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Citrus Orchard Foreman Occupational Learning

Study Guide

KM-09: Human Resource Management and Processes

Qualification:	110667 – Occupational Certificate: Orchard and Vineyard Foreman		
Module No.:	611202001-KM-09		
Module Title:	Human Resource management and processes		
NQF Level:	4	Credits:	8

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Contents

Qualification Information	8
Knowledge Module	8
Knowledge Topics, Topic Elements, and IACs	9
KM-09-KT01: Overseeing Principles (12%, 0.96 credits)	15
1. KT0101: Farm Management Concepts and Principles	15
IAC0101: The concepts of planning, leading, organising and control are defined	15
IAC0102: The principles of planning, leading, organising and control are described	15
IAC0103: The practices of planning, leading, organising and control are discussed in terms of their role in farm management	15
2. KT0102: Management Styles for the Farm Foreman	18
IAC0104: The different management styles are listed and explained	18
IAC0105: The different supervisory styles are compared and contrasted in terms of their strengths and weaknesses	18
IAC0106: The effect on team efficiency of different supervisory styles are explained	18
3. KT0103: Leadership	20
IAC0107: The concept of leadership is defined	20
IAC0108: The characteristics of a leader are listed and discussed	20
IAC0109: The principles of leadership are outlined and explained	20
IAC0110: The practices of leadership are described and their impact on efficiency is explained	21
4. KT0104: Role of the Farm Foreman	22
IAC0111: The position of the foreman in the structure of the workplace is discussed	22
IAC0112: The importance of role clarification, accountability and responsibility and how it will affect the position of the supervisor is discussed	22
IAC0113: Overseeing techniques and methods are described and the advantages and disadvantages thereof are explained	22
IAC0114: The culture and social pressures are described and the influence thereof on foremen is explained	23
5. KT0105: Team Work and Group Dynamics	25
IAC0115: The composition of a team is described	25
IAC0116: The role of a team is outlined	25
IAC0117: The dynamics of a well-functioning team is discussed	25
IAC0118: The influence of the different team members on team performance is explained	25
IAC0119: Methods which encourage team cohesion are described	25
IAC0120: External factors which will impact on teamwork are described along with strategies to manage such impacts	26
IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts	27
6. KT0106: Delegation and Instructions	30
IAC0122: The principles of delegation are described	30
IAC0123: The importance of correctly formulating instructions is explained in terms of the impact that it has on team members and team productivity	30
7. KT0107: Values, Ethics and Code of Conduct	32
IAC0124: The role of the code of conduct in the workplace is described	32
IAC0125: The importance of being honest and truthful even if it has some ramifications is outlined and discussed	32
IAC0126: The cost of dishonesty to the company and the team members is explained	32
KM-09-KT02: Organisational Structures (11%, 0.88 credits)	34

1. KT0201: Structures and Roles	34
IAC0201: The concepts of organizational structure and roles are defined	34
IAC0202: An organogram is described in terms of how it reflects structures in the workplace	34
IAC0203: The terms role and job description is clarified	34
IAC0204: The importance of assertiveness to report within the management culture is explained	35
IAC0205: The ways and means to be supportive within the management structure are outlined	35
IAC0206: The purpose of job descriptions is evaluated	35
2. KT0202: Company Policies	37
IAC0207: The purpose of company policy and standard operation procedures are described	37
3. KT0203: Reporting Protocols	39
IAC0208: The purpose of reporting structures and procedures are explained	39
KM-09-KT03: Overseeing Horticultural Farming Operations (11%, 0.88 credits)	40
1. KT0301: Strategic Plan, Goals and Objectives	40
IAC0301: A differentiation is made between strategic plans, goals and objectives	40
IAC0302: The principles of setting goals and targets are outlined and explained	40
IAC0303: The effects of time and methods on farming operations is explained in terms of their impact on strategic planning, goals and objectives	40
IAC0304: Methods of determining output and quality norms are listed and discussed	41
IAC0305: The concept and basic principles of time management are described	41
2. KT0302: Scheduling of Production Cycles	43
IAC0306: A day-to-day activity plan of the various production processes orchard or vineyard management is compiled	43
IAC0307: Planning techniques are described in terms of their applicability to the processes in the production cycle	43
IAC0308: The planning process is constructed in such a way as to provide for risks	43
IAC0309: Production optimization techniques are discussed	43
IAC0310: The operations are planned and executed in compliance with quality standards	44
3. KT0303: Monitoring	46
IAC0311: Agricultural production output data is recorded and measured against the parameters and goals	46
IAC0312: The types of monitoring are listed and their applicability assessed	46
IAC0313: The concepts and principles of monitoring are discussed	47
IAC0314: The role of monitoring in achieving output and quality norms and standards is explained	47
KM-09-KT04 Managing Teams of Farm Workers (11%, 0.88 credits)	49
1. KT0401: Staff Selection, Recruitment and Appointment	49
IAC0401: The different aspects of wage administration such as understanding the pay slip, overtime, holidays, leave and night shift is explained	49
IAC0402: The BCEA and Equity Act is discussed in the context of horticultural production	50
IAC0403: Housing and the termination thereof (Tenure Act) is explained	50
IAC0404: The need for and important aspects of a contract of employment is discussed	51
IAC0405: The code of conduct and work ethics (Ethical compliance) is outlined	51
2. KT0402: Performance Management	53
IAC0406: The principles of performance management and appraisal is outlined	53
IAC0407: The importance of continuous personal development and the process thereof is given	53
IAC0408: Performance management concepts are delineated	53
IAC0409: Performance requirements per employee are clarified	53

IAC0410: Performance requirements per production unit are clearly laid out	53
IAC0411: Performance measurements and production tests (quality measurements, e.g. maturity indexing) are described and the context in which they are used is highlighted	54
IAC0412: The causes of poor production performance are listed and matched to a range of possible corrective actions	54
IAC0413: The cost impact of corrective measures is outlined	54
IAC0414: The consequences of not reacting to indicators of poor performance is spelled out	54
IAC0415: Indicators of and time-frame for performance recovery is outlined	55
IAC0416: Continuous improvement principles and concepts are described	55
IAC0417: The role of incentives and the rewarding good performance is discussed	55
3. KT0403: Motivation and Productivity	57
IAC0418: The principles of motivation and productivity are outlined	57
IAC0419: Motivation theories and concepts are discussed and compared in terms of their efficacy in specific situations	57
IAC0420: The impact of agricultural technology on productivity is described	57
4. KT0404: Managing Interpersonal Relations	59
IAC0421: The impact of cultural diversity on management practices is discussed	59
IAC0422: The impact of socio economic dynamics on employee motivation is explained	59
IAC0423: An understanding of the cultural diversity and social pressures is demonstrated	59
IAC0424: The types of attitudes and the effect thereof on the team cohesion and achievement is described	59
IAC0425: The influence of work ethos on team performance and methods to enhance it is discussed	59
IAC0426: The influence of work ethics on team performance and methods to enhance it is discussed	59
IAC0427: The influence of role clarification on team performance and methods to enhance it is described	59
IAC0428: The characteristics of the professional interpersonal relationship with the team workers and the effects on the workers motivation is discussed	59
IAC0429: The effect of shaming and blaming vs shared responsibility is compared and discussed	59
KM-09-KT05: Training and Coaching (11%, 0.88 credits)	61
1. KT0501: Legislation	61
IAC0501: The basic requirements of the Skills Development Act is outlined	61
2. KT0502: Coaching and Training Principles and Methods	62
IAC0502: Principles of capacity building, skills planning and skills level assessments is described in terms of their impact on job training and skills development	62
IAC0503: Coaching and mentoring methods and techniques are described	62
3. KT0503: The Role of Training and Coaching in the Workplace	64
IAC0504: Intrapersonal relationships and social considerations are describe and their effect on productivity in the workplace is discussed	64
IAC0505: The effect of clear job descriptions on the training process is outlined	64
KM-09-KT06: Communication (11%, 0.88 credits)	65
1. KT0601: Concept and Principles	65
IAC0601: Clear and effective communication is defined and its aspects outlined	65
IAC0602: The importance of clear communication is discussed	65
IAC0603: Communication principles which enhance clarity e.g. moving at the pace of the colleague/team, sensitivity to context is explained	65
IAC0604: Communication patterns are identified and their impact on clear communication outlined	66
2. KT0602: Communication Methods	68

IAC0605: The types of communication such as verbal, non-verbal and written are outlined and their appropriate uses are given	68
IAC0606: Factors influencing communication are described and identified as either barriers or as enhancing factors	68
IAC0607: The role of verbal and written communication in the work environment is outlined	69
IAC0608: The process of and aspects such as the need for clarity and cultural awareness of giving instructions are described	69
IAC0609: Communication is discussed in terms of its role in information gathering, recording and reporting	69
3. KT0603: Minutes and Weekly Meetings	71
IAC0610: The types of meetings on the farm is given	71
IAC0611: Meeting procedures are laid out to optimise for efficiency	71
IAC0612: The roles of the chairperson and participants is described	71
IAC0613: Methods for controlling the meeting is described	72
IAC0614: The role of agendas and minute taking is outlined	72
IAC0615: Best practices for presentations are discussed	72
IAC0616: The need for and process of planning a meeting is explained	72
KM-09-KT07: Life Skills (11%, 0.88 credits)	74
1. KT0701: Interpersonal Relations	74
IAC0701: Interpersonal relations are defined with mention of their importance in the work environment	74
2. KT0702: Core Life Skills	75
IAC0702: Core life skill including self-awareness, problem solving, decision making, critical and creative thinking, conflict handling and adaptability are defined and their role in the workplace is discussed	75
IAC0703: The need for working in a team is motivated and the aspects and difficulties are highlighted along with actions to mitigate such difficulties	76
IAC0704: Time management is defined and its importance in the workplace outlined	76
3. KT0703: Cultural Diversity in the Workplace	77
IAC0705: The need for and aspects of coping with diversity is described along with positive coping strategies that can replace negative strategies	77
IAC0706: Strategies for coping with change are outlined, identified as negative or positive and negative strategies are reframed	77
IAC0707: Conflict management is described and strategies and positive actions are identified and discussed	78
4. KT0704: Wellness Management	80
IAC0709: The need for wellness management (HIV/AIDS, TB) and the procedures are explained	80
5. KT0705: Empathy	82
IAC0708: Empathy is defined, the need for it is motivated and the principles and actions are described	82
KM-09-KT08: Labour Relations Management and Statutory Provisions (Policies and Procedures) that Regulates Employment (11%, 0.88 credits)	83
1. KT0801: Legislation	83
IAC0801: The need for the LRA is motivated	83
2. KT0802: Principles and Concept of Labour Relations	85
IAC0802: Labour relations statutes and structures are outlined	85
IAC0803: Employment equity is defined and its core principles are described	85
IAC0804: Conditions of employment and sectoral determinations are explained	85
IAC0805: Industrial relations management concepts and practices are discussed	85
IAC0806: Concepts of fair labour practices are discussed in relation to supervision	86

3. KT0803: Disciplinary Code and Grievance Procedures	87
IAC0807: Conflict and conflict resolution practices are outlined in terms of the governing legal procedures	87
IAC0808: The legal grievance resolution concepts and practices are described	87
IAC0809: Disciplinary concepts and practice is defined and described in terms of the LRA	87
4. KT0804: Discrimination, Child Labour, Recruitment and Service Termination, Sexual Harassment	89
IAC0810: Occupational Health, Safety and Environmental Protection is explained in terms of its relevance to rights, responsibilities and structures	89

KM-09-KT09: Occupational Health, Safety and Environment on the Farm (11%, 0.88 credits)

1. KT0901: Legislation, Policies and Procedures	90
IAC0901: Legislation in context of the farm environment is listed	90
IAC0902: The purpose of legislation is explained	90
IAC0903: Acts and regulations pertaining to farming operations are named	91
IAC0904: The implications of legislation on policies and procedures are described	91
IAC0905: A definition of policies and procedures is given	91
IAC0906: The difference between policies and procedures is explained	91
IAC0907: The types of policies and procedures pertaining to crop production operations are outlined	91
2. KT0902: Compliance	93
IAC0908: The concept of compliance is defined	93
IAC0909: The purpose of compliance is explained	93
IAC0910: The consequences and implications of non-compliance is outlined and discussed	93
3. KT0903: Accidents and Incidents	95
IAC0911: Accidents and incidents are defined and the procedures for dealing with them is outlined	95
4. KT0904: Safety	97
IAC0912: Personal protective equipment and clothing is described with regards to the correct situational usage	97
5. KT0905: Substance Abuse	99
IAC0913: Substance abuse is defined, its impact on the workplace describe and effective responses are planned in advance	99
6. KT0906: Occupational Health	101
IAC0914: Occupational health is defined and the procedures for the maintenance thereof are outlined	101
7. KT0907: Fire Prevention and Drills	103
IAC0915: Fire prevention and drills are conducted	103
8. KT0908: Hygiene	104
IAC0916: Hygiene is defined and best practices are discussed	104
9. KT0909: Housekeeping Principles	106
IAC0917: Housekeeping principles are outlined and the consequences of not following good housekeeping practices are given	106
10. KT0910: Waste Management Principles	108
IAC0918: Waste management principles are outlined and the consequences of not following good housekeeping practices are given	108

Qualification Information

The content of this study 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

Knowledge Module

The content of this learner guide is aligned to the following module 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

Knowledge Topics, Topic Elements, and IACs

The content of this study guide is aligned to the following knowledge topics, topic elements, and internal assessment criteria of the module above.

Knowledge Topics, Topic Elements, and IACs	
Code	Title
KM-09-KT01	Overseeing principles (12%, 0.96 credits)
KT0101	Farm management concepts and principles
KT0102	Management styles for the farm foreman
KT0103	Leadership
KT0104	Role of the farm foreman
KT0105	Team work and group dynamics
KT0106	Delegation and instructions
KT0107	Values, ethics and code of conduct
IAC0101	The concepts of planning, leading, organising and control are defined
IAC0102	The principles of planning, leading, organising and control are described
IAC0103	The practices of planning, leading, organising and control are discussed in terms of their role in farm management
IAC0104	The different management styles are listed and explained
IAC0105	The different supervisory styles are compared and contrasted in terms of their strengths and weaknesses
IAC0106	The effect on team efficiency of different supervisory styles are explained
IAC0107	The concept of leadership is defined
IAC0108	The characteristics of a leader are listed and discussed
IAC0109	The principles of leadership are outlined and explained
IAC0110	The practices of leadership are described and their impact on efficiency is explained
IAC0111	The position of the foreman in the structure of the workplace is discussed
IAC0112	The importance of role clarification, accountability and responsibility and how it will affect the position of the supervisor is discussed
IAC0113	Overseeing techniques and methods are described and the advantages and disadvantages thereof are explained
IAC0114	The culture and social pressures are described and the influence thereof on foremen is explained
IAC0115	The composition of a team is described
IAC0116	The role of a team is outlined
IAC0117	The dynamics of a well-functioning team is discussed
IAC0118	The influence of the different team members on team performance is explained
IAC0119	Methods which encourage team cohesion are described
IAC0120	External factors which will impact on teamwork are described along with strategies to manage such impacts
IAC0121	Internal factors which will impact on teamwork are described along with strategies to manage such impacts
IAC0122	The principles of delegation are described
IAC0123	The importance of correctly formulating instructions is explained in terms of the impact that it has on team members and team productivity

IAC0124	The role of the code of conduct in the workplace is described
IAC0125	The importance of being honest and truthful even if it has some ramifications is outlined and discussed
IAC0126	The cost of dishonesty to the company and the team members is explained
KM-09-KT02	Organisational structures (11%, 0.88 credits)
KT0201	Structures and roles
KT0202	Company policies
KT0203	Reporting protocols
IAC0201	The concepts of organizational structure and roles are defined
IAC0202	An organogram is described in terms of how it reflects structures in the workplace
IAC0203	The terms role and job description is clarified
IAC0204	The importance of assertiveness to report within the management culture is explained
IAC0205	The ways and means to be supportive within the management structure are outlined
IAC0206	The purpose of job descriptions is evaluated
IAC0207	The purpose of company policy and standard operation procedures are described
IAC0208	The purpose of reporting structures and procedures are explained
KM-09-KT03	Overseeing horticultural farming operations (11%, 0.88 credits)
KT0301	Strategic plan, goals and objectives
KT0302	Scheduling of production cycles
KT0303	Monitoring
IAC0301	A differentiation is made between strategic plans, goals and objectives
IAC0302	The principles of setting goals and targets are outlined and explained
IAC0303	The effects of time and methods on farming operations is explained in terms of their impact on strategic planning, goals and objectives
IAC0304	Methods of determining output and quality norms are listed and discussed
IAC0305	The concept and basic principles of time management are described
IAC0306	A day-to-day activity plan of the various production processes orchard or vineyard management is compiled
IAC0307	Planning techniques are described in terms of their applicability to the processes in the production cycle
IAC0308	The planning process is constructed in such a way as to provide for risks
IAC0309	Production optimization techniques are discussed
IAC0310	The operations are planned and executed in compliance with quality standards
IAC0311	Agricultural production output data is recorded and measured against the parameters and goals
IAC0312	The types of monitoring are listed and their applicability assessed
IAC0313	The concepts and principles of monitoring are discussed
IAC0314	The role of monitoring in achieving output and quality norms and standards is explained
KM-09-KT04	Managing teams of farm workers (11%, 0.88 credits)
KT0401	Staff selection, recruitment and appointment
KT0402	Performance management
KT0403	Motivation and productivity
KT0404	Managing interpersonal relations

IAC0401	The different aspects of wage administration such as understanding the pay slip, overtime, holidays, leave and night shift is explained
IAC0402	The BCEA and Equity Act is discussed in the context of horticultural production
IAC0403	Housing and the termination thereof (Tenure Act) is explained
IAC0404	The need for and important aspects of a contract of employment is discussed
IAC0405	The code of conduct and work ethics (Ethical compliance) is outlined
IAC0406	The principles of performance management and appraisal is outlined
IAC0407	The importance of continuous personal development and the process thereof is given
IAC0408	Performance management concepts are delineated
IAC0409	Performance requirements per employee are clarified
IAC0410	Performance requirements per production unit are clearly laid out
IAC0411	Performance measurements and production tests (quality measurements, e.g. maturity indexing) are described and the context in which they are used is highlighted
IAC0412	The causes of poor production performance are listed and matched to a range of possible corrective actions
IAC0413	The cost impact of corrective measures is outlined
IAC0414	The consequences of not reacting to indicators of poor performance is spelled out
IAC0415	Indicators of and time-frame for performance recovery is outlined
IAC0416	Continuous improvement principles and concepts are described
IAC0417	The role of incentives and the rewarding good performance is discussed
IAC0418	The principles of motivation and productivity are outlined
IAC0419	Motivation theories and concepts are discussed and compared in terms of their efficacy in specific situations
IAC0420	The impact of agricultural technology on productivity is described
IAC0421	The impact of cultural diversity on management practices is discussed
IAC0422	The impact of socio economic dynamics on employee motivation is explained
IAC0423	An understanding of the cultural diversity and social pressures is demonstrated
IAC0424	The types of attitudes and the effect thereof on the team cohesion and achievement is described
IAC0425	The influence of work ethos on team performance and methods to enhance it is discussed
IAC0426	The influence of work ethics on team performance and methods to enhance it is discussed
IAC0427	The influence of role clarification on team performance and methods to enhance it is described
IAC0428	The characteristics of the professional interpersonal relationship with the team workers and the effects on the workers motivation is discussed
IAC0429	The effect of shaming and blaming vs shared responsibility is compared and discussed
KM-09-KT05	Training and coaching (11%, 0.88 credits)
KT0501	Legislation
KT0502	Coaching and training principles and methods
KT0503	The role of training and coaching in the workplace
IAC0501	The basic requirements of the Skills Development Act is outlined
IAC0502	Principles of capacity building, skills planning and skills level assessments is described in terms of their impact on job training and skills development
IAC0503	Coaching and mentoring methods and techniques are described
IAC0504	Intrapersonal relationships and social considerations are describe and their effect on productivity in the workplace is discussed

IAC0505	The effect of clear job descriptions on the training process is outlined
KM-09-KT06	Communication (11%, 0.88 credits)
KT0601	Concept and principles
KT0602	Communication methods
KT0603	Minutes and weekly meetings
IAC0601	Clear and effective communication is defined and its aspects outlined
IAC0602	The importance of clear communication is discussed
IAC0603	Communication principles which enhance clarity e.g. moving at the pace of the colleague/team, sensitivity to context is explained
IAC0604	Communication patterns are identified and their impact on clear communication outlined
IAC0605	The types of communication such as verbal, non-verbal and written are outlined and their appropriate uses are given
IAC0606	Factors influencing communication are described and identified as either barriers or as enhancing factors
IAC0607	The role of verbal and written communication in the work environment is outlined
IAC0608	The process of and aspects such as the need for clarity and cultural awareness of giving instructions are described
IAC0609	Communication is discussed in terms of its role in information gathering, recording and reporting
IAC0610	The types of meetings on the farm is given
IAC0611	Meeting procedures are laid out to optimise for efficiency
IAC0612	The roles of the chairperson and participants is described
IAC0613	Methods for controlling the meeting is described
IAC0614	The role of agendas and minute taking is outlined
IAC0615	Best practices for presentations are discussed
IAC0616	The need for and process of planning a meeting is explained
KM-09-KT07	Life Skills (11%, 0.88 credits)
KT0701	Interpersonal relations
KT0702	Core life skills
KT0703	Cultural diversity in the workplace
KT0704	Wellness management
KT0705	Empathy
IAC0701	Interpersonal relations are defined with mention of their importance in the work environment
IAC0702	Core life skill including self-awareness, problem solving, decision making, critical and creative thinking, conflict handling and adaptability are defined and their role in the workplace is discussed
IAC0703	The need for working in a team is motivated and the aspects and difficulties are highlighted along with actions to mitigate such difficulties
IAC0704	Time management is defined and its importance in the workplace outlined
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

KM-09-KT08	Labour relations management and statutory provisions (policies and procedures) that regulates employment (11%, 0.88 credits)
KT0801	Legislation
KT0802	Principles and concept of labour relations
KT0803	Disciplinary code and grievance procedures
KT0804	Discrimination, child labour, recruitment and service termination, sexual harassment
IAC0801	The need for the LRA is motivated
IAC0802	Labour relations statutes and structures are outlined
IAC0803	Employment equity is defined and its core principles are described
IAC0804	Conditions of employment and sectoral determinations are explained
IAC0805	Industrial relations management concepts and practices are discussed
IAC0806	Concepts of fair labour practices are discussed in relation to supervision
IAC0807	Conflict and conflict resolution practices are outlined in terms of the governing legal procedures
IAC0808	The legal grievance resolution concepts and practices are described
IAC0809	Disciplinary concepts and practice is defined and described in terms of the LRA
IAC0810	Occupational Health, Safety and Environmental Protection is explained in terms of its relevance to rights, responsibilities and structures
KM-09-KT09	Occupational health, safety and environment on the farm (11%, 0.88 credits)
KT0901	Legislation, policies and procedures
KT0902	Compliance
KT0903	Accidents and incidents
KT0904	Safety
KT0905	Substance abuse
KT0906	Occupational health
KT0907	Fire prevention and drills
KT0908	Hygiene
KT0909	Housekeeping principles
KT0910	Waste management principles
IAC0901	Legislation in context of the farm environment is listed
IAC0902	The purpose of legislation is explained
IAC0903	Acts and regulations pertaining to farming operations are named
IAC0904	The implications of legislation on policies and procedures are described
IAC0905	A definition of policies and procedures is given
IAC0906	The difference between policies and procedures is explained
IAC0907	The types of policies and procedures pertaining to crop production operations are outlined
IAC0908	The concept of compliance is defined
IAC0909	The purpose of compliance is explained
IAC0910	The consequences and implications of non-compliance is outlined and discussed
IAC0911	Accidents and incidents are defined and the procedures for dealing with them is outlined
IAC0912	Personal protective equipment and clothing is described with regards to the correct situational usage
IAC0913	Substance abuse is defined, its impact on the workplace describe and effective responses are planned in advance

IAC0914	Occupational health is defined and the procedures for the maintenance thereof are outlined
IAC0915	Fire prevention and drills are conducted
IAC0916	Hygiene is defined and best practices are discussed
IAC0917	Housekeeping principles are outlined and the consequences of not following good housekeeping practices are given
IAC0918	Waste management principles are outlined and the consequences of not following good housekeeping practices are given

KM-09-KT01:

Overseeing Principles

(12%, 0.96 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0101: Farm management concepts and principles
- KT0102: Management styles for the farm foreman
- KT0103: Leadership
- KT0104: Role of the farm foreman
- KT0105: Team work and group dynamics
- KT0106: Delegation and instructions
- KT0107: Values, ethics and code of conduct

1. KT0101: Farm Management Concepts and Principles

IAC0101: The concepts of planning, leading, organising and control are defined

IAC0102: The principles of planning, leading, organising and control are described

IAC0103: The practices of planning, leading, organising and control are discussed in terms of their role in farm management

- Management involves multiple general practices, including:
 - Planning.
 - Organising.
 - Leading.
 - Controlling.
- Planning is the process of setting clear objectives for the business and its employees and determining the best strategies to achieve them.
- Planning involves analysing factors that may hinder, simplify or complicate the process being planned.
- Planning is used in every production practice and business operation.
- Good planning ensures that resources (including money, time, stock, and labour) are allocated effectively, and that wastage is limited.
- Good planning also decreases the likelihood of any particular operation or practice failing, which minimises risk (where possible).

- Organising is the process of structuring production practices and managing employees and resources to ensure practices are performed efficiently.
- Organising involves dividing tasks and resources among workers and monitoring all activities to ensure smooth operations.
- Leading is the process of motivating and directing employees to perform their tasks effectively and efficiently.
- Leading requires managers to communicate goals clearly and support employees in their efforts to complete these goals.
- Leadership emphasises building strong relationships with employees, which is essential in labour-intensive industries such as fruit production.
- Good leadership encourages teamwork and creates a positive work culture, helping to maintain high morale during periods when pressure and workload are high.
- Leadership also involves resolving conflicts, providing training, and empowering supervisors so that daily operations run smoothly and safely.
- Controlling is the process of monitoring and correcting production practices to ensure that actual performance matches the objectives and standards set during planning.
- Controlling requires managers to track key performance indicators (KPIs) and compare them to targets and standards.
- Controlling allows managers to notice problems early and implement corrective action when needed.
- Controlling ensures compliance with industry standards and export requirements.

self-assessment

KT0101: Farm Management Concepts and Principles

Can I?	Y/N
Can I effectively plan production practices?	
Can I organise production practices?	
Can I lead workers?	
Can I control production practices?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0101	The concepts of planning, leading, organising and control are defined	A2, A3, A4, K2, K5
IAC0102	The principles of planning, leading, organising and control are described	A2, A3, A4, K2, K5

IAC0103	The practices of planning, leading, organising and control are discussed in terms of their role in farm management	A2, A3, A4, K2, K5
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2. KT0102: Management Styles for the Farm Foreman

IAC0104: The different management styles are listed and explained

IAC0105: The different supervisory styles are compared and contrasted in terms of their strengths and weaknesses

IAC0106: The effect on team efficiency of different supervisory styles are explained

- There are multiple different leadership styles that managers and supervisors can adopt, and each has their strengths and weaknesses.
- Choosing the right or wrong style can significantly impact the team's performance and morale.
- The leadership style that works for one team or situation may not work for another, and thus leaders must be flexible and able to change their leadership style where needed.
- Leaders can also combine different elements of leadership styles.
- The three most common leadership styles are:
 - Autocratic leadership.
 - Democratic leadership.
 - Delegative leadership.
- Autocratic leadership involves the leader being the only one who makes decisions, with little or no input from team members.
- Autocratic leadership can be very useful when quick decisions need to be made or when workers have little experience.
- Autocratic leadership carries the risk of possibly leading to low morale among workers by making them feel undervalued and not respected.
- This low morale can lead to an unhappy and less productive workforce.
- Democratic leadership involves taking input from team members during decision-making.
- Democratic leadership is very effective for making workers feel heard and respected, and taking in a diverse range of opinions on decisions.
- Democratic leadership carries the risk of being slow, especially if the team is large or the decision in question is complex.
- Democratic leadership can also lead to arguing and resentment if the discussions on decision-making are not properly managed.
- Delegative leadership is also known as 'laissez-faire leadership', and involves the leader being as involved as little as possible.
- In delegative leadership, the leader provides only general guidance and allows the team members to make their own decisions.
- Delegative leadership is very effective for building worker confidence and allowing workers to work in the way that they feel they will be most productive.
- Delegative leadership carries the risk of teams becoming uncoordinated if everyone goes off and does their own thing, without telling anyone else.

self-assessment

KT0102: Management Styles for the Farm Foreman

Can I?	Y/N
Can I explain the main leadership styles and when each is most appropriate?	
Can I list the advantages and disadvantages of each leadership style?	
Can I select or combine an appropriate leadership style?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0104	The different management styles are listed and explained	A4, G3, K2, K3, K5
IAC0105	The different supervisory styles are compared and contrasted in terms of their strengths and weaknesses	A4, G3, K2, K3, K5
IAC0106	The effect on team efficiency of different supervisory styles are explained	A4, G3, K2, K3, K5

3. **KT0103: Leadership**

IAC0107: The concept of leadership is defined

- Leadership is the process of influencing, motivating, and guiding others (usually employees) toward the achievement of shared goals.
- Leadership is not limited to formal authority or job titles but can be practiced by anyone who has influence within a group.
- Leadership differs from management in that leadership focuses on inspiration and direction, while management focuses on planning, organising, and control.

IAC0108: The characteristics of a leader are listed and discussed

- A good leader requires a few qualities, namely:
 - Integrity.
 - Communication skills.
 - Confidence.
 - Emotional intelligence.
 - Vision.
 - Accountability.
 - Adaptability.
- Integrity refers to leaders acting ethically and being honest and consistent in their values and behaviour.
- Integrity builds trust and respect with workers.
- Communication skills refer to leaders being able to communicate clearly and listen effectively.
- Communication skills are vital for managing teams and complex operations like those involved in farming.
- Confidence refers to leaders showing self-belief and being sure of themselves when making decisions.
- Confidence in leaders helps other workers feel reassured and motivated.
- Emotional intelligence refers to leaders understanding their own emotions and those of others.
- Emotional intelligence is essential for creating an empathetic workplace and implementing effective conflict management.
- Vision refers to leaders having clear goals and direction.
- Accountability refers to leaders taking responsibility for decisions and results, including mistakes.
- Adaptability refers to leaders being flexible and able to adjust their approach in response to changing circumstances.

IAC0109: The principles of leadership are outlined and explained

- Leaders should always try to lead by example by modelling the behaviour and standards they expect from others.
- Leaders should respect others, by treating all individuals in and out of the workplace with dignity and respect.
- Leaders should set clear, achievable, meaningful goals and communicate them effectively.
- Leaders should encourage participation, delegate responsibility, and develop their workers' skills.
- Leaders should apply rules and expectations fairly and consistently to maintain credibility and trust.
- Leaders should be open to feedback from workers and use this feedback to improve their own performance as leaders.

IAC0110: The practices of leadership are described and their impact on efficiency is explained

Refer to IAC0105: The different supervisory styles are compared and contrasted in terms of their strengths and weaknesses.

self-assessment

KT0103: Leadership

Can I?	Y/N
Can I define leadership and how it differs from management?	
Can I identify the key qualities and principles of an effective leader?	
Can I practice these qualities and principles?	
Can I explain how these qualities and principles contribute to a healthy workplace?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0107	The concept of leadership is defined	G3, K2, K3, K4, K5
IAC0108	The characteristics of a leader are listed and discussed	G3, K2, K3, K4, K5
IAC0109	The principles of leadership are outlined and explained	G3, K2, K3, K4, K5
IAC0110	The practices of leadership are described and their impact on efficiency is explained	A4, G3, K2, K3, K5

4. KT0104: Role of the Farm Foreman

IAC0111: The position of the foreman in the structure of the workplace is discussed

- The farm foreman occupies a middle-management position between senior management and operational workers.
- The foreman is responsible for ensuring that daily tasks are completed according to proper standards and deadlines.
- The foreman provides feedback to management regarding worker performance, operational progress, and production outcomes.

IAC0112: The importance of role clarification, accountability and responsibility and how it will affect the position of the supervisor is discussed

- Role clarification is the process of describing a worker or supervisor's specific duties, authority, and place within the organisation.
- Clear role definition is essential for preventing confusion, unnecessary duplication of tasks, and conflict between supervisors and other workers.
- Accountability is the quality of workers being responsible for what they do and being able to give a satisfactory reason for it.
- Accountability in the workplace involves supervisors and workers being responsible for the performance and outcomes of their and their team's work.
- Responsibility refers to the specific tasks and obligations assigned to the supervisor.

IAC0113: Overseeing techniques and methods are described and the advantages and disadvantages thereof are explained

- There are a few different techniques that supervisors can use when overseeing workers, including:
 - Direct supervision.
 - Participative supervision.
 - Delegation.
 - Performance monitoring.
 - Coaching.
 - Mentoring.
- Direct supervision involves closely monitoring workers and giving immediate instructions, which ensures high control for the supervisor but may reduce employee independence.
- Participative supervision involves consulting workers and encouraging input, which improves morale and commitment but may slow decision-making.
- Delegation involves assigning tasks and authority to workers, which promotes skill development but requires trust and proper follow-up.
- Performance monitoring through regular inspections and reports ensures standards are met but may create pressure if applied excessively.

- Coaching and mentoring focus on guidance and development, which improves long-term productivity but requires time and patience.

IAC0114: The culture and social pressures are described and the influence thereof on foremen is explained

- Workplace culture refers to the shared values, beliefs, and behaviours within an organisation (like a farm) that determine how workers perform their duties and interact with each other.
- A positive workplace culture supports cooperation, productivity, and mutual respect, which makes the foreman's role easier.
- Negative workplace culture can create resistance to authority and reduce morale, making supervision more challenging.
- Social pressures refer to the influence exerted by a group on an individual or another group to comply with particular norms or behaviours.
- Social pressures can be overt, including direct requests or orders, or covert, including implicit expectations to conform.
- Social pressures may influence how workers respond to instructions, discipline, or each other.
- Foremen must be sensitive to workplace culture and social pressures to maintain fairness and unity within the team.

self-assessment

KT0104: Role of the Farm Foreman

Can I?	Y/N
Can I describe the role and position of a farm foreman?	
Can I explain the importance of role clarification?	
Can I describe the importance of accountability, and responsibility in supervision and team performance?	
Can I describe different supervisory techniques and their advantages and disadvantages?	
Can I analyse how workplace culture and social pressures affect workers and the effectiveness of supervision?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0111	The position of the foreman in the structure of the workplace is discussed	A2, A4, K2, K3, K5

IAC0112	The importance of role clarification, accountability and responsibility and how it will affect the position of the supervisor is discussed	A2, A4, K2, K3, K5
IAC0113	Overseeing techniques and methods are described and the advantages and disadvantages thereof are explained	A4, K1, K2, K4, K5
IAC0114	The culture and social pressures are described and the influence thereof on foremen is explained	A4, K1, K2, K4, K5

5. **KT0105: Team Work and Group Dynamics**

IAC0115: The composition of a team is described

- Team leaders need to understand the composition of their team to manage the team effectively.
- Team composition refers to which members make up a team and vary widely depending on what the purpose of a team is.
- Teams can be large or small, depending on the number of workers needed for the task at hand.
- Larger teams can get work done quicker but may be harder to manage.
- Smaller teams will take longer to complete a task but are easier to manage.
- Teams generally have a leader, be it a supervisor or a manager, who is in charge of the team, and may report to other managers.

IAC0116: The role of a team is outlined

- Teams may have a variety of roles, such as performing a specific production practice, or collaborating on a larger project.
- Teams are generally formed when one worker cannot complete a task alone and a group of workers is needed to cooperate to complete the task.
- A team's composition is determined by its role.

IAC0117: The dynamics of a well-functioning team is discussed

IAC0118: The influence of the different team members on team performance is explained

- Teams are made of individuals, who will all be different, and will have different relationships with other members of the team.
- This web of relationships is referred to as the 'dynamics' of the team.
- These team dynamics will affect the way team members work together, which can affect the team's productivity and work quality.
- Good relationships between team members (good team dynamics) will create a productive work environment.
- Poor relationships can cause problems and disrupt work. Let's discuss some of the factors that affect team dynamics.
- Individual team members also affect team performance, as one individual may have a critical role which affects overall team performance.
- Foremen and team leaders must be able to recognise how individual team members affect team performance and manage them accordingly.

IAC0119: Methods which encourage team cohesion are described

- Team cohesion refers to teams working well together, having shared goals, and getting along without conflict.

- Team cohesion requires that workers trust each other and their leaders, both in the team and higher up in management.
- A team that trusts one another works more efficiently, communicates effectively, and supports each other during challenging tasks.
- A team must have a shared vision of what their goal is, and how to best achieve it.
- People will always have differences in opinion, which can be very helpful for getting a wide range of viewpoints.
- If workers can put their differences aside and focus on a single goal, they will be much more effective.
- Workers will be able to share their individual strengths and help with individual weaknesses, sharing skills and experience to create an effective workforce.

IAC0120: External factors which will impact on teamwork are described along with strategies to manage such impacts

- External factors refer to those that arise outside the team or organisation that influence team functioning.
- The external factors which influence team performance include:
 - Economic conditions.
 - Technological changes.
 - Legal and regulatory requirements.
 - Social and cultural influences.
 - Political and environmental factors.
- Economic conditions refer to a variety of changes within the economy, but generally negative economic conditions will have the biggest effect on team functioning.
- If the economy (and the farm) is suffering, budget cuts may be implemented to save costs, which may lead to firing employees and limiting resource availability for teams.
- This possibility of losing their job may affect team morale and thus performance.
- During periods of economic growth, workload may be increased, which can create stress if not well managed.
- Economic conditions can be managed through transparent communication by leadership during uncertainty.
- Increased or decreased workloads must be communicated and managed realistically.
- If resources are limited, leadership should focus on efficiency in production practices.
- Technological changes refer to the adoption of new technologies and production practices.
- New systems and practices may cause resistance within the team, as people tend to like sticking to what they know.
- If the new systems or practices are difficult to operate for workers without appropriate training, this may create frustration and slow production.
- Leadership can smooth the transition to new technology through proper training and clear communication.
- Large changes to production practices and systems should be implemented gradually.

- Changes to legal and regulatory requirements may involve changing production practices and thus may increase or decrease workload.
- Changes to labour laws may affect team composition.
- Leadership should always stay updated with relevant legislation.
- Any changes should be clearly communicated to team members and training or retraining provided where needed.
- Social and cultural influences refer to the way that individual team members' social and cultural background may affect team dynamics.
- Cultural diversity may cause misunderstandings between team members.
- Societal pressures may influence attitudes and relationships within the team, both positively and negatively.
- Social and cultural influences may be managed by leadership through providing diversity and inclusion training.
- Leaders should encourage cultural awareness and address any conflict as soon as it is detected.
- Political and environmental factors refer to changes in the political landscape or the environment which can affect production and team dynamics.
- Political instability can disrupt operations, particularly if the instability is large-scale.
- If there is political unrest in the area, particularly regarding an issue the workers care strongly about, this may lead to conflict between workers.
- Environmental problems can affect supply chains and other production practices which may lead to low morale or confusion among the team.
- Leadership should develop contingency plans to handle both political and environmental issues.

IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts

- Internal factors refer to those that arise within the team that still influence team functioning.
- The internal factors which influence team performance include:
 - Leadership style.
 - Communication.
 - Roles and responsibilities.
 - Team relationships.
 - Skills and competence levels.
- Different leadership styles affect the functioning of a team.
- Autocratic leadership may reduce participation and creativity, but work may be completed faster.
- Autocratic leadership may avoid reducing participation and creativity by ensuring that workers feel that they are valued and can speak up if needed.
- Delegative leadership may cause confusion and lack of direction but can make employees feel empowered.

- Delegative leaders can avoid confusion and lack of direction through clearly communicating goals and expectations.
- Democratic leadership usually improves engagement and morale but may slow work.
- Democratic leaders can avoid slowing down work by managing the democratic process effectively.
- Poor communication from the leader and between team members leads to misunderstandings and conflict within the team.
- Leaders should establish clear communication channels and encourage open and respectful dialogue.
- Leaders should hold regular team meetings and feedback sessions.
- If workers are unsure of their roles and responsibilities, this can lead to duplicated work and tension in the team.
- Leaders must clearly define roles and responsibilities and set measurable performance expectations.
- Teams are made of individuals, who have different personalities and relationships with each other.
- This can lead to personality clashes which can reduce cooperation.
- Conflict can lead to poor morale which negatively affects overall performance.
- Leaders should promote team-building activities and address conflict early and constructively.
- If workers have significantly different levels of skills, these skill gaps may slow performance and lead to uneven workload distribution which causes frustration.
- Leaders should provide training and development opportunities and encourage mentoring and knowledge sharing.
- Tasks should be allocated according to strengths.

self-assessment

KT0105: Team Work and Group Dynamics

Can I?	Y/N
Can I explain the concept of team composition and how it affects team performance?	
Can I describe the various roles of teams and how they affect team performance?	
Can I describe team dynamics and how they influence productivity?	
Can I explain how individual team members impact overall team performance?	
Can I describe and manage internal factors that affect team functioning?	
Can I describe and manage external factors that affect team functioning?	
Can I explain and practice strategies leaders can use to manage conflicts and skill gaps within teams?	
Can I appropriately allocate tasks to team members?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0115	The composition of a team is described	A4, K2, K3, K4, K5
IAC0116	The role of a team is outlined	A4, K2, K3, K4, K5
IAC0117	The dynamics of a well-functioning team is discussed	A4, K2, K3, K4, K5
IAC0118	The influence of the different team members on team performance is explained	A4, K2, K3, K4, K5
IAC0119	Methods which encourage team cohesion are described	A4, K2, K3, K4, K5
IAC0120	External factors which will impact on teamwork are described along with strategies to manage such impacts	A4, K2, K3, K4, K5
IAC0121	Internal factors which will impact on teamwork are described along with strategies to manage such impacts	A4, K2, K3, K4, K5

6. KT0106: Delegation and Instructions

IAC0122: The principles of delegation are described

- Delegation is the process by which a foreman or other manager assigns responsibility and authority to an employee to complete a specific task.
- Importantly, when delegating, the foreman or manager is still accountable for the final outcome of the task they assigned to the worker.
- For delegation to be effective, the task must be clearly defined with specific goals and expected outcomes.
- Employees must also be given the necessary authority over other workers to complete the task.
- Since the foreman or manager remains ultimately accountable, they must monitor progress of the task to ensure it is being completed properly.
- Tasks should be delegated to the appropriate employee, based on their skills, experience, and competence.
- Effective delegation requires managers to trust their team members, and to avoid micromanaging them.

IAC0123: The importance of correctly formulating instructions is explained in terms of the impact that it has on team members and team productivity

- Correctly formulated instructions are essential for effective teamwork and productivity.
- Clear instructions ensure that team members understand what must be done, how to do it, and when it must be done by.
- Clear instructions improve efficiency, as employees work faster and require less supervision.
- Clear instructions also reduce stress and uncertainty, which improves employee confidence.
- Poorly formulated instructions can cause frustration, confusion and demotivation.
- Clear instructions make it easier to measure performance, as expectations are clear and performance can be fairly evaluated.
- Clear instructions reduce conflict by avoiding misunderstandings and arguments between workers.

self-assessment

KT0106: Delegation and Instructions

Can I?	Y/N
Can I describe the concept of delegation?	
Can I delegate tasks effectively to the appropriate employee?	
Can I give effective instructions to employees?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0122	The principles of delegation are described	G3, K1, K2, K3, K4
IAC0123	The importance of correctly formulating instructions is explained in terms of the impact that it has on team members and team productivity	A4, G3, K1, K2, K5

7. **KT0107: Values, Ethics and Code of Conduct**

IAC0124: The role of the code of conduct in the workplace is described

- A code of conduct is a formal document that outlines the ethical standards, rules, values, and expected behaviours of workers within an organisation like a farm.
- The code of conduct sets clear standards for how all workers (including employers and management) should act.
- The code of conduct defines acceptable and unacceptable behaviour, providing guidelines for professional conduct.
- These guidelines promote honesty, integrity, and accountability, while preventing unethical or illegal practices.
- The code of conduct is essential for ensuring that employee behaviour adheres to laws and regulations.
- The code of conduct protects the farm's reputation by maintaining public trust and credibility.
- The code of conduct ensures that all employees are treated consistently and fairly, especially during disciplinary procedures.

IAC0125: The importance of being honest and truthful even if it has some ramifications is outlined and discussed

- Honesty and truthfulness are essential principles in any workplace for any individual, from the owner and management down to seasonal employees.
- Honesty builds trust, both between individuals, and in the organisation as a whole.
- Trust is necessary for teams to function effectively.
- Honesty promotes open communication and prevents hidden problems from escalating.
- Short-term consequences of honesty are often less harmful than long-term damage caused by dishonesty.
- Honesty promotes mutual respect and cooperation.

IAC0126: The cost of dishonesty to the company and the team members is explained

- Dishonesty can have serious financial, operational, and even legal consequences.
- Dishonest in the form of fraud, theft, and corruption can lead to monetary losses for the farm.
- These monetary losses can be direct (the cost of stolen goods), or indirect, such as legal fines and lawsuits arising from unethical conduct.
- Dishonesty can severely damage a farm's reputation, leading to a loss of customer trust and reduced investor confidence.
- Dishonesty reduces morale and cooperation, as it creates suspicion and mistrust among team members.
- Dishonesty negatively affects productivity, as time is wasted investigating misconduct, and rework may be required to correct false reporting or errors.

- Dishonesty can also lead to legal and disciplinary consequences, as employees may face dismissal, and the farm may face legal or regulatory consequences.

self-assessment

KT0107: Values, Ethics and Code of Conduct

Can I?	Y/N
Can I explain the purpose of a code of conduct?	
Can I implement a code of conduct?	
Can I be honest and truthful with my employees?	
Can I encourage employees to be honest and truthful?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0124	The role of the code of conduct in the workplace is described	A1, A4, K1, K2, K3
IAC0125	The importance of being honest and truthful even if it has some ramifications is outlined and discussed	A4, K1, K2, K3, K5
IAC0126	The cost of dishonesty to the company and the team members is explained	A4, K1, K2, K3, K5

KM-09-KT02:

Organisational Structures

(11%, 0.88 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0201: Structures and roles
- KT0202: Company policies
- KT0203: Reporting protocols

1. KT0201: Structures and Roles

IAC0201: The concepts of organizational structure and roles are defined

- Organisational structure refers to the framework of roles, responsibilities, authority, and communication channels within an organisation like a farm.
- All workers need to understand the general structure of management, the specific personnel who they need to report to, and the way that human resources work on the farm.
- Smaller farms may only have a few workers and a manager, while large farms may have hundreds of employees depending on the time of year.
- These large farms may have several layers of management, with team leaders reporting to supervisors who report to foremen who report to the owner.
- All workers should be familiar with their chain of command, including who to go to if they feel their direct supervisor is mistreating them.

IAC0202: An organogram is described in terms of how it reflects structures in the workplace

- Organograms are diagrams that represent the organisational structure of a workplace.
- Organograms serve to make it easy for workers to see where they sit in the organisational structure of the workplace and who they report to.
- Organograms use branching lines to show the chain of authority, with positions located lower on the diagram being under the authority of those higher than them that they are linked to.

IAC0203: The terms role and job description is clarified

- A worker's role refers to their specific job title, responsibilities, and position within the farm.
- Job descriptions are descriptions of the roles and responsibilities within that particular organisation or workplace that a particular worker will have.

- Employers should provide a clear job description to possible employees before they are hired to ensure that they are aware what they are agreeing to do.
- Workers should be able to access their job description at any time and query it with management if they feel they are being asked to do work outside the scope of their job description.
- Job descriptions are usually included in the employment contract agreement signed before workers begin working.

IAC0204: The importance of assertiveness to report within the management culture is explained

- Assertiveness is the ability to express oneself clearly, confidently, and respectfully without being aggressive or passive.
- Assertiveness is an important quality in foremen as it enables effective communication, including giving clear instructions and feedback.
- Assertiveness will also make employees more likely to respect and adhere to a foreman or other leader's instructions and feedback.
- Assertiveness prevents misunderstandings and confusion, which in turn reduces mistakes.
- Employees should also learn to be assertive, so that they can speak up if they have a problem and contribute to workplace discussions.

IAC0205: The ways and means to be supportive within the management structure are outlined

- Being supportive within a management structure is essential for managing employees.
- Supportive management will build teamwork, trust, and efficiency throughout the organisation.
- Supporting employees includes:
 - Offering assistance by helping workers with tasks when needed without overstepping.
 - Providing constructive, honest feedback to help workers improve performance.
 - Encouraging participation by including team members in decision-making and idea-sharing.
 - Recognising achievements, efforts, and milestones to boost morale.
 - Being approachable by maintaining open communication channels so workers feel comfortable seeking support.
 - Sharing knowledge by offering expertise, guidance, and training to develop skills within the team.
 - Listening actively by paying attention to concerns and suggestions and taking them seriously.

IAC0206: The purpose of job descriptions is evaluated

Refer to IAC0203: The terms role and job description is clarified.

self-assessment

KT0201: Structures and Roles

Can I?	Y/N
Can I explain organisational structures?	
Can I interpret an organogram?	
Can I explain an employee's role to them?	
Can I explain the purpose of job descriptions?	
Can I practice assertiveness when managing workers?	
Can I encourage employees to be assertive?	
Can I implement supportive management practices?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0201	The concepts of organizational structure and roles are defined	A1, A2, A4, K2, K3
IAC0202	An organogram is described in terms of how it reflects structures in the workplace	A1, A2, A4, K2, K3
IAC0203	The terms role and job description is clarified	A1, A2, A4, K2, K3
IAC0204	The importance of assertiveness to report within the management culture is explained	K1, K2, K3, K4, K5
IAC0205	The ways and means to be supportive within the management structure are outlined	K1, K2, K3, K4, K5
IAC0206	The purpose of job descriptions is evaluated	A1, A2, A4, K2, K3

2. KT0202: Company Policies

IAC0207: The purpose of company policy and standard operation procedures are described

- Company policy refers to the set of formal rules and guidelines that outline the farm's expectations, values, and standards of behaviour.
- Company policy serves to provide clear guidelines on what is expected of employees in terms of behaviour, decision-making, and conduct.
- Company policy standardises procedures and responses to situations, reducing confusion.
- Company policy is often required to support compliance, including legal, ethical, and regulatory requirements.
- Company policy protects the farm, by minimising risks related to legal issues, safety, and reputation.
- Company policy promotes fairness by ensuring that all employees are treated equally according to defined rules.
- Standard Operating Procedures (SOPs) are detailed, step-by-step instructions on how to perform specific tasks or processes.
- SOPs are used to ensure that production practices are performed consistently, efficiently, and to a high standard.
- SOPs are also useful for onboarding new workers, which is particularly useful in an industry like citrus production which often uses seasonal, temporary workers.
- SOPs provide new employees with clear guidelines on processes that allow them to quickly and accurately learn them.
- SOPs prevent mistakes and omissions by giving detailed instructions to workers.
- SOPs enhance accountability as all responsibilities are clearly defined for each step in a process.

self-assessment

KT0202: Company Policies

Can I?	Y/N
Can I describe the concept and purpose of company policy?	
Can I describe the purpose of and implement Standard Operating Procedures (SOPs)?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0207	The purpose of company policy and standard operation procedures are described	A4, K1, K2, K3, K4

3. KT0203: Reporting Protocols

IAC0208: The purpose of reporting structures and procedures are explained

- Reporting refers to the process of relaying information to other workers, supervisors, foremen, or managers.
- Reporting structures are the framework through which reports should pass, in terms of which individuals in the organisation receive what information.
- Reporting is necessary to ensure that management is aware of the state of operations on the farm and can address any issues that arise.
- Effective reporting enhances decision-making by ensuring that everyone has all the necessary information and that issues are dealt with quickly.
- Reports should be based on accurate and documented information, such as orchard production records, environmental measurements, labour logs, incidents or financial information.
- Charts, tables, and graphs are often used to summarise key information like yield trends, pest incidence, irrigation volumes, or pack-out percentages, making it easier for readers to understand patterns.
- Reports must be tailored to the audience, whether farm managers, supervisors, cooperative boards, or export certification auditors, ensuring clarity and relevance.
- Reports provide a permanent record of orchard performance, financial results, environmental conditions, and management decisions, which supports monitoring, evaluation, and planning.

self-assessment

KT0203: Reporting Protocols

Can I?	Y/N
Can I describe the importance of reporting?	
Can I write accurate, well-structured reports?	
Can I select the best way to present information?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0208	The purpose of reporting structures and procedures are explained	A2, A3, K2, K3, K5

KM-09-KT03:

Overseeing Horticultural Farming Operations

(11%, 0.88 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0301: Strategic plan, goals and objectives
- KT0302: Scheduling of production cycles
- KT0303: Monitoring

1. KT0301: Strategic Plan, Goals and Objectives

IAC0301: A differentiation is made between strategic plans, goals and objectives

- Strategic plans are long-term, high-level plans that define the overall direction and priorities of the farm.
- Goals are broad, general statements derived from the strategic plan that provide focus and direction for production practices.
- Objectives are specific, measurable, achievable, relevant, and time-bound (SMART) targets that break down goals into actionable steps.

IAC0302: The principles of setting goals and targets are outlined and explained

- Goals and targets should be clearly defined so all team members understand them.
- Targets should be quantifiable (numerically specific) to track progress effectively.
- Goals and targets must be realistically achievable, and consider available resources, labour, and possible constraints.
- Goals and targets should align with the strategic plans.
- Goals and targets should have specific deadlines.
- Goals and targets should be flexible within reason in case circumstances change.
- All team members must be aware of goals and their roles in achieving them.

IAC0303: The effects of time and methods on farming operations is explained in terms of their impact on strategic planning, goals and objectives

- Time is a major factor in strategic planning and setting goals and objectives.
- Citrus production is a time-dependant activity, as there are often hard deadlines for completing production practices, and many practices can only be performed during specific time periods.

- Strategic plans, goals and objectives must all be set with realistic time expectations in mind, otherwise they will be unachievable.
- The methods used for specific production practices will affect strategic planning and setting goals and objectives.
- Certain methods require more or less time, expense, equipment, labour, and other resources, and this must be accounted for when planning and setting goals and objectives.

IAC0304: Methods of determining output and quality norms are listed and discussed

- Output is determined through data analysis, namely by measuring production figures (such as cartons packed or fruit yield) and comparing it with planned and historical figures.
- These figures are usually collected by the workers or supervisors completing the work as it is performed.
- Quality is measured through quality tests, which range widely from basic visual inspections to detailed laboratory analysis.
- Output and quality should be regularly checked and reported to management to ensure production is on track.

IAC0305: The concept and basic principles of time management are described

- Time management is the process of planning, prioritising, and controlling how much time is spent on specific activities.
- Time management is essential for producing fruit of a high quality within deadlines.
- Time management is an essential skill that all workers, at all levels, should practice.
- Effective time management includes:
 - Prioritising important tasks.
 - Scheduling activities according to goals and deadlines.
 - Delegating: tasks appropriately.
 - Avoiding procrastination.
 - Monitoring progress.
 - Adjusting schedules when unforeseen events occur.

self-assessment

KT0301: Strategic Plan, Goals and Objectives

Can I?	Y/N
Can I differentiate clearly between strategic plans, goals, and objectives?	
Can I create and set strategic plans, goals and objectives?	
Can I relay plans, goals and objectives to workers?	
Can I determine, measure and report output and quality norms?	

Can I manage time effectively?

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0301	A differentiation is made between strategic plans, goals and objectives	A1, A2, A3, A4, K2
IAC0302	The principles of setting goals and targets are outlined and explained	A1, A2, A3, A4, K2
IAC0303	The effects of time and methods on farming operations is explained in terms of their impact on strategic planning, goals and objectives	A1, A2, A3, A4, K2
IAC0304	Methods of determining output and quality norms are listed and discussed	A1, A2, A3, A4, K2
IAC0305	The concept and basic principles of time management are described	A1, A2, A3, A4, K2

2. KT0302: Scheduling of Production Cycles

IAC0306: A day-to-day activity plan of the various production processes orchard or vineyard management is compiled

- A day-to-day activity plan is a document which describes the specific production practices required to be completed on the farm.
- This plan is usually drawn up by foremen or other managers and then given to supervisors and workers.
- To compile this plan, the creator should look at all the activities that need to be completed and organise them by importance and when they should be completed during the day.
- The plan should be as simple as possible so that it is easy to read, while still containing all necessary information.

IAC0307: Planning techniques are described in terms of their applicability to the processes in the production cycle

- There are various planning techniques that can be used, including:
 - Visual timelines to plan large production practices like planting, irrigation, pruning, and harvesting.
 - Checklists to plan routine operations like fertilisation, pest control, equipment maintenance.
 - Forecasting using historical data and climatic predictions to plan crop cycles, resource needs, and labour requirements.
 - Flow charts to map the sequence of operations in production.

IAC0308: The planning process is constructed in such a way as to provide for risks

- Planning must account for possible risks, by identifying risks and designing contingency plans like alternative strategies.
- These alternative strategies including allocating extra time and resources to account for unforeseen delays.
- Planning must also involve planning a system of monitoring to detect risks early as possible.

IAC0309: Production optimization techniques are discussed

- Production can be optimised through staying up to date with the most modern production practices.
- Producers should research and adopt new technology where feasible as new technology can often significantly increase productive efficiency and speed.
- This new technology can involve mechanising and automating production practices that were previously entirely performed using human labour.
- New production methods should be researched and adopted where feasible.

- An important aspect of production optimisation involves analysing production data and adjusting production practices accordingly.

IAC0310: The operations are planned and executed in compliance with quality standards

- All production operations must be carefully planned and completed in accordance with the following quality standards:
 - SOPs.
 - Company policy.
 - Regulatory requirements.
 - Legal requirements.
 - GAP.
 - Management instructions.
- Foremen and supervisors should monitor all production practices closely to ensure they are being performed to the correct standard.
- Managers and supervisors should maintain records of processes, treatments, and harvests for traceability and audits.
- All workers must be properly trained in the importance and purpose of quality standards.

self-assessment

KT0302: Scheduling of Production Cycles

Can I?	Y/N
Can I compile an effective day-to-day activity plan for production processes?	
Can I prioritise, organise, and communicate tasks?	
Can I implement different planning techniques?	
Can I implement risk management during the planning process?	
Can I describe production optimisation techniques?	
Can I analyse production data to improve efficiency and improve decision-making?	
Can I ensure that operations comply with quality standards?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0306	A day-to-day activity plan of the various production processes orchard or vineyard management is compiled	A2, A4, F2, G3, K2

IAC0307	Planning techniques are described in terms of their applicability to the processes in the production cycle	A2, A4, F2, G3, K2
IAC0308	The planning process is constructed in such a way as to provide for risks	A2, A4, F2, G3, K2
IAC0309	Production optimization techniques are discussed	A2, A4, F2, G3, K2
IAC0310	The operations are planned and executed in compliance with quality standards	A2, A4, A5, G3, K2

3. **KT0303: Monitoring**

IAC0311: Agricultural production output data is recorded and measured against the parameters and goals

- Documenting data and information in the form of recordkeeping is an essential aspect of production practices.
- Agricultural production output data that is usually recorded includes yield, packout rate, quality, etc.
- Records are only effective if they are current, meaning up to date, and accurate.
- Currency refers to records being up to date by recording information as soon as possible after an event occurs.
- Citrus producers must maintain current records for audits, and outdated data can lead to compliance violations or penalties.
- If a quality issue or contamination arises, current records help quickly trace the problem back to a specific date, lot, or orchard block.
- Current records ensure that all workers and managers are working with the same, most recent information — avoiding confusion or duplication of work.
- Accuracy means the records are correct, complete, and reflect the true situation in the storeroom.
- All incidents must be recorded, including accidents or near accidents where workers were or could have been injured or killed, safety was compromised, or property was damaged.
- These reports also play a role in the financial management of your farm by keeping track of actual output versus projected output.
- By comparing output data to parameters and goals, growers can determine the efficacy and efficiency of production and adjust practices accordingly.

IAC0312: The types of monitoring are listed and their applicability assessed

- Types of monitoring include:
 - Visual monitoring.
 - Instrument-based monitoring.
 - Laboratory monitoring.
 - Remote monitoring.
- Visual monitoring involves visually inspecting aspects of production such as trees, fruit, soil, and infrastructure.
- Visual monitoring is used for pest and disease scouting, assessing soil and leaf health, and assessing irrigation performance.
- Instrument-based monitoring involves using tools, electronic instruments, sensors and other equipment to collect data.
- Instrument-based monitoring is used to measuring soil health and moisture, measure and predict the weather, and more closely monitoring fruit quality and tree health.
- Laboratory monitoring involves scientifically testing samples (usually soil and leaf samples) in a laboratory.

- Laboratory monitoring is used for soil analysis, leaf analysis, water quality testing, fruit quality testing, and residue testing for export
- Remote monitoring involves monitoring without being physically present in the orchard, using drones and remote sensors.
- Remote monitoring is used for large farms where other kinds of monitoring are not realistically implementable.
- All monitoring must be backed up by solid recordkeeping, as monitoring data is useless if it cannot be referred back to and compared with other data.

IAC0313: The concepts and principles of monitoring are discussed

IAC0314: The role of monitoring in achieving output and quality norms and standards is explained

- Monitoring is the systematic process of collecting, measuring, observing, and recording information.
- Monitoring is essential for ensuring that all production activities are performed according to plan and that objectives are achieved.
- Monitoring serves to detect problems early and allow for timely corrective action.
- Monitoring and recordkeeping also serve to provide data for planning future production activities and judging productive success.
- Monitoring is only effective if it is regular, accurate, objective, timely, and relevant.
- Regularity refers to monitoring taking place continuously or at scheduled intervals.
- Accuracy refers to the monitoring information collected being reliable and correct.
- Objectivity refers to monitoring being based on facts and measurable standards, not personal opinions.
- Timeliness refers to monitoring being collected in time for corrective action to be effective.
- Relevance refers to monitoring data being directly related to production goals, quality standards, and efficiency.
- Monitoring is useless without proper recordkeeping.
- Monitoring is critical for ensuring that production meets both quantity and quality requirements.
- Monitoring ensures that output norms are achieved by allowing growers to track production progress against targets.
- This allows growers to measure how effective and efficient production is.
- Monitoring is critical for ensuring quality standards are met by providing information on fruit quality to be compared to standards.

self-assessment

KT0303: Monitoring

Can I?	Y/N
Can I keep accurate and up-to-date records?	
Can I measure production output data against parameters and goals?	
Can I define the concepts and importance of currency and accuracy in recordkeeping?	
Can I describe and apply the different types of monitoring?	
Can I describe the key principles of effective monitoring?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0311	Agricultural production output data is recorded and measured against the parameters and goals	A2, A3, A4, A5, A6
IAC0312	The types of monitoring are listed and their applicability assessed	A2, A3, A4, A5, A6
IAC0313	The concepts and principles of monitoring are discussed	A2, A3, A4, A5, A6
IAC0314	The role of monitoring in achieving output and quality norms and standards is explained	A2, A3, A4, A5, A6

KM-09-KT04

Managing Teams of Farm Workers (11%, 0.88 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0401: Staff selection, recruitment and appointment
- KT0402: Performance management
- KT0403: Motivation and productivity
- KT0404: Managing interpersonal relations

1. KT0401: Staff Selection, Recruitment and Appointment

IAC0401: The different aspects of wage administration such as understanding the pay slip, overtime, holidays, leave and night shift is explained

- Wage administration involves managing worker pay, and includes managing:
 - Pay slips.
 - Overtime.
 - Holidays.
 - Leave.
 - Night shifts.
- A pay slip is a legal record of an employee's earnings and deductions.
- Pay slips must include:
 - The employer's details.
 - The employee's details.
 - The period worked.
 - Hours worked (ordinary and overtime).
 - Wage rate.
 - Gross pay.
 - Deductions (UIF, PAYE, pension, housing, etc.).
 - Net pay.
- Employees must be able to check that hours worked match what they actually worked, and that overtime was calculated at the correct rate.
- All deductions must be lawful and agreed to by employees and employers.
- Overtime refers to hours worked beyond normal working hours.

- Overtime must be agreed to, however employers can expect reasonable overtime from workers, so long as it is paid accordingly.
- The maximum permissible overtime is set per day and per week in labour legislation.
- Overtime pay is increased at a rate set in labour legislation and varies based on when the overtime work is performed (such as on Sundays or public holidays).
- In farming, overtime is common during harvest, packing, and export preparation.
- Public holidays generally require additional overtime pay if employees are asked to work on them, otherwise there may be an agreement involving normal pay and paid time off time.
- Leave refers to time away from work, and comes in a few forms, including:
 - Annual leave.
 - Sick leave.
 - Maternity leave.
 - Family responsibility leave.
- Annual leave is a set number of days off per year, calculated as a set amount or per days worked.
- Sick leave is a set number of paid leave days given over a set period and may require a medical certificate to be used.
- Maternity leave is given as a set period of months and is usually unpaid.
- Family responsibility leave is a set number of days per year of paid leave employees may take to attend to certain family responsibilities.
- Night shift work refers to work performed after 18:00 and before 06:00.
- Night work must be agreed to and generally occurs in packhouses or cold storage facilities during peak export periods.

IAC0402: The BCEA and Equity Act is discussed in the context of horticultural production

Refer to IAC0901: Legislation in context of the farm environment is listed.

IAC0403: Housing and the termination thereof (Tenure Act) is explained

- The Extension of Security of Tenure Act (Act 62 of 1997) is an act that aims to regulate the conditions of residence on certain land.
- This includes regulating the conditions and circumstances under which the right of persons to reside on land may be terminated and those people evicted.
- In farming, this act protects farm workers and occupiers who live on farms.
- The act states that occupiers cannot be evicted without a court order, and these evictions must be lawful, fair, and follow due process.
- Housing rights may end when employment is lawfully terminated, a court grants an eviction order, and proper notice is given.
- In farming, workers may live on the farm, so employers must handle housing termination carefully and legally.

IAC0404: The need for and important aspects of a contract of employment is discussed

- A contract of employment is a legal agreement between employer and employee.
- The contract of employment is necessary for clarifying expectations, preventing disputes, protecting both employers and employees, and ensuring legal compliance.
- A contract of employment must detail:
 - Job title and duties.
 - Place of work.
 - Working hours.
 - Wage rate and payment method.
 - Leave entitlement.
 - Overtime arrangements.
 - Notice period.
 - Disciplinary procedures.
 - Housing (if applicable).
 - Duration (permanent or seasonal).

IAC0405: The code of conduct and work ethics (Ethical compliance) is outlined

Refer to IAC0124: The role of the code of conduct in the workplace is described.

self-assessment

KT0401: Staff Selection, Recruitment and Appointment

Can I?	Y/N
Can I explain the key components of wage administration?	
Can I describe how overtime is regulated?	
Can I explain the different types of leave and their basic conditions?	
Can I describe the rules and conditions surrounding night shift work?	
Can I explain the purpose and requirements of the Extension of Security of Tenure Act (Act 62 of 1997)?	
Can I explain the purpose and content of a contract of employment?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0401	The different aspects of wage administration such as understanding the pay slip, overtime, holidays, leave and night shift is explained	A2, A4, K2, K4, K5
IAC0402	The BCEA and Equity Act is discussed in the context of horticultural production	K1, K2, K3, K4, K5
IAC0403	Housing and the termination thereof (Tenure Act) is explained	K2, K3, K4, K5
IAC0404	The need for and important aspects of a contract of employment is discussed	A1, A4, K2, K3, K4
IAC0405	The code of conduct and work ethics (Ethical compliance) is outlined	A4, K2, K3, K4, K5

2. KT0402: Performance Management

IAC0406: The principles of performance management and appraisal is outlined

- Performance management is the process of ensuring that employees meet production, quality, and behavioural standards.
- Performance management is based around having clear expectations, measuring performance, and providing fair feedback to improve performance if needed.
- Employees must understand their duties, production targets, and quality standards to be able to meet those targets and standards and fulfil their responsibilities.
- Performance must be based on objective, measurable criteria, not general opinion.
- Supervisors must observe and record performance continuously through production.
- All workers' performance must be evaluated using the same standards.
- Fair, constructive feedback should be given regularly to employees to improve performance.

IAC0407: The importance of continuous personal development and the process thereof is given

- Continuous personal development involves employees and employers trying to continuously improve their skills and the quality of their work.
- Continuous personal development improves productivity while increasing employee confidence.
- Continuous personal development enhances employability for employees by increasing their skillset.
- Continuous personal development ensures compliance with changing industry standards.

IAC0408: Performance management concepts are delineated

Refer to IAC0406: The principles of performance management and appraisal is outlined.

IAC0409: Performance requirements per employee are clarified

- Performance requirements will be specific to each employee, and they must be well aware of their specific requirements and targets.
- Each employee must know their daily targets, responsibilities, and other specific tasks they must complete.
- These requirements should be detailed, including measurable quantities and standards wherever possible.
- Performance requirements must be realistic, measurable, clearly communicated, and linked to production goals.

IAC0410: Performance requirements per production unit are clearly laid out

- Performance requirements can also be specific to production units (such an orchard block or a packline).
- These unit-specific requirements may include yield targets, packout percentages, or other quantifiable targets.

IAC0411: Performance measurements and production tests (quality measurements, e.g. maturity indexing) are described and the context in which they are used is highlighted

- Performance measurements are quantifiable measurements of production data used to judge the efficiency and efficacy of production.
- Performance measurements usually come in the form of tests, such as sampling, maturity indexing or quality testing.
- These tests are used throughout production for various reasons.

IAC0412: The causes of poor production performance are listed and matched to a range of possible corrective actions

- Poor production performance related to employees can occur for a number of reasons, including:
 - Poor supervision.
 - Lack of skills.
 - Low morale.
 - Unrealistic targets.
 - Labour shortages.
- Poor supervision is remedied by providing leadership training to the supervisors.
- Lack of skills is remedied by providing technical training.
- Low morale is remedied by team management practices such as inspiring employees or improving working conditions.
- Unrealistic targets should be revised to be more realistic.
- Labour shortages are remedied by hiring more workers.

IAC0413: The cost impact of corrective measures is outlined

- The costs for corrective measures may include:
 - Training costs.
 - New facilities or equipment for workers.
 - Additional labour costs.
- To determine whether a cost is worth the benefit, management must compare the cost of correction against the cost of the problem.

IAC0414: The consequences of not reacting to indicators of poor performance is spelled out

- If poor performance is ignored, consequences may include:
 - Declining productivity.
 - Increased labour costs.
 - Profit loss (including going out of business in severe cases).
 - Poor product quality.

- Employee dissatisfaction.
- Damage to farm reputation.
- Legal or regulatory issues.

IAC0415: Indicators of and time-frame for performance recovery is outlined

- Indicators of recovery refer to signs that performance is improving (recovering) after corrective actions have been successful.
- Indicators of recovery include:
 - Improved output.
 - Increased worker attendance.
 - Improved morale.
 - Positive audit results.
- The time-frame for performance recovery varies significantly depending on the type and severity of the performance issue and could range from a few weeks to a few months.

IAC0416: Continuous improvement principles and concepts are described

Refer to IAC0407: The importance of continuous personal development and the process thereof is given.

IAC0417: The role of incentives and the rewarding good performance is discussed

- Incentives are rewards used to motivate workers and improve productivity.
- Incentives can be financial (bonuses or raises), or non-financial (promotion, recognition, certificates).
- Incentives serve to increase productivity, boost morale, and thus increase revenues.

self-assessment

KT0402: Performance Management

Can I?	Y/N
Can I explain the principles of performance management and appraisal?	
Can I manage performance and appraise workers?	
Can I use performance measurements and production tests to assess efficiency and quality?	
Can I analyse the causes of poor performance and apply suitable corrective actions?	
Can I evaluate the financial implications of corrective measures?	
Can I describe the indicators of performance recovery?	
Can I implement the principles of continuous personal development and improvement?	
Can I utilise incentives and rewards to improve employee motivation, morale, and productivity?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0406	The principles of performance management and appraisal is outlined	A3, A4, A5, K2, K5
IAC0407	The importance of continuous personal development and the process thereof is given	A3, A4, A5, K2, K5
IAC0408	Performance management concepts are delineated	A3, A4, A5, K2, K5
IAC0409	Performance requirements per employee are clarified	A3, A4, A5, K2, K5
IAC0410	Performance requirements per production unit are clearly laid out	A3, A4, A5, K2, K5
IAC0411	Performance measurements and production tests (quality measurements, e.g. maturity indexing) are described and the context in which they are used is highlighted	A3, A4, A5, K2, K5
IAC0412	The causes of poor production performance are listed and matched to a range of possible corrective actions	A3, A4, A5, K2, K5
IAC0413	The cost impact of corrective measures is outlined	A4, A5, K2, K3, K5
IAC0414	The consequences of not reacting to indicators of poor performance is spelled out	A3, A4, A5, K2, K5
IAC0415	Indicators of and time-frame for performance recovery is outlined	A3, A4, A5, K2, K5
IAC0416	Continuous improvement principles and concepts are described	A3, A4, A5, K2, K5
IAC0417	The role of incentives and the rewarding good performance is discussed	A4, K2, K3, K4, K5

3. KT0403: Motivation and Productivity

IAC0418: The principles of motivation and productivity are outlined

IAC0419: Motivation theories and concepts are discussed and compared in terms of their efficacy in specific situations

- Motivation is an essential skill for any foreman or team leader.
- Motivation drives employees to perform well and achieve goals.
- Motivation is based on:
 - Recognising workers' individual needs and goals.
 - Aligning employees' and the farm's goals.
 - Using positive reinforcement.
 - Ensuring fairness and equity.
 - Empowering workers with responsibility.
- Productivity refers to workers performing well at their job and fulfilling their duties and responsibilities.
- Productivity requires a focus on efficiency and continuously improving production practices.
- Productivity is only possible if resources are optimised and worker skills are developed through training.

IAC0420: The impact of agricultural technology on productivity is described

- Agricultural technology can significantly increase productivity.
- Mechanisation can increase output and reduce labour intensity by replacing or supplementing human labour.
- Precision agriculture technology such as sensors and drones can help to optimise irrigation, fertilisation, and pest control.
- Automation can improve consistency and reduce human error.
- Farm management software can improve record-keeping, planning, and decision-making.

self-assessment

KT0403: Motivation and Productivity

Can I?	Y/N
Can I compare motivation approaches and select the best one for specific situations?	
Can I utilise technology to improve productivity?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0418	The principles of motivation and productivity are outlined	A4, K2, K3, K4, K5
IAC0419	Motivation theories and concepts are discussed and compared in terms of their efficacy in specific situations	A4, K2, K3, K4, K5
IAC0420	The impact of agricultural technology on productivity is described	A1, A2, A3, A4, A5

4. **KT0404: Managing Interpersonal Relations**

IAC0421: The impact of cultural diversity on management practices is discussed

Refer to IAC0120: External factors which will impact on teamwork are described along with strategies to manage such impacts.

IAC0422: The impact of socio economic dynamics on employee motivation is explained

Refer to IAC0120: External factors which will impact on teamwork are described along with strategies to manage such impacts.

IAC0423: An understanding of the cultural diversity and social pressures is demonstrated

Refer to IAC0120: External factors which will impact on teamwork are described along with strategies to manage such impacts.

IAC0424: The types of attitudes and the effect thereof on the team cohesion and achievement is described

Refer to IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts

IAC0425: The influence of work ethos on team performance and methods to enhance it is discussed

Refer to IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts

IAC0426: The influence of work ethics on team performance and methods to enhance it is discussed

Refer to IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts

IAC0427: The influence of role clarification on team performance and methods to enhance it is described

Refer to IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts

IAC0428: The characteristics of the professional interpersonal relationship with the team workers and the effects on the workers motivation is discussed

Refer to IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts

IAC0429: The effect of shaming and blaming vs shared responsibility is compared and discussed

- Shaming and blaming are ways of dealing with an issue where a leader focuses on finding a person to blame instead of solving the problem.

- Shaming and blaming are ineffective leadership techniques as they create stress and resentment among workers, while not solving the problem at hand
- Shaming and blaming reduce open communication and willingness to report problems.
- Shared responsibility is a better method of dealing with issues that focuses on collective accountability for tasks and outcomes.
- Shared responsibility encourages teamwork and problem-solving, allowing for improvement and learning from mistakes.
- Shared responsibility makes workers feel supported and more willing to admit mistakes.

self-assessment

KT0404: Managing Interpersonal Relations

Can I?	Y/N
Can I share responsibility instead of shaming and blaming?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0421	The impact of cultural diversity on management practices is discussed	A4, K2, K3, K4, K5
IAC0422	The impact of socio economic dynamics on employee motivation is explained	A4, K2, K3, K4, K5
IAC0423	An understanding of the cultural diversity and social pressures is demonstrated	A4, K2, K3, K4, K5
IAC0424	The types of attitudes and the effect thereof on the team cohesion and achievement is described	A4, K2, K3, K4, K5
IAC0425	The influence of work ethos on team performance and methods to enhance it is discussed	A4, K2, K3, K4, K5
IAC0426	The influence of work ethics on team performance and methods to enhance it is discussed	A4, K2, K3, K4, K5
IAC0427	The influence of role clarification on team performance and methods to enhance it is described	A4, K2, K3, K4, K5
IAC0428	The characteristics of the professional interpersonal relationship with the team workers and the effects on the workers motivation is discussed	A4, K2, K3, K4, K5
IAC0429	The effect of shaming and blaming vs shared responsibility is compared and discussed	A4, K1, K2, K3, K5

KM-09-KT05:

Training and Coaching

(11%, 0.88 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0501: Legislation
- KT0502: Coaching and training principles and methods
- KT0503: The role of training and coaching in the workplace

1. KT0501: Legislation

IAC0501: The basic requirements of the Skills Development Act is outlined

Refer to IAC0901: Legislation in context of the farm environment is listed.

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0501	The basic requirements of the Skills Development Act is outlined	K1, K2, K3, K4, K5

2. KT0502: Coaching and Training Principles and Methods

IAC0502: Principles of capacity building, skills planning and skills level assessments is described in terms of their impact on job training and skills development

- Capacity building refers to developing workers' abilities, knowledge, and skills to improve performance.
- Capacity building focuses on long-term growth by building up employees.
- Capacity building is based on continuous learning and development and aimed at empowering employees in alignment with farm goals.
- Capacity building involves training workers to develop their skills and overall competence.
- This increased capacity improves productivity and product quality, while reducing dependency on external expertise.
- Skills planning is the process of identifying current and future skills required in the organisation.
- Skills planning involves identifying critical job roles and determining which skills will be required for that job now and in the future.
- After identifying the needed skills, training can be provided or new employees hired to meet those skill requirements.
- Skills planning serves to avoid skills shortages and work stoppage due to a lack of expertise.
- These skill shortages can cause delays in work and lead to lower quality fruit being produced.
- Skills level assessment involves evaluating current employees' skills and abilities.
- Skills level assessments can be performed in a few different ways, including through performance evaluations, demonstrations, tests, or observing worker performance.
- Skills level assessments should always be objective, fair, and assessed against quantifiable standards.
- Skills level assessments serve to identify training gaps, place workers in suitable roles, and improve safety and quality standards.

IAC0503: Coaching and mentoring methods and techniques are described

Refer to IAC0113: Overseeing techniques and methods are described and the advantages and disadvantages thereof are explained.

self-assessment

KT0502: Coaching and Training Principles and Methods

Can I?	Y/N
Can I describe the principles of capacity building?	
Can I develop workers' skills and knowledge?	
Can I describe the purpose of skills planning?	

Can I conduct skills level assessments and place workers appropriately?

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0502	Principles of capacity building, skills planning and skills level assessments is described in terms of their impact on job training and skills development	A4, K2, K3, K4, K5
IAC0503	Coaching and mentoring methods and techniques are described	A4, K2, K3, K4, K5

3. **KT0503: The Role of Training and Coaching in the Workplace**

IAC0504: Intrapersonal relationships and social considerations are describe and their effect on productivity in the workplace is discussed

Refer to IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts

IAC0505: The effect of clear job descriptions on the training process is outlined

Refer to IAC0203: The terms role and job description is clarified.

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0504	Intrapersonal relationships and social considerations are describe and their effect on productivity in the workplace is discussed	A4, K2, K3, K4, K5
IAC0505	The effect of clear job descriptions on the training process is outlined	A1, A2, A4, K2, K3

KM-09-KT06:

Communication

(11%, 0.88 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0601: Concept and principles
- KT0602: Communication methods
- KT0603: Minutes and weekly meetings

1. KT0601: Concept and Principles

IAC0601: Clear and effective communication is defined and its aspects outlined

IAC0602: The importance of clear communication is discussed

IAC0603: Communication principles which enhance clarity e.g. moving at the pace of the colleague/team, sensitivity to context is explained

- Communication is an essential skill in any workplace where groups of people work together, including citrus farming.
- Communication happens in many different places on a farm, between managers and shareholders and suppliers and workers and many more individuals and groups.
- Effective communication makes sure all workers are on the same page, well-motivated, and working towards common goals.
- Effective communication can increase productivity, safety, teamwork, and morale; all of which are very important parts of a well-run farm.
- Foremen must develop strong communication skills.
- Communication should always be clear, concise, as simple as possible, and honest.
- Unclear communication confuses and irritates the person being communicated with, leading to the information not being conveyed and creating conflict.
- Communication should use plain language, ideally a language spoken by all people involved.
- Leaders should always make sure that their communication has been understood by asking follow-up questions, especially for important instructions regarding health and safety.
- Leaders should never be rude or threatening when communicating, as this will lead to workers not wanting to communicate with them.
- Communication goes two ways, and leaders must make workers feel comfortable to provide feedback or report problems.

- Leaders must listen actively to workers, paying attention and considering what they say, instead of just waiting their turn to speak.
- Communicators should avoid technical jargon unless it is understood by everyone.
- Communicators should move at the pace of the person they are talking to, meaning they should adjust the speed of communication to suit the listener.
- Leaders should avoid rushing explanations, especially during training or task demonstrations.
- Leaders should consider cultural, social, and language differences when communicating.
- Communicators should adapt their tone depending on the situation and be aware of the team's emotional state when communicating.

IAC0604: Communication patterns are identified and their impact on clear communication outlined

- Communication can take place in a few different ways, called patterns, including:
 - One-way communication.
 - Two-way communication.
 - Formal communication.
 - Informal communication.
- One-way communication is where information flows from sender to receiver without feedback, such as a supervisor giving instructions without discussion.
- One-way communication is useful for fast and efficient communication, especially in urgent situations, but there is a risk of misunderstanding without feedback.
- Two-way communication is where sender and receiver exchange information and feedback, such as asking and answering questions.
- Two-way communication encourages clarification and improves understanding, and is more effective for complex tasks, but can be slower than one-way communication.
- Formal communication refers to structured communication that follows organisational channels, such as meetings, written instructions, and reports.
- Formal communication is reliable and useful for recordkeeping but can be slow.
- Informal communication refers to casual communication, such as conversations during work activities.
- Informal communication is very common, and should be encouraged to build team spirit, but can lead to miscommunication if not managed properly.

self-assessment

KT0601: Concept and Principles

Can I?	Y/N
Can I explain the importance of effective communication?	
Can I describe and implement the key principles of clear communication?	
Can I check understanding and provide feedback when giving instructions?	

Can I describe the differences between various communication patterns?	
Can I describe the risks of poor communication?	
Can I adapt my tone, pace, and language to suit different situations?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0601	Clear and effective communication is defined and its aspects outlined	K1, K2, K3, K4, K5
IAC0602	The importance of clear communication is discussed	K1, K2, K3, K4, K5
IAC0603	Communication principles which enhance clarity e.g. moving at the pace of the colleague/team, sensitivity to context is explained	K1, K2, K3, K4, K5
IAC0604	Communication patterns are identified and their impact on clear communication outlined	K1, K2, K3, K4, K5

2. KT0602: Communication Methods

IAC0605: The types of communication such as verbal, non-verbal and written are outlined and their appropriate uses are given

- There are multiple types and methods of communication, each with their own strengths and weaknesses, and they are best used in combination:
- The four basic types of communication are:
 - Verbal communication.
 - Written communication.
 - Non-verbal communication.
 - Visual communication.
- Verbal communication refers to all communication that is spoken, including face-to-face conversations, meetings, or phone calls.
- Most instructions, questions, and feedback are communicated verbally, as it is generally quick and effective.
- Written communication refers to all text-based communication, including letters, text messages, emails, written notices, documents, reports, etc.
- Written communication is useful for communicating information that may need to be repeated or kept for later.
- Non-verbal communication refers to communication using parts of the body other than the voice to communicate.
- Non-verbal communication includes body language, facial expressions, and gestures.
- Non-verbal communication can be very useful for relaying information quickly but can lead to misunderstandings and even conflict if people are not respectful or sensitive of cultural differences.
- Visual communication refers to the use of images, diagrams, and visual aids to convey information.
- Visual communication includes using maps, diagrams, signs, labels, charts, graphs, pictograms, etc.
- Visual communication is useful for conveying information clearly and overcoming language barriers, so long as clear imagery is used to avoid confusion

IAC0606: Factors influencing communication are described and identified as either barriers or as enhancing factors

- There are several factors that affect the success of communication, including:
 - Language barriers.
 - Listening skills.
 - Clarity.
 - Physical barriers.
 - Emotions.
 - Relationships.

- South Africa has 11 official languages, and many more spoken by smaller populations, meaning that language barriers can be a common problem.
- Language differences can create misunderstandings, both when there is a total lack of understanding, or when similar terms in two different languages are confused with each other.
- It is best if all workers can speak a common language on a basic level, and this may require sending workers for training in that language.
- Listening skills can be a barrier or an enhancer, as good listening can lead to effective communication and good relationships between individuals.
- A lack of listening skills leads to miscommunication, and to people feeling disrespected and unvalued.
- Clarity can be a barrier or an enhancer as vague, unclear instructions can be misunderstood and misinterpreted, while clear instructions aid in communication.
- Physical barriers can hinder communication, such as noise from machinery, distance, or weather making communication difficult.
- Alternate communication methods such as using radios, walkie-talkies, or other tools can help overcome these challenges.
- Emotions can be a barrier or an enhancer, as positive emotions can make communication more pleasant and thus more effective, while negative emotions can limit willingness to listen or communicate.

IAC0607: The role of verbal and written communication in the work environment is outlined

Refer to IAC0605: The types of communication such as verbal, non-verbal and written are outlined and their appropriate uses are given.

IAC0608: The process of and aspects such as the need for clarity and cultural awareness of giving instructions are described

Refer to IAC0601: Clear and effective communication is defined and its aspects outlined.

IAC0609: Communication is discussed in terms of its role in information gathering, recording and reporting

Refer to IAC0208: The purpose of reporting structures and procedures are explained

self-assessment

KT0602: Communication Methods

Can I?	Y/N
Can I describe the basic types of communication and their advantages and disadvantages?	
Can I combine different communication methods?	
Can I describe the main factors that influence communication?	
Can I overcome language barriers and cultural differences that affect communication?	
Can I practice listening skills, clarity, and emotions?	

Can I manage physical barriers to communication?

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0605	The types of communication such as verbal, non-verbal and written are outlined and their appropriate uses are given	K1, K2, K3, K4, K5
IAC0606	Factors influencing communication are described and identified as either barriers or as enhancing factors	K1, K2, K3, K4, K5
IAC0607	The role of verbal and written communication in the work environment is outlined	K1, K2, K3, K4, K5
IAC0608	The process of and aspects such as the need for clarity and cultural awareness of giving instructions are described	K1, K2, K3, K4, K5
IAC0609	Communication is discussed in terms of its role in information gathering, recording and reporting	A2, A3, K2, K3, K5

3. **KT0603: Minutes and Weekly Meetings**

IAC0610: The types of meetings on the farm is given

- There are several types of meetings given on farms, including:
 - Production planning meetings.
 - Toolbox or safety meetings.
 - Quality control meetings.
 - Problem-solving meetings.
 - Performance review meetings.
 - Training meetings.
 - Management meetings.
- Production planning meetings are used to plan production practices like planting, irrigation, fertilisation, harvesting schedules.
- Toolbox or safety meetings are used to communicate safety procedures and hazard awareness.
- Quality control meetings are used to review grading standards and compliance requirements.
- Problem-solving meetings are used to address specific issues such as pest outbreaks or equipment breakdown.
- Performance review meetings are used to discuss productivity, targets, and worker performance.
- Training meetings are used to provide instruction on new techniques, equipment, or standards
- Management meetings are used for strategic planning, budgeting, and decision-making.

IAC0611: Meeting procedures are laid out to optimise for efficiency

- Meetings should always have a clear purpose, to keep the meeting focused.
- The meeting planner should prepare and distribute an agenda in advance for more high level meetings.
- Meetings should always start and end on time where possible,
- Members of the meeting should keep discussions focused on agenda items.
- The leader of the meeting should encourage relevant participation.
- During the meeting, decisions should be summarised before moving to the next topic.
- All action items and responsibilities should be recorded.

IAC0612: The roles of the chairperson and participants is described

- The chairperson is the individual that leads and directs the meeting by ensuring the agenda is followed and discussions are kept on track.
- The chairperson should encourage participation and manage time to ensure that everyone has the chance to provide input where appropriate.

- The chairperson should summarise decisions and action points and maintain order and professionalism.
- Participants should prepare before the meeting so that they are able to contribute relevant information and ideas.
- Participants should listen respectfully to others, stay focused on the topic and support agreed decisions.
- Participants should complete any assigned tasks after the meeting, and the chairperson should follow up.

IAC0613: Methods for controlling the meeting is described

- The chairperson should set clear ground rules at the start of the meeting and redirect off-topic discussions.
- It may be necessary to limit speaking time to keep the meeting focused and give all participants a chance to speak.
- The chairperson should address conflicts calmly and objectively and encourage quieter members to contribute.
- The chairperson should pause or adjourn the meeting if emotions escalate and the meeting becomes ineffective due to conflict.

IAC0614: The role of agendas and minute taking is outlined

- Agendas are frameworks used to provide structure and direction to the meeting.
- The agenda should clarify the purpose and topics of the meeting, while allocating time for each item.
- The agenda helps participants prepare and prevents unnecessary discussion.
- Minutes are used to record key discussions and decisions for future reference.
- Minutes document action items and responsibilities, providing accountability and supporting compliance and traceability.

IAC0615: Best practices for presentations are discussed

- If participants are providing presentations, they should prepare accordingly.
- The presentations should be clear, directed at the specific audience, and content should be relevant.
- Presenters should speak clearly and confidently and allow for questions if appropriate.
- Presentation time should be carefully managed by the chairperson.

IAC0616: The need for and process of planning a meeting is explained

Refer to IAC0611: Meeting procedures are laid out to optimise for efficiency.

self-assessment

KT0603: Minutes and Weekly Meetings

Can I?	Y/N
Can I list the different types of meetings given on farms and their purposes?	
Can I explain and implement effective meeting procedures?	
Can I describe the role and responsibilities of the chairperson?	
Can I explain the responsibilities of meeting participants?	
Can I control discussions, manage time, and handle conflict in meetings?	
Can I explain the purpose of and create a meeting agenda?	
Can I explain the purpose of and record minutes for a meeting?	
Can I set clear ground rules and structure participation?	
Can I deliver effective presentations in meetings?	
Can I oversee documentation and follow-up for meetings?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0610	The types of meetings on the farm is given	K1, K2, K3, K4, K5
IAC0611	Meeting procedures are laid out to optimise for efficiency	K1, K2, K3, K4, K5
IAC0612	The roles of the chairperson and participants is described	K1, K2, K3, K4, K5
IAC0613	Methods for controlling the meeting is described	K1, K2, K3, K4, K5
IAC0614	The role of agendas and minute taking is outlined	K1, K2, K3, K4, K5
IAC0615	Best practices for presentations are discussed	A1, A2, A3, K1, K5
IAC0616	The need for and process of planning a meeting is explained	K1, K2, K3, K4, K5

KM-09-KT07: Life Skills (11%, 0.88 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0701: Interpersonal relations
- KT0702: Core life skills
- KT0703: Cultural diversity in the workplace
- KT0704: Wellness management
- KT0705: Empathy

1. KT0701: Interpersonal Relations

IAC0701: Interpersonal relations are defined with mention of their importance in the work environment

Refer to IAC0121: Internal factors which will impact on teamwork are described along with strategies to manage such impacts

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0701	Interpersonal relations are defined with mention of their importance in the work environment	A4, K2, K3, K4, K5

2. KT0702: Core Life Skills

IAC0702: Core life skill including self-awareness, problem solving, decision making, critical and creative thinking, conflict handling and adaptability are defined and their role in the workplace is discussed

- Self-awareness refers to the ability to understand one's own strengths, weaknesses, emotions, values, and behaviour.
- Self-awareness helps individuals recognise areas for improvement and encourages accountability and responsible behaviour.
- Self-awareness strengthens teamwork through better understanding of personal impact on others.
- Problem solving refers to the ability to identify challenges, analyse causes, and develop effective solutions.
- Problem solving improves productivity by resolving issues quickly and encourages proactive thinking rather than reactive behaviour.
- Decision making refers to the ability to choose the best course of action after considering available information and possible outcomes.
- Decision making ensures tasks are completed efficiently by reducing delays caused by uncertainty.
- Decision making improves leadership and responsibility and minimises risks by ensuring all choices are well-informed.
- Critical thinking refers to the ability to analyse information objectively and evaluate facts before forming a judgement.
- Critical thinking prevents errors caused by assumptions.
- Critical thinking improves planning and enhances decision making.
- Creative thinking refers to the ability to generate new ideas and innovative solutions.
- Creative thinking encourages the improvement of systems and processes and helps to solve problems in unconventional ways.
- Creative thinking promotes adaptability in changing environments, which supports productivity and competitiveness.
- Conflict handling refers to the ability to manage disagreements constructively and respectfully.
- Conflict handling helps to maintain positive working relationships and prevents disruption to productivity.
- Conflict handling encourages open communication, which builds teamwork and mutual respect.
- Adaptability refers to the ability to adjust to new conditions, challenges, or changes.
- Adaptability helps workers respond to changes in technology or procedures.
- Adaptability reduces resistance to change and improves resilience during difficult situations.

IAC0703: The need for working in a team is motivated and the aspects and difficulties are highlighted along with actions to mitigate such difficulties

Refer to IAC0116: The role of a team is outlined.

IAC0704: Time management is defined and its importance in the workplace outlined

Refer to IAC0305: The concept and basic principles of time management are described.

self-assessment

KT0702: Core Life Skills

Can I?	Y/N
Can I practice and encourage self-awareness?	
Can I describe the importance of problem solving and decision making?	
Can I practice and encourage critical thinking?	
Can I practice and encourage creative thinking?	
Can I handle conflicts and teach workers to?	
Can I practice and encourage adaptability?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0702	Core life skill including self-awareness, problem solving, decision making, critical and creative thinking, conflict handling and adaptability are defined and their role in the workplace is discussed	K2, K5
IAC0703	The need for working in a team is motivated and the aspects and difficulties are highlighted along with actions to mitigate such difficulties	K1, K2, K3, K4, K5
IAC0704	Time management is defined and its importance in the workplace outlined	K2, K5

3. KT0703: Cultural Diversity in the Workplace

IAC0705: The need for and aspects of coping with diversity is described along with positive coping strategies that can replace negative strategies

- South Africa is a very diverse country, and all workers must be able to cope with this diversity and cooperate with their fellow employees.
- Diversity is a positive for workplaces, as having a range of viewpoints can improve creativity, innovation, and problem solving.
- Poor handling of diversity can lead to conflict, discrimination, and reduced productivity.
- There are many negative coping strategies that are common for workers not used to diversity, including:
 - Stereotyping and making assumptions.
 - Excluding others from discussions or activities.
 - Avoiding communication.
 - Discrimination or unfair treatment.
 - Gossip and conflict.
- These negative coping strategies should be replaced by positive coping strategies through training and instruction, including:
 - Practising respect and tolerance among workers.
 - Developing cultural awareness of all workers.
 - Encouraging teamwork and collaboration.
 - Addressing misunderstandings openly and calmly.
 - Providing diversity training.
 - Promoting equal opportunities for all workers.

IAC0706: Strategies for coping with change are outlined, identified as negative or positive and negative strategies are reframed

- There are many strategies for coping with change, and they can be either negative or positive.
- Negative strategies for coping with change include:
 - Resisting change.
 - Complaining without proposing solutions.
 - Ignoring new procedures.
 - Spreading negativity among colleagues.
 - Withdrawing effort or motivation.
- Positive strategies for coping with change include:
 - Accepting change as part of growth.
 - Seeking information and clarification.
 - Asking questions and requesting training.

- Maintaining a positive attitude.
 - Supporting colleagues during transition.
 - Focusing on opportunities rather than threats.
- If workers are found to be practicing negative coping strategies in the face of change, management must step in to reframe the change as a positive.
- Management should be understanding and reassuring to their workers, as change can be uncomfortable.

IAC0707: Conflict management is described and strategies and positive actions are identified and discussed

- In any group of people who spend enough time together, there will almost certainly be some conflict, even if it is very minor.
- Team leaders and managers must be able to manage and resolve conflicts in a way that leaves every team member feeling heard, the issue solved (if possible) and keeps the team productive.
- Conflict management begins by addressing issues between workers as soon as they are noticed, ideally before they turn into full-blown conflict.
- The most effective method is to schedule a meeting with all the involved workers before acting (if necessary) or offering advice.
- When handling conflicts, especially while having conflict meetings, managers must do their best to stay neutral.
- Leaders should listen to all sides of the story with an open mind and not pass judgement or take sides until they have heard everything.
- If leaders start off taking sides after hearing from one worker, the other workers may not want to talk, even if they feel they are in the right
- The best way to solve conflicts is to hear everyone out, and then to try to find a solution that all workers involved can accept.
- Workers should not feel afraid to express their opinion or feelings, especially to their leaders.

self-assessment

KT0703: Cultural Diversity in the Workplace

Can I?	Y/N
Can I explain the importance of diversity?	
Can I identify and discourage negative coping strategies related to diversity?	
Can I identify and encourage positive coping strategies related to diversity?	
Can I identify and discourage negative coping strategies related to change?	
Can I identify and encourage positive coping strategies related to change?	
Can I train employees in effective conflict management?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0705	The need for and aspects of coping with diversity is described along with positive coping strategies that can replace negative strategies	K2, K3, K4, K5
IAC0706	Strategies for coping with change are outlined, identified as negative or positive and negative strategies are reframed	K2, K3, K4, K5
IAC0707	Conflict management is described and strategies and positive actions are identified and discussed	K2, K3, K4, K5

4. KT0704: Wellness Management

IAC0709: The need for wellness management (HIV/AIDS, TB) and the procedures are explained

- Wellness management refers to organised efforts in the workplace to promote employee health, prevent illness, and manage chronic diseases.
- It includes awareness, prevention, support, and access to healthcare services.
- In agricultural environments, wellness management is essential due to close working conditions and physical labour demands.
- 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.
- There are very effective treatments for HIV/AIDS, though the disease cannot currently be cured entirely.
- In South Africa, the Employment Equity Act 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.
- Management must ensure that workers are properly informed about HIV/AIDS, how it spreads, how to prevent it, and how sufferers should be treated.
- Management must implement workplace health and safety protocols to protect workers and customers from potential risks.
- Management must ensure that workers who may need medical assistance (e.g., if they suffer from opportunistic infections) have access to the necessary support and care.
- Management must offer training on safe handling of sharp objects like knives and tools to prevent accidents that might lead to blood exposure.
- Management must encourage work practices and hygiene, including proper handling of waste or contaminated materials.
- Workers should feel comfortable enough to discuss their HIV or AIDS with their team leaders or other management.
- Workers should be encouraged (but never forced) to disclose their HIV status if they feel comfortable, so that they can be provided proper support.
- This support can take many forms, such as providing access to counselling and support groups, and to treatment such as antiretroviral therapy.
- Tuberculosis (TB) is a contagious disease that can spread easily in crowded or poorly ventilated environments.
- HIV weakens the immune system, increasing vulnerability to infections such as TB.
- Managing HIV/AIDS and TB reduces spread within families and surrounding areas.
- Management should support TB treatment adherence programmes.

- Management should allow time off for medical appointments where necessary.
- All medical information should be kept strictly confidential.

self-assessment

KT0704: Wellness Management

Can I?	Y/N
Can I explain the concept of and practice wellness management of workers?	
Can I describe HIV and AIDS and their impact on workers?	
Can I describe and implement the legal protections for employees living with HIV/AIDS?	
Can I support workers suffering with TB and make appropriate workplace accommodations?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0709	The need for wellness management (HIV/AIDS, TB) and the procedures are explained	K1, K2, K3, K4, K5

5. KT0705: Empathy

IAC0708: Empathy is defined, the need for it is motivated and the principles and actions are described

- Empathy is the ability to understand and share the feelings, perspectives, and experiences of another person.
- Empathy is different from sympathy, as it focuses on understanding rather than feeling pity.
- Empathy is important in the workplace as it promotes positive working relationships and reduces conflict and misunderstandings.
- Empathy enhances leadership effectiveness by making them more sensitive to their workers' needs and feelings.
- Empathy is based on respect for others' perspectives and feelings, while being non-judgemental and emotionally aware.
- Empathy is practiced through active listening, acknowledging others' feelings, asking questions, and offering support or assistance when needed.

self-assessment

KT0705: Empathy

Can I?	Y/N
Can I define and practice empathy?	
Can I encourage empathy in workers?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0708	Empathy is defined, the need for it is motivated and the principles and actions are described	K2, K3, K4, K5

KM-09-KT08:

Labour Relations Management and Statutory Provisions (Policies and Procedures) that Regulates Employment

(11%, 0.88 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0801: Legislation
- KT0802: Principles and concept of labour relations
- KT0803: Disciplinary code and grievance procedures
- KT0804: Discrimination, child labour, recruitment and service termination, sexual harassment

1. KT0801: Legislation

IAC0801: The need for the LRA is motivated

- The Labour Relations Act, 1995 (Act No. 66 of 1995), also known as the LRA, is an Act that governs labour relations and regulates the organisational rights of trade unions.
- The LRA promotes and facilitates collective bargaining at the workplace and at Sectoral level and regulates the right to strike and the recourse to lockout in conformity with the Constitution.
- The LRA promotes employee participation in decision-making through the establishment of workplace forums and provides simple procedures for the resolution of labour disputes.
- The LRA establishes the Labour Court and Labour Appeal Court as superior courts, with exclusive jurisdiction to decide matters arising from the Act.
- The LRA provides for a simplified procedure for the registration of trade unions and employer's organisations.
- The LRA serves to give employees ways to be heard in the workplace and is essential for protecting their rights.

self-assessment

KT0801: Legislation

Can I?	Y/N
Can I describe the contents and purpose of the LRA?	
Can I implement the requirements of the LRA?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0801	The need for the LRA is motivated	K1, K2, K3, K4, K5

2. KT0802: Principles and Concept of Labour Relations

IAC0802: Labour relations statutes and structures are outlined

Refer to IAC0901: Legislation in context of the farm environment is listed.

IAC0803: Employment equity is defined and its core principles are described

- Employment equity is the principle of promoting fairness and equal opportunity in the workplace.
- Employment equity aims to eliminate unfair discrimination and promote diversity and inclusion.
- Employment equity entails providing equal opportunity for all employees and affirmative action measures to address past disadvantages.
- Employment equity includes fair recruitment, promotion, and training practices.
- Employment equity includes reasonable accommodation for employees with disabilities.

IAC0804: Conditions of employment and sectoral determinations are explained

- Conditions of employment refer to the agreed-upon terms that govern the relationship between an employer and employee.
- These conditions include important aspects such as pay, work hours, job duties, benefits, leave policies, and the terms for contract termination.
- These are mainly governed by the Basic Conditions of Employment Act.
- Sectoral determinations are legal instruments used to set minimum wages and working conditions for specific sectors or industries, such as agriculture.
- Sectoral determinations aim to tailor wage regulations to the unique circumstances and economic conditions of various industries.
- Sectoral determinations aim to ensure fair compensation while considering the financial viability of businesses.
- Sectoral determinations can cover issues like minimum wages, working hours, leave entitlements and overtime pay.

IAC0805: Industrial relations management concepts and practices are discussed

- Industrial relations management involves managing the relationship between employers and employees in the industry.
- Industrial relations management involves resolving disputes through collective bargaining and practicing workplace discipline in a fair, formal manner.
- Industrial relations management practices include:
 - Establishing clear workplace policies.
 - Maintaining open communication with employees and unions.
 - Fair and consistent disciplinary procedures.
 - Negotiation and consultation with worker representatives.
 - Preventative conflict management.

IAC0806: Concepts of fair labour practices are discussed in relation to supervision

- Fair labour practices refer to treating employees fairly.
- Fair labour practices also include providing equal pay for equal work and avoiding favouritism.
- The supervisor must practice fair labour practices by consistently applying rules and policies, and providing due process in disciplinary action to avoid unfair dismissal
- Supervisors should follow correct disciplinary procedures.
- Management should provide clear job descriptions and expectations.
- Supervisors should keep accurate records of performance and discipline.

self-assessment

KT0802: Principles and Concept of Labour Relations

Can I?	Y/N
Can I explain the principles and purpose of employment equity?	
Can I describe conditions of employment?	
Can I explain the purpose of and implement sectoral determinations?	
Can I describe the concept and purpose of industrial relations management?	
Can I identify key industrial relations practices?	
Can I explain and implement fair labour practices?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0802	Labour relations statutes and structures are outlined	K1, K2, K3, K4, K5
IAC0803	Employment equity is defined and its core principles are described	K1, K2, K3, K4, K5
IAC0804	Conditions of employment and sectoral determinations are explained	K1, K2, K3, K4, K5
IAC0805	Industrial relations management concepts and practices are discussed	K1, K2, K3, K4, K5
IAC0806	Concepts of fair labour practices are discussed in relation to supervision	K1, K2, K3, K4, K5

3. **KT0803: Disciplinary Code and Grievance Procedures**

IAC0807: Conflict and conflict resolution practices are outlined in terms of the governing legal procedures

Refer to IAC0707: Conflict management is described and strategies and positive actions are identified and discussed.

IAC0808: The legal grievance resolution concepts and practices are described

- Grievance procedures allow employees to raise issues they have with management or other employees without fear of reprisal.
- Grievance resolution refers to the act of resolving these issues and hopefully finding a solution that both employer and employee are happy with.
- Grievance procedures help address workers' concerns regarding issues such as working conditions, wages, and treatment, while ensuring the farm complies with labour laws.
- The process of a grievance procedure is similar to the disciplinary procedure but will often not go to a full hearing.
- Employees will usually anonymously submit their grievance to human resources, who will then handle the issue further so that the employee can stay anonymous.
- As with disciplinary procedures, the specific procedure will vary from farm to farm, and all workers should be trained in their specific farm's grievance procedures.

IAC0809: Disciplinary concepts and practice is defined and described in terms of the LRA

- There are specific legal requirements regarding disciplinary procedures in terms of what the procedure should look like, how it should be handled, and how workers should be treated.
- In the case of alleged misconduct and disciplinary action, workers have the right to be told clearly what the charge(s) against them are.
- In terms of their disciplinary hearing, workers have the right to enough time to prepare, and the right to be heard, to state their case and defence, and to question evidence against them.
- The hearing must be procedurally fair (done properly according to procedure).
- If proper procedure is not followed, the CCMA (The Commission for Conciliation, Mediation and Arbitration) will find in favour of the employee.
- Employees also have the right to appeal any disciplinary action.
- The first step of a disciplinary process is a written warning.
- If the employee feels that the written warning is not fair, they can request a disciplinary enquiry.
- An employee may choose to do this because a written warning will remain on his record, negatively influencing his career at the company, or future prospects.
- A disciplinary enquiry will also occur if the issue is more serious than a written warning is suitable for.

self-assessment

KT0803: Disciplinary Code and Grievance Procedures

Can I?	Y/N
Can I describe the purpose and steps of grievance procedures?	
Can I describe the purpose and steps of disciplinary procedures?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0807	Conflict and conflict resolution practices are outlined in terms of the governing legal procedures	K1, K2, K3, K4, K5
IAC0808	The legal grievance resolution concepts and practices are described	K1, K2, K3, K4, K5
IAC0809	Disciplinary concepts and practice is defined and described in terms of the LRA	K1, K2, K3, K4, K5

4. **KT0804: Discrimination, Child Labour, Recruitment and Service Termination, Sexual Harassment**

IAC0810: Occupational Health, Safety and Environmental Protection is explained in terms of its relevance to rights, responsibilities and structures

Refer to IAC0914: Occupational health is defined and the procedures for the maintenance thereof are outlined.

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0810	Occupational Health, Safety and Environmental Protection is explained in terms of its relevance to rights, responsibilities and structures	K1, K2, K3, K5, L1

KM-09-KT09:

Occupational Health, Safety and Environment on the Farm

(11%, 0.88 credits)

Topic Elements

The content of this chapter covers the following topic elements:

- KT0901: Legislation, policies and procedures
- KT0902: Compliance
- KT0903: Accidents and incidents
- KT0904: Safety
- KT0905: Substance abuse
- KT0906: Occupational health
- KT0907: Fire prevention and drills
- KT0908: Hygiene
- KT0909: Housekeeping principles
- KT0910: Waste management principles

1. KT0901: Legislation, Policies and Procedures

IAC0901: Legislation in context of the farm environment is listed

- The relevant legislation to farm management includes:
 - The Adult Basic Education and Training Act.
 - The Agricultural Labour Act, 1993 (Act No. 147 of 1993).
 - The Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).
 - Employment Equity Act, 1998 (Act No. 55 of 1998).
 - Extension of Security of Tenure Act, 1997 (Act No. 62 of 1997).
 - Skills Development Act, 1998 (Act No. 97 of 1998).

IAC0902: The purpose of legislation is explained

- The Adult Basic Education and Training Act regulates adult basic education and training by providing for the establishment, governance and funding of public adult learning centres and the registration of private ones.
- The Agricultural Labour Act concerns the application of the LRA and BCEA to farming activities and employers and employees.

- The Basic Conditions of Employment Act, 1997 promotes fair labour practices by establishing and making provision for the regulation for basic conditions of employment.
- The BCEA includes the Sectoral Determination 8: Farm Worker Sector which relates specifically to farm workers in all farming activities in the Republic of South Africa.
- The Employment Equity Act, 1998 aims to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment.
- The act aims to achieve this through the elimination of unfair discrimination and by implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups.
- The Extension of Security of Tenure Act, 1997 aims to regulate the conditions of residence, termination of residence, and eviction on certain land.
- The Skills Development Act, 1998 aims to provide an institutional framework to devise and implement national sector and workplace strategies to develop and improve the skills of the South African workforce.

IAC0903: Acts and regulations pertaining to farming operations are named

Refer to IAC0901: Legislation in context of the farm environment is listed.

IAC0904: The implications of legislation on policies and procedures are described

Refer to IAC0902: The purpose of legislation is explained.

IAC0905: A definition of policies and procedures is given

Refer to IAC0207: The purpose of company policy and standard operation procedures are described.

IAC0906: The difference between policies and procedures is explained

Refer to IAC0207: The purpose of company policy and standard operation procedures are described.

IAC0907: The types of policies and procedures pertaining to crop production operations are outlined

Refer to IAC0207: The purpose of company policy and standard operation procedures are described.

self-assessment

KT0901: Legislation, Policies and Procedures

Can I?	Y/N
Can I list the relevant legislation to farm management?	
Can I describe the contents and purpose of the Adult Basic Education and Training Act?	
Can I describe the contents and purpose of the Agricultural Labour Act?	
Can I describe the contents and purpose of the Basic Conditions of Employment Act, 1997?	

Can I describe the contents and purpose of the Sectoral Determination 8: Farm Worker Sector of the BCEA?	
Can I describe the contents and purpose of the Employment Equity Act, 1998?	
Can I describe the contents and purpose of the Extension of Security of Tenure Act, 1997?	
Can I describe the contents and purpose of the Skills Development Act, 1998?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0901	Legislation in context of the farm environment is listed	A1, A6, K1, K3, K4
IAC0902	The purpose of legislation is explained	A1, A6, K1, K3, K4
IAC0903	Acts and regulations pertaining to farming operations are named	A1, A6, K1, K3, K4
IAC0904	The implications of legislation on policies and procedures are described	A1, A6, K1, K3, K4
IAC0905	A definition of policies and procedures is given	A4, K1, K2, K3, K4
IAC0906	The difference between policies and procedures is explained	A4, K1, K2, K3, K4
IAC0907	The types of policies and procedures pertaining to crop production operations are outlined	A4, K1, K2, K3, K4

2. KT0902: Compliance

IAC0908: The concept of compliance is defined

- Compliance refers to adhering to a set of regulations and laws established by various government and industry bodies.
- These regulations protect consumers, employees, and the environment, and ensure fair business practices.
- In a workplace context, compliance involves:
 - Following company policies and procedures.
 - Adhering to labour laws and safety regulations.
 - Meeting industry standards and regulatory requirements.
 - Acting in an ethical and responsible manner.

IAC0909: The purpose of compliance is explained

- Compliance is essential for several reasons, including:
 - Legal protection.
 - Risk management.
 - Upholding the farm's reputation.
 - Maximising productive efficiency.
- Compliance ensures that the farm adheres to national and industry laws.
- This adherence prevents legal penalties such as fines and lawsuits, protecting both employer and employees.
- Compliance helps to mitigate operational, financial, and reputational risks.
- Compliance prevents fraud, misconduct, and corruption.
- Compliance enhances public and industry trust in the farm by building a good reputation.
- This good reputation strengthens relationships with customers, investors, and regulators.
- Compliance establishes clear procedures and standards, which reduces confusion and misconduct.

IAC0910: The consequences and implications of non-compliance is outlined and discussed

- All the rules and regulations in place in a work environment have a reason for being there.
- All employees need to have a clear understanding of the purpose of the rules or regulations.
- When employees or employers do not follow the rules, this is referred to as non-compliance.
- Non-compliance can carry serious risk for the workers and the farm, including:
 - Legal problems, such as lawsuits and fines.
 - Serious risks to worker health and safety and the environment.

- A negative reputation for the farm.
- Slowed or even stopped production.
- Wasted resources.
- Non-compliances are usually dealt with using grievance or disciplinary procedures.
- When an employee is dissatisfied with something in the workplace a grievance procedure can be followed.
- When an employee has broken the rules, the employer uses a disciplinary procedure to resolve the problem.
- Disciplinary procedures usually include written warnings, disciplinary enquiries, and possibly even dismissal.

self-assessment

KT0902: Compliance

Can I?	Y/N
Can I describe the purpose and importance of compliance in the workplace?	
Can I describe the legal and financial consequences of non-compliance?	
Can I explain the importance of employees understanding workplace rules and regulations?	
Can I initiate grievance procedures and disciplinary procedures to address non-compliance?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0908	The concept of compliance is defined	A6, K1, K2, K3, K4
IAC0909	The purpose of compliance is explained	A6, K1, K2, K3, K4
IAC0910	The consequences and implications of non-compliance is outlined and discussed	A6, K1, K2, K3, K4

3. KT0903: Accidents and Incidents

IAC0911: Accidents and incidents are defined and the procedures for dealing with them is outlined

- Even in workplaces with great health and safety systems, accidents can still happen.
- The safety management system should include procedures for dealing with and reporting accidents and incidents.
- Any accidents or incidents that cause injury or death to a worker should be reported to management so that the problem can be immediately rectified.
- After the immediate situation is dealt with (such as by stopping work or getting medical care), incidents must be thoroughly investigated, and steps taken to prevent reoccurrence.
- Any serious incidents must be documented in a separate file, with all documentation, reports and correspondence kept for easy reference.
- Ideally, multiple workers (ideally one per team or work group) should be trained in first aid, and there should always be first aid equipment available.
- All first aid equipment should be properly stored, adequately stocked, and accessible.
- All workers should be aware of appropriate emergency procedures and receive appropriate training in how to handle accidents and incidents.
- Management should create charts or posters reminding workers of emergency procedures that are visible and easily accessible and to put these in areas the workers frequent.
- These charts and posters should try to use simple language and images to clearly explain what to do during emergencies.
- These emergency notices should also include emergency numbers, both on-farm (such as the first aid officer's number) and off-farm (such as the fire department or police).
- Management should train staff and hold regular meetings to remind them of basic, general emergency procedures.
- Workers with specific roles should be given specific training where needed, such as additional training on agrochemical safety being given to workers who handle them.

self-assessment

KT0903: Accidents and Incidents

Can I?	Y/N
Can I explain the procedures that should be followed when an accident or incident occurs?	
Can I ensure that proper documentation and preventative measures are implemented following serious incidents?	
Can I train workers in emergency preparedness?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0911	Accidents and incidents are defined and the procedures for dealing with them is outlined	K1, K2, K3, K4, K5

4. KT0904: Safety

IAC0912: Personal protective equipment and clothing is described with regards to the correct situational usage

- Protective equipment and clothing are essential for keeping workers safe during all work operations.
- Protective equipment and clothing are designed to prevent workers from being injured or getting sick during work.
- The level and kind of protection needed depends on the situation the worker is working in.
- Workers must know how to put on and use protective equipment and clothing correctly, and that it must be the right size for them.
- Depending on the task, workers should have the following protective equipment and clothing available to them:
 - Cotton overalls.
 - Rubber boots.
 - Aprons.
 - Raincoats and hats.
 - Goggles.
 - Rubber gloves.
 - Face masks.
 - Respirators.
- Cotton overalls, usually two-piece overalls, are worn the majority of the time that workers are working on the farm.
- Cotton provides better protection and is more durable than those made from lightweight synthetic fabric.
- Rubber boots are worn during the majority of work but are especially important when working with agrochemicals.
- Aprons are worn while mixing agrochemicals to protect workers in case of spillage.
- Raincoats and hats are worn while spraying agrochemicals, to protect from skin contact.
- Goggles are used to protect a worker's eyes while they are mixing agrochemicals and sometimes when they are applying them.
- Rubber gloves prevent skin contact with agrochemicals while they are being mixed and applied.
- Face masks offer protection against inhaling agrochemicals.
- Some agrochemicals are even more dangerous when inhaled and a respirator is used in those cases.

self-assessment

KT0904: Safety

Can I?	Y/N
Can I explain the purpose and importance of protective equipment and clothing?	
Can I identify the different types of PPE and describe when each should be worn?	
Can I provide workers with appropriate, high quality PPE?	
Can I describe the specific protective measures required when handling and applying agrochemicals?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0912	Personal protective equipment and clothing is described with regards to the correct situational usage	F2, G3, K1, K2, K3

5. KT0905: Substance Abuse

IAC0913: Substance abuse is defined, its impact on the workplace describe and effective responses are planned in advance

- Substance abuse refers to the abuse of alcohol and drugs, whether in or outside the workplace.
- Substance abuse has a negative impact on the individuals to the point where they are unable to do their job or manage their life properly.
- Substance abuse is a common problem, and individuals 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 can be found across all levels of a business.
- Substance abuse often stems from unhappiness with life, due to stress or other emotional problems.
- Substance abuse can be mitigated by ensuring that the working environment promotes employee health and wellbeing.
- Limiting stress, overworking, or dangerous environments where workers feel unvalued and disrespected can help to limit worker substance abuse.
- Managers and foremen should build a positive, open relationship with their workers, to ease stress, promote trust, and create open communication.
- When hiring employees, management should 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.
- Potential employees 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.
- The 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 in a worker, the following procedure is followed:
 1. If someone notices a worker seems under the influence of alcohol or drugs, send them home immediately as they are a serious risk to other workers.
 2. If management finds out that a worker has a substance issue without seeing it personally, organise a meeting with the worker to address the problem immediately.
 3. Approach the topic directly, but without being accusatory or rude, as this may turn them defensive.
 4. Try first to counsel the employee, instead of attacking them, as many substance abusers are in pain, emotionally, and often want to quit their abuse but can't manage to control it.
 5. Offer them help, such as resources for addiction support or therapy, and try to see if an agreement can be reached that does not involve firing them outright.

6. Ensure that the employee understands the danger to them and other workers that substance abuse creates, and that any further incidents will not be tolerated.
7. As with any disciplinary actions or employee meetings, document and file a record of the meeting.
8. 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.
9. If the abuse continues, even after the warnings, it may unfortunately be necessary to fire the employee, following the standard firing policies of the farm.

self-assessment

KT0905: Substance Abuse

Can I?	Y/N
Can I define substance abuse and explain its impact on both the individual and the workplace?	
Can I describe the factors that contribute to substance abuse?	
Can I identify substance abuse issues?	
Can I take the appropriate steps to support workers suspected of substance abuse?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0913	Substance abuse is defined, its impact on the workplace describe and effective responses are planned in advance	K1, K2, K3, K4, K5

6. KT0906: Occupational Health

IAC0914: Occupational health is defined and the procedures for the maintenance thereof are outlined

- Occupational health refers to promoting and maintaining the physical, mental and social well-being of your workers.
- Citrus farming is a large process that involves tools, equipment, chemicals, vehicles and machinery which can be dangerous or even deadly to workers if not handled properly.
- The most obvious health risks to farm workers are chemicals, as many of the agrochemicals can be very dangerous if used improperly or ingested.
- Other likely causes of injury are either mechanical (tractors, trailers) or poor worker practices when using equipment.
- Injury can also occur when workers are moving about, such as in the orchard when moving from tree to trailer with full bags of fruit.
- It is the responsibility of management and leadership to make the health and safety of workers a top priority and to create a 'safety culture' on the farm.
- A safety culture refers to a way of working where everyone involved in the farm's operations take ownership of their own safety and that of others, creating a safe and risk-free work environment.
- The best way to establish a safety culture is to have a well-planned out health and safety policy, as well as clear, well-enforced safety rituals and routines.
- Occupational health and safety are also important for regulatory reasons.
- The South African Occupational Health and Safety Act (OHSA) stipulates that all local companies with more than 20 employees (which most citrus farms will) must have health and safety measures in place.
- OHSA has various requirements from employers in terms of how the workplace should work and what it should look like.
- Employers must create a place of employment free from recognized hazards that are causing or likely to cause death or serious physical harm to employees.
- Employers must comply with OHSA safety and health standards.
- Danger is sometimes unavoidable (such as when dealing with dangerous chemicals).
- In these situations, managers must ensure that workers are properly trained and supplied with the appropriate PPE or safety equipment.
- Management should hold monthly safety meetings at all levels.
- Regular safety audits should be performed to make sure that safety standards are not slipping.

self-assessment

KT0906: Occupational Health

Can I?	Y/N
Can I explain the concept and importance of occupational health?	

Can I describe and implement a 'safety culture' on a farm?	
Can I describe the legal requirements of the South African Occupational Health and Safety Act (OHSA)?	
Can I train workers and perform audits to maintain worker health and safety?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0914	Occupational health is defined and the procedures for the maintenance thereof are outlined	K1, K2, K3, K4, K5

7. KT0907: Fire Prevention and Drills

IAC0915: Fire prevention and drills are conducted

- Fire prevention measures are an essential part of health and safety.
- Management must identify potential fire hazards and take steps to minimise the risks.
- All flammable materials should be stored in approved, well-ventilated areas
- Firefighting equipment such as extinguishers should be accessible and clearly marked
- Electrical systems should be well maintained and run safely.
- Dry vegetation and flammable waste should be regularly removed.
- All machinery should be regularly serviced to prevent overheating.
- Workers must be trained on fire risks and prevention practices.
- A fire alarm system should be in place on the farm.
- The contact details of the closest fire and emergency services should be easily accessible to all employees.
- Fire drills should be regularly conducted to test employees' readiness for handling fires.
- These drills should practice evacuation routes and assembly points.
- Specific roles should be assigned to employees during these situations (such as fire marshal, first aid responder, etc.).
- The drill and evacuation process should be timed to record and improve response speed.
- Worker performance should be reviewed after each drill.

self-assessment

KT0907: Fire Prevention and Drills

Can I?	Y/N
Can I implement fire prevention measures?	
Can I provide workers with appropriate firefighting equipment?	
Can I plan and manage fire drills?	
Can I explain how worker performance should be assessed after fire drills?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0915	Fire prevention and drills are conducted	K1, K2, K5

8. KT0908: Hygiene

IAC0916: Hygiene is defined and best practices are discussed

- Providing a high-quality product requires workers to practice personal hygiene of a high standard and practice high standards of hygiene on the products they produce.
- Hygiene refers to the practices and conditions that maintain health and prevent contamination, infection, and disease.
- In agricultural food production, hygiene focuses on preventing contamination of the fruit produced, equipment, workers, and the environment.
- Hygiene is essential for food safety, worker health, and compliance with quality standards.
- Workers should regularly wash their hands with clean water and soap.
- Workers should wear clean, protective clothing.
- Workers should keep fingernails short and clean, and cover cuts and wounds with appropriate dressings.
- Workers should take time off work when suffering from contagious illnesses.
- Workers should avoid smoking, eating, or spitting in production areas.
- Workers should wear limited jewellery when handling fruit.
- All tools and equipment should be regularly cleaned and sanitised.
- All waste must be properly disposed of in an environmentally safe manner.
- Workers should have access to clean, well-maintained ablution facilities and hand washing stations.
- Safe water should be available for drinking, cleaning and irrigation where required.
- Pest control measures should be in place in work areas.

self-assessment

KT0908: Hygiene

Can I?	Y/N
Can I explain the importance of personal hygiene for workers?	
Can I train workers in appropriate hygiene practices?	
Can I implement appropriate procedures for maintaining equipment, waste disposal, and pest control?	
Can I provide clean water and ablution facilities to workers?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0916	Hygiene is defined and best practices are discussed	K1, K2, K3, K4, K5

9. KT0909: Housekeeping Principles

IAC0917: Housekeeping principles are outlined and the consequences of not following good housekeeping practices are given

- Housekeeping involves maintaining cleanliness in all work areas at all times.
- All walkways, storage areas, and workspaces should be free of obstructions.
- All tools and equipment should be properly stored before and after use.
- Waste should be regularly and safely disposed of.
- All work areas should have proper ventilation and lighting.
- All work areas should be regularly inspected for cleanliness and safety.
- Good housekeeping prevents accidents and mitigates the risk of contamination of the fruit.
- Good housekeeping improves efficiency and workflow.
- Good housekeeping supports compliance with health and safety regulations
- Poor housekeeping leads to increased workplace injuries and accidents and fruit contamination.
- Poor housekeeping can increase pest and disease populations.
- Poor housekeeping can cause equipment to be damaged or malfunction.
- Poor housekeeping and resultant disorganisation reduce productivity.
- Poor housekeeping increases maintenance and repair costs
- Poor housekeeping can lead to regulatory or legal issues due to non-compliance with safety and food quality standards.
- Poor housekeeping can negatively impact the farm's reputation and lead to potential financial losses.

self-assessment

KT0909: Housekeeping Principles

Can I?	Y/N
Can I explain the principles of good housekeeping on a farm?	
Can I describe and implement the practices involved in good housekeeping?	
Can I describe the risks of poor housekeeping?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0917	Housekeeping principles are outlined and the consequences of not following good housekeeping practices are given	K1, K2, K3, K4, K5

10. KT0910: Waste Management Principles

IAC0918: Waste management principles are outlined and the consequences of not following good housekeeping practices are given

- Waste management is an important part of citrus production, as proper waste management protects the environment and supports sustainable farming.
- Waste materials produced during citrus production include rejected fruit, plant materials, agrochemical containers, and packaging.
- Poor waste management can harm the land, water, and air in and around the farm, negatively affecting production in the long term.
- Poor waste management can also create breeding grounds for pests and diseases in piles of leftover waste, which can lead to crop damage, reduced yield, and increased IPM costs.
- Waste management practices include composting, recycling, proper disposal, and reducing the production of waste.
- Composting is the process of collecting organic waste and allowing it to decompose naturally in a dedicated composting area.
- The result of the decomposition is compost, a nutrient-rich substance which can be used as a fertiliser to enrich soil.
- Composting reduces the need for chemical fertilisers and supports organic farming.
- Recycling is the process of taking certain waste materials (such as plastic) and re-processing them to create new products of the same type.
- Recyclable materials must be separated by type of material and sent to recycling facilities.
- Recycling reduces landfill waste, conserves resources, and minimises pollution.
- Some materials (like agrochemical containers) require special cleaning before recycling or cannot be recycled.
- If growers are unsure how to properly recycle certain waste, the manufacturer should be contacted for information.
- Disposal is necessary for some waste (such as hazardous waste) that cannot be composted, recycled, or otherwise reused.
- Hazardous waste (e.g., batteries, expired chemicals, medical waste, etc.) must be disposed of according to safety regulations and legislation.
- Some of this hazardous waste may require the services of specialised disposal or waste management companies.
- Waste prevention and reduction practices involve minimising waste production, through practices like reducing the over-purchasing of stock.
- Many production practices tie into waste reduction, such as implementing proper IPM to avoid producing waste fruit that cannot be sold due to disease issues.
- Waste reduction practices are usually the most cost-effective waste management practices, as they focus on reducing unnecessary spending, both before and after the waste is created.
- Local communities should also be involved in waste management and recycling initiatives, especially if there is already waste management infrastructure available in those areas.

- This collaboration fosters good community relations, as well as improving waste management practices overall.

self-assessment

KT0910: Waste Management Principles

Can I?	Y/N
Can I explain the importance of proper waste management in citrus production?	
Can I list and manage the types of waste produced on citrus farms and their potential environmental impacts?	
Can I describe and implement waste management practices such as composting, recycling, disposal, and waste reduction?	

work scenario reference

To learn about how the above information is applied in practice, please look at the following workplace scenarios:

IAC Code	IAC Title	Relevant Work Scenario(s)
IAC0918	Waste management principles are outlined and the consequences of not following good housekeeping practices are given	A6, H1, J1, J2, L1