

The Promoter

of Standards & Quality in Botswana



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The Role of
Standards
Today

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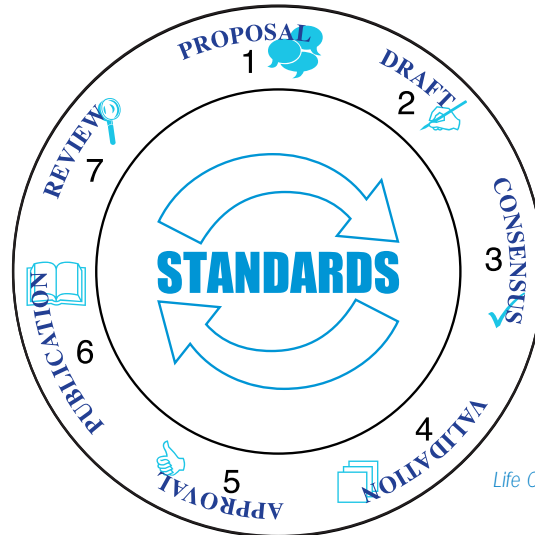
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The Role of Standards Today

By A Ntlhaile



Life Cycle of Standards

As the pace of technological change continues to accelerate, the mankind become more dependent on the interoperability of a wide variety of products, services and systems, the need for, and importance of, standards continues to ascend. Standards serve as reference documents that are used in context of contracts or international trade on which the commercial transactions are based. They also represent a level of technical expertise and technology, and are used by the industries as the indubitable definitions that abridge and elucidate the contractual relations between economic partners. To date, standards serve as factors for:

- Rationalization of production by defining the requirements of technical characteristics, customer satisfaction, and manufacturing methods validation from multiple viewpoints.
- Enhancing product quality and reliability; and reducing variations at a reasonable price.
- Clarification of transactions by defining the requirements and reducing the uncertainties that may have different practical values to the different parties in the transaction.

- Innovation and development of products by transferal of knowledge.
- Facilitating optimal use of scarce resources.
- Transferring new technologies by facilitating and accelerating the transferal and use of technologies in the areas that are essential for both companies and individuals.
- Facilitating interchangeability and addressing social concerns such as health, safety and the environment management
- Strategic decision making for companies. The participation in standardization activity assists in identifying solutions and adapting them by increasing the competence of one's company and its economic competitor.

The role of standards is thus important to all of the business partners.

The standards and practices followed may differ from country to country.

To ensure compatibility of the business partners that are geographically separated, harmonized international standards play an important role in removing technical barriers to trade.

Source - Global Harmonization of Standards, http://www.okstate.edu/ind-engr/step/WEBFILES/Papers/global_Harm_body.htm



The Launch Of **The ISO/IEC 17025** Northern Forum

By P. Masemola



participants during the meeting

The first meeting of the ISO/IEC 17025 Northern Forum was held on the 14th November 2006. The need to establish this forum emerged following the seminar on Laboratory Quality Management, which was held in Francistown in April 2006. Seeing the important role that laboratories play and the fact that labs were still lagging behind in implementing quality systems, a network group in the Northern region to facilitate knowledge and experience sharing on issues pertaining to laboratory quality systems as per ISO/IEC 17025 standard was deemed necessary.

24 people attended the first meeting with a representation of 13 laboratories from the private and public sectors. This was a good response from the laboratories in the region and the membership is expected to grow with time.

For the success of the forum it was important to establish a common ground. Therefore the 1st meeting concentrated on laying the foundation

by discussing the objectives & structure of the forum, and introducing the participants to the BOS ISO/IEC 17025 standard. A job well done by Mr Katse and Ms Malebe who were the resource persons! The forum basically aims to achieve the following:

- Raise awareness on the BOS ISO/IEC 17025:2005 standard
- Motivate laboratories to implement quality systems
- Share common problems and find ways of improving quality systems for members

We look forward to the growth and success of the forum and hope that it will be invaluable to the members and their organizations. More laboratories in the region are encouraged to join the forum.

39th International training programme on Standardization and Quality Assurance for developing countries

By K. Mabula



Group picture at the Taj Mahal

This training was conducted from the 16th of October 2006 until the 8th of December 2006, by Bureau of India Standards at the National Institute of Training for Standardization (NITS) in Noida, India.

Twenty-six developing countries; Afghanistan, Bhutan, Botswana, Dominica, Egypt, Eritrea, Georgia, Ghana, Guyana, Indonesia, Iran, Iraq, Lebanon, Libya, Mozambique, Myanmar, Nepal, Papua New Guinea, Philippines, Seychelles, St Lucia, Sudan, Tanzania, Trinidad and Tobago, Zambia, and Zimbabwe were represented by 43 participants. Most of these participants worked for National Standards Bodies of their countries. Botswana Bureau of Standards was represented by Gaboipeelwe Motlhabane and Kabo Mabula.

The following are some of the courses that were offered:

1. The process of standards formulation - Development of national standards, purpose, principles, types and standards promotion.
2. ISO publications/ deliverables
3. Process control and process capability
4. Sampling inspection plans
5. Drafting and editing of standards
6. System audits
7. Product certification – principles and practices
8. Quality management- Basic concepts and Quality management

principles (QMS as per ISO 9001, Environmental Management systems (EMS) as per ISO 14 000, Occupational health and safety (OHSMS), Hazard Analysis and Critical Control Point (HACCP), Standardization for food safety, and Information security management system.)

After four weeks of theoretical learning, it was time to practically apply what participants had learnt. Due to the large number of participants, we were divided into three groups that visited industries at 3 different towns. Group 1 went to Bhopal and Gwalior, Group 2 went to Chandigarh and Group 3 was sent to Jaipur. I was in Group 2 that went to Chandigarh.

The following are industries that we visited:

1. Krishna Cylinders who manufactures LPG cylinders
2. Avon Meters, whose products are Energy measurement meters
3. Milk Food – Milk and milk products
4. Super Hoze Industries – Rubber hose, and
5. HMT Limited – tractors

The highlight of our stay in India was the talk on increasing transparency in the organisation through vigilance. This was done on the occasion of the vigilance awareness week held on the 7th of November 2006 at New Delhi, and organised by the Bureau of Indian Standards.

Every weekend participants were kept busy by going on organised sightseeing trips. Monuments and places of historical and religious significance, such as the India Gate, and the Taj Mahal. Participants also got the opportunity to go to shopping malls such as Shipra, Centre Stage, and Pacific, also, markets such as Palica Bazaar which is under the ground.

Interaction with participants from so many countries presented an opportunity to learn from each other and share problems and ways of solving problems that one encounters in our respective Standard bodies concerning standardisation and quality assurance, as well as life in general.

Participants had the opportunity to improve the spirit of team work by doing exercises and projects as a group.

Test and Measurement Conference 2006

Emperor Palace, Johannesburg

By M. Molokwe

The Test & Measurement Conference was held from the 23rd to 25th October 2006 and brought together Laboratory Technicians, Calibration and Testing Personnel from the SADC regions and other countries to discuss, debate and learn from each other on matters relating to their field. The importance of measurements, reliable calibration and testing results cuts across different industries such as Food, Medical & Pharmaceutical, Environmental, Mining, Electrical, Telecommunication etc. The conference provided the attendees with an opportunity to keep abreast with the knowledge on the latest developments in the field of quality, tests and measurements.

The conference was in the form of presentations and an exhibition. The exhibition granted the laboratory community the chance to interact with suppliers of laboratory equipment and other services. From the view point of BOBS this conference allowed the participants to benchmark and have an idea of how far BOBS has advanced in developing processes allowing good measurements, calibration and testing services as per its mandate. The conference came at an opportune time when the development and equipping of the laboratories at Botswana Bureau of Standards is ongoing. The BOBS Metrology and Testing units would use future conferences to showcase developments and challenges in serving customers in Botswana market.

The following papers were presented at the conference

Paper Title: An Update on Recent and Proposed Changes at the CSIR National Metrology Laboratory

Paper Title: Research & Development of the National Measurement Standards at CSIR-NML

Paper Title: Uncertainty of Measurement and the use of ESDM in the Estimation

Paper Title: Temperature Calibration; Depths of Immersion

Paper Title: Measuring Humidity: Units, Measuring Instruments, Traceability and Uncertainties

Paper Title: Slim Cells - An International Intercomparison

Paper Title: Towards an Industrial Approach of Uncertainty Calculations

Paper Title: Case Studies on the Impact of Poor Traceability in Testing and Measurement

Paper Title: Uncertainty of Measurements in the Performances Assessment of the Balances Used In Medical Field

Paper Title: The Verification and Calibration of an RF and Microwave Calibration Source

Paper Title: First Experiences of Optical Frequency Measurement



BOBS was represented by from left to right, Ms P. Malebe, Ms O. Raditloko, Ms B. Morekisi, Mr T. Katse (back), Mr. T. Phirinyane, and Mr M. Molokwe.

using a Frequency Comb

Paper Title: A Key Comparison of RF attenuation in the Coaxial 7mm Line System at 60 MHz and 5 GHz

Paper Title: Determining the Influence of Temperature on Various Types of Standard Resistors

Paper Title: The SABS Emission Test Laboratory; Five Years of Running Experience

Paper Title: Quality Control of Ambient Air Monitoring

Paper Title: Progress Report on the Establishment of International Measurement Equivalence for Air Pollution Monitoring at the CSIR NML

Paper Title: Uncertainty of Measurement in Medical Laboratories

Paper Title: ISO 16063 - Your Vibration and Shock Calibration Standard Suite

Paper Title: Sound Intensity: A New National Measuring Standard

Paper Title: Evolution of Dimensional Metrology

Paper Title: Cmm Performance and Reverification Tests According to ISO 10360:2000

Paper Title: Development and Characterisation of a Build-up Force Standard to 450 kN

The abstracts for these papers can be accessed at the South African National Laboratory website. www.nla.org.za.

BOBS staff can also visit the site to get information about how they can go about writing and submitting papers for the next conference.



mentation

IEC 17025:2005 General and calibration laboratories

atal organizations and private sectors. ge from food laboratories and water eochemical laboratories.

laboratories to realize their intention to ement system, there are certain issues ened out though; (a) the laboratory be conversant with the standard as a management need to know why the olemented hence its commitment, (c) alysis and (d) then planning for project this way it would be easy if not feasible project of implementation of a sound that complies with the requirements dard, as everyone in the organization organization's intentions.

Be Done

ward most local laboratories need to owing significant requirements of ISO/ ed in Clause 5 of the standard: requirements ditions ction and development ods uncertainty s eability ds and materials

ments are satisfactorily addressed then oast of its capabilities and competence eration. It is clearly certain though that ries still have a long way in meeting f the ISO/IEC 17025:2005 Standard. ased on observations that have been rious interactions of the Bureau with ories.

laboratories have started working on stems with a view of improving on their align these with requirements of the e time improving their competences. ery satisfying to realize that at least ave taken an initiative and are doing ve their competences and quality of oviding. This alone can benefit them here would be increased demand of /s customer is very much concerned f the product and service offered to ular organization rather than history The customer of today is very much d on the issues pertaining to quality. rogative of the laboratory to take up e on their service delivery and quality vice offered. Improvement does not us process.

Botswana Bureau Of Standards - Training Program

By J. Bosa

The Botswana Bureau of Standards (BOBS) is an organization whose main role is the promotion and maintenance of standardization and quality assurance in the provision of commodities and the rendering of services by organizations in Botswana. In the continuing fulfilment of its mandate, BOBS is pleased to publish its Training Program for 2007-8 and looks forward to training participants from the private sector, parastatals, government, the public and other interested parties. BOBS also caters for **in-house training** for organizations that request for it.

COURSE	PRICE	2007											2008			
		Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Feb	Mar		
Awareness of the ISO 9000 QMS	P880						4-5						6-7			
Implementation of a QMS according to ISO 9001:2000	P1980				21-25				17-21				3-7			
Quality Control Techniques	P1210						7-9									
ISO 9001 Documentation	P1210	6-8					24-26			16-18				26-28		
ISO 9001 Auditing	P1980		5-9						3-7			12-16				17-21
Understanding ISO/IEC 17025:2005 standard	P1760					12-15					23-26					
Documentation of Laboratory Management System Manual as per ISO/IEC 17025:2005	P1820							21-23							12-14	
ISO/IEC 17025:2005 Auditing	P1980	20-23										19-23				3-7
Awareness of ISO 14001:2004	P880							14-15								
Understanding ISO 14001:2004	P1980									1-5						

Course fees

Course fees are to be paid at least 2 weeks before the start of the course. BOBS appeals to all customers to register and pay as early as possible in order to avoid any inconveniences. Cheques should be made payable to: **Botswana Bureau of Standards.**

Application and contact details

Application forms and other course related information can be accessed through the BOBS website, www.bobstandards.bw or requested from Mr. G. Maluzo or Mr. J. Bosa at telephone numbers 3903200, 3645420, 3645408 or email addresses g_maluzo@bobstandards.bw or j_bosa@bobstandards.bw. Applications can be faxed to 3910597, 3903120, or posted to Private Bag BO 48 Gaborone. Applications should reach BOBS as early as possible to ensure enrolment.

Training Venues

The venue for all courses is BOBS' new Headquarters, Main Airport Road, Plot No. 55745, Block 8, Gaborone.

The below listed companies were certified by **Botswana Bureau of Standards** during the period September to November 2006

Company Name	Location	Licence No.	Date of Issue	Validity Period	Scope of Certification
Unitrans Botswana (Pty) Ltd. – Gaborone Depot	Plot 22057, Takatokwane Road, Gaborone West Industrial, Gaborone	QMS/06-04	07 September 2006	2006-09-07 to 2009-09-07	General administration and road transportation of fuel and general cargo
Unitrans Botswana (Pty) Ltd. – Francistown Depot	Plot 1087/8, Nogha Street, Francistown BIFM Building	QMS/06-05	07 September 2006	2006-09-07 to 2009-09-06	General administration and road transport and logistics services of fuel, cement, ceilings, bricks and warehousing of cement
Botswana Training Authority	2nd Floor, Main Mall, Gaborone	QMS/06-06	27 November 2006	2006-11-27 to 2009-11-26	The development of industry training standards, and registration and accreditation of trainers, assessors, institutions and assessment centres
PS Cleaning (Pty) Ltd.	Plot 44, Gaborone International Commerce Park, Gaborone	QMS/06-07	27 November 2006	2006-11-27 to 2009-11-26	Provision of cleaning services for offices, shopping centres, construction industry, embassies and banks
The Courier Junxion (Pty) Ltd.	Plot 20681, Broadhurst Industrial, Gaborone	QMS/06-08	27 November 2006	2006-11-27 to 2009-11-26	Provision of courier and logistics services (road freight, air freight and sea freight)
Javelin (Pty) Ltd.	Unit 7, Plot 80, Gaborone International Commerce Park	QMS/06-09	27 November 2006	2006-11-27 to 2009-11-26	Collection and disposal of waste, and delivery of fresh and effluent water
Barloworld Equipment Botswana (Pty) Ltd.	Plot 1226, Haile Selassie Road, Old Industrial Site, Gaborone	QMS/06-10	27 November 2006	2006-11-27 to 2009-11-26	Supply, service and repair of mining equipment, materials handling machinery, electric power generation equipment, rotary drills, crushing and screening systems and bare shaft diesel engines at the following sites: Head Office (Gaborone), Jwaneng Depot, Francistown Depot, and Orapa Depot

Electro-Mech Engineering (Pty) Ltd.	Plot 22049, Gaborone West Industrial	QMS/06-11	27 November 2006	2006-11-27 to 2009-11-26	Manufacture of hostel beds, industrial lockers, school desks, home and office cabinets, playground equipment, and decorative pieces
Mogomotsi Enterprises (Pty) Ltd.	Plot 60, Unit 7, Gaborone International Commerce Park, Gaborone	QMS/06-12	27 November 2006	2006-11-27 to 2009-11-26	Manufacture of furnisher
Modi Investments (Pty) Ltd.	Plot 101, Unit 4 &5, Gaborone International Commerce Park, Gaborone	QMS/06-13	27 November 2006	2006-11-27 to 2009-11-26	Provision of ICT solutions (sales, training and technical support)
Premier Clothing (Pty) Ltd	Plot 22140, Gaborone West, Gaborone, Botswana	QMS/06-14	27 November 2006	2006-11-27 to 2009-11-26	Manufacture and distribution of work wear (protective clothing, uniforms, and personal protective equipment)
Vision Manufacturers (Pty) Ltd.	Plot 396, Industrial Site, Palapye	QMS/06-15	27 November 2006	2006-11-27 to 2009-11-26	Manufacture of school uniforms and protective clothing
Anba Chemicals (Pty) Ltd.	Plot 1625, Gemsbok ST, Light Industrial Area, Francistown	QMS/06-16	27 November 2006	2006-11-27 to 2009-11-26	Distribution of chemicals and water treatment equipment, and manufacture and distribution water treatment chemicals, mineral processing chemicals, and cleaning chemicals
Kgwebo Management Consultants and Company Secretaries (Pty) Ltd.	Plot 8830, Industrial Sites, Selebi-Phikwe and Plot 2647/180, Theo's Building, Main Mall, Selebi-Phikwe	QMS/06-17	27 November 2006	2006-11-27 to 2009-11-26	Provision of business development services in the areas of management consultancy, tax & marketing consultancy, training and sales, and provision of ICT products and services
Chloride Exide Botswana (Pty) Ltd.	Plot 20715, Western By-pass Industrial Estates, Gaborone	QMS/06-18	27 November 2006	2006-11-27 to 2009-11-26	Manufacture of lead acid batteries
Godisa Technology Trust (Pty) Ltd.	Camphill Village, Rankoromane Ward, Lobatse Road, Otse	QMS/06-19	27 November 2006	2006-11-27 to 2009-11-26	Manufacture and assembly of solar charging and hearing medical devices
NTR Technology Holdings (Pty) Ltd.	Unit G, Debro Industrial Park, Plot 6384, Broadhurst Industrial, Gaborone	QMS/06-20	27 November 2006	2006-11-27 to 2009-11-26	Provision of electrical and mechanical engineering construction and consultancy services

Draft Botswana Standards for Public Comments

Botswana Bureau of Standards intends to declare the following draft standards as Botswana Standards:

1. **MED 6 (415) Part 1- D20:** The use and control of fire-fighting equipment- Part 1: Portable and wheeled (mobile) fire extinguishers

This draft Botswana Standard gives the requirements for the selection, installation, inspection and use of portable and mobile fire extinguishers.

2. **MED 6 (415) Part 2- D20:** The use and control of fire-fighting equipment- Part 2: Fire hose reels, hydrants and booster connections

This draft Botswana Standard covers the requirements for the installation and inspection of fire hose reels, hydrants and booster connections.

3. **MED 2 (360) D20:** Appliances operating on liquefied petroleum gas — Safety aspects

This draft Botswana Standard covers the safety aspects of appliances that operate on liquefied petroleum gas at a consumption rate not exceeding 10 kg/h and used in conjunction with refillable petroleum gas (LPG) cylinders.

It also covers the safety aspects where applicable of appliances that operate on natural gas.

4. **MED 2 (361) D20:** Specification for Metallic hose assemblies for liquid petroleum gases and liquefied natural gases

This draft Botswana Standard specifies requirements and test methods for metallic hose assemblies used for the loading and unloading of liquefied petroleum gases under pressure.

The metallic hose assemblies are suitable for use at a pressure of 25 bar and temperatures from -200 °C to 70 °C.

5. **MED2 (248) D20:** Commercial transportation of LPG cylinders of up to a maximum individual water capacity of 48 kg by road

This draft Botswana Standard covers recommendations for the design, construction, inspection and fittings for vehicles used in the transportation of LPG in cylinders by road, the ancillary equipment and operating practice.

Fire precautions are also covered, but protection against a major fire outbreak that leads to direct flame impingement on the vehicle for any considerable period cannot be provided for in the design features; sound engineering and good operating practice will lead to the avoidance of this contingency and, where thought necessary, recommendations are made in respect of these aspects.

6. **BCD3 (424) D20:** Civil engineering construction – Earthworks (roads, subgrade) - Specification

This draft Botswana Standard covers:

- the construction, up to and including the selected layer, of the subgrade in new roads,
- the reconstruction of existing roads, and
- except where SANS 1200 ME forms part of the contract document, the construction of gravel road surfaces in urban and industrial areas.

It covers construction of cuts within the road prism and intersections, removal to spoil of unsuitable or excess material, compaction of the road bed, construction and compaction of fills and the selected layer using material from cuts in the road prism or from approved borrow pits, and finishing of cuts and fills, up to the stage where the subgrade is ready for the placing of the subbase or base (or both) and the shoulders.

7. **BCD3 (425) D20:** Civil engineering construction – Base (Light pavement structures) - Specification

This draft Botswana Standard covers the requirements for base for

light pavement structures, shoulders, footways and paved areas of category C and D in accordance with TRH 4 and category UC and UD in accordance with UTG 3. It covers the procuring, furnishing, classification, placing, compaction and finishing of approved natural gravel, stabilized gravel or crushed stone, and waterbound macadam.

8. **BCD3 (460) D20:** Civil engineering construction – Roads - Specification

This draft Botswana Standard covers definitions, materials, tolerances and testing applicable to the construction of the controlled layers and surfacing of urban and industrial roads.

9. **BCD3 (461) D20:** Civil engineering construction – Segmented paving - Specification

This draft Botswana Standard covers the paving of roads and other areas with precast concrete segmental blocks laid closely together, the joints between the units being filled with a jointing sand.

10. **BCD3 (462) D20:** Hexagonal steel wires mesh gabions andrevet mattresses - Specification

This draft Botswana Standard specifies the characteristics of steel wire gabion cages of hexagonal woven wire mesh, that are to be used as gabions when filled with stones.

Botswana Bureau of Standards would also like to adopt the following International Standards as Botswana Standards

11. **ISO 7165:1999,** Fire fighting - Portable fire extinguishers - Performance and construction

This International Standard specifies the principal requirements intended to ensure the safety, reliability and performance of portable fire extinguishers.

It is applicable to a fully charged extinguisher having a maximum mass of 20 kg.

12. **ISO 3941:1977** Classification of fires

This International Standard defines classes of fires according to the nature of the material undergoing combustion. In consequence, it does not define a particular class of fire involving an electrical risk.

To make comments on these standards, please contact the Information centre of the Botswana Bureau of Standards at Plot No. 55745, Main Airport road, Block 8, Gaborone.

All interested parties are invited to provide their views regarding the standards preferably before 14th February 2007 for the ISO standards and 14th March 2007 for the MED and BCD standards

Suggestions which entail revision of the text should indicate the preferred wording and the relevant clauses should be quoted against each comment.

Tel: (+267) 3903200
Fax: (+267) 3903120
E-mail infoc@hq.bobstandards.bw

The comments should be sent to:
The Managing Director,
Botswana Bureau of Standards
Private Bag BO 48,
Gaborone
Botswana

Alternatively, the draft standards may be obtained from the BOBS Francistown office at this address:
The Branch Manager
Botswana Bureau of Standards
Plot No. 13393/4/5, Insurance House, Second Floor
P/Bag F465
Francistown

Attention: Mr T. Tlhomelang for the MED and ISO standards, and Ms K. Mabula for BCD standards

Tel: 2416233
Fax: 2416251

When is skills development an **investment** and when is it a **cost**?

By S. T. Kajane

Many skills-development and or training programmes are really a substitute for babysitting. Employees sit down, learn, maybe eat some lunch and then sneak a nap and think of their personal problems through the rest of the programme, all under the watchful eye and care of the programme coordinators.

When the training is completed, attendees applaud the programme and explain all the great new things they have learnt. Management feels good in that it has sent so many people to this wonderful course. The organization has all its employees as quality system's auditors and has tremendous large number of its employees in possession of master degrees. Everyone feels happy. For a while that is.

Many organizations and businesses fail to get it right in the area of skills development. Whereas in the training environment, trainers fail to get into how the knowledge they teach can and should be applied. The results of this, according to training experts, is that when many people go on training programmes they receive a lot of information but do not learn how to contextualize it. In the end, the knowledge they have acquired never gets used and the worst is when those that went for training do not even remember 10% of the course' material.

This is because of range of reasons, but ultimately it can be attributed to three key problems. The first involves a gap that exists between tertiary education and business expectations. Too often management assumes that newly graduated tertiary institutions students have business acumen to operate. They assume that a certain skill set is there, when often it is not. As a result, when the training tries to build on skills and knowledge it does not work because an initial foundation is not there. Of course point of concern has been raised in Botswana that graduates from certain tertiary institutes do not have business-based skills to perform their work. Also to note is that management is not always aware of what these individuals need to know to become competitive, which is making it difficult for potentially talented individuals to become competitive in the marketplace. This could also be influenced by the 'need' to send someone for training because such an individual have never enjoyed the benefits like his/her colleagues of going abroad or the financial allowances associated with that kind of training programme.

The second reason why skills development is not always effective is because, while many training institutions offer world-class context, they fail to contextualize the content for the individual business environment. This causes the training to lack business impact because staff cannot apply the learning and ultimately training becomes largely a cost than investment. Some factors contributing to this reason could be attributed to how the trainees absorb information. For instance, some people like to learn through experiential type learning i.e. using real situation case studies. On the other hand, contextualizing course contents need not be a complex process. For instance, in case of training programme on 'implementing laboratory quality system based on BOS ISO/IEC 17025 Standard' it can be as simple as inviting an individual from an accredited laboratory to present on how they practically validate their test methods.



participants of the BOS ISO/IEC 17025 standard training

The third issue hampering skills development is lack of performance measurement criteria. Some organizations fail to identify critical success factors or to allocate value measurements. Essentially, they fail to answer the crucial question as to what they hope to achieve as a result of the training. Many organizations are quick to identify the need to send it's employees for training only to fail to measure (after training), the impact of such training on the individual' performance and that of the organization. Advancement and evolution in business could not have been taken into consideration hence rendering certain training skills baseless.

All of the problems aforementioned would then render the skills development a cost, something that any prudent organization would not like to encounter. When is the skills development then an investment? In attempt to respond to this question, perhaps the most important factor to consider is the planning stage (training plan). The management should responsibly draw the training plan based on the organization's needs and vitally identify the training institutes that contextualize the content for the individual business environment. Furthermore the employees should be encouraged to point out the existing gaps and the root cause thereof that hamper their performance. For instance if an employee have difficulty in validating a test method, the training that the said employee may undergo should emphatically address 'validation of method' in a quest to address the root cause of the gap. In case of lack of practical experience knowing the definition, importance and other theoretical aspects associated with 'method validation' as obtained from training may not be sufficient to address the practical gap experienced by a certain individual. Thus the training should address the practical aspects of 'method validation'.

To assess the impact of training as an investment, the organization should develop a monitoring system that would monitor improvements in the performance of the business using measurable indicators such as sales and staff turnover, qualitative improvements such as fewer customer complaints and greater innovation. Organizations would go as far as taking few months (say six months) to monitor the effectiveness of training and then stop monitoring after perhaps finding out that there are some improvements. This alone may render such training as a cost especially if change or advancement in technology is not considered. It is thus vital for organizations to re-evaluate the effectiveness of training at regular intervals and on long term basis to get more accurate picture as to whether the improved standards are maintained.

When is skills development an investment and when is it a cost? It's up to the organization to answer.

Staff News

By M. Mokgachane

Appointments



Ms Phodiso Jacobs

Ms Phodiso Jacobs was appointed Receptionist on the 6th November 2006. She is in possession of a Diploma in Office Administration, Certificate in Frontline & Public Relations and a Diploma in Personal Computing. She brings with her the experience she gained working for Water Surveys Botswana.

Ms Mama M. Maite

BOBS appointed Ms Mama Maite as Manager – Human Resources with effect from 1st December 2006. She holds two Business Degrees: a Bachelor of Commerce in Management from the University of Botswana and a Master of Science in Human Resources Management acquired from the American University at the United States of America. She brings with her the experience she gained working for Botswana Training Authority, Botswana Agricultural Marketing Board and the Department of Public Service Management.



Ms Susan Gaofhiwe

Ms Susan Gaofhiwe was appointed Office Secretary on the 1st of November 2006. She has a Certificate and a Diploma in Secretarial Studies. She brings with her the experience she gained working for Directorate of Public Service Management (DPSM) and the Department of Tribal Administration as a Senior Personal Secretary.

Resignations



Mr Thebe Phirinyane

Mr Thebe Phirinyane joined BOBS on the 1st of April 2005 as a Standards Officer. His last date of employment was on the 30th of November 2006.



Dr Bonang Nkoane

Dr Bonang Nkoane joined BOBS on the 1st of April 1999 as a Standard Officer; she was later promoted to Senior Standards Officer position. Her last date of employment was on the 31st December 2006.

Mrs Rosinah Kagisano Phatshwane

Mrs Rosinah Phatshwane joined BOBS on the 1st June 1998 as a Personal Secretary. Her last date of employment was on the 31st December 2006.



Mr Atiholang Mabote

Mr Atiholang Mabote joined BOBS as an Accountant on the 1st September 2006. His last date of employment was on the 14th December 2006.

BOBS Staff would like to take this opportunity to wish them well in their future endeavors.

Calendar of Events - 2007

1. **SME Project – BOS ISO 9001:2000 Certificate Awards** event Venue: BOBS H/quarters, Date: 14th Feb: '07, Time: 17h00.
2. **Breakfast Seminar** in Francistown, BOBS & Business Community, Date: 23 Feb. '07, Venue: Marang Hotel, Time: 09h00.
3. **Family Fun Day** - BOBS staff, Date: 3rd March '07, Venue: BOBS H/quarters, Time: 09h00.
4. **World Metrology Day** in May 2007 – Seminar – (date & venue to be advised)
5. **World Standards Day** – October 2007 – (date & venue to be advised).

Editorial Board

S Kajane
R Sarumi
S Mbaiwa

M Ndlangamandla
M Mokgachane
B Lekone

The Promoter

Private Bag BO48
Gaborone
Botswana
Tel: (+267) 3903200
Fax: (+267) 3903120
email: infoc@hq.bobstandards.bw
website: www.bobstandards.bw

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