The range of functions attended to is influenced by the scope of services provided, the systems and work practices and the standards applied by the workplace

The learner will be required to:

- WM-02-WE01 : Assist and observe an experienced person directing work teams and supervising work activities
- WM-02-WE02 : Attend to team leadership and supervision under the direct supervision of an experienced staff member

### **2.2 Guidelines for Work Experiences**

- 2.2.1. WM-02-WE01 : Assist and observe an experienced person directing work teams and supervising work activities**

#### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0101 Assist with and observe the general team leadership and supervisory activities
- WA0102 Assist with and observe general interaction, reporting and communication with persons in managerial positions
- WA0103 Assist with and observe individual team member evaluation and the evaluation of overall team performance
- WA0104 Gain exposure in the support functions, such as the HR Department

#### ***Supporting Evidence***

- SE0101 Report by mentor

- 2.2.2. WM-02-WE02 : Attend to team leadership and supervision under the direct supervision of an experienced staff member**

#### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0201 Attend to the execution of activities such as work planning and target setting, evaluation of outputs and quality standards, performance evaluation and reporting, team meetings, data capturing, and evaluation of system reports
- WA0202 Attend to general interaction, reporting and communication with persons in managerial positions; under direct supervision
- WA0203 Adhere to workplace policies, procedures and delegated authorities
- WA0204 Attend at least four meetings on operational reporting and planning and present at least one report on team performance at a meeting

#### ***Supporting Evidence***

- SE0201 Evaluation reports of individual team members and of team
- SE0202 Minutes of meetings
- SE0203 Standard HR documentation
- SE0204 Project reports

### **2.3 Contextualised Workplace Knowledge**

1. Workplace documents
2. Workplace record keeping
3. Workplace reporting structures
4. Workplace policies, customs and practices
5. Workplace specific practices, statutory and regulatory requirements

### **2.4 Criteria for Workplace Approval**

#### *Physical Requirements:*

- The scope and functions of the operational unit covers to the content of this work experience module
- Quality assurance processes

#### *Human Resource Requirements:*

- Mentor/learner ratio: 1:5
- Mentor qualifications: NQF Level 6 or equivalent
- Mentor work experience: 2 years as quality assurer

#### *Legal Requirements:*

- Workplace compliance with occupational health safety and environmental protection requirements

### **2.5 Additional Assignments to be Assessed Externally**

Assignment description: Assignment 2: Perform a critical evaluation of productive and effective work teams for a quality business unit and make recommendations for improvements.

### **3. 132107-000-00-00-WM-03, Render Quality Planning, Monitoring and Communication Services, NQF Level 6, Credits 24**

#### **3.1 Purpose of the Work Experience Module**

The focus of the work experience is on providing the learner with an opportunity to:

Gain experience in an environment in which the learner is exposed to the complexities of quality, including the planning, review and management of control and assurance processes under authentic working conditions. Expose the learner to the complexities of directing and implementing different control and assurance measures and specific requirements. Develop confidence in the directing and execution of quality control and assurance processes through repetition under different conditions. The range of experience is influenced by the differing quality control and assurance methods, instruments and assurance standards and specifications. Support quality-related product and service improvement and development

The learner will be required to:

- WM-03-WE01 : Observe and assist an experienced person in directing and executing quality planning, monitoring and communication services at various stages of a process
- WM-03-WE02 : Render quality planning, monitoring and communication services under guidance and with the support of an appointed mentor/coach
- WM-03-WE03 : Support quality-related product and service development
- WM-03-WE04 : Support quality-related improvement

#### **3.2 Guidelines for Work Experiences**

- 3.2.1. WM-03-WE01 : Observe and assist an experienced person in directing and executing quality planning, monitoring and communication services at various stages of a process**

##### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0101 Observe and assist with actions related to day-to-day quality management activities
- WA0102 Observe and assist with actions related to the analysis and monitoring of quality measurements
- WA0103 Observe and assist with actions related to research and development support
- WA0104 Observe and assist with actions related to communication on quality

##### ***Supporting Evidence***

- SE0101 Report by mentor

- 3.2.2. WM-03-WE02 : Render quality planning, monitoring and communication services under guidance and with the support of an appointed mentor/coach**

##### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0201 Attend to day-to-day quality management activities
- WA0202 Attend to actions related to the analysis and monitoring of quality measurements



- WA0203 Attend to actions related to research and development support
- WA0204 Attend to actions related to communication on quality

#### ***Supporting Evidence***

- SE0201 Completed records and reports
- SE0202 Workplace documentation
- SE0203 Quality/inspection reports

### **3.2.3. WM-03-WE03 : Support quality-related product and service development**

#### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0301 Observe and assist with actions related to research and development support
- WA0302 Attend to actions related to research and development support
- WA0303 Present quality data as a member of a Research & Development team (including gather and analyse quality data, compile quality reports)
- WA0304 Contribute to the development of research and development quality plans (including review lessons learned, formulate inputs in the development of Research & Development quality plans)
- WA0305 Support development of new products or services (including testing of new products or services, collect and analyse quality data, quality report)

#### ***Supporting Evidence***

- SE0301 Completed records and reports
- SE0302 Daily work records
- SE0303 Project reports

### **3.2.4. WM-03-WE04 : Support quality-related improvement**

#### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0401 Attend to actions related to the analysis and monitoring of quality measurements
- WA0402 Attend to actions related to communication on quality
- WA0403 Support the improvement of processes, products or services
- WA0404 Support verification and validation of organisational quality development and improvement projects

#### ***Supporting Evidence***

- SE0401 Completed records and reports
- SE0402 Daily work records
- SE0403 Project reports

### **3.3 Contextualised Workplace Knowledge**

1. Workplace documents
2. Workplace record keeping
3. Workplace reporting structures

4. Workplace policies, customs and practices
5. Workplace specific practices, statutory and regulatory requirements

### **3.4 Criteria for Workplace Approval**

#### *Physical Requirements:*

- The scope and functions of the operational unit covers to the content of this work experience module
- Quality management processes

#### *Human Resource Requirements:*

- Mentor/learner ratio: 1:5
- Mentor qualifications: NQF Level 7 or equivalent
- Mentor work experience: 2 years as quality assurer

#### *Legal Requirements:*

- Workplace compliance with occupational health safety and environmental protection requirements

### **3.5 Additional Assignments to be Assessed Externally**

Assignment description: Assignment 3: Evaluate quality planning, monitoring and communication services

#### **4. 132107-000-00-00-WM-04, Attend to Standard Financial Planning, Monitoring and Controlling Procedures of the Quality Business Unit, NQF Level 6, Credits 20**

##### **4.1 Purpose of the Work Experience Module**

The focus of the work experience is on providing the learner with an opportunity to:

Develop confidence in attending to financial control procedures through repetition in an authentic work environment. This is achieved by exposing the learner to the application of knowledge and practical skills gained during contact sessions by attending to financial control procedures under close supervision. The range of financial control procedures attended to be influenced by the scope of services provided, the systems and work practices and the standards applied by the workplace

The learner will be required to:

- WM-04-WE01 : Assist and observe an experienced person attending to financial functions
- WM-04-WE02 : Attend to financial functions under the direct supervision of an experienced staff member

##### **4.2 Guidelines for Work Experiences**

###### **4.2.1. WM-04-WE01 : Assist and observe an experienced person attending to financial functions**

###### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0101 Assist with and observe the execution of specific financial control procedures such as budgeting, monitoring of expenses against budgets and general financial administration
- WA0102 Assist with and observe general interaction, reporting and communication on financial matters
- WA0103 Gain exposure in the functions of supporting departments such as the Financial Department

###### ***Supporting Evidence***

- SE0101 Report by mentor

###### **4.2.2. WM-04-WE02 : Attend to financial functions under the direct supervision of an experienced staff member**

###### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0201 Attend to the execution of specific financial control functions related to budgeting, controlling of budgets and related expenses, financial administration and reporting
- WA0202 Attend to general interaction, reporting and communication on budgets and the control of expenses
- WA0203 Adhere to workplace policies and procedures related to financial controls and delegations
- WA0204 Attend at least four meetings on financial reporting and planning and present at least one financial report at a meeting

###### ***Supporting Evidence***

- SE0201 Financial records and reports

- SE0202 Minutes of meetings

#### **4.3 Contextualised Workplace Knowledge**

1. Workplace documents
2. Workplace record keeping
3. Workplace reporting structures
4. Workplace policies, customs and practices
5. Workplace specific practices, statutory and regulatory requirements

#### **4.4 Criteria for Workplace Approval**

##### *Physical Requirements:*

- The scope and functions of the operational unit covers to the content of this work experience module
- Quality management processes

##### *Human Resource Requirements:*

- Mentor/learner ratio: 1:5
- Mentor qualifications: NQF Level 7 or equivalent
- Mentor work experience: 2 years as quality assurer

##### *Legal Requirements:*

- Workplace compliance with occupational health safety and environmental protection requirements

#### **4.5 Additional Assignments to be Assessed Externally**

Assignment description: Assignment 4: Evaluate the financial administration, budget control and reporting in the quality business unit and make recommendations to control quality costs, i.e. Preventative, Appraisal and Failure (PAF).

## **5. 132107-000-00-00-WM-05, Plan and Control Targets and Performance Standards in Accordance with Workplace Processes and Procedures, NQF Level 6, Credits 24**

### **5.1 Purpose of the Work Experience Module**

The focus of the work experience is on providing the learner with an opportunity to:

Develop confidence in operational target and standard setting in an authentic work environment. This is achieved by exposing the learner to the application of knowledge and practical skills gained during contact sessions by attending to operational target and standard setting under close supervision. The range of operational targets and standard functions attended to be influenced by the scope of services provided, the systems and work practices and the standards applied by the workplace

The learner will be required to:

- WM-05-WE01 : Assist and observe an experienced person with the planning and controlling of target and standard setting procedures for a minimum period of two weeks
- WM-05-WE02 : Attend to operational target and standard setting for a period of four weeks under the direct supervision of an experienced staff member

### **5.2 Guidelines for Work Experiences**

- 5.2.1. WM-05-WE01 : Assist and observe an experienced person with the planning and controlling of target and standard setting procedures**

#### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0101 Assist with and observe the execution of a range of activities related to operational target and standard setting
- WA0102 Assist with and observe general interaction, reporting and communication with other departments on matters related to operational planning

#### ***Supporting Evidence***

- SE0101 Operational reports
- SE0102 Minutes of meetings
- SE0103 Presentation on operational targets and standards at a report meeting

### **5.2.2 WM-05-WE02: Attend to operational target and standard setting under the direct supervision of an experienced staff member**

#### ***Scope of Work Experience***

The person will be expected to engage in the following work activities:

- WA0201 Observe and assist with actions related to research and development support
- WA0202 Attend to actions related to research and development support
- WA0203 Present quality data as a member of a Research & Development team (including gather and analyse quality data, compile quality reports)

- WA0204 Contribute to the development of research and development quality plans (including review lessons learned, formulate inputs in the development of Research & Development quality plans)
- WA0205 Support development of new products or services (including testing of new products or services, collect and analyse quality data, quality report)

#### ***Supporting Evidence***

- SE0201 Completed records and reports
- SE0202 Daily work records
- SE0203 Project reports

### **5.3 Contextualised Workplace Knowledge**

1. Workplace documents
2. Workplace policies, customs and practices
3. Workplace reporting structures
4. Workplace record keeping
5. Operational targets and quality standards
6. Standard workplace procedures

### **5.4 Criteria for Workplace Approval**

#### *Physical Requirements:*

- The scope and functions of the operational unit covers to the content of this work experience module
- Quality management processes

#### *Human Resource Requirements:*

- Mentor/learner ratio: 1:5
- Mentor qualifications: NQF Level 7 or equivalent
- Mentor work experience: 2 years as quality assurer

#### *Legal Requirements:*

- Workplace compliance with occupational health safety and environmental protection requirements

### **5.5 Additional Assignments to be Assessed Externally**

Assignment 6: Compile an operational plan detailing activities such as estimation and formulation of targets and standards, estimation of resource requirements, evaluation of performance levels against set targets, and formulation of remedial actions to address areas of non-conformance and control targets and performance standards in accordance with workplace processes and procedures

#### SECTION 4: STATEMENT OF WORK EXPERIENCE

<b>Curriculum Number:</b>	132107-000-00-00
<b>Curriculum Title:</b>	Quality Manager

<b>Learner Details</b>	
<b>Name:</b>	
<b>ID Number:</b>	

<b>Employer Details</b>	
<b>Company Name:</b>	
<b>Address:</b>	
<b>Supervisor Name:</b>	
<b>Work Telephone:</b>	
<b>E-Mail:</b>	

**132107-000-00-00-WM-01, Conduct Quality Assurance at Various Stages of the Process, NQF Level 5, Credits 28**

WM-01-WE01	Observe and assist an experienced person conducting quality assurance tasks and activities at various stages of a process		
	<b>Scope of Work Experience</b>	Date	Signature
WA0101	Observe and assist with actions related to incoming quality assurance		
WA0102	Observe and assist with actions related to in-process quality assurance		
WA0103	Observe and assist with actions related to out-going quality assurance		
	<b>Supporting Evidence</b>	Date	Signature
SE0101	Report by mentor		
WM-01-WE02	Attend to quality assurance tasks and activities at various stages of the process under guidance and with the support of an appointed mentor/coach		
	<b>Scope of Work Experience</b>	Date	Signature
WA0201	Attend to actions related to incoming quality assurance		
WA0202	Attend to actions related to in-process quality assurance		
WA0203	Attend to actions related to out-going quality assurance		
	<b>Supporting Evidence</b>	Date	Signature
SE0201	Completed records and reports		
SE0202	Daily work records		
SE0203	Quality/inspection reports		

	<b>Contextualised Workplace Knowledge</b>	Date	Signature
--	---	------	-----------



	<b>Additional Assignments to be Assessed Externally</b>	Date	Signature
--	---	------	-----------

**132107-000-00-00-WM-02, Maintain Productive and Effective Work Teams for a Quality Business Unit, NQF Level 5, Credits 16**

WM-02-WE01	Assist and observe an experienced person directing work teams and supervising work activities		
	<b>Scope of Work Experience</b>	Date	Signature
WA0101	Assist with and observe the general team leadership and supervisory activities		
WA0102	Assist with and observe general interaction, reporting and communication with persons in managerial positions		
WA0103	Assist with and observe individual team member evaluation and the evaluation of overall team performance		
WA0104	Gain exposure in the support functions, such as the HR Department		
	<b>Supporting Evidence</b>	Date	Signature
SE0101	Report by mentor		
WM-02-WE02	Attend to team leadership and supervision under the direct supervision of an experienced staff member		
	<b>Scope of Work Experience</b>	Date	Signature
WA0201	Attend to the execution of activities such as work planning and target setting, evaluation of outputs and quality standards, performance evaluation and reporting, team meetings, data capturing, and evaluation of system reports		
WA0202	Attend to general interaction, reporting and communication with persons in managerial positions; under direct supervision		

WA0203	Adhere to workplace policies, procedures and delegated authorities		
WA0204	Attend at least four meetings on operational reporting and planning and present at least one report on team performance at a meeting		
	<b>Supporting Evidence</b>	Date	Signature
SE0201	Evaluation reports of individual team members and of team		
SE0202	Minutes of meetings		
SE0203	Standard HR documentation		
SE0204	Project reports		

	<b>Contextualised Workplace Knowledge</b>	Date	Signature
--	---	------	-----------

	<b>Additional Assignments to be Assessed Externally</b>	Date	Signature
--	---	------	-----------

**132107-000-00-00-WM-03, Render Quality Planning, Monitoring and Communication Services, NQF Level 6, Credits 24**

WM-03-WE01	Observe and assist an experienced person in directing and executing quality planning, monitoring and communication services at various stages of a process		
	<b>Scope of Work Experience</b>	Date	Signature
WA0101	Observe and assist with actions related to day-to-day quality management activities		
WA0102	Observe and assist with actions related to the analysis and monitoring of quality measurements		

WA0103	Observe and assist with actions related to research and development support		
WA0104	Observe and assist with actions related to communication on quality		
	<b>Supporting Evidence</b>	Date	Signature
SE0101	Report by mentor		
WM-03-WE02	Render quality planning, monitoring and communication services under guidance and with the support of an appointed mentor/coach		
	<b>Scope of Work Experience</b>	Date	Signature
WA0201	Attend to day-to-day quality management activities		
WA0202	Attend to actions related to the analysis and monitoring of quality measurements		
WA0203	Attend to actions related to research and development support		
WA0204	Attend to actions related to communication on quality		
	<b>Supporting Evidence</b>	Date	Signature
SE0201	Completed records and reports		
SE0202	Workplace documentation		
SE0203	Quality/inspection reports		
WM-03-WE03	Support quality-related product and service development		
	<b>Scope of Work Experience</b>	Date	Signature
WA0301	Observe and assist with actions related to research and development support		
WA0302	Attend to actions related to research and development support		
WA0303	Present quality data as a member of a Research & Development team (including gather and analyse quality data, compile quality reports)		

WA0304	Contribute to the development of research and development quality plans (including review lessons learned, formulate inputs in the development of Research & Development quality plans)		
WA0305	Support development of new products or services (including testing of new products or services, collect and analyse quality data, quality report)		
	<b>Supporting Evidence</b>	Date	Signature
SE0301	Completed records and reports		
SE0302	Daily work records		
SE0303	Project reports		
WM-03-WE04	Support quality-related improvement		
	<b>Scope of Work Experience</b>	Date	Signature
WA0401	Attend to actions related to the analysis and monitoring of quality measurements		
WA0402	Attend to actions related to communication on quality		
WA0403	Support the improvement of processes, products or services		
WA0404	Support verification and validation of organisational quality development and improvement projects		
	<b>Supporting Evidence</b>	Date	Signature
SE0401	Completed records and reports		
SE0402	Daily work records		
SE0403	Project reports		

	<b>Contextualised Workplace Knowledge</b>	Date	Signature
--	---	------	-----------

	<b>Additional Assignments to be Assessed Externally</b>	Date	Signature
--	---	------	-----------

**132107-000-00-00-WM-04, Attend to Standard Financial Planning, Monitoring and Controlling Procedures of the Quality Business Unit, NQF Level 6, Credits 20**

WM-04-WE01	Assist and observe an experienced person attending to financial functions		
	<b>Scope of Work Experience</b>	Date	Signature
WA0101	Assist with and observe the execution of specific financial control procedures such as budgeting, monitoring of expenses against budgets and general financial administration		
WA0102	Assist with and observe general interaction, reporting and communication on financial matters		
WA0103	Gain exposure in the functions of supporting departments such as the Financial Department		
	<b>Supporting Evidence</b>	Date	Signature
SE0101	Report by mentor		
WM-04-WE02	Attend to financial functions under the direct supervision of an experienced staff member		
	<b>Scope of Work Experience</b>	Date	Signature
WA0201	Attend to the execution of specific financial control functions related to budgeting, controlling of budgets and related expenses, financial administration and reporting		
WA0202	Attend to general interaction, reporting and communication on budgets and the control of expenses		
WA0203	Adhere to workplace policies and procedures related to financial controls and delegations		
WA0204	Attend at least four meetings on financial reporting and planning and present at least one financial report at a meeting		
	<b>Supporting Evidence</b>	Date	Signature

SE0201	Financial records and reports		
SE0202	Minutes of meetings		

	<b>Contextualised Workplace Knowledge</b>	Date	Signature
--	---	------	-----------

	<b>Additional Assignments to be Assessed Externally</b>	Date	Signature
--	---	------	-----------

**132107-000-00-00-WM-05, Plan and Control Targets and Performance Standards in Accordance with Workplace Processes and Procedures, NQF Level 6, Credits 24**

WM-05-WE01	Assist and observe an experienced person with the planning and controlling of target and standard setting procedures for a minimum period of two weeks		
	<b>Scope of Work Experience</b>	Date	Signature
WA0101	Assist with and observe the execution of a range of activities related to operational target and standard setting		
WA0102	Assist with and observe general interaction, reporting and communication with other departments on matters related to operational planning		
	<b>Supporting Evidence</b>	Date	Signature
SE0101	Operational reports		
SE0102	Minutes of meetings		
SE0103	Presentation on operational targets and standards at a report meeting		

WM-05-WE02	Attend to operational target and standard setting for a period of four weeks under the direct supervision of an experienced staff member		
	<b>Scope of Work Experience</b>	Date	Signature
WA0201	Observe and assist with actions related to research and development support		
WA0202	Attend to actions related to research and development support		
WA0203	Present quality data as a member of a Research & Development team (including gather and analyse quality data, compile quality reports)		
WA0204	Contribute to the development of research and development quality plans (including review lessons learned, formulate inputs in the development of Research & Development quality plans)		
WA0205	Support development of new products or services (including testing of new products or services, collect and analyse quality data, quality report)		
	<b>Supporting Evidence</b>	Date	Signature
SE0201	Completed records and reports		
SE0202	Daily work records		
SE0203	Project reports		

	<b>Contextualised Workplace Knowledge</b>	Date	Signature
--	---	------	-----------

	<b>Additional Assignments to be Assessed Externally</b>	Date	Signature
--	---	------	-----------