



Citrus Orchard Foreman Occupational Learning

Work Scenario Guide

K4: Special Worker Requirements

Qualification:	110667 – Occupational Certificate: Orchard and Vineyard Foreman
Work Scenario:	K4: Special Worker Requirements
Learning Area:	K: Lead a team to perform farming operations productively and safely
Scenario Description:	You need to manage workers with special requirements, such as HIV/AIDS or disabilities, and be able to create a safe, equitable work environment for all workers, regardless of condition.

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Alignment Information

Qualification

The content of this learner guide is aligned to the following occupational qualification:

SAQA QUAL ID	Qualification Title			
110667	Occupational Certificate: Orchard and Vineyard Foreman			
Originator				
Development Quality Partner – AgriSETA				
Primary Or Delegated Quality Assurance Functionary			NQF Sub-Framework	
-			OQSF - Occupational Qualifications Sub-Framework	
QUALIFICATION TYPE		FIELD		SUBFIELD
Occupational Certificate		Field 01 - Agriculture and Nature Conservation		Primary Agriculture
Abet Band	Minimum Credits	Pre-2009 NQF Level	NQF Level	Qual Class
Undefined	147	Not Applicable	NQF Level 04	Regular-ELOAC

Modules

The content of this learner guide is aligned to the following modules of the occupational qualification above.

Module Code	Module Title	Level	Credits
Knowledge Modules			
611202-001-00-KM-01	Plant Structure and Physiology	4	5
611202-001-00-KM-02	Vineyard or Orchard Establishment	3	2
611202-001-00-KM-03	Vineyard or Orchard Manipulation Processes	3	8
611202-001-00-KM-04	Harvesting	3	4
611202-001-00-KM-05	Basic Principles of Plant Nutrition	4	4
611202-001-00-KM-06	Crop Protection	3	3
611202-001-00-KM-07	Assets in Horticultural Production	3	2
611202-001-00-KM-08	Farm Business Management and Farming Process Management	4	8
611202-001-00-KM-09	Human Resource Management and Processes	4	8
611202-001-00-KM-10	Overseeing Farming Resource Utilisation	4	8
Practical Skill Modules			
611202-001-00-PM-01	Organise, Allocate and Monitor Availability and Productive Use of Resources	4	5
611202-001-00-PM-2a	Set Team and Individual Performance Goals to Enhancing Team Performance	4	10
611202-001-00-PM-2b	Control Vineyard or Orchard Practices	4	10

611202-001-00-PM-03	Supply Accurate Daily Orchard or Vineyard and Production Information	4	10
Work Experience Modules			
611202-001-00-WM-01	Vineyard or Orchard Resource Optimisation	4	20
611202-001-00-WM-02	Skilled and Motivated Work Team Output	4	20
611202-001-00-WM-03	Daily Orchard or Vineyard and Production Information Availability	4	20

Learning Outcomes

The content of this learner guide is aligned to the following learning outcomes of the modules above.

Knowledge Topics	
Outcome Code	Module Title
KM-09-KT07	Life Skills
IAC0705	The need for and aspects of coping with diversity is described along with positive coping strategies that can replace negative strategies
IAC0706	Strategies for coping with change are outlined, identified as negative or positive and negative strategies are reframed
IAC0707	Conflict management is described, and strategies and positive actions are identified and discussed
IAC0708	Empathy is defined, the need for it is motivated and the principles and actions are described
IAC0709	The need for wellness management (HIV/AIDS, TB) and the procedures are explained
Practical Skills	
PM-2a-PS06	Conduct a practical exercise to contribute to a workplace HIV/AIDS management plan based on case study information
IAC0601	Understanding is demonstrated by the candidate contribution to the HIV/AIDS workplace response plan by commenting on the appropriateness, relevance and practicability
IAC0602	Legislation and regulations, worker health and safety and food safety considerations are complied with by all suggestions
IAC0603	HIV/AIDS information pamphlet and presentation aids is given in a manner that is complete, correct and level appropriate (check correctness if disseminated information, include presentation skills and interpersonal communication skills) skill of conducting a supportive, empathetic conversation with a HIV/AIDS infected person (range: check relevance and correctness of interview questions, responses in line with Human Rights, HIV/AIDS legislation and procedures prescribed in the workplace response plan
PA0601	Contribute to the development of a HIV/AIDS workplace response and management plan, taking into account legislation and regulations, worker health and safety and food safety, by making suggestions and recommendations
PA0602	Support structure
PA0603	Contract workers
PA0604	Develop a pamphlet and presentation to be used during an HIV/AIDS information session for subordinates, aimed at creating general awareness and an understanding of the workplace policy and plan
PA0605	Simulate an interview with a worker that is infected with HIV/AIDS, explaining the workplace plan

Chapter 1

Special Worker Requirements

learning outcomes

The content of this chapter is aimed at helping you to:

- Accommodate for workers with special requirements.

1. Special Worker Requirements

In a business like farming, with many workers involved, a good team leader must be able to work with a wide range of people, some of whom may require special consideration or assistance in the workplace.

These special requirements can come from a range of sources, from disabilities to illnesses to religious reasons and more. Knowing and respecting the special needs of all your workers is a great way to build a workforce that feels respected and valued.

A big part of managing workers with disabilities is creating an inclusive and supportive culture on the farm. Many disabled people can face discrimination, bullying, and cruelty in their lives, and you should make sure this never ever happens on your farm.

You should lead by example, by showing positive attitudes when interacting with or discussing the disabled workers. You may also choose to provide workers with disability awareness training to help them be more understanding.

2. Disabilities

The first kinds of special requirements have to do with disabilities. The government has created many different policies and laws to ensure that people with disabilities have equal access to employment opportunities, and cannot be discriminated against in the workplace.

The Employment Equity Act and the South African Constitution prohibit any discrimination based on disability. You need to understand and implement these policies, as doing so will create an inclusive work environment that is better for all workers, not just those with disabilities.

The full list of various disabilities workers may have and the necessary accommodations they would need are far too varied and detailed to list here, so we will instead discuss the most common types of disabilities, and the most common accommodations disabled workers might need.

For sake of simplicity, we will look at four types of disabilities in this material. They are:

- Physical disabilities, which affect mobility, strength, or coordination, such as paraplegia, or limb loss.
- Sensory disabilities, which affect the senses, such as blindness or deafness.
- Cognitive disabilities, which affect mental functioning, such as learning disabilities or intellectual disabilities.
- Chronic health conditions, which are long-term conditions that may impair day-to-day functioning, such as multiple sclerosis or cerebral palsy.

Since there are so many different disabilities, it is important that you talk to any disabled workers to get a full understanding of their specific disability and needs, as well as performing your own research on their conditions.

A few common accommodations you may need to make for disabled workers include:

- Providing accessible infrastructure, such as wheelchair ramps and modified workstations.
- Ensuring effective communication, especially for workers who are deaf or hard of hearing, such as using sign language interpreters or visual signals.
- Implementing flexible work hours or tasks to accommodate workers with chronic health conditions.
- Training supervisors and colleagues to be aware of and sensitive to the specific needs of workers with disabilities.

3. HIV/AIDS

HIV (Human Immunodeficiency Virus) is a virus which can cause a serious disease that attacks the immune system, AIDS (Acquired Immunodeficiency Syndrome). HIV/AIDS can cause serious health challenges, and can even be fatal if not properly managed.

South Africa has the worst HIV epidemic in the world, with some estimates going as high as 8 million South Africans living with HIV. This means that it is entirely possible that one or more of your workers have or will someday have HIV and possibly AIDS.

Fortunately, we now have very effective treatment for HIV/AIDS, and though we cannot currently cure the disease, sufferers can live active and productive lives with the proper medical care and treatment.

In South Africa, the Employment Equity Act also protects workers living with HIV/AIDS from discrimination. HIV or AIDS status is a personal matter, and it is illegal to discriminate against employees based on their health condition.

Since HIV (and thus AIDS) is often sexually transmitted, but can also spread through other bodily fluids, like blood, there is a lot of misinformation about how to prevent the spread, and a lot of stigma for AIDS sufferers. It is your responsibility to ensure that your workers (even if nobody on your farm has the disease) are properly informed about HIV/AIDS, how it spreads, how to prevent it, and how sufferers should be treated.

Although (contrary to some common myths) HIV/AIDS is not transmitted through casual contact such as handshaking, you still need to implement workplace health and safety protocols to protect workers and customers from potential risks. These safety protocols include:

- Ensuring that workers who may need medical assistance (e.g., if they suffer from opportunistic infections) have access to the necessary support and care.
- Offering training on safe handling of sharp objects like knives and tools to prevent accidents that might lead to blood exposure.
- Encouraging safe work practices and hygiene, including proper handling of waste or contaminated materials.

Aside from these health and safety procedures, you should also make workers feel comfortable enough to discuss their HIV or AIDS with you or other management. You should encourage (but never force) workers to disclose their HIV status if they feel comfortable, so that you can provide them proper support.

This support can take many forms, such as providing access to counselling and support groups, helping workers access treatment such as antiretroviral therapy, which can significantly improve their quality of life and ability to work.

You should also offer a general workplace wellness program for all workers, not just those with HIV/AIDS, that provides access to health screenings, education about HIV/AIDS, and general healthcare support.

Finally, you need to protect workers with HIV/AIDS from stigma and discrimination by other workers. You need to create an environment that encourages understanding and reduces stigma, firstly by educating all employees about HIV/AIDS, how it is transmitted, and how it can be managed.

Next, you should provide confidential support to affected workers and offer them a safe space for them to discuss their condition; and you should finally create a workplace that respects privacy and emphasizes empathy and support.

4. Substance Abuse

Substance abuse refers to the abuse of alcohol and drugs, whether in or outside the workplace. Substance abuse differs from someone who drinks a couple of beers on the weekend at a braai, as substance abuse has a negative impact on the employee to the point where they are unable to do their job or manage their life properly.

Substance abuse is, sadly, a common problem. In some cases, an employee can be seriously addicted to a substance for years while still appearing to function normally, in what is called 'high-performing substance abuse'. Sometimes the company or management may even be aware of the addiction or unhealthy habit but choose to ignore it because the person's performance remains satisfactory.

Substance abuse is not restricted to certain groups or levels of employment, and you will find cases across all levels of a business, from a seasonal worker all the way up to the owner or head management.

Unfortunately, if the substance abuser is upper management, it can be difficult (or outright impossible) to address it for someone who is below them in the chain of management. For this reason, we will discuss substance abuse among workers here. Let's discuss some of the practices you can implement to reduce the risk of substance abuse:

Firstly, substance abuse often stems from unhappiness with life, due to stress or other emotional problems. To help with this, you can make sure that you create a working environment that promotes employee health and wellbeing. Avoiding stress, overworking, or a dangerous environment where workers feel unvalued and disrespected can help to limit worker substance abuse.

Next, you should build a positive, open relationship with your workers. Getting to know your employees and their circumstances, and maintaining a positive, professional relationship with them, will help to ease stress, promote trust, and create open communication.

You should also be careful with who you hire. When hiring employees, be on the lookout for symptoms or a history of substance abuse, especially if these issues have led to serious problems like being fired or arrested. A potential employee should not be discounted outright if they had substance abuse issues in the past, especially if it was a long time ago and they are undergoing treatment, but it is worth considering.

Your farm should have a clear policy on substance abuse and what is and isn't allowed, written in plain simple language and shown to all employees. Having these rules clearly laid out and making sure employees are aware of them can help you if there are later legal issues.

Now that we have talked about how to prevent or limit substance abuse problems pre-emptively, let's talk about how to handle a situation when substance abuse is noticed in a worker.

Firstly, you should address the problem as soon as you are made aware of it. Do not wait to see if it gets better, and do not dance around the issue. Do not justify inaction by thinking "oh it happened outside the workplace, he isn't using on the farm". Organise a meeting with the employee and approach the topic directly, but without being accusatory or rude, as this may turn them defensive.

If you notice a worker who seems under the influence of alcohol or drugs you should immediately send them home, before even having the meeting. Firstly, a worker under the influence is a serious danger in a business which uses dangerous equipment and chemicals such as citrus farming, and secondly, talking to them while under the influence will not be effective.

When holding the meeting about the abuse, you should try first to counsel the employee, instead of attacking them. Many substance abusers are in pain, emotionally, and often want to quit their abuse but can't manage to control it.

For these workers, coming to them in an understanding way and offering them help, such as resources for addiction support or therapy, can be the push they need to finally quit, without needing to lose their job. While being kind, you should still be serious about the issue. Make sure that the employee understands the danger to them and other workers that substance abuse creates, and that any further incidents will not be tolerated. As with any disciplinary actions or employee meetings, you should document and file a record of the counselling session.

If the same employee is seen using again or shows symptoms of continued use, or if the abuse is severe and the person is clearly unable to perform, issue a warning, in a written form, and record it in their employee file. Unfortunately, sometimes these steps can still not be enough to help the employee stop. If the abuse continues, even after the warnings, you may unfortunately have to fire the employee. You should follow the standard firing policies of the farm.

5. Mental Health Conditions

Mental health issues such as depression, anxiety, and stress can affect the productivity and well-being of workers. These issues are very serious, and can be life-threatening. You should work to make your workers feel respected and valued, and let them know that they can talk to you about these issues.

You should also learn the basic signs of mental health challenges in workers, and when you see them, you should offer support, including access to therapy or other mental health services. When offering support resources, ensure that the support is provided by accredited and well-trained mental health professionals.

6. Pregnancy and Maternity Leave

Pregnant workers may need adjustments in their work environment due to physical changes, fatigue, or health considerations. The Basic Conditions of Employment Act outlines the rights of pregnant workers, including the provision of maternity leave.

You should ensure that the work environment is safe for pregnant workers, and change their work requirements, if necessary, such as avoiding tasks that may pose health risks (e.g., lifting heavy objects or handling hazardous chemicals). You should also familiarise yourself with the legal requirements for maternity leave and ensure that workers take the time they need for recovery post-childbirth.

7. Religious or Cultural Requirements

South Africa is a hugely diverse country with a population of many cultures that perform a wide range of religious and cultural practices. You should get to know (basically) the religions and cultures of your workers, so that you can be accommodating where necessary.

Religious and cultural requirements vary too widely to be listed here, but an example may include religious workers having specific religious observances or dietary restrictions, such as a Jewish worker being unable to eat pork or a Muslim worker needing to leave on a Friday for prayers.

As South Africans, we pride ourselves on our understanding and respect for other cultures, and you should try to embody this belief in your workplace. Respect the needs of workers, and provide for them as much as possible.

summary

Chapter 1 – Special Worker Requirements

- The government has created many different policies and laws to ensure that disabled people have equal access to employment opportunities, and cannot be discriminated against in the workplace.
- The Employment Equity Act and the South African Constitution prohibit any discrimination based on disability.
- The most common types of disabilities are physical disabilities, sensory disabilities, cognitive disabilities, and chronic health conditions.
- Common disability accommodations include providing accessible infrastructure, ensuring effective communication, implementing flexible work hours or tasks, and training supervisors and colleagues in disability awareness.
- HIV is a virus which can cause a serious disease that attacks the immune system, AIDS.
- South Africa has the worst HIV epidemic in the world, with some estimates going as high as 8 million South Africans living with HIV.
- In South Africa, the Employment Equity Act also protects workers living with HIV/AIDS from discrimination.
- It is your responsibility to ensure that your workers are properly informed about HIV/AIDS, how it spreads, how to prevent it, and how sufferers should be treated.
- HIV/AIDS safety protocols include ensuring access to medical assistance, providing safety training, and encouraging safe work practices and hygiene.
- Substance abuse refers to the abuse of alcohol and drugs, whether in or outside the workplace, that has a negative impact on the employee.
- Substance abuse is not restricted to certain groups or levels of employment, and you will find cases across all levels of a business.
- Substance abuse often stems from unhappiness with life, due to stress or other emotional problems, so you should make the working environment as positive and healthy as possible.
- When hiring employees, be on the lookout for symptoms or a history of substance abuse, but do not outright discount a potential employee if they had substance abuse issues in the past.
- Your farm should have a clear policy on substance abuse and what is and isn't allowed, written in plain simple language and shown to all employees.

- If substance abuse is noticed, it should be addressed in a counselling meeting, followed by a written warning if it continues, and finally dismissal if the problem still continues.
- If you notice a worker who seems under the influence of alcohol or drugs you should immediately send them home.
- Mental health issues can affect the productivity and well-being of workers, and can even be life-threatening in severe situations.
- You should also learn the basic signs of mental health challenges in workers, and when you see them, you should offer professional support.
- Pregnant workers may need adjustments in their work environment, and you are required to give them maternity leave.
- You should accommodate any religious or cultural requirements of your workers so far as is reasonably possible.

assessment activities

- ✓ **Activity P1:** Complete this activity to test your knowledge of special worker requirements.
- ✓ **Activity F1:** Complete this activity to test your knowledge of the entire module.