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HOSPITALITY SKILLS FOR 2010

Funded by

SWISS-SOUTH AFRICAN CO-OPERATION INITIATIVE (SSACI)

Project Evaluation – Final Report

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OVERVIEW

The Hospitality Youth Initiative is a non-profit organisation whose mission is to train young South Africans for employment in different professions in the hospitality industry.

SSACI's overall objective is *“to advance education opportunities for disadvantaged young South Africans in order to enable them to obtain employment.”* To achieve its goals, SSACI has identified growing sectors of the economy, which offer job opportunities from that growth. These sectors offer relatively low barriers to entry so that, with some training, young people can access them, and still have opportunities for advancement. Tourism and hospitality is one such sector.

Between June 2007 and July 2010, the Hospitality Youth Initiative (HYI) received financial assistance from SSACI to provide vocational training and employment in the hospitality industry to 300 unemployed young people from disadvantaged backgrounds.

In preparation for the 2010 FIFA World Cup, it was anticipated that employment opportunities would be created in the hospitality industry. The intention of the Hospitality Skills 2010 Project (referred hereafter as the project) was to train these 300 youth in basic hospitality skills (i.e. reception, housekeeping, catering and restaurant services) and have them placed in jobs in hotels or B&Bs in the tournament host cities.

This report is the outcome of an evaluation of the project, both summative and developmental. It verifies whether it achieved its objectives or not. It seeks to extract information and lessons that can inform the design and implementation of future development projects of a similar nature. In addition it looks at options for the future, and if and how the project can be located within the skills development landscape in South Africa so that it can grow, access public funding, and benefit greater numbers of people.

THE PROJECT CONTEXT AND BACKGROUND

YOUTH UNEMPLOYMENT

Unemployment of young people under the age of 24 is reaching crisis proportions in South Africa. In 2008, research by the Centre for Development and Education noted that South Africa's rate of youth unemployment is among the highest in the world. With 65% of youth under 24 unemployed, it is "*in a league of its own*"¹.

Approximately one million young people leave South Africa's schools every year of which only a third have passed Grade 12. Approximately 150 000 of these pupils will enrol in tertiary education. Some will go on to Further Education and Training Colleges. However, a great number will try to enter the labour market², but will lack the technical and vocational skills needed to find a job.

In the past two years, youth unemployment has been exacerbated by the worsening economic situation in the country, resulting from the global financial crisis. Between October 2008 and September 2009, the economy shed 900 000 jobs. Particularly hard hit were young people under the age of 30, losing two out of every three jobs lost. Companies became increasingly unwilling to employ people, especially inexperienced young people, or to train potential new employees.³

TOURISM AND HOSPITALITY

Tourism and hospitality have shown growth over the past few years. Although affected by adverse economic conditions, they have demonstrated the ability, and potential to absorb labour.

¹ Centre for Development and Enterprise (CDE) (2008); "*South Africa's Door Knockers: Young people and unemployment in metropolitan South Africa*"; CDE In Depth, no 9, July 2008, p18

² Frans Cronje; "*SAIRR Today: National Service is no Panacea*", 7 May 2010, South African Institute of Race Relations, accessed from www.sairr.org.za 21 June 2010.

³ SSACI; *Activity Report 2008/2009*; p3

Ascertaining the number of people employed in the tourism and hospitality sector is hampered by the lack of specific information. Statistics South Africa does not report on tourism as a sector on its own. Rather, tourism and hospitality related jobs are reported under trade statistics, which includes repair of motor vehicles, motorcycles and trade in personal and household goods and restaurants and hotels – in other words, the commercial sector.⁴

Nevertheless, the Department of Trade and Industry noted in 2006, that the South African tourism industry had an average growth of 6% between 2001 and 2005. Both government and the private sector “*look to the tourism industry as a source of economic and employment growth.*”⁵

It is not easy, however, for young people with few skills to find work in tourism and hospitality. The hospitality industry in particular is characterised by seasonality, high levels of competition for jobs from immigrants who may work for less, and labour brokers. Many jobs in the sector are informal. Profit margins are generally small, leading employers to try to keep costs down, labour being one of them.

SSACI’s GOALS

SSACI’s principal goal is to promote the social and economic development of South Africa’s youth. Its major focus is on providing financial assistance to organisations that provide technical or vocational skills that will assist young people (18-35) in getting sustainable long-term employment.

Apart from the obvious goals of improving the lives of the beneficiaries of its projects, SSACI also works with government agencies, and non-governmental partners, in the hope that the demonstrated impact and sustainability of certain projects will lead either to larger scale replication within a government

⁴ Statistics South Africa (2010); *SSA Labour Force Survey 1st Quarter 2010*, accessed from www.ssa.gov.za and Trade Union Research Project (2001): *Overview of the South African Tourism and Hospitality Sector*; Naledi, 2001

⁵ www.dti.gov.za/sectors/TourismSector.htm accessed 21 July 2010

agency, or to a government agency adopting the lessons and models for use within the national skills development system.⁶

THE HOSPITALITY YOUTH INITIATIVE

The Hospitality Youth Initiative (HYI) describes its mission as training young people to gain the correct attitude and confidence to make a career in the hospitality industry. It does this through a combination of experiential life skills training and technical training, and an internship in a hotel or hospitality establishment. HYI has linkages with many of the major groups operating in the country, such as City Lodge, Protea, Southern Sun and Hyatt Regency.

The primary outcome of its programme is for trainees to find employment in the hospitality industry. *“Since inception, over 2000 students have entered the programme and according to independent evaluations conducted on behalf of the various funders, over 67% have found meaningful employment”.*⁷

HYI has had two previous contracts with SSACI, although it was not operating at the time as HYI. SSACI’s previous contracts were with an organisation called SLOT (School Leavers’ Opportunity Training) in Pietermaritzburg, which subcontracted the St Aidan’s Programme in Grahamstown to carry out the greater parts of the project.

The St Aidan’s Programme has now been registered as Hospitality Induction Programme (HIP). HYI was set up as an entity on its own, and operating under an agreement with HIP, obtained the licence to run the programme, and engaged with SSACI for the contract under review in this evaluation.

⁶ SSACI; *Activity Report 2008/2009*; p22

⁷ www.hyi.org.za, accessed 13 July 2010

THE HOSPITALITY SKILLS 2010 PROJECT

With its focus on training young people for sectors of the economy with growth potential, and having experience of funding two previous projects in which the people from HYI played the key role, SSACI signed an agreement with HYI for the Hospitality Skills for 2010 project.

The objective of the agreement, signed for three years, from June 2007 until 31 July 2010, was for HYI to provide training, and placement in internships in hospitality establishments, for 300 young people between the ages of 18-26, from disadvantaged backgrounds in South Africa.

At the time, when preparations for the 2010 World Cup were gaining momentum, SSACI assumed that many opportunities in the hospitality industry would be created for young people, particularly in the cities designated to host matches.

SSACI was also responding to a concern that structured training programmes for young people to enter the industry were having little success. Within the industry, credibility of the THETA (Tourism and Hospitality and Sport Education and Training Authority) and of FET (Further Education and Training) College programmes was poor.⁸

In February 2007, the THETA reported to Parliament's Portfolio Committee on Environmental Affairs and Tourism that for young people who entered into a learnership agreement registered under the auspices of the THETA, "*the placement rate of those completing learnerships was 40%*". Furthermore, "*80% of people who completed learnerships could **not** find jobs*".⁹

Poor linkages with the workplace have historically been one of the FET Colleges' major weaknesses. Students have not been able to get the kind of workplace exposure they need, thus employers have been reluctant to take

⁸ Interview with Ken Duncan and Thantshi Masitara, 1 June 2007

⁹ Parliamentary Monitoring Group (2007); "*Tourism, Hospitality and Sport Sector Education and Training Authority 2006 Annual Report; briefing*", Minutes; 20 February 2007

them in. The latest “*Framework for the National Skills Development Strategy*” (April 2010) looks to address this issue specifically.

OBJECTIVES OF THE PROJECT

The Project Description, attached to the agreement signed by SSACI and HYI, notes the target, that by the end of June 2010:

- At least 250 trainees will have completed their training. This includes the month-long training programme in Grahamstown, and an internship.
- 200 trainees would have been placed in jobs in the tourism and hospitality sector.

The Project Description also states that the internship was originally supposed to be four months, and that a research assignment was required of students after they finished the initial month’s training. The duration of the internship was reduced to three months as by then most trainees had been exposed to all the aspects of the hotel that they were supposed to, and to reduce the hardship they faced in working without pay, and having to still pay their transportation costs¹⁰.

Certain assumptions that SSACI had made about the project also had to be revised, notably the number of job opportunities that the 2010 World Cup would create. As the project progressed, recruitment took place and placements were made outside of the Host Cities, as opportunities in those areas became saturated. The City Lodge Group, where most trainees were being placed, also reduced their intake toward the end of 2009, and HYI had to find other hotel partners.

¹⁰ Interview with Duncan Peltason and Sue Bursey (HYI) on 15 June 2010

THE EVALUATION QUESTIONS

Two previous evaluations have been conducted on the project's training programme and institutional capacity. The purpose of **this** one is to verify the project's outputs, and consider whether and how to take it further.

The report seeks to answer **three key questions**:

- 1. Did HYI train and place the required numbers of people?** This involved checking HYI's record of activities, its database, and contacting a sample of trainees.
- 2. What can SSACI, HYI and government tourism bodies learn from this experience?** This involved an overall assessment of the project, its strengths and weaknesses, based on illustrative descriptions or case studies drawn up from the sample of trainees interviewed.
- 3. How could this programme be expanded or extended with public funding from, for example, THETA or the National Skills Fund?** This involved an appraisal of the options presented in the national skills landscape, and if and how the HYI programme could become part of that.

A NOTE ON METHODOLOGY

This evaluation report is based on:

- A review of project documentation, including project reports, correspondence, and previous evaluations conducted on the programme.
- In-depth, face-to-face interviews with HYI and SSACI staff involved in the project.
- In-depth, face-to-face interviews with a sample of trainees.
- Telephonic interviews with a sample of trainees.
- Internet-based background research.
- Face-to-face, telephonic or e-mail discussions with a variety of academics and officials regarding accreditation within the skills development framework. These include:

- Dorian Baartzes, Vice Principal Administration Services, Port Elizabeth College (an amalgamation of 3 FET Colleges in the Port Elizabeth area).
- Brian MacKenzie, Registrar Institutional Development, Port Elizabeth College.
- Therina Pienaar, Assistant Registrar, Planning, Research and Communication, Port Elizabeth College.
- Cathy Robertson, Deputy CEO, Innovation and Development, Boland College.
- Patrick Hijlkema, Director Sales and Operations, Proserv International (a skills development service provider to the hospitality industry).
- Ivor Baatjes, Senior Researcher, Centre for Education Rights and Transformation, University of Johannesburg.
- Professor Daneel van Lill, Director, School of Hospitality and Tourism, University of Johannesburg.

DATABASE ANALYSIS

The evaluation sample was obtained from an analysis of the information contained in HYI's database, updated on 9 June 2010. It was assumed that the data was fairly clean. The database was sorted into categories relating the main objectives of the project, namely trainees' employment status and completion of the training programme (including the internship). These categories are shown in Table 1 below.

For clarity, trainees that are listed as "could not do, since found employment" are those who did not do the internship because, in most cases, they had financial difficulties relating to transport to work, became ill or had personal problems. In other cases, HYI felt that they were not suitable for placement.

There were 46 trainees who did not do the internship **because** they found a job almost immediately after the initial month's training in Grahamstown. HYI

did not want to hold these trainees back for earning opportunities by insisting on an unpaid internship.

Table 1: Employment Status and Internship of Trainees

Description		Number
Internship		
	Employed	115
	In process of internship	19
	Waiting for internship	2
	Unemployed	23
No internship / left internship		
	Because found job	46
	Could not do, but since found employment	38
	Pregnancy/illness etc	15
	Studying	17
	No job	21
	Attrition/deceased	4
Total		300

The database shows that the employment rate of trainees is higher than the rate of placement in internships.

Of the 300 trainees, 157, or **52.3%**, were placed in **internships**. This includes those who are still in the middle of their internship, but not the 2 people who were still waiting to be placed at the time.

It also does not include the 46 people who did not enter into an internship because they (mostly) found a job almost immediately after completing the training.

Placement of students was a challenge. In HYI's "*Interim Report Period 1 March 2008 to 31 May 2009*" to SSACI, it noted that the hotel industry was shedding jobs due to the recession. Hotels were also waiting to see what would happen with government statements about abolishing labour brokers. Thus any employment in the sector tended to be casual, with hotels favouring cheaper rates of foreigners, such as Zimbabwean. These, together with trainees' financial difficulties, illness or pregnancy, or their perceived unsuitability by HYI to be placed, are the reasons for the placement rates being less than expected.

Of the 300 trainees who attended the month long training in Grahamstown, 199, or 66.3%, obtained **employment**, whether they completed the internship or not. This figure is made up as follows:

Table 2: Employment of Trainees and Completion of Training Programme

Internship status	No
Completed full training, including internship	115
No internship because found job almost immediately	46
No internship due to difficulties but found a job	38
Total	199

Of those **completing** internships, the employment rate is **83.3%**. Only 23 of the 138 trainees who completed the internship (excluding those still in the process or waiting to be placed) did not find employment afterwards.

Apart from the 46 trainees who found work before they could start their internship, other reasons for not doing internships include students returning to their studies (17), pregnancy or illness (15), and inability to pay costs of the internship or poor attitude and performance (59). Four trainees did not complete the initial course due to illness or death.

Thus, for those who completed only the **initial month's training**, but **not the internship**, the employment rate is **59.5%**.

THE EVALUATION SAMPLE

The evaluation sample, shown in the table below, was derived from the figures presented on the database.

The sample of 30 trainees contacted represents 10% of the total number of trainees who went on the training programme in Grahamstown. Twenty-one of these were done telephonically, and 9 face-to-face.

The sample is clearly weighted towards the trainees who completed the entire programme and found employment. Since the purpose of the evaluation was to verify the results of the programme, and derive lessons from case studies drawn up, we looked mainly to people who had found employment, perhaps helped by the programme. With the telephonic interviews, we did try to obtain a greater spread.

Table 3: The Evaluation Sample

	Description	Total Population	Sample		% Of Population
			Tel	Face to Face	
Internship	Employed	115	11	9	16.5
	In process of internship	19			
	Waiting for internship	2			
	Unemployed	23	2		8.7
No internship	Since found employment	38			
	Because found job	46	7		15
	Pregnancy/illness etc	15			
	Studying	17	1		5.9
	No job	21			
	Attrition/deceased	4			
Total		300	21	9	10

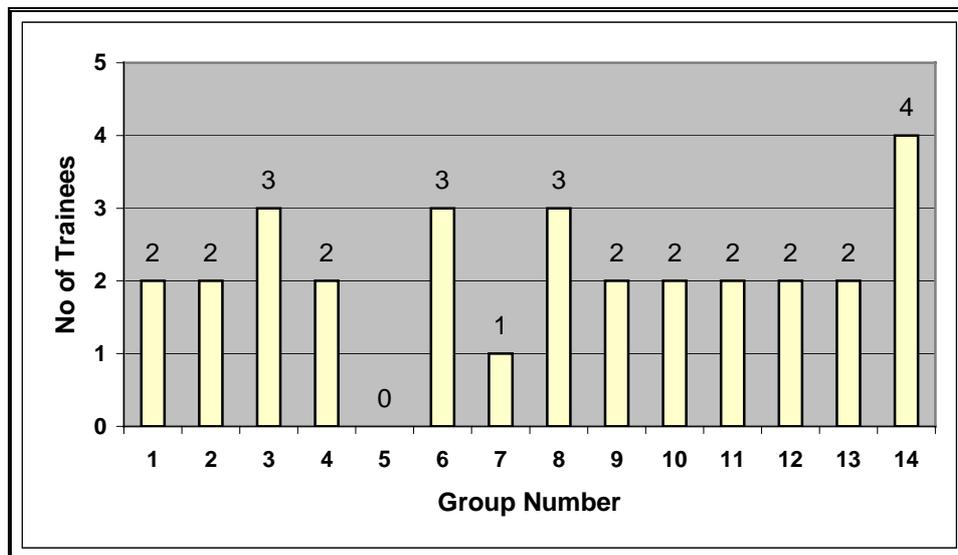
The 21 trainees interviewed by telephone were selected at random within the designated categories. By their nature, these interviews could not be as in-depth as the face-to-face ones, and essentially tried to establish or verify what had happened to the trainees, what challenges they had faced, and what they were currently doing. In some cases, however, some of the information obtained was similar to that of the face-to face interviews. The challenges

faced in doing the telephonic interviews were largely related to people's telephone numbers changing or being disconnected.

Face-to-face interviews were held with 9 trainees. Since the database does not list the locations of the trainees, HYI directed us towards the people to interview. HYI scheduled 4 interviews in Grahamstown, and 2 in Port Elizabeth. One of the Port Elizabeth trainees was not able to meet with us. Four trainees were interviewed in the Johannesburg area, taken from a few names supplied by HYI. We had hoped to interview one person in Durban, but when we contacted her, she had moved so she was interviewed telephonically.

The trainees interviewed came from all the groups that HYI trained under the contract with SSACI, with the exception of group 5. This is shown in figure 1.

Figure 1: Training Groups from which Sample Drawn



Sixteen females and 14 males were interviewed. Johannesburg provided most of the sample with 14, followed by Grahamstown with 5. These were where most of the face-to-face interviews were done. A greater geographic spread was achieved with the telephonic interviews. The following figures provide a breakdown of the gender of the sample, and their location, or the closest major town. With the exception of Grahamstown, and the one trainee

(who was previously based in Durban) from Golela on the South African border with Swaziland, these correspond to 7 of the World Cup Host Cities.

Figure 2: Gender of Sample

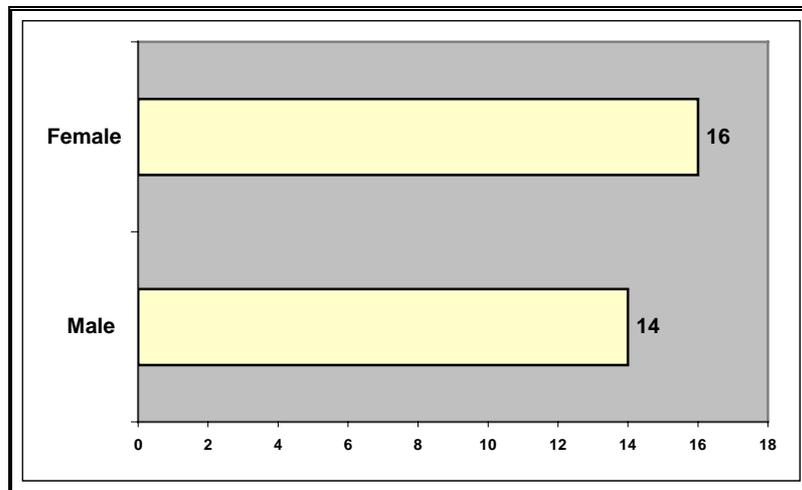
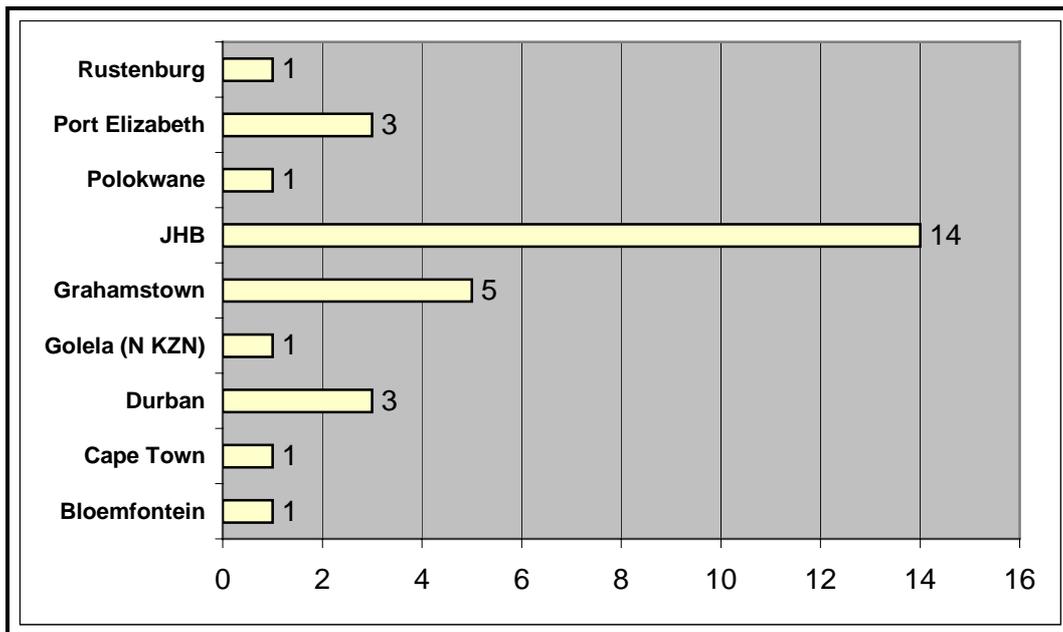


Figure 3: Location of Trainees Sampled



The full list of evaluation participants is shown in Appendix A.

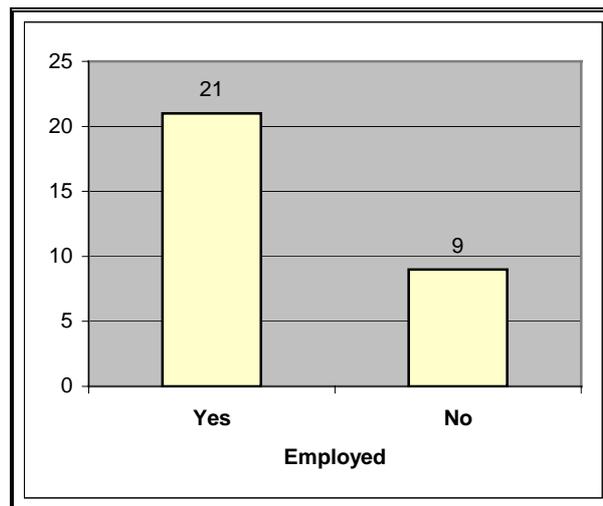
Information about the project trainees interviewed was collated into brief case studies and vignettes. Both these and the interview guides are presented as appendices at the back of the report.

THE FINDINGS

1. EMPLOYMENT

By the time the project ended in July 2010, 70% of trainees sampled were in some form of employment. Two of these are students working part-time.

Figure 4: Employment Status of Sample

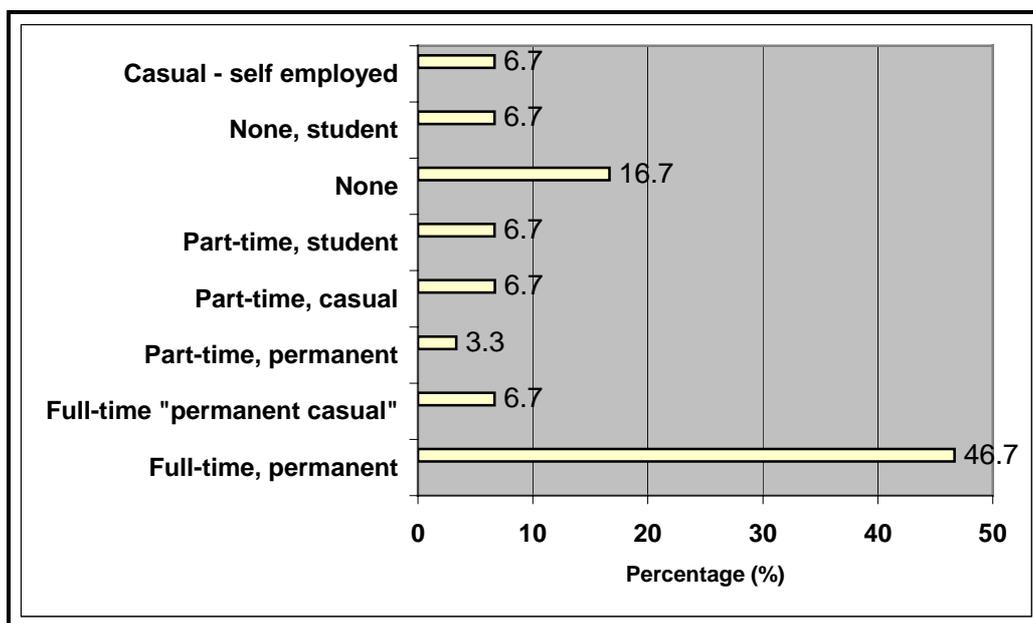


Of the 9 people not working, 2 are students and 7 are looking for work. Xolane Sibanda had been employed at the Protea Wanderers, but is no longer there. He left his job as he says he did not want to be accused of theft. Thabo Maseko left the HYI programme to work as a World Cup 2010 volunteer, for which he received a stipend. He has not been working since the tournament ended. Siphindile Biyela and Moipone Jason are trying to establish their own small catering and tuck-shop businesses, but are looking for work as their income is insufficient. Moipone worked briefly at an electronic paypoint at a garage. Thus their situation has changed since information was captured on the database.

Lunati Nqozi and Nhlanhla Shezi are full-time students. Amanda Gumbo has been in Zimbabwe since the end of her internship and has not started looking for a job. Charles Mashilo and Ntokozo Hlongo have never had formal employment.

Full-time permanent positions are held by 46.7% (14) of trainees. A further 2 (6.7%) work full-time, but do not have permanent positions. They are “*permanent casuals*”. Nangomsa Maqalana has a permanent part-time (mornings) position at Cape Tourism. Of the 4 students sampled, 2 (6.7%) work part-time. Two other trainees work as casuals when required. Siphindile and Moipone, who try to make ends meet through their own businesses, work only sporadically.

Figure 5: Type of Employment



2. SECTORS

Once employed, most, trainees have remained working in hotels, restaurants or tourism. Two who have not, Pontso Motsepe and Zandiswa Mnyanda, would like to return to the industry. Pontso was employed at City Lodge in Rustenburg and had to leave when she had a baby. She now works for a company as a receptionist, but would love to return to the hotel industry. Zandiswa Mnyanda started working in a crèche in Port Elizabeth when she finished her internship as she could not find work in a hospitality establishment.

Zanele Khumalo left City Lodge in Durban to take up a better-paid position for SARS at the Golela border post. Zandiswa and Zanele's activities are listed as "other". Bertina Mosehle left the hotel she worked at for a job at Shoprite.

The following tables show the sectors in which the trainees operate, and the relationship between these sectors and the kinds of jobs people have.

Table 4: Employment in Sectors

Sector	No	%
Hotel	10	33.3
None	7	30
Restaurant	6	20
Other	2	6.7
Tourism	1	3.3
Corporate – Receptionist	1	3.3
Retail (incl self empl)	3	10

Table 5: Employment in Sector and Type of Employment

Type of Job	Sector							Total
	Hotel	None	Rest	Other	Tourism	Corporate	Retail	
Full-time, permanent	6		4	2		1	1	14
Full-time "permanent casual"	1		1					2
Part-time, permanent					1			1
Part-time, casual	2							2
Part-time, student	1		1					2
None		5						5
None, student		2						2
Casual - self employed							2	2
Totals	10	7	6	2	1	1	3	30

Hotels and restaurants employ the bulk of trainees working in a full-time permanent capacity. They also make use of casuals, sometimes ones who work the same as full-time staff, but who do not have permanent contracts - 2 in this group. Those who have left the industry for other, sometimes better jobs, also tend to work in a permanent capacity.

3. INTERNSHIPS

80% of trainees sampled entered into internships, and 70% completed them, shown in Figure 5.

There is a strong (71.5%), but not exclusive relationship between completion of an internship and finding employment.

Together with the training, the hotel internship certainly acts as a pathway into employment in the industry, although the trainees do not always remain there. One-third of trainees (33.3%) were hired back by the same hotel where they did their internship. A further 6 (20%) found employment in a different hotel or restaurant after completing their internship. Not all had such a satisfactory ending, with 5 (16.6%) remaining unemployed.

A number of employed trainees (6, or 28.5%) did not do, or complete an internship (shown in Figure 6). However, those who have found employment without doing an internship are likely to have had a job previously, or at least some kind of casual work experience.

Figure 6: Trainees doing Internships

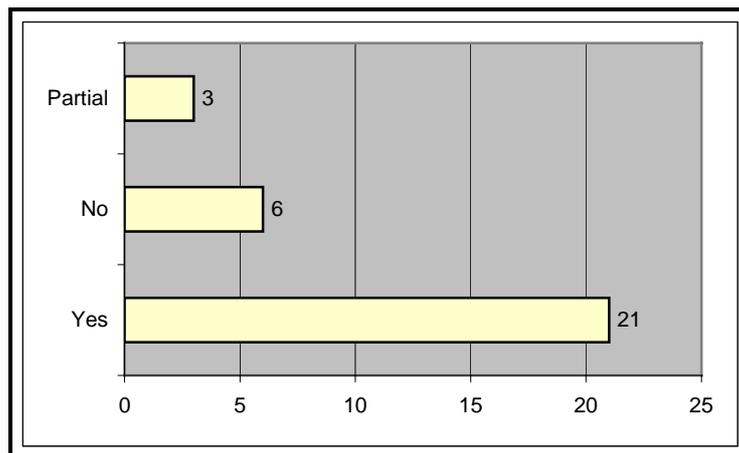
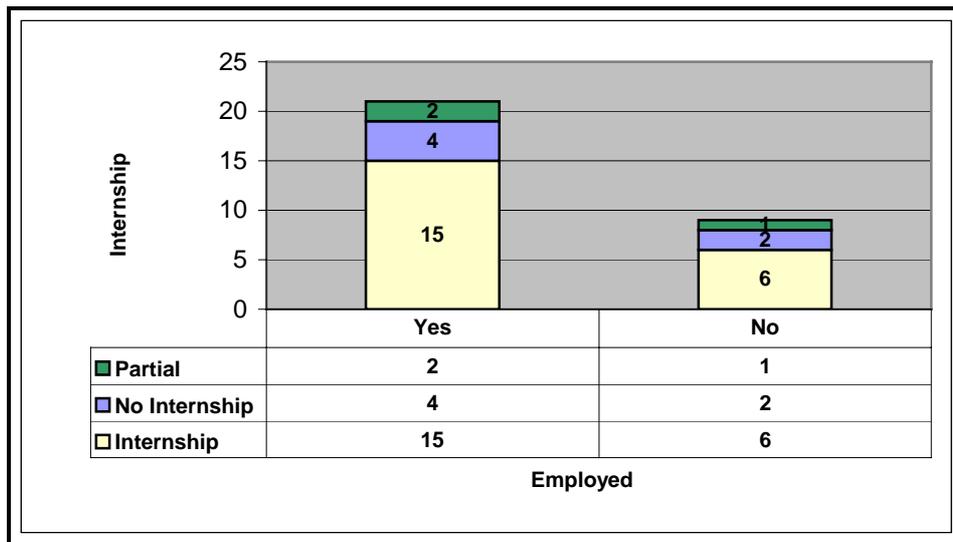


Figure 7: Employment of Trainees and Internship



4. PREVIOUS EMPLOYMENT

Some kind of previous work experience, even if casual and unrelated to the industry, appears to be a predictor of success for trainees finding employment.

Two thirds of the employed trainees assisted by HYI to obtain work by the end of the programme had been unemployed before joining. However, at least 70% had some previous work experience, mostly in casual, piece-jobs, even if they were not working at the time of enrolment.

Of the other third (7 trainees) who had been employed, 2 worked in the hotel industry already (and were employed immediately without doing internships), 2 worked as waiters in a restaurant or club, 1 was a domestic worker, and 1 worked in a pre-school, a government department and as a personal assistant.

The one trainee not employed who had some work experience before HYI did work in the industry after the training. Xolane Sibande says he was doing well at the Protea Wanderers hotel in hotel maintenance when he left after accusations of theft were made against him.

These figures are illustrated in the next table.

Table 6: Current Employment and Previous Experience

	Employed before HYI				Some Work Experience			
	Yes	% Yes	No	%No	Yes	% Yes	No	%No
Employed Now								
Yes	7	33.3	14	66.6	15	71.4	6	28.6
No	1	11.1	8	88.9	1	11.1	8	88.9
Total	8		22		16		14	

5. GRADE 12

A less reliable indicator of obtaining employment after the training is completion of Grade 12. Overall, 70% completed Grade 12. Of trainees employed, 76.2% completed Grade 12, but 66.7% of unemployed trainees also passed Grade 12. Nonhlanhla Mavuso, Andile Siyo and Mkhuli Hlanguza have all found full-time permanent positions in the hotel industry without Grade 12.

The issue about education levels of candidates, however, has important implications for the selection, NQF level at which the programme is pitched, and further advancement of trainees in hotels if they are required to study further. It will be revisited further on in the report.

6. WHAT TRAINEES LEARNED ON THE PROGRAMME

Trainees had an overwhelmingly positive response to the month-long initial training programme. They found the people at HYI were interested and “*really wanted the people to succeed*” (Sanelisiwe Ngozi). The lifeskills components made the greatest impression on them. When asked what they had learned, all mentioned these rather than technical aspects, which had to be prompted.

For many the initial experience was frightening as they found themselves with people they didn’t know, and who didn’t all speak their language. In addition

the facilitation methods were completely different to what they had ever been exposed to before.

Common examples offered of what trainees learned include:

- Meeting, interacting and living with people from different backgrounds, and who speak different languages.
- Dealing with pressure situations.
- Taking personal responsibility for your life and work. Babalwa Peter's most important lesson was that *"things do not come easily. The world doesn't owe us anything and we must go and find something."* Andile Siyo realised that if you want something in life, *"you have to make sacrifices"*.
- Self-discipline.
- How to communicate with others.
- Respect for others.
- The importance of teamwork and how to work as part of a team.

Many trainees reported being shy before the programme, *"I was the only one from a rural area"* (Mkhuli Hlanguza). Babalwa Peter, now a waitress, had been *"afraid to talk to people"*. Pro Ralo, an assistant restaurant manager, believes that he has been able to deal with his customers because he learned *"to open up with people he didn't know"*.

Trainees expressed great pride in what they had been able to achieve. Lucky Letsobe had to face his fear of heights when the group went hiking in the mountain, but with support and help from the group managed to overcome this. Moipone Jason *"has not been able to stop telling people"* what she achieved, especially on the hike.

Sporadic mention of the HIV and AIDS component was made, but for those who did, it made a big impression. Sanelisiwe Ngozi realised *"he had been turning a blind eye to life"*. They were taught in ways that they had not been at school, and this made people *"have a good look at themselves"*.

Very few negative comments were expressed. If there were, these tended to be related to food, or to having strict rules in the house.

7. EXPOSURE TO THE HOSPITALITY INDUSTRY

The experience in the house opened minds and exposed trainees to what they had never seen before. Very few trainees had ever slept in a hotel before as a guest. Mkhuli Hlanguza thought there were only two ways to cook an egg - boiling or frying. He did not know that a meal could have different courses. Growing up in a township, Andile “*did not know what a hotel room looked like*” and had never met any tourists. Siphilwe Vakalisa realised that he knew very little about the hotel industry.

8. CHALLENGES

The HYI training programme was not always easy, and presented many challenges for the trainees. Chief among these were the problems associated with not being paid, but still having to pay expenses such as transport. Mkhuli Hlanguza walked from Alexandra to the City Lodge in Morningside. Not all were able to complete their internship for this reason. To do so they “*needed commitment and staying power*” (Mkhuli Hlanguza).

Interactions with the employed hotel staff varied. Some felt exploited as staff used the trainees to cover for them when they were not there (Siphindile Biyela) and were unhappy about the way hotel management spoke to them in front of customers. Hotel staff sometimes felt threatened and did not want the interns around. Siphindile eventually decided against a career in hotels as “*the hours are hard, with too little pay and not enough leave*”.

There were others, however, who found a great deal of support and encouragement from hotel staff. At the Town Lodge in Midrand, staff treated Sanelisiwe Ngozi well and “*gave him the will to carry on*”. One of the chefs who Mkhuli Hlanguza worked with “*was like a mother*” to him, and “*even*

organised other staff to assist him with money for transport' so that he would not have to walk home from work.

In a few cases, post internship employment depended on a particular person with whom the trainee developed a relationship. Zandiswa Mnyanda received indication from the manager of the Port Elizabeth guesthouse where she did her internship that she would be able to get a job there. Unfortunately when the manager left, the new manager did not offer her a job.

Trainees do not always continue on an upward path once employed, even if they are doing well. Xolane Sibande felt he was making good progress at the Protea Wanderers Hotel where he had permanent employment. He says he left, however, after being accused of theft, and is now almost starting again, doing casual work in the industry while looking for another job. Bertina Mosehle says she left the hotel where she was a restaurant supervisor, as she felt unable to cope with what was required of her. She now works as a general butchery assistant at Shoprite.

The hospitality industry is difficult, and if one is to succeed, one's *"life needs to revolve around the hotel"* (Andile Siya)

Trainees were generally able to approach HYI with problems that arose during their internships, and appreciated the support they received during that time. There were times, however, when issues arose for trainees, and HYI was unable to deal with them. This happened particularly when communication between each hotel unit and HYI needed to go through a third party, such as a head office. The hotels are independent entities within the group, and some will show more commitment to the programme than others. At other times, trainees felt that they did not want to disturb the good relationship between HYI and the hotel management by going to them with complaints.

9. IMPACT – PERSONAL AND ECONOMIC

The programme has had a strong impact on trainees, in both economic and personal aspects of their lives.

Most trainees had been unemployed, “*sitting around doing nothing at home*” (Lucky Letsobe), and felt that their futures were “*dark*” (Mkhuli Hlanguza) and “*hopeless*” (Pro Ralo). One thought that “*domestic work was the end of the road*” (Nonhlanhla Mavuso).

Phrases like “*I am a changed man*” (Sibusiso Malisa), and the programme “*brought out a side of me I didn’t know*” (Siphindile Biyela) are illustrative of common sentiments trainees expressed.

The economic position of trainees has also changed dramatically, with 70% of trainees sampled now employed. Some trainees felt very comfortable disclosing their income, while others did not.

In the absence of hard data on incomes earned, we can say that incomes in the hotels and restaurants ranged from approximately R2 000 – R5 000 per month. The trainees working in a crèche and as a company receptionist earned between R1 000 and R2 000 per month, less than they would have in a hotel. The biggest earners among the group do not work in hotels. Zanele Khumalo, who moved to SARS from the Durban City Lodge, has increased her earnings from R2 500 to “*seven times that*”. As manager of Club Neh! in Alexandra, Christian Mukwevho earns approximately R15 000 per month.

CONCLUSIONS

We now turn to address the evaluation questions outlined earlier on in the report.

1. DID HYI TRAIN AND PLACE THE REQUIRED NUMBERS OF PEOPLE?

All trainees sampled attended the month-long programme in Grahamstown.

The survey of trainees shows that 80% of trainees entered into, and 70% completed internships. This is higher than the number in the entire database (52.3%) who entered into an internship. The stratification and weighting of the sample in favour of employed trainees accounts for this difference. Furthermore, the database did not always take incomplete internships into account.

Information obtained about trainees, before they were contacted for the evaluation, came from HYI's database. Since trainees move, change telephone numbers, change jobs and personal circumstances, it has to be recognised that the database does not always capture the most current information about them.

The survey found that 70% of trainees sampled were in some form of employment, be it full-time, part-time or casual. Again, it is important to note the weighting of the sample towards employed trainees. Based on that, the employment rate would actually be expected to be even higher. The discrepancy is explained by:

- Xolane Sibande who had a permanent job, but left.
- Thabo Maseko, who trained and worked as a 2010 World Cup Volunteer, but is now unemployed and looking for a job. He was paid a stipend.
- Moipone Jason, who worked at a garage, not as a petrol attendant but at a paypoint. She is no longer employed there.

- Nhlanhla Shezi who left the programme to do a graphic design internship for which she was paid a stipend, not a salary.
- Lunati Nqozi was listed as studying, but having a job. She is studying nursing, but is not employed.
- Amanda Gumbo left for Zimbabwe after completing her internship. She is only now starting to look for a job.

Nonetheless, the evaluation found that the information captured on the database was largely accurate.

Based on the trainees sampled, and comparisons with HYI's database, we can, therefore, verify that:

- 300 learners were entered into the month-long programme in Grahamstown.
- 157, or 52.3% of trainees completed, or are in the process of completing, internships.
- 199 trainees, or 66.3%, found employment.

Reasons for the targeted number of trainees completing internships (250) not being met have been set out in the findings, and relate primarily to job losses in the industry; financial difficulties experienced by students doing unpaid work yet having to incur costs for transport; trainees returning to study; and pregnancy or illness.

The employment target for the Hospitality Skills for 2010 Project was for 200 trainees (66.7%), being placed in jobs. This has been met.

Given the context in which the HYI programme operates, especially the recessionary economic conditions, these are significant achievements.

2. WHAT CAN SSACI, HYI AND GOVERNMENT TOURISM BODIES LEARN FROM THIS EXPERIENCE?

The Model

The success of the HYI programme can largely be attributed to the model it uses; namely one month in a house in Grahamstown, experience in a hospitality establishment while learning the technical skills and theory, and the internship.

Lifeskills

The lifeskills components deal with skills essential for the pursuit of a successful career in a service industry, and especially hospitality. These include dealing with people from different backgrounds, communication, handling pressure, and dealing with difficult people.

These skills have not only been valuable when working in the industry. Skills learned, such as how to look for a job and prepare a CV, have enabled students to find work. Bertina Mosehle was able to find work at Shoprite. She says, *“before HYI I didn’t know how to talk properly to people. I was very shy. Now I can talk to anyone. It helps in interviews”*.

The programme *“mixed”* the trainees’ *“outside lives with their working lives...Once trainees were able to address issues in their own lives they were able to work properly, and if they worked properly, issues in their outside lives could improve”* (Sanelisiwe Ngozi). Ultimately, the programme seeks to enable trainees to discover or develop their self-esteem.

The experience of trainees in the house in Grahamstown is the basis for much of that learning. The one trainee interviewed who did not stay

in the house for personal reasons (Thabiso Rafu) felt that he missed out on many of the things his fellow trainees experienced.

Technical Training

The month's training, with the observation and work they did in the hotels and guesthouses in Grahamstown, gave trainees an authentic taste of the industry, so that when they embarked on their internships they were already familiar with the hotel environment. The hotels in which they are placed for internships are therefore satisfied that the trainees already come with a basic knowledge of the industry and of service. They can then build from that.

The Internship

The internship plays a critical role in providing trainees with the opportunity for structured learning in an authentic situation, and in offering an opportunity for entrance into employment in the hospitality industry. Although previous work enabled some trainees to find employment in the sector without doing an internship, the evaluation showed that those completing internships were far more likely to find employment in the industry than those who didn't.

A win-win situation for both trainees and the hospitality establishments results from the internship. Trainees gain work experience, and train in recognised hospitality establishments such as City Lodge, Protea Hotels, and others. In the prevailing skills development environment we found that that experience has more value than an accredited certificate in allowing trainees to find employment.

Employers gain the services of young people who have had some basic training, and who work for no remuneration. It provides a low-risk opportunity to assess potential employees without having to submit to

labour regulations governing probations, and it allows employers to train potential employees as they want.

The model could easily be applicable in other sectors, such as retail or services.

Trust

The model can only work with high levels of trust established at each level. These are established over time.

The learning from the lifeskills results from the relationships established between trainees and their facilitators, and between trainees themselves. Trainees get a lot of personal attention in a relatively small group in an intimate environment. Zandiswa Mnyanda observed that the HYI people were really interested in the trainees. The interviews show that many trainees come from difficult backgrounds, and in many cases had not had that level of interest shown in them before.

Credibility of the Programme

Successful placement of trainees in hospitality establishments depends heavily on the reputation of HYI within the industry. This has come primarily through Duncan Peltason. The hotels trust that Duncan, who has much experience and credibility in the industry, understands their needs and will ensure that trainees placed are able to deliver on them.

The credibility in the industry works the other way as well. HYI needs to be satisfied that the establishments taking on interns do actually train them, and do not simply exploit them as free labour. Where this has happened in the past, HYI has terminated their relationship with those establishments.

Any expansion of the programme needs to account for that special relationship, and put measures in place to ensure that the programme is

sufficiently established, and recognised in the industry, on its own, and not dependent on only one or two individuals.

Stipends

Undoubtedly, the payment of stipends to trainees during the internship would lessen the financial hardship they experience. It may also reduce the number of trainees who leave the programme without being placed in an internship. Nhlanhla Shezi took up a graphic design internship, and Thabo Maseko volunteered for the 2010 World Cup, both partly for the stipends they would receive.

It is less clear, however, whether this would still result in the exceptionally high success, or employment rate of those who complete their internships. Those who do persevere, despite the difficulties, have demonstrated considerable commitment, staying power and willingness to make sacrifices. The evidence shows that 83.3% of those completing their internships are rewarded with employment.

This project has demonstrated that young people can successfully undergo training to enter a career in the hospitality industry even though they may join because they have nothing else to do and “*are sitting at home*”. HYI has spent much time refining a fairly rigorous selection and training process to achieve this. It is dubious whether this would still be the case if people joined for the possibility of earning a stipend.

A recent agreement HYI has signed with the Department of Tourism may point to a third way, that of paying a stipend for travel costs only. Time will tell whether that is able to ensure that more trainees remain in the internships, without compromising the final success of the programme.

Selection

Through its experience and partnerships with different organisations, HYI has incorporated many lessons in its recruitment and selection process. This evaluation was not mandated to comment on the efficacy of those, but through the interviews has identified two components that should be taken account of when considering the programme's options for the future. These are the previous work experience of trainees, and their education levels.

Some kind of previous work experience, even casual, has been shown to influence the trainees' success. Where trainees have been unemployed, or underemployed, before the start, they were more likely to have found employment if they had worked before, and not necessarily in the industry.

The Project Description states that trainees should be in possession of a valid matric (Grade 12) certificate, or near equivalent. The evaluation has shown that trainees do not necessarily need a Grade 12 to achieve success and find employment. It has, in fact, created an employment path for those who did not complete Grade 12, and who would probably not have found one elsewhere.

Completion of Grade 12 is only important if trainees embark on development programmes in the industry that stipulate it as a minimum requirement. An example of this is Siwe Ngozi's planning to apply for City Lodge's in-house training done through the University of Johannesburg.

3. HOW COULD THIS PROGRAMME BE EXPANDED OR EXTENDED WITH PUBLIC FUNDING FROM, FOR EXAMPLE, THETA OR THE NATIONAL SKILLS FUND?

3.1 The Accreditation Debate

The Hospitality Skills for 2010 Project has been successful. HYI has shown that it is able to achieve its desired goal, of training young South Africans to find employment in the hospitality industry.

HYI is not a profit-making organisation. To continue to make an impact and even expand, the organisation needs to be financially sustainable. For that it needs to access a declining donor base, or to be in a position to access public funding.

Up to now, public funding from organisations operating in the skills development environment has largely depended on the formal accreditation of programmes with the relevant authorities. HYI has explored these possibilities previously, and generally steered clear of institutions like the THETA and continued to operate independently of formal skills development institutions.

The HYI programme is presently a non-formal programme. It produces graduates with knowledge, skills and attitudes relevant and beneficial to the hospitality sector. Trainees interviewed in the evaluation had not experienced employers requesting a certificate from 'a registered provider'.

With the new skills dispensation in South Africa many forms of non-formal education have been under pressure to conform to the legislation and, therefore, have become formalised with the adoption of standards and procedures. In fact most of the formal institutionally-based programmes that are certified, both public and private, have little evidence to suggest that their programmes produce knowledge, skills and attitudes in the same way that HYI seems to do.

Significantly, HYI has recently concluded an agreement with the Department of Tourism, which will see their being funded to do what they are doing. The Department of Tourism has clearly seen the results of the programme and proceeded with the agreement without formal accreditation for the HYI programme.

It has also been exploring a franchising-type of agreement with a Swaziland-based NGO, funded by CIDA (Canadian International Development Agency), to run programmes there. These would also presumably be without formal accreditation requirements.

These events suggest that HYI might be able continue to remain outside of the formal skills development environment, and yet attract funding.

On the other hand, changes in the legislative environment might improve the oversight and quality of programmes offered by the formal institutions, thus making accreditation more attractive. The Quality Council for Trades and Occupations (QCTO) has been set up for this purpose.

The changes are also designed to allow greater flexibility within the system. HYI's programme would be accommodated by the newly declared legislative and policy declarations of the Department of Higher Education and Training, such as the "*Framework for the National Skills Development Strategy, 2011/12 – 2015/16*". HYI falls within the arena of "Skills programmes and other non-accredited short courses".

Another legislative requirement may encourage the accreditation route, but from a different quarter. Currently, employers do not get BEE (Black Economic Empowerment) points for internships. Only learnerships, apprenticeships, and in-house training of existing staff, registered with the relevant sector education and training authority, earn BEE scorecard points. Should this remain the case, large employers like City Lodge may wish to ask for accredited training programmes so that they can satisfy some of their BEE

requirements.¹¹ If this were to happen, HYI would surely be forced to consider formalising its programme.

3.2 The Options

To protect, retain and expand this programme we suggest five possible options for consideration. These are:

- A) The HYI programme remains in its current form.
- B) HYI becomes a registered provider with the Tourism, Hospitality and Sport Education and Training Authority (THETA) (Now Culture, Sports, Tourism and Hospitality).
- C) HYI forms a relationship with a Further Education and Training (FET) college or colleges.
- D) HYI forms a relationship with a School of Tourism and Hospitality based at a Higher Education institution.
- E) HYI becomes an ESDA (Employment Skills Development Agency).

We will deal with each of these, and their implications, in turn.

A) The HYI Programme Remains in its Current Form

WHY REMAIN THE SAME?

- **A Success Story**

HYI is an example of an organisation that has demonstrated its effectiveness, and should attract funding in its own right. Because of its reputation and ability to achieve results, it could continue as is as long as it receives funding from a donor who acknowledges that accreditation does not necessarily mean quality. This has happened with SSACI, and more recently the Department of Tourism.

¹¹ Interview with Ken Duncan and Thantshi Masitara, 1 June 2007.

However, one cannot predict what might happen in the future. At some point, a registered provider may be perceived as 'better', simply because it has gone through the processes and procedures required by the regulations.

- **The Model**

The HYI programme model has been shown to be one of the major factors behind its success, with interdependent technical, lifeskills and internship components.

The model could be threatened if the programme were to be changed in any way, for example if it would become part of an FET college and be subsumed by the general normative delivery mode. There are also many examples of organisations who have had to make dramatic changes to their structure and/or content in order to conform to the often rigid SETA demands. This pressure to conform is a real concern to many organisations, especially NGOs given their increasing financial and capacity constraints and pressure to become sustainable.

If HYI remains as is, it can guarantee retention of its model. Other programmes offer lifeskills alongside technical skills. The strength of HYI's lifeskills component, however, is not its inclusion per se, but rather how it is mediated through the entire programme. The model of delivery seems to strengthen the acquisition, assimilation, and internalisation of lifeskills.

If this unique model of provision was put under pressure to change due to competition, cost, or both, the quality of provision could be seriously compromised

▪ **Outcomes**

The only outcome of HYI's programme is for trainees to find employment in the hospitality sector. Although its training programme has stated learning outcomes that students work towards, the focus is far more on how trainees are able to use these in order to obtain employment, than on achieving a certificate. The institutions under discussion are training institutions. While they aim to prepare people for employment, achieving qualifications are largely the outcomes of their programmes.

Should HYI choose to pursue some form of accreditation or formalisation, this difference would have to be accommodated, and would necessitate changes to its programme and assessment practices.

WHY PURSUE ACCREDITATION?

Many of the reasons HYI may need to pursue formal accreditation have already been outlined in the previous section. They are re-iterated here, and include:

- A greater ability to attract funding from public institutions.
- An unpredictable future with changes in the donor environment. Donors may begin to insist.
- Pressures faced by employers in the hospitality industry, who host internships, to comply with certain legislation that may force them to request certain basic qualifications.
- A changing, more flexible skills development environment.

If HYI continues to operate outside of the regulatory framework, it may not be able to leverage support financially through, for example, the NSDS regime

B) Accreditation with the THETA

WHY?

- **The Legislated Authority**

The THETA is the recognised authority in the country's skills development environment landscape responsible for the tourism and hospitality industry.

Accreditation with a SETA (Sectoral Education and Training Authority) involves a process of auditing, registering, monitoring and verifying organisational practices against the South African Qualifications Authority (SAQA) criteria. It is designed to be an acknowledgement that one's organisation and programme/s are legitimate. A 'provider' becomes authorised to issue certification nationally recognised on the NQF (National Qualifications Framework). This, **in theory**, carries credibility and is a reflection of quality.

HYI's programme certainly incorporates elements found in other sectors, such as services or food and beverage. These sectors have their own SETAs. Accreditation involves the entire programme, not just parts of it. For this reason, HYI would need to approach the primary occupational authority operating in its industry. In this case it is the THETA.

- **Coherence with NQF Standards and Outcomes**

A brief appraisal of the outcomes stated in the HYI materials suggests some coherence with NQF unit standards registered by the THETA. Examples of some of these unit standards, with their NQF level, are shown in the table below:

Table 7: Sample of NQF Unit Standards for the Hospitality Industry

SAQA US ID	Unit standard title	NQF level
7749	Clean food production areas and equipment.	2
11803	Apply basic written and oral communication skills.	2
8494	Demonstrate an understanding of HIV/AIDS and its implications.	2
8600	Care for customers.	4
7791	Display cultural awareness in dealing with customers and colleagues.	4
8612	Demonstrate an understanding of societal values and ethics.	4
14734	Deal with customers.	5*
8648	Demonstrate an understanding of professional values and ethics.	5*

* (new level pending)

Further comparison cannot take place until questions around the NQF level of HYI's programme are resolved. These will be referred to again shortly.

▪ **Assessors**

HYI has potential assessors in place. Sue Bursey and Duncan Peltason have been on an Assessor Training Course but did not submit their portfolios. Sue, Duncan and the facilitators (who mostly have a Masters or PhD degree or are 'industry' people') could be assessed through an RPL (Recognition of Prior Learning) process as assessors. They are clearly all highly knowledgeable, skilled and experienced people who know how to assess well. The issue of RPL would be referred to the THETA for further information.

▪ **Independence**

Accreditation of the HYI programme as a short course with the THETA would allow HYI to remain independent.

WHY NOT?

▪ **Poor Reputation And Credibility**

Anecdotal evidence suggests that the THETA has a very poor image in the industry. That large-scale skills development levy payers like City Lodge prefer trainees from HYI's unaccredited programme as interns to those of accredited ones, and that they are looking at using qualifications from City & Guilds, points to a serious credibility problem on the part of the THETA¹².

There is little evidence to suggest that programmes accredited by the THETA have a better success rate than HYI's. During the course of the evaluation, numerous attempts were made to obtain statistics on learnerships registered with the THETA in terms of their placement and employment rates for previously unemployed people in the past 3 years. These attempts were unsuccessful, so the most up-to-date figures available are those from 2006 quoted at the beginning of the report. These reported a placement rate of 40% for those completing learnerships, and a 20% employment rate.¹³

▪ **Bureaucratic And Time-Consuming Process**

The accreditation process will require a considerable amount of time, energy and resources to be set aside by HYI. There will be additional administrative and capacity needs, which could become a burden for a small organisation.

Small organisations involved in the accreditation process may run the risk of detracting attention from their core concerns with so much focus on fulfilling administrative requirements.

¹² Interview with Duncan Peltason and Sue Bursey (HYI) on 15 June 2007

¹³ Parliamentary Monitoring Group (2007); "*Tourism, Hospitality and Sport Sector Education and Training Authority 2006 Annual Report; briefing*", Minutes; 20 February 2007

- **Cost**

The additional administrative responsibilities accreditation would require would necessitate additional capacity in the organisation. This would raise the costs of the programme.

WHAT NEEDS TO BE DONE?

Should HYI decide to accredit their programme with the THETA, they will need to:

- **Establish The NQF Level**

As it currently stands the HYI programme does not have an NQF level. HYI staff are of the opinion that it would probably be pitched at NQF 3. The level would have to be clearly established before proceeding with accreditation. This decision may have implications for the selection of trainees.

Trainees are expected to have completed Grade 12, or near equivalent (Grade 12 is equivalent to NQF 4). Technically, if one has a Grade 11, then one should be able to access a programme at NQF level 4. If the programme is pitched at NQF level 3, then the student should have NQF level 2 or equivalent to enter.

- **Align The Materials To The Unit Standards**

Once there is agreement on the programme's NQF level, a process of aligning the material to the registered unit standards needs to take place.

- **Introduce A Portfolio Of Evidence For The Programme**

Since SETA programmes are unit standard-based and consist of outcomes, which the student is assessed against, 'evidence' of what the student knows and can do needs to be put together. This is usually in portfolio of evidence

(PoE) form. The portfolio of evidence is a collection of assignments (including drafts) and comments made by facilitators.

Therefore HYI would need to introduce assessment of this type and form into its programme to be done by each student.

- **Have Agreements With The Hospitality Establishments**

HYI has established relationships with workplaces where internships occur, and where final accreditation will take place. These establishments do **not** each have to be accredited separately. However, an agreement in writing regarding the working relationship will need to be shown to the SETA.

THE ACCREDITATION PROCESS

Should HYI choose this route, it will have to go through an accreditation process, in two phases.

In Phase A (referred to as 'intent'), the organisation provides written intent to become accredited with the THETA. The THETA will evaluate whether the provider is eligible for accreditation and if so, approves the 'intent to become accredited'. The provider is given 12 months to complete the accreditation process and is entitled to support and assistance from the THETA ETQA (in this regard).

HYI would need to complete a form, available from the THETA website, and submit it to the THETA.

Phase B is the formal application for accreditation status with the THETA. The THETA evaluates whether the provider meets the criteria through a desk-top and on-site audit, and if successful, the THETA grants accreditation to the provider for a specified period of time. The onus is on the provider to apply for re-accreditation 6 months prior to the lapse of its accreditation status.

HYI would need to submit a Portfolio of Evidence against the criteria stated in the Phase B application form. A desk-top audit of the documentation is conducted and the provider will then be informed by the THETA when an on-site audit will be conducted.

The process, and criteria that the THETA looks at are offered in more detail as Appendix D at the back of this report.

C) Relationship with a Further Education and Training (FET) college or colleges.

WHY?

▪ **Accreditation Already In Place**

FET colleges are established institutions and have accreditation processes in place with UMALUSI and/or with SETAs. UMALUSI is the statutory organisation that sets and monitors standards for general and further education and training.

Linking with one or more FET colleges would give HYI immediate recognition as a legitimate organisation within the current official regulatory framework.

▪ **Good Practice**

Having one's assessment externally moderated is good assessment practice.

▪ **HYI Has Something That The FET Colleges Lack**

The strength of HYI's programme is its model of lifeskills, technical skills, authentic workplace experience and placement. One of the significant historical weaknesses of FET colleges are the poor linkages they have with authentic workplaces, and the resultant difficulties they experience in placing students.

An FET college/s would probably welcome HYI's excellent track record of trainees getting meaningful employment. In FET colleges, students either get real workplace-based experience or simulated workplace experience, depending on the college. The HYI internship model could be used as a practical component of the National Certificate (NCV) offered.

- **Education Levels**

The levels of schooling required of HYI trainees (Grade 12 or near equivalent) would fit in with those of an FET college. The FET colleges work with NQF levels 2- 4. Many students enrol with a Grade 12 in the hope of obtaining a vocational qualification that could lead to employment.

WHY NOT?

- **Poor Reputation And Credibility**

The revitalisation of FET (Further Education and Training) colleges has taken a central place in the skills development terrain. They face considerable challenges, many deriving from their history.

Historically, the technical college sector developed to provide theoretical training for those whites already engaged in practical on-the-job learning in apprenticeships. Prior to 1981, Africans were excluded from apprenticeships, but the numbers of black apprenticeships never became large, and colleges remained segregated.

As a result of the de-linking of colleges from apprenticeships, the older white institutions' historical articulation with employers declined. Many of the newer black colleges never had such links, a situation exacerbated by the location of many colleges in homelands and far from industry.¹⁴

¹⁴ Akoojee, J, Gewer A and McGrath S (2005), *South Africa: Skills development as a tool for social and economic development*, HSRC, 2005

By 1994, the college sector remained racially fragmented, and weakly linked to the labour market. Many students had no access to practical training. Graduate unemployment became a major problem facing the sector.

Since then, the institutional landscape has changed. Through mergers, the 152 (public) technical colleges in the country were reduced to 52 FET colleges. The difficulties facing the sector, however, have not. Funding constraints, high staff turnover, a poor pass rate, and the challenges of implementing a new curriculum has intensified them. Graduate unemployment remains the sector's foremost problem.

Cost

Depending on what kind of relationship is established, outlined below, there would be a financial implication. This would raise the cost of the programme.

The Possibilities

Notwithstanding the very real difficulties encountered in the FET college sector, there are some centres of good work. HYI could identify one or more colleges offering programmes in tourism and hospitality, and explore some form of working relationship with them.

Three options present themselves for consideration:

- **Option 1 - Assessment**

In the absence of registered assessors at HYI, assessors and moderators from the FET college sector could be contracted to do the assessment and moderation for the HYI programme. This would mean that HYI would have to align its programme to nationally recognised standards

(NOTE: A private provider assessor and moderator could also be contracted to do the same).

- **Option 2 - Endorsement**

HYI would continue to run as an independent organisation and its programme would remain as is, but the programme would be *endorsed* by the college/s. This means that the college/s acknowledges the value and worth of HYI's programme and therefore gives it its support, but that no changes are made to the HYI programme's structure or content.

An extension of this endorsement could be the college using the HYI programme as the practical component of its qualification.

- **Option 3 - Incorporation**

The HYI programme or part of it is incorporated into the college. This means the HYI programme would need to align itself with nationally recognised standards, but would continue to run its programme.

There are many similarities in terms of content between the HYI programme and the NCV (see Appendix E for what NCV (Hospitality) consists of). The internship component of the HYI programme could become the practical component of the National Certificate Vocational (NCV) (Hospitality). HYI's practical component is longer than the NCV's practical component.

This would probably be the least attractive of the FET options for HYI.

D) Relationship with a School of Tourism and Hospitality based at a Higher Education institution

The example we have explored is the University of Johannesburg's School of Tourism and Hospitality (STH). This school was part of Technikon Witwatersrand before its merger with Rand Afrikaans University to form the University of Johannesburg. One of the programmes STH offers is a block-release programme, in partnership with City Lodge, to offer advanced training to selected employees.

WHY?

As with an FET college, a university is an established institution and has accreditation processes already in place (with the Council for Higher Education).

WHY NOT?

A Grade 12 is the minimum requirement for STH. Symbols are also considered and 'good quality' students are sought. These academic requirements would immediately disqualify many HYI students. Even the 'Block Release' (part-time programme) run with City Lodge has a Grade 12 entry requirement.

HOW COULD IT WORK?

The focus of the two programmes is different. HYI focuses on 'entry-level' induction training and STH focuses on managerial knowledge and skills. Since STH's training is pitched at NQF levels 5, 6, 7 and beyond, the most appropriate 'fit' would be a partnership which consisted some form of endorsement by STH of HYI, and could include STH performing a moderation function for HYI. STH does enter into partnerships such as this.

E) HYI becomes an ESDA (Employment Skills Development Agency).

An ESDA (Employment Skills Development Agency) is an organisation that is supposed to manage the "process of recruiting, selecting, training and placing in work previously-unskilled, unemployed youth". These organisations were set up by the Department of Labour in 2007, but never really established themselves due to bureaucratic inefficiencies, and contestation with SETA's over resources.

There has been some talk of reviving them. Regulations governing ESDA's are being rewritten by the Department of Higher Education and Training, but will only be finalised in February 2011.

HYI could consider setting itself up as an ESDA when applications for registration open in 2011. It would then need to tender for training contracts from public agencies like the National Skills Fund, SETAs and other government departments.

While HYI does all the work an ESDA is supposed to do, it also offers the training, which ESDA's will be proscribed from doing. Training would also be required to conform to nationally recognised qualifications, or at least be unit-standards based. Both these criteria would eliminate HYI from operating as an ESDA. The ESDA model may be a better fit for SSACI, which operates across various sectors but does offer training itself. SSACI has, in fact, pursued that model with little success to date.¹⁵

¹⁵ SSACI; *Activity Report 2008/2009*; p23

3.3 On Reflection

To become accredited or not is a choice. HYI could remain as it is and continue to provide good quality training.

As things stand, the HYI programme is a short course with high levels of credibility in the industry. Should HYI decide to pursue some form of formalisation of its programme, it needs to be done in a way that will not alter the factors that make the programme a success.

As a short course, the HYI programme would only be a partial qualification if registered with the THETA. It may then offer certification as an accredited programme that trainees could present to prospective employers. HYI takes great pains in its selection process to try to ensure that obtaining a certificate is **not** why prospective trainees join the programme

As a partial qualification it would also not, however, facilitate access to further learning at a higher NQF level. It would still not assist trainees wishing to enter the UJ programme for example, who would still have to have Grade 12.

The benefit of this kind of formalisation would be to HYI itself, not necessarily to the trainees themselves, especially as it may involve more work from them. It may enable HYI to access funding.

Options should be pursued that can add value to trainees. Perhaps a more appropriate fit to pursue would be some form of endorsement from an FET college, or moderation from a programme like the University of Johannesburg's STH.

FINAL COMMENTS

The Hospitality Skills for 2010 has been successful in training and placing young people in hospitality establishments. It has done this despite adverse economic conditions, and in the face of job losses in the industry.

While it is assumed that the hosting of the World Cup was a major boost to the hospitality industry in South Africa, it is not clear how many jobs were created as a result. It did, however, provide the impetus and momentum for projects like this.

With its focus on building self-esteem and personal growth, allied to technical skills and work experience, the programme has certainly left the people who went through it far better off than they were before. For many of its graduates, it was a life-changing experience.

It is highly unlikely that most of these young people would have been able to access, or afford, further education and training. The social impact of a programme like this may show only many years later.

How HYI proceeds into the future will depend on its assessment of the prevailing skills environment in the country. Its ability to balance retention of what makes the programme special, with the mechanisms that may make it available to greater numbers of people, will be the litmus test of its sustainability.

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ABBREVIATIONS

ESDA	Employment Skills Development Agency
FET	Further Education and Training
HIP	Hospitality Induction Programme
HYI	Hospitality Youth Initiative
NQF	National Qualifications Framework
NSDS	National Skills Development Strategy
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authority
STH	School of Tourism and Hospitality
THETA	Tourism and Hospitality and Sport Education and Training Authority
UJ	University of Johannesburg

APPENDICES

APPENDIX A: SAMPLE OF EVALUATION PARTICIPANTS

Name	Group	Sex	Age	Working	Internship	Location/ Host City	Type of job	Job bef HYI	Work exp bef Hyi	passed Gr 12	Still in ind	Occupation
Telephonic												
1 Siphindile Biyela		10 F	25	No	Yes	Dbn	Self-employed	No	No	Yes	No	Catering
2 Phumzilo Ralo (Pro)		6 M	27	Yes	Yes	Grah	Full-time Perm	No	Yes	Yes	Yes	Ass rest mananger
3 Xolane Sibande		3 M	25	No (did)	Yes	JHB	None	Yes	Yes	No	No	Looking
4 Nonhlanhla Mavuso		3 F	29	Yes	Yes	JHB	Perm casual	Yes	Yes	No	Yes	Housekeeping
5 Moipone Jason		8 F	26	No (did)	Yes	Bloem	Self-employed	No	No	No	No	Looking
6 Zanele Khumalo		10 F	25	Yes	Yes	Dbn	Full-time Perm	No	No	Yes	No	SARS
7 Khululiwe Khanyile		8 F	25	Yes	Yes	JHB	Part-time	No	No	Yes	Yes	Waitress
8 Amanda Gumbo		12 F	22	No	Yes	JHB	None	No	No	A Level	No	Looking
9 Bertina Mosehle		3 F	28	Yes	Yes	JHB	Full-time	No	Yes	Yes	No	Supervisor
10 Innocentia Pontso Motsepe		2 F	23	Yes	Yes	Rust	Full-time	No	No	Yes	No	Receptionist
11 Zandiswa Mnyanda		1 F	26	Yes	Yes	PE	Full-time	No	Yes	No	No	Pre-school
12 Charles Mashilo		11 M	28	No	Yes	Polokwane	None	No	No	Yes	No	Looking
13 Ntokozo Mhlongo		4 F	22	No	Yes	Durban	None	No	No	Yes	No	Looking
14 Lunati Nqozi		8 F	23	No	No	PE	Student	No	No	Yes	No	Student
15 Shane Sithole		13 M	23	Yes	No	JHB	Full-time perm	Yes	Yes	Yes	Yes	Barman
16 Joy Zwane		14 F	23	Yes	No	JHB	Part-time	Yes	Yes	Yes	Yes	Student, waitress pt
17 Nhlanhla Shezi		6 F	21	No	Half	Dbn	Student	No	No	Yes	No	Student
18 Christian Mukwevho		14 M	25	Yes	No	JHB	Full-time perm	Yes	Yes	Yes	Yes	Club manager
19 Thabo Maseko		13 M	23	No (vol)	No	JHB	None	No	No	No	No	Looking
20 Sibusiso Malisa		14 M	20	Yes	Yes	JHB	Full-time perm	No	No	Yes	Yes	Barman
21 Nangomsa Maqalana		7 F	28	Yes	No	Cape Town	Half day perm	Yes	Yes	Yes	Yes	Cape Tourism

Name	Group	Sex	Age	Working	Internship	Location/ Host City	Type of job	Job bef HYI	Work exp bef Hyi	passed Gr 12	Still in ind	Occupation
22 Andile Siyo		1 M	28	Yes	Yes	PE	Full-time perm	No	Yes	No	Yes	Night audit
23 Thabiso Rafu		14 M	26	Yes	Yes (inc)	Grah	Casual	No	Yes	No	Yes	Night porter
24 Collin Vumile Ncate		11 M	24	Yes	Yes	Grah	Part-time	No	Yes	Yes	Yes	Ass chef
25 Nomboniso Bacela		4 F	22	Yes	Yes	Grah	Full-time perm	No	No	Yes	Yes	Waitress
26 Babalwa Peter		9 F	25	Yes	Yes (inc)	Grah	Full-time, "perm casual"	No	Yes	Yes	Yes	Waitress
27 Mkhuli Hlanguza		2 M	24	Yes	Yes	JHB	Full-time	No	Yes	No	Yes	Ass chef
28 Siphwe Vakalisa		6 M	25	Yes	Yes	JHB	Full-time, perm	Yes	Yes	Yes	Yes	Waiter/Barman
29 Sanelisiwe Ngozi		12 M	22	Yes	Yes	JHB	Full-time	Yes	Yes	Yes	Yes	Barman
30 Lucky Letsobe		9 M	25	Yes	Yes	JHB	Barman/waiter	No	No	Yes	Yes	Waiter/Barman

APPENDIX B: THE CASE STUDIES

Face-to-Face Interviews

Mkhuli Hlanguza

Mkhuli Hlanguza is the assistant chef at a guesthouse in Johannesburg called 93 on Jan Smuts. He has worked there since November 2008, just before it opened in December 2008.

As it is a small establishment, he also helps out with other things at the guesthouse, such as answering the phone, taking reservations, assisting guests, helping to serve meals, and even fixing things when necessary.

At 93 on Jan Smuts, Mkhuli has worked with three different chefs. They have not always been easy to work with, and he has had to negotiate dealing with different personalities. The second head chef treated him badly, but the current head chef he works with is helpful and supportive. Mkhuli's main responsibility in the kitchen is to prepare breakfast, but he sometimes helps her out with preparation of other meals.

Mkhuli found this job through a woman who knows Duncan and Sue from HYI. He works full-time and currently earns a basic salary of R3 100 per month, which increased in September 2009 from R2 100.

He thoroughly enjoyed the 2010 World Cup, but was very busy in the kitchen making breakfast, and then helping with lunch. The guesthouse was full for the duration of the tournament. He only had one day off the whole month.

Background and Experience

Mkhuli is 24 years old. Before joining the HYI programme, Mkhuli did casual work. He worked for a year at Lumoss Mouldings, a plastic moulding company in Randburg until his contract ended in August 2007. He then had nothing to do and was desperate for a job, so he did a one month training course so that he could look for work with a cleaning company.

When he heard about HYI, Mkhuli had been doing some research into what opportunities there may be in the hospitality industry. He loves working with people, and loves to cook. He was, however, afraid for the future, which he saw as "*dark*".

A friend, a nurse at Edenvale Hospital, told him about HYI and he went to the City of Johannesburg's Region 7 office, where he heard more about the programme. He filled in the form, was interviewed, and accepted.

Mkhuli comes from Msinga, a rural area in KwaZulu-Natal. He learned to cook there. His mother is still there, but very sick. His father, who passed away in July 2006, had three wives. Mkhuli has six siblings, whose support he contributes to.

Mkhuli lives in a hostel in Soweto as he can't afford to stay anywhere else. He did not pass Grade 12 due to financial problems at home. He came to Johannesburg to look for a job. It took a few months to find the job at Lumoss, so he sold fruit and vegetables to make ends meet.

Mkhuli went to Grahamstown in September 2007. He was in the second group that HYI trained under the contract with SSACI. He still had some money left over from when he worked at the plastic moulding factory, and used this to pay for his transport.

The HYI Programme

The HYI training programme in Grahamstown was "*lovely*", but was quite scary for Mkhuli at first. He had never done that kind of thing before. A very shy person, he was the only one on the course from a rural area. It took him about two weeks to feel sufficiently confident to express himself easily. It was also the first time he had really spoken to white people. He loved being in the house with the other trainees.

In Grahamstown, he learned about the importance of speaking clearly, how to listen to people so that he could communicate effectively, about self-discipline and respect.

The experience opened his mind a lot, and exposed him to things he had no knowledge of. Before going to HYI, he had never stayed in a hotel, and only knew about two ways to cook eggs - boiling and frying. He did not know about the different courses of a meal.

After the training he has been able to speak more freely to people, learned to be more flexible and realised that he needed to change some of his attitudes. For example, he saw that if he wanted to succeed, he needed to make a big effort himself, and not wait for other people to do things for him.

The practical experience he gained in Grahamstown prepared him well for what really happens in a hotel.

To improve the programme Mkhuli suggests that trainees learn to use a computer.

Mkhuli did his internship initially at the Town Lodge in Midrand, but later transferred to the City Lodge in Morningside. Staying in Alexandra, he found the travelling to Midrand extremely difficult and expensive. When he moved to the Morningside Hotel, he was able to walk to work, which took an hour each way.

He experienced other challenges during his internship at the City Lodge, Morningside.

Some of the staff he worked with in the kitchen did not want to help him. One of the chefs there, however, took him under her wing and taught him a lot.

She was like a mother to him, and even organised other staff to assist him with money for transport so that he would not have to walk home from work. Duncan and Sue from HYI visited and provided support.

Upon completion of his internship in April 2008, Mkhuli was unemployed until November, when he found work at 93 on Jan Smuts. During this time he kept himself going selling fruit and vegetables.

The Future

Although he likes his job, Mkhuli is not that happy with his working conditions. He feels that one of the owners of the guesthouse does not talk nicely to staff, or deal fairly with them regarding tips they receive from customers. He would like to work in a bigger hotel and upgrade his skills. Mkhuli would like to train as a head chef.

Ultimately he would like to return to Msinga and open up a training facility that can help and expose the local people to work in the hospitality industry.

Sanelisizwe Ngozi

Sanelisiwe (Siwe) works at the Town Lodge in Midrand. He is a barman, and works in the hotel's public areas during the day. He has been on the permanent staff since April 2010. He worked there as an intern from December 2009 to March 2010, and was offered a job straight after his internship was completed.

Siwe turned 22 on the 12 July. He was trained as part of the 12th group that was part of the SSACI contract with HYI. That was in August 2009.

At the Town Lodge, Siwe works 24 days a month. Depending on whether it is a 30 or 31-day month, he has six or seven days off per month. He earns a basic salary of R4 500 per month, plus tips. In an average month, he can earn up to R3 000 in tips.

At the hotel, he met many people during the World Cup, and made friends from many countries.

Background and Experience

Siwe's parents divorced in 1996. He lives with his mother, and has a sister and two brothers. He does not see much of his father. Siwe's mother works at the Department of Tourism, and has been very supportive of his doing the HYI programme. One brother works in a bank, and his sister works for the North West government. His other brother is disabled, and stays at a special school.

Siwe completed Grade 12. He went to high school at Port Rex Technical High School in East London, but when he was in Grade 10 he moved to Johannesburg and completed his Grade 12 at Midrand High School.

After that he "*lay down for some time*". He did casual work as a waiter at News Café, Faerie Glen in Pretoria, and at Spur in Umtata.

Siwe always liked working with people, and found it easy to communicate. He says he had other options but thought he would be well-suited to working in the hospitality industry as he "*loves making people happy*". He believes that there is opportunity in the industry to grow if you prove yourself.

He heard about the programme from a friend, who heard from a friend of his who had been on a previous HYI programme. He and his friend attended the HYI programme together.

The HYI Programme

The course in Grahamstown was "*one of those times in your life where you go to a place, you don't know anyone. You don't know the guy sleeping next to*

you, and he does not know you. It was quite an experience. Once you get to know those people, you have to live with them”.

There were many great experiences, like going to the mountain, the outings, seeing wild animals, and the skill building. The people at HYI were interested and really wanted the trainees to succeed. Siwe felt that all the facilitators were superb.

The difficulties emerged mainly when people started getting homesick. For some it was the first time they had left their home, or gone away for so long. Siwe was used to being away from home, and found that he helped others on the course.

Siwe found himself in a leadership position within the group. When they hiked to the mountain, the group chose him as a leader. It meant a lot for him to be acknowledged like that.

In Grahamstown he learned technical skills by going through every department. His favourite type of job is as a waiter at breakfast in a hotel. He also likes working at reception and as a barman.

The programme mixed the trainees’ *“outside life with their working life”*. Siwe believes that once trainees were able to address issues in their own lives they were able to work properly, and if they worked properly, issues in their outside lives improved. Trainees were able to open up and speak about things, and they formed strong bonds as a result of the trust that developed. By the third week people were able to share about how they had lost loved-ones, or how life has been difficult for them.

He had a great relationship with Jayesh, who facilitated the HIV and AIDs component on the course. He realised from him, when they looked at some of the HIV statistics, that he was *“turning a blind eye to life”*. Jayesh taught them in ways that they had not been exposed to at school, and made people have a good look at themselves.

It would be hard to improve the programme, as Siwe feels that the time allocated was sufficient. If funding was available, he would love to see a programme that could operate at a higher skills level, and take people who had been through the initial phase, and needed to develop their skills further.

Siwe did his internship at the Town Lodge in Midrand, as it is closest to where he lives. Although it is a smallish hotel, it provided a structure for him to learn. It was also easily accessible.

He started in housekeeping, but thought that *“was the worst place to be”*. It was challenging in that he was doing something but was not getting paid. However, the staff were really encouraging. They treated him well and gave him the will to carry on.

Before his internship ended, the general manager wanted Siwe to go and work at a new hotel that he was going to open in Pretoria. Siwe worked out that the transport costs involved in getting there would not be worth it, and decided to stay at the Town Lodge.

Duncan and Sue from HYI visited and gave Siwe support. They visited on the first day that he worked at the bar.

The Future

Siwe plans to grow in the hospitality industry. He is hoping to do more in-house training that the City Lodge group offers through City & Guilds. At the beginning of 2011 he plans to apply for the In-house Academy: Block Release, Part-time Programme that the hotel group offers through the University of Johannesburg.

Andile Siyo

Andile Siyo works at City Lodge, Humewood, Port Elizabeth as a night auditor. He is permanently employed.

As a night auditor, he is usually the only person who is on duty at night. He often has to deal with “*challenges from guests that go against hotel procedure, for example, guests wanting to have a drink at the bar when it is closed*”. Andile is able to deal with these sorts of challenges because of the training he received from HYI, and from his experience in running his own shebeen at home for four months.

As a night auditor, Andile can earn between R4 900 and R5 300, plus a travel allowance. He lives alone but has children that he helps support. He also helps his brothers and sister.

Andile did his internship at the same hotel. Over and above the HYI internship, Andile did a further three month internship with City Lodge.

He is 28 years old and lives in Zwide township, just outside Port Elizabeth. Andile left school in Grade 11. He was in the first group that HYI trained as part of their contract with SSACI, in November 2007.

Andile has a certificate from HYI, and from City Lodge. He has never been asked for other qualifications.

Background and Experience

Both Andile’s parents passed away when he was fairly young. His mother in 1992 and his father in 1996. His aunt took him in and has supported him since. She helped him with his internship, giving him money for transport and his uniform.

After leaving school Andile was “*at home*”. He tried studying engineering at Russell Road FET College, but he did not complete a full year. He failed maths, and did not have enough money to continue. He also became a father and had to support his child.

He decided to look for a job so that he “*wouldn’t do bad things*”. He had a few part-time jobs, one of which was helping a friend with promotions.

Andile briefly ran a shebeen from his lounge at home. He was trying to earn some money to survive. He did this for about four months, but had to close as he did not have a licence.

A friend told him about HYI. He was not sure what it was about, but needed something to do and so applied.

The HYI Programme

Before he went on the HYI course, Andile knew nothing about hospitality. Growing up in a township, he had never slept in a hotel or met any tourists. He “*did not know what a hotel room looked like*”. The HYI course gave him exposure to the industry, and he now would like to remain in it.

Andile learned many things on the course. Apart from gaining an understanding of what hospitality is, he learned cooking, how to do reception work, hygiene, and how to look for a job. He learned how to speak to and take care of guests, and generally that the hospitality industry is hard, and that if one is to be successful, “*one’s life revolves around the hotel*”. The hours are long, and one has to be committed.

Andile uses what he learned on the HYI course every day when he goes to work at City Lodge.

The major challenge during his internship was finding money for transport. The first general manager he worked under was understanding if he had no money to get to work.

Later on he started helping out more and more at the hotel in different departments if people were absent, such as in housekeeping, and at the bar. A new general manager started seeing that Andile was around consistently, and started giving him transport money so that he could get to work. After six months he was offered permanent employment.

Staff at HYI contacted him frequently during that time to offer support.

City Lodge taught him how to check guests in and out on computer. The hotel gave him additional training on dealing with guests and personal appearance. He also learned fire fighting.

About himself, Andile learned that “*working hard never kills anyone*”.

The Future

Andile’s experiences at HYI and at City Lodge brought changes in his life. Apart from his now having a steady, permanent job, they have also shown him that if he wants something, he has to make sacrifices. For example, he says that if one is serious about working, one can’t just go out with friends when they are partying.

His relationship has also changed as he works night shifts. He had to make his girlfriend understand that the work he is doing is his future, and provides food on the table, and is ultimately for the two of them.

He has encouraged his sister to do the HYI programme, but has not given her the number yet.

Andile would like to learn the business for a few years and eventually work for himself. Ultimately he would like to open a B&B in Zwide. There is currently only one there, and people are slowly starting to hear about and use it. He still needs to get more experience before he can do this.

Siphiwe Vakalisa

Siphiwe Vakalisa works at the Courtyard Hotel in Rosebank. He has been there since September 2008. He was initially offered a part-time job to assist with conferencing, but now works elsewhere in the hotel, such as the bar, restaurant or in housekeeping, when there are no conferences. Siphiwe completed his internship at the hotel.

Siphiwe has a full-time permanent contract although it is with Afriboom, a company outsourcing to the hospitality industry, not with the Courtyard Hotel itself.

He loves his job. He earns R2 200 per month working 26 days a month. He also earns tips, although this is usually less than R500 per month.

During the World Cup he worked in the bar, and met many people. The hotel was full, but the bar was not as busy as he thought it would be.

Siphiwe is 25 years old, and passed Grade 12 in 2001. He was in the sixth group trained by HYI under the SSACI contract. He lives with his aunt in Soweto.

Background and Experience

Two years after he finished school, Siphiwe did a basic ambulance course. His parents thought he should study something, although he was not that interested in that type of work. He could not continue with ambulance work as he needed a driver's licence.

Casual jobs included working for NGI Distributors, who sell and repair cellphones, and for a company that supplies and repairs furniture for schools. Siphiwe worked temporarily for USAID as a fieldworker, and helped his brother who owns a fish and chips shop.

In 2008 he decided that he would like to work in the restaurant industry. His aunt had worked with Thantshi from SSACI some years ago, and knew about the HYI programme.

The HYI Programme

Before going to Grahamstown, Siphiwe had never stayed in a hotel. He realised he knew very little about the hospitality industry. Everything about the training was good. He liked the time spent in different establishments observing different departments. He learned to work with people from different backgrounds, and from other places like Zimbabwe.

The course taught him how to work with difficult people, and how to be calm if people are rude. He realised that he could deal with people older than himself.

If he had to improve the HYI training, it would be introducing more about computers and up-to-date programmes into the course.

He did his internship at the Courtyard Hotel in Rosebank. Sphiwe lives in Soweto and it was relatively easy for him to get to work, although it was still a 1½ km walk from where the bus dropped him. His aunt supported him throughout the programme and gave him money for transport.

The hotel staff were very helpful. Sphiwe says they were amazed that he was not being paid, and did a lot to help him.

The Future

Sphiwe would like to move up in the industry, and has been preparing his CV. He feels it is difficult doing that when working for an agency, as it is the same agency used in many hotels.

Ultimately, in the long term he would like to own a business selling cars, but he would never leave a job until any business that he had would be able to support him properly.

Lucky Letsobe

Lucky Letsobe works as a barman, and sometimes as a waiter at the City Lodge at OR Tambo Airport. He is employed full-time on a permanent basis. He has worked there since 15 February 2010. He was in the ninth group of the SSACI-funded contract.

This is his first job.

Background and Experience

Lucky is 25 years old. He passed Grade 12 in 2005, and went to study Chemical Engineering at a technical college. Financial problems prevented him from finishing the course, but he completed three semesters over the period of a year.

Lucky rents a room in Tembisa, but comes from Sebokeng near Vereeniging. He goes home to his family when he can. His father works as a correctional officer. His stepmother and mother are unemployed. Lucky earns approximately R4 300 per month.

The HYI Programme

He heard about the programme from the mother of one of his friends. He had been "*sitting around doing nothing at home*" and joined the HYI programme.

Lucky learned many things on the HYI programme. It offered many new experiences for him. He had never stayed in a hotel before and was not aware of what was involved in the hospitality business. He learned to communicate, how to work as part of a team, and how to deal with difficult people.

The course taught him a great deal about himself. He had to face some of his fears, such as a fear of heights when the group went hiking in the mountain. Lucky is proud that he overcame these, with the help and support of the group.

Technical skills he found useful were how to welcome guests, present menus and the bill. He enjoyed the observations and practical components. The course has helped him in many ways, especially to deal with difficult guests.

After training with HYI in Grahamstown, he did his internship at City Lodge in Katherine Avenue, Sandton.

The internship was challenging in that the trainees were not paid, and had to find money to pay for their transport to work. Lucky travelled to Sandton from Sebokeng every day, and was fortunate that his father was able to help him with transport money. Some of the other interns working with Lucky were unable to finish their internship as they did not have transport money.

Lucky found the staff at the City Lodge extremely helpful and supportive. Duncan and Sue also contacted and visited him during his internship. He believes he got through with all of their help, and because of his commitment and dedication to the industry.

He was offered a job in the kitchen when his internship was completed, and was there until he moved to OR Tambo. Lucky feels HYI has helped him a lot, as he doesn't think he would have found a job without it.

The Future

Lucky is not sure what he will do in the future. He loves working in the hotel industry, and prefers being a waiter and barman to working in the kitchen. He has not, however, given up on doing chemical engineering at some time in the future.

Vumile Collin Ncate

Colin Ncate works as a junior chef at the Calabash restaurant at the Graham Hotel in Grahamstown. He works as a casual during the holidays as he is studying Social Sciences at the University of Fort Hare. Before he started studying he worked full-time at the hotel. He did his internship there as well.

He applied for a bursary from the Department of Social Development before joining the HYI programme. Collin wants to please his father, who believes that it is very important for Collin to get an education and that *“cooking is something that females do”*.

Collin is 24 years old. He passed Grade 12. He was in the 11th group that HYI trained as part of their contract with SSACI in March/April 2009.

A full-time assistant chef in Grahamstown can earn approximately R4 000 per month.

Background and Experience

He grew up in a family where he learned to cook and bake, and would have loved to go to hotel school. Collin’s mother taught him to cook and he would be responsible for Sunday dinners, helped by his sister. His family has also taught him *“calmness”*.

Before HYI Collin did piece jobs, such as being a hawker selling fruit and vegetables, and as a salesperson in Alice. His income was insufficient and erratic.

Collin found out about the HYI course through his sister who has a friend at HYI.

The HYI Programme

Prior to joining the HYI programme Collin had never stayed in a hotel. He considers himself a shy person who prefers to be in the kitchen. HYI equipped Collin with the basic skills for working in a hotel, and how to communicate and get along with others. This was the first time that Collin had met people from other backgrounds, and who spoke different languages. The course showed them how important teamwork is, and how one needs to keep customers happy.

He also learned some German and how to prepare a CV. He learned many things about the kitchen, such as making puff pastry.

Collin realised about himself that he could achieve far more than he thought he could. Of himself he noted that he *“likes perfection, gives of his best and shows a willingness to learn”*.

The course helped to prepare him for the hospitality industry, which is very demanding. There is a lot of pressure, particularly in the kitchen, and one learns from mistakes. On the course students were given tasks to complete and problems to solve within a certain time. This has helped him to deal with pressure and difficult situations.

If one had to improve the HYI course, Collin suggested that if possible funding should be secured so that HYI has its own kitchen.

HYI has helped Collin in his university studies with respect to communication, understanding others, and meeting deadlines.

The Future

Collin is particularly interested in learning how to cook different foods, such as Indian or Mexican food.

Collin's dream is to be a chef. Since the hotel schools are unaffordable he has opted for university studies in Social Sciences as he got a bursary. Collin is not sure how he can reconcile the two in the future.

Babalwa Peter

Babalwa Peter is 25 years old and works as a waitress at Wimpy in Grahamstown. She has worked there since May 2009.

Two months into her internship at the Graham Hotel, Babalwa got a job at Wimpy. She had sent her CV to Wimpy. She works full time as a casual, but “*works the hours of a permanent employee*”.

Babalwa likes working at Wimpy, which is very busy. The Graham Hotel was much quieter. Wimpy offered additional training when Babalwa joined, but it “*polished up on what I already knew*” from HYI and the Graham Hotel.

She earns R2 200 per month plus tips, which range between R250 – R700 per week. She contributes to the aunts who helped raise her, and has little disposable income left for herself.

Babalwa passed Grade 12. She was in the ninth group that HYI trained under the SSACI contract.

Grahamstown had not as yet seen that many visitors for the World Cup, although they were starting to come at the time of the interview. The major drawcard for the town is the National Arts Festival.

Background and Experience

Babalwa has a fairly complicated family history. Her mother was a domestic worker. Her late father, a Zimbabwean, worked in the hospitality industry. She is the last of eight children on her father’s side, and the only one on her mother’s. She was raised by aunts

Work experience prior to joining HYI included part-time domestic work, and as a general worker at an ostrich abattoir. Babalwa was at the abattoir for about six months, and then it downsized, so she no longer had a job

Babalwa found out about the HYI course in a most unusual way. She read an advert in the local Grahamstown newspaper, Grocotts Mail, about helping blind people to read. She responded to the advert but the person on the other side told her it was only for people who had blind relatives. The person then told Babalwa about the HYI course.

The HYI Programme

Babalwa describes herself as having been “*afraid to talk to people*” and that because of that she never thought about going into the hospitality industry, or imagined that she could be a waitress. During the course, the other students did not think Babalwa would be a waitress.

The HYI programme has helped her to realise that she is able to work with people and talk to people she did not know. She says that her 'boss' at Wimpy says she is good with people. There is also a particular customer at Wimpy, who most other staff find extremely difficult to deal with, who only wants to be served by her.

On the HYI course she learned how to deal with lots of people with different personalities. This was difficult at first. Staying in the house prepared her for the workplace. For example, trainees had to cope with themselves, and others, when they got angry quickly. At work she is faced with these kinds of situations.

One of the most important lessons for Babalwa was that "*things do not come easily. The world doesn't owe us anything and that we must go out and find something*". This has helped her to persevere when things have been difficult. The group was also taught to "*leave your problems at the door if you want to work in hospitality*".

Babalwa was initially not used to the experiential training methods used on the course. She thought they "*were for children*". Later on she realised their purpose, and why they were valuable.

She has used some German that she learned on the course with a German couple who are customers at Wimpy.

During her internship at the Graham Hotel, which she did not complete as she was offered a job, Babalwa was largely left to her "*own devices*". There was support from Duncan and Sue from HYI, but because the hotel owners are friends of theirs, Babalwa preferred not to raise difficult issues with them.

The Future

Babalwa is experiencing some difficulties at work. She says there seem to be some personal issues and jealousies on the part of some of the staff members, which are making work unpleasant. She is therefore looking for another position. Through the social networks she developed at Wimpy, she hopes to find a managerial position at another fast food restaurant.

Babalwa would have loved to study law, and has kept the idea alive as something she would like to do sometime in the future.

Nomboniso (Bonnie) Bacela

Bonnie works as a waitress at Haricots Deli and Bistro, in the French Quarter centre in Grahamstown. She has worked there for a year.

She was told that Haricots were looking for staff, and approached them with her HYI certificate. She is a permanent staff member and works full-time. She works more than 45 hours per week and earns R2 500 a month plus tips. Tips range from R150 to R500 per day. Bonnie has no dependents and is able to save much of what she earns.

Prior to Haricots, she worked for a year at the Graham Hotel in Grahamstown.

Bonnie is 22 years old. She passed Grade 12 in 2007.

A neighbour, Jongiwe who works at HYI, told Bonnie about the HYI course. Bonnie also knew about it from a cousin, who had done the course. She applied and was accepted. She was part of the fourth group that HYI trained under the SSACI contract.

Bonnie has not yet come into contact with any World Cup visitors, but thought that might change during the closing stages of the tournament. Most visitors come to Grahamstown for the National Arts Festival.

Background and Experience

Growing up Bonnie had always wanted to be a lawyer, but her mom passed away in 2007, and there was no money for her to study. She lives with her grandmother, aunt and cousins.

She has cousins who work in the hospitality industry. One is a chef in Plettenberg Bay. Another cousin works at Haricots as a chef. Bonnie got this job for her after she had already started working there.

She was not employed when she decided to embark on the HYI programme, and was looking for something to do.

The HYI Programme

Before doing the HYI course, Bonnie says she was "*a very shy girl*". She lacked confidence and found it very difficult to talk to people, especially strangers.

She found staying in the house with the other trainees scary at first, especially being so shy. She had to share a room with people she didn't know, or who did not even speak the same language as she did. The way they were taught was also very different to how they had learned at school.

However, she grew on the course and learned many things. She realised from the training that "*there were no short cuts*" to success. Bonnie

discovered her self-esteem, and found the confidence to be herself, to take responsibility for her own life rather than relying only on others, and how to conduct herself. She also learned skills to do with how to look for a job.

Hospitality skills she acquired were how to deal with guests, set tables, housekeeping, and working in reception. She learned that in this business, it was important to “*smile everyday when you see people*”.

There was only one facilitator that she did not like, as he liked to “*do things his way*”.

Bonnie did her internship at the Graham Hotel. She learned a lot during this time and enjoyed it, but found it difficult not being paid. She had to find money for transport to get to work. If she had problems during this time, she would speak to Sue from HYI, who kept in close touch.

After her internship, Bonnie was offered a job at the hotel. She worked there for about a year, but in a casual capacity, even though she worked the same hours as permanent staff. She then decided to look for another job, and heard about the position at Haricots. The HYI programme has helped her a great deal in her current job, especially in relation to dealing with customers.

Bonnie believes that it is probably important for her to have a qualification, although she has never been asked for anything other than her certificate from HYI.

The Future

Bonnie likes her job, but if she has problems, she tries to deal with them herself, as she does not find the owner that approachable. She works long hours.

She sees herself staying in the hospitality industry for a few years. She thinks she would like to be a hotel manager and then may try something else. She is interested in dress design, and would like to pursue that in the future if possible.

Thabiso Rafu

Thabiso Rafu works on a casual basis at Evelyn House, a guesthouse owned by the owner of the Graham Hotel in Grahamstown. He also works at another lodge, Oaklodge, owned by the same people. He is working as a night porter during the Festival. He works a 12-hour shift, and earns R10 per hour.

Thabiso is 26 years old. He did not complete his Grade 12. He was part of the 14th group trained in March 2010 by HYI as part of their contract with SSACI.

Background and Experience

Thabiso lives with his granny, and sister and brothers. His mother is not there on a consistent basis. His granny is a pensioner, so Thabiso needs to contribute to the household income.

Before HYI Thabiso only had casual work. He had one job working at a laundry three days a week. He had also worked at some point as a porter at a hotel in Paarl for three months. He had a three month contract, and when it ended he could not find a place to stay, and his mother called him to return.

His aunt, Jongiwe, told him about the course. Thabiso had often seen people at the old station building (where HYI offices are), and wondered what they were doing. Thabiso did the course to find a job, not to get an accredited certificate.

The HYI Programme

Thabiso expected the HYI course to be like school, but found it to be completely different.

His experience of the programme was not the same as that of the other trainees in that he was not able to stay in the house for the month. His grandmother was very ill, and his brothers and sister were too small to look after her. Although he felt part of the group, Thabiso believes that he missed out on a lot of the experiences the other trainees had by not staying there.

Before the course he was very shy. He learned many things on the HYI course. On the course trainees had to interact with people from different backgrounds, who spoke different languages.

The trainees had to do many things that seemed difficult or impossible. On one occasion they went hiking and had to light a fire without using a match. The hardest part of the course was the mountain exercise when they had to lift a heavy person and run. These experiences made him realise that "*anything is possible*", and helped him change his attitudes.

He has learned how to deal with people and gained lots of encouragement. He has learned particularly about working at reception, and making bookings.

Thabiso has not used the German he learned on the course. He has met only one guest for the World Cup, from the Netherlands.

Thabiso did his internship at the Graham Hotel, but was two weeks short of completing it. He was asked to leave. He believes that there was a misunderstanding with the manager. He says he had been ill, and had problems with his eyes.

He was therefore pleased when the hotel called him back to work, even as a casual. He still hopes to complete his internship. Thabiso did not feel comfortable approaching HYI to help him to deal with the problem as he was not sure what to tell them.

The Future

Thabiso would like to work in the hospitality industry, and be a hotel manager in the future.

Telephone Interviews

Siphindile Biyela

Siphindile is a 25 year old woman living in Eshowe, KwaZulu-Natal. She completed her internship at the Road Lodge in Durban, but is not formally employed. She was in the 10th group that was trained as part of the HYI contract with SSACI.

Since finishing her internship, Siphindile has looked for a job, but has lost interest in the hotel industry. The hours are hard, with little pay and too little leave. She started her own catering business in 2008, but it is not doing well. She also takes part-time teaching jobs to try to make ends meet.

The HYI Programme

Siphindile joined the HYI programme to equip herself with more skills. She was not working at the time. The programme was fun and offered a lot of practice in dealing with pressures and difficult people. It was particularly interesting to meet people from different provinces. She found Duncan and Sue to be good people who were really interested in the trainees.

Before going to HYI, Siphindile was “*not a sharing type*”. It was difficult to encounter 20 or more people from different backgrounds and speaking different languages, but she made many friends and learned the importance of working in a team.

Although she did not like the food very much, and felt that they were sometimes treated like children, with set times for bed, she feels that the programme “*brought out another side of me that I didn't know*”. She also did not like the component on writing a CV, and felt one of the facilitators was too political in discussing and comparing South Africa and Zimbabwe.

She found the internship difficult, but persisted and managed to complete it. She says the hotel manager spoke badly to the trainees, and did not want them there. She shouted at the trainees in front of the customers, and did not offer them support or assistance, even if they had to travel at 10 at night. She further maintains that staff at the hotel used the trainees to take time off themselves, so she felt exploited

Siphindile feels that there should have been more follow up and support from HYI during her internship.

The Future

After finishing Grade 12, Siphindile studied travel and tourism at ICESA City Campus, a private college in Durban. She completed the course and wrote a Cambridge exam. She would like to work in the hospitality industry, but as a tour operator, not working in a hotel. She is interested in running her own business, but is not sure how to go about achieving that.

Phumzilo (Pro) Ralo

Pro is the assistant restaurant manager at Scott's Spot Pub and Grill, at the Graham Hotel in Grahamstown. He has been there since 2008. He did his internship at the Graham Hotel, and was employed there afterwards. Pro was in the sixth group trained.

Pro comes from the Grahamstown area. He studied Human Resources Management at Port Elizabeth Technikon but says he had personal problems and did not complete the course. He then went to work for Pick 'n Pay as a merchandiser. After working there for two years, his contract ended.

Pro wanted to get involved in tourism. He knew one of the HYI employees, Ayanda, from the township, and heard a lot about the programme. His brother-in-law introduced him to Duncan. By the time they met he already knew a lot about the programme.

When Pro enrolled on the HYI course, he had been unemployed for two years. He now lives with his mother and brother, and contributes to the running of the household. He earns approximately R4 500 per month, and realises that there is a lot of scope for growth.

Grahamstown did not see that many visitors for the 2010 World Cup, although they started coming to the National Arts Festival towards the end of the tournament once the teams they supported had been knocked out.

The HYI Programme

The lifeskills component at HYI changed Pro's attitude to life. Before that he felt hopeless as a result of being unemployed. The programme was presented in a manner different to anything he had encountered previously. People were grouped from different backgrounds and ethnic groups. It was informative and challenging. Even when studying, people could express themselves and "*be free*". He learned to "*open up with people he didn't know*" and that has helped him in dealing with customers.

Pro feels that the lifeskills and technical skills complemented each other. The programme could have been longer, but everything else was good. HYI helped him to find an internship, and then he found a job. It gave him "*a door to go through*". Once he had an opportunity, he realised that it was his responsibility to make the most of it.

The manager of the restaurant is supportive of Pro, and they have a close relationship. Duncan and Sue are very accessible as well, but Pro tries to handle issues on his own.

The Future

Pro believes he has a future in the hotel industry. His manager wants to train him further. He is also hoping to get involved with the HYI programme and train other students.

Moipone Jason

Moipone is 26 years old. She does not have a job, but is trying to earn money running a small business from her home at Silver City near Bloemfontein. She runs a tuck shop, cooks and sells food, and does manicures. Moipone was in Group 8.

Moipone has looked for work in the hotel industry, but has been unsuccessful. She even volunteered at the City Lodge in Bloemfontein after her internship, and then worked at an electronic paypoint at a garage.

Moipone did her Grade 12, but did not pass. She then went to Universal College Outcomes in Bloemfontein to learn to be a computer clerk. Financial problems prevented her from finishing the course

The HYI Programme

Moipone was doing nothing when she heard about the HYI programme from a friend who had been before.

Training with HYI was a “*wonderful experience*”, and Moipone would love to go back. It was fun, challenging and motivating. Moipone did things she never thought she would be able to, like climbing a mountain. It made her feel very proud of herself and she has not been able to stop telling people about it.

Living in the house with the other trainees was fun. Moipone was the only Sotho speaker there, but the others tried to accommodate her. It was a good experience as she realises that in the hotel industry “*you have to try to accommodate difficult people*”. The food was the only thing she did not like.

Moipone completed her internship at the City Lodge in Bloemfontein. While there she spoke to Ayanda from HYI once, but had little contact otherwise. Her aunt and grandmother helped her financially during this time.

The Future

Moipone would prefer to have a job. Her tuck shop does not make much money as her customers are mostly children. She was hoping the City Lodge would call her, but they have not as yet. She has faxed her CV to numerous hotels and guesthouses, but they have had no vacancies. She is not sure what to do next.

Zanele Khumalo

Zanele Khumalo works for SARS (South African Revenue Services) at the Border Control Unit at Golela, on the border between South Africa and Swaziland. Previously, she worked as a receptionist at the City Lodge in Durban. She left there in 2009 when SARS made her a much better offer. Zanele was part of the 10th group trained under the SSACI contract with HYI.

She comes from Newcastle in KwaZulu-Natal, is 25, and completed Grade 12.

Zanele found her current job through contacts in the army. She trained in the South African National Defence Force, but was unemployed after her military training ended. She says her salary at SARS is “*seven times better*” than she earned at City Lodge, where she earned R2 500 per month.

The HYI Programme

Zanele attended the HYI course in March 2009. She was not working when she enrolled, and “*wanted to be in a hospitality environment*”.

The HYI training in Grahamstown was great, and has changed her attitude significantly, “*I am somebody else*”. When she arrived she had a military mindset, gained from the army, and just expected everyone to obey her. She realised that in “*the real world*” she had to persuade people. Zanele learned to share, and to interact with people from different cultures and backgrounds.

She feels that the hospitality industry is not completely different from the military. Both require one to work with people, and require service discipline. Customers, however, “*do not have to follow instructions*”.

Zanele did her internship at the City Lodge in Durban, and was offered a job before she had even completed it. HYI staff kept in contact with her during that time, and she feels she had sufficient support.

At the border post, she deals with many different kinds of people speaking different languages, like Portuguese and even Chinese. Zanele believes that by developing her people skills, the HYI programme has helped to equip her to do her job better.

The Future

Zanele has always wanted to study law, but financial constraints prevented her doing so. She believes that by next year she will be able to start studying by correspondence.

Xolane Sibande

Xolane Sibande is presently unemployed and is looking for work. During the 2010 World Cup, he worked as a barman at Soccer City and Ellis Park for HSC, a company outsourcing labour to the hospitality industry.

Before this he worked in hotel maintenance at the Protea Hotel at the Wanderers in Johannesburg. He was offered a job at the hotel after doing his internship there.

He made good progress, enjoyed working there, and was treated well by the staff. Problems arose when a new general manager was appointed who Xolane did not get on with that well. Issues around theft arose at the hotel, and Xolane says he left as he did not want to be blamed for something he did not do.

Subsequent to leaving the Protea Wanderers, Xolane had temporary work, including at M&A restaurant in Sandton. He then trained with HSC in Randburg.

Xolane is 25 years old, did Grade 12 but did not pass. After leaving school, Xolane worked in a variety of casual positions. He worked as a courier for the Sunday Times, as a handyman for A-Z Design, a carpentry factory in Kramerville, and at Hyundai Sandton where he did general work.

Xolane was part of Group 3 of the SSACI contract.

The HYI Course

Xolane knew nothing about HYI when he accompanied a friend to a briefing they gave at the Region 7 office (Alexandra), organised by the City of Johannesburg. This awakened his interest in the hospitality industry, as Xolane believes he is "*a people's person and a good communicator*", and he applied to join the programme. His friend had some personal problems, and did not go.

The HYI programme was "*great*". He liked being open with people, and able to say what was on his mind. He met people from other places, and they became like a family. They encouraged and supported each other, which was particularly apparent when they went hiking in the mountain.

At first Xolane was very shy, but he learned that there was no need to be afraid. He also learned about taking personal responsibility, how to follow up on things that could be helpful to you, about leadership, and how one should "*know and love one's job*". Other important lessons were how to serve people, how to communicate with people, and a few words in a foreign language.

He found the few French phrases he learned useful at the Protea Hotel as they host crews from Air France. The HYI programme also helped Xolane

when he went on the HSC training course, before the World Cup, as he already knew much of what was covered.

During his internship he had contact and support from HYI, who called and came to see how he was doing.

The Future

Xolane loves the industry and is hoping to find a job soon. He has approached the Radisson Blu in Sandton. They gave him a letter saying that they would notify him should a vacancy arise.

Khululiwe Khanyile

Khululiwe Khanyile is 25 years old. She works as a waitress on a part-time, casual basis at the Johannesburg Protea Hotel, where she serves breakfast. Khululiwe was part of Group 8. She completed her Grade 12.

Khululiwe works two days a week, and sometimes more if they are particularly busy. The hotel calls her when they need her. Sometimes she works at Carnival City serving guests.

The HYI Programme

Khululiwe enrolled on the HYI programme because she was not working. She did her internship at the Town Lodge in Roodepoort where she was exposed to all aspects of working in a hotel. She left after two months - it is not clear exactly why.

Nonhlanhla Mavuso

Nonhlanhla Mavuso works at the Westford Hotel in Sandton. She works in the housekeeping department and has been there since 24 October 2008. Although she works full-time, she is not yet part of the permanent staff. She is a “*permanent casual*”.

After doing her internship at the Courtyard Hotel, someone she knew recommended her to the Westford Hotel, and she was offered employment.

Nonhlanhla likes the hospitality industry, and working with lots of people. As the Westford Hotel is not that large, Nonhlanhla sometimes finds herself filling in as a waitress, and working at the reception desk.

Nonhlanhla is 29 years old, and did not finish Grade 12. She worked as a domestic worker from 2003 – 2008. That was her only work experience prior to going on the HYI programme. She was in the third group to go on training under the HYI contract with SSACI.

The HYI Programme

Nonhlanhla found out about the HYI programme from her employer, Thantshi Masitara. She really enjoyed the course, and realised that there were opportunities in the hospitality industry. She had thought that being a domestic worker was “*the end of the road*” for her.

She liked working at the Courtyard Hotel during her internship, but was not offered a job there, and so went to the Westford.

The Future

Nonhlanhla loves the industry, but would like to improve her earnings. She is earning less than a housekeeper at the Courtyard, who can earn approximately R2 500 per month.

Amanda Gumbo

Amanda Gumbo is a 22 year-old Zimbabwean, who came to South Africa in March 2009. She completed her A levels in Zimbabwe. Amanda was part of Group 12.

She is not working at the moment as she recently returned from Zimbabwe (two weeks before).

The HYI Programme

After finishing her A levels, Amanda did not work. She had always been interested in the hotel industry. She wanted to study at the International Hotel School in Sandton, but was unable to afford the fees. A friend of Amanda's sister told her about HYI. This friend had a niece who wanted to be in the hotel industry and was looking for a place to learn. Amanda applied, and was accepted.

The training course in Grahamstown was wonderful. Amanda loved meeting new people from different places.

Amanda then did her internship at the Road Lodge in Germiston, near where she lives. She finished that in March 2010, and then returned to Zimbabwe until July 2010.

The Future

Amanda intends to look for employment within the City Lodge group of hotels.

Bertina Mosehle

Bertina Mosehle is 28 years old, and works as a general assistant in the butchery at Shoprite in Sunninghill, Sandton. She has been there for approximately a year. She was in the third group that HYI trained under the SSACI contract, in 2007.

Before joining Shoprite, Bertina worked at a small hotel in Rosebank as a restaurant supervisor. She could not remember the name of the hotel, but noted that it was very new, and was still being finished when she started there.

Bertina worked there on a six-month contract, and left when it ended. The major challenge working there was that all the staff were either trainees, or very inexperienced like she was. She says she found this difficult and felt she needed more training to be able to cope with what was required of her.

After leaving that hotel, Bertina was unemployed for about three months, but continued applying for jobs. She sent her CV to Shoprite, who called her for an interview the day after she applied.

Before the HYI programme, Bertina had short casual jobs. She worked as a cleaner for about a year. She passed Grade 12.

The HYI Programme

Her boyfriend told Bertina about a presentation in the City of Johannesburg's Region 7 office about the HYI programme. She went there, applied, was called back for an interview and was accepted for the programme.

The HYI training was wonderful. Bertina liked the whole experience, especially shadowing in the hotel, and meeting people. She learned that people were not all the same, and the experience helped her to deal with different types of people.

There were sometimes tensions in the house in Grahamstown, but Bertina learned how to control her temper, and how to find solutions to problems. Before she went to Grahamstown, Bertina did not really get on with girls that well, and had mostly male friends. On the course she was able to develop relationships with girls as friends.

Bertina completed her internship at the City Lodge, Katherine Street, Sandton.

The HYI programme has made a big difference to Bertina's life. As well as assisting her to find work, she has developed as a person. Before that *"I didn't know how to talk properly to people. I was very shy. Now I can talk to anyone. It helps in interviews"*.

The Future

Bertina does not like working in the butchery that much, especially in winter. Shoprite was not particularly interested in her hospitality experience, and nobody there checks what she is doing.

Innocentia Pontso Motsepe

Pontso Motsepe is 23 years old, finished Grade 12, and lives in Rustenburg. She works as a receptionist for Iteko Holdings, owned by the Royal Bafokeng nation. She got this job through a friend, who works for the Royal Bafokeng.

After Grade 12, Pontso did a one-year Introduction to Mining course at Centurion Academy in Phokeng, near Rustenburg. She did this as she had nothing else to do.

Pontso found out about the HYI course through the same friend who works for the Royal Bafokeng. The idea of working in the hospitality industry was attractive. Pontso was in the second group trained under the SSACI contract.

The HYI Programme

The training programme in Grahamstown was “*marvellous*”. Trainees were treated very well. Pontso learned responsibility, and how to work under pressure. She was very sad to leave there.

Pontso did her internship at the Road Lodge in Rustenburg. She enjoyed it very much, and found the manager who was there at the time very supportive. HYI supported her with phone calls and visits during the internship.

The Road Lodge employed her for four months after her internship finished. She was earning between R4 000 to R5000 per month. Pontso had to leave the Road Lodge when she had a baby.

Pontso was at home for about two years with her baby.

The HYI training certainly helped her to find work as a receptionist. Her current employers were looking for someone with a hospitality background, and some experience. During her internship at the Road Lodge in Rustenburg, Pontso did reception work, and sometimes found herself alone at the reception desk. Her current salary is not as good as it was at Road Lodge, and Pontso earns between R1 000 and R2 000 per month.

The Future

Pontso would love to return to the hospitality industry.

Zandiswa Mnyanda

Zandiswa Mnyanda works at her grandmother's pre-school in Zwide, a township outside Port Elizabeth. She started as a volunteer there, but is now permanently employed. She earns about R1 000 per month and has no dependants.

She is 26 years old, and was in the first group that HYI trained as part of their contract with SSACI.

Zandiswa passed Grade 11 and is presently doing an Early Childhood Development course part-time. That will be the equivalent of a Grade 12, and will end in October.

The HYI Programme

A friend told Zandiswa about HYI. She decided to apply as she was not working. Her friend did the course with her.

Zandiswa liked the course a lot and felt that the HYI people were "*interested in her and the other students*". She learned how to treat customers, that the customer is always right, how to make a bed, and other hospitality skills.

She completed her internship at a guesthouse in Port Elizabeth. Zandiswa says that the manager liked her and indicated that she would be able to get a job there. Unfortunately the manager left, and the new manager did not offer her a job.

Zandiswa believes that the HYI course has helped her in her present work, specifically in understanding the importance of hygiene.

Charles Mashilo

Charles Mashilo is 28 years old, lives in Mokopane, Limpopo, and is unemployed. Charles passed Grade 12, and trained as a bird-guide through BirdLife South Africa, another programme supported by SSACI. He was part of the 11th group that HYI trained as part of their contract with SSACI.

The HYI Programme

Charles was “*sitting at home*” before the HYI course. He was finding it difficult to find work as a bird guide, and Ben de Boer, the BirdLife South Africa project manager at the time, suggested he do hospitality training so that he would find it easier to find work that could complement his bird guiding.

He described the course as “*great*”. There was nothing he didn’t like. He learned about respect, how to treat others and how to speak to others.

He would like to be a chef. He did his internship at a lodge and was told he would work in the kitchen. When he got there, he discovered it was a small lodge and so he had to work as a bar attendant and a waiter.

The Future

Charles is still looking for work, but does not see many opportunities for chefs where he lives in rural Limpopo.

Ntokozo Mhlongo

Ntokozo Mhlongo is a well-spoken 22-year woman living in a rural part of KwaZulu-Natal. She passed Grade 12, and was in the fourth group HYI trained as part of their contract with SSACI. Ntokozo completed her internship, but is unemployed.

Before joining the HYI programme, she did a call-centre course. She heard about HYI from her cousin, who had already been on the programme.

The HYI Programme

There was nothing Ntokozo didn't like about the training course in Grahamstown. She learnt how to communicate with people; about respect; how to be a hard-worker and about teamwork. She also learnt about "*hospitality*" but she did not mention any 'hard' skills.

She has tried to get jobs in Durban, and has sent out her CV. To date she has had no responses to her applications.

The Future

Ntokozo would like to study further but has no money for that. She is willing to study "*anything*". She does like hospitality and would like to work or study in the area, but would take any opportunity that presented itself.

Lunati Nqozi

Lunati Nqozi is 23 years old. She lives in the Eastern Cape, and is presently studying nursing. She applied to do that while on the HYI course. Lunati was part of Group 8.

After completing Grade 12, Lunati was "*doing 'nothing'*". A community member told her about HYI.

The HYI Programme

Lunati really enjoyed the training course in Grahamstown. She learned a lot and believes that it has helped her with her studies, particularly in dealing with people and communication. She liked the experiential methods that were used to train the group. Lunati also learned about leadership and what it means to be part of a team.

Specific hospitality skills she learned were cooking, serving people and dealing with customers.

Shane Sithole

Shane Sithole is 23 years old and works at the City Lodge, Fourways, north of Johannesburg as a barman. He passed Grade 12, and was part of Group 13, which trained in Grahamstown in November 2009.

Shane worked in the hospitality industry, in a variety of positions, before doing the HYI training course. He started out earning R500 every two weeks as a chef. Then he worked as a waiter earning R20 a day plus commission. After that he worked in the front-of-house and earned R1 600 per month, and as a bartender earning R2 000 per month. He then went to a 5 star hotel and earned R2 000 per month.

He did not do the internship as he was offered a job immediately after the month in Grahamstown. He works on a full-time, permanent basis, earning approximately R5 000 per month. He supports his mother, brother and sister, as well as himself.

He has a mentor at City Lodge but no one from HYI has followed up with him since he left Grahamstown.

The HYI Programme

Shane applied for the HYI course online. Someone had told him to go to their website. He wanted to learn *“more things about the hospitality industry like communication, dealing with customers, housekeeping and other things to do with hospitality”*.

The course was *“exciting”* and he said he learnt about customer service, time management, and how to present yourself. It *“opened my eyes to the industry”*. The facilitators of the programme were *“amazing”* and they taught him how to *“work under pressure, manage money and save, how to communicate in industry and write a CV”*.

Shane still uses the notes he got on the course and feels that it has helped him in his present job. He is hoping to be promoted to a kitchen supervisor after he completes another course.

His hotel had many visitors during the World Cup and the course helped him to speak to some visitors in German.

The Future

Shane sees a future for himself in the hospitality industry. He would like to be a Food and Beverage Manager and in three years he would like to own either a hotel, Bed and Breakfast, or lodge. He would like to go to his hometown, Nelspruit, and share his experiences with schoolchildren, so that they understand more about what the industry involves, and be encouraged to participate.

Joy Zwane

Joy Zwane is 23 years old, and lives in Johannesburg. She is currently studying Arts through UNISA, and intends going to the University of Pretoria. She works as a waitress on a part-time basis, about twice a week. She enquired herself at the restaurant, and was phoned about a month later with a job offer.

Joy earns about R300 on a good shift. She gets only tips, and no basic salary. From a bad shift she can earn less than R100. She only has to look after herself.

Joy was in the 14th group HYI trained as part of the SSACI contract. She did not do an internship.

After completing Grade 12, Joy gained work experience first in a pre-school, then in a government department. She worked as a personal assistant for her mother, a business advisor.

The HYI Programme

After doing a short cooking course, she was trying to find a job in hospitality, and encountered HYI online.

She enjoyed the course very much, especially the communication aspects of it. She maintains that she was very shy beforehand. She also really liked the facilitators. Particularly useful have been the components on self-discovery, the HIV in the workplace training, and all the technical aspects, for example, how a hotel is managed. They have all helped her in her present job.

She has engaged with visitors to the World Cup and the course has helped her to deal with different cultures; reading and understanding body language; and speaking in what she terms her "*broken German*".

At the time of the training, Joy was least enthusiastic about the topic of "*dealing with difficult people*", but feels that this has been most helpful for her now.

Joy did not do an internship because "*she moved and only heard from HYI about two months later about her placement*". She also seems to have had financial problems, and could not do it.

She has not heard from anyone at HYI since January. She gets support from someone at work with respect to her job.

The Future

Joy would like to work as a chef, but this is on hold while she completes her studies.

Nhlanhla Shezi

Nhlanhla Shezi is presently studying photography at Durban University of Technology. She is 21 years old, and was part of the sixth group trained under the HYI contract with SSACI.

Nhlanhla did the HYI course last year and then did one month of her internship at the Road Lodge in Durban. She had to leave because she was not able to afford the transport costs to get to and from work. She then got an internship at a graphic design company, and was paid a stipend.

After completing Grade 12, Nhlanhla obtained a certificate in graphic design.

The HYI Programme

A friend told her about the HYI course and Nhlanhla decided to do it, not because she was interested in hospitality per se, but rather because she wanted to “*study something*”.

She found it, however, to be a “*fascinating*” course and she enjoyed it thoroughly. Nhlanhla learned about dealing with different cultures and people, and finds this very useful in the field she is in now as she has to present to different organisations made up of different people.

She gained self-esteem, grew as a person and learned to be responsible.

Technical skills helped her when she did her internship at Road Lodge. For example, answering the phone (she worked at the front desk).

She enjoyed the course and felt that there was “*not that much pressure*”. She encounters more pressure now as a full-time student.

The Future

Nhlanhla would like to work in media, for a magazine or newspaper.

Christian Mukwevho

Chris Mukwevho is 25 years old. He is the manager of Club Neh!, an entertainment centre, nightclub, cigar lounge and butchery in Marlboro South, next to Alexandra. He was in Group 14 that trained at HYI in November 2009.

Chris passed his Grade 12. He always wanted to be a lawyer, but since studying and working in hospitality, he "*fell in love with it*".

The HYI Programme

Chris heard about HYI through a friend who had done the course. When he heard about it, he was working at Club Neh! as a head waiter, and had been there since April 2009.

Everything about the course was good, and it contributed to his promotion. The HYI course taught him how to "*behave*" and make an effort in the workplace, how to deal with colleagues, and how to cope with pressure. These skills are all important in his current job, but he also finds them generally important outside of work situations.

As he was working as a waiter before the course, he had already been exposed to some of the more technical aspects of the programme. His skills and service, however, definitely improved. He also learned some German.

Chris did not do the internship because he got a promotion to become the Manager at Club Neh! two weeks after he completed the training in Grahamstown. As manager, he earns approximately R15 000 per month. He has no dependents and is able to save money.

Many visitors to the 2010 World Cup visited Club Neh!

Thabo Maseko

Thabo Maseko is 23 years old. He is currently unemployed, but worked as a volunteer for the 2010 World Cup in Kwa-Thema. He was in the 13th group trained by HYI for the SSACI contract.

Thabo's highest level of education is Grade 11. He was "*doing nothing*" when he heard about HYI. Thabo heard about the HYI course through Gauteng Tourism, he was on their database.

The HYI Programme

The HYI course in Grahamstown taught him about skills of housekeeping, reception, and food and beverage. It also taught him social skills, which he used with visitors to the World Cup. He was able to greet some visitors in German. The service components of the course helped him as well during his time as a volunteer.

Thabo did not do the HYI internship because he attended the volunteer training for the World Cup. Despite the fact that he did not finish it, he recommends that the HYI course be extended to two or three months.

The Future

Thabo would like to do "*any job*" in the future. It does not need to be specifically in hospitality, but if one came up, he would take it, as he now feels he knows something about the industry.

Sibusiso Malisa

Sibusiso Malisa is 20 years old. He works as a waiter at Club Neh! in Marlboro South, near Alexandra. Club Neh! is a restaurant during the week and there is a nightclub on weekends. He trained with Group 14 in November 2009.

A friend on Facebook introduced him to HYI. He had always liked cooking and catering. Sibusiso passed Grade 12, but was unemployed and had never worked. He thought that HYI might open new opportunities for him. He believes that it did this, as he now has a job.

Sibusiso earns a basic salary of R2 000 per month plus tips. He works in the VIP bar where tips can be as much as R300 from one customer per night. Weekends are especially good for business, and Sibusiso says sometimes customers share their problems with him. With no dependents, Sibusiso is able to save his money. He still uses a book he got from the HYI course about saving.

Sibusiso was on the same course in Grahamstown as Chris Makwevho, who subsequently became the manager at Club Neh! After his internship at Garden Court, Sandton, Sibusiso approached Chris for a job and is now a permanent employee.

The HYI Programme

The HYI training was “*super*”. It taught him many lifeskills, such as how to treat yourself, how to behave appropriately, and “*how to be a better person*”. Sibusiso believes he is a “*changed man*” in terms of his morals.

Initially Sibusiso thought that the course would be easy and he would not have to work hard. He soon came to realise that this was not the case. He learned many skills, like working in the kitchen, and other practical things about the industry during his internship.

Duncan taught the students that they “*should not just be in one place at work, but to remember that teamwork is important*”. In his current job, Sibusiso talks to customers, walks around and also works in the kitchen - he does not just ‘waiter’.

If he had to improve anything about the HYI programme, Sibusiso would introduce a stipend to assist trainees with travel during their internship. One of his friends could not complete the internship because of an inability to cover the transport costs.

During the World Cup Sibusiso met a lot of visitors from overseas every time there was a game. He used the German he learned to greet some of them.

The Future

He sees himself as a chef and/or in catering in the future.

Nangomsa Maqakalana

Nangomsa Maqalana works as a Reservations Consultant at Cape Tourism. Among other things, she does bookings for accommodation, cruises, tours and car hire. She is employed permanently and works from 9 am to 1pm. She earns R3 500 per month. She has a child and contributes to supporting her mother.

She is 28 years old and passed Grade 12. She was part of the seventh group that HYI trained under the SSACI contract.

Nangomsa did the HYI course in July 2008. She did not do an internship because she had an operation and was on crutches at that time. However, she was offered her job while she was doing her independent research for HYI at Cape Tourism. That was in October 2008. She explained to Cape Tourism why she had not yet received a certificate and it did not impact negatively on her getting the job.

Nangomsa had some hospitality experience prior to going on the HYI course. She worked at Hout Bay Manor, a boutique hotel in Hout Bay near Cape Town. She handled reservations there.

She did the HYI course because she wanted to “*expand on what she knew*”.

The HYI Programme

Some of the things Nangomsa learned on the HYI training course were already familiar, but she learned a great deal. The HYI course taught her how to interact with different people, and how to deal with peoples’ tempers. These are skills she finds particularly useful in her current work. She also met many visitors during the 2010 World Cup, and uses the few German phrases she learned in Grahamstown.

All technical aspects were covered, from housekeeping, the kitchen, reservations and customer service.

The Future

Nangomsa would like to continue doing what she is doing. She likes to help visitors, and ultimately dreams of owning her own business.

APPENDIX C: INTERVIEW GUIDES

INTERVIEW GUIDE: SSACI, HYI

- 1 Please outline the background to the project, and what assumptions you had at the outset.
- 2 What were the challenges from your point of view?
- 3 What were the selection criteria for the project? Were they appropriate for this kind of project? What should they be in the future?
- 4 How did recruitment take place, and how were areas of trainees' operation selected? (they changed over the course of the project – probe for details)
- 5 Can you describe the types of training offered, and discuss the issues around that. (Probe what worked and what did not. Also probe – in some reports we have seen about training it says course accredited with the THETA – what are the issues around that)
- 6 How were the trainees placed with hospitality establishments? What kind of internships did they embark on? (Probe for all issues around placement – how HYI established contact, their links and credibility in the industry etc, why the establishments like to take their trainees etc)
- 7 Mentoring and follow up. How did the project follow up on what happened to the trainees?
- 8 How does the project measure success? (Probe how they define success; get indication of success rate).
- 9 Were the project outcomes satisfactory from your point of view? Expand. If not what still needs to be done to achieve that?
- 10 What has worked about the project, and what has not worked? (if not already answered)
- 11 Can you tell us about some of the star students? What do you think were the factors that have helped them to succeed? What about some of the disappointments?
- 12 What kind of feedback has the project had from the hospitality industry?
- 13 What kind of feedback has the project had from government aligned institutions (like Dept of Tourism, THETA etc).

- 14 Has the project succeeded in creating any linkages relating to the World Cup?
- 15 What are your thoughts about the future, and what actions have you taken to pursue those options? (Probe their thoughts about various accreditation options, how will obtain funding in the future to continue, can the project find an institutional home anywhere, what research they may have done.)
- 16 How can the project be replicated on a larger scale? (if not already answered)

HOSPITALITY SKILLS FOR 2010
INTERVIEW GUIDE FOR TRAINEES

Telephonic Interviews

Introduction

Introduce myself, calling from SSACI about HYI. Trying to find out what's happened to people who went of the HYI Hospitality Skills for 2010 programme. Also check if they agree to their name being included in a report we present to a funder.

1. What are you doing at the moment?
(Probe where working, what doing, how long have been there, on what basis – whether temporary, seasonal, part-time etc)
2. How did you get that job?
3. Have you changed jobs since doing internship (if working)?
4. Why did you enrol on the HYI course? What were you doing beforehand?
5. Can you give us some feedback on what it was like?
6. What did you learn? What did you like/not like?
7. Do you think it has helped you to do what you are doing now? In what way/s?
8. What kind of support do you get in your work? From whom? (Probe support from HYI, if establishment where they work offers any etc).
9. What has your experience of the World Cup been (if in a hosp industry)?
Do you think you were sufficiently prepared to deal with it?

Personal details

10. How old are you? (note gender as well)
11. Have you studied anything? What level did you complete at school (obtain highest education level).
12. What would you like to do in the future? How can you go about achieving that?
13. Do you mind giving me an idea of the income someone in your position can earn?
14. Are you able to use it yourself, or do you have family or other people to support?

HOSPITALITY SKILLS 2010
INTERVIEW GUIDE: PROJECT PARTICIPANTS

Face-to-face

Introductions

Introduce ourselves, talk briefly about what we are doing, and why we are conducting interviews. Check that interviewee agrees to have the interview recorded (Note that recording is for interviewer's purpose only, not for circulation), and that agree that their name can go into a report.

1. Background Information

- 1.1 Can you please tell us what you are doing at the moment? On what basis are you working? (Check whether employed full-time, contract, part-time etc).
- 1.2 How did you get that job, and how long have you been working there?
- 1.3 What were you doing before? (Probe whether had formal job before or what kind of work they were doing if any)
- 1.4 Why did you enrol on the HYI course?
- 1.5 How did you become interested in this type of activity? Was there anyone else in your family or close to you who has been involved in the hospitality industry?

2. The SSACI-HYI Hospitality Skills 2010 Project

Recruitment and Selection

- 2.1 How did you hear about the HYI project?
- 2.2 How were you chosen to join the project? (Probe who selected them, what steps they had to follow, what were the criteria etc.)

Training

- 2.3 Can you describe what the training course was like?
- 2.4 What did you learn?
- 2.5 What were the best parts? What could have been better?
- 2.6 What did you learn about yourself?
- 2.7 Do you think it has helped you to do what you are doing now? In what way? Expand.
- 2.8 Was there anything you think you needed to know that was not covered?

Placement

- 2.9 Can you describe how and where you were placed after the training?
- 2.10 What kind of assistance or mentoring did you receive while you were in your internship?

- 2.11 What were some of the difficulties you experienced while doing your internship? How did you deal with these? Was there anyone who helped you?
- 2.12 Is there anyone who helps you now?
- 2.13 What kind of challenges do you experience now? What do you do if you need support or assistance in dealing with these?

3. Background Information – Personal

- 3.1 Can you please tell us a little about yourself and your family? Where do you come from? (Probe for some family background, what parents or family members do, who works, some detail of the area, how they survive etc. Note age, gender, highest level of education, whether they have studied anything etc, previous work experience.)
- 3.2 How did they support you through this programme? (If not family support what other support did they have?)
- 3.3 What do you like about your job? What don't you like?
- 3.4 What would you like to do in the future? How do you think you can go about achieving that?
- 3.5 Do you mind telling us how much someone in your position earns? Do you need to use that for your family, or are you able to keep it yourself? (In other words do you have many demands made on your income by others?)

4. General

- 4.1 What has your experience of the World Cup been? (Probe if had to deal with many tourists, were they different from usual hotel clients etc)
- 4.2 How do you think the project could be improved or changed to achieve better results?
- 4.3 Has anyone ever asked you for a certificate or qualification? (Explore issues around that.)

APPENDIX D: THE PROCESS OF ACCREDITATION WITH THE THETA

Phase A (referred to as 'intent')

The 'provider' (organisation) provides written intent to become accredited with the THETA.

The THETA will evaluate whether the provider is eligible for accreditation and if so, approves the 'intent to become accredited'. The provider is given 12 months in order to complete the accreditation process and is entitled to support and assistance from the THETA ETQA in this regard.

A form needs to be completed and submitted to the THETA. It is available online from www.theta.org.za or from the Call Centre: 0860 100 221. An information brochure is also available.

Phase B (application to be accredited)

The provider formally applies for accreditation status with the THETA.

The THETA evaluates whether the provider meets the criteria through a desk-top and on-site audit. If successful the THETA grants accreditation to the provider for a specified period of time. The onus is on the provider to apply for re-accreditation 6 months prior to the lapse of its accreditation status.

The provider submits a Portfolio of Evidence against the criteria stated in the Phase B application form, which is available online from www.theta.org.za or from the Call Centre: 0860 100 221.

A desk-top audit of the documentation is conducted and the provider will then be informed by the THETA when an on-site audit will be conducted.

Once the report by the audit team is in, the THETA will decide whether to grant the provider *full accreditation*; *provisional accreditation* or *no accreditation*. The provider will then have an opportunity to do remediation work.

For Phase B the THETA looks at the following:

(1) The primary focus of the provider

- The Phase A application form has been completed and the provider wrote a formal letter on the organisation's letterhead in this regard.
- The range and type of unit standards to be offered are clearly defined.
- The provider has given their vision and mission.
- The organisation's structure is explained, for example using an organogram.
- A business plan has been provided.
- The provider's strategic objectives reflect a justifiable need for accreditation.

(2) The provider is not accredited with another ETQA

- The provider cannot be accredited with more than one ETQA.
- The provider is a single purpose, private provider.

(3) Legal status

- The provider has proof that it is a legal entity. It can show its:
 - SDL number
 - company registration certificate
 - auditor's report
 - in-house training budget.

(4) Organisational practices

The Portfolio needs to include:

- **Policy 1**

- ***Managing the QMS (Quality Management Systems)***

- Requirements:

- QMS vision

- Senior management support and commitment

- Maintenance, access and distribution of policies

- Identification of and recourse in sub-standard ETD practice

- Review and audit practice.

- **Policy 2**

- ***Managing programme design, development and delivery***

- Requirements:

- Needs analysis and research practice

- Design and development strategy

- Unit standard alignment

- Workplace alignment

- Variety of learning methods

- Theory and practice integration

- Evaluation strategy and instruments

- Contracts and agreements in terms of ETD provision

- Management of off-site and work site education and training provision.

- **Policy 3**

- ***Managing assessment and moderation***

- Requirements:

- Organisational assessment principles and practice

- Design and development of assessments and assessment guides

- Management of assessors and moderators

- Management of RPL

- Moderation management (policy, principles, plan and instruments) in support of NQF and assessment principles.

- **Policy 4**
Managing learnerships (if learnerships to be offered).

- **Policy 5**
Managing ETD staff

Requirements:

Suitably qualified staff (coaches, mentors and facilitators) per unit standards and/or qualification

Contract ETD staff – selection, roles, appraisal and development

Mechanism which ensures that the criteria for each position is periodically reviewed and updated

Review and management of assessor/moderator/facilitator recruitment, selection, performance review, induction

Management and implementation of assessor and moderator codes of conduct, contracts.

- **Policy 6**
Managing administration

Requirements:

Applications for entry, registration in programmes, delivery, assessment and moderation schedules

Types of records kept (learner and administrative)

Confidentiality of information in terms of access and release of information

Capturing and maintaining learner records – own and ETQA database

Management of certification distribution

Management and maintenance of facilities, materials and equipment

Overview of database information: learner and programme details, assessor/moderator allocation.

(5) Financial, administrative and physical resources

The provider needs to have:

- Its own physical resources (e.g. training room/s) and/or partnerships with an organisation(s) who has/have
- Compliance to health and safety (e.g. a policy or description)
- Access to the THETA website, internet, e-mail
- Access to learning and media resources
- Clear evidence of financial viability/sustainability, such as a business plan, auditor's report, in-house training budget.

(6) Staff resources

The provider needs to provide:

- A list of qualified and registered assessors and moderators
- CV's for facilitators
- Sample of contracts for assessors, moderators and facilitators
- A plan of development.

(7) Learning programmes

The provider needs to provide:

- An implementation plan
- The programme strategy/curriculum
- The assessment strategy document
- A facilitator guide
- Learner material
- An assessment guide/s
- A workplace/practical guide.

(8) Learner support

The provider needs to provide:

- The learner selection criteria and process; registration documents
- Learner work schedules and progress reports
- The learner appeals process and procedure.

(9) Achievement of NQF outcomes

- The application needs to show clear alignment to NQF qualifications and principles
- Learner support mechanisms must be evident
- Resources indicate support of quality provision
- Resources and infrastructure indicate sustainability.

APPENDIX E: EXAMPLE OF NCV CURRICULUM OUTLINE (HOSPITALITY)

National Certificate (Hospitality)

The National Certificate (Hospitality) is a programme at each of level 2, 3 and 4 of the NQF. This programme is designed to provide both the theory and practice of Hospitality. The practical component of study may be offered in a real workplace or in a simulated workplace environment. It will provide students with an opportunity to experience work situations during the period of study.

The fundamental subjects are:

- First additional language
- Mathematics or mathematical literacy
- Life orientation.

The vocational subjects are:

- Food preparation
- Hospitality generics
- Hospitality services
- Client services and human relations.

The holder of the National Certificate (Hospitality) will be able to:

- Manage a guest-house
- Deal with client services in an accommodation facility
- Work as assistant cook/chef preparing food in a restaurant, hotel or guest-house
- Work as waitron
- Work as a housekeeper in a hotel/inn/guesthouse.

FROM: Department of Education. (2008). *Further education and training. A guide to opportunities for further learning. FET colleges first*. Pretoria. Department of Education. Pages 23-25.