

Ready to WORK

SOUTH AFRICA'S *Monyetla*
WORK READINESS PROGRAMME FOR
BUSINESS PROCESS OUTSOURCING



The BPO Sector Support PARTNERSHIP



The Department of Trade and Industry (the dti) represents the government in the partnership. It participates in the Business Process Outsourcing (BPO) Sector Support Programme through its Strategic Competitiveness Unit, situated in the Enterprise and Industry Development Division (EIDD).

www.thedti.gov.za



The Business Trust combines the resources of business and government to accelerate the achievement of nation objectives. The Business Process Outsourcing Support Programme was established to enable actors in the public and private sectors to work together to establish South Africa as a preferred location for Business Process Outsourcing.

www.btrust.org.za



Business Process enabling South Africa (BPeSA) is the national co-ordinating body representing the interests of the Business Process Outsourcing & Off-shoring sector in South Africa. The organisation represents the industry, and has four regional arms in Gauteng, the Western Cape, KwaZulu-Natal and the Eastern Cape.

www.bpesa.org.za



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EXECUTIVE Summary

The Monyetla Work Readiness Programme was designed to accelerate training for entry level jobs within South Africa's growing Business Process Outsourcing (BPO) industry. Monyetla means "opportunity" in SeSotho.

An inception programme, which set out to train 1 000 unemployed South Africans for work readiness as entry level BPO agents, was run during 2008. 17 employer-led consortia trained 1 117 young people in 3 provinces in a 16-week, 60-credit skills programme leading to entry-level employment.

The cost of training each learner was R15 000.00 including a daily stipend of R50.00, and was funded by the Department of Labour's National Skills Fund. Project design, management and evaluation was paid for by the Business Trust.

The learners achieved an 86% success rate in the skills programme, and 90% of these competent learners were placed in employment. Overall, 77% of all learners who commenced the Monyetla Programme were both found competent and gained employment.

The Monyetla model included the training of one supervisor or team leader for every six Monyetla learners. The supervisors were to be trained at the cost of the employer, using the levy-grant system, where employers receive grants from their sector education and training authorities to cover training costs. 236 supervisors were trained, exceeding the target by a wide margin.

A comprehensive quality management system was designed and implemented. Regular communication and implementation guidance was provided by means of detailed circular newsletters sent to consortia at regular intervals.

An external evaluation found the programme successful, effective for learners and employers, adequately resourced and replicable.

INTRODUCTION

The Business Process Outsourcing (BPO) Sector Support Programme was established by the Business Trust to enable the South African public and private sectors to work together to establish South Africa as a preferred location for Business Process Outsourcing. The programme was designed to:

- support the effective marketing of South Africa as a competitive BPO destination;
- develop and deepen a pool of internationally competitive talent;
- create an enabling environment of infrastructure and incentives;
- assure the quality of the South African offering;
- mobilise industry to be increasingly competitive in the promotion of South Africa as a centre for value based off-shoring; and
- optimise the impact on South Africa's development objectives by attracting investment and creating jobs.

The Monyetla Work Readiness Programme was an innovative talent development initiative: designed by the Sector Support Programme for Business Process Outsourcing, funded by the Business Trust and the South African government, and led by employers.

The availability of work-ready talent is one of the key factors considered by prospective international and national investors in the sector. Cross-sector research on the current training situation led to the formulation of a skills development strategy with three objectives for focused, rapid development of talent for the BPO sector:

- to increase the pool of entry-level employable people through the Monyetla Work Readiness Programme;
- to accelerate the development of home-grown supervisors and managers by developing supervisors, team leaders and managers through the levy grant and tax incentives system;
- to ensure the ongoing building of a globally competitive talent pool by encouraging life-long learning and training through the National Skills Development Strategy.

The Department of Labour provided a grant from the National Skills Fund to the Department of Trade and Industry to cover the cost of training 1 000 unemployed people as entry-level BPO agents using the Monyetla model. The Business Trust provided funding for project design, implementation and evaluation.

Governance of the Monyetla Work Readiness Programme was provided by a steering committee of the Sector Support Programme, and programme management of the implementation was undertaken by the Business Trust.

THE OBJECTIVES *of the* MONYETLA

Work Readiness Programme

The Monyetla Work Readiness Programme aimed to:

- provide 1 000 unemployed South Africans with entry level skills to become agents in the BPO sector;
- place 70% of learners in employment on completion of the skills programme;
- enable successful learners to enter the Level 2 Contact Centre Learnership with 60 of the 128 credits already completed;
- increase the pool of developed BPO talent by ensuring that one home grown supervisor was developed for every six Monyetla learners trained; and
- manage, monitor and evaluate the talent development in the BPO sector and produce a plan for roll out of the Monyetla Work Readiness Programme for 30 000 people by 2009.



"I have become a responsible person and I am committed. I do everything I do because I want to."

Lerato Nthinya, Monyetla graduate

OVERALL SUMMARY

of the **achievement of the objectives**

The objectives of the inception programme were fully met during the first rollout. The Monyetla model was piloted with 1 117 learners, who undertook a quality-assured, 60-credit skills programme comprising theory and on-the-job experience. The programme was run by 17 employer-led consortia in three provinces. Accredited training providers were used to ensure the delivery of high quality programmes.

The work readiness model was found to be effective in bringing unemployed young South Africans into entry-level BPO jobs within four months at a cost of R15 000.00 per learner. Learners received a daily stipend of R50.00 per day throughout the duration of the programme.

Monyetla learner achievements

The first 1 117 learners who entered the Monyetla Work Readiness Programme achieved the following results:

- 958 learners were found competent (86%)
- 857 of the 958 competent learners were employed (90%)
- 857 of the 1 117 learners who started were found competent and employed (77%)
- 179 learners in 3 consortia completed the full Contact Centre Level 2 qualification

Training of supervisors

The contract with implementing consortia required that one supervisor be trained for every six Monyetla learners. The training of team leaders or supervisors was conducted at the cost of the employer, using the levy-grant system in terms of which employers had access to a grant from their sector education and training authorities to cover these costs.

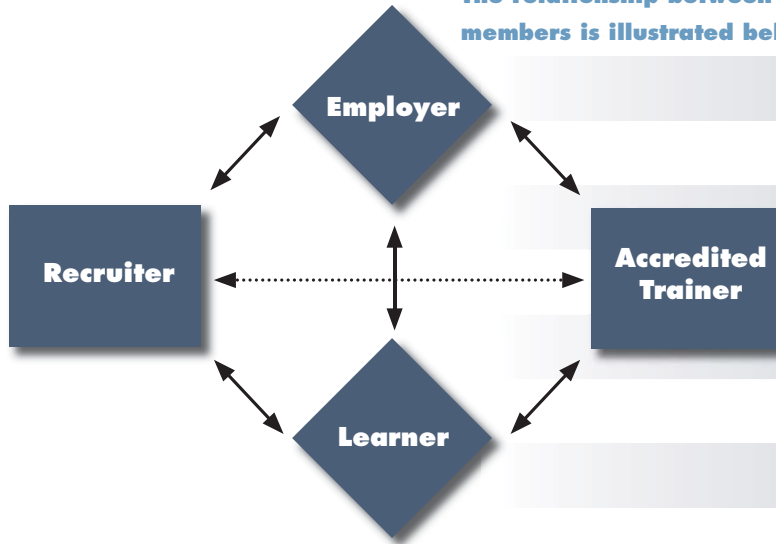
1 117 Monyetla learners entered the programme, requiring 186 supervisors to be trained. 236 supervisors were trained during the programme, exceeding the target by 25%.

Management, monitoring and evaluation

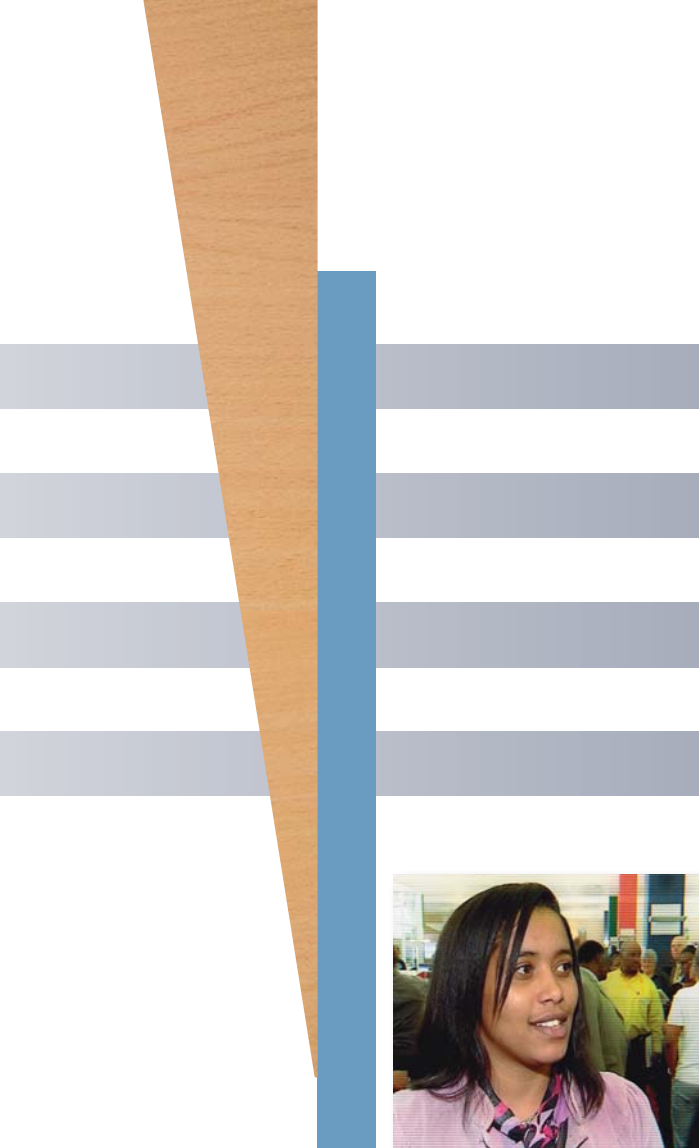
An external evaluation of the Monyetla Programme found that the project was effectively governed and managed. A rigorous national-aligned quality management system was implemented and this contributed to the overall success of the learners. The Department of Trade and Industry accepted responsibility for the development of the roll-out plan.

THE MONYETLA model

The relationship between the consortium members is illustrated below:



The Monyetla model was designed for a sector in which there was a clear growth in entry-level employment opportunities. This demand-led approach ensured that successful learners received training that was tailored to employer's needs, making them highly employable upon completion.



In order to ensure the employment of successful learners, those employers wishing to participate in the programme were required to lead a consortium in which employers, training providers and recruitment agencies collaborated in the selection, training and placement of learners.

To participate in the programme, employers were required to commit to employing 70% of the learners for a minimum of six months on conclusion of the training.

A minimum of one month of the four-month programme was required to comprise on-the-job training and experience, and this provided employers with an opportunity to assess the skills, knowledge and attitudes of learners.



"I can do my job delightfully because of the skills that I have attained that have helped me to be competent in my job."
Pearl Sosibo, Monyetla graduate

THE MONYETLA Curriculum

The Monyetla programme curriculum was compiled with the assistance of the Services Sector Education and Training Authority. The programme yielded 60 credits of the 128-credit Contact Centre qualification at Level 2 on the National Qualifications Framework (NQF).

It was designed to cover the essential skills required to enter the BPO sector and various other services industries such as banking, insurance and finance. Much of the learning undertaken in the Monyetla programme was generic to the world of administration and customer service, including the life skills, communication, maths and technical skills required to enter the BPO industry.

It was envisaged that Monyetla learners who found employment on completion of their work readiness training could enter into learnership agreements that required them to gain a further 68 credits and upgrade this skills qualification to full “learnership¹”



*“I didn’t know anything about computers. Monyetla has changed my life dramatically. You can train, you can improve. You have to be willing to learn, and eager to learn in order to be successful.”
Samantha Arendse, Monyetla graduate*

¹ A learnership is a vocational education and training programme. It combines theory and practice, culminating in a qualification that is registered on the National Qualifications Framework (NQF). A person who completes a learnership will have a qualification that signals occupational competence that is recognised throughout the country.

MONYETLA Training Curriculum

	ID	UNIT STANDARD TITLE	Level	Credit
Core	10348	Identify and respond to customer needs in a Contact Centre (10348 / 2.1)	2	12
Core	10353	Meet performance standards within a Contact Centre (10353 / 2.6)	2	6
Core	13872	Instil in myself a personal Contact Centre culture (10357 / 2.10)	4	4
Core	13874	Work as a member of a Contact Centre team (10356 / 2.9)	4	5
Fundamental	8963	Access and use information from texts	2	5
Fundamental	9009	Apply basic knowledge of statistics and probability to influence the use of data and procedures in order to investigate life related problems	2	3
Fundamental	7480	Demonstrate understanding of rational and irrational numbers and number systems	2	3
Fundamental	8962	Maintain and adapt oral communication	2	5
Fundamental	8967	Use language and communication in occupational learning programmes	2	5
Fundamental	7469	Use mathematics to investigate and monitor the financial aspects of personal and community life	2	2
Fundamental	9007	Work with a range of patterns and functions and solve problems	2	5
Fundamental	8976	Write for a wide range of contexts	4	5
TOTAL NUMBER OF CREDITS: 60				

The CONSORTIUM approach

The external evaluation found the consortium model to be effective, particularly where the employer led actively, and there was a clear connection between the employer, training providers and the learners.

Employer types

The 17 consortia which implemented the programme can be classified by employer-type, including government, parastatal, flexible staffing provider or private BPO employer.

- 3 local government bodies (KZN municipalities) – 120 learners (10.5%)
- 1 parastatal body (SA Post Office) – 100 learners (9%)
- 4 flexible staffing providers – 201 learners (18%)
- 9 private BPO employers – 611 learners (55%)
- 2 training providers – 85 learners (7.5%)



*"I wake up in the morning
and I have a reason to get
up. I feel like I'm chasing
something now."*

*Sizwe Dlamini,
Monyetla graduate*

Monyeta Consortia

- Blake Holdings and People Solutions
- Capital Outsourcing Group, and Business Employee & Management Training
- Deloitte and RIMS Infomage Group
- Digital Solutions and i-Fundi
- Direct Axis and Contact Center Dynamics
- Direct Channel Holdings and i-Fundi
- TL Consulting
- Ethekwini, Cato Ridge, Richmond Municipalities, and TL Consulting
- FirstRand and People Solutions
- Kelly and People Solutions
- Matlejoane Staffing Solutions, MultiChoice and i-Fundi
- RIMS Infomage Group
- Credit Management Services; Munnik, Basson, da Gama; Lankon Consulting; and Mind-the-Gap
- Quest Flexible Staffing Solutions and LearnSys
- Medscheme, Quest and CCX
- SA Post Office, Prodigy Business Services, and Mind-the-Gap
- TeleTech, Contact Center Dynamics and Distinct Solutions

Provincial distribution

The Monyetla Programme was run in the three provinces in which the BPO sector is most active. The allocation of learning places across provinces was:

Provincial Completions	Allocated: 1 117	%
Gauteng	529	47%
KwaZulu-Natal	185	16%
Western Cape	403	37%

Learner DEMOGRAPHICS

The Monyetla Work Readiness Programme was

designed to achieve the demographic spread

determined by the Department of Labour's

National Skills Development Strategy (NSDS).

The following was achieved:

	NSDS Target	Actual Achieved
Female learners	54%	62.5%
Black learners	85%	99%
Learners with disability	4%	.9%



*"Monyetla helped me a lot. Now my language has improved. I can't see the barriers that I used to see."
Sibusiso Mkhwanazi,
Monyetla graduate*

CASE STUDY *on* the **Monyetla** Work Readiness model

An independent evaluation of the programme

included the following findings:

- the Monyetla model was effective, documented and replicable;
- employer-led consortia achieved high employment rates;
- the placement of learners exceeded the required 70%;
- supervisor training exceeded the target;
- the model achieved and exceeded its objectives;
- some learners completed the entire learnership;
- the budget of R13 650 (R15 000 including VAT) was adequate; and
- project management played a significant role in success of the project.

Additionally, the case study found that both employers and providers held positive perceptions about the Monyetla model and its implementation.

“We found that the programme was extremely successful. The employer led model worked very well, particularly in cases where host employers led the process. Having employers lead the programme, allowed for those employers to be able to select the learners that they wanted and get them into employment.

**Cecil Macheke,
Growth Laboratory
Monyetla Evaluator**

ADDITIONAL achievements

Emergence of Monyetla as a "brand"

The Monyetla Work Readiness Programme was widely publicised at industry conferences, both regionally and nationally. The name, meaning "opportunity" was seen as apt and upbeat, as the target group is unemployed young South Africans. The project was successful in enabling young people to get into the world of work quickly and at no cost to themselves or their families. Word of mouth reputation emerged.

The impact created by this compact, good quality, employer-led skills programme was also noted by employers and training providers.

There appeared to be an emerging consciousness of the Monyetla "brand", representing a credible, short and practical government-funded, work-readiness programme for the BPO sector.

Support for emerging black training providers

Three of the 19 consortia allocated learning places in the Monyetla Programme included emerging black training providers, who had not yet gained accreditation from the sector Education and Training Quality Assurance (ETQA) body.

During the implementation of the Monyetla Work Readiness Programme, the emerging training providers were supported in their preparation for accreditation by the Monyetla project management team. At the end of the process, two of the three emerging providers had achieved accreditation status, and the third was engaged in the final part of the process.

Replicability of the work readiness model in other sectors

The success of the Monyetla model suggested that it could be a replicable work readiness strategy in any economic sector in which there was entry level job growth, employers who would commit to leading a training consortium and employing at least 70% of the learners and government funding.

Opportunities might exist in tourism, Expanded Public Works, or the FIFA World Cup™ 2010.

The skills programme, which is made up of fundamental and core unit standards, can be tailor-made to suit the entry-level training needs of any sector, and to lay the pathway for further learning. What is required is job growth and willing employers.

The enclosed DVD features a short film by the Business Trust describing the model, results and impact of the Monyetla Work Readiness Inception Programme.

Ready to Work DVD







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